

# JIBC **ANNUAL REPORT**

2021-2022



LEARNING THAT TAKES YOU BEYOND



**Justice  
Institute**

BRITISH COLUMBIA



We respectfully acknowledge JIBC campuses are located on the unceded Traditional Territories of the Qayqayt, Musqueam, and Coast Salish Peoples, the Katzie and Kwantlen First Nations, the Stó:lō Nation, the Sylix/Okanagan Nation, and the Traditional, Treaty Territories of the Songhees, Esquimalt, and WSÁNEC Nations.

Thank you to the JIBC Office of Indigenization for permission to feature elements of its logo throughout this plan. The logo artwork was created by Haida Gwaii artist James Cowpar. The design reflects a concept of social justice and acknowledges the diversity of Indigenous Peoples.

## **VISION**

Safer communities and a more just society.

## **MISSION**

Developing dynamic justice and public safety professionals through exceptional applied education, training, and research.

## **VALUES**

Integrity, Service, Diversity.





# TABLE OF CONTENTS

- 5** MESSAGE FROM LEADERSHIP
- 6** 2022-2027 STRATEGIC PLAN: FOR THE GREATER GOOD
- 7** THE STORY OF JIBC'S NEW BRAND IDENTITY
- 8-25** 2021-2022 HIGHLIGHTS
  - PUTTING STUDENTS FIRST
  - PURSUING EDUCATION & TRAINING EXCELLENCE
  - LIVING INDIGENOUS WAYS OF THINKING, BEING, RELATING AND DOING
  - FOSTERING THE SUCCESS OF OUR PEOPLE
  - CHAMPIONING EQUITY, DIVERSITY, & INCLUSION
  - ELEVATING ORGANIZATIONAL EFFECTIVENESS
- 26** THE JUSTICE INSTITUTE OF BRITISH COLUMBIA FOUNDATION
- 28** ENROLMENT HIGHLIGHTS
- 29** FINANCIAL HIGHLIGHTS
- 30** GOVERNANCE & ORGANIZATIONAL OVERVIEW

# MESSAGE FROM LEADERSHIP

The beginning and end of the 2021-2022 fiscal year was a study in contrasts for post-secondary institutions and British Columbians in general. In April 2021 people began to receive their first COVID-19 vaccinations after a year of watching the impact of the global pandemic. JIBC students, staff and faculty worked mainly from home, except for those in areas of study that required hands-on learning due to the critical nature of their professions. First responder trainees attended our campuses with numerous safety precautions in place.

Fast forward to March 2022, and people were being offered booster shots of the vaccine, masks were encouraged but no longer mandatory, and vaccine cards were being phased out. In-person gatherings were starting to come into focus again. In between, JIBC maintained operations and its high quality of education and training amid ever-evolving safety protocols through a combination of online, in-person and hybrid learning.

Throughout the year, JIBC continued to educate and train those whose service to our communities was highlighted by the pandemic — from law enforcement officers and paramedics to firefighters, emergency managers, counsellors, and mediators.

JIBC staff and faculty continued to explore the potential of offering online programming beyond the municipalities where our campuses reside, and to demonstrate the crucial role we can and do play in ensuring emergency responders are there to help when needed. From helping Fraser Health Authority train firefighters to administer COVID-19 vaccinations at mass clinics, to securing funding to provide the education necessary to enable internationally trained Advanced Care Paramedics to help meet paramedic shortages in B.C., the Institute has shown substantial leadership in supporting the first responder professions for which we train.

Also, this past year, the JIBC Board of Governors approved the new 2022-2027 Strategic Plan, aptly named “For the Greater Good,” recognizing JIBC’s vision of creating safer communities and a more just society for us all. This is the first annual report to be set out in line with our six key commitments of the plan, which will guide our work over the next several years.

JIBC continues to lead in the public safety sector and, as shown regularly by emergency responders, to adapt as needed to ever-changing circumstances. We want to recognize and thank the Ministry of Advanced Education and Skills Training (AEST), the Ministry of Health, and the Ministry of Public Safety and Solicitor General for their steadfast support. We wish to expressly extend our appreciation to AEST for grant funding that assists us in providing top-quality training, including \$150,000 for the purchase of skills training equipment.

And, thank you as always, to our staff, faculty, donors and partners, for all that you do in facilitating our ongoing efforts to make a difference in our communities, both directly and indirectly through support to our students. We are proud to serve.



Dr. Stephen Gamble  
*Chair, Board of Governors*



Dr. Michel Tarko  
*President & CEO*



STRATEGIC PLAN 2022-2027

# FOR THE GREATER GOOD

In 2021, JIBC undertook an extensive revitalization of its strategic plan, culminating in the creation of six core commitments to ensure JIBC is ready to respond to present-day opportunities and challenges and those of the future.

Building upon previous strategic plans, *For the Greater Good* underscores our continuing focus on pursuing education and training excellence. It upholds our obligation to Truth and Reconciliation and establishes JIBC's first standalone commitment to equity, diversity, and inclusion, focused on building the most inclusive learning and working environments possible. Rounding out our strategic plan pledges are commitments to operating efficiently and responsibly, including doing our part to address climate change, and the need to put people first — our students and our staff — to create the most positive learning and working experiences that we can.

We believe our plan provides clear direction, measurable goals, and solid strategies for achieving these commitments and responding to the many demands facing the extraordinary professions we prepare our students to enter.

This year, our annual report will report activities based on our new strategic plan and our six core commitments:

1. Putting Students First
2. Pursuing Education & Training Excellence
3. Living Indigenous Ways of Thinking, Being, Relating and Doing
4. Fostering the Success of Our People
5. Championing Equity, Diversity & Inclusion
6. Elevating Organizational Effectiveness

# THE STORY OF JIBC'S NEW BRAND IDENTITY



## Justice Institute

BRITISH COLUMBIA

In 2021-2022, JIBC revitalized and reimagined its brand identity.

More than an emblem, an organization's visual identity tells a story. It should invite connection, evoke emotion and link to organizational purpose.

With that in mind, and in tandem with the development of our 2022-2027 strategic plan, we understand the need to take bold steps to move JIBC forward.

We started by removing a heraldic symbol of colonialism from our visual identity — the griffin, a mythical half-eagle, half-lion creature dating back 3,000 years. This is one step toward decolonization and represents the considerable duty we have to learn about the impacts of colonialism — past and present — thoughtfully and openly. This is part of our journey to being better educators and allies for safer communities and a more just society for all British Columbians.

Our new, modernized identity has transformed into a stylized eagle. Eagles, found throughout British Columbia, are known for their vision, determination, and unwavering but nurturing commitment to teaching their young how to fly above the clouds.

The JIBC eagle's soft curves represent comfort, safety, and openness. Its stance is bold and noble yet dynamic in forward momentum. The expansive wingspan symbolizes flying to new heights — to go above and beyond, as do the professions for which we train.

The JIBC eagle represents a balance of strength, courage, and empathy, the foundation of our vision and programming. Its bright and youthful colour represents the future and is purposefully nestled within a shoulder patch in honour of the justice and public safety professions we serve.

**LEARNING THAT TAKES YOU BEYOND**



# PUTTING STUDENTS FIRST

## *HELPING EVERY STUDENT AND TRAINEE BE SUCCESSFUL WHILE AT JIBC AND BEYOND.*

Providing extra support for students, be it through mental-health initiatives, financial aid, increased inclusivity efforts or enhanced educational offerings, continued to be a central focus for JIBC in the 2021-2022 fiscal year.

A few highlights:

### **ENHANCING MENTAL HEALTH SUPPORTS ON CAMPUS**

JIBC received two grants to enhance mental health supports to the more than 30,000 students who study with us each year. The first, from the Canadian Mental Health Association (CMHA), was used to produce videos and other social media collateral aimed at reducing the stigma associated with mental health concerns. This was a collaborative effort among multiple post-secondary institutions in B.C. and included the development of a faculty training guide on how to recognize and refer students who seem to be struggling with suicide ideation.

The second funding allotment, a "Bell Let's Talk" grant, allowed us to implement new national standards that support the mental health and well-being for post-secondary students across Canada. The new standards were developed under the leadership of the Mental Health Commission of Canada in partnership with the Canadian Standards Association.

### **FINANCIAL AID AND AWARDS SUPPORT STUDENTS**

JIBC is fortunate to have a number of sources that provide awards for students across our different courses and programs. Typically, we adjudicate the various types of awards three times in the year and awards vary in value between \$100 and \$22,000. JIBC awarded 389 students a total of \$1,457,762 through the Financial Aid and Awards Office.

- Provincial government-sponsored awards: 244 students with a value of \$751,003

- Vancouver Foundation awards: 61 students with a value of \$601,000
- JIBC Foundation donor-funded awards: 53 students with a value of \$64,191
- JIBC self-funded awards: 31 students with a value of \$41,568

A new initiative that will increase our capacity to respond to students in need was developed this year. In response to the situation in Ukraine, JIBC dedicated \$5,000 to aid international students who are experiencing a crisis in their home countries. These JIBC-funded awards, comprised of five awards of \$1,000 each, will be granted in the 2022-2023 fiscal year.

### **SPECIALLY FUNDED FIRE TRAINING HELPS STUDENTS IMPACTED BY COVID-19**

Thanks to funding from the Canada-British Columbia Workforce Development Agreement, the JIBC Fire & Safety Division was able to offer its accredited pre-employment firefighter certificate program at no cost to a cohort of 20 eligible B.C. students. Students left unemployed or precariously employed (part-time, seasonal, casual) during the COVID-19 pandemic who were exploring new career opportunities, were eligible to apply. Upon graduation, the students will become sought-after recruit candidates who are prepared to pursue careers in the fire service.

### **2021 SPRING CONVOCATION CELEBRATES GRADUATES**

The achievements of approximately 290 graduates were celebrated by JIBC at its Spring Convocation on June 10. The virtual ceremony included the conferring of honorary degrees on two recipients: retired Abbotsford Police Department Staff Sgt. Michael Novakowski, in recognition of his promotion of legal education for police and his anti-gang and youth initiatives; and Sharon Sutherland, Director of Strategic Innovation for Mediate BC, for her contributions



to conflict resolution through practice, advocacy, and the training and mentoring of mediators across Canada. The Honourable Anne Kang, Minister of Advanced Education and Skills Training, offered her congratulations in a video message to JIBC graduates as part of the ceremony.

### **EXCHANGE OPPORTUNITIES BOLSTERED**

JIBC joined the Virtual Mobility Space in Higher Education (“eMOVIES”) program, led by the Inter-American Organization for Higher Education, which will give JIBC students the chance to participate in online classes from member institutions based in Latin America and Canada, without having to travel. The program is designed to allow for student exchange between JIBC and universities in Latin America at no tuition cost to the student. As a result, for the first time, JIBC hosted three students from Chile enrolled in online liberal arts courses.

### **INTERNATIONAL RECRUITMENT PARTNERSHIPS EXPANDED**

The Office of International Affairs expanded JIBC’s recruitment network and signed several new educational agents who are actively recruiting students. These strategic partners are instrumental to JIBC’s international outreach strategy and play an important role in building a sustainable and diverse international community of students on campus. Some of these signings resulted from JIBC’s participation

in a virtual event promoted by Global Affairs Canada and Colleges and Institutes Canada held for Canadian post-secondary institutions to network and partner with student recruitment agencies in Southeast Asia.

### **STUDENT SAFETY AMBASSADORS SUPPORT COVID-19 PROTOCOL**

JIBC initiated a Student Safety Ambassadors program for its New Westminster campus, its largest, where approximately 7,000 students studied each year pre-pandemic. Current JIBC students were hired to coach students, staff, and visitors on COVID-19 safety protocols and Provincial Health Officer orders, such as the need to distance and wear masks in indoor public spaces. They also performed vaccine passport checks for all non-teaching activity on campus. The students were an incredibly important part of JIBC’s pandemic response, providing helpful, friendly guidance.



# PURSuing EDUCATION & TRAINING EXCELLENCE

*DELIVERING RELEVANT, INCLUSIVE, AND RESPONSIVE EDUCATION, TRAINING, AND RESEARCH.*

JIBC is continually seeking to meet labour market demands while updating and improving our offerings to students within and beyond British Columbia. From redesigning our Conflict Resolution certificate program and developing new cybercrime analysis micro-credentials, to providing training in emergency management to communities fighting B.C. wildfires or future disasters, all of our education and training offerings are designed to support safer communities and a more just society.

A few highlights:

## **LARGEST-EVER POLICE ACADEMY CLASSES**

To meet the increased demand for police recruit training, the JIBC Police Academy offered its first class of 64 recruits in September 2021, a 34 per cent increase over past cohorts. It is anticipated that all classes in 2022 will be at 64 seats based on current three-year projections with three overlapping cohorts each semester. "Class 166," which started in September 2021 is also using a new 14-week syllabus that includes new and enhanced content. These curriculum improvements, stemming from the recommendations of the 2019 report by the JIBC Police Academy Curriculum Evaluation Steering Committee, continue to be developed and implemented to enhance municipal police training across B.C.

## **NEW SHERIFFS READY TO SERVE B.C. COMMUNITIES**

As it has done since its founding in 1978, JIBC continued to graduate deputy sheriffs from its intensive 14-week sheriff recruit training program despite the need for smaller classes because of the pandemic. Ceremonies celebrated the graduation of 12 recruits in June 2021, another 21 in October (including one group whose ceremony was delayed due to the pandemic), and 11 in March 2022. The graduates have been deployed to serve at courthouses throughout British Columbia.

## **INTELLIGENCE ANALYSIS MICRO-CREDENTIALS DEVELOPED**

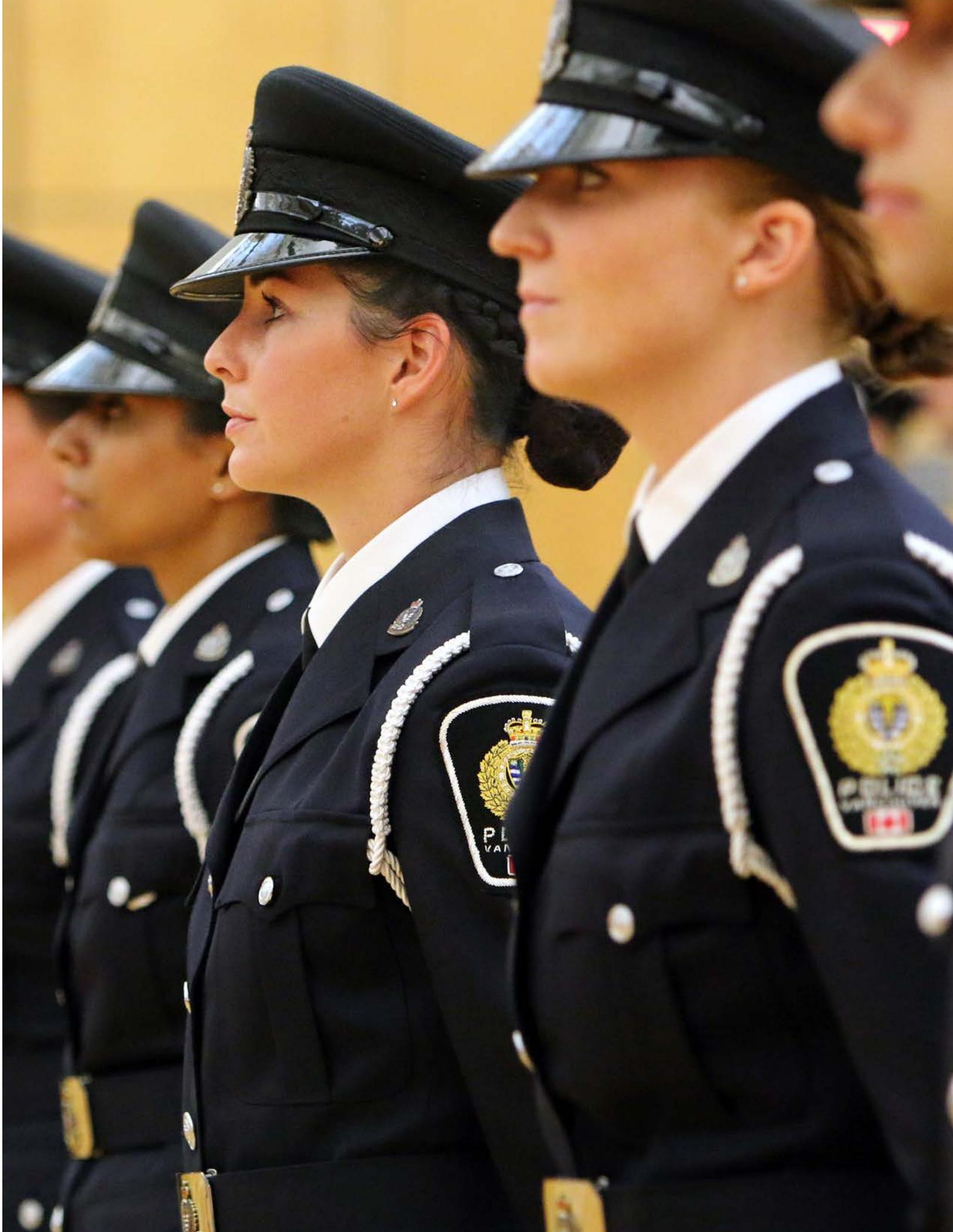
Two new micro-credentials were developed this fiscal year — Cybercrime Basics and Investigating Cybercrime — with funding from AEST. Micro-credentials are stand-alone, short duration learning experiences that are competency-based, align with industry, employer, community and/or Indigenous community needs and can be assessed and recognized for employment or learning purposes.

## **TRAINING PROVIDER TO THE NORTHERN TERRITORIES**

JIBC continues to grow its training offerings for law enforcement and corrections personnel in the Canadian North. Since March 2020, the Government of Nunavut has hired approximately 100 new staff for its facilities, including a new maximum security and remand facility that opened in September 2021. This new facility employs an additional 58 full-time officers and approximately 25 to 30 additional relief officers. JIBC provided training to these newly hired staff in Iqaluit, Nunavut, under an accelerated recruit training schedule, and continues to train Nunavut's sheriff recruits. For the Northwest Territories, JIBC provided contract core training virtually for 18 adult probation officers.

## **COMMUNITY AND CUSTODY CORE PROGRAM TRAINING RESTARTED**

Community and Custody core program training restarted this fiscal year after being put on hold for a full year due to COVID-19. A substantial number of BC Corrections staff were trained virtually — 94 in the first quarter of 2021-2022, and 216 for the full fiscal year. Adult Probation Officer instructors are assisting with that training and the conversion of the training model from in-person to virtual. As a result of converting to an online model, JIBC has now been contracted to deliver this training to the governments of the Yukon and Northwest Territories.





#### **BRIDGING PROGRAM FOR INTERNATIONALLY EDUCATED PARAMEDICS FUNDED**

AEST provided more than \$66,000 in funding for a JIBC proposal to build a bridging program for internationally educated Advanced Care Paramedics (ACP). There is an increased need for qualified ACPs in British Columbia due to several factors, such as attrition, increased deployment of ACPs across the province, including rural communities, and expanded Critical Care Paramedic program offerings. The funding allows JIBC to develop courses to support these internationally educated ACPs to meet any gap in skills and knowledge and qualify for paramedic licensure in B.C.

#### **DIGITAL AND INTERACTIVE MODEL TOWN DEVELOPED**

JIBC's Fire & Safety Division (FSD) and Centre for Teaching, Learning & Innovation (CTLI) completed a project in partnership with the Centre for Digital Media to develop a digital and interactive model town for use in Emergency Scene Management and Incident Safety Officer courses. The 3D desktop model town project created a simulation environment for incident-level critical decision-making scenarios by fire service and emergency management leaders. The goal is for JIBC instructors to gain a deeper understanding of their students' critical decision-making and delegation skills in real-time through their use of the town simulator.

#### **CRITICAL INCIDENT TRAINING PROVIDED TO MOBILE RESPONSE TEAM**

JIBC delivered the Critical Incident Stress Management (CISM) certificate program to the Provincial Overdose Mobile Response Team this fiscal year. Operated by the Provincial Health Services Authority, the team offers counselling support to first responders and frontline workers who experience distress and mental health concerns due to their work responding to the provincial overdose public health emergency and the COVID-19 pandemic.

#### **MODERN MINDSET STEERS CONFLICT RESOLUTION PROGRAM REDESIGN**

JIBC launched a redesigned and updated Certificate in Collaborative Conflict Resolution to better reflect current influences in theory and practice in the field. The program is designed to provide students with a solid foundation in all aspects of conflict engagement including negotiation, mediation, and conflict coaching. It also encourages them to explore the role of important social justice issues such as Indigenization, equity, diversity, and inclusion in conflict engagement.

#### **SOCIAL SCIENCES AND HUMANITIES GRANT**

JIBC received its first Social Sciences and Humanities Research Council (SSHRC) Institutional Grant, which provides up to \$18,000 annually for three years to fund internal research projects that align with SSHRC's mandate. The funds will increase research capacity of JIBC staff and provide more opportunities for students to be involved in funded research.

## **AEST FUNDING SUPPORTS WORK-INTEGRATED LEARNING**

JIBC's Office of Applied Research & Graduate Studies (OARGS) is creating work-integrated learning placements (WIL) for JIBC students thanks to \$235,000 in funding from AEST to create such arrangements. Resources have been allocated to support a pilot project on the development and implementation of WIL and ePortfolios into program areas.

## **DND CONTRACT SECURED**

JIBC was awarded a two-year contract from the Department of National Defence to deliver the Search-and-Rescue (SAR) Annual Skills Maintenance and SAR Medical training programs. JIBC will mainly provide in-hospital and on-ambulance placements for Canadian Forces search-and-rescue (CF-SAR) technicians to maintain their clinical skills. The clinical shifts are provided across Canada through affiliation agreements with health authorities and emergency medical services providers in the various provinces. JIBC has also been awarded the contract for delivery of the SAR Medical Training Programs at Canadian Forces Base Comox, providing training equivalent to the Primary Care Paramedic program to CF-SAR technicians. This contract runs through December 2023.

## **EMERGENCY MANAGEMENT SUPPORT IN RESPONSE TO WILDFIRES**

Emergency Management Division (EMD) provided just-in-time training in Kamloops and Vernon in August 2021 to support Emergency Support Services activities in response to British Columbia wildfires. EMD also successfully delivered the first online offering of courses that help prepare Emergency Support Services directors for their roles in coordinating and managing support for evacuees. This three-day course is traditionally offered at the New Westminster campus for participants from all over the province. Given COVID-19 travel restrictions, redesigning it for online delivery was critical in preparing communities to respond to summer wildfires.

## **JIBCO TRAIN ASEAN IN EMERGENCY RESPONSE**

EMD received confirmation from Global Affairs Canada of funding for a one-year project with the Association of Southeast Asian Nations Emergency Operations Centre Network for Public Health. The project strengthens their communication, coordination, and collaboration efforts in response to and recovery from major emergencies and disasters. The first phase will include the delivery of online training to a select group of participants. The focus will be on identifying and reporting on curriculum adaptation and contextualization needs and developing a sustainable delivery model.

## **GRANT TO FUND DEVELOPMENT OF POST-DISASTER, MASS-CARE FRAMEWORK**

EMD and OARGS received \$360,000 in grant funding through the Natural Sciences and Engineering Research Council's College and Community Social Innovation Fund. This is for a three-year project (totalling \$650,000 with in-kind and cash support) with Emergency Management BC as the community partner that will look at the development of a provincial framework and guidelines for mass care to support evacuees following large-scale catastrophic disasters in British Columbia.

## **COURSE ON SEXUAL VIOLENCE PREVENTION AND RESPONSE DEVELOPED**

In collaboration with BCcampus, CTLI designed and developed a self-paced sexual violence prevention and response course for staff and students, which will be adopted by many other B.C. post-secondary institutions. The project was funded through a \$42,000 contract with BCcampus to provide project oversight and technical support for the design and development of the course, which will be Creative Commons licensed to be freely available.



# LIVING INDIGENOUS WAYS OF THINKING, BEING, RELATING AND DOING

## *RESPECTING AND WEAVING INDIGENOUS KNOWLEDGES INTO OUR EXPERIENCES.*

In November 2021, JIBC unveiled its 2021-2027 Living Indigenization Plan, which includes redesigning and adding to curriculum to provide students with opportunities to gain insights into Indigenous culture to support them as they enter their professions of choice. The plan also offers opportunities for providing education and ceremony for students, staff, and faculty to help unify the JIBC community in a vision for Truth and Reconciliation.

A few highlights:

### **JIBC OBSERVES CANADA'S FIRST NATIONAL DAY FOR TRUTH AND RECONCILIATION**

The Office of Indigenization (OI) hosted an online observation of Canada's first-ever National Day for Truth and Reconciliation with JIBC Elder-In-Residence Caroline Buckshot and Lorelei Boyce, a Survivor of St. Joseph's Mission in Williams Lake, B.C. Both provided education and ceremony to ground attendees and unify the JIBC community in a vision for Truth and Reconciliation, sharing stories and facts for greater understanding of the history of residential schools and the enduring legacy of colonization. The presenters discussed steps, big and small, for advancing social justice. Observance of the day included a ceremonial raising of the orange Every Child Matters flag, which flew in honour of Indigenous children who lost their lives during the time of residential schools. A social media campaign enabled the sharing of the wisdom and experience of our Elders-In-Residence to encourage us to act and engage in meaningful ways.

### **FUNDING TO HELP DEVELOPMENT OF INDIGENOUS CULTURAL SAFETY TRAINING**

JIBC received \$297,000 in funding from the federal Department of Justice for a 30-month project titled "Developing Indigenous Cultural Safety Training for Municipal Police in British Columbia." This was in response to an open call for a project on systemic change informed by Gladue Principles to address Indigenous overrepresentation in the criminal justice system.

### **POLICE ACADEMY ISSUES CALL FOR INDIGENOUS ARTISTS**

The JIBC Police Academy issued a call for Indigenous artists to design artwork expressing its commitment to strengthening its relationships with Indigenous communities served by the police agencies for which it trains recruits. The academy trains recruits for all municipal police departments in B.C., Metro Vancouver Transit Police, and the Stl'atl'imx Tribal Police Service. Its commitment to its relationships with Indigenous communities includes incorporating Indigenous cultural safety training and Indigenous perspectives and teachings into the police recruit training program. The project involves commissioning a Coast Salish artist to create a visual representation of this commitment through artwork for the academy's small fleet of training vehicles. The artwork would acknowledge the diverse communities of the police agencies the academy serves but also the academy's core values of justice, safety and community, and the recruit training program's integral values of integrity, diversity and respect.

### **INDIGENIZATION OF CORRECTIONS CURRICULUM UNDERWAY**

Work continues on the Indigenization of BC Corrections Adult Probation Officer (APO) curriculum with the help of \$5,000 in AEST funding via the Office of Indigenization, which reached out to the Corrections Academy to partner on the collaboration. Among the projects was first-person interviews with Indigenous people to share their stories, in this case for a mental wellness and addiction course. The Indigenization work includes offering a platform to Indigenous voices to reach our staff in training. Initiatives have ranged from supporting Elder visits in the classroom, speaking engagements with Indigenous educators, and teaching aids and reference materials for the instructors and staff in training, to the creation of videos to be integrated into online training courses.





### **INDIGENIZATION OF PARAMEDIC CURRICULUM**

The Primary Care Paramedic (PCP) program is being redesigned to increase the foundational education of PCPs in support of the increasing roles and scope of practice for paramedics in B.C. As part of this work, the Health Sciences Division (HSD) is working closely with OI to Indigenize the curriculum and weave Indigenous ways of thinking, being, relating, and doing into the courses. So far, the OI has worked with HSD's curriculum teams to create course descriptions and course outlines that reflect Indigenous history, the Truth and Reconciliation Commission's calls to action, and other sources that work to eliminate racism and decolonize education and access to health care. The input and wisdom of JIBC Elders-In-Residence figures prominently into proposed changes.

### **DELIVERY OF EMR PROGRAMMING IN INDIGENOUS COMMUNITIES**

HSD signed a multi-year agreement with the Métis Nation for the delivery of Emergency Medical Responder (EMR) courses around the province. The first EMR offering under that agreement is scheduled for the 2022-2023 fiscal year in the Okanagan.

### **ACP STUDENTS GAIN INSIGHT INTO INDIGENOUS COMMUNITIES**

For HSD's Advanced Care Paramedic cohort which started in September 2021 program staff worked with the OI to provide the opportunity for students and instructors to participate in a smudging ceremony during their orientation. This ceremony, led by Elder Ken Pruden, gave the students and instructors, most who had not experienced such a ceremony before, some valuable insights into Indigenous communities.

### **INDIGENOUS YOUTH CAREER CAMP RETURNS**

Although the 2020 Indigenous Youth Career Camp (IYCC) was cancelled due to the pandemic, careful safety protocol planning ensured the 2021 event took place in July with a blend of in-person and online activities. The youth spent a day in-person with the EMR program where they were introduced to basic life support, the fundamentals of cardiopulmonary resuscitation (CPR), foreign-body airway obstruction and other aspects of first aid. They spent a day receiving live firefighter training with the FSD, and two online days, one with the EMD, followed by a day with the Corrections & Court Services Division. Their final day was spent with the Police Academy. This camp gave the youth a chance for career exploration and engagement in experiential activities while also providing JIBC with an excellent opportunity to showcase its areas of study to Indigenous youth. All OI staff were involved in the camp, and each day was supported by one of JIBC's four Elders-In-Residence, who each had an opportunity to participate.

### **NATIVE EDUCATION COLLEGE PARTNERS WITH JIBC ON SECURITY TRAINING**

JIBC's Security Training Programs section is connecting with Native Education College (NEC) for the delivery of NEC's The Essentials: Skills, Culture, Knowledge program which includes JIBC's Basic Security Training. There is future potential for JIBC to deliver shorter cohort versions of the training program in First Nations communities affected by wildfires, as well as development projects that require 24-hour security personnel.



# FOSTERING THE SUCCESS OF OUR PEOPLE

## *ADVANCING A HEALTHY, DIVERSE, EMPOWERED, AND THRIVING WORKPLACE.*

As we emerge from the pandemic, we continue to keep an eye on safety protocols while forging a new path forward for an effective hybrid work environment for the JIBC team. We have continued efforts to enhance our employee work experience; from developing leadership skills to enhancing capacity in change management to celebrating outstanding work by JIBC employees, we remain focused on valuing and supporting our people.

A few highlights:

### **RETURN TO CAMPUS**

Throughout the pandemic JIBC provided essential in-person training for first responders with limited class sizes and distancing measures, stringent personal protective equipment (PPE), ventilation adjustments, and activity-specific PPE and disease prevention protocols. September marked a major milestone with the return to a “full capacity” campus for staff and students at JIBC. While navigating evolving pandemic safety protocols, staff successfully managed the transition to full capacity operations, always ensuring student services were top priority and keeping staff, students and faculty safe. In addition to promoting COVID-19 vaccinations, JIBC hosted a Fraser Health Authority flu vaccine clinic at the New Westminster campus open to both the JIBC and local communities. Student Safety Ambassadors were introduced to coach COVID-19 prevention behaviours in our public spaces. Rapid antigen tests were made available to staff and faculty once supply was secured through AEST and public health departments.

### **WORKPLACE FLEXIBILITY PILOT INITIATED**

As JIBC transitioned back from pandemic off-site work arrangements, it initiated a pilot program to offer remote work options for staff across the Institute. It also trialed approaches to create a safe, productive, connected, and engaging hybrid work environment that maintains the

Institute’s focus on students and student services. The pilot will be assessed for effectiveness and opportunities for enhancement.

### **CHANGE MANAGEMENT CAPACITY ENHANCED**

Change management tools and training were developed and implemented this year to better support staff and leaders with an increasing pace of change, and to enable the successful completion of change initiatives at JIBC. These include training on Prosci change management methodology for leaders and staff working on change initiatives, workshops on the power of narrative intelligence for supporting change, attaching change management experts to key projects, and establishing annual staff surveys on change adoption and impacts.

### **GROWING LEADERS AT JIBC**

Our JIBC Live leadership program connects staff and faculty across the organization for learning opportunities and collaboration. Over the past year staff participated in “Leadership Labs,” the Associate Certificate in Leadership & Conflict Resolution, and the Conflict Resolution “Deep Dive,” growing their personal and organizational leadership. In March, 43 front-line employees attended workshops on Building Personal Leadership Through Communication and Influencing, made available through the Joint Educational Training Committee.

### **STAFF RECOGNIZED FOR INNOVATION IN CORRECTIONS COURSE**

JIBC staff were among those recognized with an Attorney General/Public Safety and Solicitor General Excellence Award for Innovation in this fiscal year. The award was for the Trauma-Informed Practice cross-sector course created in partnership with justice agencies and JIBC. The course combined subject matter experts from crime prevention, victim services, police, Crown prosecutors, legal services





and corrections. It highlights the complexities of trauma and its impacts in the justice system. The project was funded by the Canadian Police Knowledge Network and is now considered mandatory training for BC Community Corrections staff.

## 20 / **JIBC RECOGNIZED WITH GOLD AND SILVER HORIZON INTERACTIVE AWARDS**

JIBC received two Horizon Interactive Awards, a gold in the Training/E-learning category for the 3D Fire Investigation Training Simulation. Led by CTLI and FSD, it was developed in partnership with the Centre for Digital Media and District of North Vancouver Fire & Rescue Services. The simulator offers students an opportunity to practise their investigation skills repeatedly in a safe environment accessible from anywhere in the world with an internet connection. JIBC also received a silver award in the Magazine/News/Blog category for the Learning Hub, a blog on the work of CTLI and a source for all things teaching and learning at JIBC. The blog site serves as one of CTLI's main channels of communication with program staff, instructors and students and allows its team to respond to training needs and professional development issues.

## **NEW EXECUTIVE TEAM MEMBERS AND SENIOR LEADERS APPOINTED**

Jody Robertson joined JIBC in June in the new role of Director, Communications & Marketing. Cindy Dopson joined JIBC as the new Vice-President, People & Culture in September. In October, Jennifer Keyes took on the role of Director, Police Academy as a three-year secondment from the Vancouver Police Department and Peter Gregorowicz joined JIBC as Director, Technology Services & Chief Information Officer. In November, Kent Highnam, former Program Director in the Centres for Leadership and Conflict Resolution, was appointed as Dean, School of Health, Community & Social Justice. Kulwinder Sall joined JIBC in February 2022 as Director, People & Culture.



# CHAMPIONING EQUITY, DIVERSITY & INCLUSION

## *CREATING ACCESSIBLE PROGRAMMING, WORKPLACES AND SPACES THAT REFLECT THE GLOBAL COMMUNITY.*

This is JIBC's first independent strategic plan commitment to equity, diversity, and inclusion. The primary objective is to ensure JIBC is a respectful, progressive, and inclusive institution of higher learning where students and staff have equal access to opportunity.

A few highlights:

### **DEFINING EQUITY, DIVERSITY & INCLUSION**

As a foundational step in establishing a comprehensive action plan for pan-institute assessment and action on equity, diversity, and inclusion (EDI), JIBC initiated staff discussions on what EDI means — and how it is defined — at the Institute:

- Diversity means representation across a wide range of traits, backgrounds, experiences, and identities.
- Equity is a level playing field where everyone has access to the same opportunities, acknowledging that marginalized groups of people face more obstacles compared to their more privileged counterparts, resulting in different life chances that we often assume are merit-based.
- Inclusion is the active response to diversity and equity awareness. An inclusive environment promotes a culture of safety and belonging where everyone feels comfortable sharing their unique ideas and perspectives because their differences are genuinely respected and appreciated.

Together, diversity, equity, and inclusion drive organizational success. JIBC's ideal culture is one in which everyone feels safe, accepted, and valued; everyone has an equal opportunity to grow and succeed.

### **JIBC A LEADER IN EXPANDING STUDENT GENDER DATA CATEGORIES**

In August, the Ministry of AEST released new data standards, which expanded the choices for gender collection in student information systems. These choices included the ability for a student to declare themselves as man/woman/non-binary or choose not to disclose. JIBC was acknowledged as one of the first post-secondary institutions to move forward on a new application format that facilitates the collection of expanded gender categories. Meeting AEST's new gender data standard ensures that all applicants feel seen and supported in the B.C. public post-secondary sector. This initiative expands gender beyond the former binary terms and is in keeping with the new human rights legislation, which includes gender as a protected ground.





Service

Application

10th ANNUAL  
2016  
CONSUMER  
PROTECTION  
AWARDS

Myobate  
Content



Y

g

g

g

g

g

g

g

g

g

# ELEVATING ORGANIZATIONAL EFFECTIVENESS

## *SUPPORTING A CULTURE OF CONTINUOUS IMPROVEMENT IN EVERY AREA OF JIBC.*

We continued to update and modernize our systems, processes, and policies, while making long-term, sustainable plans for our facilities and finances.

A few highlights:

### **OPERATIONS ENHANCED WITH UNIT4 IMPLEMENTATION**

JIBC operations continue to be modernized with the implementation of the multi-year, multi-phase Unit4 project related to system and business process enhancements. The project mainly impacts human resources and finance processes, including payroll, invoicing, and budgeting and forecasting functions. When complete, it will reduce or eliminate paper-based processes, streamline business processes, reduce or eliminate work duplication, and provide more online access for users.

### **LONG-RANGE FACILITIES PLAN APPROVED**

JIBC's Long-Range Facilities Plan provides a planning framework for decision-making on the future of JIBC's physical infrastructure at its six campuses over the next 25 years. Following a stakeholder engagement process, the draft plan was approved by the Board of Governors, and work has begun on the recommendations detailed for each campus.

The long-range plan includes suggested strategies to address subjects such as the Indigenization of campuses, accessibility, sustainability and resiliency of facilities and equipment, and improving the management of space. In addition, the plan includes the results of studies aimed at developing strategies to address workspace management and parking demand at the New Westminster campus.

### **INTERNATIONAL EDUCATION ACTIVITIES POLICY APPROVED**

An International Education Activities policy and procedure was approved by the Board of Governors in September 2021. Since then, the International Education Activities Committee was established to consider JIBC's involvement in such proposed activities against the general and human rights guidelines stated in the policy. It is anticipated the committee will have an active and positive impact on overall decision-making within JIBC.





# THE JUSTICE INSTITUTE OF BRITISH COLUMBIA FOUNDATION

## THANK YOU FOR MAKING A DIFFERENCE AT JIBC

Through the generous support of donors, The Justice Institute of British Columbia Foundation received more than \$600,000 and disbursed over \$750,000 to support justice and public safety education this year.

The pandemic, weather incidents, and opioid crisis highlight some of the critical ways justice and public safety professionals serve our communities every day. To work successfully in these, and other challenging circumstances, students need exceptional education and training. Donors to the Foundation help provide students with the learning experiences they need, financial assistance to pursue their goals, and in doing so contribute to the well-being of British Columbians.

## DONATIONS TRANSFORM PARAMEDIC TRAINING ACROSS B.C.

Students in the Primary Care Paramedic (PCP) and Advanced Care Paramedic (ACP) programs are benefiting from two \$100,000 gifts to fund training equipment. The donations, from a supporter who wishes to remain anonymous, have transformed student learning at all four JIBC campuses delivering paramedic training.

Ensuring that training is equitable for all students and keeps pace with changes in technology, equipment, and professional competency is an ongoing challenge due to the high costs involved. The first gift, in 2020-2021, funded equipment that helps students learn how to manage difficult and obstructed airways, as well as advanced airway scenarios and additional invasive skills such as resuscitation from cardiac arrest. In 2021-2022, the second gift elevated PCP training by funding eight iSimulate patient monitor simulators used to monitor and diagnose cardiac events. Introducing this equipment to PCP training enables students to learn skills that are being brought into PCP practice in B.C.

## DONOR SUPPORT INCREASES TECHNOLOGY USE IN TRAINING

### *Giving Tuesday donors expand immersive training*

New technologies can make emergency responder training more effective, easier to access, safer, and less impactful to the environment. Donors to the Giving Tuesday campaign helped raise \$23,000 to expand training using immersive technology such as virtual reality and 360-video.

### *Long-time supporter funds new training for paramedic students*

Paramedic students will soon experience a groundbreaking training exercise thanks to contributions from founding chair of The JIBC Foundation and JIBC honorary degree recipient Peter W. Webster, LLD through The Pender Fund held at Vancouver Foundation. Developed using JIBC's award-winning online training system, Praxis, and incorporating virtual reality and 360-degree video, the exercise will simulate a mass-casualty incident focused on the role of paramedics. Once rolled out, it may be adapted for use by other emergency responders.

## GRANTS BUILD EMERGENCY MANAGEMENT CAPACITY

### *Vancouver Foundation grant enhances resources for B.C. communities*

JIBC has completed enhancing, updating and scaling the Community Disaster Resiliency Planning program, a free, community-centred disaster resiliency planning tool, thanks to a \$300,000 three-year grant from the Vancouver Foundation.

### *Award continues helping communities access training*

The JIBC Community Public Safety Award, supported by BC Hydro, helped cover the cost of specialized emergency management training for four B.C. communities.



## SUPPORTING STUDENTS

### **Awards and bursaries give financial assistance**

Close to 100 JIBC students received awards and bursaries totalling close to \$350,000 this year. Recipients represented 19 programs or courses across all three JIBC schools (School of Criminal Justice & Security, School of Public Safety and School of Health, Community & Social Justice).

The Blackbird Security Indigenous Bursary for Indigenous students taking Basic Security Training became the first award in this course, while the International Academic Excellence Award became the first for international students. The JIBC Emergency Assistance Bursary became the first donor-funded source of emergency assistance.

Long-time donor Safetek Profire increased its support for students in the full-time Fire Fighting Technologies Certificate program with a \$20,000 commitment to fund up to four bursaries annually with a preference for Indigenous learners.

### **Gifts support Indigenous students**

Donors continued to give in support of Indigenous students through four donor-funded awards. Additionally, former JIBC Foundation director and JIBC honorary degree recipient Marvin Storrow, OBC, QC, LLD, continued his support through gifts to fund new initiatives benefiting Indigenous learners and the Marvin and Colette Storrow Award.

## THE JIBC FOUNDATION BOARD OF DIRECTORS

At the Annual General Meeting, five new directors were welcomed and two directors each completed two consecutive terms — six years of service. The fiscal year concluded with a clean audit by KPMG, LLP.

The Board established a new Privacy Policy, revamped its Investment Policy, and transitioned to hybrid in-person and

online meetings. Highlights included the in-person Summer Social, tour of the firefighting training facilities at JIBC's Maple Ridge campus, a joint meeting with JIBC's Board of Governors, JIBC staff presentations, and donor appreciation events.

## DIRECTORS

Dave Mitchell, Chair

Blair Fryer, Vice-Chair (to June 2021)

Kathy Wunder, Vice-Chair (from June 2021)

Daniel Whittle, Secretary (to June 2021)

Louise Nagy, Secretary (from June 2021)

Gurpal Siekham, Treasurer

Curtis Campbell

Jennifer Killam \*

Sean Millington \*

John Oakley

Wayne Schnitzler \*

John Tallon

Emily Walmsley \*

Terry Wong \*

\* Joined June 2021

## LIAISONS

Dr. Stephen Gamble, Chair, Board of Governors, JIBC

Dr. Michel Tarko, President and CEO, JIBC

## EXECUTIVE DIRECTOR

Tracy Campbell, Director, Office of Development, JIBC



# 2021-2022 FISCAL YEAR ENROLMENT

## STUDENT ENROLMENT

**3,741** TOTAL FULL-TIME EQUIVALENT (FTE) STUDENTS

<b>15</b>	Centre for Court Administration
<b>92</b>	Centre for Counselling & Community Safety
<b>305</b>	Corrections & Community Justice
<b>119</b>	Centre for Conflict Resolution
<b>163</b>	Centre for Liberal & Graduate Studies
<b>42</b>	Centre for Leadership
<b>53</b>	Centre for Professional Health Education
<b>12</b>	Driver Education Centre
<b>358</b>	Emergency Management Division
<b>424</b>	Fire & Safety Division
<b>1,181</b>	Justice & Public Safety Division
<b>726</b>	Paramedic Academy
<b>226</b>	Police Academy
<b>31</b>	Sheriff Academy



**41**

Degrees

**190**

Diplomas

**482**

Certificates

**29**

Graduate  
Certificates

**808**

Short Certificates



**\$1,457,762**

Amount of award,  
bursary and scholarship  
funds distributed to  
JIBC students

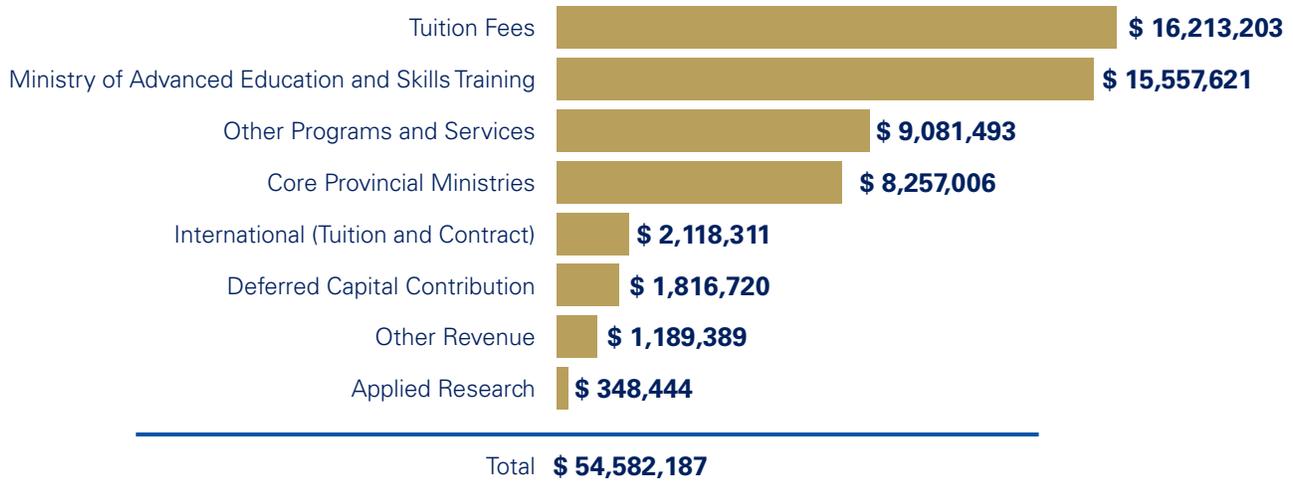


**389**

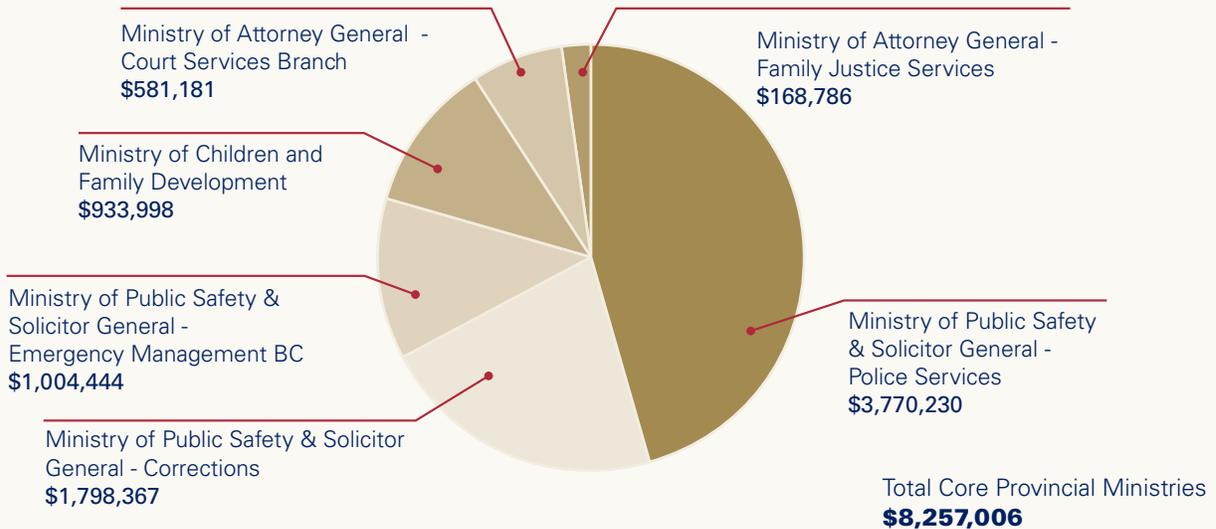
Number of JIBC  
students who received  
awards, bursaries, and  
scholarships

**34,304** NUMBER OF STUDENTS ENROLLED

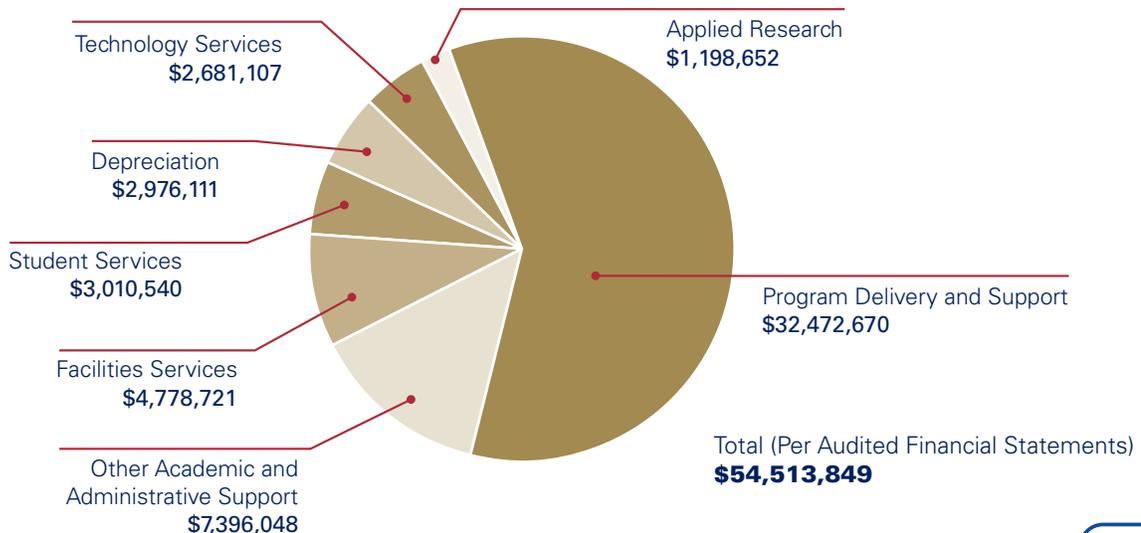
## FISCAL 2021-2022 OPERATING FUND REVENUE BY SOURCE



## FISCAL 2021-2022 CORE PROVINCIAL MINISTRIES - DETAIL



## FISCAL 2021-2022 OPERATING FUND EXPENSES



# GOVERNANCE & ORGANIZATIONAL OVERVIEW

## JIBC BOARD OF GOVERNORS

Ms. Helen Allen  
Ms. Laurel Douglas  
Dr. Stephen Gamble, Chair  
Mr. Len Goerke  
Ms. Maria Prevolos, Vice-Chair  
Ms. Kristen Rivers  
Mr. Jamie Sterritt  
Dr. John Stubbs  
Ms. Samina Tajwar  
Dr. Michel Tarko  
Ms. Mary Ellen Thorburn  
Mr. Terence Yung

## INDIGENOUS ADVISORY COUNCIL

*Reporting to the Office of the President*

Ms. Colleen Hodgson  
Ms. Lori Pruce  
Mr. Ken Pruden  
Mr. Dave Seaweed  
Ms. Tamara Starblanket  
Mr. Jamie Sterritt  
Mr. Ken Tourand  
Mr. Blaine Wiggins  
Mr. Jason La Rochelle  
Dr. Michel Tarko

\*Board Composition effective July 2022

Thank you to retired Governors Connie Kaweesi  
and Bernadette Spence for your contribution to JIBC.

# JIBC LEADERSHIP TEAM

## EXECUTIVE

Dr. Michel Tarko  
President and CEO

Cindy Dopson  
Vice-President, People & Culture

Mike Proud  
Vice-President, Finance & Operations

Colleen Vaughan  
Vice-President, Academic

## DEANS

Dr. Ron Bowles  
Dean, Office of Applied Research & Graduate Studies

Kent Highnam  
Dean, School of Health, Community & Social Justice

Dr. Stuart Ruttan  
Dean, School of Criminal Justice & Security and Office of International Affairs

Sarah Wareing  
Dean, School of Public Safety

## DIVISION DIRECTORS

Julie Brown  
Director, Campus Planning & Facilities Operations

Tracy Campbell  
Director, Office of Development

Tracey Carmichael  
Director, Institutional Research

Derek Deacon  
General Counsel

Mary DeMarinis  
Registrar and Director, Student Affairs

Peter Gregorowicz  
Chief Information Officer

April Haddad  
Director, Library Services

Kathy Harms  
Director, Health Sciences Division

Greg Keenan  
Director, Corrections & Court Services Division

Jennifer Keyes  
Director, Police Academy

Jason La Rochelle  
Director, Office of Indigenization

Jina Lee  
Deputy Chief Financial Officer

Jody Robertson  
Director, Communications & Marketing

Kulwinder Sall  
Director, People & Culture

Vacant  
Director, Fire & Safety





LEARNING THAT TAKES YOU BEYOND

[jibc.ca](http://jibc.ca)