



**Vancouver
Community
College**

In motion

Strategic Innovation Plan

2023 Accomplishments

Introduction

Land Acknowledgement

Vancouver Community College respectfully acknowledges that we teach and learn on the traditional and unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh Úxwumixw (Squamish), and səliłwətał (Tseil-Waututh) peoples.

At the very heart of our Strategic Innovation Plan is our commitment to Reconciliation. Meaningful and sustained actions to decolonize and indigenize our programs, spaces, attitudes, and practices are demonstrated throughout the plan, and are paramount to its accountability and success.

President's Message

Throughout Vancouver Community College's (VCC) storied history dating back to 1880, we have encountered challenges and seized opportunities that have not only transformed the lives of students but shaped our city, region, and province. As a leader in accessible education and skills training, VCC's Strategic Innovation Plan serves as a roadmap for our future, ensuring fiscal sustainability to uphold our legacy of programmatic excellence deeply rooted in community values.

Two years into this journey we achieved our first major milestone when the Province of British Columbia announced an historic investment of \$271.3 million for VCC's new Centre for Clean Energy and Automotive Innovation (CCEAI). This catalyst project for our Campus Plan will not only train skilled labour for emerging technologies and markets, but it will also unlock further developmental opportunities for the college and surrounding community.

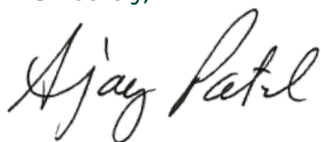
I am proud of the collaboration undertaken in this cornerstone project, which has been a meaningful process of learning and growth as part of our Indigenous informed journey of reconciliation.

On behalf of the college's Board of Governors and VCC community, I am delighted to present the key accomplishments in 2023 through our Strategic Innovation Plan. The college stands as an extraordinary place for learning, teaching, and working, a testament to the dedication of our community of students, faculty, and staff. Their collective commitment to education and community is the driving force behind the progress we have made thus far.

While we celebrate these achievements, we are just getting started. The second half of our Strategic Innovation Plan presents new opportunities and challenges that will require continued dedication and innovation.

Together, we will build upon this foundation to propel our institution to even greater heights.

Sincerely,

A handwritten signature in black ink that reads "Ajay Patel". The signature is fluid and cursive, with the first letters of "Ajay" and "Patel" being capitalized and prominent.

Ajay Patel
President & CEO



**Welcome to VCC.
A friendly, warm,
welcoming place
for everyday
learning.**



Welcome to a new era of transformative education, where vision meets action and innovation intersects with tradition.

Forged by the Strategic Innovation Plan, we invite you to explore the dynamic landscape that charts VCC's path as the preferred choice in innovative, experiential learning for life.

The plan's five priorities (Academic Innovation, Campuses of the Future, Empowered People and Culture, Engaged Communities, and Operational Excellence) establish tangible, shared goals for program evolution, campus development, fiscal sustainability, and social responsibility.

In sync with our strategic vision, our refreshed brand embodies the essence of who we are as an educational institution: VCC is hands-on, industry-connected, and practice-based.

This convergence of strategic intent and newly revitalized brand marks a pivotal moment in our history. Join us as we continue to serve our city and region, making an even greater impact for decades to come.

Strategic Innovation Plan fast facts

Breakdown of objectives by status

Academic
Innovation

24

7 Pending objectives
14 Active objectives
3 Completed

Campuses
of the Future

13

2 Pending objectives
9 Active objectives
2 Completed

Operational
Excellence

22

9 Pending objectives
9 Active objectives
4 Completed



**Empowered People
and Inclusive Culture**

15

- 7 Pending objectives**
- 4 Active objectives**
- 4 Completed**

**Engaged
Communities**

14

- 3 Pending objectives**
- 5 Active objectives**
- 6 Completed**



Academic Innovation

Deliver sustainable programming accessible and responsive to the diverse and changing learner, community, and employer needs.

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Reflect and respect Indigenous knowledge, culture and history in academic planning and delivery.

JUSTICE, EQUITY, DIVERSITY & INCLUSION

Review and renew curricula and teaching practices for greater inclusion of diverse ways of knowing and being.

STUDENT EXPERIENCE

Develop, optimize, and embed workflows to transform student experience by meeting learners where they are in a student-centred approach.

EDUCATIONAL DELIVERY

Build a diverse educational delivery model that supports lifelong learning and responds to evolving student, community, and employer needs.

FISCAL SUSTAINABILITY

Deliver sustainable programming and student services that align with our institutional values, community, and labour market demands.



“Every person on VCC’s Education Council speaks from an area of the college that needs to be heard. We can’t make good change without listening to each other. In curriculum changes over the past year, we have seen a trend toward changing courses and programs to align with a standard term structure. This may seem small, but it simplifies a lot of the “behind the scenes” work of delivering programs, allowing better service to students.”

**NATASHA MANDRYK, DEPARTMENT HEAD, MATHEMATICS, SCHOOL OF ARTS AND SCIENCE;
CHAIR, EDUCATION COUNCIL**

B.C. anticipates there will be one million job openings within the province over the next decade. Almost 80 percent of these opportunities will require post-secondary training. VCC remains committed to addressing this significant demand, continuously supporting the career aspirations of our students while playing a pivotal role in shaping B.C.’s workforce for the future.

To support newcomers and English Language Learners (ELL) access to education, VCC’s Assessment Centre launched a new, industry leading English Language Assessment tool. Additionally, International Education and CareerLAB collaborated to create Ready2Work International, an online platform providing information to international students on entering the local workforce and navigating careers in Canada.

Furthering Indigenization in curriculum, VCC launched two new courses centered on the Indigenous perspective. Impacts of Colonization on the Health and Wellbeing of Indigenous Peoples is now part of our International Health Care Assistant Diploma program, offering a comprehensive understanding of healthcare challenges faced by Indigenous communities. Additionally, our Indigenous Business in Canada course explores into the intricacies of Indigenous entrepreneurship across the country. These enhancements are examples of our dedication to offering an inclusive education, providing students with essential knowledge and valuable insights into Indigenous business practices.

The full acquisition of the Sign Language Interpreting diploma program solidified our position as a leader in the country for programs that support the Deaf community. It joins long-standing programs at the college that teach fluency in ASL language and an understanding of Deaf culture and allyship. With this foundation, graduates of the Sign Language Interpreting Diploma serve the community by creating a vital interpreting bridge between the English language hearing and the ASL Deaf worlds.

The Heavy Mechanical Trades program expanded its fleet at the Broadway campus to include a 100% electric compact excavator. Our Automotive Department also procured new plug-in hybrid electric and hydrogen fuel cell vehicles to bolster the hands-on training students will receive with respect to repairing and maintaining these newer green vehicles. Automotive repair also launched a revised curriculum related to CleanBC goals.

In line with VCC’s strategic focus on micro-credentials, the college also successfully implemented a comprehensive digital credential wallet, providing a streamlined solution for the issuance and management of micro-credentials — further contributing to our commitment to enhancing lifelong learning opportunities.



Campuses of the Future

Design spaces and infrastructures optimized for all learner and employee success and well-being.

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Foster belonging and well-being by integrating the context and priorities of Indigenous communities in campus design and planning.

JUSTICE, EQUITY, DIVERSITY & INCLUSION

Demonstrate universal and intercultural principles for equitable access to spaces and diverse experiences in learning and working.

CAMPUS PLANS

Advance the Campus Plan and develop a strategic campus stewardship plan for our current facilities.

ENVIRONMENT

Commit to environmental sustainability by expanding existing and introducing new initiatives for climate justice and emergency management.

TECHNOLOGY

Develop a technology infrastructure that supports education and service delivery on-campus and in virtual spaces.



“Every part of this region is steeped with the histories and stories of Musqueam, Squamish and Tsleil-Waututh peoples, but for too long we have been invisible on our own land. This is changing in part because of VCC’s conscious efforts to work towards true and meaningful reconciliation. It is evident in the planning behind VCC’s new Centre for Clean Energy and Automotive Innovation. As the development of this project proceeds, VCC is working with Indigenous knowledge-keepers, cultural advisors, and partners to co-create a future where inclusivity and reciprocity guide our actions, fostering sustainable development that honours the past, present, and future.”

CHIEF IAN CAMPBELL, HEREDITARY CHIEF, SQUAMISH NATION

VCC continues to embrace the responsibility of anticipating future needs while respecting the history of the lands we occupy. This foresight ensures that VCC remains a forward-thinking institution, ready to meet the challenges and opportunities that lie ahead.

One of our most notable achievements has been the establishment of an Indigenous consultation process during the design phase of the Centre for Clean Energy and Automotive Innovation (CCEAI). In collaboration with Indigenous Cultural Advisors, we’ve ensured that the design of this centre is harmonious with First Nations’ presence in China Creek. This initiative underscores our dedication to honouring Indigenous perspectives and integrating them into our projects.

Furthermore, our commitment to green and clean energy is unwavering. We’ve formed a sustainability committee with senior leadership representation to ensure that our new building aligns seamlessly with our sustainability goals. This not only benefits the environment, but also exemplifies our dedication to responsible growth.

In partnership with the Province of British Columbia, VCC proudly participated in an announcement alongside Premier David Eby. The province pledged \$271.3 million toward our new Centre for Clean Energy and Automotive Innovation at the Broadway campus, with a total projected capital cost of \$291.3 million. This collaboration solidifies our position as a vital contributor to advancing clean energy and automotive innovation in our province.



Operational Excellence

Advance system integration, risk management, and fiscal responsibility through capacity building and digital transformation.

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Review College policies and procedures through the lens of decolonization and reconciliation.

JUSTICE, EQUITY, DIVERSITY & INCLUSION

Renew operational practices and languages for greater access, equity, and inclusion.

RISK REGISTER

Identify formalized strategies and processes to mitigate institutional risk.

SYSTEM INNOVATION

Advance system integration, access, and user experience through digital transformation across the institution.

FINANCIAL STEWARDSHIP

Develop financial stewardship initiatives and diverse revenue strategies that promote budgetary literacy and fiscal health.



“Through VCC’s commitment to Operational Excellence, we continue to enhance processes and advance initiatives that support VCC’s ongoing financial sustainability. The work done in the last year through financial planning and reporting, resource and process optimization and transparency provides a solid foundation enabling us to move forward with innovation, agility, and sustained growth while maximizing the impact on student learning.”

MELODEE SANTOS, ASSOCIATE DIRECTOR, BUDGET AND FINANCIAL PLANNING

Ensuring resilient operational systems is vital to maintain business continuity and optimize efficiency. To improve registration processes, the Registrar’s Office team at VCC was the first provincial post-secondary institution to upgrade from the EducationPlannerBC platform 2 (EPBC2) to EPBC3. This progressive initiative won EducationPlannerBC’s inaugural Trailblazer Award.

From a systems and data management standpoint, IT implemented the first phase of an Enterprise Resource Plan (ERP) by hiring a third-party consultant to audit college data-entry systems. This resulted in a report of recommendations created to improve the overall business efficiency. Moreover, IT implemented a “data lake” which allows the college to store, process, and secure large amounts of structured, semi-structured, and unstructured data, allowing for timely and efficient reporting.

Operational excellence includes creating inclusive and accessible approaches and processes to how we do things. Continuing our commitment to equity, diversity, and inclusion (EDI), an institutional statement was developed that supports our community’s values and ways of being. This collaborative EDI statement is now published on vcc.ca and is included on all official and related college reports.

On the operational effectiveness front People Services worked with our people leaders to develop and deliver a web-based term hiring process for faculty in an effort to improve term hiring process, resulting in greater transparency for incumbents, reduction of errors, and efficiency in the hiring process.

Additionally, in proactive consideration of escalating cybersecurity threats around the world, VCC updated a variety of technology systems and processes.

Moreover, in a formal ceremony, steeped in the traditions of the Skwxwú7mesh (Squamish) Nation, VCC had the privilege of inducting Indigenous leaders, Jessie Williams and David Kirk, into their roles as Dean, Indigenous Initiatives, and Dean, Curriculum and Pedagogy, surrounded by their loved ones and the community. This event marked a significant milestone in VCC’s commitment to Indigenization, decolonization, and the seamless integration of cultural ways of being, seeing, and doing throughout our institution. It stands as an emblematic testament to how VCC is embedding Indigenous perspectives into the very fabric of our operations.



Empowered People and Inclusive Culture

Cultivate innovative and accessible people services committed to inclusion, wellness, and development for all employees.

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Review and reimagine People Services through the lens of decolonization and reconciliation.

JUSTICE, EQUITY, DIVERSITY & INCLUSION

Create a culturally aware and inclusive workplace that provides equitable opportunities for Indigenous and diverse representation, participation, and success.

RIGHTS & RESPONSIBILITIES

Build a respectful and safe work environment that is free from harassment and discrimination for all employees.

MENTAL HEALTH & WELL-BEING

Promote employee well-being by embedding all aspects of health into work culture.

PEOPLE DEVELOPMENT

Foster a robust talent-base by supporting career and professional development, advancement opportunities, and succession planning.



“As a long-time employee of Vancouver Community College, I have had the privilege of helping hundreds of students reach their education goals so that they can find meaningful work. But I also recognize that to support students, I need to be at my best. I am grateful for VCC initiatives that support employee mental health and well-being, equity, diversity, and inclusion, and Indigenization. I also appreciate the internal opportunities for professional development and special projects. When an organization values its employees, it makes all the difference.”

LINA SEHGAL, CLIENT ENGAGEMENT SPECIALIST, PARTNERSHIP DEVELOPMENT OFFICE

In alignment with VCC’s commitment to creating a respectful and inclusive work environment for all, significant effort was made towards furthering a culture of accessibility and universal design. VCC’s new Accessibility Committee launched a comprehensive plan for the removal and prevention of barriers, and the implementation of a transparent feedback process to gather input from the public. Moreover, our people leaders and union partners participated in an audit of our disability management services with the National Institute of Disability Management and Research. The final audit report identified a detailed roadmap for an effective disability management program.

VCC continued to celebrate Indigenous excellence and leadership, and reaffirmed our dedication to fostering understanding and respect for Indigenous knowledge and culture in our learning environment.

For the recruitment of VCC’s new Dean of Indigenous Education and Community Engagement, the college took an Indigenous recruitment approach guided by Elders, Knowledge keepers and an Indigenous recruiter, resulting in two significant Indigenous hires — Jessie Williams, Dean of Indigenous Initiatives and David Kirk, Dean of Curriculum and Pedagogy. Led by cultural knowledge keepers, drummers, and singers, VCC held a formal blanketing ceremony following the traditions of the Sk̓wx̓wú7mesh (Squamish) nation, to induct the newly appointed Indigenous leaders.

At our Fall Convocation 2023, it was a great honour to celebrate Davena Isaac as the college’s first Indigenous valedictorian, representing the Carrier Nation and Frog Clan. Additionally, VCC nominated Bachelor Science Nursing student Eddy Gooch from the Cowichan Tribes, who received the prestigious Leadership Excellence Award from Colleges and Institutes Canada (CiCAN).

VCC also unveiled an art installation dedicated to residential school children, thoughtfully crafted by Haida artist Tamara Bell. This powerful expression of remembrance and healing is emblematic of our commitment to Truth and Reconciliation.

Furthering the college’s commitment to creating a more supportive workplace culture for mental health, the Not Myself Today program was launched collegewide. This program included departmental orientation sessions; the training of over 25 program ambassadors; and qualitative feedback from an employee wellness and mental health survey on the positive impacts of the program.



Engaged Communities

Foster meaningful relationships and strategic partnerships that expand opportunities, community impact, and industry recognition.

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Deepen our relationships with Indigenous communities that are reciprocal and respectful of their perspectives and priorities.

JUSTICE, EQUITY, DIVERSITY & INCLUSION

Engage equity-deserving groups and local cultural diaspora in meaningful collaborations that contribute to our diverse communities.

BRAND

Build a strong college presence through a strategic brand and communications plan that engages new opportunities.

FOUNDATION & ALUMNI

Leverage our alumni and donor relations to expand educational opportunities and support major capital projects through strategic fundraising.

PARTNERSHIPS

Grow external partnerships and associations that increase our community impact and industry recognition.



“I chose to study at VCC because the Business Management program has an exceptional reputation. But I also have opportunities to get involved in campus activities that have enriched my time here including being elected as the Women’s Representative for the Students’ Union of VCC Board of Directors and participating as the student representative on VCC’s Board of Governors. These are invaluable experiences that will serve me long after I graduate.”

**RIDHI BHATIA, 2ND YEAR STUDENT, BUSINESS MANAGEMENT POST-DEGREE DIPLOMA,
ELECTED STUDENT REPRESENTATIVE, VCC BOARD OF GOVERNORS**

Our strategic public relations initiatives have dramatically elevated VCC’s profile in 2023 among key external stakeholders, including government bodies, industries, and media outlets. Through engaging feature interviews with leading news organizations, impactful presentations on prestigious platforms, and active interactions with elected officials across all levels of government, we have significantly amplified our visibility and influence.

Additionally, our team’s talents and dedication have been recognized through numerous awards. This year, the spotlight shone brightly on VCC’s contributions and the remarkable individuals behind our success.

In 2023, we continued to leverage external partnerships and strategic fundraising as a way to support major capital projects. This commitment resulted in the official opening of the redesigned VCC Seiffert Market + Bakeshop, made possible by a generous donation from the Seiffert family and Snow Cap Enterprises. Growth in donor relations continues to expand educational opportunities as the VCC Foundation achieved remarkable success.

A comprehensive review and renewal of the College-Foundation Memorandum of Understanding (MOU) and the Foundation’s governance structure received approval from VCC’s President and the Boards of Governors of both VCC and the Foundation. This strategic move demonstrates our commitment to fostering a robust financial framework and sustainable collaborative relationships within our corporate landscape.

Our partnership efforts extended far beyond our campuses to support our local First Nations communities, both locally and across BC. Through collaboration, we delivered culinary training in Bella Bella for the Haítzaqv (Heiltsuk) Nation, as part of a contract with the BC Construction Foundation. This initiative demonstrates our dedication to skills development within Indigenous communities.

Additionally, VCC’s Culinary department collaborated with SkilledTradesBC and the x̣ẉṃə̣θ̣ḳẉə̣ỵəṃ (Musqueam) Nation to deliver a Professional Cook 1 program enriched with Indigenous-specific content. This partnership underscores our commitment to culturally relevant education and fostering opportunities for Indigenous learners in the skilled trades.



Photo: The VCC Seiffert Market+Bakeshop reopening in June 2023 thanks to a \$1M donation by the Seiffert family and Snow Cap Enterprises.

VCC Foundation: Building partnerships at VCC

“We firmly believe that investing in education is an investment in future generations. As a family-owned, B.C.-based business, we are committed to successful partnerships. Our collaboration with Vancouver Community College exemplifies this value and we are proud to work with the College to establish the new VCC Seiffert Market and Bakeshop.”

SEIFFERT FAMILY & SNOW CAP ENTERPRISES, VCC'S DONOR AND PROGRAM PARTNER FOR OVER 33 YEARS.

Partnerships can come in many forms. Whether financial, or through the sharing of knowledge, expertise, equipment or resources, each partnership makes a difference in preparing our students for their careers. Collectively, these types of partnerships help transform the educational opportunities at VCC.

Over the past year VCC Foundation marked several partnership milestones.

- Flourish, the Foundation's signature Green Tie Gala was hosted for the first time in three years. The sold-out event raised a record breaking \$105K in 2023, through the support of key sponsors.
- An individual giving campaign to celebrate Giving Tuesday, was highlighted through the development of community partnerships with groups such as SPUD and the Vancouver Aboriginal Friendship Centre, while raising over \$133K to support food insecurity and other donor requested initiatives.
- Twenty-six new scholarships, bursaries and award funds, with a total value of over \$180,000, were created to reduce the financial barriers for students to access their education and training.

Looking ahead, the VCC Foundation is preparing to support VCC's visionary Campus Plan with a comprehensive campaign anchored by its catalyst project, the Centre for Clean Energy and Automotive Innovation. Seeded by a \$271M investment by the Province of BC, more partnerships will be required and developed with individuals, businesses, industry, and community to complete this project.

VCC is in motion

Projects in progress

ACADEMIC INNOVATION

- Develop program audit tools and rubric necessary for assessing critical risk and sustainability with existing and proposed programs
- Audit existing non-CS programs to determine levels of compliance with critical risk and program sustainability
- Establish requirements and priorities necessary to construct a schedule for remediation and mitigation of critical risk and program sustainability
- Develop a program change framework that identifies and orders the process for all program changes and creation at the college, including obligations for enrolment risk, financial sustainability, and educational quality

CAMPUSES OF THE FUTURE

- Research and obtain consultation on best practices for incorporating Indigenous ways of knowing and universal design into the campus master plan
- CCEAI PHASE 2: Finalize design, permitting, and award of initial construction tender packages the Centre for Clean Energy and Automotive Innovation
- Build a business plan for financial support of phases two to six of the Campus Plan
- Establish a Facilities Risk Register within the Enterprise Risk Management (ERM) plan that identifies high level risks to ongoing operations and includes appropriate mitigation strategies designed to reduce inherent risk

- Establish a comprehensive space standards program that outlines criteria for the management of existing resources
- Optimize the use of the existing campuses by developing and implementing a space management program
- Introduce a college-wide education program focused on waste minimization and energy conservation
- Implement a Pollution Prevention (P2) program
- Develop a technology infrastructure that supports education and service delivery on-campus and in virtual spaces

OPERATIONAL EXCELLENCE

- Develop Institutional Enterprise Risk Management (ERM) policy and procedures
- Establish an active Enterprise Risk Management (ERM) Risk registry for the institution including all departments and schools with accountabilities
- Evolve business processes to inform and align with a more role-based enterprise resource planning (ERP) system
- ERP Data Cleanup Phase 2: Implement ERP data-entry fixes as advised in phase 1 recommendation report
- Implement additional self-service functionality for students within the enterprise resource planning (ERP) system.

- Implement online time entry system to all college employees
- Review student-facing operations to build a clear picture of the current user experience and develop actionable recommendations for improvement.

EMPOWERED PEOPLE AND INCLUSIVE CULTURE

- Develop and implement an inclusive Hiring Strategy
- Short term employee contingency planning for key roles
- Create a pilot Leadership Development Program for administrators
- Create web-based term hiring process

ENGAGED COMMUNITIES

- Develop a formal territorial acknowledgement
- Determine an engagement approach to building meaningful relationships with the local First Nations for protocol and reciprocal initiatives
- Review and renew web infrastructure and design
- Complete Brand Refresh
- Evaluate student recruitment and marketing strategy



\$271.3M

\$271.3 million funding from the Province of B.C. to fund VCC's new CCEAI



Partnerships in Action

In July 2023, the Province of British Columbia announced plans to move forward in partnership with VCC on the new Centre for Clean Energy and Automotive Innovation, contributing a landmark investment of \$271.3 million to the development.

343,832 ft²

343,832 square feet of building space supporting academic learning, student experience, and community gathering space



1



2

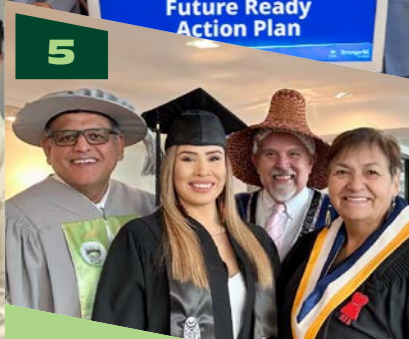


4

25+
community events
hosted at VCC



3



5

1000+
VCC students graduate
from a Red Seal training in
automotive, baking, culinary,
and hairstyling a year



6



7



8



9



10

From industry and community partners, to donors and corporate sponsors, collaboration is key to success at VCC.


- 1. Haida artist, Tamara Bell unveils an art installation commemorating residential school children on display at VCC's Broadway campus.
- 2. Community partner, Spud dropped off donated food for VCC's Gathering Space pantry.
- 3. The college's partnership with Scottish Qualifications Authority expands learning opportunities overseas.
- 4. VCC participates in the Province's StrongerBC Plan to help close the skills gap.
- 5. MLA Joan Phillip (Vancouver-Mount Pleasant) attends VCC's convocation ceremonies.
- 6. Connecting with the community along Great Northern Way in the inaugural Flats Festival.
- 7. In a formal ceremony following the traditions of the Squamish Nation, VCC inducted newly appointed Indigenous leaders.
- 8. Students get hands-on opportunities thanks to VCC's strong connections with local businesses.
- 9. Nursing student Eddy Gooch honoured with CIGan Leadership Excellence Award.
- 10. Fashion students showcase their designs at Vancouver Fashion Week.

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