

Meeting of the Board of Governors

MEETING NUMBER FIVE HUNDRED OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, DECEMBER 12, 2016, FROM 4:00 – 7:30 PM, IN SALON D, MARKETPLACE FOOD COURT, OTTAWA CAMPUS, OTTAWA.

AGENDA

1.	Celebrating Success	C. Brulé	10 m.
2.	Constitution of the Meeting and Approval of the Agenda	K. Leroux	2 m.
3.	Declarations of Conflict of Interest	K. Leroux	2 m.
4.	Approval of the Consent Agenda	K. Leroux	15 m.
4.1	Minutes of the Board of Governors' meeting of October 11, 2016	K. Leroux	
4.2	Executive Committee Report	K. Leroux	
4.3	Academic & Student Affairs Committee Report	J. Brockbank	
4.4	Audit & Risk Management Committee Report	N. Cheng	
4.5	Governance Committee Report	M. Tremblay	
4.6	Foundation Report	L. Clark	
4.7	Second Quarter 2016/2017 Business Plan Update	D. Wotherspoon	
5.	Business Arising from the Minutes		
5.1	Healthy Living Education Initiative Update	C. Brulé	20 m.
5.2	Second Quarter 2016/2017 Financial Update	D. McNair	15 m.
6.	Decision Items & Reports		
6.1	2017/2018 Budget Assumptions and Three-Year Pro Forma	D. McNair	10 m.
6.2	Five-Year Capital Investment Plan	D. McNair	30 m.
6.3	Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship	D. McNair	5 m.
6.4	Major Capital Projects	D. McNair	10 m.
6.5	Enterprise Risk Management - Risk Appetite Statements	D. McNair C. Bonang	20 m.
6.6	Algonquin College People Plan - Progress Report	C. Frederick P. MacDonald	5 m.
6.7	Enterprise Resource Planning - Project Fusion Update	C. Frederick A. Fobert	15 m.
6.8	SA16 Sexual Assault/Sexual Violence Policy	L. Stanbra	15 m.

7.	Items for Information 7.1 Board of Governors Fall Key Messages 7.2 Report from the Board Chair 7.3 Report from the President 7.4 Management Summary Report	S. Anderson K. Leroux C. Jensen Executive Team	5 m.
8.	Upcoming Events <ul style="list-style-type: none"> • Monday, January 2, 2017: Apprenticeship classes begin • Monday, January 9, 2017: Winter Term begins • Monday, February 13, 2017: Board of Governors Meeting • Friday, February 17, 2017: Future of Health and Wellness Speakers' Breakfast • Saturday, March 18, 2017: Board Retreat • Friday, March 31, 2017: Future of Health and Wellness Speakers' Breakfast • Monday, April 10, 2017: Board of Governors Meeting 		
9.	In Camera Meeting – Executive Compensation Framework	K. Leroux	25 m.
10.	Meeting Adjournment		
1.	Meeting Without Management	K. Leroux	30 m.

Board of Governors Work Plan 2016-2017
(November 30, 2016)



ROLE OF THE BOARD	Board Retreat September 2016	Board Meeting October 11, 2016	Board Meeting December 12, 2016	Board Meeting February 13, 2017	Board Retreat March 2017	Board Meeting April 10, 2017	Board Meeting June 12, 2017
<p>STRATEGIC DIRECTION SETTING The Board develops and adopts a strategic plan consistent with its mission, vision and values, and enables the organization to realize its mission. The Board oversees major decisions, monitors progress on implementation of strategic directions and approves annual business plans. The Board annually reviews the Strategic Plan as part of the regular planning cycle.</p>	<ul style="list-style-type: none"> - Responsive and Innovative Program Design and Delivery - Healthy Living Education Initiative New Model 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Major Capital Project: Building F Renovation 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Healthy Living Education Initiative - Five Year Capital Investment Plan - International - Major Capital Projects - People Plan (draft) - Executive Compensation Framework 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Approval of 2017/2018 Business Plan and Budget - Healthy Living Education Initiative (<i>Business Plan</i>) - International - Students' Association's plans for new recreational facility - Major Capital Projects - Executive Compensation 	<ul style="list-style-type: none"> - Review of International Strategic Plan and principles to drive strategy 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Healthy Living Education Initiative - International - People Plan (final) 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Healthy Living Education Initiative - Capital Projects Summary (for information) - Major Capital Projects
<p>OVERSIGHT OF THE PRESIDENT The Board selects and supervises the President, including developing and approving the job description, recruiting and selecting the President, reviewing and approving annual performance goals, evaluating performance and determining compensation and ensuring a succession plan is in place.</p>		<ul style="list-style-type: none"> - Delegated to Executive Committee 	<ul style="list-style-type: none"> - Delegated to Executive Committee 	<ul style="list-style-type: none"> - Delegated to Executive Committee 		<ul style="list-style-type: none"> - Delegated to Executive Committee 	<ul style="list-style-type: none"> - Delegated to Executive Committee
<p>PERFORMANCE MONITORING The Board ensures that management has identified appropriate measures of performance, and has plans in place to address variances from expected/planned performance.</p>	<ul style="list-style-type: none"> - Strategic Plan Metrics 	<ul style="list-style-type: none"> - First Quarter 2016/2017 Business Plan Update - Program Advisory Committees' Annual Report (ASAC Report) 	<ul style="list-style-type: none"> - Second Quarter 2016/2017 Business Plan Update 	<ul style="list-style-type: none"> - Third Quarter 2016/2017 Business Plan Update - Ontario Colleges Quality Assurance Board Report 			<ul style="list-style-type: none"> - Fourth Quarter 2016/2017 Business Plan performance - Annual Report 2016/2017 and progress against

Board of Governors Work Plan 2016-2017
(November 30, 2016)



							Strategic Plan 2012-2017
ROLE OF THE BOARD	Board Retreat September 2016	Board Meeting October 11, 2016	Board Meeting December 12, 2016	Board Meeting February 13, 2017	Board Retreat March 2017	Board Meeting April 10, 2017	Board Meeting June 12, 2017
<p>FINANCIAL OVERSIGHT The Board is responsible for stewardship of financial resources, approves policies for financial planning, approves the annual operating and capital budgets, monitors financial performance against budget and compliance against investment policies, ensures the accuracy of financial information and approves the annual audited financial statements, and ensures management has put into place measures that ensure the integrity of internal controls.</p>		<ul style="list-style-type: none"> - First Quarter 2016/2017 Financial Report 	<ul style="list-style-type: none"> - Second Quarter 2016/2017 Financial Report - Enterprise Resource Planning (Project Fusion) Update - 2017/2018 Budget Assumptions and three-year pro forma - Five Year Capital Investment Plan 	<ul style="list-style-type: none"> - Third Quarter 2016/2017 Financial Report - Enterprise Resource Planning (Project Fusion) Update - 2017/2018 Tuition and Fees Schedule 		<ul style="list-style-type: none"> - Enterprise Resource Planning (Project Fusion) Update 	<ul style="list-style-type: none"> - Banking Officers' resolution - Fourth Quarter Financial Results and Audited Financial Statements - Endowment Fund Performance Report - Enterprise Resource Planning (Project Fusion) Update - Colleges of Applied Arts & Technology (CAAT) Retirement Compensation Annual Report to Sponsors
<p>RISK IDENTIFICATION AND OVERSIGHT The Board oversees management's risk management program, and identifies unusual risks in the organization and ensures plans are in place to manage and prevent such risks.</p>	<ul style="list-style-type: none"> - International 	<ul style="list-style-type: none"> - International 	<ul style="list-style-type: none"> - Enterprise Risk Management – Risk Appetite Statements - Policy SA16 Sexual Assault/Sexual Violence 				<ul style="list-style-type: none"> - Freedom of Information Annual Report

Board of Governors Work Plan 2016-2017
(November 30, 2016)



ROLE OF THE BOARD	Board Retreat September 2016	Board Meeting October 11, 2016	Board Meeting December 12, 2016	Board Meeting February 13, 2017	Board Retreat March 2017	Board Meeting April 10, 2017	Board Meeting June 12, 2017
<p>STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY The Board ensures the organization appropriately communicates with government, contributes to strong stakeholder relationships, and advocates on behalf of College stakeholders in support of the mission, vision, values, and strategic directions.</p>	<ul style="list-style-type: none"> - Polytechnics Canada 	<ul style="list-style-type: none"> - Strategic Plan 2017-2022 Communications Roll-Out (for information) - Board of Governors' Summer Key Message (for information) 	<ul style="list-style-type: none"> - Board of Governors' Fall Key Message (for information) 	<ul style="list-style-type: none"> - Board of Governors' Winter Key Message (for information) 		<ul style="list-style-type: none"> - Board of Governors' Spring Key Message (for information) 	<ul style="list-style-type: none"> - Board of Governors' Summer Key Message (for information)
<p>GOVERNANCE The Board is responsible for the quality of its own governance, establishes by-laws and governance policies to facilitate the performance of the Board's role and performance.</p>	<ul style="list-style-type: none"> - Review and adoption of the Governors' Code of Ethical Conduct - Structure of Effective Board Meetings generative discussion 	<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report 	<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report 	<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report 		<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report - Board Evaluation Report - Appointment of new Governors for 2017/2018 - Board Officer and Board Committee Appointments - BGI-01 Responsibilities of the Board Report Card 	<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report

Board of Governors Work Plan 2016-2017
(November 30, 2016)



LEGAL COMPLIANCE The Board ensures that appropriate processes are in place to effect compliance with legal requirements.		- Confirmation of mandatory Government remittances		- Confirmation of mandatory Government remittances		- Confirmation of mandatory Government remittances	
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MINUTES OF THE MEETING NUMBER FOUR HUNDRED AND NINETY NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **TUESDAY, OCTOBER 11, 2016** AT 4:00 PM, IN CA105, ACCE BUILDING, OTTAWA CAMPUS.

Present:	Kathryn Leroux, Chair	Regrets:	Sherryl Fraser
	Pam Auchterlonie		Mark Sutcliffe
	Jim Brockbank		
	Nancy Cheng	Senior Management:	Claude Brulé, Academic
	Lynne Clark		Mark Fares, Digital Technologies & Innovation
	Shellee Fournier		Ron Deganadus McLester, Indigenous Initiatives
	Stephen Heckbert		Duane McNair, Finance & Administration
	Cheryl Jensen, President		Laura Stanbra, Student Services
	Sara Loyst		Scott Anderson, Communications, Marketing & External Relations
	Jay McLaren		Doug Wotherspoon, International & Strategic Planning
	Peter Nadeau		
	Dr. Jim Robblee	Recorder:	Suzannah DiMarco
	Kelly Sample		
	Michael Tremblay		
	Michael Waters		

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Chair Leroux constituted the meeting at 4:05 pm. The agenda was approved by consensus.

Celebrating Success – Forum for International Trade Training Educational Award

C. Brulé, Senior Vice President Academic, introduced N. Lomow, Professor, School of Business, and students R. Thornton and J. Recinos from the Business Administration - International Business, Advanced Diploma and Graduate Certificate programs. The students provided members with information regarding the awards they received from the Forum of International Trade Training Education. Members congratulated the students on their awards in the international competition, and wished them success in their future endeavors.

2. CONFLICT OF INTEREST DECLARATION

Members were asked to declare any conflicts of interest with items on the agenda. No conflicts were declared.

3. APPROVAL OF THE CONSENT AGENDA

Chair Leroux asked whether any Governors wished to remove an item from the consent agenda. No items were removed.

RESOLUTION

MOVED & SECONDED M. Tremblay & S. Fournier

THAT the Board of Governors approves the Consent Agenda as presented.

CARRIED.

3.1 Minutes of the Board of Governors regular meeting of June 13, 2016 and the in camera meetings of August 10, 2016 and September 19, 2016.

RESOLUTION

THAT the Board of Governors approves the Minutes of the meetings of June 13, 2016, August 10, 2016 and September 19, 2016.

3.2 Executive Committee Report

Chair Leroux provided a verbal update to members.

3.3 Academic & Student Affairs Committee Report

Governor Brockbank, Chair of the Academic & Student Affairs Committee provided a verbal report of the meeting that was held on September 15, 2016. The review of new programs and the enrolment update report were highlighted.

Building Automation System Operations, Ontario College Graduate Certificate

RESOLUTION

THAT the Board of Governors approves the Building Automation System Operations, Ontario College Graduate Certificate program effective Winter, 2018.

Accounting and Financial Practices, Ontario College Graduate Certificate

RESOLUTION

THAT the Board of Governors approves the Accounting and Financial Practices, Ontario College Graduate Certificate effective Fall, 2017.

Pre-Health Sciences Pathway to Certificates and Diplomas, Ontario College Certificate

RESOLUTION

THAT the Board of Governors approves the Pre-Health Sciences Pathway to Certificates and Diplomas, Ontario College Certificate program effective Fall, 2017.

Pre-Health Sciences Pathway to Advanced Diplomas and Degrees, Ontario College Certificate

RESOLUTION

THAT the Board of Governors approves the Pre-Health Sciences Pathway to Advanced Diplomas and Degrees, Ontario College Certificate program effective Fall, 2017.

3.4 Governance Committee Report

Governor Tremblay, Chair of the Governance Committee provided a verbal report of the meeting held on October 3, 2016.

3.5 Foundation Report

Governor Clark, Foundation Board representative, provided members with an update on the Foundation Board activities.

3.6 First Quarter 2016/2017 Business Plan Update

The First Quarter 2016/2017 Business Plan Report was included in members' materials for information. Discussion occurred regarding the Key Performance Indicator results, specifically the employer survey that historically has a very low return rate. Members were briefed on a review of the Academic Program Advisory Committees that will occur in the coming year, and a focus on experiential learning and work integrated learning. The First Quarter 2016/2017 Business Plan Update was accepted for information.

3.7 First Quarter 2016/2017 Financial Update

The First Quarter 2016/2017 Financial Update was included in members' materials for information. Discussion occurred regarding Project Fusion and the importance of monitoring progress against plans. The Board's Audit and Risk Management Committee provides strategic and fiduciary oversight of Project Fusion to ensure the project remains on time and on budget. Members were advised that management has proceeded with caution on other strategic investment priorities to ensure cash flow is not compromised. Discussion occurred regarding the province-wide trend of declining college enrolments and the potential negative impact on the College's financial long term sustainability. Members agreed that a financial projection sensitivity analysis using a five percent decrease in enrolments would be useful to help anticipate serious financial consequences resulting from falling enrolments. Management will provide the Audit and Risk Management Committee with this report at the October 31, 2016 meeting. The First Quarter 2016/2017 Financial Update was accepted for information.

4. BUSINESS ARISING FROM THE MINUTES

There was no business arising from the minutes.

5. DECISION ITEMS AND REPORTS

5.1 Major Capital Project: Building F Renovations

D. McNair referred members to the report included in their materials. It is proposed that Building F be recommissioned for service with an investment of \$1.63 million to accommodate departments and areas displaced for the Innovation and entrepreneurship building project. This investment will

be funded from the Strategic Investment Priorities fund within the College's 2016-17 Annual Budget. Discussion occurred and members were briefed regarding the regular monitoring of space utilization across the campuses. Of note, Algonquin College has one of the highest space utilization rates of colleges across the province, and uses enrolment projections to plan for future space utilization.

RESOLUTION

MOVED & SECONDED: M. Tremblay & Dr. Robblee

THAT the Board of Governors approves an investment of \$1.63 million from the Strategic Investment Priorities fund to renovate Building F and extend its useful life to support College operations.

CARRIED.

5.2 Post-Secondary Institutions Strategic Investment Fund

D. McNair referred members to the report included in their materials. Algonquin College has received approval for federal funding of \$21.9 million to build the Centre for Innovation and Entrepreneurship and the Institute for Aboriginal Entrepreneurship. Federal funds will be administered by the Provincial Ministry of Advanced Education and Skills Development.

The capital cost of the development project is \$44.9 million. Over a three year funding period, the sources of funds for this project will be a combination of funds from the federal government (\$21.9 million), provincial government (\$2.9 million less \$1 million already committed to other College commitments for a net \$1.9 million), Algonquin College reserves (\$9.5 million), and the College Strategic Investment Priorities budget allocation (\$11.6 million).

Discussion occurred regarding the cash flow to launch the project, and the funding installments that will be received from the Provincial Ministry of Advanced Education and Skills Development and other sources. The Foundation Board of Directors has endorsed the project's fundraising goal and has expressed confidence in the ability to reach the fundraising target. Members were briefed on the President's Advisory Panel for Innovation and Entrepreneurship which was launched recently, and is co-chaired by Terence Matthews. Members were briefed on potential sources of grants associated with supporting indigenous students that may provide some funds in support of this project. Executive Director R. Deganadus McLester, Special Advisor to the President on Indigenous Initiatives has begun working on this file.

RESOLUTION

MOVED & SECONDED: M. Tremblay & P. Nadeau

THAT the Board of Governors approves the development of the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship using the following funds:

- Up to \$9.5 million from the College's Internally Restricted Net Assets,
- Up to \$11.6 million from the College's Strategic Investment Priorities funds, and
- \$21.9 million from the Federal Post-Secondary Institutions Strategic Investment Fund and
 - \$1.9 million from the Provincial Facilities Renewal Program grant funding over the fiscal years 2016/17, 2017/18 and 2018/19.

CARRIED.

5.3 International

D. Wotherspoon referred members to the International Update included in their materials. Members were briefed on International enrolments that show an overall increase of 21%, which is 13% above target. Offshore, activities continue in support of the transition of the Jazan campus to the Colleges of Excellence. Algonquin Colleges' interest in the Jazan campus was transferred as of September 6, 2016, and the audit of 2015-2016 Algonquin College Saudi Arabia financial statements has begun. An overview of the Jazan Campus wind-down financials was provided. The Board of Governors took the opportunity to commend the Management Team for their exemplary work on this file. The International update was accepted for information.

6. ITEMS FOR INFORMATION

Members were referred to the items for information included in their materials.

6.1 Board of Governors Fall 2016 Key Messages

The Fall 2016 Key Messages report was reviewed. Members provided positive feedback on the new format of the report and accepted it for information.

6.2 Strategic Plan 2017-2022 Communications Rollout

The report was accepted for information.

6.3 Report from the Board Chair

The report was accepted for information.

6.4 Report from the President

The report was accepted for information.

6.5 Management Summary

The report was accepted for information.

7. UPCOMING EVENTS

Members reviewed a list of upcoming events.

8. IN CAMERA

No session was held.

9. MEETING ADJOURNMENT

There being no further business, the regular meeting was adjourned at 5:17 pm.

Kathyrn Leroux, Chair

Suzannah DiMarco, Recorder

MEMO

DATE: December 12, 2016

TO: Board of Governors

FROM: Governor Brockbank, Chair, Academic & Student Affairs Committee

SUBJECT: Academic & Student Affairs Committee meeting of November 23, 2016

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose Academic and Student Affairs Committee, November 23, 2016 folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

PROGRAM REVIEW

Bachelor of Digital Media and Marketing Communications (Honours)

RESOLUTION

MOVED & SECONDED: S. Loyst & S. Heckbert

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Bachelor of Digital Media and Marketing Communications (Honours) program.

CARRIED.

ABSTENTION: S. Fraser

Strategic Management, Ontario College Graduate Certificate

RESOLUTION

MOVED & SECONDED: J. McLaren & S. Fraser

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Strategic Management, Ontario College Graduate Certificate program, effective Winter 2018.

CARRIED.

Revised Policy SA16 Sexual Assault/Sexual Violence

Please refer to Board agenda item 6.8 for associated materials.

RESOLUTION

MOVED & SECONDED: S. Heckbert & S. Fraser

THAT the Academic and Student Affairs Committee endorses the policy recommendations proposed for policy SA16 Sexual Assault/Sexual Violence, and recommends the revised policy to the Board of Governors at the December 12, 2016 meeting.

CARRIED.

Board Student Achievement Award Update

The Academic and Student Affairs Committee approved by consensus the criteria and process for the Board Student Achievement Award, and recommended these to the Board of Governors.

B. ITEMS THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD

a) Enrolment Update Report

Members reviewed the Enrolment Update for the Winter 2016 terms. The data are shown in Appendix A: Enrolment Update Report.

b) Research Ethics Board Annual Report 2015-2016

Members reviewed the Research Ethics Board Annual Report and accepted the report for information.

c) Student Success New Initiatives

Members reviewed the list of Student Success New Initiatives and accepted the report for information.

d) Ombudsman Annual Report for 2015-2016

Members reviewed the Ombudsman Annual Report for 2015-2016 and accepted the report for information.

e) Policy AA30 Program Suspension

Members reviewed revised policy AA30 Program Suspension, and accepted the revised policy for information.

f) Academic and Student Affairs Committee Work Plan

Members reviewed the Committee Work Plan and endorsed the revised format that better aligns to the responsibilities and duties of the Committee with agenda items.



ENROLMENT UPDATE: NOVEMBER 23, 2016


Prepared by Registrar's Office
and Academic Operations &
Planning

Enrolment Update – Fall 2016

COLLEGE ENROLMENT - 2016 FALL
(Post Secondary & Graduate Certificates)

	Actual (as of Nov. 1, 2016)	Approved Budget		Status	Previous Year		
		Over / (Under) #	Over / (Under) %		YoY #	YoY %	Status
Total Enrolment	17,459	(270)	(1.5%)	●	(62)	(0.4%)	●
Level 01 Student	9,492	(336)	(3.4%)	●	(350)	(3.6%)	●
Returning Student	7,967	66	0.8%	●	288	3.8%	●
Domestic	15,895	(440)	(2.7%)	●	(338)	(2.1%)	●
International	1,564	170	12.2%	●	276	21.4%	●
Withdrawals	1,133				87	8.3%	●
As % of Total Registered	6.1%					0.5%	●

Note for all status indicators except Withdrawals: green if = or > 0%; yellow if 0% to (2%); red if worse than (2%)
Note for Withdrawal year over year change (R): green if = 0 or less; yellow if 0 to 100; red if > 100
Note for Withdrawals As % of Total Registered: green if = or < 0%; yellow if 0% to 0.5%; red if > 0.5%



WINTER 2017 ENROLMENT STATUS





Winter 2017 – Level 01 Intake

COLLEGE ENROLMENT - 2017 WINTER (Intake)
(Post Secondary & Graduate Certificates)

	Actual (at Nov 18, '16)	Previous Year (at Nov 20, '15)	YoY #	YoY %	Status
Confirmed / Paid / Registered					
Domestic	1,243	1,330	(87)	(6.5%)	●
International	841	593	248	41.8%	●
Total	2,084	1,923	161	8.4%	●
As % of Budget / Audit Enrolment	98.4%	88.9%		9.5%	●

Note for status indicators: green if = or > 0%; yellow if 0% to (2%); red if worse than (2%)



Winter 2017 Status (as of Oct 31): Ontario College Application Service

- Overall Domestic Applications are down 4.6% compared to the same time last year
- Majority of loss is experienced in the direct (high school) market, consistent across the province (overall direct, domestic applications are down by 20.9%)

Efforts are focused on the non-direct market and increased conversion of applications



RECRUITMENT EFFORTS: WINTER 2017 & FALL 2018




Fall Recruitment Activity: Direct Market

- September 1 to December 23: 300+ direct campaigns scheduled
- Campaigns include:
 - Independent Schools Visits, College Information Program, Open House, Ontario College Information Fair, Guidance Counsellor Forum, High School Career Class Presentations



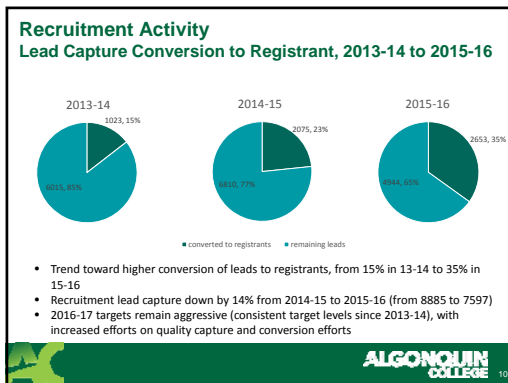
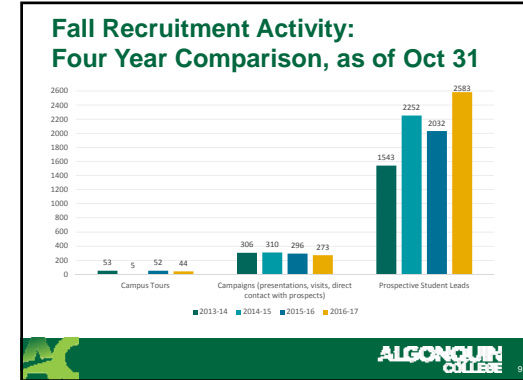
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Fall Recruitment Activity: Non-Direct Market

- September 1 to December 23: 57 non-direct campaigns scheduled
- Campaigns include:
 - Adult High Schools, University Visits, Mall Visits, Military Career Fairs, Community Events, Home School Student Outreach, Webinars and Academic Upgrading presentations



8



MEMO

DATE: December 12, 2016

TO: Board of Governors

FROM: Governor Cheng, Chair, Audit & Risk Management Committee

SUBJECT: Audit & Risk Management Committee meeting of October 31, 2016

For documentation in support of the agenda items, please visit the Board's SharePoint site, choose the Audit & Risk Management Committee, October 31, 2016 meeting folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

College Funds Investment Policy

Please refer to Appendix A: College Funds Investment Policy draft.

RESOLUTION

THAT the Audit & Risk Management Committee recommends that the Board of Governors approves the Investment Policy for College Non-Endowed Funds as amended.

CARRIED.

B. ITEMS THE COMMITTEE HAS APPROVED – FOR INFORMATION TO THE BOARD

Audit and Risk Management Committee Terms of Reference and Annual Work Plan

RESOLUTION

THAT the Audit and Risk Management Committee approves the Terms of Reference in principle, and the Annual Work Plan with one amendment related to In Camera sessions.

CARRIED.

2016/2017 Audit Plan

RESOLUTION

THAT the Audit and Risk Management Committee approves the 2016-2017 Audit Plan.

CARRIED.

T3010 Charitable Information Return

RESOLUTION

THAT the Audit and Risk Management Committee delegates the authority to Management to approve and submit the T3010 Charitable Information Return for Algonquin College and the Algonquin College Foundation.

CARRIED.

C. INFORMATION ITEMS PRESENTED TO ARM COMMITTEE

The following items were presented for information:

- ✓ Endowment Fund Investment - First and Second Quarter Performance Report
 - Currency Hedging Strategy
 - Quarterly Investment Manager Update
- ✓ Internal Audit of Automation and Process Improvement Practices - Statement of Work
- ✓ Second Quarter 2016/2017 Enterprise Risk Management Report:
 - High Risk Dashboard, Risk Assessment Matrix, and Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship Risk Log;
 - Risk Appetite Statements;
 - Fraud Summary;
 - Enterprise Resource Planning – Project Fusion Report;
- ✓ Draft Asset Capitalization Policy;
- ✓ Draft Five-Year Financial Projection Sensitivity Analysis;
- ✓ Competitive Procurement Process for Audit Services;
- ✓ First Quarter 2016/2017 Financial Report;
- ✓ Commercial Insurance Portfolio Summary Update;
- ✓ Canada Revenue Agency Employer Compliance Audit.

Board Governance Policy**BG – policy # College Funds Investment Policy**

Policy Category :	Board Directives		
Date First Approved:	2016.12.12	Date Last Reviewed:	2016.12.12
Board Meeting Number:	500	Mandatory Review Date:	2022.12.12

PURPOSE

This policy outlines the responsibilities of the Algonquin College Board of Governors (the Board) in fulfilling its mandate as set out in the Ontario Ministry of Advanced Education and Skills Development (MAESD), Minister’s Binding Policy Directive 2.0 Banking, Investments and Borrowing as it relates to the investment of excess College operating funds. Any person to whom College management delegates responsibilities with respect to the College’s investments must adhere to the provisions of the Policy.

POLICY

The Board of Governors of Algonquin College is responsible and accountable to the Ministry of Advanced Education and Skills Development (MAESD), and to the public for providing prudent and responsible management of College funds. Funds are to be utilized consistent with the purpose for which they were provided.

When operating funds are not required to meet anticipated cash flow needs, the funds are considered “available for investment” (the “Fund”). The overall objective in managing these funds is to provide for the current operating requirements of the College and minimize investment risk exposure while earning a higher net interest income than provided by the College’s bank account. The Investment Policy (the “Policy”) provides broad objectives, performance expectations and guidelines for the investment of the funds. Investments shall be selected in accordance with the criteria and limitations set forth herein and in accordance with all relevant legislation.

- 1) **Investment Objectives** - The College has established the following investment parameters and benchmarks:
 - a) Preservation of capital to minimize the risk to the principal of investments.
 - b) Maintenance of liquidity to ensure funds are available to meet all cash flow requirements. This should be done by structuring the portfolio so that maturities of investments are staggered to ensure that funds will become available as required to meet the College’s cash needs.

Minimum and maximum target weightings for investment maturities are as follows (based on % of total portfolio market value):

	<u>Minimum</u>	<u>Maximum</u>	<u>Target</u>
Short term (0 – 1 year)	40%	100%	50%
Medium term (1 – 5 years)	0%	50%	45%
Long term (5 – 10 years)	0%	10%	5%

- c) Benchmarks should be established to evaluate the Investment's performance on an ongoing basis. These benchmarks may change occasionally to reflect evolving market conditions or changes in the Portfolio's composition. The benchmark for measurement of the portfolio performance is a blend of the 1 year Government of Canada T-Bill index (50%) and the FTSE TMX Short-term Universe Bond index (50%).
- 2) **Legislative Requirements** - Investments are limited by the Minister's Binding Policy Directive (2.0 Banking, Investments and Borrowing) for Investments of college operating funds. A college may only invest college funds not immediately required to operate the college in the following securities, expressed or made payable in Canadian dollars, subject to the ratings identified in section F, in accordance with the Provincial directive:
- a) Bonds, debentures and promissory notes or other evidence of indebtedness, issued or guaranteed by:
- Canada or a province or territory of Canada, or
 - an agency of Canada or a province or territory of Canada.
- b) Bonds, debentures, promissory notes or other evidence of indebtedness, issued or guaranteed by:
- a municipality in Canada;
 - a university in Ontario that receives ongoing operating and capital funding from Ontario;
 - the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*;
 - a board of a public hospital within the meaning of the *Public Hospitals Act*;
 - a school board in Canada;
 - Ontario Infrastructure Projects Corporation; or
 - the Municipal Finance Authority of British Columbia.
- c) Bonds, debentures, promissory notes, deposit receipts, deposit notes, certificates of deposit or investment, acceptances, commercial paper or similar instruments, issued, guaranteed or endorsed by:
- a bank listed in Schedule I or II or a branch in Canada of an authorized foreign bank under the *Bank Act (Canada)*;
 - a loan corporation or trust corporation registered under the *Loan and Trust Corporation Act*; or
 - a credit union to which the *Credit Unions and Caisses Populaires Act, 1994* applies.
- d) Bonds, debentures, promissory notes or other evidence of indebtedness, issued by a corporation that is incorporated under the laws of Canada or a province of Canada; or

- e) Promissory notes or commercial paper, other than asset-backed securities, issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
 - f) A college is not to invest in a security under subsection 2-d or 2-e above unless the security has a minimum rating, at the time the investment is made by the college by at least one rating agency of:
 - i) "R-1 (high)
 - ii) "R-1 (high)" or "AAA" by Dominion Bond Rating Service Limited;
 - iii) "Prime-1" or "Aaa" by Moody's Investors Services Inc;
 - iv) "A-1+" or "AAA" by Standard and Poor's; or
 - v) "F1+" or "AAA" by Fitch Ratings.
 - g) If an investment falls below the standard required in section 2-f, the college is to sell the investment within 90 days after the day the investment falls below the standard.
- 3) **Additional Restrictions** – In addition to the legislative requirements in section 2, Algonquin College is not to invest in a security under subsection 2-c above unless the security has a minimum rating, at the time the investment is made by the college by at least one rating agency of:
- i) "R-1 (low)
 - ii) "R-1 (low)" or "A Low" by Dominion Bond Rating Service Limited;
 - iii) "Prime-1" or "A3" by Moody's Investors Services Inc.;
 - iv) "A-1" or "A-" by Standard and Poor's; or
 - v) "F1" or "A-" by Fitch Ratings.

MONITORING

The Board shall:

- Review the Policy annually, and will make any appropriate changes to the Policy considering factors such as the following:
 - Governance changes;
 - Changes in the College's mandate;
 - Needs for liquidity, regularity of income and preservation of capital;
 - Changes in expectations of returns and risks associated with the investments;
 - Changes to other legislation which affects the College;
 - Any practical issues that arise from the application of the Investment Policy.

The College Management shall:

- Approve the appointment of an Investment Manager following a competitive procurement process undertaken at least every five years; Approve any changes to an Investment Manager mandate; Monitor the performance of the Investment Manager and terminate when performance and service expectations are below required standards;
- Report on the investment portfolio and earnings to the Board on an annual basis;
- Develop and maintain suitable procedures, which provide for effective control and management of investments and a reasonable assurance that the investments are properly managed and adequately protected; and
- Carry out periodic internal reviews to determine whether or not the investment guidelines

provided herein are being followed and to evaluate the adequacy of internal controls.

PROCEDURE

The President shall inform the Governance Committee of any changes in the Minister's Binding Policy Directives which impact the Board responsibilities. If there is a new Minister's Binding Policy Directive, the Governance Committee shall determine its impact on the College and implement strategies to achieve compliance.

RELATED MATERIALS

- Ontario Ministry of Advanced Education and Skills Development (MAESD), Minister's Binding Policy Directive 2.0 Banking, Investments and Borrowing
- Ontario Colleges of Applied Arts and Technology Act, 2002
- Public Hospitals Act
- Loan and Trust Corporation Act
- Credit Unions and Caisses Populaires Act, 1994Trustee Act, R.S.O. 1990, c.7.23, Dated June 29, 2001

MEMO

DATE: December 12, 2016
TO: Board of Governors
FROM: Governance Committee
SUBJECT: Governance Committee meeting of November 29, 2016

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose the Governance Committee meeting November 29, 2016 meeting folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

There were no items that require Board approval.

B. ITEMS THE COMMITTEE HAS REVIEWED AND ACTIONED – FOR INFORMATION TO THE BOARD

1) Lieutenant Governor in Council Update

Members were briefed on the Lieutenant Governor in Council appointments and the new applications that will be submitted in December 2016.

2) Lieutenant Governor in Council Applications Update

Members were briefed on the recent Lieutenant Governor in Council appointments of Governor Fournier and Tremblay, and the reappointment of Vice Chair Nadeau. Governors Sample, Waters and Brockbank's applications will be submitted to the Public Appointments Secretariat in December 2016.

3) Tools Related to Board Resource Library

Members reviewed activities that have occurred in an effort to ameliorate governors' access to and navigation of the Board's SharePoint platform. A number of short, medium and long term objectives are planned.

4) Governors' Terms of Office and Recruitment Campaign

Members reviewed the Governors' Terms of Office and the current skills matrix to determine the candidate profile that will be used for the recruitment of candidates in Spring, 2017. The recruitment campaign and applications from interested members of the public from past years were also reviewed.

5) March, 2017 Board Retreat

Members began a dialogue regarding potential topics to be addressed during the March 18, 2017 Board Retreat.

MEMO

DATE: December 12, 2016

TO: Board of Governors

FROM: Algonquin College Foundation Board of Directors

SUBJECT: **Foundation Update**

Algonquin College Foundation Board motion related to Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship

On October 6, 2016, the Algonquin College Foundation Board of Directors unanimously passed the following motion to establish a fundraising target related to the recent funding from the Department of Innovation, Science and Economic Development's Strategic Investment Fund and the Province of Ontario's Facilities Renewal Fund:

THAT the Algonquin College Foundation Board of Directors approves a fundraising objective of \$2 million in support of the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship with a targeted completion date of April 30, 2018.

CARRIED.

AC Alumni and Employer Coffee Breaks

The Algonquin College Alumni and Friends Network continued with the popular AC Employer Coffee Breaks including an event at the Bruyère St. Vincent site, where 20 alumni attended, and the Renfrew County District School Board event, where 15 alumni attended. President Jensen also hosted over 80 alumni at the Algonquin College Employer Coffee Break at the Ottawa campus to connect with graduates who are employees of the College.

Alumni and Friends Network

The Alumni and Friends Network had a visible presence this year at the October convocations at the Ottawa campus by hosting a table offering alumni pins, alumni information and an AC Grad 'selfie' photo frame. More than 1,000 AC Alumni pennants were also distributed as graduates left the stage. At the convocation reception the graduates and their guests enjoyed refreshments sponsored by the Alumni and Friends Network.

MEMO

Alumnus of the Year – Eli Fathi

Electronics Engineering Technology Program – 1976

Eli Fathi was honoured at the Fall Convocation as the Algonquin College Alumnus of the Year Award recipient. A successful and respected Ottawa technology entrepreneur, and impassioned community champion, Eli has given his time to charities and groups such as the Community Foundation of Ottawa and the Citizens Academy. Eli is currently the Chief Executive Officer of big-data analytics firm [MindBridge Ai](#) and was the co-founder and co-chief executive officer of Fluidware Corporation. In his poignant convocation address, Eli articulated to the graduates, “Whatever you do, your work must add value to your community. You must make a difference to the life of others.”

New Endowed Bursaries

Foundation staff has secured new contributions for endowed bursaries from individuals and corporations including \$30,000 from Bell Media and \$15,000 from Corus Entertainment. An individual donor who graduated from Algonquin College is giving back in a significant way by creating a new \$250,000 bursary fund for the School of Business, and another individual has added a second bursary to support Veterinary Technician students.

Donations and Gifts in Kind

In partnership with the Schools, the Foundation supports and helps steward cash donations and gifts in kind to secure equipment for students. For example, the Perth Campus secured a \$5,000 donation to buy carpentry tools from a local family who have now given over \$25,000 to the Perth Campus. The Ottawa Campus has secured gifts in kind worth over \$55,000 including five cars, an airplane, respiratory equipment and construction equipment.

Report title:	Second Quarter 2016/2017 Business Plan Update
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Doug Wotherspoon, Vice President International & Strategic Planning

1. RECOMMENDATION:

THAT the Board of Governors accepts the Second Quarter 2016/2017 Business Plan Update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors is responsible for monitoring the College's progress against key metric and performance outcomes as they relate to the organization's strategic directions. The annual business plan is a tool used by management to set the direction for the College to achieve annual goals and targets in the context of the Strategic Plan.

3. BACKGROUND:

The Board of Governors is provided with quarterly updates on progress being made against the annual Business Plan. A legend of colours identifies the status of individual measures: green identifies measures in progress to reach target; yellow identifies measures that may be at risk of reaching target; and red identifies measures not anticipated to reach target by March 31, 2017.

4. DISCUSSION:

Contingency action plans are implemented for all measures that have a yellow or red status.

5. LINK TO STRATEGIC PLAN:

The Business Plan is the annual plan driving the College's strategic directions, and as such, is fully linked with the Strategic Plan 2012-2017 and the new Strategic Plan 2017-2022.

6. STUDENT IMPACT:

No negative student impact is identified at this time. Students will ultimately benefit from the achievement of targets on the annual Business Plan.

7. FINANCIAL IMPACT:

No current financial impact identified at this time.

8. HUMAN RESOURCES IMPACT:

No current human resources impact identified at this time.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

No current government/regulatory/legal impact identified at this time.

10. COMMUNICATIONS:

The second quarter update is made available to the public on the Board of Governors website prior to the Board of Governors December 12, 2016 meeting.

11. CONCLUSION:

The second quarter report is presented for information. Items identified as yellow indicate measures that may be at risk and items in red indicate measures that are not anticipated to reach target. In each case, the responsible Executive Team member has been asked to report on mitigation strategies in the second quarter report.

Respectfully submitted:



Vice President, International & Strategic Planning

Approved for submission:



President

Appendices:

Appendix A: Second Quarter 2016/2017 Business Plan Update

2016-2017 Business Plan Quarterly Update

Second Quarter Dashboard Report

Goal 1: Deliver an exemplary applied education and training experience.

Graduation Rate

- 1 Develop a success improvement plan for courses where the failure rate exceeds 25%.

Retention Rate

- 2 Implement cross-College intervention initiatives focused on student retention for domestic and international markets.
- 3 Assess and validate College hybrid and online offerings against the Hybrid and Online Quality Assurance Standards (HOQAS).
- 4 Prepare for the institutional-level Program Quality Assurance Process Accreditation (PQAPA) in 2016.
- 5 Complete and begin implementation of the College's 2017-2022 Strategic Plan.

Legend

- In progress to reach target
- ▲ May be at risk of reaching target
- ◆ Not anticipated to reach target
- Completed

Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.

Enrolment (PSE) and other

- 6 Cross-College intervention initiatives for student enrolment growth implemented for domestic and international markets.
- 7 Healthy Living Education (HLE) initiative establishes a planned Centre of Excellence with learning enterprises that will enhance the health and wellness of the College community and National Capital Region through the provision of academic programming, products, services, training and graduates.

Enrolment (online - FTE equivalents)

- ▲ 8 Enhance the choice and flexibility of student learning options by increasing the availability of fully online offerings.

Enrolment (PSE International - FTE equivalents)

- 9 (1) Draft and pilot new sales and marketing plan for India and China.
(2) Draft and implement sales and marketing plan to increase the number of English for Academic Purpose (EAP) students applying to Algonquin post-secondary programs.

Students enrolled in applied degrees

- 10 Continue the development and marketing of new degree programs.

Students enrolled in graduate certificates

- 11 Launch four on-campus graduate certificates.
- 12 Deliver on the 50th Anniversary Plan.

Goal 3: Leverage technology to enhance the educational experience.

Online courses offered

- 13 Implement Curriculum Services hybrid and online program development plan.

Unique hybrid courses offered

- ▲ 14 Implement the 2016/2017 portion of the hybrid course development plan from Curriculum Services.
- 15 Continue to build on past experience to enhance and expand the Bring-Your-Own-Device initiative as a program delivery format.
- 16 Continue to build on past experience to enhance and expand the eText initiative to additional programs.

Goal 4: Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.

- 17 Implement Year-4 roll-out of the Work-Integrated Learning (WIL) program initiative.
- 18 Establish five new stand-alone and 18 new in-class applied research projects.

2016-2017 Business Plan Quarterly Update

Second Quarter Dashboard Report

Goal 5: Deliver exceptional service to our diverse student and client populations.

Student Satisfaction

- 19 (1) Implement scheduling solution enhancements for all domestic campuses.
(2a) Enhance existing Library space and implement Phase 1 of the Library vision in summer 2016.
(2b) Implement Career Services Review recommendations.
- 20 Develop a student housing strategy that will help ensure students are accommodated on campus or in our community in environments that will aim to support student success.
- 21 Develop and implement an International Student Satisfaction Strategy.

Employer satisfaction

- 22 Establish an Algonquin College benchmark around Employer satisfaction.

Alumni satisfaction

- 23 Conduct an Alumni Satisfaction Survey after Alumni Awareness and Engagement Plan is implemented.
- 24 Develop the second Accessibility for Ontarians with Disabilities Act (AODA) multi-year plan 2016-2021.

Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.

- 25 (1) Continue delivery of process automation and optimization initiatives, as recommended by the Automation Task Force and prioritized by College Technology Committee and the Algonquin College Executive Team.
(2) Process optimization strategy and methodology developed, and prioritization framework in place.
- ▲ 26 Complete delivery of Project Fusion with upgraded software application platforms and business processes for the Human Resources, Payroll, Budgeting and Finance enterprise resource planning systems.
- 27 Request for Information (RFI) prepared for a Student Information System.
- 28 Continue applied research project Education Program Efficiency in collaboration with KPMG to review College services and identify opportunities to enhance student and client experience, improve efficiencies, implement service metrics and achieve sustainable efficiencies.

Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.

Employee Engagement

- 29 Implement the top three initiatives/priorities determined by the 2014/2015 Employee Engagement Survey.
- 30 Develop a College-wide multi-year People Plan/HR Strategy to support the strategic priorities of the College (2017-2022).

Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.

Leadership training

- 31 Continue to offer modules focusing on leadership development and management practices as part of the Management Academy for all Administrators.
- 32 Implement second fiscal year framework of Responsibility Centre Management model, based on approved Responsibility Centre Management principles to encourage innovation and align academic authority with financial accountability.

Goal 9: Align our funded operational expenditures with provincial funding

- Completed. Standard operating procedure.

2016-2017 Business Plan Quarterly Update

Second Quarter Dashboard Report

Goal 10: Expand non-funded opportunities to increase revenue.

Number of organizations served through Corporate Training

- 33 Deploy an account management sales model, implement a suite of educational technology options for the corporate audience, and enhance self-service capacity to increase the number of Corporate Training client organizations served.

Alternative revenues

- 34 Review and update the International Education Strategic Plan.
- 35 Continue execution of College Ancillary Services roadmap to achieve strategic objectives that enhance services to students and employees, increase sales, improves productivity and provides more resources for strategic investment priorities.

Goal 11: Leverage strategic business partnerships to meet the capital needs of the College.

Cash, in-kind contributions and returns from alternative financing.

- 36 Complete Year 3 of the 5 Year Fundraising Plan.
- 37 Lead the implementation of the second Energy Savings Contract (ESCO2) facility improvement measures to achieve energy savings, reduce greenhouse gas emissions and encourage a culture of sustainability.

Goal 12: Create the technological foundation to align with the digital direction.

College data accessible through a common BI portal.

- 38 Complete the process of making College data accessible through a common BI portal, via the underlying Enterprise Data Warehouse.
- 39 (1) Internet infrastructure upgrades to improve capacity and reliability.
(2) Access and core network upgrades to improve redundancy and increase performance.
(3) Wireless network upgrades, leveraging 802.11ac technology, to improve capacity and performance.

Availability of College networks and internet access.

- 40 As part of a continued focus on Information Security, implement an Identity and Access Management solution on key systems.
- 41 Establish a framework to address IT deferred maintenance and guide investments in upgrading key elements of the technical infrastructure.

2016/17 BUSINESS PLAN

SECOND QUARTER EXCEPTION REPORT

2012-17 Strategic Goals	Metric	2016-17 Target	2016-17 Initiative/Leveraged Action	2016-17 Measures	Ref	Status	Comments for First Quarter
Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	Enrolment (Online - FTE equivalents)	3,500	ACADEMIC Enhance the choice and flexibility of student learning options by increasing the availability of fully online offerings.	ACADEMIC (1) 200 additional FTEs achieved through new online full-time day courses by March, 2017. (2) 85 additional FTEs achieved through new Centre for Continuing and Online Learning courses by March, 2017.	8		ACADEMIC (1) 34 additional FTEs achieved in Fall 2016. (2) In progress to reach target.
Goal 3: Leverage technology to enhance the educational experience	Unique hybrid courses offered	1,280	ACADEMIC Implement the 2016/2017 portion of the hybrid course development plan from Curriculum Services.	ACADEMIC 144 hybrid courses created in 2016/2017 by March, 2017.	14		ACADEMIC Fifty courses in various stages of development as new hybrid offerings or conversions from existing face to face offerings. Twenty course developments have been completed as new hybrid courses or course conversions (Total 70)
Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	Business processes developed to measurably lower cost and/or improve productivity.	50	DIGITAL TECHNOLOGIES & INNOVATION, HUMAN RESOURCES, FINANCE & ADMINISTRATION Complete delivery of Project Fusion with upgraded software application platforms and business processes for the Human Resources, Payroll, Budgeting and Finance enterprise resource planning systems.	DIGITAL TECHNOLOGIES & INNOVATION, HUMAN RESOURCES, FINANCE & ADMINISTRATION All modules of the upgraded enterprise resource planning systems 'live' and in production by April, 2017.	26		DIGITAL TECHNOLOGIES & INNOVATION, HUMAN RESOURCES, FINANCE & ADMINISTRATION Testing of the College's new HR, Payroll and Finance solution continues. To allow for additional testing on the Human Capital Management modules to occur, the Go Live date is forecast to Q2 2017.

Report title:	Healthy Living Education Initiative Update
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Claude Brulé, Senior Vice President Academic

1. RECOMMENDATION:

THAT the Board of Governors accepts the Healthy Living Education Initiative Update for information.

2. PURPOSE / EXECUTIVE SUMMARY

The purpose of this report is to provide a progress update on the Healthy Living Education Initiative since the September 19, 2016 Board Retreat and to outline project deliverables for the February 13, 2017 Board meeting.

3. BACKGROUND:

Phase one of the Healthy Living Education initiative was completed in 2015-16 with the opening of the Spa and Esthetics/ Massage Clinic followed by the dedication of the Garbarino-Girard Centre of Innovation in Seniors Care in May 2016.

To realize the vision of creating *a Model Community Integrated Learning and Innovation Hub Addressing the Skills and Capacity Needs of Health, Wellness and Long- Term Care* as the next phase of the initiative, the Healthy Living Education project team presented potential partnership and development options to the Board of Governors in September. The Board of Governors acknowledged that pursuing external partnership funding options was prudent, and would provide opportunity for academic benefit in support of the Algonquin College brand.

4. DISCUSSION:

The project team is completing a shovel-ready proposal for the a second Healthy Living Education phase; a 45 to 50 million dollar academic facility that would have capacity to accommodate incremental growth of 900 to 1,000 new enrolments. Following the approach used for the successful Innovation and Entrepreneurship Learning Centre and Institute for Indigenous Entrepreneurship project, this proposal will enable the College to engage in government advocacy with the goal of securing full funding.

The Centre for Home and Community Health Education and Research (working title placeholder) will accommodate growing enrolments to meet the needs for care providers at home, in primary care community clinics and family health teams. This workforce is anticipated to grow exponentially over the

next few years with identified needs for Personal and Community Support Workers, Primary Care Paramedics, and Community Pharmacy Assistants to name a few occupations, in response to a provincial fiscal imperative to shift some of the health care needs of a growing aging population, from acute care to home and community.

The Centre will provide opportunities for work integrated learning through retail agreements and other forms of public-private partnerships that could include, but not be limited to such facilities as a primary care clinic and a pharmacy providing an on-site learning laboratory. There is potential for such facilities to conservatively increase the number of work integrated learning opportunities in the health area by an additional one hundred placements. It is assumed that these partnerships would also attract additional work integrated learning opportunities for business and hospitality students.

The Ottawa Hospital Research Institute and the Perley and Rideau Veterans’ Health Centre have both signed Memoranda of Understanding with the College, committing to collaboration for the delivery of educational programming and exploration of research opportunities that will benefit our community. Helping to support the health needs of our Indigenous population, Arctic College in Nunavut has visited Algonquin College to explore educational partnerships and student recruitment activities. The opening of the first seniors living centre in Iqaluit, will create a demand for personal and community support workers to address the needs in the Indigenous community.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input checked="" type="checkbox"/>	Goal 8 Create and foster an environment in which the College’s model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input checked="" type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input checked="" type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input checked="" type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input checked="" type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input checked="" type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input type="checkbox"/>

6. STUDENT IMPACT:

- a) Students will benefit from this initiative as a result of expanded health services with a focus on health prevention and promotion, particularly as they relate to mental health.
- b) Additional work integrated learning opportunities on site will support students in meeting the expectations of the workplace.

7. FINANCIAL IMPACT:

This phase of the proposal assumes full funding from government sources, with no use of College funds. Private funds will also be pursued, but not built into the financial model, as the health sector is actively fundraising in the community and is expected to be in the future. This proposal provides an overview of the revenue sources in terms of enrolment growth.

8. HUMAN RESOURCES IMPACT:

All resource implications will follow the College Collective agreements.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The proposal being developed will include a government advocacy strategy for the purpose of determining the climate for government support for this phase of the Healthy Living Education Initiative.

10. COMMUNICATIONS:

Ongoing communication planning is underway to provide a framework for partnership development and government advocacy.

11. CONCLUSION:

The Healthy Living Education Initiative team will continue to refine the business case for Phase Two of the project, as well as develop the advocacy strategies for a new academic facility. A final business case including development options will be presented for approval at the February 13, 2017 Board of Governors' meeting.

Respectfully submitted:



Senior Vice President Academic

Approved for submission:



President

Report title:	Second Quarter 2016/17 Financial Update
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors approves the Second Quarter 2016/17 Financial Update.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the Second Quarter 2016/17 Financial Update, including a summary of funded positions, and to provide an updated compliance status of the BG11- 02 Board Financial Management Policy, found in Appendix B: Second Quarter 2016-17 Compliance Schedule.

3. BACKGROUND:

When the budget is approved, some factors must be estimated because of unknown elements affecting the revenue and expenditure forecasts. The quarterly financial reporting process provides updated projections based on current information.

The Board of Governors approved the 2016/17 Annual Budget at the February 8, 2016 Board of Governors meeting. In compliance with both the Board of Governors' direction and Ministry of Advanced Education and Skills Development's Operating Directives, the 2016/17 Annual Budget returns a net surplus on Funded Activity/College Operations of \$9.9 million and maintains the College's commitment to balancing student tuition revenue and government funded activities with associated operating expenditures.

While the College has balanced its annual operating budget, the complete budget has an estimated net contribution of \$(6.7) million. This is due to several extraordinary capital expenditures, and these expenditures will be partly funded from Internally Restricted Net Assets accumulated from prior year surpluses.

4. DISCUSSION:

As part of the Second Quarter 2016/17 Financial Update review process, budget holders had the opportunity to identify projected changes to financial results at the College Area reporting level.

Recorded budget changes have been included in the Second Quarter 2016/17 Financial Update, presented in Appendix A: Second Quarter 2016-17 Financial Update. Changes greater than \$500,00 that impact the projected net contribution from the Approved Annual Budget of the College are discussed in detail below in the sections titled: **Revenue Projection Adjustments** and **Expenditure Projections Adjustments**. Changes that impact the projected net contribution from the Approved Annual Budget that are less than \$500,000 are detailed throughout the Second Quarter 2016/17 Financial Update in Appendix A.

This Second Quarter 2016/17 Financial Update projects a \$1.3 million dollar decrease to the net contribution of Algonquin College from the Approved Annual Budget of \$(6.7) million, to the projected \$(8.0) million as outlined in this report. This negative change is primarily a result of the recognition of the one-time wind-down cost of the Algonquin College-Saudi Arabia Jazan campus offset by a small increase in Funded Activity Net Contribution, and a positive adjustment in Non-Cash Revenue and Non-Cash Expenditure Adjustments as required by the Public Sector Accounting Standards.

Revenue Projection Adjustments greater than \$500,000:

- A shortfall in enrolment of 0.5% (198 net registrants) from the 1% enrolment growth target included in the 2016/17 Approved Annual Budget in College Funded Activity, offset by small increases in some incidental fees, Language Institute tuition fees, and Apprentice fees equates to a revenue increase of \$419,000 in total tuition fees and grants.
- Changes noted in the 'Other Revenues' section of the Revenue Schedule:
 - The International Education Centre has projected increased international fee premiums of \$1.1 million to be transferred to Funded Activity / College Operations. This results from an increase in international enrolment of 18.8% over the Approved Annual Budget target, and
 - An increase of \$1 million in revenue has been projected in the Other Revenues to reflect an increase in internal revenues (offset by internal expenses), as well as an increase in Distance Education hosting fees (offset by increased hosting expenses for Distance Education).
- The International Education Centre is projecting a net revenue shortfall of \$2.4 million to the Approved Annual Budget resulting from the following combined items:
 - An 18.8% increase in international student enrolment over the Approved Annual Budget target results in an increase to revenue from international fee premiums of \$2.7 million,

- A decrease in revenue is projected from recognition of the one-time \$(4.3) million wind-down cost of the Algonquin College – Saudi Arabia campus which will be partially funded from the International Education Centre contingency reserve fund, and
- A decrease in revenue of \$(800,000) is projected to increase the 2015-16 operating loss for Algonquin College – Saudi Arabia.
- Revenue has increased in Strategic Investment Priorities by \$8.2 million primarily as a result of:
 - Funding of \$4.2 million to be recognized in 2016/17 under the Post-Secondary Institutions Strategic Investment Fund as contributions towards the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship projects. Total government funding committed for this project is \$24.8 million which will be recognized over the duration of the entire project cycle.
 - Apprenticeship Enhancement Fund Grant of \$3 million announced after the budget was prepared (offset by equivalent expenditures), and
 - Additional one-time Facilities Renewal Grant funding of \$1 million announced after the budget was prepared.

Expenditure Projection Adjustments:

- Total Salaries and Benefits have increased by \$1.1 million due to creation of new positions, reclassification of existing positions, and adjustments to part-time academic salaries.
- Contingencies have been reduced by \$(950,000) to reflect adjusted requirements.
- Contract Services expenditures have increased by \$400,000 to reflect increased deliverables for new contracts, and an additional facilitator for Distant Education programs.
- Expenditures included under the 'Other' categories are projecting an increase of \$500,000 as a result of increased internal expenses (offset in internal revenues), postage costs, professional fees, and travel related costs.
- Expenditures have increased in Strategic Investment Priorities by \$7.9 million primarily as a result of:
 - \$8.7 million increase in estimated expenditures to be recognized in the 2016/17 fiscal year as part of the total \$44.9 million dollar project cost in the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project.
 - \$6.1 million approved increases in estimated expenditures in Strategic Investment Priorities projects across Initiatives and Opportunities, College Ancillary Services, and Apprenticeship Enhancement Fund projects.
 - \$(5.5) million decrease of expenditures as an estimated underspend in Strategic Investment Priorities projects based on historical trend analysis.
 - \$(1.4) million approved decreases in estimated expenditures in Strategic Investment Priorities projects in College Technologies, College Space and Infrastructure, and Appropriations from 2015-16.

Compliance

- The College is compliant with the BG11-02 Board Management Policy, please see Appendix B: Second Quarter 2016-17 Compliance Schedule.

5. LINK TO STRATEGIC PLAN:

The 2016/17 Annual Budget and The Second Quarter 2016/17 Financial Report identify the resources required to execute on initiatives in the College’s Business Plan, Strategic Plan, and to fund approved Strategic Investment Priorities projects in support of the Business Plan and Strategic Plan.

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input checked="" type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input checked="" type="checkbox"/>	Goal 8 Create and foster an environment in which the College’s model of leadership competencies and behaviours is supported.	<input checked="" type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input checked="" type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input checked="" type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input checked="" type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input checked="" type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input checked="" type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input checked="" type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input checked="" type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

Students will benefit from additional investments in information technology infrastructure, renovations and adaptations to learning spaces, maintenance of existing learning spaces, investment in new program development, academic equipment, and new facilities funded partially through the Post-Secondary Institutions Strategic Investment Fund.

7. FINANCIAL IMPACT:

The 2016/17 Approved Budget returns a net surplus on Funded Activity/College Operations of \$9.9 million and maintains the College’s commitment to balancing student tuition revenue and

government funded activities with associated operating expenditures. The Second Quarter 2016/17 Financial Update maintains the \$10.7 million net surplus on Funded Activity/College Operations.

8. HUMAN RESOURCES IMPACT:

The 2016/17 Approved Budget and the Second Quarter 2016/17 Financial Update provides required funding for all existing full-time permanent staff complement positions and other than permanent positions (i.e. part-time, temporary labour). There are also provisions for professional development and training for College employees.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In compliance with both Board of Governors' Financial Management Policy and the Ministry of Advanced Education and Skills Development's Business Plan Operating Procedure directive, the 2016/17 Annual Budget and the Second Quarter 2016/17 Financial Update maintains a positive accumulated surplus position and the College's commitment to balancing government funded operating activities with expenditures.

10. COMMUNICATIONS:

Any additional required communications will be administered through the Executive Director, Communications Office.

11. CONCLUSION:

This Second Quarter report is presented to the Algonquin College Board of Governors at a time when there is significant investment in the College for infrastructure projects, as well as budget pressures caused by demographics and other factors. Management continues to exercise due diligence and risk assessment to ensure fiscal sustainability as well as identifying resources to support the Strategic Plan of the College.



President/Board of Governors

Agenda Item No: 05.2

Respectfully submitted:

Approved for submission:

Vice President Finance and Administration

President

Appendices:

Appendix A: Second Quarter 2016-17 Financial Update Appendix B: Second Quarter 2016-17 Compliance Schedule

ALGONQUIN
COLLEGE

2nd QUARTER FINANCIAL UPDATE



2016
2017

Presentation to the Board of Governors
December 12, 2016



Second Quarter 2016/2017 Financial Update

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SUMMARY

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection (Restated at Q2)	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Budget
Funded Activity/College Operations					
Revenue	\$ 229,845	\$ 229,407	\$ 232,738	\$ 2,893	1%
Expenditures	219,990	219,490	221,991	(2,001)	-1%
Net Contribution	9,855	9,917	10,747	892	9%
Contracts & Other Non-Funded Activity					
Revenue	27,588	27,588	27,495	(93)	0%
Expenditures	26,628	26,628	26,296	332	1%
Net Contribution	960	960	1,199	239	25%
College Ancillary Services					
Revenue	43,601	43,601	43,441	(160)	0%
Expenditures	35,929	35,929	35,769	160	0%
Net Contribution	7,672	7,672	7,672	-	0%
International Education Centre					
Revenue	17,106	18,267	14,707	(2,399)	-14%
Expenditures	13,642	14,301	15,328	(1,686)	-12%
Net Contribution	3,464	3,966	(621)	(4,085)	-118%
Strategic Investment Priorities					
Revenue	1,757	10,142	9,990	8,233	469%
Expenditures	36,577	42,152	44,460	(7,883)	-22%
Net Contribution	(34,820)	(32,010)	(34,470)	350	1%
Non-Cash Revenue Adjustments					
Capital Grants recorded as Deferred Capital Contributions	(2,000)	(9,300)	(9,300)	(7,300)	-365%
Amortization of Deferred Capital Contributions	8,000	8,000	8,000	-	0%
Non-Cash Expenditure Adjustments					
Expenditures to be Capitalized	16,000	21,700	23,300	7,300	46%
Amortization Expense	(16,500)	(15,000)	(15,000)	1,500	9%
Change in Vacation, Sick Leave & Post-Employment Benefits	650	540	540	(110)	-17%
Net Contribution as per Public Sector Accounting Standards (PSAS)					
	\$ (6,719)	\$ (3,555)	\$ (7,933)	\$ (1,214)	

	Year-End Actual March 31, 2016	March 31, 2017 Approved Annual Budget	March 31, 2017 Q1 Projected (Restated at Q2)	March 31, 2017 Q2 Projected	Q2 vs. Approved Variance
ASSETS					
Current Assets					
Cash	\$ 28,367	\$ 29,367	\$ 32,267	\$ 30,175	\$ 808
Accounts Receivable	22,982	16,500	21,000	21,000	4,500
Inventory	1,752	2,000	2,000	2,000	-
Prepaid Expenses	3,000	2,500	2,500	2,500	-
	<u>56,101</u>	<u>50,367</u>	<u>57,767</u>	<u>55,675</u>	<u>5,308</u>
Investments	75,349	54,540	59,924	56,038	1,498
Endowment Assets	22,796	25,908	23,396	23,396	(2,512)
Capital Assets	256,799	255,678	263,499	265,099	9,421
TOTAL ASSETS	\$ 411,045	\$ 386,493	\$ 404,586	\$ 400,208	\$ 13,715
LIABILITIES & NET ASSETS					
Current Liabilities					
Accounts Payable & Accrued Liabilities	\$ 19,562	\$ 16,500	\$ 18,500	\$ 18,500	\$ 2,000
Accrued Salaries & Employee Deductions Payable	7,969	7,700	7,700	7,700	-
Deferred Revenue	27,734	24,500	27,000	27,000	2,500
Current Portion of Long Term Debt	2,758	2,927	2,927	2,927	-
	<u>58,023</u>	<u>51,627</u>	<u>56,127</u>	<u>56,127</u>	<u>4,500</u>
Long Term Debt	51,202	48,275	48,275	48,275	-
Vacation, Sick Leave & Post-Employment Benefits	18,740	17,612	18,200	18,200	588
Deferred Capital Contributions	146,124	143,689	147,424	147,424	3,735
Interest Rate Swaps	10,611	8,898	8,898	8,898	-
Net Assets					
Unrestricted	1,000	1,000	1,000	1,000	-
Investment in Capital Assets	56,715	60,787	64,873	66,473	5,686
Vacation, Sick Leave & Post-Employment Benefits	(18,740)	(17,612)	(18,200)	(18,200)	(588)
Internally Restricted	75,744	55,207	63,491	57,513	2,306
Endowment Fund	22,796	25,908	23,396	23,396	(2,512)
	<u>137,515</u>	<u>125,290</u>	<u>134,560</u>	<u>130,182</u>	<u>4,892</u>
Accumulated Remeasurement Losses	(11,170)	(8,898)	(8,898)	(8,898)	-
	<u>126,345</u>	<u>116,392</u>	<u>125,662</u>	<u>121,284</u>	<u>4,892</u>
TOTAL LIABILITIES & NET ASSETS	\$ 411,045	\$ 386,493	\$ 404,586	\$ 400,208	\$ 13,715

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection (Restated at Q2)	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
Grants				
Post Secondary Activity	\$ 106,641	\$ 106,549	\$ 106,655	\$ 14
Apprentice	5,099	5,099	5,223	124
Flow-Through Student Aid	1,658	1,658	1,658	-
TOTAL GRANTS	113,398	113,306	113,536	138
Tuition Fees				
Full-Time Post Secondary	69,643	68,831	69,754	111
Part-Time	9,413	9,413	9,568	155
Adult Training	1,177	1,177	1,185	8
Student IT & Mobile Computing Fees	7,716	7,716	7,723	7
TOTAL TUITION FEES	87,949	87,137	88,230	281
Contract Educational Services				
Corporate & Other Programs	4,033	4,033	3,969	(64)
TOTAL CONTRACT EDUCATIONAL SERVICES	4,033	4,033	3,969	(64)
Other				
Early Learning Centre	918	918	918	-
Student Ancillary Fees	5,669	5,669	6,035	366
Investment Income	1,500	1,500	1,526	26
Transfer from International Education Centre ¹	6,104	6,570	7,249	1,145
Miscellaneous	10,274	10,274	11,275	1,001
TOTAL OTHER	24,465	24,931	27,003	2,538
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	229,845	229,407	232,738	2,893
CONTRACTS & OTHER NON-FUNDED ACTIVITY	27,588	27,588	27,495	(93)
COLLEGE ANCILLARY SERVICES	43,601	43,601	43,441	(160)
INTERNATIONAL EDUCATION CENTRE	17,106	18,267	14,707	(2,399)
STRATEGIC INVESTMENT PRIORITIES	1,757	10,142	9,990	8,233
TOTAL REVENUE	\$ 319,897	\$ 329,005	\$ 328,371	\$ 8,474

¹ 35% of the International Fee Premium is shared with Academic Services (part of Funded Activity/College Operations).

Description	Variance Favourable/ (Unfavourable)	Comments
Apprentice	\$ 124	/ncrease in the Apprentice seat purchase plan from additional enrolment.
Full-Time Post Secondary Tuition Fees	\$ 111	Decrease in tuition revenue due to a projected enrolment shortfall of .05% offset by an increase in full-time incidental fees in the Culinary Arts program (with additional related expense), as well as an increase in Language Institute tuition fees.
Part-Time Post Secondary Tuition Fees	\$ 155	Increased activity in part-time programs, and an increase in incidental fees for the Sommelier program.
Student Ancillary Fees	\$ 366	Favourable variance is due to the following: \$119K increase in late payment fees, \$198K increase in full-time withdrawal fees, \$49 from other minor variances.
Transfer from International Education Centre	\$ 1,145	Increased International Fee Premiums allocated to Funded Activity as a result of the increased enrolment in International Education of 18.8% over the Approved Annual Budget.
Miscellaneous	\$ 1,001	Favourable variance is due to the following: \$520K Increase in internal recoveries offset by increase in internal charges, \$220K Increase in Distance Education hosting fees offset by increase in Contract Services, \$114K Unbudgeted Perth revenue resulting from contracts with the National Capital Commission and Parks Canada, \$147K from a combination of minor variances.
Contract and Other Non-Funded Activity	\$ (93)	Unfavourable variance due to delays in the delivery of training programs for various government contracts, in addition to the International BioTech Program contract which was not renewed for 2016-17.
College Ancillary Services	\$ (160)	Unfavourable variance is a result of a \$200K decrease in planned activity within the Campus Bookstore due to the consolidation of the Print Shop; offset by an increase in commissions revenue.
International Education Centre	\$ (2,399)	An 18.8% increase in international student enrolment over the Approved Annual Budget results in increased International Fee Premiums in the amount of \$2.7M. This increase has been offset by an additional \$4.3M in expected expenses related to the wind-down cost of the Jazan Campus and an additional provision of \$800K to reflect the \$2.3M operating loss from the Algonquin College - Saudi Arabia operations.
Strategic Investment Priorities	\$ 8,233	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 8,483	
Other Minor Variances	\$ (9)	
Total Variance	\$ 8,474	

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection (Restated at Q2)	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
TOTAL SALARIES & BENEFITS	\$ 154,871	\$ 154,871	\$ 155,995	\$ (1,124)
Other Operating Costs				
Mandated Student Aid	6,159	6,159	6,159	-
Contingencies	5,880	5,380	4,930	950
Long Term Debt Interest	849	849	849	-
Contract Services	9,400	9,400	9,806	(406)
Instructional Supplies & Equipment	4,335	4,335	4,653	(318)
Information Technology	7,311	7,311	7,516	(205)
Promotion	2,487	2,487	2,705	(218)
Building Maintenance & Utilities	11,574	11,574	11,711	(137)
Flow-Through Student Aid	1,658	1,658	1,659	(1)
Cost of Goods Sold	1,113	1,113	1,132	(19)
Other	14,353	14,353	14,876	(523)
TOTAL OTHER OPERATING	65,119	64,619	65,996	(877)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	219,990	219,490	221,991	(2,001)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	26,628	26,628	26,296	332
COLLEGE ANCILLARY SERVICES	35,929	35,929	35,769	160
INTERNATIONAL EDUCATION CENTRE	13,642	14,301	15,328	(1,686)
STRATEGIC INVESTMENT PRIORITIES	36,577	42,152	44,460	(7,883)
TOTAL EXPENDITURES	\$ 332,766	\$ 338,500	\$ 343,844	\$ (11,078)

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ (1,124)	Unfavourable variance of (\$1.1M) is due to creation of new positions, reclassification of existing positions, and adjustments to part-time academic salaries.
Contingencies	\$ 950	Contingency reduced to reflect requirements.
Contract Services	\$ (406)	Unfavourable variance is due to the following: (\$128K) Increase in contract services for Outdoor Adventure Naturalist program (offset by additional revenue), (\$124K) Increase in expense related to additional facilitator costs for the Distance Education programs (offset by additional Host Fee revenue), (\$115K) Increase in contract services for ITS Cyber Security Unit and Digital Strategy and Solutions (offset by savings in salaries expense), (\$14K) Increase in contract services related to additional funding for Women's Campus Safety (offset by additional revenue), (\$25K) Other minor variances.
Instructional Supplies & Equipment	\$ (318)	Unfavourable variance is due to the following: (\$250K) Increase in expense due to change in Culinary Arts Program incidental fees (offset in revenue), (\$68K) Other minor variances.
Information Technology	\$ (205)	Unfavourable variance is due to the following: (\$130K) Increase in software license fees for library databases, (\$54K) Increase in academic equipment for Design Studies and Test Centre, (\$34K) Increase in software license fees for Organizational Effectiveness, \$13 Other minor variances.
Promotion	\$ (218)	Unfavourable variance is due to the following: (\$97K) Increase in promotion expense for marketing costs related to new programs, (\$50K) Increase in promotion expense for Registrar's Office related to convocation and other events, (\$17K) Increase in promotion expense of Student Support Services, (\$15K) Additional promotion expense regarding Women's Campus Safety (offset by additional revenue), (\$39K) Other minor variances.

Description	Variance Favourable/ (Unfavourable)	Comments
Building Maintenance & Utilities	\$ (137)	Unfavourable variance is due to the following: (\$120K) Increase due to operational demands and costs related to hiring a service technician to meet immediate requirements, and (\$17K) Other minor variances.
Other	\$ (523)	Unfavourable variance is due to the following: (\$235K) Increase in internal charges offset by increase in internal recovery revenue, (\$70K) Increase in travel expense across all schools, (\$56K) Increase in professional fees incurred by the Perth campus in support of work done on National Capital Commission Barn Assessment Study, (\$26K) Increase in professional fees for Powerline Technician within Architecture program, (\$23K) Increase in postage charges for Registrar's office, (\$113K) Other minor variances.
Contract and Other Non-Funded Activity	\$ 332	Favourable variance due to a decrease in expenses as a result of delays in the delivery of training programs for various government contracts and the planned International BioTech Program contract which was not renewed for 2016/17 (partially offset by reduced revenue).
College Ancillary Services	\$ 160	Favourable variance due to the reduction in contingency expenses, as well as a reduced allocation for various overhead charges.
International Education Centre	\$ (1,686)	Increased expenditures required to support an 18.8% increase over the Approved Annual Budget in international enrolment. This represents a \$2.4M in additional revenue.
Strategic Investment Priorities	\$ (7,883)	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ (11,058)	
Other Minor Variances	\$ (20)	
Total Variance	\$ (11,078)	

	Approved Annual Budget	Q1 Year-End Projection (Restated at Q2)	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ (Unfavourable)
Source of Funds				
Facilities Renewal Grant	\$ 980	\$ 1,934	\$ 1,934	\$ 954
College Equipment Renewal Fund Grant	560	560	560	-
Apprenticeship Enhancement Fund Grant	-	3,187	3,035	3,035
Capital Campaign	217	217	217	-
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	-	4,244	4,244	4,244
Miscellaneous	-	-	-	-
TOTAL SOURCE OF FUNDS	1,757	10,142	9,990	8,233
EXPENDITURES:				
College Technologies	14,528	13,552	13,653	875
College Space & Infrastructure	12,852	10,985	12,430	422
New Program Initiatives	1,160	1,133	1,107	53
Academic & Other Equipment	1,609	1,658	1,658	(49)
Initiatives & Opportunities	4,928	6,715	7,503	(2,575)
College Ancillary Services	1,400	1,708	1,708	(308)
Apprenticeship Enhancement Fund (AEF)	-	3,187	3,187	(3,187)
Appropriations	100	-	-	100
Innovation, Entrepreneurship and Learning Centre, and Institute for Indigenous Entrepreneurship Project (partially funded through PSISIF as above).	-	8,701	8,701	(8,701)
Adjustment for Anticipated Underspend	-	(5,487)	(5,487)	5,487
Total Other	36,577	42,152	44,460	(7,883)
TOTAL EXPENDITURES	36,577	42,152	44,460	(7,883)
TOTAL NET CONTRIBUTION	\$ (34,820)	\$ (32,010)	\$ (34,470)	\$ 350

Description	Variance Favourable/ (Unfavourable)	Comments
Facilities Renewal Grant	\$ 954	Additional one-time Facilities Renewal Grant funding announced after the budget was prepared.
Apprenticeship Enhancement Fund Grant	\$ 3,035	Apprenticeship Enhancement Fund Grant announced after the budget was prepared (offset by equivalent expenditures).
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	\$ 4,244	Total funds of \$24.8M will be received through the Post-Secondary Institutions Strategic Investment Fund as contributions towards the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project. The \$4.24M represents the cash flow available based on the funding agreement for 2016-17. The total project cost is \$44.9M.
College Technologies	\$ 875	Reflects revised project costs, provision adjustments, and carry forward budgets from projects in progress at the end of fiscal year 2015-16.
College Space & Infrastructure	\$ 422	Reflects revised project costs, provision adjustments and carry forward budgets from projects in progress at the end of fiscal year 2015-16.
Initiatives & Opportunities	\$ (2,575)	Reflects revised project costs, provision adjustments and carry forward budgets from projects in progress at the end of fiscal year 2015-16, as well as Responsibility Centered Management carry forward budgets.
College Ancillary Services	\$ (308)	Renovations to Connections Bookstore (\$350K), plus carry forward budgets (\$393K) from projects in progress at the end of fiscal year 2015-16, offset by \$435K in delayed and/or adjusted project budgets.
Apprenticeship Enhancement Fund (AEF)	\$ (3,187)	Apprenticeship Enhancement Fund announced after the budget was prepared.
Appropriations	\$ 100	Reduction of unutilized appropriation budgets to support 2015-16 fiscal year expenses.
Innovation, Entrepreneurship and Learning Centre, and Institute for Indigenous Entrepreneurship Project (partially funded through PSISIF as above).	\$ (8,701)	Total funds of \$24.8M will be received through the Post-Secondary Institutions Strategic Investment Fund as contributions towards the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project. The \$8.7M represents the estimated expenditures to be recognized in the 2016-17 fiscal year as part of the total \$44.9M project cost.
Adjustment for Anticipated Underspend	\$ 5,487	Based on historical trends, a 15% provision has been added to account for anticipated underspending in Strategic Investment Priorities projects.
Total Explained Variances	\$ 346	
Other Minor Variances	\$ 4	
Total Variance	\$ 350	

	Year-End Actual March 31, 2016	Projected In-Year Use of Funds (2016/17)	Projected Year- End Adjustments (2016/17)	Projected March 31, 2017
Appropriations	\$ 250	\$ -	\$ (150)	\$ 100
Specific Reserves:				
Other Projects & Initiatives	29,841	18,552	(828)	10,461
Ancillary Services Reserve Fund	5,756	1,708	1,118	5,166
Employment Stabilization Funds	547	50	60	557
Other Student Aid	-	-	-	-
	36,144	20,310	350	16,184
Contingency Reserve Fund	8,127		173	8,300
Reserve Funds:				
Future Capital Expansion	31,223	1,850	3,556	32,929
	31,223	1,850	3,556	32,929
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 75,744	\$ 22,160	\$ 3,929	\$ 57,513
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000			\$ 1,000
Investment in Capital Assets	56,715		9,758	66,473
Vacation, Sick Leave & Post-Employment Benefits	(18,740)		540	(18,200)
Interest Rate Swaps	(11,170)		2,272	(8,898)
Endowment Fund	22,796		600	23,396
TOTAL NET ASSETS	\$ 126,345	\$ 22,160	\$ 17,099	\$ 121,284

* Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Appropriations, Specific Reserves and Reserve Funds, and contributions to Reserve Funds for the fiscal year 2016/2017. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

	Approved Annual Budget 2016/17				Position Changes			Full-Time Funded at Q2 2016/2017				Total Staffed at Sept 30/16	Total Vacant at Sept 30/16
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total		
President & Board of Governors													
President's Office	4	-	-	4				4	-	-	4	4	-
Human Resources													
Human Resources	22	2	1	25	1	(1)		22	2	1	25	24	1
Finance and Administration													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
College Ancillary Services	17	72	-	89	3		(1)	17	74	-	91	90	1
Finance & Administrative Services	9	28	-	37		(1)		9	27	-	36	35	1
Risk Management ¹	7	1	-	8	1			8	1	-	9	9	-
Physical Resources	9	40	-	49	3	(4)		9	39	-	48	41	7
Total	44	141	-	185	7	(5)	(1)	45	141	-	186	177	9
Student Services													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
Aboriginal Services & Partnerships	-	2	1	3	1			1	2	1	4	4	-
Student Support Services	10	45	18	73				10	45	18	73	72	1
Algonquin College Foundation	3	2	-	5				3	2	-	5	5	-
Registrar	11	67	-	78	4	(2)	(2)	11	67	-	78	78	-
Total	26	116	19	161	5	(2)	(2)	27	116	19	162	161	1
International and Strategic Planning													
Vice-President's Office	2	1	-	3	1	(2)		2	-	-	2	2	-
International & Strategic Planning	11	10	21	42	2	(2)		12	10	20	42	40	2
Total	13	11	21	45	3	(4)	-	14	10	20	44	42	2
Academic Services													
Vice-President's Office	3	-	9	12		(2)		3	-	7	10	3	7
Academic Operations and Planning ²	9	6	3	18	1	(1)	5	9	11	3	23	19	4
Faculty of Arts, Media & Design ³	9	34	115	158			(2)	8	33	115	156	146	10
School of Business	5	9	88	102			(1)	5	8	88	101	98	3
School of Hospitality & Tourism	3	10	41	54			(1)	3	9	41	53	48	5
Faculty of Technology & Trades	6	26	151	183	3			6	26	154	186	176	10
Algonquin College Heritage Institute	3	10	13	26	1		(1)	4	9	13	26	25	1
Faculty of Health, Public Safety & Community Studies	8	31	122	161			(1)	8	30	122	160	154	6
Mobile Learning & Teaching Services	2	5	-	7		(1)	(6)	-	-	-	-	-	-
Centre for Continuing and Online Learning	6	16	-	22				6	16	-	22	21	1
Personal Development Institute	-	1	-	1				-	1	-	1	1	-
Algonquin College in the Ottawa Valley	6	30	29	65				6	30	29	65	65	-
Total	60	178	571	809	5	(4)	(7)	58	173	572	803	756	47
Digital Technologies and Innovation													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
Applied Research & Development ⁴	3	2	-	5		(1)	(1)	1	2	-	3	3	-
Business Development & Corporate Training ⁵	4	7	-	11				4	7	-	11	11	-

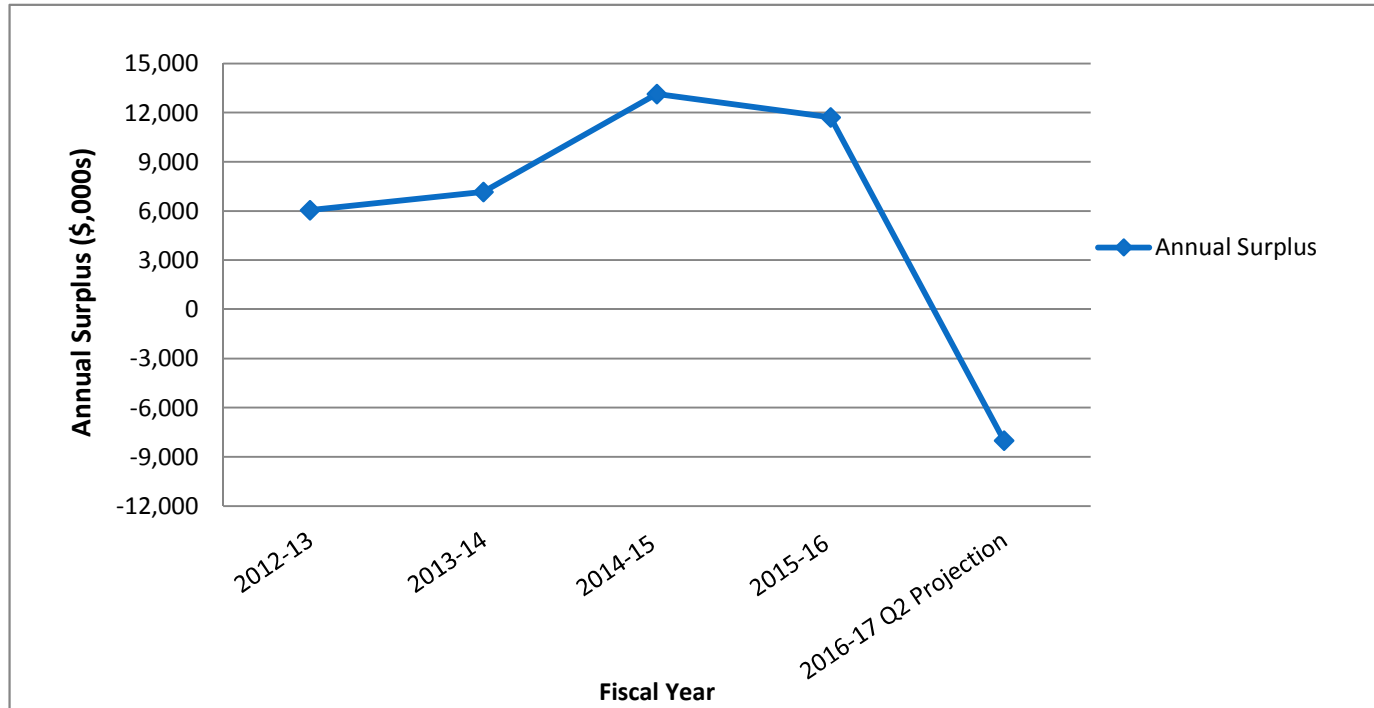
	Approved Annual Budget 2016/17				Position Changes			Full-Time Funded at Q2 2016/2017				Total Staffed at Sept 30/16	Total Vacant at Sept 30/16
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total		
Digital Strategies & Solutions	3	3	-	6			1	4	3	-	7	5	2
Digital Adoption, Usage, Performance and Insights	1	4	-	5			1	2	4	-	6	6	-
Project Management & Business Administration	3	7		10	1		1	4	8	-	12	10	2
Information Technology Services	10	73	-	83	2	(2)		10	73	-	83	73	10
Total	26	96	-	122	3	(3)	2	27	97	-	124	110	14
Communications, Marketing, and External Relations													
Marketing ⁶	2	11	-	13		(1)	8	2	18	-	20	19	1
Communications	2	2	-	4	1			3	2	-	5	5	-
Total	4	13	-	17	1	(1)	8	5	20	-	25	24	1
COLLEGE TOTAL	199	557	612	1,368	25	(20)	-	202	559	612	1,373	1,298	75

The complement report represents the total number of positions for each of the College's major areas.

Not all positions are 100% funded in the budget as some positions are vacant at the start of the year and other positions have a start date projected for other than April 1st.

- 1 - Risk Management is a new sector for 2016-17. Previously included as a component of Physical Resources.
- 2 - Academic Operations and Planning is a new sector for 2016-17. Previously included as a component of Vice President, Academic.
- 3 - School/College Work Initiative sector moved to Faculty of Arts, Media & Design in 2016-17 re-organization.
- 4 - Applied Research & Development moved to Digital Technologies and Innovation in the 2016-17 re-organization. Previously with Academic Services.
- 5 - Business Development & Corporate Training moved to Digital Technologies & Innovation in the 2016-17 re-organization. Previously with Academic Services.
- 6 - Marketing moved to Communications, Marketing and External Relations in the 2016-17 re-organization. Previously included with Recruitment in Student Services.

Operating Results: Annual Surplus



Objective:

Measures the excess of revenues over expenses in a given year.

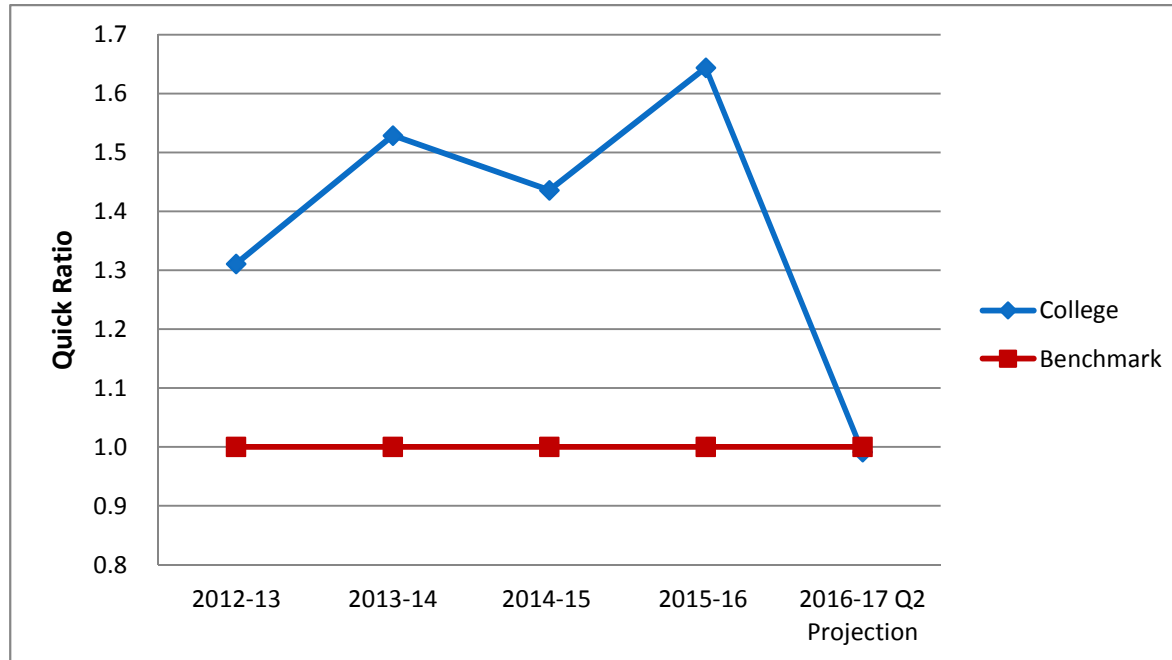
Benchmark:

Must be greater than \$0.

Rationale:

An annual deficit or declining surpluses may indicate a decline in an institution's financial health.

Measuring Liquidity: Quick Ratio



Objective:

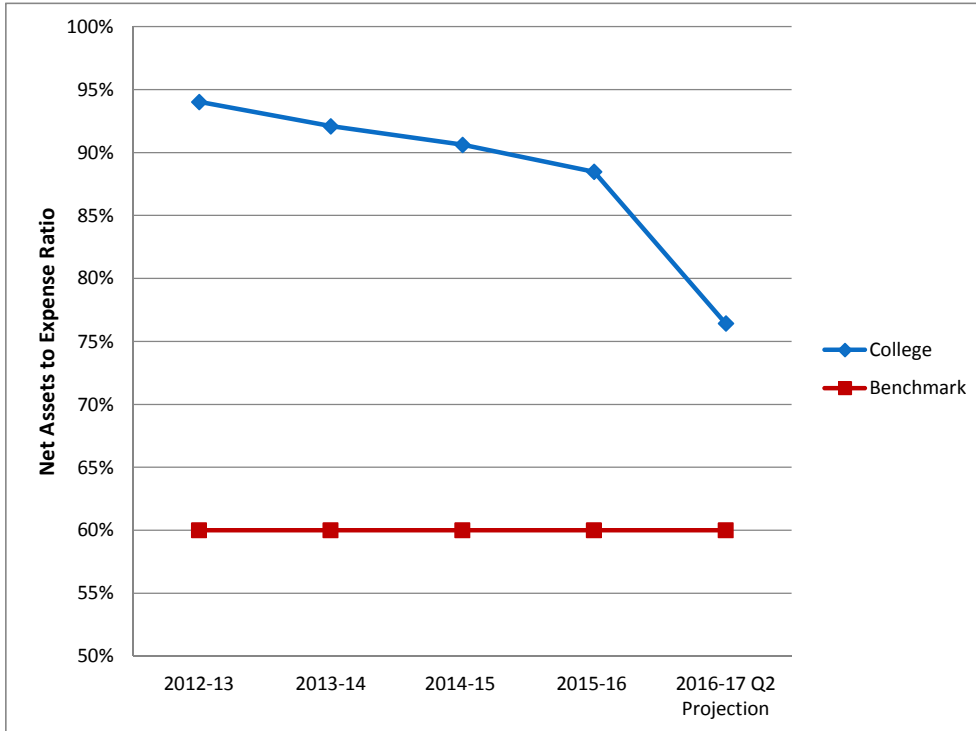
Fiscal performance indicator testing the college's ability to pay its short term maturing obligations (e.g. biweekly payroll payments).

Benchmark:

A ratio of 1 or higher indicates that a college should be able to meet its short term obligations.

Rationale: A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short term obligations. When including surplus cash invested in longer term investments (greater than 1 year) Algonquin's Quick Ratio was at 2 for Q2 2016/17.

Operating Results: Net Assets to Expense Ratio



Objective:

A traditional indicator to ascertain the ability of a college to continue operations in the event there is a delay in revenue streams.

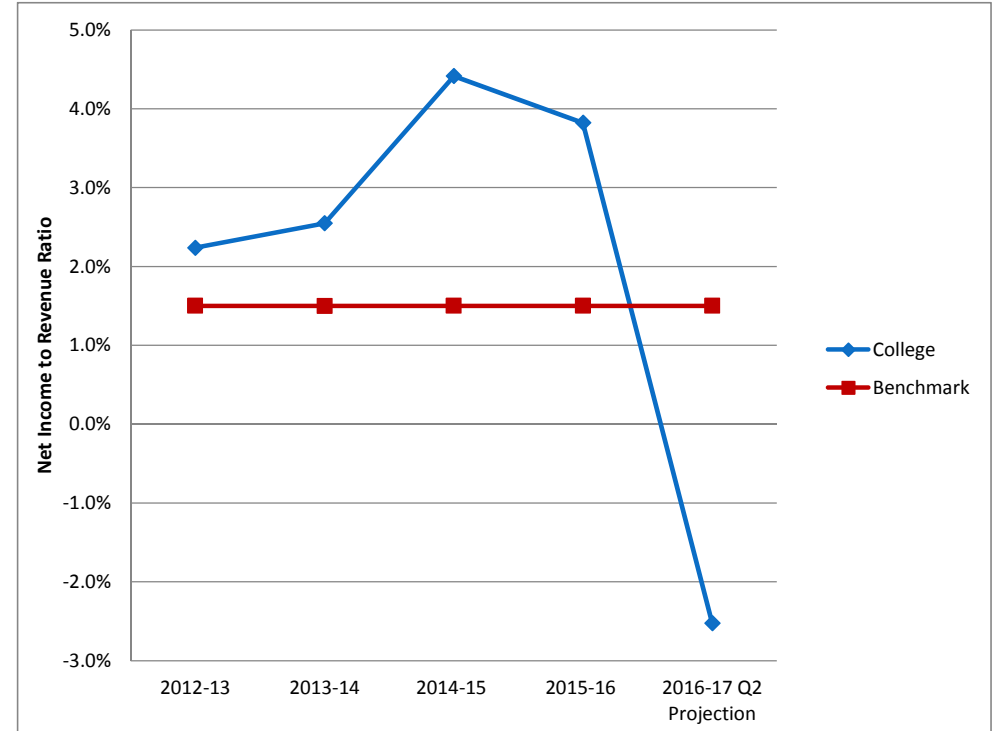
Benchmark:

60% or higher.

Rationale:

A net balance that is less than 60% of annual expenses may indicate a lower tolerance for variable or volatile revenues.

Operating Results: Net Income to Revenue Ratio



Objective:

This ratio measures the return an institution generates on each dollar of revenue.

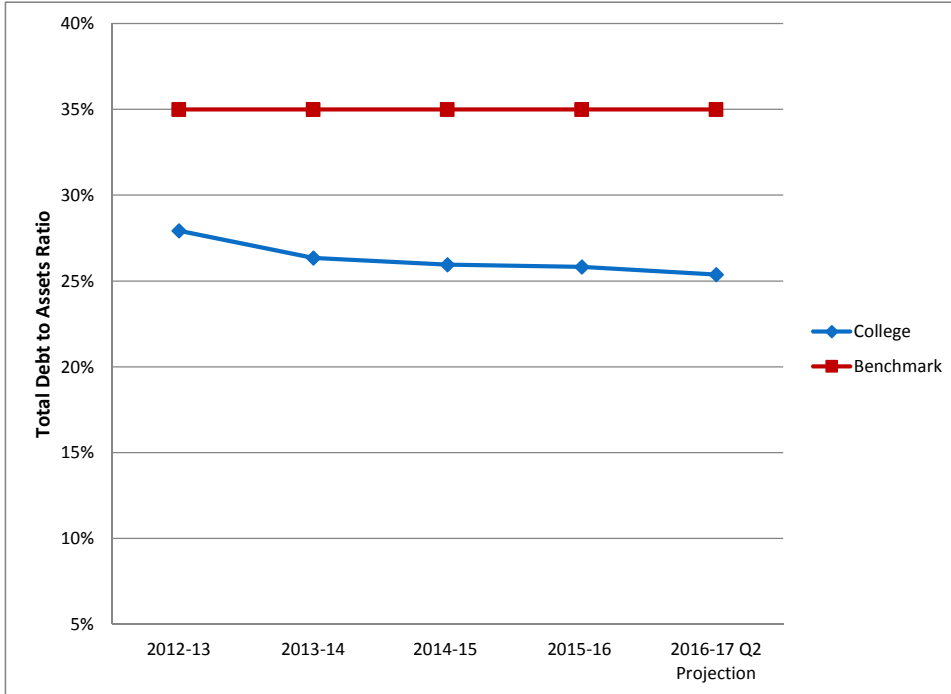
Benchmark:

Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

Rationale:

A surplus less than 1.5% of revenues indicates that small changes in expenses or revenues may result in annual deficits for the institution.

Managing Debt: Total Debt to Assets Ratio



Objective:

Measures the proportion of total assets that are financed by debt. A high or increasing value may be predictive of future liquidity problems or a reduced ability to borrow money in the future.

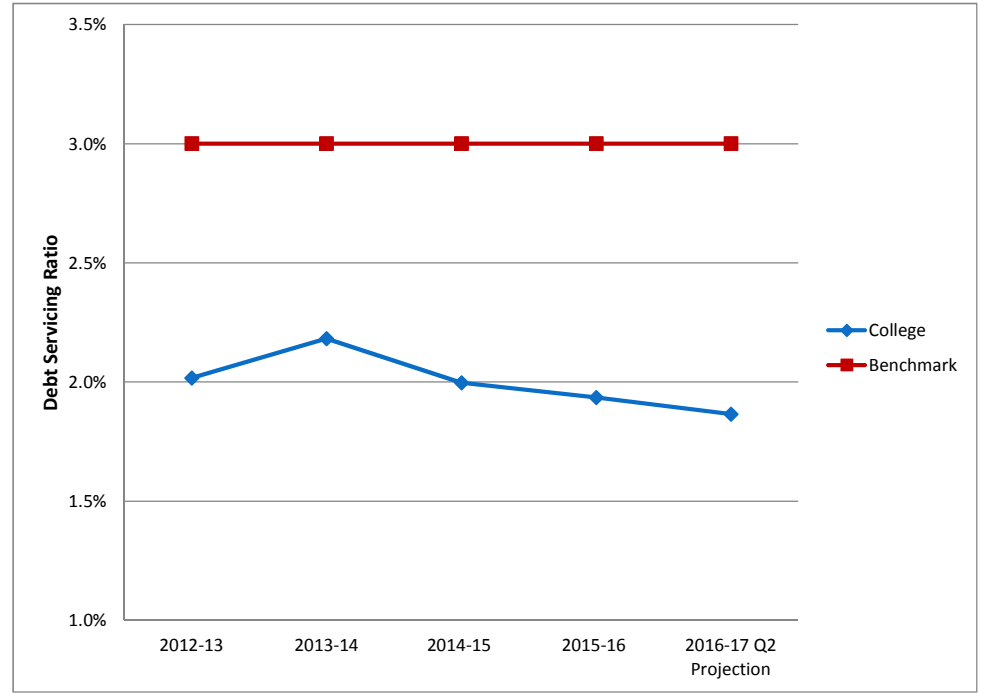
Benchmark:

Greater than 35% leads to a concern as this may indicate that a college will not be able to finance their ongoing operations due to the debt burden.

Rationale:

A high debt burden may indicate that the institution is vulnerable to its creditors, or will have reduced liquidity or a reduced ability to borrow in the future.

Managing Debt: Debt Servicing Ratio



Objective:

This ratio measures the College's spending on servicing the debt portfolio .

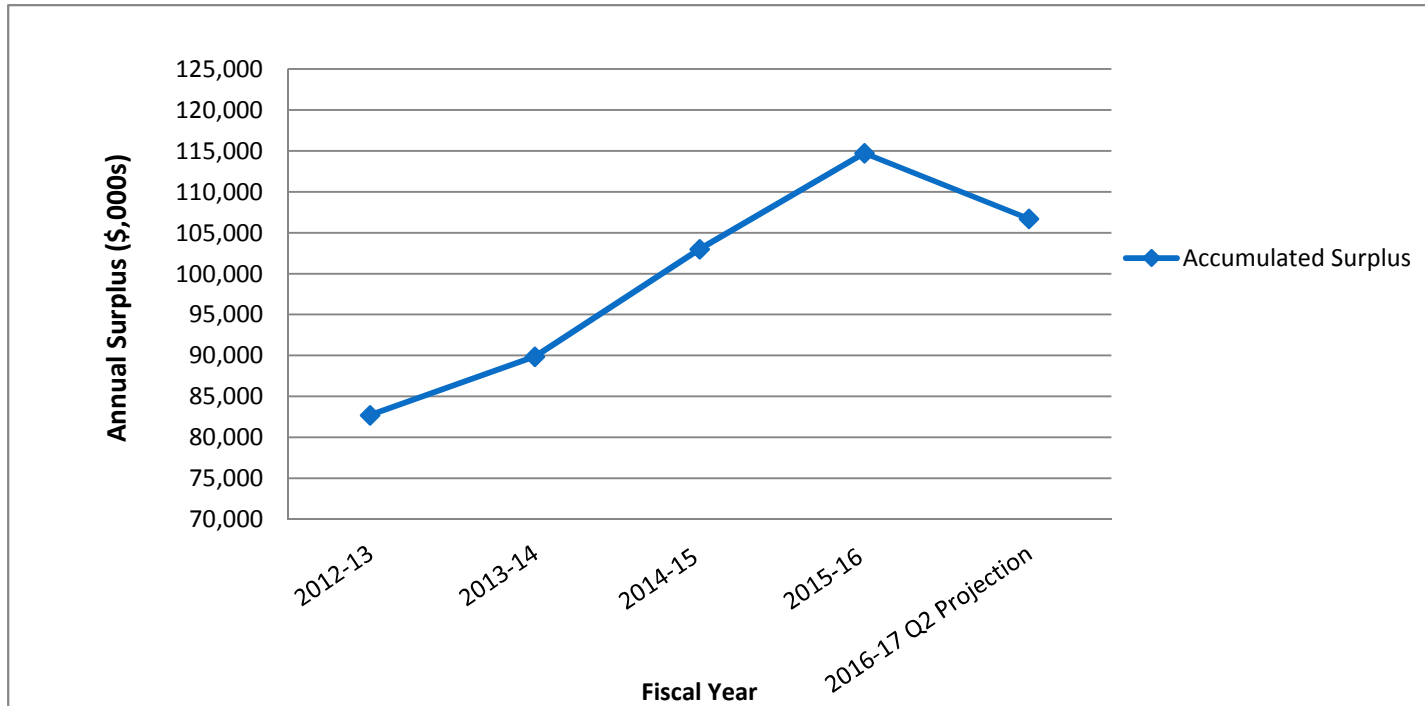
Benchmark:

A ratio of 3% or lower, based on historical trend analysis and industry standard.

Rationale:

A ratio of greater than 3% may indicate a reduced or restricted cash flow as the College is spending less than 97% of revenues on core services.

Accumulated Surplus/(Deficit)



Objective:

Represents the cumulative wealth that an institution has under its own control to assist with ongoing operations.

Benchmark:

Must be greater than \$0.

Rationale:

An accumulated deficit indicates that the College may have borrowed to support its past operations and will have to make up this difference in the future.

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCHEDULE			
	Source	Budget/Projection Requirement	Compliant (Y/N)
1	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.2 Have expenditures not exceeding revenues unless the Board has approved ... to spend from reserve funds;	Y
2	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.3 Have ancillary expenditures not exceeding ancillary revenues unless the Board has specifically directed otherwise.	Y
3	BGII-02 Board Financial Management Policy	2.3 Quarterly projections of the annual budget shall be presented to the Board, ensuring the College's projected surplus or deficit are at least equal to or better than the Approved Budget.	Y
4	BGII-02 Board Financial Management Policy	4.2 The President may not approve an unbudgeted expenditure or commitment that will result in the College's fiscal year-end total balance of unrestricted net assets plus internally restricted net assets being lower than budgeted without the approval of the Board.	Y
5	Strategic Plan 2012-2017	'Goal 9 - Align our funded operational expenditures with provincial funding' - we must ensure we budget and project 'Funded Activity' with balanced or surplus results	Y
6	President's Budget Overview - Annual Budget	President's Overview: 'We will be aggressively pursuing further opportunities in the non-funded area which will provide funds for investment in all of the things that are currently not funded through government sources such as technology upgrades, infrastructure improvements, equipment for faculty and staff etc.' we must ensure that our SIP expenditures (budgeted and projected) do not exceed the sum of: - Non-Funded Activities net contributions; - Specific grants and contributions; and - Allocations from Internally Restricted Net Assets such that the ending balance of Internally Restricted Net Assets is at least equal to or greater than the balance approved by the Board in the Annual Budget (see #4 above).	Y

Report title:	2017/18 Budget Assumptions and Three Year Pro Forma
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Duane McNair, Vice-President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accepts the 2017/18 Budget Assumptions and Three Year Pro Forma report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Board of Governors with a preliminary three year pro forma budget forecast.

3. BACKGROUND:

For the foreseeable future, the College will be facing a number of challenges:

- Changing demographics
- Reductions in Provincial funding
- Deteriorating infrastructure
- Escalating operating costs

Each of these challenges impact the College's operating budget. The College Budget Committee (a cross-sectional team of Deans and Directors) has worked collaboratively since the spring 2016 to develop estimates and assumptions supporting the three year pro forma budget forecast. The final 2017/18 Annual Budget will be presented to the Board of Governors for approval at the February 13, 2017 meeting.

4. DISCUSSION:

Preliminary estimates for the three year pro forma from fiscal year 2017/18 to fiscal year 2019/2020 are given in Appendix A: Three Year Pro Forma Summary.

The preliminary pro forma for 2017/18 includes the following assumptions:

- 0.9 percent full-time post-secondary enrolment growth (including a 15.5 percent increase in International student enrolment) and a three percent tuition increase for full-time tuition and ancillary fees
- Stable General Purpose Operating funding
- Continued growth funding at a lower year over year increase due to lower domestic enrolment growth than past years
- Salaries and benefits estimates based on current collective agreements and legislation
- A zero to two percent increase for most other operating expenditures.

5. LINK TO STRATEGIC PLAN

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input type="checkbox"/>	Goal 8 Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input checked="" type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input type="checkbox"/>

6. STUDENT IMPACT:

There are sufficient resources to maintain student service levels and academic program standards.

7. FINANCIAL IMPACT:

Funded Activity for 2017/18 and beyond is projected to produce a cash net contribution that will be sufficient to annually fund two million dollars in contributions to Reserve Funds (for long term capital investments) and to maintain a Contingency Reserve Fund balance equal to three percent of the operating budget revenues.

This budget will include a drawdown of internally restricted specific reserves to fund strategic investment priorities including Project Fusion (upgrade to the enterprise resource planning systems for Human Resources, Payroll and Finance), Energy Savings Contract 2 (ESCO2) – Phase IV, and the Innovation, Entrepreneurship Learning Centre and the Institute for Indigenous Entrepreneurship .

8. HUMAN RESOURCES IMPACT:

The pro forma estimates include a provision for new full time positions to support new programs and initiatives.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The pro forma for net assets is projected to result in a positive fiscal year-end balance for Unrestricted Net Assets plus Internally Restricted Net Assets. This is compliant with the Ministry's Business Plan Directive on Deficit Recovery Plans and the College's Board Financial Management Policy.

10. COMMUNICATIONS:

The budget estimates will be incorporated into the College's annual Business Plan that will be presented to the Board of Governors for approval at the February 13, 2017 meeting.

11. CONCLUSION:

Reduced enrolment growth will continue to impact the College's funding sources requiring innovative budget solutions to ensure financial sustainability. The Responsibility Centre Management model will enable College leaders to identify innovative and entrepreneurial solutions to the College's fiscal challenges while maintaining quality programs and services.

Respectfully submitted:

Approved for submission:



Vice President, Finance and Administration

President

Appendices:

Appendix A: Three Year Pro Forma Summary
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THREE YEAR PRO FORMA SUMMARY

December 12, 2016

(all figures in \$ 000's)

	Annual Budget 2016/2017	Annual Budget 2017/2018	Pro Forma 2018/2019	Pro Forma 2019/2020
Funded Activity/College Operations				
Revenue	\$ 229,845	\$ 232,032	\$ 241,249	\$ 246,233
Expenditures	219,628	226,936	230,374	237,161
Net Contribution	10,217	5,096	10,875	9,071
Contract Activity & Other Non-Funded Activity				
Revenue	27,588	27,446	27,750	28,250
Expenditures	26,628	25,396	25,600	25,950
Net Contribution	960	2,050	2,150	2,300
College Ancillary Services				
Revenue	43,601	44,077	44,899	45,823
Expenditures	35,929	36,035	36,544	37,108
Net Contribution	7,672	8,042	8,355	8,715
International Education Centre				
Revenue	17,106	21,140	23,466	26,133
Expenditures	14,004	15,243	16,461	17,724
Net Contribution	3,102	5,896	7,005	8,409
Strategic Investment Priorities				
Revenue	1,757	20,498	3,075	2,040
Expenditures	36,577	54,211	25,567	25,076
Net Contribution	(34,820)	(33,713)	(22,492)	(23,036)
Non-Cash Revenue Adjustments				
Capital Grants recorded as Deferred Capital Contributions	(2,000)	(19,750)	(2,700)	(2,000)
Amortization of Deferred Capital Contributions	8,000	8,000	8,500	9,100
Non-Cash Expenditure Adjustments				
Expenditures to be Capitalized	16,000	40,800	6,500	5,500
Amortization Expense	(16,500)	(15,750)	(17,500)	(18,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	650	650	650	650
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ (6,719)	\$ 1,322	\$ 1,343	\$ 709

Report title:	Five Year Capital Investment Plan
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Duane McNair, Vice-President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accepts the Five Year Capital Investment Plan report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Board of Governors with an overview of the College’s Five Year Capital Investment requirements.

3. BACKGROUND:

The Board Governance Policy BGII-02 Financial Management requires College administration to maintain a long-term capital asset development planning framework, the Integrated College Development Plan. The Five Year Capital Investment Plan identifies the investment requirements and sources of funds to support the College’s development plan and other Strategic Investment Priorities.

The College invests approximately \$20 million annually in Strategic Investment Priorities projects. In extraordinary years, the College invests greater amounts to respond to critical needs, such as the electrical transformer replacement project, or to invest in future development of the College, such as through the investment in the Innovation and Entrepreneurship Learning Centre and the Institute for Indigenous Entrepreneurship.

College administration must ensure that critical investment requirements are addressed while considering the financial sustainability of the College as measured by the Strategic Mandate Agreement financial health indicators.

4. DISCUSSION:

The Five Year Capital Investment Plan is comprised of three categories of investments:

- i) Maintenance: Investment requirements to repair or replace information, communications and technological infrastructure, physical infrastructure and equipment;

- ii) Recurring Development: Development of new programs, curriculum renewal, adaptations and renovations of existing learning and administrative spaces, and other initiatives in support of strategic priorities; and
- iii) Capital Development: New facilities development, new information technology systems implementation.

Projected requirements typically exceed available resources and sources of funds. The College undertakes rigorous review and prioritization processes to ensure that the most critical investment needs are met. Fundraising and advocating for government capital grants are required activities to supplement the College's limited sources of funds.

The current projected sources of funds are reported in Appendix A: Summary Five Year Capital Investment Sources of Funding. Sources of funds are categorized by assessed level of assurance that they will be realized. Similar to investment requirements, the further out that sources of funds are projected, the greater the level of flexibility exercised.

The current projected investment requirements over the next five years is reported in Appendix B: Summary Five Year Capital Investment Requirements – November 30, 2016.. The further out that requirements are projected, the greater the level of flexibility exercised when identifying requirements. This flexibility is required because uncertainty of several sources of funds.

There are several Major Capital Projects identified under the Capital Development category that are not yet approved by the Board of Governors. Investment cases are under development and will include sources of funding.

College administration regularly monitors its capacity to invest in maintenance and development initiatives in the following manner:

- Regularly measuring and projecting financial health indicators and ensuring that the College will not be significantly below established benchmarks for debt servicing, debt capacity, cash available to meet obligations and net asset balances.
- Ensuring that commitments to investments are made only after there is a high degree of certainty of sufficient sources of funds.

The Board of Governors has, over the past few years, approved many draws on College reserves to fund essential projects such as Project Fusion (transformation of the College's Human Resources, Payroll and Financial systems); the Energy Savings Contract – Phase 4 (ESCO 2); and most recently the Innovation and Entrepreneurship Learning Centre and the Institute for Indigenous Entrepreneurship. Business cases for many new projects are currently being developed to support further investments from the College either through reserves, third party investments, government grants, or external financing. Some of the projects currently being developed include:

- Healthy Living Education
- Student Information System Upgrade
- Athletics and Recreation Complex (Students’ Association Project with College contribution)

5. LINK TO STRATEGIC PLAN

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input checked="" type="checkbox"/>	Goal 8 Create and foster an environment in which the College’s model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input checked="" type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input checked="" type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

The Five Year Capital Investment Plan identifies resources for capital initiatives that support student services, academic programs and the overall student experience.

7. FINANCIAL IMPACT:

The Five Year Capital Investment Plan is the resourcing plan for the College’s capital expenditures. Decisions on investments consider the need to maintain the College’s financial sustainability over the long term. Investments will not be made if they compromise the College’s financial health.

8. HUMAN RESOURCES IMPACT:

College administration staff are responsible for executing Strategic Investment Priorities projects. When required, additional human resources are hired and/or contracted to support the execution of projects.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Section 28 of the Ontario Financial Administration Act requires Ontario colleges to obtain approval from the Ontario Minister of Finance before assuming additional debt or realizing contingent liabilities. In addition, if the College wishes to sell land as a source of funds for strategic investment priorities, approval must be obtained by the Ontario Minister of Finance.

10. COMMUNICATIONS:

The capital investment plan is validated by the administration of the College and presented to the Algonquin College Executive Team and Board of Governors annually.

11. CONCLUSION:

The College will continue to update and maintain the five year capital investment plan. College administration will continue to refine projections, develop investment cases, identify sources of funds and prioritize investment requirements to support the strategic plan and mitigate risks.

Respectfully submitted:



Vice President, Finance and Administration

Approved for submission:



President

Appendices:

Appendix A: Summary Five Year Capital Investment Sources of Funding Appendix B: Summary Five Year Capital Investment Requirements – November 30, 2016
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Appendix A - SUMMARY OF 5-YEAR CAPITAL INVESTMENT POTENTIAL SOURCES OF FUNDING

Prepared by Financial Services - November 25, 2016

CATEGORY	Current Fiscal Year		Forecast					5-yr total
	Approved 2016/17	Q2 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	
High Assurance Funds								
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities	\$ 14,897,000	\$ 18,588,000	\$ 15,063,000	\$ 15,257,000	\$ 16,909,000	\$ 17,800,000	\$ 17,487,000	\$ 82,516,000
Additional Debt				\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 6,000,000	\$ 30,000,000
Known Withdrawal from Reserves	\$ 20,139,000	\$ 21,987,000	\$ 16,770,000	\$ 450,740				\$ 17,220,740
Fundraising for Healthy Living Education				\$ 489,237	\$ 2,446,184	\$ 1,712,329	\$ 352,250	\$ 5,000,000
Specific Purpose Grants (Facilities Renewal Program, Apprenticeship Enhancement Fund, Colleges Equipment Renewal Fund)	\$ 1,541,000	\$ 5,682,000	\$ 3,864,000	\$ 3,284,000	\$ 3,105,000	\$ 3,108,000	\$ 2,981,000	\$ 16,342,000
Students' Association Contribution				\$ 3,000,000	\$ 15,000,000	\$ 12,000,000	\$ -	\$ 30,000,000
Monetization of Assets				\$ 3,000,000				\$ 3,000,000
Post Secondary Institutions Strategic Investment Fund Grant (Federal)		\$ 4,244,000	\$ 16,633,937	\$ 1,035,342				\$ 21,913,279
Fundraising for Innovation and Entrepreneurship Learning Centre and Institute for Indigenous Entrepreneurship			\$ 1,880,000	\$ 120,000				\$ 2,000,000
Total High Assurance	\$ 36,577,000	\$ 50,501,000	\$ 54,210,937	\$ 34,636,319	\$ 45,460,184	\$ 42,620,329	\$ 26,820,250	\$ 207,992,019
Moderate Assurance Funds								
Additional Debt				\$ 10,000,000	\$ 10,000,000			\$ 20,000,000
Additional Students' Association Contribution (increase in athletics complex)				\$ 6,000,000	\$ 6,000,000	\$ 3,000,000		\$ 15,000,000
Withdrawal from Reserves				\$ 3,000,000	\$ 5,000,000	\$ 10,000,000	\$ 4,750,000	\$ 22,750,000
Total Moderate Assurance	\$ -	\$ -	\$ -	\$ 19,000,000	\$ 21,000,000	\$ 13,000,000	\$ 4,750,000	\$ 57,750,000
Low Assurance Funds								
Ministry of Advanced Education and Skills Development Grant								
Funding for Healthy Living Education				\$ 978,474	\$ 4,892,368	\$ 3,424,658	\$ 704,501	\$ 10,000,000
Federal Grant Funding for Healthy Living Education				\$ 1,174,168	\$ 5,870,841	\$ 4,109,589	\$ 845,401	\$ 12,000,000
Additional Fundraising (Healthy Living Education)				\$ 3,000,000	\$ 3,000,000	\$ 2,000,000	\$ -	\$ 8,000,000
Monetization of Other Assets				\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ 12,000,000
Total Low Assurance	\$ -	\$ -	\$ -	\$ 9,152,642	\$ 17,763,209	\$ 13,534,247	\$ 1,549,902	\$ 42,000,000
Grand Total	\$ 36,577,000	\$ 50,501,000	\$ 54,210,937	\$ 62,788,961	\$ 84,223,393	\$ 69,154,575	\$ 33,120,153	\$ 307,742,019



Appendix B - SUMMARY OF 5-YEAR CAPITAL INVESTMENT REQUIREMENTS
Prepared by Financial Services - November 25, 2016

CATEGORY	ACTUALS / APPROVED BUDGET				FORECAST					
	Actuals 2013/14	Actuals 2014/15	Actuals 2015/16	Projection Q2 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	5-yr total
Base Ongoing Maintenance Costs										
Technologies (Maintenance)	\$ 441,800	\$ 1,516,830	\$ 3,618,229	\$ 3,313,316	\$ 2,048,000	\$ 3,725,000	\$ 3,725,000	\$ 3,775,000	\$ 3,775,000	\$ 17,048,000
Equipment - Academic	\$ 1,536,956	\$ 2,064,498	\$ 1,298,910	\$ 1,493,000	\$ 885,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 8,085,000
Equipment - Non-Academic	\$ 113,044	\$ 126,957	\$ 179,729	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ 825,000
Deferred Maintenance - Physical Resources	\$ 1,082,508	\$ 1,250,204	\$ 2,884,120	\$ 4,549,000	\$ 383,203	\$ 9,375,000	\$ 11,750,000	\$ 14,000,000	\$ 14,000,000	\$ 49,508,203
Ancillary Services (Maintenance)	\$ 259,516	\$ 1,215,146	\$ 257,838	\$ 1,028,347	\$ 200,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 2,000,000
Appropriations	\$ 1,352,000	\$ 245,000	\$ 122,482	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Total Base Ongoing Maintenance Costs	\$ 4,785,824	\$ 6,418,635	\$ 8,361,308	\$ 10,548,663	\$ 3,781,203	\$ 15,615,000	\$ 17,990,000	\$ 20,290,000	\$ 20,290,000	\$ 77,966,203
Base Recurring Development Needs										
Initiatives & Opportunities	\$ 3,411,488	\$ 3,499,317	\$ 3,868,217	\$ 7,182,278	\$ 1,879,408	\$ 3,200,000	\$ 3,300,000	\$ 3,500,000	\$ 3,500,000	\$ 15,379,408
New Program Development	\$ 787,000	\$ 622,000	\$ 809,516	\$ 1,107,500	\$ 802,000	\$ 1,360,000	\$ 1,360,000	\$ 1,360,000	\$ 1,360,000	\$ 6,242,000
Digital College 2.0 Technology Strategy	\$ 3,297,000	\$ 286,000	\$ -	\$ -	\$ 1,647,000	\$ 2,147,000	\$ 2,147,000	\$ 2,147,000	\$ 2,147,000	\$ 10,235,000
Other Technology Development	\$ 590,200	\$ 2,114,170	\$ 665,461	\$ 1,706,860	\$ 1,350,000	\$ 2,400,000	\$ 1,300,000	\$ 1,200,000	\$ 1,200,000	\$ 7,450,000
Integrated College Development Planning (ICDP)	\$ 246,233	\$ 271,200	\$ 327,316	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Adaptations and Renovations	\$ 1,460,259	\$ 1,598,596	\$ 959,459	\$ 2,112,631	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 13,500,000
Ancillary Services (Development)	\$ 1,166,071	\$ 89,537	\$ 595,504	\$ 1,000,000	\$ 700,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,700,000
Total Base Recurring Development Needs	\$ 10,958,251	\$ 8,480,820	\$ 7,225,473	\$ 13,184,269	\$ 8,978,408	\$ 12,457,000	\$ 11,457,000	\$ 12,057,000	\$ 12,057,000	\$ 57,006,408
Total Base Maintenance & Development Needs	\$ 15,744,075	\$ 14,899,455	\$ 15,586,781	\$ 23,732,931	\$ 12,759,611	\$ 28,072,000	\$ 29,447,000	\$ 32,347,000	\$ 32,347,000	\$ 134,972,611
Approved Capital Development Projects										
Campus Expansion	\$ 1,258,000	\$ 6,852,000	\$ 54,984							\$ -
Apprenticeship Enhancement Fund	\$ 980,000	\$ 1,031,000	\$ 1,297,797	\$ 501,062	\$ 501,062	\$ -	\$ -	\$ -	\$ -	\$ 501,062
Innovation and Entrepreneurship Learning Centre and Institute for Indigenous Entrepreneurship				\$ 8,700,906	\$ 34,102,735	\$ 2,122,649	\$ -	\$ -	\$ -	\$ 36,225,384
Project Fusion			\$ 1,897,145	\$ 8,109,855	\$ 2,935,000	\$ -	\$ -	\$ -	\$ -	\$ 2,935,000
Apprenticeship Enhancement Fund Signature Agreement (Electrical)				\$ 2,225,785	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Apprenticeship Enhancement Fund Signature Agreement (Welding)				\$ 460,000	\$ 1,838,000	\$ -	\$ -	\$ -	\$ -	\$ 1,838,000
Energy Savings Contract II Phase 4 (ESCO2)			\$ 151,707	\$ 3,048,293	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Ontario Student Assistance Program (OSAP) Transformation And Net Tuition Project				\$ 101,239	\$ 874,592					
Building F Renovation				\$ 1,630,000						\$ -
Total Approved Capital Development Projects	\$ 2,238,000	\$ 7,883,000	\$ 3,401,633	\$ 24,777,140	\$ 41,251,389	\$ 2,122,649	\$ -	\$ -	\$ -	\$ 42,499,446
Potential Capital Development Projects										
Healthy Living Education			\$ 408,861	\$ 1,015,000	\$ 200,000	\$ 4,500,000	\$ 22,500,000	\$ 15,750,000	\$ 2,250,000	\$ 45,200,000
Athletics & Recreation Revitalization (Students' Association Funded)				\$ -	\$ -	\$ 5,000,000	\$ 20,000,000	\$ 15,000,000		\$ 40,000,000
Student Information System (SIS)			\$ -	\$ 422,593		\$ 7,500,000	\$ 20,000,000	\$ 17,500,000		\$ 45,000,000
Total Potential Capital Development Projects	\$ -	\$ -	\$ 408,861	\$ 1,437,593	\$ 200,000	\$ 17,000,000	\$ 62,500,000	\$ 48,250,000	\$ 2,250,000	\$ 130,200,000
Total Capital Development Project Costs	\$ 2,238,000	\$ 7,883,000	\$ 3,810,494	\$ 26,214,733	\$ 41,451,389	\$ 19,122,649	\$ 62,500,000	\$ 48,250,000	\$ 2,250,000	\$ 172,699,446
GRAND TOTAL PROJECT COSTS	\$ 17,982,075	\$ 22,782,455	\$ 19,397,275	\$ 49,947,664	\$ 54,211,000	\$ 47,194,649	\$ 91,947,000	\$ 80,597,000	\$ 34,597,000	\$ 308,546,649

Report title:	Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Duane McNair, Vice-President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accept the update on the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Board of Governors with a progress report on the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship redevelopment project, which received approval for federal funding of \$21.9 million dollars. Funds are administered by the Provincial Ministry of Advanced Education and Skills Development and the first instalment of the grant funding has now been received.

The project will create new Applied Research Centres of Excellence focused on areas such as Cyber Security, Energy Innovation (with Siemens Canada), and Business Intelligence, as well as flexible learning spaces that will allow the College to accept an additional 120 full time equivalent students and 600 continuing education students in the field of Cyber Security.

The enhanced space will feature Makerspace and prototyping areas and accompanying Incubation and Acceleration space will give up to 60 new student entrepreneurs the space and support to allow their business ideas to take flight.

The Institute for Indigenous Entrepreneurship will be the only space of its kind in Ontario and will support Indigenous students, alumni and community partners through access to incubator space, financial and business mentors and support to develop innovative solutions and business development that is grounded in both Indigenous and Western business principles.

The capital cost of this development project is \$44.9 million. Over a three year funding period, the sources of funds for this project will be a combination of funds from the federal government (\$21.9 million), provincial government (\$2.9 million less \$1 million already committed to other College commitments for a net \$1.9 million), Algonquin College reserves (\$9.5 million), and the College Strategic Investment Priorities budget allocation (\$11.6 million).

3. BACKGROUND:

The federal government's Post-Secondary Institutions Strategic Investment Fund was announced on April 6, 2016 for eligible construction, repair and maintenance activities. Algonquin College submitted a proposal to the federal government on May 9, 2016. The Post-Secondary Institutions Strategic Investment Fund stipulated that the project must be substantially complete by April 30, 2018. The College's proposal aligns with Ontario's infrastructure priorities within the following three categories:

1. Improve the scale and quality of facilities for research and innovation, including commercialization spaces;
2. Improve the scale or quality of specialized training facilities at colleges focused on industry needs; and
3. Improve the environmental sustainability of research and innovation related infrastructure at post-secondary institutions and college training infrastructure.

4. DISCUSSION:

With confirmation of federal funding and approval by the Board of Governors to complete the project as submitted, the development of the project is now fully resourced and well advanced. Activities to date have been focused on the development of the schematic design, project vision and principles and functional program, occurring in parallel with activities to relocate programs and services located in the area of the building that will be renovated in the context of this project. Once the decanting activities are complete in early January, the final major enabling activity of abatement of hazardous building materials in the affected areas will commence, with construction activities following immediately after. Design of the layout and fit up of the interior spaces is being done concurrently with these first phases of construction.

College management is confident that the project proposal meets all five of the federal assessment criteria for funding and will:

1. Generate direct economic activity including any evidence that the project is accelerated or expanded relative to what would have occurred in the absence of Strategic Investment Fund support;
2. Promote innovation and long-term economic growth by improving the use or functionality and efficacy of research and innovation or commercialization space;
3. Advance Canada's climate change and sustainability goals by increasing energy efficiency and reducing energy use in a research, innovation and training context;
4. Increase capacity and functionality of specialized training facilities at colleges focused on meeting industry needs; and
5. Benefit Indigenous populations.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input checked="" type="checkbox"/>	Goal 8 Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input checked="" type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input checked="" type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input checked="" type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input type="checkbox"/>

6. STUDENT IMPACT:

This project will facilitate experiential learning with increased linkages to the community and business partners. The new Institute for Indigenous Entrepreneurship aligns with the College's focus to improve outcomes for Indigenous youth.

The project features a Technology Corner that lends and supports technology for students, such as laptops, projectors, tablets and tools to assist with innovative projects and learning. It builds on the success of the College's existing services, such as IgniteAC, the use of eTexts and Bring Your Own Device technology in classrooms, and therefore further expands the College's learning and research facilities.

The new Centre will feature several spaces that will allow students to experiment with the technologies of tomorrow, including 3D printing, facilities for the development of media enriched content creation and virtual and augmented reality tools which can be used to develop prototypes. This will provide students with access to resources that wouldn't otherwise be readily available to them, empowering them to experiment with new ideas and turn them into reality.

7. FINANCIAL IMPACT:

The project has a total capital cost of \$44.9 million. The project proposal’s sources of funds are identified below:

Federal Funding	\$21,910,000
Provincial Funding – Facilities Renewal Program (\$2.9 million less \$1 million already committed)	1,920,000
Algonquin College Reserve Funds for Future Capital Expansion	9,540,000
Other Funding Sources To Be Determined (Fundraising, additional Provincial funding, Algonquin College Strategic Investment Priorities budget allocation)	11,570,000
Total Sources of Funds	\$44,940,000

This strategic capital investment will accommodate anticipated additional full-time and part-time enrolments and thereby drive increased grant and tuition revenues, and increase opportunities for applied research projects and associated grant funding. In addition, the Institute for Indigenous Entrepreneurship will lead to increased engagement with Indigenous students, alumni and community partners leading to more opportunities for program funding.

8. HUMAN RESOURCES IMPACT:

This renovated area is purposefully inter -disciplinary. Several College departments and their respective teams will be engaged in delivering the programming and infrastructure enhancements associated with this project including Academic Services, Digital Technologies and Innovation, Student Services, Communications, Marketing & External Relations and Finance and Administration.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project aligns with Algonquin College’s Strategic Mandate Agreement with the Province of Ontario. It aligns with a focus on jobs, innovation and economic development by fostering innovation, and with growing Algonquin’s applied research and commercialization activities.

Ontario college sector finance officers have worked with Ministry of Advanced Education and Skills Development staff and received confirmation that eligible projects approved under this federal capital funding program have also received approval from the Minister of Finance under Section 28 of the Ontario Financial Administration Act.

10. COMMUNICATIONS:

The Algonquin College Communications, Marketing and External Relations department is actively engaged with the project and leading advocacy efforts. The Algonquin College Foundation is also actively engaged in developing a strategy to secure donations.

11. CONCLUSION:

The Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship will strengthen Algonquin College's ability to deliver on its strategic objectives, aligned with the priorities of the provincial and federal governments. College management is confident that implementing this project will enhance the College's competitive advantage and improve its social, economic and environmental sustainability.

Respectfully submitted:



Vice-President Finance and Administration

Approved for submission:



President

Report title:	Major Capital Projects Second Quarter Summary Financial Review
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION

THAT the Board of Governors accepts the Major Capital Projects Second Quarter Summary Financial Review for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide a brief financial overview and update on the progress of the major capital projects undertaken and in progress 2016/17 by the College.

3. BACKGROUND:

Algonquin College undertakes a number of capital projects each year. The 2016-17 budget included several extraordinary capital expenditures such as the investment in a new enterprise resource planning system and various infrastructure renewal projects. In addition, since the approval of the budget, the Board of Governors has approved the development of the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship and two new apprenticeship shops. This report will provide a timeline for the beginning and completion of each project, the relevant approvals by the Board of Governors, the approved expenditure budgets, the actual and planned expenditures and a project status dashboard.

DISCUSSION:

Projects included in this plan are as follows:

1. Energy Savings Company project – Phase II (ESCO II);
2. Enterprise Resource Planning - Project Fusion;
3. Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship;
4. Equipment Renewal and electrical Lab Alterations Project in the Algonquin Construction Centre of Excellence (ACCE);
5. Welding Lab Project at the College’s Transportation Technology Centre – Building S;

- 6. Transformer Replacement Project;
- 7. B Building Window Replacement; and
- 8. F Building Renovation.

4. LINK TO STRATEGIC PLAN

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input type="checkbox"/>	Goal 8 Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input checked="" type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input checked="" type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input checked="" type="checkbox"/>

5. STUDENT IMPACT:

The Innovation, Entrepreneurship and Learning Center and Institute for Indigenous Entrepreneurship Project will facilitate experiential learning with an increase in linkages with the community and business partners. This new Institute for Indigenous Entrepreneurship aligns with the College's focus to improve outcomes for Indigenous youth.

The new Welding and Electrical shops are directly connected to expanding and enhancing current academic programs.

Project Fusion is a major business transformation that will realize efficiencies for both academic and non-academic staff, enabling a redirection towards value added services that focus on students.

6. FINANCIAL IMPACT:

In addition to the federal and provincial funding, these projects are funded from the Strategic investment Priorities Fund within the College's annual budgets and internally restricted net assets. Capital investments are prioritized to support the College's strategic direction as well as mitigating risk of physical and technological infrastructure failure.

7. HUMAN RESOURCES IMPACT:

These capital projects will impact multiple College departments and their respective teams will be engaged in delivering on the programming and infrastructure enhancements.

8. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project is compliant with government, regulatory and legal requirements pertaining to Ontario publicly funded colleges.

9. COMMUNICATIONS:

Internal College communications will support these projects and actively communicate any disruptions or changes to College operations. The Algonquin College Communications, Marketing and External Relations department is actively engaged with the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship and Project Fusion. The Algonquin College Foundation has also begun planning a fundraising campaign for the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship.

10. CONCLUSION:

These investments in major capital projects will strengthen Algonquin College's ability to deliver on its strategic objectives, aligned with the priorities of the provincial and federal governments. College management is confident that implementing these project will enhance the College's competitive advantage and improve its social, economic and environmental sustainability.

Respectfully submitted:

Approved for submission:



Vice President, Finance and Administration

President

Appendices:

Appendix A: Second Quarter 2016-17 Major Capital Projects Summary Report
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Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

Energy Service Company (ESCO) II

- **Project Advancement Dates:**

- August 2012 – In response to a Request for Proposal issued by the College, Siemens Canada is awarded a letter of intent for energy improvement measures and reduction of the College’s deferred maintenance liability.
- December 2012 (#477) – The Board of Governors approves a multi-phase approach to the ESCO II project.
- May 2013 (#481) - Phase One of ESCO II is approved, primarily focusing on Building B heating, ventilation and air conditioning systems (HVAC), with a total projected investment of \$13.7M
- October 2013 (#483) – Phase Two is approved focusing on the design and Provincial approvals for the co-generation plant and other improvement measures, with a total projected investment of \$3.6M
- June 2014 (#487) – Phase Three is approved by the Board of Governors. This phase focuses on the construction of the co-generation plant and other improvement measures. Total projected investment for this phase is \$13.9M
- June 2015 (#492) – Phase Four is approved, focusing on the finalization of the Energy Centre and the installation of the second combined heat and power generator, along with other plant and energy saving measures. Total projected investment for this phase is \$20.0M

- **Key Construction Dates:**

- B building Heating, Ventilation and Cooling
Substantial Completion Date: February, 2015
- Design of Co-generation Plant: April, 2015
- Co-generation Plant Electrical Generator
Substantial Completion Date (revised) April, 2016
- Second Generator Installed and extension of
thermal network (revised) Fall 2017

- **Approved Project Funding:**

- Siemens Canada (Phase One) \$13.7M
- Siemens Canada (Phase Two) \$3.2M
- Algonquin College (Phase Two) \$0.3M
- Siemens Canada (Phase Three) \$13.9M
- Siemens Canada (Phase Four) \$15.8M
- Algonquin College (Phase Four) \$4.2M
- \$51.1M**

- **Projected Annual Savings (Post-Construction):**

- Phase One \$1.0M
- Phase Two \$0.2M
- Phase Three \$1.0M
- Phase Four \$1.1M
- \$3.3M**

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

- **Total Savings (To March 2016 – Construction still in progress)**
 - Savings to March 31, 2015 \$0.6M
 - Savings in FY2015/16 \$1.4M
 - Estimated Savings in FY 2016/17 \$2.9M
 - \$4.9M**

- **Total Project Variance:** **\$0**

Project Risk and Status Dashboard

*** Green Good, Red Trouble, Yellow Warning**

G	Governance	Appropriate Project Sponsorship and Governance now in place.
Y	Scope Management	Scope ladder in place, number of contemplated scope changes may impact budget or schedule.
Y	Cost Management	Budget pressures due to contemplated scope changes.
Y	Schedule Management	Schedule slippage and scope creep risk put project performance at risk.
G	Project Resources	No significant issue.
Y	Risk Management	Schedule delays and scope changes may impact short term performance.
G	Stakeholder Engagement	Active and extensive stakeholder engagement underway.

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

Enterprise Resource Planning (ERP) - Project Fusion

Project Fusion is the ERP transformation of business processes and systems for Human Resources, Payroll and Finance, with the objective to improve efficiency, consistency and empower Employees and Managers throughout the college.

- **Board Key Dates**
 - February 2014 (#485) – Board of Governors endorse the tender process for an Enterprise Resource Planning solution.
 - October 2015 (#493) – Board of Governors approve \$1.36M in funding to complete the planning and preparation phases of the Human Resources, Finance and Payroll portions of Project Fusion.
 - December 2015 (#494) – Board of Governors approve \$10.7M in funding to complete the implementation phases of the Human Resources, Finance and Payroll portions of Project Fusion.

- **Project Milestone Dates:**

○ Issuance of HR/Finance/Payroll Request For Proposals	June 2014
○ Evaluation determines no compliant bids	October 2014
○ Notice of Proposed Procurement	May 2015
○ Re-issuance of Request for Proposals	June 2015
○ Finalization of Contract Negotiation	December 2015
○ HR/Payroll/Finance Go-live date forecast	Second Quarter 2017/18
○ Planning Go Live Forecast	Third Quarter 2017/18
○ Learning Go Live Forecast	Third Quarter 2017/18

- **Approved Algonquin Project Funding:**

○ Algonquin College Funds:	\$12.1M
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- **Total Project Actual Cost:**

○ Expenditures to March 31, 2015	\$0.8M
○ Expenditures to March 31, 2016	\$1.9M
○ Estimated Expenditures in FY 2016/17	\$6.2M
○ Estimated Expenditures in FY 2017/18	<u>\$3.2M</u>
	<u>\$12.1M</u>

- **Total Project Variance:** \$0

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

Enterprise Resource Planning - Project Fusion continued

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance now in place.
G	Scope Management	Project Scope defined in contract.
G	Cost Management	Project still projected to be on budget.
Y	Schedule Management	Change in project schedule being presented to the Board.
G	Project Resources	No significant issue.
G	Risk Management	Schedule slippage can put project performance at risk.
G	Stakeholder Engagement	Active stakeholder engagement underway.
G	Operational Readiness	Operational readiness planning underway.

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

Innovation, Entrepreneurship and Learning Center and Institute for Indigenous Entrepreneurship

The Innovation, Entrepreneurship and Learning Center and Institute for Indigenous Entrepreneurship Project is to renovate and modernize the space in and around the current library. Here, students, researchers and entrepreneurs will come together to collaborate, expand the boundaries of knowledge, create the jobs of tomorrow and spark economic growth.

- **Board Key Dates**
 - May 2016 (#497) - Board of Governors approves in principle the development of the \$44.94 million pending confirmation of funding received from the Federal Post-Secondary Institution Strategic Investment Fund and the Ontario Provincial Government. Approves the investment of up to \$9.5 million for this project from the College's Internally Restricted Net Assets over the years FY 2016/17 and FY2017/18, and approves a non-competitive procurement of services to develop and construct the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous
 - August 2016 - Board of Governors approves the commencement of development of the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship by utilizing up to \$9.5 million from the College's Internally Restricted Net Assets and up to \$11.6 million from the College's Strategic Investment Priorities funds over the fiscal years 2016/17, 2017/18 and 2018/19.
 - October 2016 - Foundation Board of Governors approves \$2 million fundraising campaign.

- **Project Milestone Dates:**

○ Federal/Provincial SIF Funding of \$24.8 million confirmed	October 2016
○ Decanting / swing space moves substantially complete	December 2016
○ First design document package ready for tender	December 2016
○ Final design document package ready for tender	April 2017
○ Construction commences with demolition and abatement	January 2017
○ Interior fit-up work commences	June 2017
○ Construction of single story addition / infill begins	July 2017
○ Substantial performance of all project components	April 2018

- **Approved Algonquin Project Funding:**

○ Federal funding	\$21.9M
○ Provincial funding	\$ 2.9M
○ Algonquin College Reserve Funds for Future Capital Expansion	\$9.5M
○ Capital Campaign	\$2.0M
○ Strategic Investment Priorities Budget Allocation	<u>\$8.6M</u>
	\$44.9M

- **Total Project Actual Cost:**

○ Estimated Expenditures in FY 2015/16	\$8.7M
○ Estimated Expenditures in FY 2016/17	\$34.1M
○ Estimated Expenditures in FY 2017/18	<u>\$2.1M</u>
	<u>\$44.9M</u>

- **Total Project Variance:** **\$0**

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance completed
Y	Scope Management	Scope ladder in place, Number of contemplated scope changes may impact budget or schedule but this is being actively managed.
Y	Cost Management	Budget pressures on project contingency.
Y	Schedule Management	We are currently on schedule. This is being closely monitored.
G	Project Resources	No significant issue.
Y	Risk Management	A preliminary Risk log has been prepared, tracked and reported on a frequent basis. Key risks are being actively managed.
G	Stakeholder Engagement	Active stakeholder engagement underway.
G	Operational Readiness	Initial Operational readiness planning underway.

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

Equipment Renewal and Electrical Lab Alterations Project in the Algonquin Construction Centre of Excellence (ACCE)

Equipment Renewal and Electrical Lab Alterations Project is a 2-year development project to increase capacity in its electrical labs and to renew the equipment used to provide training to apprentices. The project involves adding a mezzanine above the existing labs allowing the creation and outfit of two new electrical labs. This additional space will support the latest state-of-the-art equipment to meet industry standards as well as support growth in apprenticeship enrolment and completion.

- **Board Key Dates:**
 - June 2016 (#498) - Board of Governors approves Equipment Renewal and Electrical Lab Alterations project in the amount of \$2.3M with approved funding from the Ministry of Training Colleges and Universities’ Apprenticeship Enhancement Fund.

- **Project Milestone Dates:**
 - Project Start Date June 2016
 - Substantial Completion March 2017

- **Approved Project Funding:**
 - Ministry of Training Colleges and Universities’ Apprenticeship Enhancement Fund **\$2.3M**

- **Total Project Actual Cost:**
 - Actual Expenditures 2015/16 \$100K
 - Estimated Expenditures 2016/17 \$2.2M
 - \$2.3M**

- **Total Project Variance:** **\$0**

Project Risk and Status Dashboard

*** Green Good, Red Trouble, Yellow Warning**

G	Governance	Appropriate Project Sponsorship and Governance now in place
Y	Scope Management	Scope ladder in place, Number of contemplated scope changes may impact budget or schedule
Y	Cost Management	Budget pressures due to the limited number of specialized qualified suppliers.
Y	Schedule Management	No delays are expected.
G	Project Resources	No significant issue
Y	Risk Management	All risk are being monitored.
G	Stakeholder Engagement	Active stakeholder engagement underway.
G	Operational Readiness	Operational readiness planning underway.

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

Welding Lab Project at the College’s Transportation Technology Centre – Building S

The Welding Lab project will allow the College to acquire state-of art equipment, update current equipment and facilities and increase apprenticeship competition. Funding under the apprenticeship enhancement fund will be providing a new welding lab adjoining the Automotive Building. The proposed new lab will create 20 new student welding training spaces and open the opportunities for development of a new welding apprenticeship.

- **Board Key Dates**
 - June 2016 (#498) Board of Governors approves the New Welding Lab Project in the amount of \$2.3M with approved funding from the Ministry of Training Colleges and Universities’ Apprenticeship Enhancement Fund

- **Project Milestone Dates:**
 - Construction Start: March 2017
 - Substantial Completion: December 2017

- **Approved Project Funding:**
 - Ministry of Training Colleges and Universities’ Apprenticeship Enhancement Fund \$2.3M

- **Total Project Actual Cost:**
 - Estimated Expenditures 2016/17 \$.5M
 - Estimated Expenditures 2017/18 \$1.8M
 - \$2.3M

- **Total Project Variance:** \$0

Project Risk and Status Dashboard

***Green Good, Red Trouble, Yellow Warning**

G	Governance	Appropriate Project Sponsorship and Governance now in place.
Y	Scope Management	Scope ladder in place.
Y	Cost Management	Budget is being monitored closely until final design can be priced.
Y	Schedule Management	The delivery schedule is extremely tight and it is being monitored closely.
G	Project Resources	No significant issue.
Y	Risk Management	The Risk register and log is being developed and monitored closely.
G	Stakeholder Engagement	Active stakeholder engagement underway.
G	Operational Readiness	Operational readiness complete for initial phase of installation. Plan being developed for remaining work.

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

Transformer Replacement Project

The high voltage (44kV) transformers (T1/T2) at the Woodroffe campus dates back to the original construction of the campus and are at end of life and need replacement. All power for the College, with the exception of the ACCE building, is fed through one of these transformers. Replacement of the transformers also removed a hazardous chemical from the campus.

- **Board Key Dates:**
 - February 2, 2016 (#490) - Board of Governors approves the expenditure of \$2.8 M from internally restricted funds as part of the 2016/17 Annual Budget.
 - June 2016 (#498) - Board of Governors approves the Transformer Replacement Project in the amount of \$2.0M (revised budget) with funding from the College’s internally restricted net assets.

- **Project Milestone Dates:**
 - Project Start: July 2016
 - Substantial Completion August 2016

- **Approved Algonquin Project Funding:**
 - Algonquin College Funds: **\$2.0M**

- **Total Project Actual Cost:**
 - Estimated Expenditures in FY 2015/16 \$1.5M
 - Estimated Expenditures in FY 2016/17 **0.5M**
 - \$2.0M**

- **Total Project Variance:** **\$0**

Project Risk and Status Dashboard

*** Green Good, Red Trouble, Yellow Warning**

G	Governance	Appropriate Project Sponsorship and Governance now in place
Y	Scope Management	Scope is defined by agreement
Y	Cost Management	Budget is being monitored closely until final changes can be priced.
G	Schedule Management	Schedule is being monitored closely any delay will impact cost savings
G	Project Resources	No significant issue
G	Risk Management	No further significant risk
G	Stakeholder Engagement	Active stakeholder engagement underway
G	Operational Readiness	Operational readiness planning underway

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

B Building Window Replacement

B building on the Woodroffe campus was constructed in 1969. The windows were in need of replacement as they posed a risk in the event of high winds or seismic activity.

- **Board Key Dates:**
 - February 2, 2016 (#490) - Board of Governors approves the expenditure of 1.1 M from internally restricted funds as part of the 2016/17 Annual Budget.

- **Project Milestone Dates:**
 - Project Start: April 2016
 - Substantial Completion August 2016

- **Approved Algonquin Project Funding:**
 - Algonquin College Funds: \$1.1M

- **Total Project Actual Cost:**
 - Estimated Expenditures in FY 2016/17 \$1.1M

- **Total Project Variance:** \$0

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance now in place
G	Scope Management	Project completed within scope.
G	Cost Management	Project completed on budget.
G	Schedule Management	Project completed on schedule
G	Project Resources	Project completed no additional resources required.
G	Risk Management	No further significant risks
G	Stakeholder Engagement	Project completed with stakeholder engagement.
G	Operational Readiness	Project completed with no operational issues.

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

F Building Renovation

The renovation of Building F and commission of service for a period of 10 years provided the college with much needed capacity and “flex” space.

- **Board Key Dates:**
 - Oct 2016 (499) – Board approves an investment of \$1.63 million from the Strategic Investment Priorities fund to renovate Building F and extend its useful life to support College operations.

- **Project Milestone Dates:**
 - Project Start June 2016
 - Completion of Building F Renovations October 2016
 - First Occupancy of Renovated Space November 2016

- **Approved Algonquin Project Funding**
 - Algonquin College funds: \$1.6M

- **Total Project Actual Cost:**
 - Estimated Expenditures in FY 2016/17 \$1.6M

- **Total Project Variance:** **\$0**

Project Risk and Status Dashboard

*** Green Good, Red Trouble, Yellow Warning**

G	Governance	Appropriate Project Sponsorship and Governance now in place
G	Scope Management	Project completed within scope.
G	Cost Management	Project completed and on budget.
G	Schedule Management	Project completed and on schedule.
G	Project Resources	Project completed with no additional resource required.
G	Risk Management	Risk managed and project completed.
G	Stakeholder Engagement	Project completed with stakeholder engagement.
G	Operational Readiness	Project completed.

Second Quarter 2016/17 - MAJOR CAPITAL PROJECTS SUMMARY REPORT – Dec. 12, 2016

Appendix A: Projects Completed Since FY 2012/13

• Algonquin Centre for Construction Excellence:	Total Cost	\$77M
• Student Commons:	Total Cost	\$51M
• Pembroke Campus:	Total Cost	\$34M
• Perth Campus:	Total Cost	\$12M
• Digital College:	Total Cost	\$12M
• Healthy Living Education (HLE) Phase 1A – Building Renovations	Total Cost	<u>\$6M</u> \$192M

Report title:	Enterprise Risk Management - Risk Appetite Statements
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Duane McNair, Vice President, Finance and Administration Colin Bonang, Director, Risk Management

1. RECOMMENDATION:

THAT the Board of Governors approves the Risk Appetite Statements.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this presentation is to present the draft Risk Appetite Statements to the Board of Governors for approval.

3. BACKGROUND:

At the March 12, 2016 Board of Governors retreat a generative discussion surrounding the development of risk appetite statements was facilitated with the assistance of MNP Consulting. The exercise established the identification of seven value drivers and four draft risk appetite statements. Since that time the Risk Management team has taken the document and presentation of the risk appetite statements through several iterations to produce final draft statements for consideration and approval by the Board of Governors.

4. DISCUSSION:

The risk appetite statements are intended to:

- Establish alignment with the seven value drivers
- Reflect College Core Values and align directly with the 2017-2022 Strategic Plan
- Provide a high-level, qualitative expression of College appetite for risk across the adopted risk categories for the College, which will help guide management decision-making and the operationalization of College risk policy.

Risk appetite statements are foundational to the next steps in the development of the Enterprise Risk Management Framework, which include the development of risk tolerances and identification

of key risk indicators. The statements are included in Appendix A – “Algonquin College Risk Appetite Statements”.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input checked="" type="checkbox"/>	Goal 8 Create and foster an environment in which the College’s model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input checked="" type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input checked="" type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input checked="" type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input checked="" type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

An effective Enterprise Risk Management program directly supports the mitigation of operational/hazard, liability, health and safety, work placement and travel risks associated with the wide range of student activities at Algonquin College. Broadly, the aggregate effect of integrated enterprise risk management activities across all operations is an improved student experience and student success.

7. FINANCIAL IMPACT:

The ongoing effort to mature the Enterprise Risk Management program leads to increased performance management, budget efficiency, continuous process improvement, financial health and better-informed decision-making.

8. HUMAN RESOURCES IMPACT:

The ongoing development of Enterprise Risk Management has involved presentations and workshops with various areas of the College as well as exposure to risk assessment processes and mitigation planning exercises for management staff. This has generated a greater understanding for

risk management and increased the awareness for the value of the process, which will be sustained at an operational level as the program matures.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

While there is not currently a Ministry of Advanced Education and Skills Development Binding Policy Directive that requires Ontario colleges to implement and maintain an Enterprise Risk Management program, there is an expectation from Ministry of Advanced Education and Skills Development staff that colleges undertake risk assessments when carrying out major capital projects and entrepreneurial activities. Increasingly, risk assessment is becoming a standard requirement related to funding, financial and business agreements. Several provincially funded service agreements require that the College undertake regular risk assessments of those operations funded.

10. COMMUNICATIONS:

As the Enterprise Risk Management program continues to evolve, updates are communicated to the College's employees, the Audit and Risk Management Committee and the Board of Governors. The Risk Management website is continuing to evolve as an information source and portal to services provided in this area.

11. CONCLUSION:

The risk-reporting framework that has been developed is an effective means to provide oversight of the Enterprise Risk Management process and to ensure ongoing efforts to mitigate high risks are in place.

Respectfully submitted:

Approved for submission:



Vice President Finance & Administration

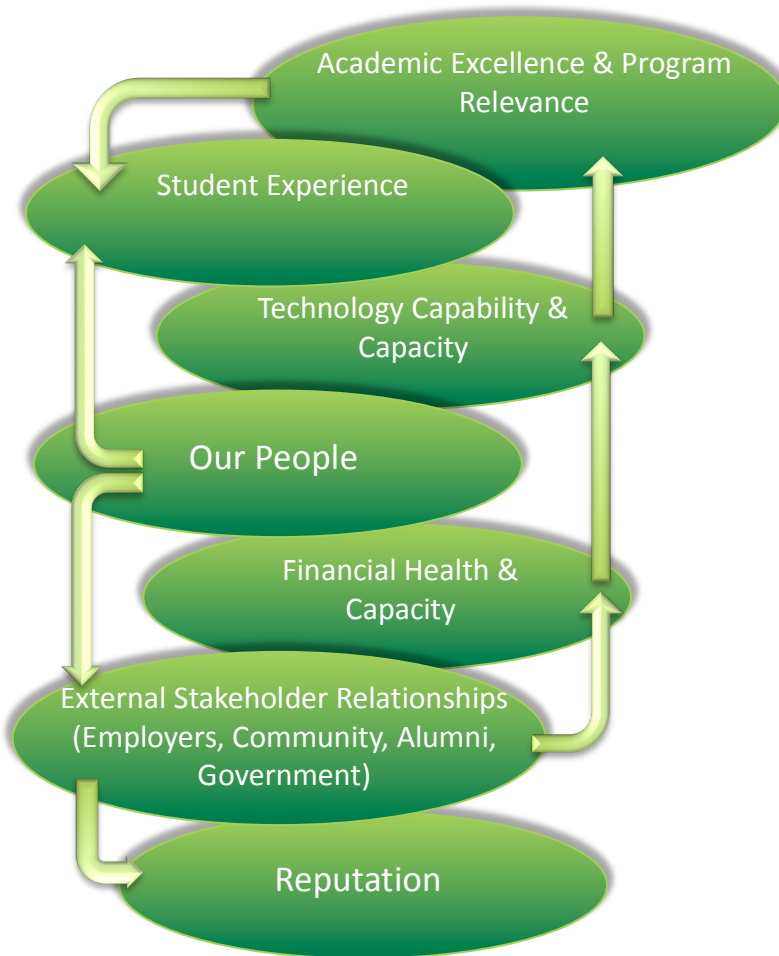
President

Appendices:

Appendix A: Algonquin College Risk Appetite Statements
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Appendix A - Algonquin College Risk Appetite Statements

Value Drivers



Draft Risk Appetite Statements

The College will embark on innovative program development, which has an inherent level of risk so long as it does not exceed our annual program-development funding envelope and meets our program success metrics.

The College is willing to accept risks to pursue improved program quality and new program development to meet the changing needs of the community, if there is no impact on student success, reputation or financial stability of the College.

Algonquin College embraces technology as a value creation tool provided it doesn't adversely affect our other value drivers or put at risk the privacy and security of personal or corporate data.

In pursuit of our mission, vision and values and our stated goals, Algonquin College will ensure that the capital required for core financial stability is preserved and that risk initiatives will be managed within any additional financial capacity of Algonquin College.

The College will protect and enhance it's reputation by consistently maintaining positive relationships with all stakeholders and by remaining focused on our people; students and employers, investors, volunteers and other strategic partners.

Appendix A - Algonquin College Risk Appetite Statements

*we will be **Learner-Driven***

*we will focus on **Innovation & Quality***

*we will be **Sustainable***

*we will stay **Connected***

*we will empower **Our People***

<p>Caring</p> 	<p>We have a sincere and compassionate interest in the well-being of the individual.</p>	<p>Integrity</p> 	<p>We believe in trust, honesty and fairness in all relationships and transactions.</p>
<p>Learning</p> 	<p>We believe in the pursuit of knowledge, personal growth and development.</p>	<p>Respect</p> 	<p>We value the dignity and uniqueness of the individual. We value equity and diversity in our community.</p>

*A new College strategy,
a new College risk maturity*

Value Drivers

- Reputation ●
- Financial Health ●
- Student Experience ●
- Stakeholder Relationships ●
- Academic Excellence & Program Relevance ●
- Our People ●
- Technology ●

Algonquin College accepts a moderate level of risk to embark on innovative program development that supports academic excellence & program relevance in a technologically advanced landscape, as long as it does not compromise the student experience, program success metrics or financial health.

The College embraces technology as a value creation tool and has a high risk appetite for technology advancement initiatives provided that they do not adversely affect our other value drivers or unduly put at risk the privacy and security of personal or corporate data.

The College is focused on creating the financial capacity to support a high risk appetite for innovative initiatives that contribute to greater financial health, but a low appetite for financial risks that might threaten our capability to deliver mission-centric programs and services.

The College has a low appetite for risks that could significantly impact its reputation of committing to our core values and sustaining positive relationships with our students, our people and our strategic partners.

Risk Appetite Statements

Report title:	Algonquin College People Plan Progress Report
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Cathy Frederick Vice-President Human Resources

1. RECOMMENDATION:

THAT the Board of Governors accepts the People Plan Progress Report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide a status update on the development of Algonquin College’s People Plan.

3. BACKGROUND:

The College identified the need for several high level college-wide plans that ensure it is solidly positioned to realize the goals of the 2017-2022 Strategic Plan. The People Plan, will be ready for implementation in April 2017. The need for a human resources or people strategy has also been identified as part of the Enterprise Risk Framework.

The People Plan is intended to identify where the college needs to focus efforts in order to attract, retain, develop and engage employees with the necessary competencies to achieve the overall Strategic Plan and, specifically, its goal of being recognized by employees and the community as an exceptional place to work.

The Plan will be designed to support the mission and vision of the College, to support a culture of innovation and to enable the 2017-2022 Strategic Plan by providing both the direction and the detail of how the people aspects of the Strategy will be achieved. It will identify critical areas of focus over the next five years, and ongoing investment to ensure the College’s mandate is delivered. The People Plan will set out objectives, clear actions, timelines and measures for success in a multi-year implementation plan which will underpin annual business planning.

The approach to develop the People Plan leverages consultations and work that has been undertaken over the past eighteen months, including that undertaken in the development of the Strategic Plan. As with the development of the Strategic Plan, an Advisory Committee has been established to guide

the creation of the People Plan. This Advisory Committee includes cross-college and union representation.

The development work and analysis undertaken to date includes the following:

- a) Employee input obtained during President Jensen's Listening Tours.
- b) The 2015 Employee Engagement Survey and recommendations of the Tiger Team.
- c) The Strategic Planning imagination and feedback sessions.
- d) Recommendations from a series of employee task forces mandated to study and make recommendations on areas identified by the Employee Engagement Survey.
- e) Interviews with executives and other leaders to ascertain what needs to be in place from a people perspective to achieve the Strategic Plan.
- f) The 2015/16 audit of the Human Resources Strategy commissioned by the Audit and Risk Management Committee of the Board of Governors submitted recommendations to address identified risk areas.
- g) The College Enterprise Risk Management Committee's assessment of risks associated with the Human Resources strategy (most recent update October 2016).
- h) The 2016 Employee Relations Plan, which identifies the actions the College will take to foster productive solution-focused relationships with the local union leaderships.
- i) Analyses of the Human Resources Information System. employee data and human resources program and process data.
- j) Environmental scanning for external benchmarks and trends with particular impact for the college.

The findings and emerging themes from this work are currently being validated by various audiences, and priorities for action planning will be finalized through this consultation.

The following audiences have been consulted to date:

- a) People Plan Advisory Committee (cross-college and union representation) mandated to help shape the People Plan. (20 September, 14 October, 21 October 2016)
- b) Human Resources team (27 September 2016)
- c) Algonquin College Leadership Team (17 October 2016)
- d) Manager and Chair discussion group (31 October 2016).

Upcoming scheduled consultations include:

- a) Employee town hall session, Perth Campus (01 December 2016)
- b) Chairs Council (06 December 2016)
- c) Employee town hall session, Ottawa Campus (08 December 2016)
- d) Employee town hall session, Pembroke Campus (06 January 2017)
- e) Advisory Committee meeting (various upcoming dates).

4. DISCUSSION:

The People Plan will be drafted in the form of a work plan and will identify a series of initiatives with prescribed timelines for implementation.

The College is engaging employees at all levels and union leadership in shaping the People Plan, as it did in developing the Strategic Plan. The People Plan document will be a visible commitment from the College to act on employee input and feedback.

The People Plan needs to be flexible enough to accommodate relevant key priorities that may emerge as other college-wide plans are developed, along with emerging economic pressures or business opportunities over the life of the Strategic Plan.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input checked="" type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input type="checkbox"/>	Goal 8 Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.	<input checked="" type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input type="checkbox"/>
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Goal 5 Deliver exceptional service to our diverse student and client populations.	<input type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input type="checkbox"/>

6. STUDENT IMPACT:

The objective of the People Plan initiatives is to foster an engaged, competent and capable workforce. The initiatives will assist the College in attracting, retaining, developing and engaging the employees with the necessary competencies. Engaged employees, who are supported to be successful in their roles and have their contributions valued, will have a positive impact on the student experience.

7. FINANCIAL IMPACT:

A financial impact will be undertaken during the scoping of initiatives. Any additional financial resources needed to carry out People Plan initiatives will be planned for during the annual budgeting process and the Strategic Investment Priorities Project Funding and Position Request Process.

8. HUMAN RESOURCES IMPACT:

A qualitative and quantitative impact on human resources will be undertaken during the scoping of individual initiatives in the People Plan.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project/initiative does not have a material impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

A communications plan is in place now to support the development of the People Plan. A communications strategy will be developed to support the roll out of the People Plan once it has been approved.

11. CONCLUSION:

The People Plan is the first of the high level college-wide enabling plans that will be developed in support of the 2017-22 Strategic Plan. To date, the College has collected input and conducted data and information analyses in order to identify a series of findings and emerging themes for action planning. These findings and themes are currently being validated with leadership and the employee community. The People Plan will be shared with the Board of Governors at the April 10, 2017 meeting.

Respectfully submitted:



Vice President Human Resources

Approved for submission:



President

Report title:	Enterprise Resource Planning - Project Fusion
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Cathy Frederick, Vice President, Human Resources

1. RECOMMENDATION:

THAT the Board of Governors accepts the Enterprise Resource Planning Project Fusion report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide an update on the project’s progress since the last presentation to the Board of Governors on April 11, 2016, and the upcoming priority activities that the team will complete in order to begin deployment of the software solution, Workday, in calendar 2017.

Project Fusion is a major business transformation initiative for Algonquin College’s Human Resources, Finance and Payroll functions.

3. BACKGROUND:

The Enterprise Resource Planning strategy for the College was endorsed by President’s Council in January 2014. The strategic vision statements are:

- Creates college-wide technological foundation and alignment with the digital direction;
- Enables a sustainable, automated and modernized business processes;
- Enables data integration (student, employee & administration) for data-driven decisions; and
- Fosters an environment of continuous improvement.

Project Fusion is part of the Enterprise Resource Planning strategy to replace up to nine legacy systems at the College, including the 25 year-old custom developed Human Resources/Payroll System and the 13 year-old financial system (PeopleSoft), leveraging technology to transform business processes. Following a Request for Proposal (RFP) process, Workday was selected as the College’s new Human Resources and Finance system with Meteorix as implementation partner. Meteorix was subsequently purchased by IBM. In conjunction with the implementation partner, an aggressive implementation timeline was established with two deployments – Workday Human Capital Management (HR/Payroll) in December 2016, and Workday Financials (Finance) in April 2017.

4. DISCUSSION:

Since the project's last update to the Board, there have been a number of changes to the Project team. Most notably, Andrea Fobert has joined the team as the new Project Manager effective August 2016. Additionally, implementation partner IBM has made changes to their team, with Michelle den Ouden joining as Human Capital Management Engagement Manager and overall Project Manager for IBM effective September 2016.

Both the Fusion Team and IBM staff are working diligently and have taken this opportunity to re-assess the progress. Testing and configuration of Workday continues.

Configuring this new Human Resources and Finance system to the College's specifications, and ensuring all necessary functionality and integrations are tested and working correctly, is an important part of deploying a new system. It is crucial that this deployment be completed successfully. While the project has remained on schedule to date, the Fusion Team and IBM staff have mutually identified areas where more testing is needed to ensure optimal system readiness.

New timeline:

The Project Team has revisited the work to date to ensure data integrity and quality. As a result, the planned December Go Live date for the Human Resources and Payroll components of Workday will be delayed. The Human Resources and Payroll and Finance modules will now be deployed at the same time in the second quarter of 2017/2018. Please see Appendix A: Project Fusion Quarter Three Dashboard Report, November 25, 2016.

Project Risks:

As identified in October 2015, there are significant risks associated with a decision not to upgrade these corporate systems at this time. The 2015 Corporate Risk Profile identifies the second highest risk as "IT Efficiency: that the IT systems are not properly implemented to create operational efficiencies or increase automation." As part of implementation, the project management processes have been reviewed and updated. The risks have been re-assessed for continuing relevancy and risks updated accordingly. Key risks and mitigations that the project team is currently tracking include:

Risks	Mitigations
Lack of availability of resources with specific business knowledge to support configuration and implementation	Resources with specific business knowledge should have regular, specific time blocked off to support Project Fusion business to identify additional support needs that may be caused by added workload from Project Fusion; delay in schedule may ease this issue.
Inability or resistance of college employees to adapt to or adopt new technological or business processes	Executive buy-in and visible promotion of the change can ease the transition for employees; effective and timely communication using a variety of engagement tactics, and role-specific training will ensure that employees are prepared for the change.
Failure to adequately test, configure, train, or implement the SaaS solution could result in negative press, disenfranchisement of employees, missed financial obligations, and damage to our reputation as an employer	Delay go-live date(s) to ensure that adequate testing and quality assurance has occurred. Augment project team with specialized resources with SaaS, software implementation, and agile experience.
Configuration activities may not be completed in time as per Project Plan; this would result in delays across all other project activities	Close monitoring, management, and issue resolution by Project Management Office, in collaboration with project leads.

Planning and Learning Modules – Phase 2:

During the procurement stage of the project, Workday identified that there were two modules still under development: the Finance Budget module and the Human Resources Professional Development module. It was decided that these two additional modules would be considered ‘in scope’ and a budget provision for implementation was estimated and included in the approved project budget of \$12.1 million. Timing of implementation would be dependent on Workday’s release of these two modules.

At this time, the modules are still under development and will not be ready for release before Fall 2017. If required, the College will continue to use current tools and processes for budget and professional development activities until such time that Workday releases these modules and they are implemented. A provision will be maintained in the project budget for implementation of these two modules.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input checked="" type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input type="checkbox"/>	Goal 8 Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
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Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input checked="" type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

By aligning the College's internal systems for human resources, payroll and finance with the latest technology, employees at the College are expected to experience efficiencies in time devoted to completing activities such as leave forms, time entry, travel and expense, purchasing, various approvals for Human Resources and Finance transactions and accessing information. Academic and non-academic employees should realize efficiencies that enable a redirection of effort towards value-added services that focus on enhancing the student experience at the College.

7. FINANCIAL IMPACT:

The delay of go-live has no implications at this time for the overall project budget of \$12.1 million. There will be changes to when the money is spent to accommodate the new go-live date. An update will be provided once the Project Plan is reestablished.

Project Fusion is taking a gated approach to budget estimation and funding approvals. The following summarizes the historical, current and future substantive costs of the project:

PHASES	<i>in 000s</i>	2014-15	2015-16	2016-17	2017-18	TOTALS
Planning and Preparation	<i>Actuals</i>	\$ 579	\$ 782			\$ 1,361
Implementation	<i>Actuals</i>		\$ 1,115			\$ 1,115
	<i>Actuals (Q1 - Q2)</i>			\$ 2,602		\$ 2,602
	<i>Projection (Q3 - Q4)</i>			\$ 3,608		\$ 3,608
	<i>Projection</i>				\$ 3,420	\$ 3,420
TOTALS		\$ 579	\$ 1,897	\$ 6,210	\$ 3,420	\$ 12,106
PROJECT FUSION - APPROVED BUDGET						\$ 12,106

8. HUMAN RESOURCES IMPACT:

This new schedule will necessitate keeping older Human Resources systems operational for longer than originally planned. It will also necessitate keeping some project team members in project roles, and those backfilling to maintain operations for longer than originally planned.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Project Fusion does not have a material impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

Fulsome change management, communications, and training plans have been reviewed, finalized, and approved by project committees and executives, and the College's communications leadership. The plans are being implemented, in accordance with the Project timeline.

11. CONCLUSION:

The current shift in timelines will ensure that the proper testing, change management and quality assurance initiatives occur while still remaining within the overall project budget scope as well as objectives.

Respectfully submitted:



Cathy Frederick, VP Human Resources

Approved for submission:



President

Appendices:

Appendix A: Project Fusion Quarter Three Dashboard Report, November 25, 2016
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Project Scorecard
Project Fusion
Friday, November 25th, 2016

Executive Summary		Project Health	Legend																																							
Project Manager: Andrea Fobert Business client(s): Marc Fares (DTI), Duane McNair (Finance), Cathy Frederick (HR) Project Description: Project Fusion will automate, modernize, and transform our finance, human resources and information technology business processes, creating a foundation for strategic initiatives, and fostering an environment of continuous improvement to, ultimately, contribute to employee and student success.		Schedule ↓ Scope ✓ Budget ✓ Resources ↓ Overall Risks ↓	On Track: ● Minor Issues: ▲ Major Issues: ◆ Stable: ✓ Improving: ↑ Deteriorating: ↓																																							
Financial Summary (Cost)		Project Schedule																																								
<div style="text-align: center;"> <h3>Financial Summary (Cost)</h3> <p>Legend: ■ Budget ■ Actuals/Forecast</p> </div>		<h4>Major Milestones/Deliverables</h4> <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th>Task ID</th> <th>Start</th> <th>Finish</th> </tr> </thead> <tbody> <tr><td>HR Issue Resolution</td><td>Q3</td><td>Q3</td></tr> <tr><td>HR/Finance Testing</td><td>Q3</td><td>Q4</td></tr> <tr><td>Integrations and Report Development</td><td>Q1</td><td>Q4</td></tr> <tr><td>Payroll Parallel Testing</td><td>Q1 (2017)</td><td>Q1 (2017)</td></tr> <tr><td>Training Activities</td><td>Q3 (2016)</td><td>Q2 (2017)</td></tr> </tbody> </table>		Task ID	Start	Finish	HR Issue Resolution	Q3	Q3	HR/Finance Testing	Q3	Q4	Integrations and Report Development	Q1	Q4	Payroll Parallel Testing	Q1 (2017)	Q1 (2017)	Training Activities	Q3 (2016)	Q2 (2017)																					
Task ID	Start	Finish																																								
HR Issue Resolution	Q3	Q3																																								
HR/Finance Testing	Q3	Q4																																								
Integrations and Report Development	Q1	Q4																																								
Payroll Parallel Testing	Q1 (2017)	Q1 (2017)																																								
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Significant Project Risk		Key Accomplishments																																								
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Report title:	SA16 Sexual Assault/Sexual Violence Policy
Report to:	Board of Governors
Date:	December 12, 2016
Author/Presenter:	Laura Stanbra, Vice President, Student Services

1. RECOMMENDATION:

THAT the Board of Governors approves the policy recommendations proposed for Policy SA16 Sexual Assault/Sexual Violence.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Board of Governors the revision process and recommended changes to the Sexual Assault/Sexual Violence Policy (SA16).

3. BACKGROUND:

The Sexual Assault/Sexual Violence Policy SA 16 is an existing policy which was originally approved by the Algonquin College Executive Team on April 25, 2015. The Academic and Student Affairs Committee were informed of this new policy via a detailed transmittal, prior to approval, at the committee meeting of March 26, 2015.

This policy was developed as part of a directive issued by the Provincial Government. Efforts to establish a policy was coordinated by Colleges Ontario in 2015, to ensure a consistent approach to sexual assault /sexual violence across all Ontario Colleges.

All new policies at Algonquin College have a mandatory review after the first year to ensure the policy is meeting its stated purpose. Therefore, typically, the one year revision and policy updates should have been complete by April 25, 2016. However, the revision process was temporary suspended to await provincial legislation regarding this policy. Bill 132, including Ontario Regulation 131/16 – Sexual Violence at Colleges and Universities was formally adopted by the government in May, 2016, and will take effect January 1, 2017. The regulation is attached as Appendix A: Ontario Regulation 131.16 Sexual Violence at Colleges and Universities.

Typically, Algonquin College policies receive final approval from the Executive Team. Regulation 131/16 requires the Sexual Assault/Sexual Violence Policy to receive formal approval from the College Board of Governors by December 31, 2016.

Given the significant importance of this policy, heightened regulations and national attention regarding this topic and with student safety paramount, an increased amount of consultation was carried out this fall to seek input from students, faculty, staff as well as legal compliance.

College-wide promotion to seek further awareness of the current policy, and pursue feedback to the proposed policy changes were advertised to employees via internal media channels. Employees and students were invited to in-person feedback sessions on each campus, as well as provided an opportunity to submit suggestions via email. The College Leadership Team was encouraged to solicit feedback from their departments. In addition, key committees such as the Program Council, Residence Oversight Committee, College Academic Council and the Students' Association/College Collaborative Committee were also apprised of the input process and encouraged to participate.

Colleges Ontario sought and shared legal counsel regarding policy amendments based on Bill 132 and the Colleges template for the Sexual Assault/Sexual Violence policy.

A policy review committee composed of current and former members of the student conduct board, the Ombudsman, manager of Residence Life, regional campus representatives, Student Support Services leaders, and Security Services assisted drafting the policy revisions.

The proposed changes were presented to the Executive Team on November 9, 2016 and approved with a minor edit. The updated policy was subsequently presented to the Academic and Student Affairs sub-committee of the Board of Governors on November 23, 2016 and was endorsed as presented. The final draft of the policy is attached as Appendix B: Sexual Assault/Sexual Violence Policy.

4. DISCUSSION:

Updating the current policy included the following steps:

- Broad consultation as detailed in the background section of this document.
- Reconciling feedback comments to existing policy.
- Reconciling legal requirements and legal counsel to existing policy.
- Review and revision of the language in the Colleges Ontario draft to align it with Algonquin College practices / terminology.

The changes can be summarized at a high-level to include:

- Compliance with language and intent of regulation 131/16.
- Compliance with legal counsel from Hicks Morley received by Colleges Ontario
 - Particularly language change from those who have “experienced” sexual violence to those “affected by” sexual violence.
- A more concise “Purpose” statement.
- More defined “Scope” to include that this policy applies to incidents that occur off College property that have a real and substantial link to the College.

- Clarity for the College community by providing clearer options/response pathway for those affected. This was accomplished by:
 - Assisting with information regarding clearer options,
 - Adding detailed resource contacts and contact numbers,
 - Adding detail regarding academic accommodations,
 - Better sequence of step in the “Guidelines and Protocol” Appendix 1 of the policy.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input checked="" type="checkbox"/>	Goal 8 Create and foster an environment in which the College’s model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input checked="" type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input type="checkbox"/>

6. STUDENT IMPACT:

Students will benefit from a clearer policy. The policy will also be supported by a Sexual Assault Prevention Coordinator to ensure training and awareness programs are in place for employees to support students and for student awareness and prevention of sexual assault.

7. FINANCIAL IMPACT:

The policy review and update was carried out with existing personnel and resources. The College will invest \$251,000 over two and a half years in Strategic Investment Priority Funds for a contract for the Sexual Assault Prevention Coordinator, to create sustainable training and awareness programs. Approximately \$74,000 is available through the provincial Women’s Safety Grant annually for promotional material.

8. HUMAN RESOURCES IMPACT:

Employees will be encouraged to participate in training and awareness programming.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This policy update is in direct compliance with Bill 132 and Ontario Regulation 131/16 – Sexual Violence at Colleges and Universities.

10. COMMUNICATIONS:

Awareness of this policy is currently being carried out by Student Support Services staff via various activities and events. The communication and outreach efforts will be heightened with the creation of the Sexual Violence Prevention Coordinator, expected to begin work in January 2017.

11. CONCLUSION:

Given the highly consultative and thorough review of the policy, the College will be in compliance with provincial legislation based on feedback from students, faculty, staff, Colleges Ontario and legal counsel. In addition, the College will be positioned as a proactive leader by providing the resources to implement a Sexual Assault Prevention Coordinator.

Respectfully submitted:



Vice President, Student Services

Approved for submission:



President

Appendices:

Appendix A: Ontario Regulation 131.16 Sexual Violence at Colleges and Universities Appendix B: Sexual Assault/Sexual Violence Policy

Appendix A

Ministry of Training, Colleges and Universities Act

ONTARIO REGULATION 131/16 SEXUAL VIOLENCE AT COLLEGES AND UNIVERSITIES

Consolidation Period: From May 9, 2016 to the [e-Laws currency date](#).

Note: THIS REGULATION IS NOT YET IN FORCE. It comes into force on January 1, 2017, the day section 1 of Schedule 3 to the *Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment)*, 2016 comes into force. (See: O. Reg. 131/16, s. 6)

No amendments.

This is the English version of a bilingual regulation.

Accommodation re sexual violence

1. Every college or university described in subsection 17 (2) of the Act shall appropriately accommodate the needs of students enrolled at the college or university who are affected by sexual violence.

Content of sexual violence policy

2. (1) Every college or university described in subsection 17 (2) of the Act shall ensure that its sexual violence policy,
- (a) provides information about the supports and services available at the college or university for students who are affected by sexual violence, and identifies the specific official, office or department at the college or university that should be contacted to obtain such supports and services;
 - (b) provides information about the supports and services available in the community for students who are affected by sexual violence;
 - (c) informs students that the college or university will appropriately accommodate the needs of students who are affected by sexual violence, and identifies the specific official, office or department at the college or university that should be contacted to obtain such accommodations;
 - (d) informs students that they are not required to report an incident of, or make a complaint about, sexual violence under the process referred to in paragraph 1 of subsection (2) in order to obtain the supports and services referred to in clause (a) or the accommodation referred to in clause (c); and
 - (e) includes the information set out in subsection (2) respecting the college's or university's process for responding to and addressing incidents and complaints of sexual violence, as required by clause 17 (3) (b) of the Act.
- (2) For the purposes of clause (1) (e), a sexual violence policy shall include the following information:
- 1. The process to be followed by persons who wish to report an incident of, or make a complaint about, sexual violence including the specific official, office or department to whom the incident should be reported or the complaint should be made.
 - 2. Examples of the measures that may be implemented for the purpose of protecting a person reporting an incident of, or making a complaint about, sexual violence from retaliation and the threat of retaliation.
 - 3. The process for deciding whether an incident or complaint of sexual violence will be investigated by the college or university.
 - 4. The statement that a victim may choose not to request an investigation by the college or university, and has the right not to participate in any investigation that may occur.
 - 5. The investigation and decision-making processes at the college or university that will take place if an incident or complaint of sexual violence is investigated.
 - 6. The specific officials, offices or departments that will be involved in each stage of the investigation and decision-making processes.
 - 7. A description of the elements of procedural fairness that will be part of the investigation and decision-making processes.

8. A description of the rights that participants may have to legal or other representation, or to be accompanied by another person, during the investigation and decision-making processes.
9. Examples of the interim measures that may be implemented while an incident or complaint is being investigated or a decision is being made regarding the incident or complaint.
10. Examples of the decisions that may be made and measures that may be imposed after an incident or complaint is investigated.
11. The measures that will be implemented to protect and keep confidential the personal information of the persons involved in the investigation of an incident or complaint.
12. A description of the appeal processes that may be available related to decisions resulting from the investigation process.
13. The roles and responsibilities of senior administrators, students, faculty, other employees, contractors and witnesses upon becoming aware of incidents or complaints of sexual violence.

Development and approval of sexual violence policy

3. (1) For the purposes of subsection 17 (4) of the Act, a college or university described in subsection 17 (2) of the Act shall,

- (a) establish a process, in consultation with representatives of the college's or university's elected student governing bodies, for the provision and consideration of input from a diverse selection of students regarding the college's or university's sexual violence policy; and
- (b) follow the process in the development of its sexual violence policy and every time the sexual violence policy is reviewed or amended.

(2) A college or university described in subsection 17 (2) of the Act shall not adopt or implement a sexual violence policy, or any amendments to it, unless the policy or the amendments have been approved by the college's or university's governing board or council and, as may be applicable, the university's senate or academic council.

(3) Despite subsection (2), a college's or university's governing board or council may authorize a college or university official to update, as required, the following information in the college's or university's sexual violence policy:

1. The supports and services that are available at the college or university or in the community.
2. The identity of the officials, offices and departments at the college or university referred to in clauses 2 (1) (a) and (c) and in paragraphs 1 and 6 of subsection 2 (2).

(4) An update described in subsection (3) does not constitute an amendment to the policy for the purposes of subsections (1) and (2).

Publication

4. Every college or university described in subsection 17 (2) of the Act shall publish its sexual violence policy, and a description of the student input process established under clause 3 (1) (a), on its website, and shall make a copy of the policy available to anyone who requests it.

Training

5. (1) Every college or university described in subsection 17 (2) of the Act shall provide or make available training on its sexual violence policy to the following persons:

1. Members of the college's or university's governing board or council, and other senior administrators.
2. Faculty, staff and other employees and contractors of the college or university.
3. Students enrolled at the college or university.

(2) The training shall include training on the college's or university's process for responding to and addressing incidents and complaints of sexual violence, including the elements set out in subsection 2 (2).

6. OMITTED (PROVIDES FOR COMING INTO FORCE OF PROVISIONS OF THIS REGULATION).

Français

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Appendix B**SA16****Sexual Assault / Sexual Violence**

Classification:	Student Affairs
Responsible Authority:	Vice President Student Services
Executive Sponsor:	Vice President Finance and Administration
Approval Authority:	Algonquin College Executive Team
Date First Approved:	2015-03-25
Date Last Reviewed:	2016-12-12
Mandatory Review Date:	2021-12-12

PURPOSE

All members of the Algonquin College community have a right to work, study and socialize in an environment that is free from any form of sexual assault/sexual violence. This document sets out our policy and response protocol to sexual assault/sexual violence. It ensures that the rights of those affected by sexual assault/sexual violence are respected and appropriately accommodated and ensures the College has a process of investigation that protects the rights of individuals and holds individuals who have committed an act of sexual assault/sexual violence accountable.

This policy has been developed as part of a provincial initiative, coordinated by Colleges Ontario in 2015, to ensure a consistent approach to sexual assault / sexual violence across all Ontario Colleges.

SCOPE

This policy applies to all members of the College Community, including students, employees of the College, staff of the Students' Association, contractors, clients, volunteers and visitors to the College.

This policy also applies to incidents of sexual assault and sexual violence involving a member of the College community that occur off College property but has a real and substantial link to the College. This includes, but not limited to, incidents of sexual assault and sexual violence involving a member of the College community that occur off College property at:

- any College-sanctioned program or event and that may or may not pose a subsequent risk to the safety of member(s) of the College community while on College property; or
- any non-sanctioned program or event and that pose a subsequent risk to the safety of members of the College community, while on College property.

The application of this policy, under the forgoing, will be determined by the College on a case-by-case basis, with a view to ensuring the safety and well-being of members of the college community, while on College property.

DEFINITIONS & RELEVANT TERMS

Word/Term	Definition
Academic Accomodation	Educational practices, systems and support services designed to accommodate functional challenges based on the best options for a student to successfully complete the academic requirements of their course or program.
College Community	Includes all students, employees of the College, staff of the Students' Association, contractors, clients, volunteers and visitors to the College.
College Official/ Persons in a position of authority	Any College employee who is duly authorized and empowered to carry out official College business / processes / functions / activities on behalf of the College and is acting, within this context, in the name of the College.
Consent	<p>The voluntary and explicit agreement to engage in the sexual activity in question. It is the act of clearly and willingly agreeing to engage in specific sexual behaviour, and requires that a person is able to freely choose between two options: yes and no. This means that there must be an understandable exchange of affirmative words which indicates a willingness to participate in mutually agreed upon sexual activity. It is also imperative that everyone understands the following:</p> <ul style="list-style-type: none"> • Silence or non-communication must never be interpreted as consent and a person in a state of diminished judgment cannot consent. • A person is incapable of giving consent if asleep, unconscious or otherwise unable to communicate. • A person who has been threatened or coerced (i.e. is not agreeing voluntarily) into engaging in the sexual activity is not consenting to it in a willing and informed fashion. • A person who is incapacitated by drugs or alcohol is unable to consent. • A person's ability to give consent may be compromised when incapacitated by drugs or alcohol. • A person may be unable to give consent if they have a mental disability preventing them from fully understanding the sexual acts. • The fact that consent was implied or given in the past to a sexual or dating relationship does not mean that consent is deemed to exist for any future sexual activity. • Current or past flirtatious behaviour is not implied consent. • A person can withdraw consent at any time during the course of a sexual encounter. • A person is incapable of giving consent to a person in a position of trust, power or authority, such as, a faculty member initiating a relationship with a student who they teach, an administrator in a relationship with anyone who reports to that position. • Consent cannot be given on behalf of another person.

It is the responsibility of the initiator of sexual activity to ensure clear and affirmative responses are communicated at all stages of sexual engagement. It is also the initiator's responsibility to know if the person they are engaging with sexually is a minor.

Note: For information purposes only, the Criminal Code defines "consent" as follows: The voluntary agreement to engage in the sexual activity in question. No consent is obtained, where;

- a) the agreement is expressed by the words or conduct of a person other than the complainant;
- b) the complainant is incapable of consenting to the activity;
- c) the accused induces the complainant to engage in the activity by abusing a position of trust, power or authority;
- d) the complainant expresses, by words or conduct, a lack of agreement to engage in the activity; or
- e) the complainant, having consented to engage in sexual activity, expresses, by words or conduct, a lack of agreement to continue to engage in the activity.

Employee	For the purposes of this policy, employee includes full-time employees and part-time employees, including bargaining unit members, management and non-unionized employees.
Indecent Exposure	The exposure of the private or intimate parts of the body in a lewd manner, when the perpetrator may be readily observed.
Sexual assault	A criminal offence under the <i>Criminal Code</i> of Canada. Sexual assault is any type of unwanted sexual act done by one person to another that violates the sexual integrity of the victim and involves a range of behaviours from unwanted touching to penetration.
Sexual Exploitation	Seeking benefit through the non-consensual or abusive sexual control over another.
Sexual Harrassment	<p>Any unwanted or offensive sexual behavior that creates a hostile or stressful living, learning, or working environment. Examples of sexual harrassment include:</p> <ul style="list-style-type: none"> ▪ unwanted sexual advances ▪ unwanted or uninvited touching ▪ sexual retaliation or threats ▪ sexual jokes or comments ▪ sexual leering, whistling, or gestures ▪ the displaying of sexually suggestive images. <p>Sexual harrassment can be a single incident or an ongoing pattern of behaviour.</p>

Sexual violence	Any sexual act or act targeting a person’s sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.
Student	Any person who is currently enrolled in a course or program at Algonquin College, or is in the process of enrolling in a course or program or who were enrolled in a course or program when an alleged incident(s) occurred.
Voyeurism	Observing another in a sexual manner without consent and when they could reasonably expect privacy. This includes direct observation, through the use of an electronic or mechanical device, or through the use of a recording.

The terms below are provided to enhance the context of the references to sexual violence, regardless whether they are used or further defined in this policy.

Acquaintance sexual assault	Sexual contact that is forced, manipulated, or coerced by a partner, friend or acquaintance.
Age of consent for sexual activity	The age at which a person can legally consent to sexual activity. In Canada, children under 12 can never legally consent to sexual acts. Sixteen is the legal age of consent for sexual acts. There are variations on the age of consent for adolescents who are close in age between the ages of 12 and 16. Twelve and 13 year-olds can consent to have sex with other youth who are less than 2 years older than themselves. Youth who are 14 and 15 years old may consent to sexual involvement that is mutual with a person who is less than 5 years older. Youths 16 and 17 years old may legally consent to sexual acts with someone who is not in a position of trust or authority.
Coercion	In the context of sexual assault/sexual violence, coercion is unreasonable and persistent pressure for sexual activity. Coercion is the use of emotional manipulation, blackmail, threats to family or friends, or the promise of rewards or special treatment, to persuade someone to do something they do not wish to do, such as being sexual or performing particular sexual acts.
Drug-facilitated sexual assault	The use of alcohol and/or drugs (prescription or non-prescription) by a perpetrator to control, overpower or subdue a survivor for purposes of sexual assault.
Respondent	The individual alleged of conducting an act of sexual assault or sexual violence.
Stalking	A form of criminal harassment prohibited by the <i>Criminal Code</i> of Canada. It involves behaviours that occur on more than one occasion and which collectively instill fear in the survivor or threaten the survivor/target’s safety or mental health. Stalking can also include threats of harm to the target’s friends and/or family. These behaviours include, but are not limited to non-consensual

communications (face to face, phone, email, social media); threatening or obscene gestures; surveillance; sending unsolicited gifts; “creeping” via social media/cyber-stalking; and uttering threats.

Survivor

Some who have been affected by sexual assault/sexual violence may choose to identify as a survivor. Individuals might be more familiar with the term “victim”. We use the term survivor throughout this policy where relevant because some who have been affected by sexual assault believe they have overcome the violent experience and do not wish to identify with the victimization. It is the prerogative of the person who has been affected by these circumstances to determine how they wish to identify.

POLICY

Sexual assault and sexual violence are unacceptable and will not be tolerated. We are committed to challenging and preventing sexual assault/sexual violence and creating a safe space for anyone in our College community who has been affected by sexual assault/sexual violence. The College is expected to be a safe and positive space where members of the College community feel able to work, learn and express themselves in an environment free from sexual assault/sexual violence.

All reported incidents of sexual assault/sexual violence will be investigated in a manner that ensures due process as outlined in the procedures below. It is this policy’s intention to make individuals feel comfortable about making a report in good faith about sexual assault/sexual violence that they have been affected by or witnessed.

We recognize that sexual assault/sexual violence can occur between individuals regardless of sexual orientation, gender, gender identity or relationship status as articulated in the *Ontario Human Rights Code*. We also recognize that individuals who have been affected by sexual assault/sexual violence may experience emotional, academic or other difficulties.

We are committed to:

1. assisting those who have been affected by sexual assault/sexual violence by providing choices, including detailed information and support, such as provision of and/or referral to counselling and medical care, information about legal options, and appropriate academic and other accommodation;
2. ensuring that the right to dignity and respect is protected throughout the process of disclosure, investigation and institutional response;
3. addressing harmful attitudes and behaviours (e.g., adhering to myths of sexual assault/sexual violence) that reinforce that the person who been affected by sexual assault/sexual violence is somehow to blame for what happened;
4. treating individuals who disclose sexual assault/sexual violence with compassion recognizing that they are the decision-makers about their own best interests;
5. ensuring that on-campus (internal) investigation procedures are available in the case of sexual assault/sexual violence, even when the individual chooses not to make a report to the police;

6. engaging in appropriate procedures for investigation and adjudication of a complaint, which are in accordance with College policies, standards and applicable collective agreements, and that ensure fairness and due process;
7. ensuring coordination and communication among the various departments who are most likely to be involved in the response to incidents of sexual violence on campus;
8. engaging in public education and prevention activities;
9. providing information to the College community about our sexual assault/sexual violence policies and protocols;
10. providing appropriate education and training to the College community about responding to the disclosure of sexual assault/sexual violence;
11. actively promoting a campus atmosphere in which sexual assault/sexual violence is not tolerated; and,
12. monitoring and updating our policies and protocols to ensure that they remain effective and in line with other existing policies and best practices.
13. Collect data on a) the number of times and a description of the supports, services and accommodation relating to sexual violence are requested and obtained by students; b) initiatives and programs established by the college to promote awareness of the supports and services available to students; c) the number of incidents and complaints of sexual violence reported by students; and d) the implementation and effectiveness of this policy. This data will be made available to Minister of Advanced Education and Skills Development of Ontario upon request. Data will be collected and reported in a manner that protects the confidentiality of all members of the college community connected to each incident.

PROCEDURE

Action

Responsibility

In all instances of an emergency, contact the emergency number according to the emergency procedures for your campus.

Ottawa Campus: ext.5000 / 911 Perth Campus: 911 Pembroke Campus: 911

- | | |
|--|---|
| a) Report incidents of sexual violence they witness or have knowledge of, or they have reason to believe has occurred or may occur to a College Official and/or Security Services. Members who have been affected by sexual assault/sexual violence are encouraged to come forward to report the incident as soon as they are able to do so. | All Members of the College Community |
| b) Persons in a position of authority, including persons directing the activities of others, shall take immediate action to respond to or to prevent sexual assault/sexual violence from occurring. | All Members of the College Community |
| c) Persons who are not students or employees are encouraged to report incidents to a College Official and/or Security Services. | College Official/
Persons in a position of authority |

Action**Responsibility**

- d) Students who have been affected by sexual violence, as well as members of the college community to whom a student has disclosed an incident of sexual violence, are encouraged to access information and support from the College’s Counselling Services and/or Health Services. These services can be easily accessed by contacting Algonquin’s *Student Distress Line* at the following numbers.

Ottawa Campus: (613) 727-4723 ext. 7300

Perth Campus: (613) 267-2859 ext. 7300

Pembroke Campus: (613) 735-4700 ext. 7300

Support services can also be accessed directly on each campus. A table of these services available to provide support and information to students affected by sexual violence can be found in Appendix 2. Please note that students are not required to file a formal report of incident(s) of sexual violence to obtain supports, services and/or academic accommodation from the College.

- e) Employees who are affected by sexual violence as a member of the College community should report incidents or seek information and guidance from Security Services. Security Services will take an initial report and will assist by providing information about relevant support, resources and options.

Ottawa Campus: (613) 727-4723 ext. 5010

Perth Campus: (613) 267-2859 ext. 5010 - information and guidance can also be sought from the Administrative Office (room 119) through either of the Dean 613-267-2859 x5622 or the Manager of Administrative Services, 613-267-2859 x5600.

Pembroke Campus: Security Services at 613-735-4700 ext. 2739 will take an initial report and will assist by providing information about relevant support, resources and options.

1. Where a College official becomes aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, they will take immediate measures in accordance with Appendix 1 to ensure the reporter is supported and ensure appropriate reporting is carried out in accordance with the wishes of the reporter.
2. Where College officials become aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, which occur on or off College property and that pose a risk to the safety of members of the College community, the College official shall immediately take all reasonable steps to ensure the safety of the College community.

Students**Employees****College Officials****College Officials**

SUPPORTING DOCUMENTATION

Appendix 1 – Sexual Assault and Sexual Violence Guidelines and Protocol

Appendix 2 – Ottawa, Pembroke andPerth Campus Supports / Academic Accomodations

Appendix 3 – Sexual Assault Centres (Ontario)

Appendix 4 – Dispelling the Myths and Misconceptions About Sexual Assault (source: “Developing a Response to Sexual Violence: A Resources Guide for Ontario’s Colleges and Universities”: January, 2013

RELATED POLICIES

[AA35 Confidentiality of Student Records](#)

[HR18 Employee Code of Conduct](#)

[HR21 Staff / Student Personal Relationships](#)

[HR22 Respectful Workplace](#)

[HS03 Workplace Violence Prevention](#)

[SA02 Ombudsman](#)

[SA07 Student Conduct](#)

RELATED MATERIALS

www.algonquincollege.com/sexualassault/

Sexual Assault and Sexual Violence Guidelines and Protocol

Students who have been affected by sexual violence, as well as members of the college community to whom a student has disclosed an incident of sexual violence, are encouraged to access information and support from the College's Counselling Services and/or Health Services.

1. Confidentiality

Confidentiality is particularly important to those who have disclosed sexual assault/sexual violence. The confidentiality of all persons involved in a report of sexual assault/sexual violence or in subsequent disciplinary proceedings must be strictly observed, and the College does its best to respect the confidentiality of all persons, including the complainant, respondent, and witnesses.

The College will regard all information as unique and private and maintained in a secured, controlled environment. Full details about the confidentiality of student records is detailed in policy [AA35: Confidentiality of Student Records](#).

However, confidentiality cannot be assured in the following circumstances:

- an individual is at imminent risk of self-harm;
- an individual is at imminent risk of harming another; and/or
- there are reasonable grounds to believe that others in the College or wider community may be at risk of harm.

In such circumstances, information may be shared with only the necessary services to prevent harm.

Where the College becomes aware of an allegation of sexual assault/sexual violence by a member of the College community against another member of the College community, the College may also have an obligation to take steps to ensure that the matter is dealt with in order to comply with the College's legal obligation and/or its policies to investigate such allegations.

2. If You Have Experienced or Been Affected by Sexual Assault/Sexual Violence

We recognize it is difficult to disclose or report incidents of sexual violence and sexual assault. The choice to disclose or report is entirely yours. As a survivor, we commit to supporting you through the process of disclosure and strongly encourage you to report your experience to us, as the College is committed to providing a safe and respectful working, learning and teaching environment free from violence or harassment.

Anyone who has experienced or been affected by sexual assault/sexual violence has the right to:

- confidentiality and to be treated with dignity and respect;

- be listened to without judgement and have their disclosure accepted as true;
- request information about on- and off-campus services and resources;
- retain control over whether or not to access available services and to choose those services they feel will be most beneficial;
- decide whether to report to campus security and/or local police;
- have an on-campus investigation with the institution's full cooperation;
- have a safety plan; and
- have reasonable and necessary actions taken to prevent further unwanted contact with the alleged perpetrator(s).

If you have experienced or been affected by sexual assault or sexual violence Students are encouraged to report incidents or seek information and guidance from the Student Support Services - Student Distress Line at the numbers below. The Student Distress Line staff will assist by providing relevant support, resources and options.

Ottawa Campus: (613) 727-4723 ext. 7300

Perth Campus: (613) 267-2859 ext. 7300 - information and guidance can also be sought from Counselling Services, Room 111, (613) 267-2859 (x5610) or Health Services, Room 111, (613) 267-2859 (x6546).

Pembroke Campus: (613) 735-4700 ext. 7300 - information and guidance can also be sought from the campus counselor at 613-735-4700 ext. 2840 or campus nurse at 613-735-4700 ext. 2748

3. Support Options Available to You

In all instances of an emergency, contact the emergency number for your campus according to the emergency procedures.

Ottawa Campus: ext.5000 / 911 Perth Campus: 911 Pembroke Campus: 911

Any student who has experienced or been affected by sexual violence and is seeking information or support, help is available on the campuses of Algonquin College. A table of the services available to provide support and information to students affected by sexual assault/sexual violence can be found in Appendix 2.

If a member of the College Community becomes aware of an allegation of sexual assault/sexual violence against another member of the College Community, the member of the College Community is required to report the alleged incident immediately, respecting the individual's rights from above. The matter will be addressed in accordance with the confidentiality provisions outlined above.

Additional information about the resources and support services is available below; or you can use this link to go directly to the resources <http://www.algonquincollege.com/sexualassault/>.

It is often difficult to disclose and report incidents of sexual violence. It is entirely up to you if you choose to report the incident to Algonquin's Security Services and you are not required to file an official report or participate in an investigation in order to use of the services listed above.

4. If You Would like to File a Formal Complaint

Please note, that while you must disclose an incident of sexual violence or sexual assault to obtain support services or appropriate accommodations from the College, you are not required to file a formal complaint.

If you choose to file a formal complaint, Security Services can assist you with filing a complaint. If the alleged perpetrator is another member of the College community, you may file a complaint under this Policy.

Individuals who have been affected by sexual assault/sexual violence may also wish to press charges under the Criminal Code. These College services can also assist you with contacting the local Police. Individuals who have been affected by sexual assault/sexual violence may also wish to exercise their rights to contact the Police at any time to press charges under the *Criminal Code*.

More information on filing a complaint can be found at: <http://www.algonquincollege.com/safety-security-services/home/accident-incident-report-on-line-form/>

It is often difficult to disclose and report incidents of sexual assault/sexual violence. It is entirely up to you if you choose to report the incident; however, we strongly encourage you to do so.

5. Complaint Process and Investigations

A complaint of sexual assault/sexual violence can be filed under this Policy by any member of the College community.

The College will seek to achieve procedural fairness in dealing with all complaints. As such, no sanction and/or disciplinary action will be taken against a person or group without their knowledge where there is an alleged breach of this Policy. Respondents will be given reasonable notice, with full detail of the allegations and provided with an opportunity to answer to the allegations made against them.

5.1. Protection from Reprisals, Retaliation or Threats:

No person shall threaten to retaliate, retaliate or engage in reprisals against a complainant or other individual for:

- having pursued rights, participated in an investigation or been associated with any person who has pursued rights under this Policy, the Ontario *Human Rights Code*, or any related federal or provincial legislation.

Anyone engaged in such conduct may be subject to sanctions and/or discipline.

5.1.1 Interim Measures to Protect Complainants

The rights and privileges of a respondent may be restricted by the College before it makes a final determination about the alleged misconduct. For example, a respondent may be moved from Residence, restricted from entering certain parts of campus and restricted from attending class.

Such “interim measures” will be imposed only as necessary to meet the needs of complainants and persons who report incidents of sexual violence or otherwise under the College’s Student Conduct Policy SA07. Where possible, the College will also take steps to minimize the impact of interim measures on respondents.

Interim measures are not punishment and do not represent a finding of misconduct. The College may impose interim measures immediately, without a hearing. Respondents may ask the College to review a

decision to impose interim measures, but only to address the impact of the imposed measure and the preference for other alternatives.

5.2 Right to Withdraw a Complaint

A complainant has the right to withdraw a complaint at any stage of the process. However, the College may continue to act on the issue identified in the complaint in order to comply with its obligation under this Policy and/or its legal obligations.

5.3 Unsubstantiated or Vexatious Complaints

If a person, in good faith, discloses or files a sexual assault/sexual violence complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed. However, disclosures or complaints that are found following investigation to be frivolous, vexatious or bad faith complaints, that is, are made to purposely annoy, embarrass or harm the respondent, may result in sanctions and/or discipline against the complainant. The range of College support services are also available to employees or students who may be adversely impacted by a vexatious complaint.

6. What to Do if Someone Discloses Allegations of Sexual Assault/Sexual Violence:

A survivor of sexual assault/sexual violence may choose to disclose their assault to a member of the College community whom they trust, such as a classmate, instructor, professor, coach, or Residence employee. They may disclose for a number of valid reasons, including:

- concern for their own safety or the safety of other potential victims;
- a need for psychological, emotional or medical support;
- a desire for justice;
- a request for academic accommodation.

A supportive response involves:

- listening without judgement and accepting the disclosure as true;
- communicating that sexual assault/sexual violence is never the responsibility of the survivor;
- helping the individual identify and/or access available on- or off-campus services, including emergency medical care and counselling;
- respecting the individual's right to choose the services they feel are most appropriate and to decide whether to report to the police or College authorities.
- recognizing that disclosing can be traumatic and an individual's ability to recall the events may be limited;
- respecting the individual's choices as to what and how much they disclose about their experience; and
- making every effort to respect confidentiality and anonymity.

If disclosure is made to an employee by a student seeking support or academic accommodation, the employee should refer the student to Counselling Services (Ottawa Campus: (613) 727-4723 ext. 7200, Perth Campus: (613) 267-2859 ext. 5610, Pembroke Campus: 613-735-4700 ext. 2840) or Health Services (Ottawa Campus: 613-727-4723 ext. 7222, Perth Campus: 613-267-2859 ext. 6546, Pembroke Campus (613-735-4700 ext. 2748) to ensure that the student receives all appropriate supports and to receive guidance regarding the provision of appropriate academic and/or other accommodations.

If a member of the College Community becomes aware of an allegation of sexual assault/sexual violence against another member of the College Community, the member of the College Community is required to report the alleged incident immediately, respecting the individual's rights from above by contacting Security Services at extension 5010. The matter will be addressed in accordance with the confidentiality provisions outlined above.

7. What to Do if You Become Aware of an Incident of Sexual Assault/Sexual Violence

Becoming aware of an incident of sexual assault/sexual violence includes situations where you have witnessed an incident and circumstances where an incident has been disclosed to you.

If you are a student and witness sexual assault/sexual violence we encourage you to contact Security Services at ext. 5010 who can assist you by providing relevant support, resources and options.

A number of other resources are available to you, including:

- Security Services
Ottawa Campus: 613- 727-4723 ext. 5010
Perth Campus: (613) 267-2859 ext. 5010
Pembroke Campus: 613-735-4700 ext. 2739
- Counseling Services
Ottawa Campus: 613-727-4723 ext. 7200
Perth Campus: 613-267-2859 ext. 5610
Pembroke Campus: 613-735-4700 ext. 2840
- Health Services
Ottawa Campus: 613-727-4723 ext. 7222
Perth Campus: 613-267-2859 ext. 6546
Pembroke Campus: 613-735-4700 ext. 2748

Resources and information are also available at www.algonquincollege.com/sexualassault/.

If a member of faculty or staff of the College becomes aware of an allegation of sexual assault or sexual violence against another member of the College community, the faculty or staff is required to immediately report the alleged incident to Security Services immediately by contacting ext. 5010.

8. Communicating with Individuals who have been Affected by Sexual Assault/Sexual Violence

Sensitive and timely communication with individuals who have been affected by sexual assault/sexual violence and their family members (when an individual consents to this communication) is a central part of the College's first response to sexual assault/sexual violence. To facilitate communication, the College will:

- Ensure that employees in the designated departments, who are knowledgeable about sexual violence, are responsible for advocacy on campus on behalf of employees, students or any other member of the College community who have been affected by sexual violence;
- Ensure designated employees respond in a prompt, compassionate, and personalized fashion; and
- Ensure that the person who has been affected by sexual assault/sexual violence and the respondent are provided with reasonable updates about the status of the College’s investigation of the incident when such investigations are undertaken.

9. Roles and Responsibilities of the College Community

While everyone on campus has a role to play in responding to incidents of sexual assault/sexual violence, some campus members will have specific responsibilities which might include:

- Provision of awareness and prevention strategies related to sexual assault/sexual violence and promotion of a culture of safety, support and openness that diminishes sexual aggression and survivor blaming;
- On-campus supports to provide psychological and emotional support, assistance with safety planning and referrals to other services, including medical services;
- The responsibility of faculty, staff and administrators to facilitate academic accommodations and other needs of those who have been affected by sexual violence, e.g., extensions on assignments, continuing studies from home, and dropping courses;
- The responsibility of Residence staff to facilitate safe living arrangements to the best of our abilities;
- The responsibility of Human Resources to assist with any incidents relating to employees; and
- The responsibility of Security to assist with investigations and gathering evidence, to implement measures to reduce sexual assault/sexual violence on campus, and to collaborate with local police where appropriate.

Information about these resources is available by using this link:

<http://www.algonquincollege.com/sexualassault/>

10. How Will the College Respond to a Report of Sexual Assault/sexual violence?

Where a complaint of sexual assault/sexual violence has been reported to the College, the College will exercise care to protect and respect the rights and confidentiality of both the complainant and the respondent. The College understands that individuals who have experienced or been affected by sexual assault/sexual violence may wish to control whether and how their experience will be dealt with by the police and/or the College. In most circumstances, the person will retain this control. However, in certain circumstances, the College may be required to initiate an internal investigation and/or inform the police of the need for a criminal investigation, even without the survivor’s consent, if the College believes that the safety of other members of the College community is at risk. The confidentiality and anonymity of the person(s) affected will be made a priority in these circumstances.

A report of sexual assault/sexual violence may also be referred to the police, or to other community resources at the complainant's request, where the persons involved are not members of the College community or otherwise, where appropriate.

A. Where the Respondent is a Student

Sexual assault/sexual violence is a violation of policy [SA07 "Student Conduct"](#). It is considered a serious offence and will be addressed in a manner which is consistent with other serious offences. Please see SA07 for more details regarding disciplinary process.

B. Where the Respondent is an employee

Sexual assault/sexual violence may be a violation of policies [HR18 "Employee Code of Conduct"](#), [HR21 "Staff/Student Personal Relationships"](#), [HR22 "Respectful Workplace"](#) or [HS03 "Workplace Violence Prevention"](#). Allegations against employees will be addressed in accordance with the procedures set out in this Policy, and in any applicable collective agreement, and/or other College policies. If the complaint is sustained following an investigation, the College will decide on the appropriate disciplinary actions consistent with any applicable collective agreement and/or policies regarding discipline.

C. Where the Respondent is not a Student or Employee

Contractors, suppliers, volunteers or visitors who attend on campus will be subject to complaints if they engage in prohibited conduct. Where a complaint against the respondent is substantiated, the College will take appropriate action.

All contractual relationships entered into by the College will be governed by a standard contract compliance clause stating that contractors must comply with College policies, including co-operating in investigations. Breach of the clause may result in penalties, cancellation, or other sanctions.

D. Multiple Proceedings

Where criminal and/or civil proceedings are commenced in respect of the allegations of sexual assault/sexual violence, the College shall conduct its own independent investigation into such allegations, and will make its own determination in accordance with its policies and procedures. Where there is an ongoing criminal investigation, the College will cooperate with the local police.

SA16: Appendix 1 College Support

OTTAWA CAMPUS SUPPORTS	
Student Support Services – Student Distress Line Welcome Centre – 3 rd floor, Student Commons (Building E) 613-727-4723, ext. 7300 www.algonquincollege.com/studentsupportservices/support-students-crisis	Counselling Services Welcome Centre – 3 rd floor, Student Commons (Building E) 613-727-4723, ext. 7200 //www.algonquincollege.com/counselling
Health Services Room C141 613-727-4723, ext. 7222 www.algonquincollege.com/healthservices	Security Services Room C218 Emergency: 613-727-4723 ext. 5000 Non-Emergency: 613-727-4723 ext. 5010 www.algonquincollege.com/safety-security-services
Mamidosewin Aboriginal Students' Centre Room E122 613-727-4723, ext. 7186 http://www.algonquincollege.com/mamidosewin	Pride Centre Room B102 http://www.algonquinsa.com/services/sa-services/pride-centre/
PEMBROKE CAMPUS SUPPORTS	
Counselling Services Room 138 613-735-4700 ext. 2804 www.algonquincollege.com/pembroke/counselling	Health Services Room 127 613-735-4700 ext. 2748 www.algonquincollege.com/pembroke/health-services
Security Services Room 112 613-735-4700 ext. 2739	
PERTH CAMPUS SUPPORT	
Counselling Services Room 110 613-267-2859 ext.5610 www.algonquincollege.com/perth/school-home/current/counselling-services	Health Services Room 111 613-267-2859 ext.6546 www.algonquincollege.com/perth/school-home/current/perth-campus-health-services
Security Services Ottawa Campus 1-613-727-4723 ext.5000	Student Support Services – Student Distress Line Ottawa Campus 1-613-727-4723 ext.7300

All Campuses - Academic Accommodations

Should the survivor require an academic accommodation (defer or reschedule assignment(s), text(s), exam(s)), any of the supports listed above can assist in arranging with the appropriate academic department or the survivor may wish to consult directly with their program coordinator, academic chair or dean who will make the necessary arrangements, maintaining the confidentiality of the reason for the academic accommodation.

An academic accommodation will be made based on the best options for the survivor to successfully complete the academic requirements of their course or program.

Additional information about the resources and support services is available below; or you can use this link to go directly to the resources <http://www.algonquincollege.com/sexualassault/>.

SA16: Appendix 2 – Community Sexual Assault/Violence Resources

If you are in immediate danger, call 911

CANADIAN AND PROVINCIAL SUPPORTS AND RESOURCES		
Assaulted Women’s Helpline www.awhl.org Toll Free: 1-866-863-0511 Mobile: #SAFE (#7233)	Good2Talk www.good2talk.ca 1-866-925-5454	
211 Ontario www.211ontario.ca Dial - 211	Male Survivors of Sexual Abuse 1-866-887-0015	
Trans Life Line www.translifeline.org 1-877-330-6366	Shelter Safe www.sheltersafe.ca	
Ontario Coalition of Rape Crisis Centres www.sexualassaultsupport.ca		
OTTAWA COMMUNITY SUPPORTS AND RESOURCES		
Ottawa Police – Sexual Assault and Child Abuse Unit www.ottawapolice.ca 9-1-1 or 613-236-1222, ext. 5944	Ottawa Rape Crisis Centre www.orcc.net 613-562-2333	The Ottawa Hospital – Sexual Assault & Partner Abuse Care Program Emergency Department: Civic Campus – 1053 Carling Avenue 613-798-5555 ext. 13770
Wabano Centre for Aboriginal Health www.wabano.com 613-748-0657	Minwaashin Lodge www.minlodge.com 613-789-1141	Sexual Assault Support Centre of Ottawa www.sascottawa.com 24 hr. Support Line: 613-234-2266
Ottawa Distress Centre www.dcottawa.on.ca 613-238-3311	CALACS Francophone d’Ottawa www.calacs.ca 613-789-9117	Immigrant Women Services of Ottawa www.immigrantwomenservices.com 613-729-3145
Ottawa Coalition to End Violence Against Women www.octevaw-cocvff.ca	Youth Services Bureau Crisis Line www.ysb.on.ca chat.ysb.ca 613-260-2360	Men in Healing www.meninhealing.ca 613-482-9363
PEMBROKE COMMUNITY SUPPORT AND RESOURCES		
Ontario Provincial Police opp.ca Emergency: 9-1-1 Non-Emergency: 1-888-310-1122 TTY: 1-888-310-1133	Pembroke Regional Hospital 613-732-2811 705 Mackay St. Pembroke	

Women’s Sexual Assault Centre for Renfrew County www.wsac.ca 613-735-5551 1-800-663-3060	Eastern Ontario Crisis Line www.crisisline.ca 1-866-996-0991
PERTH COMMUNITY SUPPORT AND RESOURCES	
Ontario Provincial Police www.opp.ca Non-Emergency: 613-267-2626 1-888-310-1122 TTY:1-888-310-1133	Perth and Smith Falls District Hospital – Sexual Assault and Domestic Violence Program www.psfhdh.on.ca 613-267-1500
Sexual Assault and Domestic Violence Program 613-283-2330 ext.1258	Lanark County Interval House www.lcih.org 613-257-5960 1-800-267-7946 TTY: 613-257-1952
End Abuse in Lanark www.endabuseinlanark.ca	Lanark County Mental Health www.lanarkmentalhealth.com Crisis Line: 613-283-2170

SA16: Appendix 4

Sexual Assault Centres (Ontario)

(Information provided by the Ontario Coalition of Rape Crisis Centres)

<i>Region in Ontario</i>	<i>Sexual Assault Centre</i>	<i>24-hr Crisis Line</i>	<i>Office Phone</i>
Algoma (Sault Ste. Marie)	Women In Crisis Algoma	1-877-759-1230	705-759-1230
Belleville-Quinte	Sexual Assault Centre for Quinte & District	1-877-544-6424	613-967-6300
Brant	Sexual Assault Centre of Brant	519-751-3471	519-751-1164
Bruce County	Women's House Serving Bruce and Grey: Sexual Assault Services	1-866-578-5566	519-372-1113
Chatham-Kent Cornwall	Chatham-Kent Sexual Assault Crisis Centre Sexual Assault Support Services for Women, Cornwall	519-354-8688 English: 613-932-1603 French: 613-932-1705	519-354-8908 613-932-1755
East Algoma (Elliot Lake)	Counselling Centre of East Algoma	1-800-721-0077	705-848-2585
Guelph-Wellington	Guelph-Wellington Women in Crisis	519-836-5710 1-800-265-7233	519-836-1110
Halton (Oakville)	Sexual Assault & Violence Intervention Services of Halton	905-875-1555	906-825-3622
Hamilton	Sexual Assault Centre Hamilton & Area (SACHA)	905-525-4162	905-525-4573
Kawartha (Peterborough & Area)	Kawartha Sexual Assault Centre	705-741-0260	705-748-5901
Kenora	Kenora Sexual Assault Centre	807-468-7233 1-800- 565-6161	807-468-7958
Kingston	Sexual Assault Centre Kingston	613-544-6424 1-877-544-6424	613-545-0762
Waterloo	Sexual Assault Support Centre of Waterloo Region	519-741-8633	519-571-0121
London-Middlesex	Sexual Assault Centre London	519-438-2272 1-877-529-2272	519-439-0844
Muskoka	Athena's Sexual Assault Counselling & Advocacy Centre	705-737-2008 1-800-987-0799	705-737-2884
Niagara	Niagara Region Sexual Assault Centre	905-682-4584	905-682-7258
Nipissing	Amelia Rising Sexual Assault Centre of Nipissing	705-476-3355	705-840-2403
Oshawa-Durham	Oshawa-Durham Rape Crisis Centre	905-668-9200	905-444-9672
Ottawa SASC Ottawa RCC	Sexual Assault Support Centre of Ottawa Ottawa Rape Crisis Centre	613-234-2266 613-562-2333	613-725-2160 613-562-2334
Peel	Hope 24/7: Sexual Assault Centre of Peel	1-800-810-0180	905-792-0821
Renfrew	Women's Sexual Assault Centre of Renfrew County	1-800-663-3060	613-735 – 5551

Region in Ontario	Sexual Assault Centre	24-hr Crisis Line	Office Phone
Sarnia-Lambton	Sexual Assault Survivors' Centre Sarnia-Lambton	519-337-3320	519-337-3154
Sudbury	Voices for Women Sudbury		705-523-7100 ext. 2647
Thunder Bay	Thunder Bay Sexual Abuse & Sexual Assault Counselling & Crisis Centre	807-344-4502	807-345-0894
Timmins	Timmins and Area Women in Crisis	1-877-268-8380	705-268-8381
Toronto	Multicultural Women Against Rape/Toronto Rape Crisis Centre	(416) 597-8808	416-597-1171
Windsor-Essex York	Sexual Assault Crisis Centre of Essex County Women's Support Network of York Region	519-253-9667 1-800-263-6734 905-895-7313	519-253-3100 905-895-3646

SA16: Appendix 5

Dispelling the Myths and Misconceptions About Sexual Assault

Use of the term “Rape” in the context of Sexual Violence

This policy refers to the offence of sexual assault to align with the current offence contained in the Criminal Code. The word “rape” is no longer used in criminal statutes in Canada. The term was replaced many years ago to acknowledge that sexual violence is not about sex but is about acts of psychological and physical violence. The term “sexual assault” provides a much broader definition and criminalizes unwanted behaviour such as touching and kissing as well as unwanted oral sex and vaginal and anal intercourse. Although the term no longer has a legal meaning in Canada, the term rape is still commonly used.

Source: “Developing a Response to Sexual Violence: A Resources Guide for Ontario’s Colleges and Universities”: January, 2013

Myths	Facts
It wasn’t rape, so it wasn’t sexual violence.	Sexual assault and sexual violence encompasses a broad range of unwanted sexual activity. Any unwanted sexual contact is considered to be sexual violence. A survivor can be severely affected by all forms of sexual violence, including unwanted fondling, rubbing, kissing, or other sexual acts. Many forms of sexual violence involve no physical contact, such as stalking or distributing intimate visual recordings. All of these acts are serious and can be damaging.
Sexual assault can’t happen to me or anyone I know.	Sexual assault can and does happen to anyone. People of all socioeconomic and ethnic backgrounds are victims of sexual assault, but the vast majority of sexual assaults happen to women and girls. Young women, Aboriginal women and women with disabilities are at greater risk of experiencing sexual assault.
Sexual assault is most often committed by strangers.	Someone known to the victim, including acquaintances, dating partners, and common-law or married partners, commit approximately 75 per cent of sexual assaults.
Sexual assault is most likely to happen outside in dark, dangerous places.	The majority of sexual assaults happen in private spaces like a residence or private home.
If an individual doesn’t report to the police, it wasn’t sexual assault.	Just because a victim doesn’t report the assault doesn’t mean it didn’t happen. Fewer than one in ten victims report the crime to the police.
It’s not a big deal to have sex with someone while they are drunk, stoned or passed out.	If a person is unconscious or incapable of consenting due to the use of alcohol or drugs, they cannot legally give consent. Without consent, it is sexual assault.
If the person chose to drink or use drugs, then it isn’t considered sexual assault.	This is a prominent misconception about sexual assault. No one can consent while drunk or incapacitated.

Myths	Facts
<p>If the victim didn't scream or fight back, it probably wasn't sexual assault.</p> <p>If the victim does not fight back, the sexual assault is their fault.</p>	<p>When an individual is sexually assaulted they may become paralysed with fear and be unable to fight back. The person may be fearful that if they struggle, the perpetrator will become more violent.</p>
<p>If you didn't say no, it must be your fault.</p>	<p>People who commit sexual assault/abuse are trying to gain power and control over their victim. They want to make it extremely difficult, if not impossible, for their victim to say no. A person does not need to actually say the word "no" to make it clear that they did not want to participate. The focus in consent is on hearing a "yes".</p>
<p>If a woman isn't crying or visibly upset, it probably wasn't a serious sexual assault.</p>	<p>Every woman responds to the trauma of sexual assault differently. She may cry or she may be calm. She may be silent or very angry. Her behaviour is not an indicator of her experience. It is important not to judge a woman by how she responds to the assault.</p>
<p>If someone does not have obvious physical injuries, like cuts or bruises, they probably were not sexually assaulted.</p>	<p>Lack of physical injury does not mean that a person wasn't sexually assaulted. An offender may use threats, weapons, or other coercive actions that do not leave physical marks. The person may have been unconscious or been otherwise incapacitated.</p>
<p>If it really happened, the victim would be able to easily recount all the facts in the proper order.</p>	<p>Shock, fear, embarrassment and distress can all impair memory. Many survivors attempt to minimize or forget the details of the assault as a way of coping with trauma. Memory loss is common when alcohol and/or drugs are involved.</p>
<p>Individuals lie and make up stories about being sexually assaulted; and most reports of sexual assault turn out to be false.</p>	<p>According to Statistics Canada, fewer than one in 10 sexual assault victims report the crime to the police. Approximately 2% of sexual assault reports are false.</p> <p>The number of false reports for sexual assault is very low. Sexual assault carries such a stigma that many people prefer not to report.</p>
<p>Persons with disabilities don't get sexually assaulted.</p>	<p>Individuals with disabilities are at a high risk of experiencing sexual violence or assault. Those who live with activity limitations are over two times more likely to be victims of sexual assault than those who are able-bodied.</p>
<p>A spouse or significant other cannot sexually assault their partner.</p>	<p>Sexual assault can occur in a married or other intimate partner relationship. The truth is, sexual assault occurs ANY TIME there is not consent for sexual activity of any kind. Being in a relationship does not exclude the possibility of, or justify, sexual assault. A person has the right to say "no" at ANY point.</p>
<p>People who are sexually assaulted "ask for it" by their provocative behaviour or dress.</p>	<p>This statement couldn't be more hurtful or wrong. Nobody deserves to be sexually assaulted. Someone has deliberately chosen to be violent toward someone else; to not get consent. Nobody asks to be assaulted. Ever. No mode of dress, no amount of alcohol or drugs ingested, no matter what the relationship is between the survivor and</p>

Myths	Facts
	the perpetrator or what the survivor's occupation is, sexual assault is always wrong.
Sexual assault only happens to women	Not true. The majority of sexual assaults are committed against women by men, but people of all genders, from all backgrounds have been/can be assaulted.
Sexual abuse of males is rare.	According to Statistics Canada, six per cent of males 15 or over reported that they had been affected by sexual victimization. Sexual assault/abuse occurs in every economic, ethnic, age and social group.
If you got aroused or got an erection or ejaculated you must have enjoyed it.	It is normal for your body to react to physical stimulation. Just because you became physically aroused does not mean that you liked it, or wanted it or consented in any way. If you been affected by some physical pleasure, this does not take away the fact that sexual abuse happened or the effects or feelings of abuse.

Board Key Messages

An update to the Board of Governors on recent College news.

Recent Success Stories



Algonquin Times marked 30 years of publication. Alumni, students and employees have worked on the Times since the first issue, published in September 1986.

One Young World delegates gathered at Algonquin for a college-organized workshop focused on Indigenous entrepreneurship followed by a dinner at the Restaurant International.

Kitchen and Bath Design program graduate Becky Chekan won a National Kitchen and Bath Association GE Charette award for the second year in a row.

It was a tremendous academic year for the Academic Partnerships team during the 2015/16 terms. A record 1,006 students enrolled in Dual Credit programming.

Nearly 3,300 high school students and others visited the Ottawa campus Open House.

Algonquin continues to be recognized for its upward performance in the 2016 Edition of Canada's Top 50 Research Colleges.

Baking and Pastry Arts alumna Claudia Arizmendi was honoured at the annual TIECon Canada conference with a 2016 Immigrant Entrepreneur Award.



In the Community



Cheryl took a turn on The AC Purple Couch. The colourful sofa provides a safe place to talk, and helped put a spotlight on Mental Illness Awareness week.

Perth campus received town council's award of excellence. The award recognizes 50 years of outstanding service and partnership with the town of Perth and its citizens.

The first sacred fire on the Ottawa campus was lit at the Caring for the Spirit ceremony. More than 100 employees, students and community members joined to celebrate.

24 second-year students from the Community and Justice Services program participated in "24 Hours of Homelessness" to raise money for Operation Come Home and to raise awareness of the issues facing people on the street.

Algonquin College Chef Robert Gelinas and United States ambassador Bruce Heyman collaborated on a special meal featuring American produce.

Perth campus construction students helped with a Habitat for Humanity build in town, which will help a working family afford or obtain a mortgage and be in a position to buy a new house.

Kiwanis Club made the final instalment in its commitment to sponsor a classroom at the Pembroke campus.



In the News

The new Art of the Barista program was featured on Ottawa Morning on CBC Radio 1 on National Coffee Day.

Algonquin architect and design instructor Bobby Ilg was featured in the *Ottawa Citizen* and on *CBC Radio* about his efforts to build a straw clay home for his family in Ottawa's Carlington neighbourhood.

Ottawa Magazine featured culinary graduates who opened gcCafé in Glebe Community Centre to fill a hole left behind by vegetarian restaurant The Pantry when it closed.

Baking and Pastry program chef Catherine Beddall conquered Amazon's bestseller list with her book *The Magic of Gingerbread*. *The Ottawa Citizen* featured the book on the front page of the Food section.

Maclean's magazine featured the Perth campus's Heritage and Traditional Masonry program in a story about the increase in demand for heritage tradespeople who can "restore Canada's history."

Crews from *CTV* and Aboriginal Peoples Television Network covered the Groundbreaking and Funding announcement for the Innovation, Entrepreneurship and Learning Centre and the Algonquin College Institute for Indigenous Entrepreneurship. The *Ottawa Business Journal* and *Ottawa Citizen* also covered the event.

Professor and comic book artist Geof Isherwood's drawings helped inspire movie director Scott Derrickson and got him acknowledgement in the credits and an invitation to the *Red Carpet World* Première of *Doctor Strange*.

The Powerline Technician program was featured in *Ottawa Business Journal*. The article highlighted the program's success in partnership with Hydro Ottawa.



**Report from the Chair
Board of Governors Meeting
December 12, 2016**

Colleges Ontario 2015 Higher Education Summit

Colleges Ontario held the Higher Education Summit in Toronto in November, and Algonquin College was well represented. The College Centre of Board Excellence Good Governance workshop and New Governor Orientation were held immediately prior to the conference and new Governors Jay McLaren and Sara Loyst attended this year. Governors Sherryl Fraser attended the Aboriginal Education Council meeting and both she and Stephen Heckbert attended the 2016 Higher Education Summit.

Premier's Lifetime Achievement Award

The 2016 Premier's Awards Gala was held as part of the Higher Education Summit on November 21, 2016. The College nominated an illustrious list of alumni for Premier's Awards this year and we congratulate them and thank them for attending the Awards Gala. This year's nominees were:

- George Laframboise, Mechanical Engineering Technology, 1986, President and CEO, Iridian Spectral Technologies Ltd.
- Imrun Texeira, recent graduate from the Culinary Apprenticeship, 2014, Chef de Partie, Atelier
- Joanna Schubert, Nursing, 1982, Clinical Manager, Surgical Suites, The Ottawa Hospital
- Donna Doohar, Culinary Arts – Cook Training, 1983, Chef and Owner, Mildred's Temple Kitchen
- Stu Schwartz, Broadcasting – Radio, 1997, Morning Show Host, Majic 100 Radio, PA Announcer, Ottawa Senators Hockey Club
- Loring Phinney, Public Relations, 1988, Vice-President, Corporate Marketing, Bell Canada

Algonquin College- Jazan Campus

Algonquin College Saudi Arabia LLC completed the transfer of operations of the Jazan campus to the U.K.-based Interserve Education and Employment in mid-October. Settlements have now been reached with all employees, with the overwhelming majority being retained by Interserve. The small administrative team kept on to manage the transition has now completed its work. Ongoing negotiations continue with a three remaining suppliers, including Colleges of Excellence. Once negotiations with the remaining suppliers are completed the year-end accounting will be completed and reported to the Board.

College Day 2016

College Board Chairs and Presidents from across the Province attended a meeting of the College Employer's Council, to discuss emerging issues and trends that affect all Ontario colleges.

Winter 2017 Board Retreat – Saturday, March 18, 2017

Members are advised that the Winter 2017 Board Retreat has been scheduled on Saturday, March 18, 2017. Planning is underway and the agenda and logistics will be circulated in early 2017. The Retreat will be held at the Brookstreet Hotel, followed by dinner and a social activity in the evening at the Canadian Tire Centre.

**Report from the President
Board of Governors Meeting
December 12, 2016**

The Task Force on College Tuition

The Committee of Presidents reviewed and recommended a new tuition framework for colleges. A college sector task force worked on recommendations for a new framework that balances accessibility for students with the need to adequately fund high-quality programs and services. The recommendations include:

- That tuition fees for regular programs be allowed to increase by \$200 per year;
- That government remove the overall cap on the average tuition increase at an institution, so that colleges have the option to increase fees for high-demand programs;
- That the province remove the 15 per cent cap on the level of enrolment that is allowed in basic post-secondary programs designated as high demand; and
- That no changes be made to ancillary fees or other tuition-related fees, and that the province launch a review to determine how fees are established for new degree programs.

Provincial funding formula for colleges

The provincial review of funding formula for colleges advocates for a corridor model that would see the province fund only a certain level of enrolment growth, and would allow colleges that face declining enrolment to maintain their funding if enrolment doesn't decrease more than seven per cent. For the model to work, it is projected that the province must invest \$20 million into the implementation of the model in the coming fiscal year. The corridor model as endorsed by the Committee of Presidents will be recommended to the government. The Province plans to update the funding formula in 2017-18 and will use the formula as the basis for its consultations with institutions on new strategic mandate agreements, to be developed at the same time.

Advanced Education and Skills Development Minister Deb Matthews

The Honourable Deb Matthews met with the Committee of Presidents to discuss the provincial government's priorities. The government is focused on developing a highly skilled workforce, as outlined in the Conway report: "Building the Workforce of Tomorrow: A Shared Responsibility". Research conducted by the college sector will look at the range of opportunities currently available and how to remove barriers that prevent students from participating. The research will support the colleges' discussions with government about expanding experiential learning opportunities and the need for improved government funding to support that goal. Over the longer term, the sector will also need to examine issues such as the challenge of getting more employers to provide such opportunities to students.

Additionally, Minister Matthews expressed support for the colleges' efforts to address climate change, and hopes the college system plays a prominent role in modernizing the apprenticeship system, including a proposal to create a pilot project to use the Ontario College Application Service to enrol students in apprenticeship training.

**Report from the President
Board of Governors Meeting
December 12, 2016**

Pre-Budget Submission to Government

The Committee of Presidents reviewed the sector's planned submission to government for the 2017 Ontario Budget. The submission will include requests for improved operating funding and enhanced support for programs and services for Indigenous learners, help for students with disabilities, and an emphasis on creating a highly qualified workforce leading to better-paying careers. Proposals that are tied to possible announcements for the 50th anniversary will include recommendations for new and enhanced funding for areas such as new technology for teaching and learning, the expansion of experiential learning opportunities at colleges, proposals to move colleges to net-zero energy use and the modernization of the apprenticeship system. The submission will be sent to government and MPPs in December and presented to ministers and top officials at Queen's Park in meetings organized by Colleges Ontario.

College fiscal pressures

To support the sector's budget requests to government and raise greater awareness of the financial challenges facing colleges, a communications strategy will be developed to promote the sector's fiscal pressures in the news media. The communications efforts will focus on public-policy issues where the province needs to make more progress and must invest in college education to support that progress. The policy priorities that will be promoted in the press will include climate change, tuition reform, responding to the Truth and Reconciliation Commission, and the importance of helping greater numbers of people in low-income families attain a post-secondary education.

System Design

College presidents will participate in a discussion about the design of the college system and consider changes that could be recommended by the sector in advance of the provincial election in June 2018. Issues to be considered will include demographic changes, and new technology. In addition, differentiation within the college system, the possibility of additional credentials, and the sustainability of the system will be discussed.

Survey on Indigenous Initiatives

In response to recommendations made by the Truth and Reconciliation Commission of Canada, Colleges Ontario is developing a survey on indigenous initiatives at colleges and potential strategies for the future. The survey will be developed in consultation with the sector's Indigenous Peoples Education Circle and the vice-presidents Academic and Student Services. The survey will be conducted in spring 2017, and the information will be used to report to government how colleges are addressing the commission's recommendations.

Accreditation Model for Colleges

In recent years, the college sector has considered the implementation of an accreditation model to promote greater awareness of the high quality standards that are in place. The accreditation model builds on the quality assurance audits currently coordinated by the Ontario Colleges Quality Assurance Service. Some colleges have already participated in audits using the accreditation process model, including Algonquin.

**Report from the President
Board of Governors Meeting
December 12, 2016**

A task force was established in November 2015 By the Committee of Presidents to review the proposal in greater detail to explore in detail the potential issues of using an accreditation model versus the well-established audit model. President Jensen, chair of the task force recommended that the final decision be postponed until 2019, to give all colleges an opportunity to participate in the new audit process.

For Algonquin College to deliver on its Mission and Vision we have four Strategic Pillars and 12 supporting goals. These commitments guide our strategic priorities and budget process.

Strategic Pillars

Reporting Timeframe: September 12, 2016 to November 6, 2016

APPLIED LEARNING & TRAINING

Goal 1: Deliver an exemplary applied education and training experience

Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students

Goal 3: Leverage technology to enhance the educational experience

Goal 4: Provide opportunities for every full-time student to have a work experience outside the classroom

Summary Report from:

- Academic
- International & Strategic Planning
- Digital Technologies & Innovation
- Student Services
- Communications, Marketing & External Relations
- Finance & Administration

Activity:

- The Construction Carpentry and Advanced Housing program (Perth) broke ground on the Habitat for Humanity Perth Chapter build in September. The completion date is scheduled for April 2017. The students are contributing the labour to the build and working closely with the community and the Lanark Leeds Home Builders Association to build the home for a family in need.
- The Perth Campus presented the Town of Perth with a “Sleeping Cabin at Last Duel Park” to mark its 200th Anniversary. The new sleeping cabin is a legacy project that highlights the Heritage Trades programs and provides a new accommodation opportunity for tourists. This legacy project was made possible by the work of the Carpentry Joinery – Heritage students, class of 2016, and Professors Shawn Thomson and Mark Duffe.
- All Year two Outdoor Adventure Naturalist students at the Pembroke campus have completed student-directed field trips. Six students explored the geology and ecology of Iceland, seven students explored the seven unique ecological zones of the island of Puerto Rico, and seven students backpacked and camped in the Cape Breton highlands.
- Learning and Teaching Services prepared topic guides on several emerging educational technology and digital pedagogy topics such as learning analytics, augmented reality, flipped classroom and gamification, as part of a Digital Professor publication series.
- The International Education Centre hosted 14 teachers from Zhejiang University of Water Resources and Electrical Power. Their studies include applied research in education, curriculum development and leadership training, as well as a mentorship program with teachers from the School of Advanced Technology and School of Business. This program is piloting a modularized delivery format for use in upcoming short-term teacher training.

- Working in collaboration with the ACHub, the International Education Centre hosted two events in October aimed at helping international students feel socially connected to both Canadian and other international students.
- The International Education Centre co-hosted three workshops with Employment Services, focusing on interviewing skills, résumé writing, and job-search techniques. In total, 57 international students participated.
- To date Corporate Training and Learning has provided services to 308 client organizations and has given over 2,614 client-dedicated and open enrolment classes.
- Algonquin College Corporate Training staff has secured contracts with the Government of Nunavut Department of Finance (Financial Accounting), Tawich Construction Ltd., Cree Nation of Wemindji (Lean training), Tungasuvvingat Inuit (business and transferrable soft skills) and Cree First Nation of Waswanipi (building and operations maintenance).
- The Entrepreneurship Office provided 251 Work Integrated Learning hours of training for eight students – seven from the School of Business (Office Administration program) and one Ottawa-Carleton District School Board student.
- The Entrepreneurship Office partnered with MaRS Discovery District in Toronto to mount the inaugural *Market Intelligence for Your Business* session. Six entrepreneurs from Algonquin participated.
- The Career Clarity project initiated two key initiatives to help prospective students make an informed program choice during the application process. In the first initiative, participating services distributed 1,000 cards to prospective students with information on exploring and identifying program options to find the right fit. The second initiative is the extension of comprehensive career counselling services to students who have demonstrated a significant interest in attending Algonquin College.
- The announcement and official ground-breaking of the Algonquin College Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship was held on Oct. 12. More than 150 guests were on hand to watch President Jensen, The Honourable Bob Chiarelli, The Honourable Catherine McKenna, MP Anita Vandenberg, and Students' Association President Egor Evseev break ground for the new Centre. CTV, APTN, the *Ottawa Citizen*, *Metro* and *Ottawa Business Journal* covered the event.
- The Marketing Department supported the Ottawa Campus Open House with radio ads, collateral, web creative, digital screen video, social media (including an engagement contest), lead tracking forms and lead population into Salesforce.
- Marketing web leads have increased by 45% for the reporting period year over year. Other new leads collected through Marketing's campaigns and efforts have increased by 65% for the reporting period year over year.
- A Winter Intake Marketing Campaign was implemented to boost applications and applicant-to-student conversions. The campaign included coordinating a calling campaign executed by Faculty, web creative, social

	<p>media, Facebook targeting (reach in excess of 13k), blog posts, digital marketing through word search, display ads and remarketing (27,446 impressions).</p> <ul style="list-style-type: none"> • Year over year, for the months of the reporting timeframe, the Marketing Department reduced the overall cost per lead on pay-per-click ads by 84.36% (\$44.12/lead) and increased our quantity of leads by 29.46% (119 leads). • Ancillary Services is providing more than 50 students with learning and job opportunities within its business units. • Revised general emergency procedures were rolled out to the College community during the first semester.
<p>STUDENT & CLIENT SUCCESS</p> <p>Goal 5: Deliver exceptional service to our diverse student and client populations</p> <p>Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement</p>	
<p>Summary Report from:</p> <ul style="list-style-type: none"> • Academic • International & Strategic Planning • Digital Technologies & Innovation • Student Services • Communications, Marketing & External Relations • Finance & Administration 	<p>Activity:</p> <ul style="list-style-type: none"> • The start of the Fall semester at the Pembroke Campus included a number of activities. These included Jump Start, Advantage Days, and the Fall Orientation Games. • A research project delivered by the Environmental Technician program at the Pembroke campus, in partnership with the Muskrat Watershed Council and local farmers, was highlighted in the <i>Whitewater News</i>. The work was further highlighted at an on-sight presentation on October 21 attended by local politicians and farmers. • The Experienced Worker Centre Intake and Referral Consultants met with 152 new non-direct clients in the reporting period, bringing the number of new clients served this year to 761. • On October 20 the School of Hospitality and Tourism hosted an educational and networking event between members of the Ontario Retirement Communities Association and Algonquin College students. The purpose of the event was to bridge a placement opportunity between Algonquin College students, the Ontario Retirement Communities Association and local retirement-home operators. • The Academic Success Intercept Student Team pilot successfully launched in Fall 2016, engaging with 201 early leavers during the Day 1 to Day 10 period (50% of total early leavers during that time). Thanks to the Intercept program, 28 students remained with Algonquin and another 62 have requested a follow up from the College for Winter 2017 enrolment and career counselling. The Intercept program will continue in the Winter term with wider deployment in Fall 2017. • In support of Algonquin College's move to personalized learning, the International Education Centre has launched a Digital Agent Portal designed to facilitate training to, communication with, and the submission of student applications from our international educational partners using a Customer Relationship Management and webinar delivery platform.

- The International Education Center, in collaboration with the Digital Strategy and Solutions team, developed a more efficient process for managing recruitment appointments and automated processing of student placement tests for the English for Academic Purpose program.
- The Language Institute, in collaboration with the Digital Strategy and Solutions team, tested and deployed an online payment solution covering the International English Language Testing Systems.
- Information Technology infrastructure has been updated throughout the College to improve performance and reliability.
- The Learning Management System experienced a series of service degradations in late September and October. The issues have been corrected and the system is stable. A Blackboard specialist came on site to review our configuration and provided best-practice recommendations. The College continues to monitor the system and respond to client questions and concerns.
- The College has leveraged predictive analytic models and Business Intelligence to focus retention efforts for students at risk. Business Intelligence is also used to provide visibility into students' usage of eText resources and the Learning Management System.
- On Sept. 26, the Local Employment Planning Council held a networking event for 20 Employment Ontario Centre managers.
- Business Development provided leadership for College-wide sponsorship events including: One Young World, National WeDay – Free the Children and Celebration of People Awards - Citizen Advocacy Ottawa.
- The Entrepreneurship Office began Mentorship Open Hours, making Entrepreneur-in-Residence Chris Doré available six hours per week, in the IgniteAC Centre, to provide ongoing mentorship to students, faculty, and staff. In this time period 53 students were mentored.
- A video was created to demonstrate an applied research 3D modelling project at the request of Polytechnics Canada for their November meeting.
- This is the seventh straight year of increased Indigenous sponsored student registration for the Fall term with 460 Sponsored students, up by 13% over the same time period last year. Within the current reporting period, Indigenous student registration is currently 1,021, which is up 20% in comparison to the same time period last year.
- As part of the ongoing and expanded efforts to increase Indigenous community, staff, faculty and student engagement, Indigenous Initiatives hosted a “Caring for the Spirit” event at the Ottawa Campus on October 27. More than 200 Algonquin College community members were in attendance and provided further contributions to the future of the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship. This event also hosted Algonquin College’s first sacred fire.

- Student Recruiters have completed 304 presentations, 47 tours, and collected 3,508 prospective student leads compared to 327 presentations, 57 tours and 2,099 leads for this reporting period in 2015. This represents an increase of 67% in prospective student leads from 2015 to 2016.
- A total of 674 graduates attended Fall 2016 Convocation ceremonies at the Algonquin Commons Theatre compared to 726 graduates in Fall 2015. There were 2,174 eligible graduates this Fall compared to 2,211 in Fall 2015. This represents a 2% decrease in eligible graduates and 7% decrease in attendance from the previous year. The survey satisfaction of the on-campus delivery was 45% compared to 34% in 2015, representing a 32% increase in overall event satisfaction.
- In co-operation with the AC Hub, the Registrar's Office piloted Pop-Up stations in Fall 2016. Located in the Student Commons, the Pop-Up stations provided more than 300 students with real-time service, student-record updates, and Algonquin College Student Information System assistance.
- The Employment Support Centre and the Volunteer Centre partnered to host the Ottawa Campus, Algonquin College Part-time Job and Volunteer Fair on September 22. The event featured 30 employers and community agencies. Over 400 Algonquin students came out to learn more about employment and volunteer opportunities in the community.
- The Counselling team worked with Health Services, the Umbrella Team and other College staff to deliver a range of activities during October's Mental Illness Awareness Week, seeking to engage students in discussions about mental health and highlight supportive services within the College and the wider Community.
- First Generation services and supports for students are thriving following integration into Student Support Services. First Generation student engagement has significantly increased for the same time period in Fall 2015. Sponsored peer tutoring has seen a 107% increase with 292 hours booked by First Generation students, up from 39 hours in 2015-16. Job-coaching caseloads were at capacity six weeks earlier than in 2015-16. Office drop-ins increased from an average of five per week to more than 15 per week. Formal outreach activities by the First Generation team resulted in an additional 596 students self-identifying as First Generation students who had not done so through their college application on the Ontario College Application Service.
- Delivery of a "Sexual Assault Prevention Week" campaign occurred from September 19 to September 23. This initiative included a social media campaign to raise awareness and provide tools related to sexual violence prevention; workshops on self-defence and bystander intervention skills; and a keynote presentation by highly regarded sexual violence activists, Julie Lalonde of the Draw the Line initiative and Kevin Vowles of the White Ribbon campaign.
- The Peer Tutoring Services reflect an increase in demand with a 32% overall increase in appointments. Reported timelines indicate Peer Tutoring provided 2,897 hours of tutoring services in 2016 compared to 2,197 hours in

	<p>2015. The increase may partially be due to the new dedicated space provided for tutoring. Students now have a quiet controlled environment to complete their tutoring appointments in Room A148.</p> <ul style="list-style-type: none"> • Media Relations engaged with CTV, CBC TV and CBC Radio, the <i>Ottawa Business Journal</i>, CFRA, 1310 News, the <i>Toronto Star</i>, <i>Metro</i>, <i>Chatelaine</i>, <i>Diplomat</i> and <i>International Magazine</i>, and the <i>Ottawa Citizen</i> on more than 15 stories and story pitches.
<p>EMPOWERED PEOPLE Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported</p>	
<p>Summary Report from:</p> <ul style="list-style-type: none"> • Academic • Human Resources • International & Strategic Planning • Digital Technologies & Innovation • Student Services • Communications, Marketing & External Relations • Finance & Administration 	<p>Activity:</p> <ul style="list-style-type: none"> • On October 7 William Ashton, Director of the Rural Development Institute at Brandon University, facilitated an interactive session on rural innovation at the Pembroke Campus. The focus of the session was to identify how the Pembroke programs can contribute to sustainable rural development through experiential learning while building capacity within Renfrew County. • The Faculty of Technology and Trades held the first Continuing Education faculty welcome back event at the start of the Fall semester which was greatly appreciated by the part-time instructors and contributed to improved consistency in academic and operational practices. • The Algonquin Leadership in Education Institute I is full with 16 participants and the Algonquin Leadership in Education III is full with 14 participants. • Twenty leaders within the College attended a day-long course on Mindfulness. This course touched on techniques to train the brain to focus on tasks/issues, problem solving, resilience and leadership. Leaders were shown the evolution of the human brain and how to utilize the neo cortex (newest part of the brain used for logical thinking). Leaders also learned about change management and techniques that will assist in facing change and leading change. • A thorough audit of the College benefits plan administration was conducted by College Employer Council in the spring. This was the first audit of this nature. A number of opportunities for improvement in our practices were identified and have been actioned. • Human Resources offered all Managers a Classification and a Salary Calculation session for academic employees as part of the Employee Relations plan. • On October 28, the Language Institute hosted its third Visioning Exercise employee engagement session aimed at reviewing and updating its strategic direction. Seventy-one employees attended the half-day session. A final report is expected in March, 2017. • Year-to-date the Corporate Training Centre delivered 68 days of professional development to Algonquin College employees.

	<ul style="list-style-type: none"> • The Director of Partnerships, Applied Research and Innovation, and Entrepreneurship, participated on the panel presentation ‘Developing the new generation of innovators and entrepreneurs’, during the CIGan Innovation and Entrepreneurship Forum held on September 7 and 8. • Gretchen Conrad, Manager of the Royal Ottawa Hospital Transitional Age Youth Program, presented information on their service, eligibility criteria, partnership work, clinical direction and best practices to our counsellors. • College staff hosted senior officials from Employment and Social Development Canada. Staff conducted a tour and held meetings about Algonquin College’s leadership in work-integrated learning, entrepreneurship, Indigenous education, and labour market intelligence. • The Hon. MaryAnn Mihychuk, Minister of Employment, Workforce Development and Labour, joined Cheryl Jensen for a panel discussion regarding women in non-traditional fields to highlight Women’s History Month. • The Hon. Dipika Damerla, Minister of Seniors Affairs, visited the Ottawa campus and toured the Garbarino Girard Centre for Innovation in Seniors Care, and participated in a round table discussion with students and staff as well as representatives from Western Ottawa Community Resources and the Mind The Gap advocacy group. • Communications staff facilitated a visit by Bruce Heyman, U.S. Ambassador to Canada, where the Ambassador participated in a cooking demonstration with Culinary Arts students. • The Director of Risk Management was elected Chair of the Colleges Ontario Security and Emergency Preparedness Committee. This organization was launched in 2012 and Algonquin College has been actively involved in supporting the group through participation on the executive committee.
<p>FINANCIAL SUSTAINABILITY Goal 9: Align our funded operational expenditures with provincial funding Goal 10: Expand non-funded opportunities to increase revenue Goal 11: Leverage strategic business partnerships to meet the capital needs of the College Goal 12: Create the technological foundation to align with the digital direction</p>	
<p>Summary Report from:</p> <ul style="list-style-type: none"> • Academic • International & Strategic Planning • Digital Technologies & Innovation • Communications, Marketing & External Relations • Finance & Administration 	<p>Activity:</p> <ul style="list-style-type: none"> • The Dean of the Perth Campus, Chris Hahn, and Manager of Applied Research, Kerry Milford, attended the Lanark County Heritage Symposium to highlight its newest partnerships’ successes and how a community can utilize the campus’s programs such as heritage masonry and carpentry. • Perth Campus representatives attended the National Trust Heritage Conference “Heritage Rising” in Hamilton in October to market its programs and network with other heritage professionals. • Academic Partnerships received a \$20,000 Credit Transfer Institution Grant – Ontario Council for Articulation and Transfer funding to continue their exploration of how the College system can better track the movement of Dual Credit students between learning communities.

	<ul style="list-style-type: none"> • The Credit Transfer Institutional Grant funding application was approved, totalling \$275,000, with nine proposed projects relating to credit transfer activities. • The Experienced Worker Centre partnered with Recruitment to promote Winter and Spring program offerings via three full-day mall visits and a joint presentation at the Adult High School. This effort generated 30 client consultations. The Centre also coordinated an information session and tour for representatives of the Canadian Immigrant Integration Program on September 30. This initiative strengthened awareness of Algonquin services among decision makers and is expected to lead to additional referrals of recent and potential immigrants to the College. • The International Education Centre continued its outreach to international partners hosting: <ul style="list-style-type: none"> ○ a delegation from Costa Rica led by the Costa Rican Ambassador to explore collaboration in health care provider training, ○ a delegation from the University of West England to discuss pathway agreements to their degree programs, and ○ a delegation of 44 presidents and senior officials from 26 private universities and colleges in China. • As part of the ongoing promotion and branding of Algonquin College in China, the International Education Centre visited five Chinese universities (Henan Normal University Xinlian College, Wuhan University of Science & Technology City College, Xi’an Eurasia University, Shandong Yingcai University, and Shandong Jiaotong University) that had expressed interest in short-term programming, pathway agreements, and teacher training. • The International Education Centre hosted the 2016 Indian Educators Familiarization Tour, including nine Indian High School Principals. • International Education Centre staff actively travelled and recruited in India, China, Vietnam, the Philippines, South Korea, Brazil, and Taiwan. • The Language Institute continues to renew its marketing efforts increasing website impressions by 345% and ad campaign click-through-rates by 177%. Additionally, a targeted special social media campaign resulted in a 42% increase in registrations from 26 to 37 students in its Teaching English as a Second Language program. • The Co-Gen facility at the Ottawa campus has produced electricity on a continuous basis since August 15, 2016. It has generated \$100,000 in financial savings for the months of September and October 2016.
<p>Student & Employee Successes:</p> <ul style="list-style-type: none"> • Academic • International & Strategic Planning • Digital Technologies & Innovation • Student Services 	<ul style="list-style-type: none"> • Canadian Olympian Melissa Bishop visited the Pembroke Campus on October 13 to speak about her Olympic experience in Rio this past summer and share her story of personal perseverance as an elite athlete. • Jeff Jackson, Coordinator, Outdoor Adventure, presented at the Wilderness Risk Management Conference on “Managing Safety Culture” in Salt Lake City on October 13.

	<ul style="list-style-type: none"> • The Perth Campus was a proud sponsor of the Festival of Small Halls http://thefestivalofsmallhalls.com/ where many artists performed in halls across the Ottawa Valley. Business Management and Entrepreneurship students helped promote the festival through their social media course. • Faculty of Technology and Trades Student Support Specialist Lisa Lamb has successfully completed the Applied Management, College Certificate program offered by the Centre for Continuing and Online Learning. • Professional Writing professor Nadine McInnis won the 2016 Ottawa Book Award for English fiction with her book, <i>Delirium for Solo Harp</i>. • Recent Interior Design graduate Yasaman Tehrani was one of three presenters giving a lecture with Heritage Ottawa as part of their Emerging Scholars: Three Talks event. • Kitchen and Bath Design graduate Becky Chekan placed third in the recent National Kitchen and Bath Association GE Charette. She started working full time at a new interior design firm that specializes in custom kitchens, Urban Home Design and Custom Kitchens. • Illustration alumni Karem Laguna, who illustrated the new children’s book <i>Now That I’m Here</i>, was recently featured in the Ottawa Citizen. • Journalism professor Julie McCann wrote an article for J-Source, a website dedicated to promoting national discussion about journalism, about the future prospects for five journalism school graduates. • Graphic Design graduate Marissa Godwin won the Cinnamon Toast New Media Inc. Award for Eastern Ontario at the Association of Registered Graphic Designers 2016 Student Awards. • Chris Fitzpatrick, Bachelor of Hospitality Management, and Cameron Beauchamp, Culinary Management, were awarded scholarships from Ontario Hostelry Institute. • On November 4 Baking and Pastry Arts alumna Claudia Arizmendi was honoured at the annual TiECon Canada Conference with the 2016 Immigrant Entrepreneur Award. Arizmendi, who was born in Mexico, is the owner and operator of The Cupcake Lounge, a five-year-old specialty shop with locations in the Byward Market and Westboro. • The Event Management faculty and students received the Children’s Wish Foundation Valued Partner Award. Over the last eight years, Event Management students have raised more than \$900,000 through “Wish Events” for this organization and have granted numerous wishes for many families. • Culinary students rubbed shoulders and kitchen utensils with some of the best chefs in the business – Marc Doiron (Town), Marc Lepine (Atelier), Mike Moffatt (Beckta, Gezellig and Play) and businesswoman Sheila Whyte (Thyme and Again Creative Catering) – at the sold-out Celebrity Chefs Night held at the College’s Restaurant International on October 19. • Algonquin College Culinary graduates Stephanie Stewart and Jordyn Hodder have opened the gcCafé in the Glebe Community Centre replacing The Pantry.
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	<ul style="list-style-type: none">• On October 2 attendees at the second Annual Canadian Association of Foodservice Professionals Cook-Off enjoyed tasty and creative dishes prepared by competing teams of Algonquin College Culinary students and Ottawa chefs. Held at Restaurant International, the event celebrated the achievements and contributions of Ottawa chefs with proceeds benefiting the Ottawa Valley Emergency response teams.• The International Education Centre disbursed 15 merit-based Entrance Scholarships to International Students from 12 different countries.• The Teaching English as a Second Language program was awarded an Academic Honorable Mention in the Mobile Learning category of the 2016 International E-Learning• Donald Moen, Professor and Coordinator in the English for Academic Purpose Program, was invited to present at the Consortium for the Study of Leadership and Ethics in Education 2016 Values and Leadership conference hosted by Western University in October.• The Entrepreneurship Office nominated SUMMIT2016 graduate Samantha Franklin for the first Social Impact Award (mounted by HUB Ottawa). Her organization, The Changers Ottawa, was a TOP 10 Finalist.• Employees Polly Leonard and Amanda Neilson presented on the Algonquin Harm Reduction Program at the Centre for Innovation in Campus Mental Health, Community in Action Conference. They provided an overview of the Umbrella project, with a focus on the Rainy Daze game that has been developed by Algonquin College students.
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