



MISSION
To transform hopes and dreams into lifelong success.
VISION
To be a global leader in personalized, digitally
connected, experiential learning.
CORE VALUES
Caring, Learning, Integrity, Respect

2017 Annual General Meeting of the Board of Governors

2017 ANNUAL GENERAL MEETING BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, JUNE 12, 2017, FROM 4:00 – 6:00 PM, IN CA105 A & B, ACCE BUILDING, OTTAWA CAMPUS, OTTAWA.

AGENDA

1.	Constitution of the Meeting and Approval of the Agenda	K. Leroux	1 m.
2.	Declarations of Conflict of Interest	K. Leroux	1 m.
3.	2016-2017 Audited Financial Statements	D. McNair	20 m.
4.	Banking Officers Resolution	D. McNair	5 m.
5.	Appointment of the Auditors for 2017-2018	N. Cheng	5 m.
6.	Board Officer & Committee Membership Appointments 2017-2018	P. Nadeau	10 m.
7.	Appointments of the Algonquin College Foundation Board of Directors	K. Leroux	5 m.
8.	Meeting Adjournment		

Report title:	2016-2017 Audited Financial Statements
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

- a. **THAT** the Board of Governors approve the 2016-2017 Draft Audited Financial Statements of Algonquin College (Appendix A: 2016-2017 Audited Financial Statements – Algonquin College), and
- b. **THAT** the Board of Governors approve the transfer of \$2,458,035 from internally restricted net assets to unrestricted net assets, and
- c. **THAT** the Board of Governors accept for information the 2016-2017 Audited Financial Statements of the Algonquin College Foundation (Appendix B: 2016-2017 Audited Financial Statements – Algonquin College Foundation), and
- d. **THAT** the Board of Governors accept for information the 2016-2017 Audited Financial Statements for 2364193 Ontario Inc. (Appendix C: 2016-2017 Audited Financial Statements – 2364193 Ontario Inc.).

2. PURPOSE / EXECUTIVE SUMMARY:

- a. The purpose of this report is to present the 2016-2017 Draft Audited Financial Statements of Algonquin College, and
- b. To present the recommendation for the transfer of \$2,458,035 from internally restricted net assets to unrestricted net assets, and
- c. To present, for information, the 2016-2017 Audited Financial Statements of the Algonquin College Foundation, and
- d. To present, for information, the 2016-2017 Audited Financial Statements of 2364193 Ontario Inc.

3. BACKGROUND:

Ontario public colleges are consolidated into the Province of Ontario's financial statements. Colleges are required to submit their financial statement details to the Ministry of Advanced Education and Skills Development no later than May 15, 2017.

The Draft Audited Financial Statements of Algonquin College are prepared in a format required by the Ministry of Advanced Education and Skills Development that complies with financial reporting standards set by the Public Sector Accounting Board.

The College's audit firm, Deloitte LLP, has completed the audit of Algonquin College's financial statements for the fiscal year ending March 31, 2017. These financial statements were presented in draft form to the Audit and Risk Management Committee on May 25, 2017.

The Financial Statements of the Algonquin College Foundation, and of 2364193 Ontario Inc. have also been audited by the College's audit firm, Deloitte, LLP. These statements have been formally approved by their respective Boards of Directors in May 2017. The Audited Financial Statements for the Algonquin College Foundation and the Audited Financial Statements for 2364193 Ontario Inc. are being presented to the Board of Governors for information.

4. DISCUSSION:

The following is a brief overview of the Draft Audited Financial Statements for The Algonquin College of Applied Arts and Technology (Appendix A: 2016-2017 Audited Financial Statements – Algonquin College):

Statement of Financial Position

Current assets have increased by \$8.8 million primarily due to an increase in cash holdings offset by a decrease in short-term investments and accounts receivable.

Long term assets have increased by \$9.1 million primarily due to increases in the net book value of capital assets, most notably in buildings and site improvements.

Current liabilities have increased by \$12.4 million primarily due to an increase in accounts payable, accrued liabilities, and deferred revenue.

These cumulative changes to the Statement of Financial Position have resulted in a current ratio of 1.48 compared to 1.63 for the prior year. This ratio is used to measure an entity's

ability to pay back its short-term liabilities (debt and payables) with its short-term assets (cash, inventory, receivables).

Statement of Operations

The College has realized an excess of revenue over expenses of \$5.6 million for the year ended March 31, 2017. The Statement of Operations provides further details of revenues and expenditures. Schedule A in Appendix A of the financial statements provides a detailed listing of revenues and Schedule B, in Appendix A provides details related to College Ancillary Services' financial results.

Consolidated Statement of Changes in Net Assets

The Consolidated Statement of Changes in Net Assets provides a summary of activities processed through the College's various accounts. Net assets increased from \$137.5 million to \$144.7 million. Note 15 (Capital Disclosures) Internally Restricted Net Assets provides a detailed listing of the balances within this account.

Investment in Algonquin College – Saudi Arabia

The College is required to consolidate the results of Algonquin College – Saudi Arabia, for the year ended March 31, 2017 into its financial statements. (Details are provided in Note 6a to the financial statements). For the period April 1st 2016 to March 31st, 2017, Algonquin College – Saudi Arabia incurred a 12 month loss of \$4.9 million that has been consolidated into the Algonquin College financial statements. This 12 month loss incorporates the loss from operations and wind-down costs recognized to March 31, 2017.

Algonquin College Foundation

The Audited Financial Statements for the Algonquin College Foundation for the year ended March 31, 2017 are included (Appendix B: 2016-2017 Audited Financial Statements – Algonquin College Foundation) in this presentation, and are being presented to the Audit and Risk Management Committee for information. The Draft Audited Financial Statements were approved by the Board of Directors of the Foundation on May 19, 2017. Note 3 Related Party transactions of the financial statements provides the details of operations between the Foundation and the College.

2364193 Ontario Inc.

The Audited Financial Statements for 2364193 Ontario Inc. for the year ended March 31, 2017 are included (Appendix C: 2016-2017 Audited Financial Statements – 2364193 Ontario Inc.) in this presentation and are being presented to the Audit and Risk Management Committee for information. The Draft Audited Financial Statements were approved by the Board of Directors of the corporation. This corporation owns a 5% share of Algonquin College – Saudi Arabia. The corporation has incurred costs for audit and legal services resulting in an in-year deficit of \$2,200 and an accumulated deficit of \$39,014. This deficit is not expected to be recovered as Algonquin College has decided to wind down operations at Algonquin College – Saudi Arabia.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input checked="" type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input checked="" type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

Expenditures realized for this past year will ensure that students 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 an increased provision for mandated student aid.

7. FINANCIAL IMPACT:

The College is assessed as remaining in good financial health with an increase of over \$6 million in net assets that will provide opportunities to invest in future strategic projects and fund student financial aid.

8. HUMAN RESOURCES IMPACT:

These audited financial statements do not have a direct impact on human resources. Costs for employee salaries, benefits and pension plan contributions are reflected in these financial statements.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In accordance with the Ministry of Advanced Education and Skills Development, the College was required to submit draft financial statement information to the Ministry by May 15, 2017. The College must submit Final Audited Financial Statements, approved by the Board of Governors, to the Ministry by June 30, 2017.

10. COMMUNICATIONS:

The audited financial statements must be posted to the College's website once formally approved by the Board of Governors on June 12, 2017.

11. CONCLUSION:

The College has concluded the 2016-2017 fiscal year with overall positive financial results as reflected in the Draft Audited Financial Statements. The College maintains good financial health and is positioned to invest capital in strategic and student-focused initiatives.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: 2016-2017 Audited Financial Statements – Algonquin College
Appendix B: 2016-2017 Audited Financial Statements – Algonquin College Foundation
Appendix C: 2016-2017 Audited Financial Statements – 2364193 Ontario Inc.

Consolidated financial statements of

**The Algonquin College of Applied
Arts and Technology**

March 31, 2017

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The Algonquin College of Applied Arts and Technology

March 31, 2017

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Independent Auditor's Report

To the Board of Governors of
The Algonquin College of Applied Arts and Technology

We have audited the accompanying consolidated financial statements of The Algonquin College of Applied Arts and Technology (the "College"), which comprise the consolidated statement of financial position as at March 31, 2017, and the consolidated statements of operations, changes in net assets, remeasurement gains and losses and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2017 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Chartered Professional Accountants
Licensed Public Accountants

June 12, 2017

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**The Algonquin College of
Applied Arts and Technology**
Consolidated statement of financial position
as at March 31, 2017

	2017	2016
	\$	\$
Assets		
Current assets		
Cash	52,732,635	28,367,426
Short-term investments (Note 3)	29,905,672	39,274,361
Accounts receivable (Note 4)	17,916,669	22,982,352
Inventory (Note 5)	1,527,389	1,751,513
Prepaid expenses	2,152,820	2,999,672
	104,235,185	95,375,324
Investments (Note 3)	36,923,024	35,780,159
Investment in Algonquin College - Saudi Arabia (Note 6a)	-	295,013
Endowment assets (Note 7a)	24,395,366	22,795,749
Capital assets (Note 8)	263,459,379	256,798,932
	429,012,954	411,045,177
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	24,912,055	19,562,800
Accrued salaries and employee deductions payable	9,291,421	7,968,680
Algonquin College - Saudi Arabia (Note 6a)	1,104,896	-
Deferred revenue (Note 9)	32,256,264	27,734,275
Current portion of long-term debt (Note 10a)	2,927,055	2,757,892
	70,491,691	58,023,647
Long-term debt (Note 10a)	48,274,744	51,201,795
Interest rate swaps (Note 10b)	8,471,685	10,611,480
Vacation, sick leave and post-employment benefits (Note 11)	18,947,542	18,740,265
Deferred capital contributions (Note 12)	148,259,857	146,123,835
	294,445,519	284,701,022
Commitments and guarantees and contingencies (Note 13)		
Net assets (deficiency)		
Unrestricted	1,000,000	1,000,000
Investment in capital assets (Note 14)	64,959,723	56,715,410
Vacation, sick leave and post-employment benefits (Note 11)	(18,947,542)	(18,740,265)
Internally restricted (Note 15)	73,285,906	75,743,941
Endowment fund (Note 7b)	24,395,366	22,795,749
	144,693,453	137,514,835
Accumulated remeasurement losses	(10,126,018)	(11,170,680)
	134,567,435	126,344,155
	429,012,954	411,045,177

Approved by the Board

_____ Chairman

_____ Member

The Algonquin College of Applied Arts and Technology

Consolidated statement of operations
year ended March 31, 2017

	2017	2016
	\$	\$
Revenue (Schedule A)		
Grants and reimbursements	110,609,003	110,658,078
Student tuition fees	112,767,523	104,741,997
Contract educational services	32,378,231	31,981,890
Ancillary Services (Schedule B)	35,118,208	35,616,376
Other	19,000,856	17,124,009
Amortization of deferred capital contributions (Note 12)	7,294,947	7,784,343
	317,168,768	307,906,693
Expenses		
Salaries and benefits	176,786,537	168,195,042
Building maintenance and utilities	18,355,903	16,142,473
Instructional supplies and equipment	7,677,877	6,595,090
Bursaries and other student aid	7,464,904	7,596,667
Investment loss - Algonquin College - Saudi Arabia	4,864,584	1,371,528
Interest	849,139	885,745
Amortization and write off of capital assets (Note 14)	13,957,649	14,600,131
Ancillary Services (Schedule B)	27,152,494	28,765,559
Other	54,273,403	52,272,362
	311,382,490	296,424,597
Change in vacation, sick leave and post-employment benefits liabilities (Note 11)	207,277	(233,693)
	311,589,767	296,190,904
Excess of revenue over expenses	5,579,001	11,715,789

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of changes in net assets
year ended March 31, 2017

	Unrestricted	Investment in capital assets	Vacation, sick leave and post-employment benefits	Internally restricted	Endowment fund	2017	2016
	\$	\$	\$	\$	\$	\$	\$
		(Note 14)	(Note 11)	(Note 15)	(Note 7)		
Net assets, beginning of year	1,000,000	56,715,410	(18,740,265)	75,743,941	22,795,749	137,514,835	127,710,961
Excess of revenue over expenses	5,579,001	-	-	-	-	5,579,001	11,715,789
Change in vacation, sick leave and post-employment benefits liabilities (Note 11)	207,277	-	(207,277)	-	-	-	-
Internally imposed restrictions	2,458,035	-	-	(2,458,035)	-	-	-
Net change in investment in capital assets (Note 14)	(8,244,313)	8,244,313	-	-	-	-	-
Endowment contributions and investment income (Note 7)	-	-	-	-	1,599,617	1,599,617	(1,911,915)
Net assets (deficiency), end of year	1,000,000	64,959,723	(18,947,542)	73,285,906	24,395,366	144,693,453	137,514,835

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of remeasurement gains and losses
year ended March 31, 2017

	2017	2016
	\$	\$
Accumulated remeasurement losses, beginning of year	(11,170,680)	(11,444,225)
Unrealized gains attributable to:		
Fair value decline in investments	(1,095,133)	(559,200)
Interest rate swaps	2,139,795	832,745
	1,044,662	273,545
Accumulated remeasurement losses, end of year	(10,126,018)	(11,170,680)

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The Algonquin College of Applied Arts and Technology

Consolidated statement of cash flow
year ended March 31, 2017

	2017	2016
	\$	\$
Operating activities		
Excess of revenue over expenses	5,579,001	11,715,789
Items not affecting cash		
Amortization of capital assets	13,810,533	14,564,685
Write off of capital assets	147,116	35,446
Amortization and write off of deferred capital contributions	(7,294,947)	(7,784,343)
Investment loss Algonquin College Saudi Arabia	4,864,584	1,371,528
Foreign currency translation adjustment - Saudi Arabia	(36,120)	66,104
Change in vacation, sick leave and post-employment benefits liabilities (Note 11)	207,277	(233,693)
	17,277,444	19,735,516
Changes in non-cash operating working capital items (Note 17)	17,330,644	1,489,036
	34,608,088	21,224,552
Financing activities		
Principal repayments of long-term debt	(2,757,888)	(2,598,799)
Disposal of investments	39,468,669	20,454,299
Purchases of investments	(32,337,978)	(35,528,125)
Net Contributions to Endowment Fund	1,431,158	529,008
	5,803,961	(17,143,617)
Capital activities		
Capital asset additions (Note 14)	(20,295,842)	(4,840,698)
Decrease in deferred capital contributions (Note 12)	-	(3,412,077)
Capital contributions received (Note 12)	9,108,715	1,250,498
	(11,187,127)	(7,002,277)
Investing activities		
Investment (liability) in Algonquin College - Saudi Arabia	(3,428,555)	220,006
Disposal of endowed assets	16,963,319	12,954,838
Purchases of endowed assets	(18,394,477)	(13,483,846)
	(4,859,713)	(309,002)
Increase in cash and cash equivalents	24,365,209	(3,230,344)
Cash and cash equivalents, beginning of year	28,367,426	31,597,770
Cash and cash equivalents, end of year	52,732,635	28,367,426
Interest paid in the year	3,153,380	3,333,996

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

1. Description of the College

The Algonquin College of Applied Arts and Technology (the "College") was incorporated as a College in 1966 under the laws of the Province of Ontario. The College is dedicated to providing post-secondary education.

The College is a registered charity and therefore is exempt, under Section 149 of the Income Tax Act, from payment of income taxes.

2. Significant accounting policies

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations ("PSAS") and include the following significant accounting policies:

a) Basis of presentation

These consolidated financial statements include the accounts of the College and its controlled for-profit entities:

- 2364193 Ontario Inc., which is fully consolidated in these consolidated financial statements, and
- Algonquin College - Saudi Arabia, which is accounted for on a modified equity basis. Information concerning this entity is presented in the notes to these financial statements.

The College does not consolidate in its financial statements the results and financial position of its controlled not-for-profit organization, Algonquin College Foundation. Information concerning this entity is presented in the notes to these financial statements.

These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at the College, as these Organizations are not controlled by the College.

b) Revenue

The College uses the deferral method of accounting for contributions for government not-for-profit organizations.

- Unrestricted contributions are recognized as revenue when received or receivable. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the period in which the related expenses are recognized. Contributions to endowment funds are recognized as direct increases in net assets in the period received.

Operating grants are recorded as revenue in the period to which they relate. Grant amounts relating to future periods are deferred and recognized in the subsequent period when the related activity occurs. Grants approved but not received are accrued or deferred.

- Contributions received for capital assets are deferred and amortized into revenue over the same term and on the same basis as the related capital asset. Contributions of land are recognized as direct increases in investment in capital assets in the period received.
- Student tuition fees are recorded in the accounts based on the academic period of the specific courses. Tuition fees are deferred to the extent that the courses extend beyond the fiscal year of the College.
- Contract educational services are recorded in the accounts based on the services provided in the College's fiscal year on a percentage-of-completion basis.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

2. Significant accounting policies (continued)

b) Revenue (continued)

- v. Unrestricted investment income is recognized as revenue on an accrual basis. All unrealized gains or losses in the fair value of unrestricted investments are recognized in the consolidated statement of remeasurement gains and losses; once realized, these gains and losses are recognized in the consolidated statement of operations.

c) Employee benefit plans

The College accrues its obligations for employee benefit plans. The cost of non-pension post-retirement and post-employment benefits earned by employees is actuarially determined using the projected benefit method pro-rated on services and management's best estimate of retirement ages of employees and expected health care costs.

The College is an employer member of the Colleges of Applied Arts and Technology Pension Plan, which is a multi-employer, defined benefit pension plan. The College has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles.

d) Financial instruments

All financial instruments reported on the consolidated statement of financial position of the College are classified as follows:

Cash	Fair value
Short-term investments	Fair value
Accounts receivable	Amortized cost
Investments	Fair value
Endowment assets	Fair value
Accounts payable and accrued liabilities	Amortized cost
Accrued salaries and employee deductions payable	Amortized cost
Long-term debt	Amortized cost
Interest rate swaps	Fair value

Fair value for investments is determined at quoted market prices.

i. Cash

Cash is comprised of the net amount of: cash on hand and short-term investments, if any, which are highly liquid, subject to insignificant risk of changes in value and have a short maturity term of less than 90 days from the date of acquisition.

ii. Investments

Purchases of investments are recorded on the settlement date. Transaction costs related to the acquisition of investments are expensed. Short-term investments are fixed-term investments maturing within the next fiscal year.

Unrealized gains or losses on investments denominated in foreign currencies are recorded in the consolidated statement of remeasurement gains and losses; once realized, they are derecognized from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of operations.

iii. Endowed investments

Realized investment income and unrealized gains or losses from the change in fair value are recorded in the consolidated statement of changes in net assets. Sales and purchases of endowed investments are recorded on the settlement date. Transaction costs related to the acquisition of endowed investments are recorded against the realized investment income of the Endowment Fund.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

2. Significant accounting policies (continued)

d) *Financial instruments (continued)*

iv. *Foreign currency*

Investments denominated in foreign currencies are translated using rates of exchange in effect at the consolidated statement of financial position date.

v. *Interest rate swaps*

The College is party to interest rate swap agreements used to manage the exposure to market risks from changing interest rates. The College's policy is not to utilize derivative financial instruments for trading or speculative purposes. The fair value of the swap is determined by discounting future cash flows, which are based on the difference between the market interest rate and the fixed interest rate the College pays.

Unrealized gains or losses on interest rate swaps are recorded in the consolidated statement of remeasurement gains and losses; once realized, they are derecognized from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of operations.

e) *Other financial instruments*

The College records accounts receivable, accounts payable and accrued liabilities, accrued salaries and employee deductions payable and long-term debt at amortized cost using the effective interest method.

f) *Inventory*

Inventory is valued at the lower of cost and net realizable value. Cost is determined on a first in, first out basis.

g) *Capital assets*

Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. When a capital asset no longer contributes to the College's ability to provide services, or the value of the future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

- i. Furniture and library holdings are charged to expenses in the year of acquisition.
- ii. Land originally acquired at the Woodroffe campus is recorded at a nominal value of \$1 with subsequent additions recorded at cost. Land is not amortized due to its infinite life.
- iii. Donated capital assets are recorded at the value of the receipt issued to the donor, which reflects estimated fair value of the capital asset at the time of the donation.
- iv. Construction in progress is not amortized until the project is complete and the facilities are available for use.
- v. Assets under development are not amortized until the asset is complete and ready for use.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

Buildings	40 years
Site improvements	10-20 years
Equipment, and computers	5 years

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

2. Significant accounting policies (continued)

g) Capital assets (continued)

Software 3-10 years

h) Expenses

In the consolidated statement of operations, the College presents its expenses by object, except for Ancillary services which are presented by function.

Expenses are recognized in the year incurred and are recorded in the applicable function to which they are directly related. The College does not allocate expenses among functions after initial recognition.

i) Contributed services

Volunteers contribute an indeterminable number of hours per year to assist the College in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in these consolidated financial statements.

j) Taxes

The College uses the taxes payable method to account for all income taxes related to its controlled for-profit entities.

k) Use of estimates

The preparation of these consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, as well as the reported amounts of revenues and expenses during the period. Actual results could differ from these estimates. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the periods in which they become known. The most significant estimates used in preparing these consolidated financial statements include assumptions used in determining the fair value of investments, endowment assets and interest rate swaps, the allowance for doubtful accounts, the amount of certain accrued liabilities, the estimated useful lives of tangible capital assets and the assumptions underlying the post-employment benefit liabilities calculations.

3. Investments

Short-term investments of \$29,905,672 (2016 - \$39,274,361) consist entirely of fixed income securities that will be maturing within a year. Long-term investments consist of the following:

	2017	2016
	\$	\$
Fixed income securities	35,555,506	34,495,805
Equity	1,367,518	1,284,354
	36,923,024	35,780,159

The College's fixed income securities have effective interest rates ranging from 0.75% to 4.25% and maturity dates ranging from April 2017 to December 2021 (2016 - 1.75% to 4.00% and maturity dates ranging from June 2016 to April 2018).

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

4. Accounts receivable

	2017	2016
	\$	\$
Government of Ontario	1,682,393	3,299,227
Harmonized Sales Tax receivable	1,715,280	1,313,418
Trade	3,376,738	5,711,857
Students	7,074,519	6,648,464
Other	6,359,027	7,950,790
Allowance for doubtful accounts	(2,291,288)	(1,941,404)
	17,916,669	22,982,352

Details on due dates for receivables are as follows:

	2017				
	0-30 days	31-60 days	61-90 days	Over 90 days	Total
	\$	\$	\$	\$	\$
Government of Ontario	1,682,393	-	-	-	1,682,393
Harmonized Sales Tax receivable	1,715,280	-	-	-	1,715,280
Trade	2,664,631	449,454	105,281	157,372	3,376,738
Students	461,236	3,839,795	-	2,773,488	7,074,519
Other	6,066,477	11,960	24,308	256,282	6,359,027
Allowance for doubtful accounts	(78,410)	(652,765)	-	(1,560,113)	(2,291,288)
	12,511,607	3,648,444	129,589	1,627,029	17,916,669

	2016				
	0-30 days	31-60 days	61-90 days	Over 90 days	Total
	\$	\$	\$	\$	\$
Government of Ontario	3,299,227	-	-	-	3,299,227
Harmonized Sales Tax receivable	1,313,418	-	-	-	1,313,418
Trade	3,894,409	259,036	139,703	1,418,709	5,711,857
Students	466,671	3,574,244	-	2,607,549	6,648,464
Other	7,776,673	1,416	2,964	169,737	7,950,790
Allowance for doubtful accounts	(79,334)	(607,622)	-	(1,254,448)	(1,941,404)
	16,671,064	3,227,074	142,667	2,941,547	22,982,352

5. Inventory

	2017	2016
	\$	\$
Bookstore	1,226,838	1,435,750
Food services	258,870	272,520
Publishing centre	21,417	19,918
Stationery and supplies	-	2,046
Hospitality	20,264	21,279
	1,527,389	1,751,513

The amount of inventory expensed during the year is \$14,264,568 (2016 - \$14,815,592).

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

6. Controlled entities

a) Investment in Algonquin College - Saudi Arabia

Algonquin College - Saudi Arabia is a limited liability company, incorporated on June 26, 2013 under the laws of the Kingdom of Saudi Arabia, as a for-profit entity with an August 31 year-end. It is a subsidiary of Algonquin College of Applied Arts and Technology. The due from Algonquin College - Saudi Arabia is without defined terms of repayment and is non-interest bearing.

	2017	2016
	\$	\$
Investment, beginning of year	213,959	51,591
Net loss for the year	(4,864,584)	(1,371,528)
Contribution of capital	3,509,609	1,600,000
Foreign currency translation adjustment	36,120	(66,104)
Investment (liability) before the undernoted	(1,104,896)	213,959
Due from Algonquin College - Saudi Arabia as at March 31	-	81,054
Net investment (liability), end of year	(1,104,896)	295,013

As at August 31, 2016, Algonquin College - Saudi Arabia terminated the relationship with the Colleges of Excellence in Saudi Arabia. Negotiations are ongoing regarding the value of the assets of Algonquin College - Saudi Arabia and therefore the reported net liability may increase.

The financial position of Algonquin College - Saudi Arabia and the results of its operations and its cash flow as at and for the year ended March 31, 2017 is as follows:

	2017	2016
	\$	\$
Financial position		
Assets	5,186,581	8,789,020
Liabilities	6,291,477	8,575,061
Deficit		
Foreign currency translation adjustment	(157,421)	(193,541)
Shareholders' equity (deficiency)	(947,475)	407,500
	(1,104,896)	213,959
	5,186,581	8,789,020
Results of operations		
Revenue	2,496,445	10,496,370
Expenses	7,361,029	11,867,898
Net loss	(4,864,584)	(1,371,528)
Cash flows		
Operating activities	(3,199,963)	(2,682,959)
Capital activities	(144,465)	(1,201,821)
Financing activities	2,236,718	1,600,000
Net cash outflow	(1,107,710)	(2,284,780)

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

6. Controlled entities (continued)

b) Algonquin College Foundation

The College controls the Algonquin College Foundation by virtue of a Memorandum of Agreement between the two parties. The objectives of the Foundation are to solicit, receive, manage and distribute money and other property to support education at the College. The Foundation was incorporated without share capital on December 4, 1995 under the Ontario Corporations Act and is exempt from income taxes.

The College provides administrative services to the Foundation which includes: financial accounting, human resources, and information systems services. In addition, the College funds the direct operating costs of the Foundation. The total value of these expenses (before offsetting the 1% and 5% fees noted in 7 b)) is \$816,596 (2016 - \$788,213), which includes salaries and benefits of \$672,741 (2016 - \$640,773) and operating costs of \$143,855 (2016 - \$147,440). These expenses are recorded in the College's consolidated financial statements, and are not recorded as expenses in the Foundation's financial statements.

During the year, the College received \$2,088,706 (2016 - \$2,641,189) from the Foundation consisting of:

	2017	2016
	\$	\$
Endowed contributions	535,313	267,156
Deferred capital contributions	255,261	651,148
Other restricted contributions	1,298,132	1,722,885
	2,088,706	2,641,189

The summarized assets, liabilities and results of operations for the Foundation for the year ended March 31, 2017 is as follows:

	2017	2016
	\$	\$
Financial position		
Total assets	340,059	323,035
Liabilities and fund balances		
Accrued liabilities	14,380	919
Deferred revenue	-	18,100
Fund balances	325,679	304,016
Total liabilities and fund balances	340,059	323,035
Results of operations		
Revenue	2,237,512	2,781,752
Expenses	2,215,849	2,731,306
Excess of revenue over expenses	21,663	50,446
Cash flow		
Operating activities	16,448	44,316
Net cash inflow	16,448	44,316

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

7. Endowment assets

- a) Endowment assets represent funds held or receivable by the College which have been permanently endowed. The carrying value of endowed investments is recorded at fair value.

The endowment assets consist of the following:

Fair value

	2017	2016
	\$	\$
Endowed investments		
Cash equivalents	1,548,310	1,461,154
Bonds	6,521,153	8,747,242
Equities	16,325,903	12,587,353
	24,395,366	22,795,749

Cost

	2017	2016
	\$	\$
Endowed investments		
Cash equivalents	1,548,277	1,461,012
Bonds	6,478,732	8,520,434
Equities	14,113,090	10,727,495
	22,140,099	20,708,941

Endowed investments are managed by investment managers under an investment policy approved by the Board of Governors. The investment policy limits investments to Canadian and foreign equities traded on a public market, Canadian and the United States government bonds, corporate bonds with a minimum rating of A-, and cash equivalents.

The bonds have effective interest rates of 1.25% to 7.77% and maturity dates ranging from June 2017 to December 2048 (2016 - 2.05% to 7.77% and maturity dates ranging from April 2016 to December 2048).

The College regularly reviews endowed investments to determine whether unrealized losses represent temporary changes in fair value or are a result of other than temporary impairments. The consideration of whether an investment is other than temporarily impaired is based on a number of factors which include, but are not limited to, the financial condition of the issuer and the length and magnitude of the unrealized loss and specific credit events.

The College also considers its intent and ability to hold an investment for a sufficient period of time for the value of the unrealized loss to recover.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

7. Endowment assets (continued)

- b) Endowed funds consist of external contributions that either the donor or the College has designated as a permanent endowment. The endowed funds cannot be expended by the College. The annual income earned on the endowed funds may be expended only for the externally restricted purpose specified by the donor or the College. The changes during the year in the Endowment Fund / Assets are as follows:

	2017	2016
	\$	\$
Opening balance	22,795,749	24,707,664
Contributions	587,116	326,591
Realized investment income	1,742,764	1,084,810
Distributions	(898,722)	(882,393)
Net contribution to Endowment Fund	1,431,153	529,008
Change in unrealized gains (losses) due to changes in fair value of endowment assets	168,459	(2,440,923)
Net change in Endowment Fund	1,599,617	(1,911,915)
Ending balance	24,395,366	22,795,749

The College's endowment policy is to annually distribute investment income equal to 4% of the Endowment Fund's book value at the end of the preceding fiscal year. The purpose of this policy is to allow the College to distribute a consistent amount of income from the endowed funds on an annual basis regardless of the investment income actually earned in the fiscal year.

The total value of administrative fees charged by the College, to recover a portion of the costs of fundraising expenses incurred by the College on behalf of the Foundation, for the year was \$201,408 (2016 - \$ 200,067), which includes:

- 1% of the Endowment Fund's book value (based on the original donation value) at the end of the previous year, which amounts to \$179,724 (2016 - \$176,459); and
- 5% of new major gifts, which amounts to \$ 21,684 (2016 - \$23,608).

As at March 31, 2017, the Endowment Fund / Assets included a balance of \$3,543,476 (2016 - \$2,699,434) which represents the cumulative realized investment income in excess of amounts distributed. The changes during the year are as follows:

	2017	2016
	\$	\$
Amount available for future distribution, beginning of year	2,699,434	2,497,016
Realized investment income	1,742,764	1,084,811
Amount distributed	(898,722)	(882,393)
Amount available for future distribution, end of year	3,543,476	2,699,434

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

8. Capital assets

			2017
	Cost	Accumulated amortization	Net book value
	\$	\$	\$
Land	6,895,284	-	6,895,284
Buildings	320,043,688	99,679,249	220,364,439
Assets under development	15,505,504	-	15,505,504
Site improvements	37,571,864	25,505,610	12,066,254
Parking lots	4,291,520	3,946,016	345,504
Computers and equipment	60,027,028	51,847,188	8,179,840
Automotive equipment	312,773	210,219	102,554
	444,647,661	181,188,282	263,459,379

			2016
	Cost	Accumulated amortization	Net book value
	\$	\$	\$
Land	6,895,284	-	6,895,284
Buildings	317,571,736	92,246,917	225,324,819
Assets under development	1,936,786	-	1,936,786
Site improvements	36,703,705	23,087,369	13,616,336
Parking lots	4,291,520	3,853,395	438,125
Computers and equipment	59,972,818	51,437,476	8,535,342
Automotive equipment	254,176	201,936	52,240
	427,626,025	170,827,093	256,798,932

Assets under development are comprised of construction in progress and software under development.

9. Deferred revenue

Details of the year-end balance are as follows:

	2017	2016
	\$	\$
Student tuition fees	24,175,073	20,369,707
Grant and reimbursements	665,143	471,857
Contract education services	1,855,816	1,349,479
Student aid	1,224,551	873,887
Miscellaneous projects	4,335,681	4,669,345
	32,256,264	27,734,275

Student tuition fees are for academic courses which extend beyond the fiscal year of the College.

Grants and reimbursements are unexpended externally restricted grants to be spent on future specific projects, including improvements and investments in the College's campus facilities, information systems, equipment and programs.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

9. Deferred revenue (continued)

Contract education services represent prepayments for courses to be held in future years.

Student aid represents the unexpended donations and interest to be spent on student scholarships and bursaries in future years.

Miscellaneous projects include contributions, deposits and prepayments related to small, miscellaneous activities of the College.

10. Long-term debt and interest rate swaps

a) Long-term debt

The College has entered into the following long-term debt agreements to finance the construction of student residences, the Police and Public Safety Institute, and the Student Commons:

	2017	2016
	\$	\$
Residence I building loan, bearing interest at prime plus 1.00% maturing in 2025, with average monthly payments of \$96,635	7,112,420	7,692,399
Residence II building loan, bearing interest at prime plus 0.25% maturing in 2027, with average monthly payments of \$122,832	10,545,502	11,266,802
Residence III building loan, bearing interest at prime plus 0.25% maturing in 2029, with monthly payment of \$126,755	11,756,035	12,420,256
Police and Public Safety Institute loan, bearing interest at prime plus 1.00%, maturing in 2025, with monthly payments of \$67,833	2,650,138	2,870,224
Student Commons loan, bearing interest at 4.008%, maturing in 2037, with semi-annual payments of \$678,301	19,137,704	19,710,006
	51,201,799	53,959,687
Less: current portion	(2,927,055)	(2,757,892)
	48,274,744	51,201,795

Interest is payable on a monthly basis. The principal of the loans is payable as follows:

	\$
2018	2,927,055
2019	3,106,940
2020	3,298,244
2021	3,501,708
2022	3,718,123
Thereafter	34,649,729
	51,201,799

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

10. Long-term debt and interest rate swaps (continued)

b) *Interest rate swaps*

The College has interest rate swap agreements to manage the volatility of interest rates related to a net notional \$59.0 million of floating rate long-term debt on the three phases of the Residence and the Police and Public Safety Institute. The fixed rates set under the interest rate swaps range from 5.97% to 6.95%. The maturity dates of the interest rate swaps are the same as the maturity dates of the associated long-term debt, ranging from 2025 to 2029. The fair value of the interest rate swaps is \$8,471,685 (2016 - \$10,611,480).

11. Employee benefits plans

a) *Pension plan*

Substantially all of the employees of the College are members of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the CAAT. Plan members will receive benefits based on the length of service and on the average of annualized earnings during the highest five consecutive years prior to retirement, termination, or death. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan.

Pension assets consist of investment grade securities. Market and credit risk on these securities are managed by the Plan by placing Plan assets in trust and through the Plan investment policy.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2017 indicated an actuarial surplus of \$1.6 billion (2016 - \$1.2 billion).

Contributions to the Plan made during the year by the College on behalf of its employees amounted to \$14,658,392 (2016 - \$14,064,034) and are included in salaries and benefits in the consolidated statement of operations.

b) *Post-employment benefits*

The College provides extended health care, dental insurance and life insurance benefits to certain of its employees under a multi-employer plan under CAAT. This coverage may be extended to the post-employment period. The most recent actuarial valuation of post-employment benefits was completed by the Plan's Actuary as at January 1, 2014, and was extrapolated for accounting purposes to March 31, 2016 and March 31, 2017.

Variances between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by the participating members. The College recognizes as expense for current services the amount of its required contribution in a given year and the change in the accrued benefit liability in the year.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

11. Employee benefits plans (continued)

b) Post-employment benefits (continued)

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

	2017	2016
	%	%
Discount rate	2.0%	1.7%
Dental benefits cost and premium escalation	4.0%	4.0%
Medical benefits cost escalation		
Hospital and other medical	4.0%	4.0%
Vision/hearing	4.0%	4.0%
Drugs	8.25% in 2017 decreasing to 4.0% by 2034	8.5% in 2016 decreasing to 4.0% by 2034
Medical premium escalation	6.98% in 2017 decreasing to 4.0% by 2034	7.5% in 2016 decreasing to 4.0% by 2034
Expected return on assets	1.3% per annum	1.1% per annum

The composition of the vacation, sick leave and post-employment net asset deficiency is as follows:

	2017	2016
	\$	\$
Post-employment benefits	3,125,899	3,321,263
Vacation	9,975,643	9,535,002
Sick leave	5,846,000	5,884,000
	18,947,542	18,740,265

The employee future benefit liability change for the year ended March 31, 2017 is an increase of \$207,277 (2016 - decrease of \$233,693). This amount is comprised of:

	2017	2016
	\$	\$
Current year service cost	356,000	435,000
Interest expense on accrued benefit obligation	116,000	110,000
Amortization of actuarial loss	(30,000)	(67,000)
Benefit payments made by the College during the year	(234,723)	(711,693)
	207,277	(233,693)

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

12. Deferred capital contributions

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase and construction of capital assets. Investment income earned on government contributions received is also included in deferred capital contributions. The amortization of the deferred capital contributions is recorded as revenue in the consolidated statement of operations.

In 2005, the Algonquin College Foundation launched a building campaign to raise \$2 million for the construction of the Automotive Technology Trades Centre. Construction of the Automotive Technology Trades Centre was completed in 2007; however, pledges continue to be received. Total cumulative contributions received up to March 31, 2017 amounted to \$675,744 (2016 - \$673,244).

In 2008, the Foundation launched building campaigns to raise \$7 million for the construction of the Algonquin Centre for Construction Excellence, \$2.5 million for the relocation of the Pembroke campus, and \$1 million for the expansion of the Perth campus. Construction of the Algonquin Centre for Construction Excellence, the new Pembroke campus, and the expansion of the Perth campus are now complete. Total cumulative contributions received up to March 31, 2017 amounted to \$9,599,375 (2016 - \$9,371,411).

In 2017, the Algonquin College Foundation launched a campaign to raise \$2 million for the construction of the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship, for which construction began in 2017 and is scheduled to be substantially completed by April 2018. Total cumulative contributions received up to March 31, 2017 amounted to \$25,000 (2016 - \$Nil).

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

12. Deferred capital contributions (continued)

The changes in the deferred capital contributions balance are as follows:

	2017	2016
	\$	\$
Balance, beginning of year	146,123,835	155,689,259
Less amortization of deferred capital contributions	(7,294,947)	(7,784,343)
Amounts relating to a decrease in deferred capital contributions		
Students' Association contributions to the Student Commons construction	-	(2,930,847)
Students' Association contributions to the Pembroke campus construction	-	(481,230)
	138,828,888	144,492,839
Add capital contributions received:		
Industry and Individual contributions		
Automotive Technology Trades Centre	2,500	7,500
Algonquin Centre for Construction Excellence	128,607	490,142
Pembroke campus relocation	96,957	146,207
Perth campus expansion	2,400	7,299
Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship	25,000	-
Smart apartment	183,212	-
Government contributions		
Other capital projects	545,352	599,350
Apprenticeship Enhancement Fund	2,198,015	-
Facilities renewal	1,437,518	-
Post Secondary Institutions Strategic Investment Fund	4,489,154	-
Contributions received before donated equipment	9,108,715	1,250,498
Donated equipment	322,254	380,498
	9,430,969	1,630,996
Balance, end of year	148,259,857	146,123,835
	2017	2016
	\$	\$
Unused deferred capital contributions at end of year		
Post Secondary Institutions Strategic Investment Fund	962,000	-
Used deferred capital contributions at end of year	147,297,857	146,123,835
Balance, end of year	148,259,857	146,123,835

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

13. Commitments, guarantees and contingencies

Commitments

The College has committed to make the following future minimum payments under various vehicle, premises rental, equipment leases, and subscription agreements:

	\$
2018	1,292,842
2019	1,202,239
2020	1,020,327
	3,515,408

Letters of credit

The College is contingently liable under letters of credit amounting to \$502,517 (2016 - \$17,942,154), which have been issued in the normal course of business. The decrease from the prior year is due primarily to the expiration of the advance payment and performance bonds related to the Algonquin College - Saudi Arabia's Jazan campus.

Guarantees

In the normal course of business, the College has entered into lease agreements for premises and equipment. It is common in such commercial lease transactions for the College, as the lessee, to agree to indemnify the lessor's liabilities that may arise from the use of the leased assets. The maximum amount potentially payable under the foregoing indemnities cannot be reasonably estimated. The College has liability insurance that relates to the indemnifications described above.

Contingencies

The College is involved with pending litigation and claims which arise in the normal course of operations. In the opinion of the administration, any liability that may arise from such contingencies would not have a significant adverse effect on the consolidated financial statements of the College. Please refer to Note 6 a) for additional information regarding Algonquin College - Saudi Arabia.

14. Investment in capital assets

The investment in capital assets consists of the following:

	2017	2016
	\$	\$
Capital assets	263,459,379	256,798,932
Less amounts financed by		
Deferred capital contributions - used (Note 12)	(147,297,857)	(146,123,835)
Long-term debt	(51,201,799)	(53,959,687)
	64,959,723	56,715,410

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

14. Investment in capital assets (continued)

The net change in investment in capital assets is calculated as follows:

	2017	2016
	\$	\$
Capital asset additions		
Total additions	20,618,096	5,221,196
Less		
Donated equipment	(322,254)	(380,498)
Additions net of donated equipment	20,295,842	4,840,698
Less		
Building/construction in progress financed with donations	(255,464)	(651,148)
Other capital assets financed with capital contributions	(7,891,251)	(599,350)
Capital assets purchased with College funds	12,149,127	3,590,200
External financing		
Decrease in long-term debt	2,757,888	2,598,799
Amortization of deferred capital contributions	7,294,947	7,784,343
Amortization of capital assets	(13,810,533)	(14,564,685)
Write-off of capital assets	(147,116)	(35,446)
Amounts relating to a decrease in deferred capital contributions		
Students' Association contributions to the Student Commons construction	-	2,930,847
Students' Association contributions to the Pembroke campus construction	-	481,230
Net change in investment in capital assets	8,244,313	2,785,288

15. Capital disclosures

Capital

The College considers its operating capital to consist of long-term debt including the interest rate swaps, net assets invested in capital assets, internally restricted net assets, and unrestricted net assets. The College's overall objective for its capital is to fund capital assets, future projects, and ongoing operations. The College manages its capital by appropriating amounts to internally restricted net assets for anticipated future projects, contingencies, and other capital requirements as disclosed below.

The College also considers its endowments, as disclosed in Note 7 as part of its capital. The College's objective with regard to endowments is to grow the endowment principal and maximize investment income to increase funding for student aid.

The College may not incur an accumulated deficit without the approval of the Minister of Advanced Education and Skills Development of Ontario. The College would be required to eliminate any accumulated deficit within a prescribed period of time.

The College is not subject to any other externally imposed capital requirements and its approach to capital management remains unchanged from the prior year.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

15. Capital disclosures (continued)

Internally restricted net assets

Internally restricted net assets are funds restricted by the College for future projects to improve and invest in the College's campus facilities, information systems, equipment, programs, student aid, and employee retraining.

Internally restricted net assets consist of the following:

	2017	2016
	\$	\$
Appropriations	100,000	250,000
Specific reserves		
Other projects and initiatives	25,524,645	29,840,775
Ancillary services reserve fund	4,872,917	5,755,886
Contingency reserve fund	8,471,000	8,127,000
Employment stabilization funds	551,842	546,566
Other student aid	-	616
Reserve fund		
Future capital expansion	33,765,502	31,223,098
Balance, end of year	73,285,906	75,743,941

16. Financial instruments

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College is exposed to interest rate risk with respect to its interest-bearing investments, long-term debt and interest rate swaps.

As at March 31, 2017, a 1% increase in nominal interest rates would result in a decline of investments of approximately \$1,108,612 (2016 - \$605,751) and an appreciation of the interest rate swap's fair value of approximately \$1,923,279 (2016 - \$2,353,412). Conversely, a 1% decrease in nominal interest rates would result in an increase of investments of approximately \$1,123,356 (2016 - \$586,881), and a decrease of the interest rate swap's fair value of approximately \$2,068,459 (2016 - \$2,548,247). These amounts do not include other variables such as convexity.

Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The College is exposed to price risk with respect to its equity investments.

As at March 31, 2017, a 5% increase in price would result in an increase of endowment assets of approximately \$816,295 (2016 - \$629,368).

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College believes that it is not exposed to significant currency risks arising from its financial instruments.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

16. Financial instruments (continued)

Credit risk

Credit risk arises from the potential that a counterparty to an investment will fail to perform its obligations. The College is exposed to credit risk on its accounts receivable and its investments. The maximum exposure to credit risk is the carrying value reported in the consolidated statement of financial position. Credit exposure is minimized by dealing mostly with creditworthy counterparties such as government agencies and public companies. The College also enforces approved collection policies for student accounts.

Concentrations of accounts receivable are described in Note 4. Credit risk on endowment investments is also mitigated by the College's investment policy as described in Note 7. Primary credit portfolio concentrations on investments are detailed in Notes 3 and 7.

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet all cash flow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and cash flow analysis. The College has the following financial liabilities as at March 31, 2017:

	Net book value	2018	2019	2020 and after
	\$	\$	\$	\$
Accounts payable and accrued liabilities	24,912,055	24,912,055	-	-
Accrued salaries and employee deduction payable	9,291,421	9,291,421	-	-
Long-term debt	51,201,799	2,927,055	3,106,940	45,167,804
Interest rate swaps	8,471,685	-	-	8,471,685
	93,876,960	37,130,531	3,106,940	53,639,489

Fair values

The carrying values of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, accrued salaries and employee deductions payable, approximate their fair value due to the relatively short periods to maturity of the instruments.

The carrying value of long-term debt including the interest rate swaps approximates fair value.

Fair value hierarchy

Financial instruments are grouped into Levels 1 to 3 based on the degree to which fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2017

16. Financial instruments (continued)

Fair value hierarchy (continued)

The fair value hierarchy requires the use of observable market inputs whenever such inputs exist. A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

The following table presents the financial instruments recorded at fair value in the consolidated statement of financial position, classified using the fair value hierarchy described above:

				2017
	Level 1	Level 2	Level 3	Total
	\$	\$	\$	\$
Cash	52,732,635	-	-	52,732,635
Short-term investments	-	29,905,672	-	29,905,672
Long-term investments	1,367,518	35,555,506	-	36,923,024
Endowment assets	17,874,213	6,521,153	-	24,395,366
Interest rate swaps	-	8,471,685	-	8,471,685
	71,974,366	80,454,016	-	152,428,382

				2016
	Level 1	Level 2	Level 3	Total
	\$	\$	\$	\$
Cash	28,367,426	-	-	28,367,426
Short-term investments	-	39,274,361	-	39,274,361
Long-term investments	1,284,354	34,495,805	-	35,780,159
Endowment assets	14,048,507	8,747,242	-	22,795,749
Interest rate swaps	-	10,611,480	-	10,611,480
	43,700,287	93,128,888	-	136,829,175

17. Changes in non-cash operating working capital items

	2017	2016
	\$	\$
Decrease (increase) in accounts receivable	5,065,683	(4,308,550)
Decrease in inventory	224,124	221,647
Decrease (increase) in prepaid expenses	846,852	(96,302)
Increase in accounts payable and accrued liabilities	5,349,255	1,794,635
Increase in accrued salaries and employee deduction payable	1,322,741	1,630,709
Increase in deferred revenue	4,521,989	2,246,897
	17,330,644	1,489,036

18. Comparative figures

Certain comparative figures have been reclassified to conform with the current year's presentation.

The Algonquin College of Applied Arts and Technology

Supplementary information - Revenue - Schedule A
year ended March 31, 2017

	2017	2016
	\$	\$
Grants and reimbursements:		
Post secondary activity	103,789,301	103,697,888
Apprentice programs	5,464,063	5,262,164
Special bursaries	1,355,639	1,698,026
	110,609,003	110,658,078
Student tuition fees:		
Full-time post secondary	89,928,299	81,475,027
Full-time non-funded	1,397,109	1,633,705
Part-time	12,022,464	11,312,317
Adult training	1,203,050	1,185,438
Student information technology and mobile computing fees	8,216,601	9,135,510
	112,767,523	104,741,997
Contract educational services:		
Provincially funded programs	17,498,662	17,426,355
International programs	1,032,784	954,340
Corporate and other programs	13,846,785	13,601,195
	32,378,231	31,981,890
Ancillary operations (Schedule B)	35,118,208	35,616,376
Other:		
Early Learning Centre	997,681	974,464
Student ancillary fees	6,281,475	6,034,363
Investment income	2,267,896	1,232,571
Foreign currency translation adjustment	36,120	(66,104)
Miscellaneous	9,417,684	8,948,715
	19,000,856	17,124,009
Amortization of deferred capital contributions (Note 12)	7,294,947	7,784,343
Total revenue	317,168,768	307,906,693

The Algonquin College of Applied Arts and Technology

Supplementary information - Ancillary operations summary - Schedule B
as at March 31, 2017

	2017							
	Gross revenue	Internal revenue	Net revenue	Expenses	Internal expenses	Net expenses	Contribution including internal transactions	Contribution net of internal transactions
	\$	\$	\$	\$	\$	\$	\$	\$
Food services	10,137,355	(493,538)	9,643,817	9,510,554	(493,538)	9,017,016	626,801	626,801
Bookstore	15,473,958	(4,138,670)	11,335,288	14,864,086	(3,975,553)	10,888,533	609,872	446,755
Parking and lockers	4,752,550	(459,243)	4,293,307	1,329,414	(128,462)	1,200,952	3,423,136	3,092,355
Publishing centre	1,746,363	(1,606,248)	140,115	1,597,085	(1,468,947)	128,138	149,278	11,977
Residence	9,525,526	-	9,525,526	7,892,208	-	7,892,208	1,633,318	1,633,318
Director's office	180,155	-	180,155	(328,592)	-	(328,592)	508,747	508,747
Overhead allocation	-	-	-	-	(1,645,760)	(1,645,760)	-	1,645,760
Total	41,815,907	(6,697,699)	35,118,208	34,864,755	(7,712,261)	27,152,494	6,951,152	7,965,714

	2016							
	Gross revenue	Internal revenue	Net revenue	Expenses	Internal expenses	Net expenses	Contribution including internal transactions	Contribution net of internal transactions
	\$	\$	\$	\$	\$	\$	\$	\$
Food services	10,028,242	(515,179)	9,513,063	9,517,140	(515,179)	9,001,961	511,102	511,102
Bookstore	15,707,903	(3,534,453)	12,173,450	14,623,094	(3,290,359)	11,332,735	1,084,809	840,715
Parking and lockers	4,669,481	(471,745)	4,197,736	1,361,680	(137,567)	1,224,113	3,307,801	2,973,623
Publishing centre	1,785,302	(1,596,302)	189,000	1,478,065	(1,321,590)	156,475	307,237	32,525
Residence	9,429,517	-	9,429,517	7,802,439	-	7,802,439	1,627,078	1,627,078
Director's office	113,610	-	113,610	987,641	-	987,641	(874,031)	(874,031)
Overhead allocation	-	-	-	-	(1,739,805)	(1,739,805)	-	1,739,805
Total	41,734,055	(6,117,679)	35,616,376	35,770,059	(7,004,500)	28,765,559	5,963,996	6,850,817

See accompanying notes to the financial statements.

Financial statements of

**The Algonquin College
Foundation**

March 31, 2017

The Algonquin College Foundation

March 31, 2017

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Independent Auditor's Report

To the Members of
The Algonquin College Foundation

We have audited the accompanying financial statements of The Algonquin College Foundation, which comprise the statement of financial position as at March 31, 2017, and the statements of operations and changes in fund balances and of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Algonquin College Foundation as at March 31, 2017 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants

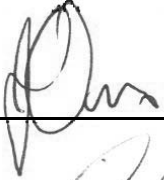
May 19, 2017

The Algonquin College Foundation

Statement of financial position as at March 31, 2017

	2017	2016
	\$	\$
Assets		
Cash	338,241	321,793
Prepaid expenses	1,818	1,242
	340,059	323,035
Liabilities		
Accrued liabilities	14,380	919
Deferred revenue	-	18,100
	14,380	19,019
Fund balances		
Restricted (Note 5)	325,679	304,016
	340,059	323,035

On behalf of the Board



Director



Director

The Algonquin College Foundation
Statement of operations and changes in fund balances
year ended March 31, 2017

	Restricted fund		Endowment fund		Capital fund		Total	
	2017	2016	2017	2016	2017	2016	2017	2016
	\$	\$	\$	\$	\$	\$	\$	\$
Revenue								
Donations	586,809	599,873	535,313	267,156	264,865	661,977	1,386,987	1,529,006
Lotteries	35,176	35,135	-	-	-	-	35,176	35,135
Alumni	80,136	78,410	-	-	-	-	80,136	78,410
Bursary Golf Tournament	88,498	86,940	-	-	-	-	88,498	86,940
Donations-in-kind	400,864	508,596	-	-	-	-	400,864	508,596
Special projects	245,851	543,665	-	-	-	-	245,851	543,665
	1,437,334	1,852,619	535,313	267,156	264,865	661,977	2,237,512	2,781,752
Direct fundraising expenses								
Lotteries	18,107	19,010	-	-	-	-	18,107	19,365
Alumni	59,301	27,277	-	-	-	-	59,301	65,654
Bursary Golf Tournament	40,131	33,001	-	-	-	-	40,131	35,156
Capital campaigns	-	-	-	-	9,604	10,829	9,604	7,547
	117,539	79,288	-	-	9,604	10,829	127,143	90,117
Excess of revenue over expenses, before disbursements	1,319,795	1,773,331	535,313	267,156	255,261	651,148	2,110,369	2,691,635
Disbursements to The Algonquin College of Applied Arts and Technology (Note 3)	1,298,132	1,722,885	535,313	267,156	255,261	651,148	2,088,706	2,641,189
Excess of revenue over expenses and disbursements	21,663	50,446	-	-	-	-	21,663	50,446
Balance, beginning of year	304,016	253,570	-	-	-	-	304,016	253,570
Balance, end of year	325,679	304,016	-	-	-	-	325,679	304,016

The accompanying notes are an integral part of the financial statements.

The Algonquin College Foundation

Statement of cash flow year ended March 31, 2017

	2017	2016
	\$	\$
Operations		
Excess of revenue over expenses and disbursements	21,663	50,446
Changes in non-cash working capital:		
Increase (decrease) in deferred revenue	(18,100)	(7,300)
Increase in accrued liabilities	13,461	919
Decrease (increase) in prepaid expenses	(576)	251
	16,448	44,316
Cash, beginning of year	321,793	277,477
Cash, end of year	338,241	321,793

The accompanying notes are an integral part of the financial statements.

The Algonquin College Foundation

Notes to the financial statements

March 31, 2017

1. Description of the Foundation

The Algonquin College Foundation (the "Foundation") was incorporated without share capital on December 4, 1995 under the Ontario Corporations Act. The Foundation was established to receive and maintain a fund or funds and to apply all or part of the income and capital there from, from time to time, to the benefit of The Algonquin College of Applied Arts and Technology (the "College").

The Foundation is a registered charity under the Income Tax Act and as such is exempt from income taxes and may issue charitable donation receipts.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations and include the following significant accounting policies:

(a) *Fund accounting*

The accounts of the Foundation are maintained in accordance with the principles of fund accounting. Resources received and expended are classified for accounting and reporting purposes into funds according to objectives specified externally by donors or internally by the Board.

(i) Restricted fund

The restricted fund includes those resources to be used for identified purposes as specified externally by donors or internally by the Board.

(ii) Endowment fund

The endowment fund includes those resources for which the donor has stipulated that the funds be maintained permanently and funds designated internally to be for endowment purposes by the Board.

(iii) Capital fund

The capital fund includes those resources to be used for funding of the expansion of The Algonquin College of Applied Arts and Technology.

The College administers the restricted, endowment and capital funds on behalf of the Foundation.

(b) *Revenue recognition*

The Foundation follows the restricted fund method of accounting for revenue.

Donations are recorded as revenue when cash is received.

Designated donations are recorded as revenue of the restricted fund, the endowment fund or the capital fund.

Investment income is recognized as revenue of the fund in which the investment is held when earned.

Other sources of revenue are recorded on the accrual basis of accounting.

(c) *Donations-in-kind*

Donations of materials and services are recorded at fair value when received.

The Algonquin College Foundation

Notes to the financial statements

March 31, 2017

2. Significant accounting policies (continued)

(d) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards for government not-for-profit organization requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. The most significant estimate used in the preparation of these financial statements is the fair value of donations in-kind. Actual results could differ from these estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in revenues in the year in which they become known.

(e) Expenses

Expenses are recorded on the accrual basis of accounting.

(f) Cash

Cash is recorded at fair value and is a Level 1 hierarchy.

3. Related party transactions

The Foundation is controlled by The Algonquin College of Applied Arts and Technology (the "College") by virtue of a Memorandum of agreement between the two parties.

Endowment contributions received by the Foundation are transferred to the College. The College is responsible for the investment of the Endowment funds and distributing the income thereon. In 2017, the Foundation collected and transferred Endowment contributions of \$535,313 (2016 - \$267,156) to the College.

The College provides administrative services to the Foundation which includes: financial accounting, human resources, and information systems services. In addition, the College funds the direct operating costs of the Foundation. The total value of the expenses (before offsetting the 1% and 5% fee) for the year is \$816,596 (2016 - \$788,013), which includes salaries and benefits of \$672,741 (2016 - \$640,773) and operating costs of \$143,855 (2016 - \$147,240). These expenses and the administrative fees noted below, are not recorded as revenue or expenses in the Foundation's financial statements, but are recorded in the College's financial statements.

The total value of administrative fees charged by the College, to recover a portion of the costs of fundraising expenses incurred by the College on behalf of the Foundation, for the year was \$201,408 (2016 - \$ 200,067), which includes:

- 1% of the Endowment Fund's book value (based on the original donation value) at the end of the previous year, which amounts to \$179,724 (2016 - \$176,459); and,
- 5% of new major gifts, which amounts to \$ 21,684 (2016 - \$23,608).

The Algonquin College Foundation

Notes to the financial statements

March 31, 2017

4. Capital campaigns

In 2008, the Foundation launched building campaigns to raise funds for various capital projects on the College's three campuses. The following amounts have been raised by the Foundation up to March 31, 2017:

	Donations received during the year	Donations received in prior years	Outstanding pledges	Total 2017	Total 2016
	\$	\$	\$	\$	\$
Constructing our Future Capital Campaign	128,607	6,742,958	490,191	7,361,756	7,361,755
Pembroke expansion	104,358	2,089,647	233,834	2,427,839	2,354,822
Perth expansion	4,400	549,636	-	554,036	554,036
Innovation Centre Campaign	25,000	-	-	25,000	-
	262,365	9,382,241	724,025	10,368,631	10,270,613

In addition, there were donations of \$2,500 (2016 - \$7,500) recognized in the Capital fund that relate to the Automotive Technology Trades Centre Campaign that was launched in 2005.

5. Restricted fund balance

Funds restricted by the Foundation for future initiatives.

	2017	2016
	\$	\$
Alumni relations	323,097	302,262
Other	2,582	1,754
	325,679	304,016

Financial statements

2364193 Ontario Inc.

March 31, 2017

2364193 Ontario Inc.

March 31, 2017

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Independent Auditor's Report

To the Board of Directors of
2364193 Ontario Inc.

We have audited the accompanying financial statements of 2364193 Ontario Inc., which comprise the statement of financial position as at March 31, 2017, and the statements of operations and accumulated deficit and of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of 2364193 Ontario Inc. as at March 31, 2017, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Deloitte LLP


Chartered Professional Accountants
Licensed Public Accountants

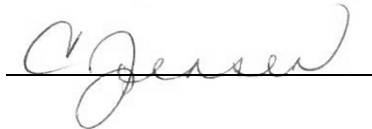
May 25, 2017

2364193 Ontario Inc.
 Statement of financial position
 as at March 31, 2017

	2017	2016
	\$	\$
Financial assets		
Investment in Algonquin College - Saudi Arabia	-	7,106
	-	7,106
Liabilities		
Current liabilities		
Due to Algonquin College	31,114	36,020
	31,114	36,020
Net debt and accumulated deficit	(31,114)	(28,914)
Consists of:		
Unrestricted (deficiency)	(31,214)	(29,014)
Share capital (Note 3)	100	100
	(31,114)	(28,914)

Approved by the Board of Directors

 Director

 Director

2364193 Ontario Inc.

Statement of operations and accumulated surplus year ended March 31, 2017

	Budget	2017	2016
	\$	\$	\$
Revenue	-	-	-
Expenses			
Professional fees	10,000	2,100	9,174
Miscellaneous expenses	-	100	-
	10,000	2,200	9,174
Operating deficit	(10,000)	(2,200)	(9,174)
Accumulated deficit, beginning of year	(29,014)	(29,014)	(19,840)
Accumulated deficit, end of year	(39,014)	(31,214)	(29,014)

The accompanying notes are an integral part of the financial statements.

2364193 Ontario Inc.

Statement of cash flow year ended March 31, 2017

	2017	2016
	\$	\$
Net inflow (outflow) of cash related to the following activities:		
Operating activities		
Annual deficit	(2,200)	(9,174)
Variations in statement of financial position:		
Increase in accounts payable and accrued liabilities	2,200	9,174
	-	-
Investing activities		
Investment in Algonquin College - Saudi Arabia	-	-
Financing activities		
Issuance of shares	-	-
Increase in cash	-	-
Cash, beginning of year	-	-
Cash, end of year	-	-

2364193 Ontario Inc.

Notes to the financial statements

March 31, 2017

1. Description of the organization

Authorities

2364193 Ontario Inc. (the "Company") was incorporated in March 2013 under the laws of the Province of Ontario. Its purpose is to hold a 5% interest in Algonquin College - Saudi Arabia, which provides post-secondary education in the Kingdom of Saudi Arabia; the remaining interest in Algonquin College Saudi - Arabia is held by the Algonquin College of Applied Arts and Technology (the "College").

The Company is subject to income taxes under the provisions of the Income Tax Act.

The Company's ability to continue as a going concern is dependent upon the continued financial support of the College. The budgeted revenue presented in the statement of operations and accumulated deficit was based on receiving anticipated dividends from Algonquin College Saudi - Arabia, which did not materialize.

2. Significant accounting policies

Basis of presentation

The Company's share capital is controlled by the College. The Company is deemed another government organization per the Introduction to Public Sector Accounting Standards ("PSAS") and has elected to prepare these financial statements in accordance with Canadian PSAS. The Company's significant accounting policies are as follows:

Revenue

Investment revenue is recorded on the accrual basis of accounting.

Expenses

Expenses are recorded on the accrual basis of accounting.

Investment in Algonquin College Saudi Arabia

As management cannot determine the fair value of the investment, the investment is recorded at cost.

Financial instruments

The Company's financial instruments consist of the investment in Algonquin College - Saudi Arabia and accounts payable and accrued liabilities. All financial instruments are carried at amortized cost except for cash which is measured at fair value.

Unless otherwise noted, it is management's opinion that the Company is not exposed to significant interest, currency or credit risk arising from these financial statements. Unless otherwise disclosed in these financial statements, management estimates that the carrying values of the financial instruments approximate their fair value due to their short-term maturity.

Cash is a Level 1 hierarchy.

Income taxes

The Company uses the taxes payable method. An unused income tax loss of \$31,214 (2016 - loss of \$29,014) is available for future years.

Measurement uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these financial statements, management believes that its estimates and assumptions, as well as those provided by others, to be reasonable. However, actual results may differ from these estimates. Therefore, estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known. Significant estimates include the amount of accrued liabilities.

3. Share capital

The Company is authorized to issue an unlimited number of common shares. As at March 31, 2017, 100 shares were issued at a nominal value of \$1 each.

Report title:	Banking Officers Resolution
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors approves the report: Banking Officers Resolution.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this resolution is to formally update, approve and document the slate of banking officers of Algonquin College for the year.

3. BACKGROUND:

Each year, the College presents to the Board of Governors an updated list of the banking officers of the College. Once approved, the resolution is supplied to the College's financial institutions as validation of those individuals with signing authority for banking purposes at Algonquin College.

4. DISCUSSION:

The resolution presented identifies the positions that will be granted signing authority for banking purposes on behalf of the College. Due to operational reorganizations and position changes, the list of banking officers is reviewed and updated annually.

The resolution is attached as Appendix A: Banking Officers Resolution.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

Supporting the overall health of College financial resources through the mitigation of financial loss exposures helps to preserve financial assets, which in turn, contributes to the efficient delivery of programs and services for students.

7. FINANCIAL IMPACT:

The banking officers’ resolution forms part of the internal controls of the College. The resolution is provided to the College’s financial institutions whenever a change in banking signing authority is requested. The resolution ensures that only authorized positions will be allowed signing authority for banking purposes.

8. HUMAN RESOURCES IMPACT:

The banking officers’ resolution will have minimal impact on the human resources of the College.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Though the banking officers' resolution is not externally regulated, the annual review and approval by the Board of Governors is a key internal control of the College.

10. COMMUNICATIONS:

The approved banking officers list is kept on file and supplied to the College's financial institutions as appropriate.

11. CONCLUSION:

The banking officers list coupled with the College's internal controls helps to reduce risk and ensure that College assets are safeguarded.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Banking Officers Resolution

**RESOLUTION
MOVED AND SECONDED**

That for banking purposes, the following are the officers of Algonquin College of Applied Arts and Technology, effective September 1, 2017:

THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

POSITION	CURRENT INCUMBENT
Chair	Peter Nadeau
Vice Chair	James Brockbank
Secretary	Cheryl Jensen
Treasurer	Duane McNair

SENIOR OFFICIALS OF THE COLLEGE

POSITION	CURRENT INCUMBENT
President	Cheryl Jensen
Senior Vice President, Academic	Claude Brulé
Vice President, Finance & Administration	Duane McNair
Vice President, Human Resources	Cathy Frederick
Vice President, Student Services	Laura Stanbra
Vice President, Innovation and Strategy	Doug Wotherspoon
Director, Finance and Administrative Services	Grant Perry (Acting)
Manager, Financial Services	Emily Woods (Acting)

CERTIFICATE

I hereby certify that the foregoing is a true copy of a resolution duly passed at a meeting of the Board of Governors of Algonquin College held at Ottawa, Ontario, the 12th day of June, 2017.

DATED at Ottawa this 12th day of June, 2017

Witness by my hand and (Corporate) Seal

SECRETARY

Report title:	Appointment of the Auditors for 2017-2018
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Nancy Cheng, Chair, Audit and Risk Management Committee

1. RECOMMENDATION:

THAT the Board of Governors approves the extension of the current agreement with Deloitte for external audit services by one additional year as recommended by the Audit and Risk Management Committee.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to recommend a one-year extension to the agreement with Deloitte for external audit services for Algonquin College and the Algonquin College Foundation. The current agreement is set to expire at the conclusion of the 2016-2017 fiscal year financial statements audit. This extension would extend the contract until after the conclusion of the audit of the 2017-2018 financial statements.

3. BACKGROUND:

In 2012, Deloitte was appointed as the College's external auditors for a five-year term following a competitive procurement process. The current five-year agreement with Deloitte expires after the conclusion of the audit of the College's 2016-2017 financial statements.

At the October 31, 2016 Audit and Risk Management Committee meeting, it was recommended that the selection process to identify an audit firm for the next five year period be undertaken using a short-list of four audit firms (BDO Canada, Deloitte, Ernst & Young and KPMG). These four audit firms were pre-qualified by the Ontario Education Collaborative Marketplace on behalf of the Ontario Broader Public Sector education institutions. Using this list of four pre-qualified audit firms, management planned to ask all four proponents to provide a quote for the additional audit of 19 cost audits required by Ministry of Advanced Education and Skills Development. Based on the quotes received, a selection committee would have been established to review the bids and make a recommendation to the Audit and Risk Management Committee at the May, 2017 Audit and Risk Management Committee meeting.

At the March 2, 2017 Audit and Risk Management Committee meeting, management provided an update to the committee noting that due to a number of unexpected operational changes and challenges, the October 31, 2016 recommendation to the Audit and Risk Management Committee to tender for audit services was no longer recommended at this time. The most notable changes were the unexpected extended leave of a senior Finance Department member, and the extension of the Project Fusion timelines.

These changes have caused management to reconsider the October 31, 2016 recommendation, and to propose the extension of the current agreement with Deloitte for audit services for one additional year. An extension would be compliant with the Broader Public Sector Procurement Directive as public sector organizations are permitted to single source for certain professional services such as audit and legal. This recommendation is supported by the following rationale:

- Our Finance and Administrative Services Department has experienced a significant number of backfilled positions and new staff due to retirements, medical leave and Workday related temporary staffing assignments. This presents challenges in resourcing an effective selection committee and process to select a new audit services provider.
- Going 'live' with a new human resources, finance and payroll enterprise resource planning system in the same year that management potentially begin engaging a new audit firm poses significant challenges. There will not only be the learning curve associated with a new audit firm but there is also more work involved in auditing controls and financial statements prepared by two separate financial information systems.
- Deloitte has been providing excellent service to date and has already begun reviewing the Workday system controls and integration. This work would have to be repeated by a new audit firm.

This recommendation was endorsed for recommendation to the Board of Governors by the Audit and Risk Management Committee on March 2, 2017. Management is committed to presenting an updated proposal to the Audit and Risk Management Committee within the next year outlining a selection process to select an audit firm for a new five-year agreement commencing in the 2018-2019 fiscal year.

4. DISCUSSION:

The Audit and Risk Management Committee recommends the appointment of the auditors to the Board of Governors as detailed in the approved Terms of Reference of the Audit and Risk Management Committee.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

The integrity of the College’s financial statements indicate the quality of management’s stewardship over the financial assets of the College. Supporting the overall health of College financial resources and minimizing the cost of external audit services is supportive of the effective and efficient delivery of programs and services to students.

7. FINANCIAL IMPACT:

The cost of all external audit services is approximately \$200,000 per year.

8. HUMAN RESOURCES IMPACT:

A change in auditors for the 2017-2018 financial statement audit would present an increased burden on College management and staff in Finance and other departments for the reasons outlined in this report.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project/initiative addresses the regulatory requirement for external audit services and an extension for an additional year would be compliant with the Broader Public Sector Procurement Directive as public sector organizations are permitted to single source for certain professional services such as audit and legal.

The Audit and Risk Management Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its financial accountability and oversight responsibilities. (Article 15, By-Law #1 of the Board of Governors).

10. COMMUNICATIONS:

If the Board of Governors approves this recommendation, Deloitte would be confirmed for the one year extension to their current agreement.

11. CONCLUSION:

Deloitte has provided excellent audit services to Algonquin College over the past five years. It is prudent and responsible to regularly undertake competitive procurement processes to select external audit services firms for the College. Given the significant changes in staffing and financial information systems during the 2016-2017 and 2017-2018 fiscal years, it would appear appropriate to make this exception and grant a one year extension to the existing audit services firm.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Report title:	Board Officer & Committee Membership Appointments 2017-2018
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Governor Lynne Clark, Acting Chair, Governance Committee

1. RECOMMENDATION:

THAT the Governance Committee recommends to the Board of Governors the appointment of Officers of the Board and memberships on Board Committees with terms beginning September 1, 2017 to August 31, 2018.

OFFICERS OF THE BOARD 2017-2018

BOARD EXECUTIVE COMMITTEE	
Chair, Board of Governors	Peter Nadeau
Vice Chair, Board of Governors	Jim Brockbank
President	Cheryl Jensen
Chair, Academic & Student Affairs Committee	Shellee Fournier
Chair, Audit & Risk Management Committee	Nancy Cheng
Vice Chair, Audit & Risk Management Committee	Kelly Sample
Chair, Governance Committee	Dr. Jim Robblee
ACADEMIC & STUDENT AFFAIRS COMMITTEE	
Chair, Academic & Student Affairs Committee	Shellee Fournier
Chair, Board of Governors	Peter Nadeau
President	Cheryl Jensen
Governor	Jay McLaren
Governor	Stephen Heckbert
Governor	Naina Kansal
Senior Vice President, Academic	Claude Brulé
Vice President, Student Services	Laura Stanbra

AUDIT AND RISK MANAGEMENT COMMITTEE	
Chair, Audit and Risk Management Committee	Nancy Cheng
Vice Chair, Audit and Risk Management Committee	Kelly Sample
Chair, Board of Governors	Peter Nadeau
President	Cheryl Jensen
Governor	Michael Waters
Governor	Cyril McKelvie
Governor	Steve Barkhouse
Vice President, Finance and Administration	Duane McNair
GOVERNANCE COMMITTEE	
Chair, Governance Committee	Jim Robblee
Chair, Board of Governors	Peter Nadeau
President	Cheryl Jensen
Governor	Audrey-Claire Lawrence
Governor	Gail Beck
Governor	Krishna Stanton
Governor	Valerie Sayah-Hoareau
ALGONQUIN COLLEGE FOUNDATION	
President	Cheryl Jensen
Board of Governor Representative	Michael Waters

Report title:	Algonquin College Foundation Board of Directors Appointments 2017-2018
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	A. Desjardins, Executive Director Algonquin College Foundation

1. RECOMMENDATION:

THAT the Board of Governors approves the appointments of Cheryl Jensen, President, Algonquin College, and Michael Waters, Board of Governors designate to the Foundation Board of Directors made effective at the Foundation Annual General Meeting on June 8, 2017.

Jeff Darwin and Cheryl Hammand were also appointed as new directors of the Algonquin College Foundation Board of Directors for three-year term of office, effective June 8, 2017. Additionally, Victoria Ventura was elected to represent the Students' Association on the Foundation Board of Directors for the duration of her term. The following is a complete listing of the Foundation Board of Directors:

2017-2018 FOUNDATION BOARD OF DIRECTORS			
Chair	Rodney Wilson		
Past Chair	John Owens		
President	Cheryl Jensen		
Secretary	Rod Vanier		
Treasurer	Duane McNair		
<table border="1"> <tr> <td> Ashley Brambles Cheryl Hammand Denise Siele Jeff Darwin Jeff Turner Michael O'Byrne </td> <td> Michael Waters Rabbi Reuven Bulka Randy Tivy Rena Bowen Victoria Ventura </td> </tr> </table>		Ashley Brambles Cheryl Hammand Denise Siele Jeff Darwin Jeff Turner Michael O'Byrne	Michael Waters Rabbi Reuven Bulka Randy Tivy Rena Bowen Victoria Ventura
Ashley Brambles Cheryl Hammand Denise Siele Jeff Darwin Jeff Turner Michael O'Byrne	Michael Waters Rabbi Reuven Bulka Randy Tivy Rena Bowen Victoria Ventura		

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide information on the recruitment and selection process for the Foundation Board of Directors that was completed on June 1, 2017. Every year, the Nominating Committee of the Foundation Board of Directors (consisting of Committee Chair, Jeff Turner, Board Chair John Owens, Algonquin College President, Cheryl Jensen, Board of Governors representative, Lynne Clark and Foundation Executive Director, Amy Desjardins) meet to review directors' terms of office and to recruit candidates to fill vacancies that occur on the Board.

3. BACKGROUND:

Algonquin College Foundation Directors Clark, Perrin, and Evseev, came to the end of their terms of office at the AGM held on June 8, 2017. The Nominating of the Foundation Board began an open and transparent recruitment process on February 21, 2017. Candidates were ranked and their candidacy was shared with the Foundation Board of Directors on May 19, 2017. Jeff Turner and Amy Desjardins conducted a recruitment campaign, which ended on June 1, 2017. One candidate is still considering a board position and will provide a response this month. Provisions allow for the election of this candidate at the next meeting of the Foundation Board of Directors on October 5, 2017.

4. DISCUSSION:

It is the Foundation Board of Directors responsibility to ensure the Board membership reflects and represents the stakeholders of the local community, the overall strategic direction of the College, and the direction and goals of the College Foundation. As such, the Nominating Committee took into account the skills and expertise currently on the Board, and the gaps that will result from the planned vacancies.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	☒	CONNECTED Goal Four Become an integral partner to our alumni and employers.	☒
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	☒	SUSTAINABLE Goal Five Enhance Algonquin's global impact and community social responsibility.	☒
Goal Three Attain national standing in quality, impact and innovation within each school and service.	☒	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	☒

6. STUDENT IMPACT:

The appointment of Directors from local communities benefits students. Directors who are familiar with and can speak to local community needs and who are in touch with employers and industry are highly valuable.

7. FINANCIAL IMPACT:

There are no direct financial impacts associated with the appointment of new Directors to the Board.

8. HUMAN RESOURCES IMPACT:

There are no direct human resources impacts associated with the appointment of a new Director to the Board.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

These new appointments were made in accordance with the provisions provided in the Algonquin College Foundation By-Laws.

10. COMMUNICATIONS:

These appointments will be circulated to the broader College community. In addition, the Foundation's webpage will be updated with the candidates' biographies.

11. CONCLUSION:

This report provides details associated with the Algonquin College Foundation Board of Directors' recruitment campaign and selection process for 2017-2018, which has resulted in the appointment of the Foundation Board of Directors for 2017-2018.

Respectfully submitted:



Amy Desjardins
Executive Director,
Algonquin College Foundation

Approved for submission:



Cheryl Jensen
President



MISSION
To transform hopes and dreams into lifelong success.

VISION
To be a global leader in personalized, digitally connected, experiential learning.

CORE VALUES
Caring, Learning, Integrity, Respect

Meeting of the Board of Governors

MEETING NUMBER FIVE HUNDRED AND THREE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, JUNE 12, 2017, FROM 4:00 – 6:00 PM, IN CA105 A & B, ACCE BUILDING, OTTAWA CAMPUS, OTTAWA.

AGENDA

1.	Celebrating Student Success – Event Management Program	C. Brulé	10 m.
2.	Constitution of the Meeting and Approval of the Agenda	K. Leroux	1 m.
3.	Declarations of Conflict of Interest	K. Leroux	1 m.
4.	Approval of the Consent Agenda	K. Leroux	20 m.
	4.1 Minutes of the Board of Governors’ meeting of April 10, 2017	K. Leroux	
	4.2 Executive Committee Report	K. Leroux	
	4.3 Academic and Student Affairs Committee Report	J. Brockbank	
	4.4 Audit and Risk Management Committee Report	N. Cheng	
	4.5 Governance Committee Report	L. Clark	
	4.6 Foundation Report	L. Clark	
5.	Business Arising from the Minutes		
	5.1 Executive Compensation Update	K. Leroux	10 m.
	5.2 Athletics Recreation Complex	D. McNair J. Doyle V. Ventura	30 m.
	5.3 Fourth Quarter 2016-2017 Financial Report	D. McNair	5 m.
6.	Decision Items & Reports		
	6.1 Major Capital Projects (Quarterly report)	D. McNair	15 m.
	6.2 Pedestrian Bridge to Bus Rapid Transit Station	D. McNair	10 m.
	6.3 Learner Driven Student Space Project	L. Stanbra	10 m.
7.	Items for Information		5 m.
	7.1 Algonquin College Strategic Mandate Agreement	C. Jensen C. Brulé	

	7.2 2016-2017 Annual Report and Progress Against Strategic Plan 2012-2017	S. Anderson	
	7.3 Board of Governors Newsletter Spring 2017	S. Anderson	
	7.4 Report from the Board Chair	K. Leroux	
	7.5 Report from the President	C. Jensen	
	7.6 Management Summary Report	Executive Team	
	7.7 2016 Freedom of Information and Protection of Privacy Act Annual Report	D. McNair	
	7.8 Investment Performance Report as at March 31, 2017	D. McNair	
	7.9 Fourth Quarter 2016-2017 Business Plan Update	D. Wotherspoon	
	7.10 People Plan	C. Frederick	
8.	Upcoming Events		
	<ul style="list-style-type: none"> Thursday, June 15, 2017: Board of Governors and Foundation Board End-of-Year Dinner 		
	<ul style="list-style-type: none"> Friday, June 16, 2017: Pembroke Campus Convocation 		
	<ul style="list-style-type: none"> June 19 – 21, 2017: Ottawa Campus Convocations 		
9.	In Camera Meeting		30 m.
10.	Meeting Adjournment		

1.	Meeting Without Management	K. Leroux	30 m.
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Board of Governors' Work Plan

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 Business Case - 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) - HLE Initiative (Centre of Excellence in Health Education (if required)) - International (if required) - Executive Compensation - Students' Association's Athletics and Recreation Complex 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Centre of Excellence in Health Education - Major Capital Projects (Quarterly report) - People Plan - Students' Association's Athletics and Recreation Complex - Draft Strategic Mandate Agreement - Business Case - Algonquin College Residence - (presented April 10 Bog)
<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</p>	<ul style="list-style-type: none"> - Strategic Plan Metrics 	<ul style="list-style-type: none"> - First Quarter 2016-2017 Business Plan Update 	<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 			<ul style="list-style-type: none"> - Fourth Quarter 2016-2017

performance, and has plans in place to address variances from expected/planned performance.		- Program Advisory Committees' Annual Report (ASAC Report)		- Ontario Colleges Quality Assurance Board Report			Business Plan performance - Annual Report 2016-2017 and progress against 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
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.		- First Quarter 2016-2017 Financial Report	- 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 - 2017-2018 Tuition and Fees Schedule	- Third Quarter 2016-2017 Financial Report - 2017-2018 Tuition and Fees Schedule (moved up to Dec)		- Enterprise Resource Planning (Project Fusion - included in Major Capital Projects Report	- 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 - Learning Management System approval in principle
RISK IDENTIFICATION AND OVERSIGHT The Board oversees management's risk management program, and identifies	- International	- International	- Enterprise Risk Management – Risk Appetite Statements				- Freedom of Information Annual Report

unusual risks in the organization and ensures plans are in place to manage and prevent such risks.			- Policy SA16 Sexual Assault/Sexual Violence				
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
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.	- Polytechnics Canada	- Strategic Plan 2017-2022 Communications Roll-Out - Board of Governors' Summer Key Message	- Board of Governors' Fall Key Message	- Board of Governors' Winter Key Message		- Board of Governors' Spring Key Message - Algonquin College Coat of Arms	- Board of Governors' Summer Key Message
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.	- Review and adoption of the Governors' Code of Ethical Conduct - Structure of Effective Board Meetings generative discussion	- Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report	- Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report	- Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report		- Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report - Appointment of new Governors for 2017-2018 - Governance Committee Report to include Board Officer and Committee Appointments; BGI-01 Report Card; Governor Reappointments	- Board Committee Reports (Academic & Student Affairs; Audit & Risk Management) - Governance Cmt report to include BOG Officer & Cmt Memberships, Board Evaluation Report - Foundation Board Report
LEGAL COMPLIANCE		- Confirmation of mandatory		- Confirmation of mandatory		- Confirmation of mandatory	

The Board ensures that appropriate processes are in place to effect compliance with legal requirements.

Government remittances

Government remittances

Government remittances

DRAFT

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWO OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, APRIL 10, 2017 AT 4:00 PM, IN CA105, AT THE OTTAWA CAMPUS.

Present:	Kathryn Leroux, Chair Peter Nadeau Jim Brockbank Jay McLaren Lynne Clark Sherryl Fraser Pam Auchterlonie Shellee Fournier Michael Waters Sara Loyst Stephen Heckbert Cheryl Jensen, President	Regrets:	Nancy Cheng Dr. Jim Robblee Kelly Sample Mark Sutcliffe
		Senior Management:	Claude Brulé, Academic Ron Deganadus McLester, Indigenous Initiatives Duane McNair, Finance & Administration Laura Stanbra, Student Services Scott Anderson, Communications, Marketing & External Relations Doug Wotherspoon, International & Strategic Planning Cathy Frederick, Human Resources Tracy McDougall, President’s Office
		Recorder:	Victoria Tiqui-Sanford

1. CELEBRATING SUCCESS – Immunity Warriors

Graphic Design, Interactive Multimedia & Design and Mobile Application Design and Development Students

Kevin Holmes, Project Manager, Health and Wellness Research Centre, Applied Research presented the Immunity Warriors video.

C. Brulé, Senior Vice President Academic, introduced students Kari Ball, Stephanie Paiement, Dom Richichi, and Jason Eduardo Mata. The Immunity Warriors is a team of students enrolled in Graphic Design, Interactive Multimedia and Design, Mobile Application Design and Development, Ontario College Diploma. They developed a digital comic book to educate elementary school students about the immune system and the role of immunization in defending against illness. The project was undertaken as an applied research project in partnership with Dr. Kumanan Wilson, an internal medicine specialist and scientist at The Ottawa Hospital who developed the project concept and story.

The students were congratulated on their achievements and Chair Leroux presented the students with the first official “Changemaker” Award.

April 10, 2017

2. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Chair Leroux constituted the meeting at 4:01 pm.

RESOLUTION

MOVED & SECONDED: S. Fournier & L. Clark

THAT the Board of Governors approves the meeting agenda.

CARRIED.

3. DECLARATION OF CONFLICT OF INTEREST

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

4. APPROVAL OF THE CONSENT AGENDA

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

RESOLUTION

MOVED & SECONDED: J. McLaren & P. Nadeau

THAT the Board of Governors approves the consent agenda.

CARRIED.

4.1 Minutes of the Board of Governors meeting of February 13, 2017

RESOLUTION

THAT the Board of Governors approves the meeting minutes of February 13, 2017.

4.2 Executive Committee Report

Chair Leroux provided a verbal update regarding Executive Committee activities.

4.3 Academic and Student Affairs Committee Report

Governor Brockbank, Chair of the Academic and Student Affairs Committee, provided a verbal report of the meeting held on March 21, 2017. The review of the revised Terms of Reference for the Academic and Student Affairs Committee and the enrolment update report were highlighted. Questions regarding tracking domestic versus international student registrations were answered.

Terms of Reference – Revised

RESOLUTION

THAT the Board of Governors approves the revised Terms of Reference for the Academic and Student Affairs Committee.

4.4 Audit and Risk Management Committee Report

Governor Waters on behalf of Governor Cheng, Chair of the Audit and Risk Management Committee, provided a verbal report and highlights of the meeting that was held on March 02, 2017. A question regarding the requirement to extend the current auditor for the 2017-18 fiscal year was answered.

April 10, 2017

4.5 Governance Committee Report

Governor Clark, Acting Chair of the Governance Committee, provided a verbal report of the meeting held on March 20, 2017. The focus of the meeting was on the Governor Reappointments 2017 and the New Governor Appointments for 2017-2018.

Governor Reappointments 2017

RESOLUTION

THAT the Board of Governors approves the reappointment of Governors Sample and Robblee to three year terms of office from September 1, 2017 to August 31, 2020.

New Governor Appointments 2017-2018

RESOLUTION

THAT the Board of Governors approves the appointments of Steve Barkhouse; Dr. Gail Beck; Audrey-Claire Lawrence; and Cyril McKelvie, to the Board of Governors for three-year terms of office, effective September 1, 2017 to August 31, 2020.

BGI-01 Responsibilities of the Board – Compliance Report Card

RESOLUTION

THAT the Board of Governors approves BGI-01 Responsibilities of the Board Compliance Report Card.

4.6 Foundation Report

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

5. BUSINESS ARISING FROM THE MINUTES

5.1 Executive Compensation Update

President Jensen provided a brief update on the Executive Compensation Program. A detailed information update will be brought forward to the June 12, 2017 Board of Governors meeting.

6. DECISION ITEMS AND REPORTS

6.1 Algonquin College Students' Association Athletics Recreation Complex

D. McNair, Vice President, Finance and Administration, and J. Doyle, General Manager, Algonquin College Student's Association presented the Algonquin College Students' Association Athletics Recreation Complex proposal. Members were provided with an update on the development of a business plan proposal to replace the College's aging gymnasium and The Fitness Zone with the construction of a new Athletics Recreation Complex. This project requires the approval and support of both the Algonquin College Students' Association Board of Directors and the Algonquin College Board of Governors. Plans are underway to complete the full business plan and present to the Algonquin College Students' Association on April 28, 2017, followed by a presentation to the Algonquin College Board of Governors on June 12, 2017. Questions regarding the impact from the public, the recreation complex's capacity, and human resource capacity for existing and upcoming projects were answered.

April 10, 2017

6.2 New Governor Appointments 2017-2018

Governor Clark, Acting Governance Committee Chair provided members with the information on the governor candidate recruitment and selection process that was completed on March 7, 2017. Governors Leroux, Clark, and Sutcliffe, members of the Board of Governors since 2011, come to the end of their terms of office as of September 1, 2017. Governor Tremblay returned to the Board of Governors in 2015, and submitted his resignation in February, 2017 due to his appointment as President and Chief Executive Officer of Invest Ottawa.

RESOLUTION

MOVED & SECONDED: L. Clark & J. Brockbank

THAT the Board of Governors approves the appointments of Steve Barkhouse, Dr. Gail Beck, Audrey-Claire Lawrence, and Cyril McKelvie to the Board of Governors for three-year terms of office, effective September 1, 2017.

CARRIED.

6.3 Algonquin College Strategic Mandate Agreement

President Jensen provided a brief introduction of the Strategic Management Agreement process. C. Brulé, reported that College has begun negotiations with the Ministry of Advanced Education and Skills Development on its 2017-2020 Strategic Mandate Agreement. The last Strategic Mandate Agreement between the College and the Ministry was signed on May 08, 2014. C. Brulé will provide an update on the progress of the 2017-2020 Strategic Mandate Agreement process to the Board of Governors at the June 12, 2017 meeting.

6.4 Major Capital Project – Welding Laboratory Project

D. McNair presented a recommendation to increase the budget required to complete the Welding Lab Project, and to communicate the sources of funds identified to close the gap between the current projected expenditures and the approved project budget.

RESOLUTION

MOVED & SECONDED: S. Heckbert & P. Nadeau

THAT the Board of Governors approves a \$460,000 increase to the budget for the Welding Lab Project at the College's Transportation Technology Centre. The Centre is also known as Building S.

CARRIED.

7. ITEMS FOR INFORMATION

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

7.1 Board of Governors Spring 2017 Key Messages

The report was accepted for information.

7.2 Report from the Board Chair

Chair Leroux thanked all of the members who attended the March 18, 2017 Board of Governors Retreat and reminded members of the upcoming Colleges and Institutes Canada 2017 Conference and President's Year-End Dinner. The report was accepted for information.

April 10, 2017

7.3 Report from the President

The report was accepted for information and President Jensen thanked Jean-Guy Frechette, Associate Director, Government and Stakeholder Relations for managing the College Day activities.

8. Upcoming Events

Chair Leroux provided highlights of upcoming events.

9. IN CAMERA

An In Camera session began at 5:25 pm.

RESOLUTION

MOVED & SECONDED: J. McLaren & J. Brockbank

THAT the Board of Governors move to in camera session to discuss the following:

9.1 Algonquin College Student Residence

9.2 Algonquin College Coat of Arms.

CARRIED.

RESOLUTION

MOVED & SECONDED: S. Fournier & S. Loyst

THAT the Board of Governors moves out of In Camera at 6:00 pm.

CARRIED.

9.1 Algonquin College Student Residence

THAT the Board of Governors accepts this report for information.

CARRIED.

9.2 Algonquin College Coat of Arms

RESOLUTION

MOVED & SECONDED: S. Loyst & M. Waters

THAT the Board of Governors approves the placement and use of the Algonquin College Coat of Arms.

CARRIED.

10. MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 6:05 pm.

Kathryn Leroux, Chair

Victoria Tiqui-Sanford, Recorder

April 10, 2017

APPENDIX A

Observers:

Barbara Foulds, Dean, Faculty of Health, Public Safety and Community Studies
Paul Gardner, Business Administrator, Special Projects, Finance and Administration
Emily Woods, Acting Manager, Financial Services
Lisa Barker, Promotions and Events Officer, Public Relations and Communications
Jean-Guy Fréchette, Associate Director, Government and Stakeholder Relations
Krisha Stanton, Senior Manager, Enrolment and Financial Support Services
Krista Pearson, Registrar
Ruth Dunley, Communications Officer, Public Relations and Communications
Lesia Mysyk, Financial, Office & Legal Studies
Jack Doyle, General Manager, Student Association
Todd Schonewille, Director, Physical Resources
Dave Donaldson, Dean, School of Business
Amy Desjardins, Executive Director, Foundation
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Christopher Janzen, Dean, Faculty of Technology & Trades
Patrick Devey, Dean, Centre for Continuing and Online Learning
Shelley Styles, Director, Student Support Services
Alanna McDonnell, Director, Marketing
Ernest Mulvey, Director, International Education Centre
Christopher Carroll, Communications and Public Relations
Jeff Francoeur, Marketing

MEMO

DATE: June 12, 2017

TO: Board of Governors

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

SUBJECT: **Academic & Student Affairs Committee meeting of May 29, 2017**

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose Academic and Student Affairs Committee, May 29, 2017 folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

- 1) Diagnostic Cardiac Sonography, OCGC

RESOLUTION

MOVED & SECONDED: S. Fraser & J. McLaren

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Diagnostic Cardiac Sonography, Ontario College Graduate Certificate program effective Fall 2018.

CARRIED.

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

- 1) Enrolment Update Report

Members reviewed the Enrolment Update on current enrolment information for the Spring 2017 term, and admissions update for the Fall 2017 term. Members accepted this report for information.

- 2) Board Policy BGII-01 Programs of Instruction

Members reviewed the Board Policy BGII-01 Programs of Instruction. The policy has been updated to reflect the current ministry name - Ministry of Advanced Education and Skills Development throughout the document.

- 3) Academic Program Dashboard Scorecard Report

Members reviewed the Academic Program Dashboard Scorecard Report that provides an update on overall academic program health indicators. Members accepted this report for information.

4) Program Launches and Enrolments Summary Report

Members reviewed the Program Launches and Enrolments Summary Report that provides an annual report on the enrolment status of new program launches over a two-year timeframe between Fall 2015 to Winter 2017. Members accepted the report for information.

5) Program Advisory Committees' Review and Recommendations

Members reviewed the Program Advisory Committee's Review and Recommendations. The working group has focused on what constitutes effective Program Advisory Committees based on best practices within the postsecondary sector. Members accepted this report for information.

6) Students' Association 2016-17 Priorities

V. Ventura, President of Students' Association presented to the members the Students' Association 2016-17 Priorities. This year's priority list includes eight items and the report and presentation were accepted for information.

7) 2015-2016 Strategic Mandate Agreement Report Back

Members reviewed the 2015-2016 Strategic Mandate Agreement Report Back. Overall, Algonquin College compared favorably in the majority of the system-wide metrics versus the Provincial average. Members accepted this report for information.

8) 2016-2017 Key Performance Indicators Report Back

Members reviewed the 2016-17 Key Performance Indicators Report Back. Overall, Algonquin College compared favorably in the majority of the system-wide metrics versus the Provincial and Large College average. Members accepted this report for information.

9) 2017-2018 New Program Approval Pipeline – Workplan

Members reviewed the 2017-2018 New Program Approval Pipeline – Workplan and the Academic and Student Affairs Committee can anticipate as many as 19 new program proposals. There was a discussion about managing the number of proposals over the academic year, understanding the timeframe for approval from the Ministry of Advanced Education and Skills Development. Members accepted this report for information.

10) Review of Academic and Student Affairs DRAFT 2017-2018 Workplan

Members reviewed the Draft 2017-2018 Academic and Student Affairs Committee workplan and accepted it for information.

DATE: June 12, 2017

TO: Board of Governors

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

SUBJECT: **Audit & Risk Management Committee meeting of May 25, 2017**

For documentation in support of the agenda items, please visit the Board's SharePoint site, choose the Audit & Risk Management Committee, May 25, 2017 meeting folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

1) 2016-2017 DRAFT Audited Financial Statements

RESOLUTION

MOVED & SECONDED: M. Waters & K. Sample

- a. **THAT** the Audit and Risk Management Committee recommends the approval of the 2016-2017 Draft Audited Financial Statements of Algonquin College (Appendix A: 2016-2017 Audited Financial Statements – Algonquin College) to the Board of Governors on June 12, 2017,
and
- b. **THAT** the Audit and Risk Management Committee recommends the approval of the transfer of \$2,458,035 from internally restricted net assets to unrestricted net assets.

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

1) 2016-2017 DRAFT Audited Financial Statements

RESOLUTION

MOVED & SECONDED: M. Waters & K. Sample

- c. **THAT** the Audit and Risk Management Committee accepts for information the 2016-2017 Audited Financial Statements of the Algonquin College Foundation (Appendix B: 2016-2017 Audited Financial Statements – Algonquin College Foundation),
and
- d. **THAT** the Audit and Risk Management Committee accepts for information the 2016-2017 Audited Financial Statements for 2364193 Ontario Inc. (Appendix C: 2016-2017 Audited Financial Statements – 2364193 Ontario Inc.).

2) 2016-2017 Management Discussion and Analysis Report

Members reviewed the 2016-2017 Management Discussion and Analysis report for information. It was decided that the report will not be published this Spring, and that further production and publication of this report will be discussed at a future Audit and Risk Management Committee meeting.

C. INFORMATION ITEMS PRESENTED TO THE COMMITTEE

The following items were presented for information:

1) March 2017 Audit Results and Year-End Communication

D. Hume, Partner, Assurance and Advisory, and C. Castonguay, Manager, Assurance & Advisory at Deloitte, referred members to the Audit Results and Year-End Communication report.

Members accepted this report for information.

2) Endowment Funds Investment Report

Members were referred to the Endowment Funds Investment Report. The endowment funds produced a return of 3.20%, slightly underperforming the benchmark of 3.34% for the fourth quarter of 2016-2017.

Members accepted this report for information.

3) College Operating Funds Investment Report

Members were referred to the College Operating Funds Investment Report. The fund produced a return of 0.50%, over performing the benchmark which returned 0.40%. Members accepted this report for information.

4) 2016-2017 Enterprise Risk Management Report

Members reviewed the 2016-2017 Enterprise Risk Management Report. The report provides an update on the risk mitigation strategies undertaken to manage College risks identified in the Corporate Risk Profile, major capital project risks, and information on incidents of fraud and data breaches.

Members accepted the report for information.

5) Enterprise Resource Planning (ERP) Project Fusion

C. Frederick, Vice-President, Human Resources presented the Enterprise Resource Planning (ERP) Project Fusion, now to be known as Workday. Members were provided with an update on the project's progress and overview of ongoing and upcoming key activities, deliverables, and milestones required for the successful deployment of Workday enterprise resource planning solution.

Members accepted this presentation for information.

6) Algonquin College Talent Dashboard

C. Frederick referred members to the Algonquin College Talent Dashboard. The Talent Dashboard will assist College staff to identify and provide insight into potential risks, monitor progress, and make decisions related to the College's human resources. Members agreed that the Talent Dashboard is a robust and efficient tool.

Members accepted this report for information.

7) Fourth Quarter 2016-2017 Financial Report

Members reviewed the Fourth Quarter 2016-2017 Financial Report. The report provides a summary of funded positions, and an update on the compliance status of the BG11- 02 Board Financial Management Policy.

Members accepted this report for information.

8) Canada Revenue Agency Audit Updates

Members were referred to the Canada Revenue Agency Audit Updates. The report provides the Audit and Risk Management Committee with updates on the status of the College's ongoing audits by the Canada Revenue Agency.

Members accepted the updates for information.

9) Exemption - Exception Report on Non-Competitive Procurement

Members reviewed the Exemption - Exception Report on Non-Competitive Procurement. The report provides the Audit and Risk Management Committee with an Exemption - Exception Report on Non-Competitive Procurement for purchases with values greater than \$100,000 for the year ended March 31, 2017.

Members accepted the report for information.

10) Internal Control over Financial Reporting

Members were referred to the Internal Control over Financial Reporting. This College initiative will enhance its Internal Control over Financial Reporting framework and processes. The internal control initiative will be communicated to College employees through committee meetings, training sessions, postings in the employee portal, and by email.

Members accepted this report for information.

MEMO

DATE: June 12, 2017
TO: Board of Governors
FROM: Governor Lynne Clark, Acting Chair, Governance Committee
SUBJECT: **Governance Committee meeting April 26, 2017**

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose the Governance Committee meeting folder, April 26, 2017.

A. ANNUAL GENERAL MEETING REQUIRING BOARD OF GOVERNORS APPROVAL

1) Board Officer and Committee Membership Appointments

Members were referred to the transmittal included in their meeting materials for the appointment of Board Officers and committee memberships, effective September 1, 2017.

RESOLUTION

MOVED & SECONDED: S. Fournier & J. Robblee

THAT the Governance Committee recommends to the Board of Governors the appointment of Officers of the Board and membership on Board Committees with terms beginning September 1, 2017 to August 31, 2018.

CARRIED.

B. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

1) Terms of Reference – All Committees

Members were referred to the revised Terms of Reference for all Board committees included in their materials. These were revised to standardize the language across all committee terms of reference for consistency. The revised Terms of Reference for the Academic and Student Affairs was approved at the April 10, 2017 Board meeting.

Appendix A - Terms of Reference for the Audit and Risk Management Committee

Appendix B - Terms of Reference Governance Committee

RESOLUTION

MOVED & SECONDED: S. Fournier & J. Robblee

THAT the Governance Committee endorses the Terms of Reference for the Audit and Risk Management Committee and Governance Committee to the Board of Governors for approval.

CARRIED.

2) Board of Governors Meeting Evaluation Survey

Members were referred to Appendix C - Board of Governors Meeting Evaluation survey. It was suggested that the new survey tool should be completed at the Meeting without Management following the regular Board of Governors meeting. The Board of Governors will decide if the survey should remain anonymous or give the participants the option to place their name on the survey.

RESOLUTION

MOVED & SECONDED: S. Fournier & J. Robblee

THAT the Governance Committee recommends to the Board of Governors the approval of using the Board of Governors Meeting Evaluation Survey for all Board of Governors meetings and Board Committee meetings.

CARRIED.

C. 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 applications. Governors Sample's application is in process and Governors Waters and Brockbank are required to resubmit their applications. These anticipated appointments would serve to replace Governors Leroux, Sutcliffe, and Robblee who will come to the end of their terms as of August 31, 2017.

2) March 18, 2017 Board Retreat Survey Results

Members reviewed the results of the March 18, 2017 Board Retreat Survey included in their materials. Members agreed that overall, the retreat was very successful and the survey results were positive.

3) Board of Governors' Evaluation Survey Results

Members reviewed Appendix D, Board of Governors' Evaluation Survey Results and concluded that the results were positive overall. Members acknowledged that there are valuable suggestions and comments that can contribute to enhanced Board effectiveness. It was suggested that negative results should be reviewed and discussed during the Meeting without Management following the regular June 12, 2017 Board meeting.

4) Professional Development Applications

Members reviewed the applications for professional development for Governors Cheng and Clark to attend the Leadercast 2017 Event in Ottawa. The application for professional development was accepted.

MEMO

RESOLUTION

MOVED & SECONDED: S. Fournier & J. Robblee

THAT the Governance Committee approves Governors Cheng's and Clark's application for the Leadercast 2017 Ottawa professional development.

CARRIED.

5) DRAFT Governance Committee work plan 2017-2018

Members were referred to the Governance Committee Draft work plan for 2017-2018 included in their materials. A completed version in the new format will be reviewed for approval at the first Governance Committee meeting in the Fall.

6) Governor Orientation Program 2017 – DRAFT Part 1 & 2

Members reviewed the draft agenda for the new governor orientation sessions to be held on August 24, and September 17, 2017.

TERMS OF REFERENCE: AUDIT AND RISK MANAGEMENT COMMITTEE

The Audit and Risk Management Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its financial accountability and oversight responsibilities. (Article 15, By-Law #1 of the Board of Governors).

Responsibilities

The Audit and Risk Management Committee shall:

1. AUDIT

- a. Recommend to the Board the appointment of the external auditor.
- b. Review the scope of the internal and external auditor's reviews of the College's internal controls, any significant findings and recommendations by the internal and external auditors and the responses of the College's staff to those findings and recommendations.
- c. Define the pre-approval process for all audit and non-audit services to be performed by the external auditor and review the external auditors' reports on independence.
- d. Review and approve annual or multi-year internal audit plans and on all proposed major changes to plans.
- e. Review and approve internal audit reports.
- f. Review and approve the external auditors' audit plan including areas of identified risk.
- g. Review with the external auditors the results of the audit and determine if there were any difficulties or disputes with management, any significant changes in the audit plan, any significant changes in accounting policies and any management estimates that required significant judgement.
- h. Have the right to make inquiries and call upon corporate officers of the College as the Committee deems necessary.

2. ANNUAL FINANCIAL STATEMENTS

- a. Review and discuss the annual financial statements and related note disclosures with management and the external auditors.
- b. Seek assurance that the financial statements of Algonquin College are prepared in accordance with public sector accounting standards, which would include oversight of the selection of accounting policies used in the preparation of the financial statements, and consideration of all relevant alternatives.
- c. Review the annual draft financial statements and, where appropriate, suggest improvements in the financial information and, when accepted, recommend the final statements for approval by the Board.

- d. Review draft financial statements and approve submission of year-end financial statement information to the Ministry of Advanced Education and Skills Development.

3. RISK MANAGEMENT/INTERNAL CONTROLS

- a. In accordance with the College's risk appetite and risk tolerance, discuss with the College's corporate officers, the College's significant risks and the measures the officers have taken to monitor and manage these risks.
- b. Review with senior management the adequacy and effectiveness of controls and management information systems, including accounting and budget controls, financial planning and computer operation, information technology (IT) and security.
- c. Review the President's biannual report on incidences of fraud.
- d. Review, each June, a summary of single/sole source procurement transactions over \$100,000.
- e. Review the progress and risks associated with the College's Major Capital Projects.
- f. Oversee the College's system for monitoring compliance with legislative requirements.

4. OTHER DUTIES

- a. Review the Investment Reports for the Endowment Funds and the College Operating Funds.
- b. Conduct an annual review of the Investment Policy for College Operating Funds and the Algonquin College Endowment Funds Statement of Investment Policies & Goals.
- c. Propose amendments for approval by the Board of Governors to the Investment Policy for College Operating Funds and to the Algonquin College Endowment Funds Statement of Investment Policies & Goals.
- d. Evaluate the Audit and Risk Management Committee's performance in meeting its mandate through the periodic review of the Terms of Reference.
- e. Review and report on such other matters as may be assigned by the Board.

Membership

The Audit and Risk Management Committee shall be composed of four external governors and the Chair of the Board. The President of the College shall be a non-voting member of the Audit and Risk Management Committee.

Term of Appointment

Each Audit and Risk Management Committee member shall be appointed for a two year term and the term may be extended (for one year at a time) while the member continues as a Governor of the College.

Chair

The Governance Committee of the Board of Governors will bring forward an annual recommendation for the Chair of the Audit and Risk Management Committee.

Vacancy

The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new external member to the Committee.

Meetings

Any member of the Board is welcome to attend a meeting, with the approval of the Chair. At meetings where the auditor is present, time should be allocated for the Committee to meet separately with the external auditor.

Frequency of Meeting

The Audit and Risk Management Committee shall meet at least twice each year or more often as is deemed necessary.

Calling Meetings

Any member of the Audit and Risk Management Committee or the external auditor may call a meeting of the Audit and Risk Management Committee to consider any matter he or she believes should be brought to the attention of the Committee or the Board.

Auditor's Attendance

The external auditor has the right to appear before and be heard at any meeting of the Audit and Risk Management Committee and shall appear before the Audit and Risk Management Committee when required to do so by the Committee.

Reviewed & Approved by Governance Committee: April 26, 2017

Approved by the Board of Governors: TBD

ALGONQUIN COLLEGE BOARD OF GOVERNORS GOVERNANCE COMMITTEE TERMS OF REFERENCE

The Governance Committee, a standing committee of the Board of Governors (the Board), was established to assist the governors in carrying on the affairs of the College in connection with matters relating to governance (Article 16 of Bylaw 1 of the Board of Governors).

Responsibilities

1. To review and assess Board governance practices and make recommendations to the Board regarding ways in which governance practices can be improved and enhanced by proposing policies to the Board for deliberation and appropriate action.
2. To recommend measures to be employed in assessing the governance performance and the contributions of Board members.
3. To act as the nomination committee for vacancies in the Board and to develop selection criteria and profiles based on the skills matrix for the nomination of Board members.
4. To be responsible for the annual nomination of the Chair, Vice Chair, Secretary (if other than the President), Treasurer (if other than the Vice President, Administration), any other Officers as the Board may determine to be appointed annually, the Chair of the Audit Committee, the Governance Committee, and the Chair of any other standing committees which the Board may constitute which require the annual appointment of a Chair.
5. To oversee and assess the Board's orientation, and the need for professional development activities, and make recommendations for action to the Board, as appropriate.
6. To perform other tasks related to governance performance as assigned by the Board or as deemed necessary by the Governance Committee.

Membership

The Governance Committee shall be composed of up to five governors who shall be appointed by the Board, in addition to the Chair of the Board and the President who shall be ex officio members. A majority of members of the Governance Committee shall be external governors.

Term of Appointment

Each Governance Committee member shall be appointed for a two year term subject to an annual review, renewal and removal by the Board.

Chair

The Chair of the Governance Committee shall be an external governor.

Vacancy

The Board shall fill a vacancy on the Governance Committee by appointing a new member to the Committee.

Meetings

Any member of the Board is welcome to attend a meeting, with the approval of the Chair.

Frequency of Meeting

The Governance Committee shall meet a minimum of three times each year, or more often as is deemed necessary.

Calling Meetings

Any member of the Governance Committee may call a meeting of the Governance Committee.

First approved:	January 14, 2008
Revised and approved:	May 14, 2012
Revised and approved:	March 7, 2016
Revised and approved:	

(Board of Governors or Board Committee Name)
Meeting Evaluation



President/Board of Governors

Meeting Date:	
Deadline:	
Member Name:	

#	Questions	Agree	Disagree
1	Today's meeting started on time.		
2	The agenda was clear and realistic for the allotted meeting time.		
3	I had a clear understanding of the objectives for today's meeting.		
4	Agenda topics were appropriate (i.e., reflected Terms of Reference or Board role and annual work plan).		
5	Adequate background information was provided for each agenda item.		
6	The time spent on each item was appropriate.		
7	I felt supported and valued as a member of this committee/board.		
8	I was encouraged to discuss and share my opinions openly.		
9	Disagreements were handled openly, honestly and directly.		
10	The chair kept discussions on track.		
11	The chair was prepared for the meeting.		
12	Meeting participants were prepared for the meeting.		
13	Responsibilities for the follow up action items were clear to all meeting participants.		
14	Today's meeting finished on time.		
15	Overall, we accomplished a lot at this meeting.		

Comments:

2016-17 Board of Governors Evaluation Survey Results

1. The Board understands the mandate of Algonquin College.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0
4. Agree		40.0%	4
5. Strongly agree		60.0%	6
		Total Responses	10

2. The responsibilities of the Board and Management are clearly delineated and adhered to.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		30.0%	3
5. Strongly agree		60.0%	6
		Total Responses	10

#	Response
1.	And these are clearly provided to board members, particularly new members.
2.	Sub committees address this really well.


3. The Board establishes clear objectives and annual work plans for itself.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0
4. Agree		30.0%	3
5. Strongly agree		70.0%	7
		Total Responses	10

Comments

A detailed calendar of meetings and events was circulated very early.


4. The Board is appropriately involved in establishing strategy for Algonquin College.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0
4. Agree		40.0%	4
5. Strongly agree		60.0%	6
		Total Responses	10

Comments

A new Strategic Plan was completed for this year and for the next 5 years.


5. The Board ensures that strategy is translated into an annual business plan, operating and capital budgets and metrics.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0
4. Agree		50.0%	5
5. Strongly agree		50.0%	5
		Total Responses	10

Comments

Yes, this is done regularly and reported.

6. The Board monitors business performance against the business goals set with Management.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		40.0%	4
5. Strongly agree		50.0%	5
		Total Responses	10

#	Response
1.	With regular updates.
2.	Clear communication between management and Board of Governors.

3. Monitoring may occur, but the Executive Committee should ensure that management is held accountable for poor business decisions.

7. The Board sets annual performance objectives effectively with the CEO through the Executive Committee, using the Business Plan and Budget process.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		20.0%	2
4. Agree		50.0%	5
5. Strongly agree		30.0%	3
		Total Responses	10



#	Response
1.	I am not on the Executive Committee.
2.	Objectives may be set, but does the Executive Committee ensure that they are met? If so, does the Executive Committee relay this information to the Board?

8. The Board, through the Executive Committee, effectively evaluates the CEO's performance.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		30.0%	3
4. Agree		50.0%	5
5. Strongly agree		20.0%	2
		Total Responses	10

#	Response
1.	To the best of my knowledge.
2.	I am not on the Executive Committee.
3.	The CEO's performance is evaluated by the Executive Committee but whether this is achieved effectively is not clear, i.e. \$500,000.00 oversight (welding lab), \$100,000.00 to Local 415, Jazan, etc.




9. The Board understands the nature and extent of risks faced by Algonquin College.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0
4. Agree		80.0%	8
5. Strongly agree		20.0%	2
Total Responses			10

Comments

The Audit & Risk Management Committee receives updates from the risk manager through a dashboard and the board members review and ask for additional risks to be looked at.





10. The Board understands the policies and procedures Algonquin College has in place to identify, monitor and manage risk.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		50.0%	5
5. Strongly agree		40.0%	4
Total Responses			10

Comments

New members and others are provided excellent risk management overview.





11. The Board understands the programs that are in place at Algonquin College.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		10.0%	1
3. Neither agree nor disagree		10.0%	1
4. Agree		60.0%	6
5. Strongly agree		20.0%	2
Total Responses			10

Comments

Management team is very well informed and shares this information with the board on a regular basis.




12. The Board knows the individuals on the Senior Management Team and is appropriately involved in succession planning.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		10.0%	1
3. Neither agree nor disagree		10.0%	1
4. Agree		60.0%	6
5. Strongly agree		20.0%	2
Total Responses			10




Comments

No involvement in succession planning.

13. The Board demonstrates leadership in "living" the code of conduct.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		10.0%	1
3. Neither agree nor disagree		0.0%	0
4. Agree		50.0%	5
5. Strongly agree		40.0%	4
Total Responses			10

14. The Board 's mandate and work plan are reviewed annually.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		20.0%	2
5. Strongly agree		70.0%	7
Total Responses			10

Comments

Don't recall.

15. I am satisfied with the performance and information from the Governance Committee.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0
4. Agree		30.0%	3
5. Strongly agree		70.0%	7
		Total Responses	10

Comments

Regular updates are provided.

16. I am satisfied with the performance and information from the Audit & Risk Management Committee.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		20.0%	2
5. Strongly agree		70.0%	7
		Total Responses	10

Comments

Regular updates are provided.

17. The information I receive allows me to monitor results, identify areas of concern and understand important issues.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		30.0%	3
4. Agree		40.0%	4
5. Strongly agree		30.0%	3
		Total Responses	10

#	Response
1.	The volume and level of detail is so great that it risks obscuring the key issues. Too much of a "data dump". Need to do a better job summarizing and focusing on the key issues.
2.	I am concerned that management brings forward the "good news stories" and not the concerns of the College Employees, i.e. are we certain that the Indigenous Learning Centre is "on track" and "within budget"?

18. I have adequate access to Senior Management outside of Board and Committee meetings.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		50.0%	5
5. Strongly agree		40.0%	4
		Total Responses	10

Comments

An excellent and available team.

19. The Board's goals, expectations and concerns are clearly and openly communicated with Management.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		20.0%	2
4. Agree		30.0%	3
5. Strongly agree		50.0%	5
		Total Responses	10

#	Response
1.	Not sure.
2.	Management participates in retreats and discussions.
3.	The Board communicates with Management at Subcommittee and Board of Governor meetings; however, the important questions are not addressed - i.e. my concern is that Management and the Executive Committee chose to bring forward the "good news stories" to the Board while concerns are quietly discussed and brought to the Board only when absolutely necessary (e.g. Jazan).

20. The Board is proactive in providing guidance and strategic input to Management.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		20.0%	2
4. Agree		40.0%	4
5. Strongly agree		40.0%	4
		Total Responses	10

21. The Board holds Management accountable for results and meeting its commitments.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		10.0%	1
3. Neither agree nor disagree		20.0%	2
4. Agree		30.0%	3
5. Strongly agree		40.0%	4
		Total Responses	10

Comments

Regular updates are provided.

22. Management communicates with the Board in an open, candid and timely manner.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		10.0%	1
3. Neither agree nor disagree		20.0%	2
4. Agree		30.0%	3
5. Strongly agree		40.0%	4
		Total Responses	10

#	Response
1.	difficult to be timely with meeting every other month
2.	The size of the board and the public nature of the meetings makes this difficult

23. Management is sufficiently responsive to questions and issues raised by the Board.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		50.0%	5
5. Strongly agree		40.0%	4
		Total Responses	10

24. I am satisfied with the Board's current involvement in the identification of candidates for governor positions.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		10.0%	1
3. Neither agree nor disagree		0.0%	0
4. Agree		40.0%	4
5. Strongly agree		50.0%	5
		Total Responses	10

Comments

The governance committee is responsible for this and we learn the results at the board meeting.

25. I am satisfied with the process of orientation of new governors.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		40.0%	4
5. Strongly agree		50.0%	5
		Total Responses	10

#	Response
1.	This process is excellent.
2.	Not familiar with current orientation procedures.
3.	Excellent and it continues to be refined!

26. I am satisfied with opportunities for governor education at Algonquin College.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0
4. Agree		50.0%	5
5. Strongly agree		50.0%	5
		Total Responses	10

#	Response
1.	Support for participation in the Annual Colleges Ontario Symposium and the CiCAN Conference are excellent educational opportunities.
2.	Frequent opportunities are provided.

27. I am satisfied with the frequency, content and outcomes of in camera meetings for governors.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0
4. Agree		70.0%	7
5. Strongly agree		30.0%	3
		Total Responses	10

28. I receive adequate feedback as a governor about my contribution to Algonquin College.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		10.0%	1
3. Neither agree nor disagree		10.0%	1
4. Agree		50.0%	5
5. Strongly agree		30.0%	3
		Total Responses	10

Comments

I have felt very much included and appreciated.

29. The Chair ensures that the Board agenda contains items of relevance to governors.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		30.0%	3
5. Strongly agree		60.0%	6
		Total Responses	10

30. The Chair ensures that governors have the information they need to ask the right questions and make informed judgments.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		40.0%	4
5. Strongly agree		50.0%	5
		Total Responses	10

31. The Chair runs Board meetings in an orderly and efficient manner.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		30.0%	3
5. Strongly agree		60.0%	6
		Total Responses	10

Comments

The chair is always prepared and very knowledgeable.

32. The Chair encourages governors to ask questions and express their views at Board meetings.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		30.0%	3
5. Strongly agree		60.0%	6
		Total Responses	10

Comments

As best is possible given the sheer size of the meetings and their public nature.

33. The Chair allocates sufficient time during Board meetings to discuss each item fully.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0
4. Agree		60.0%	6
5. Strongly agree		40.0%	4
		Total Responses	10

34. The Chair ensures that the Board comes to decisions once agenda items have been discussed.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		40.0%	4
5. Strongly agree		50.0%	5
		Total Responses	10

35. The Chair ensures that governors are kept informed of the progress Algonquin College is making in implementing strategic and operating plans.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		10.0%	1
4. Agree		60.0%	6
5. Strongly agree		30.0%	3
		Total Responses	10

36. The Chair ensures that governors' concerns are conveyed to Management.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		20.0%	2
4. Agree		50.0%	5
5. Strongly agree		30.0%	3
		Total Responses	10

Comments

Have neither confirmation nor the contrary to this statement.

In my view, the most significant achievement of the Board over the past year has been:

#	Response
1.	Guiding and Supporting Management in the decision and Process to extricate Algonquin from Saudia Arabia with minimal reputational and financial adverse impact.
2.	Strategic Plan.
3.	Development of the Strategic Plan.
4.	Making the difficult decision to terminate operations in Jazan.
5.	The matching of the Strategic Plan with action plan. Excellent Metrics.
6.	Work on strategic plan, withdrawal from Saudi.
7.	The New Strategic Plan.
8.	The implementation of the new Strategic Plan and agreement, and support for the Innovation and Entrepreneur Centre.

In my view, the most important thing the Board could do to improve its effectiveness is:

#	Response
1.	Engage in more Strategic and Generative discussions.
2.	Nothing comes to mind.
3.	More retreat style sessions to deep dive into issues.
4.	More opportunities for governors to interact and have discussions directly with each other as it sometimes feels like meetings are a question and answer with management with little opportunity for direct discussion amongst the governors.
5.	I am quite satisfied with the effectiveness of the board.
6.	Improve the meetings - reduce attendees, more careful summarization of the material to draw attention to the key issues; facilitate more discussion.
7.	Embrace Generative Discussion.
8.	Nothing.
9.	Ensure that the Executive Committee holds Management accountable for their actions (i.e. Jazan, \$500,000.00 to welding lab, etc).

MEMO

DATE: June 12, 2017
TO: Board of Governors
FROM: Algonquin College Foundation Board of Directors
SUBJECT: **Foundation Report**

Bursary Donor Recognition Event

Over 100 guests attended the inaugural Bursary Donor Recognition Event held on May 9, 2017 at Algonquin College's Student Commons. This was an opportunity for donors to hear how their donations are changing the lives of students and how sincerely thankful the Algonquin College family is for their generosity. Music Industry Arts graduates entertained guests, and refreshments were provided. The event was an opportunity for donors, Algonquin College Executive Team, and the Foundation team to connect with each other.

The event received very positive feedback including the following note of thanks from a guest:

"Please thank everyone for the lovely event yesterday. I could see a lot of effort was put into making certain that each element was done to perfection. The music, the food, the keys, the memento, the friendliness of every staff person, the video and the ambiance of the room, were all taken into consideration. A lovely event that everyone enjoyed. The video really brought to mind how important the Foundation, and what you do, is to the students."

Innovation Campaign

In support of the Algonquin College's new Innovation Centre, the Foundation staff will be reaching out to the public in an effort to raise \$2 million. A case for support has been produced, the campaign plan approved, and cultivation efforts are underway.

Campaign updates and milestones will be provided in each subsequent report to the Board of Governors.

MEMO

Proposal to the Egg Farmers of Ontario

In January, the Foundation and the School of Hospitality and Tourism submitted a proposal to the Egg Farmers of Ontario. The College was asked to present the proposal to the Egg Farmers of Ontario Board on May 4, 2017 in Toronto. If successful, this partnership would support culinary programs, be involved in feature activities such as the celebrity brunch series, recipe development and testing, and the sponsorship of students to participate in Restaurant Canada shows. Algonquin College will also have branding rights to use the Egg Farmers of Ontario logo on student uniforms. The requested donation amount from the Egg Farmers of Ontario is \$500,000 over five years.

Alumni and Friends Network

The Alumni and Friends Network continues to host Alumni Employer Coffee Breaks throughout the City. On Friday, April 21, 2017, a visit was made to You.i TV, a local company co-founded by an Algonquin alumnus, Stuart Russell. This company has 200 employees of which 30 are Algonquin graduates. You.i TV builds cross platform video apps for TV, mobile and tablets.

Recipients of the inaugural Alumni of Distinction Awards have been selected to receive their awards at the Alumni of Distinction Gala to be held on September 27, 2017.

The recipients are:

- Peter Tilley, Executive Director, Ottawa Mission- Business Administration Management- Class of '84 (Community Service)
- Loring Phinney, VP Corporate Marketing, Bell- Public Relations- Class of '88 (Business)
- Trent Correy, Character Animator, Walt Disney Studios- Animation- Class of '09 (Creative Arts and Design)
- Fred Montpetit, RN, Island Health-Vancouver Island Health Authority- Nursing- Class of '01 (Health Sciences)
- Steve Barkhouse, President, Amsted Design Build- Business Administration Management- Class of '88 (Technology)
- Sutton McKay, Entrepreneur, Co-owner, Luxus Auto Care, Owner Millen Solutions- Hospitality Management- Class of '16 (Recent Graduate)
- Alumni Volunteer of the Year - Rena Bowen, Nursing Inspector, Ontario Ministry of Health and Long-Term Care- Nursing- Class of '77
- Alumni Employer of the Year- Ottawa Senators Hockey Club
- Changing Lives Award - Michelle Valberg, President, Valberg Imaging- Photography- Class of '87

MEMO

Upcoming Events

Jason Blaine 4 th Annual Celebrity Charity Classic and Concert (partial proceeds to Pembroke Campus) Perth Campus Golf Tournament)	June 13-14, 2017
Perth Campus Golf Tournament	June 23, 2017
Alumni of Distinction Awards Gala	September 27, 2017

Report title:	Athletics Recreation Complex
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Victoria Ventura, President, Algonquin Students' Association Duane McNair, Vice-President, Finance and Administration Jack Doyle, General Manager, Algonquin Students' Association

1. RECOMMENDATION:

THAT the Board of Governors approve the allocation of up to \$5.5 million from College reserves to collaborate with the Algonquin Students' Association in the construction of a new Athletics Recreation Complex provided that the following conditions are met:

- All regulatory and legislative requirements, including Section 28 of the Financial Administration Act, are met
- A favourable operating agreement between the Algonquin Students' Association and Algonquin College has been reached, and
- The Algonquin Students' Association acquires suitable loan financing

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide information to the Board of Governors regarding the construction of a new Athletics Recreation Complex with an estimated size of 100,000 gross square feet and total capital cost up to \$50 million.

3. BACKGROUND:

The proposed Athletics Recreation Complex will replace current infrastructure in an area of the College constructed in the early 1960's and modified a number of times. The gymnasium, operated by the Algonquin Students' Association, has significant seismic deficiencies and substantial deferred maintenance liabilities.

Pending approval, the gymnasium and the amenities offered within The Fitness Zone would be relocated to a new building. This would postpone the need to address embedded deferred maintenance liability associated with the existing athletics facilities. Upon completion of the build and relocation of the amenities, The Fitness Zone space will be available to the College

for alternative use. Due to embedded seismic deficiencies, the vacated gymnasium would require demolition or redevelopment before being accepted into the College's available space assets. However, the space could be used for one-time events or as temporary swing-space in the interim.

4. DISCUSSION:

The Algonquin Students' Association is seeking agreement from Algonquin College to collaborate in the construction of a new Athletics Recreation Complex. The complex would significantly increase the physical capacity of student fitness and athletic opportunities and offer them unlimited access to state-of-the-art recreational facilities. In accomplishing this objective, the Algonquin Students' Association is seeking collaboration with the College in the form of a land provision, capital participation and project management and supervision. This initiative would increase the footprint of the College's indoor athletics and recreational facilities from 45,600 gross square feet to approximately 100,000 gross square feet.

The location for this newest infrastructure build is planned on the corner of the College's main parking lot, east of the Student Commons and south of the Student Residence.

An attractive new athletics and recreation facility on the Ottawa campus would improve the College's reputation and would likely be very appealing to potential students during recruitment activities. The new Complex will:

- Be an attractively designed state-of-the-art recreational sports facility that would elevate the College's reputation
- Be central within recruitment initiatives and be a step forward in the College's commitment to the student experience
- Inspire healthy lifestyles campus-wide
- Significantly increase student social and recreational activity, thereby positively impacting student life and mental health
- Include programming and activities of specific interest to resident, international and indigenous students
- Position Algonquin College as a preferred destination for varsity athletes
- Be available for community and College events
- Include retail and food services
- Be socially, environmentally and financially sustainable

The Algonquin Students' Association is seeking to significantly increase the use of College athletic and recreational facilities and by doing so, significantly improve the state of student health, wellness and engagement.

On April 28, 2017, the Board of Directors for the Algonquin Students’ Association passed the following resolution:

“BE IT RESOLVED THAT the Board of Directors approve to proceed with the development of the Athletics Recreation Complex on the Ottawa Campus in accordance with the Athletics Recreation Complex Investment Case (attached as Appendix A) pending a favourable operating agreement between the SA and Algonquin College, and pending approved loan financing.”

This proposal provides that Algonquin College students will have unlimited, universal use of the new Athletics Recreation Complex without user-fees of any kind.

In order to offset the initial capital and ongoing operational financial impact of this proposal, the Algonquin Students’ Association will request that the College support an increase to the student athletics and recreation fee. This new fee would be effective for the 2020-2021 academic year.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

Pending approval, the new Complex will serve the Algonquin College campus as a state-of-the-art athletics and recreational facility where the students will engage in healthy living through sports, fitness and recreation activities. Membership to the Complex will be included for all students through annual student fees. Physical and mental health and the student experience will be enriched through a significant increase to recreational and social spaces. Algonquin College students will have new opportunities to engage in health and fitness related applied research.

This new Complex will be a centerpiece of student activity and will advance opportunities for recruitment. It will significantly improve the Algonquin student experience and is expected to have a positive effect on student retention.

7. FINANCIAL IMPACT:

The capital cost to the College is \$5,500,000. The total current estimated capital cost for the entire project is detailed below:

Athletics Recreation Complex - Class "G" Cost Estimate	
Total Gross Space Requirement (ft2)	100,000
Estimated Cost per Gross (ft2)	\$ 499
Estimated New Build Cost	\$ 49,900,000
College Capital Contribution	\$ 5,500,000
Students' Association Reserves	\$ 14,000,000
Loan Financing	\$ 30,400,000
Total Sources of Funds	\$ 49,900,000

Once the College and the Algonquin Students' Association have finalized the budget to construct the Athletics Recreation Complex, it will be presented to the Board of Directors of the Algonquin Students' Association and the Board of Governors of Algonquin College for final approval. It is anticipated that this will occur in early 2018.

Other than the College's contribution of up to \$5.5 million from its reserve funds, this project will not impact the College's Statement of Financial Position. Algonquin College will not provide financing or a guarantee associated with financing for this project.

For the 2016-2017 academic year, a \$250.50 Student Activity/Sports Fee was levied per term and is an aggregate of the following two fees:

1. \$177.87 Activity Fee per term
2. \$72.63 Sports Fee per term

For the 2020-2021 academic year, approval will be requested for the Student Activity/Sports Fee to be increased to \$327.87 as follows:

3. \$177.87 Activity Fee: per term
4. \$150.00 Sports Fee: per term

A formal request to raise the student sports fee will be presented to the Algonquin College Board of Governors ,as part of the complete schedule of fees, at the December 2019 Board of Governors meeting.

8. HUMAN RESOURCES IMPACT:

This additional space at the College is most likely to impact College Security Services and Physical Resources staff. It is assessed that this initiative would introduce a low level of impact upon other staff of the College.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

As part of its due diligence, the College will confirm that it is complying with relevant Provincial legislation, regulations and directives. Legal counsel will be retained for contract negotiations and reviews.

10. COMMUNICATIONS:

With the student supported Universal Transit Pass fee being aggregated into the student fees, Algonquin now has the highest student fees in the Ontario postsecondary system. This initiative will increase the fee paid by students. It will be important to initiate communications that demonstrate the value of this initiative to new and returning students.

11. CONCLUSION:

The new Athletics Recreation Complex will enrich the student experience and will be a significant landmark at the College. Management looks forward to working with the Students' Association leadership on this exciting initiative.

Respectfully submitted:

Approved for submission:



Duane McNair
Vice President, Finance and Administration

Cheryl Jensen
President

Appendices:

Appendix A: Athletics Recreation Complex-DRAFT Investment Case
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Athletics Recreation Complex

Investment Case

June 12, 2017

RAFT



Sample Athletics Interior

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DRAFT

Executive Summary

As Algonquin College celebrates its 50 year anniversary it also celebrates enviable growth in student enrolment and the positive impact our graduates have made upon the community. However, through Ontario, population demographics continue to pressure the ability for institutions to maintain student enrolment growth.

As competing postsecondary institutions improve athletics and recreational facilities upon their campuses, it becomes increasingly important for Algonquin College to pursue a strategy for renewal and redevelopment of aging infrastructure. In 2015, 70% of surveyed Ontario College applicants reported that an attractive campus and a reputation for extracurricular activities positively influenced their decision of first-choice institution. Additionally, the institution's reputation for recreational sports facilities and the availability of clubs and social activities impacted their decision.

Availability of student social recreation and the quality of student life have been shown as significant influencers upon student retention. Unfortunately, postsecondary institutions across Ontario believe that although developing successful strategies to improve retention rates are a significant opportunity, few feel they have adequate resources to create tangible retention improvement.

On behalf of Algonquin College, the Algonquin Students' Association delivers sports, fitness and recreational programming at Algonquin College. Capacity limitations have resulted in the Students' Association turning away intramural team events and severely limiting free-play for student recreation. Over the years, this has led to an increase in student complaints and has served to negatively influence student satisfaction.

The operational model for the Algonquin Students' Association is forecasted to have no material impact under the assumption that approval is granted for a \$77.37 increase in the Student Activity/Sports and that enrolment remains at 2016-2017 levels.

The complex will enable the Students' Association to significantly expand healthy-living initiatives through Athletics and Recreation and dramatically improve the student experience on campus while directly supporting the recruitment and retention efforts of Algonquin College.

The new Complex would:

- Be an attractively designed state-of-the-art recreational sports facility that would elevate the College's reputation
- Be central within recruitment initiatives and be a step forward in the College's commitment to student experience
- Significantly increase student social and recreational activity and thereby positively impact student life and mental health
- Position Algonquin College as a preferred destination for varsity athletes
- Be socially, environmentally and financially sustainable

This initiative was presented and subsequently approved by the Board of Directors of the Algonquin Students' Association on April 28, 2017.

Board Motion:

That the Board of Governors approves the allocation of up to \$5.5 million from College reserves to collaborate with the Algonquin Students' Association in the construction of a new Athletics Recreation Complex provided that the following conditions are met:

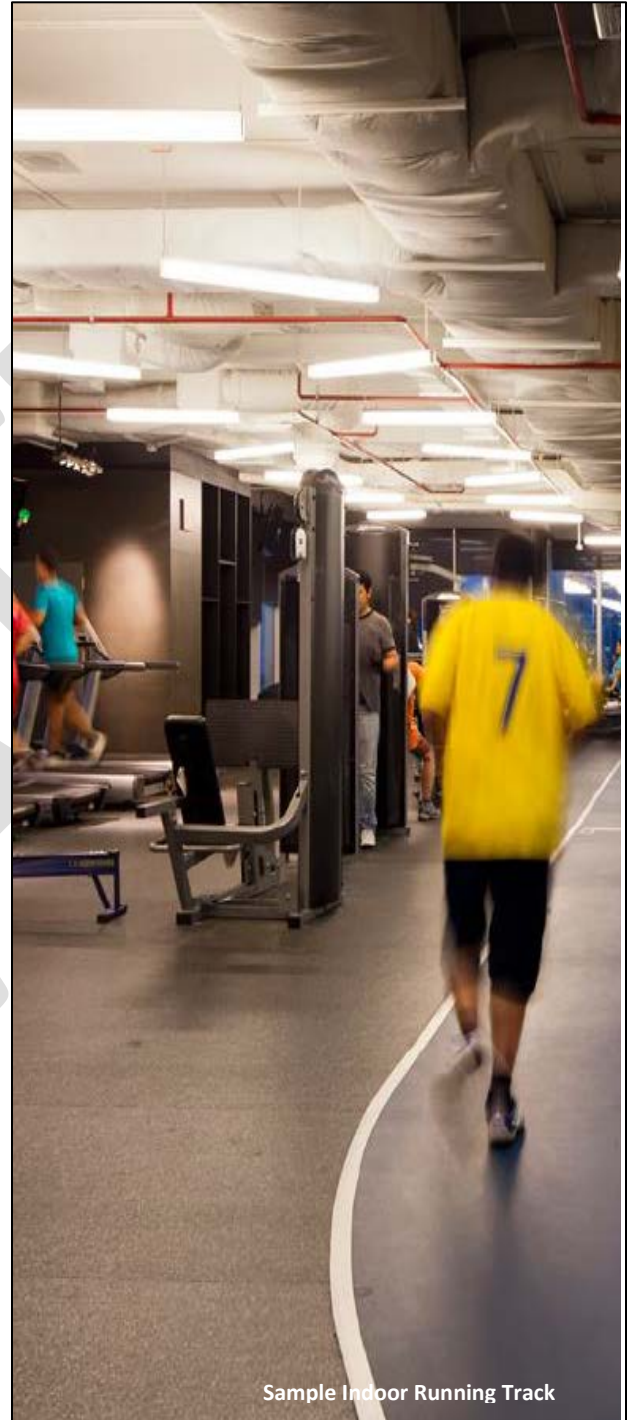
- All regulatory and legislative requirements, including Section 28 of the Financial Administration Act, are met
- A favourable operating agreement between the Algonquin Students' Association and Algonquin College has been reached, and
- The Algonquin Students' Association acquires suitable loan financing

Problem Statement

On behalf of Algonquin College, the Algonquin Students' Association (a separately managed and governed corporate entity) manages athletic programming at the Ottawa, Perth and Pembroke campuses. The Algonquin Students' Association exclusively operates the College's fitness facilities and develops athletics and recreational programming that supports varsity sports and promotes healthy lifestyles.

As Algonquin College celebrates its 50 year anniversary it also celebrates enviable growth in student enrolment and the positive impact our graduates have made upon the community. Unfortunately, not all of our campus facilities have been able to keep pace with this growth.

While the College's current athletics facilities accommodate approximately 60 recreational and intramural teams annually, limited availability has resulted in the Students' Association declining requests from a further 30 to 40 team events annually. In an effort to maximize gymnasium time for team sports activities, open play for student recreation has been significantly reduced and as a consequence, student satisfaction has suffered. The limited availability has almost eliminated the possibility for the gymnasium to accommodate the booking of community sports teams or to allow space rental and has also prevented the College from using the facility for recruitment or showcase events.



Sample Indoor Running Track

Investment Objectives

The Algonquin Students' Association is seeking agreement from Algonquin College to partner in the construction of a new Athletics Recreation Complex. The complex would significantly increase the physical capacity of student fitness and athletic opportunities and offer them unlimited access to state-of-the-art recreational facilities. In accomplishing this objective, the Algonquin Students' Association is seeking partnership from the College in the form of a land provision, capital participation and project management/supervision. This initiative would increase the footprint of the College's indoor athletics and recreational facilities (currently housed within building A) from 45,600 gross square feet to approximately 100,000 gross square feet.

The location for this newest infrastructure build is planned on the corner of the College's main parking lot, east of the Student Commons and south of the Student Residence.

An attractive new athletics and recreation facility on the Ottawa campus would improve the College's reputation and would likely be very appealing to potential students during recruitment activities. By doubling the size of the College's current athletics complex, there would be increased capacity for work integrated learning and program-related applied research.

The new Complex is targeted to:

- Be an attractively designed state-of-the-art recreational sports facility that would elevate the College's reputation
- Be central within recruitment initiatives and be a step forward in the College's commitment to student experience
- Inspire healthy lifestyles campus-wide
- Significantly increase student social and recreational activity and thereby positively impact student life and mental health
- Include programming and activities of specific interest to resident, international and indigenous students
- Position Algonquin College as a preferred destination for varsity athletes
- Be available for community and College events
 - Include retail and food services
- Be socially, environmentally and financially sustainable

The Algonquin Students' Association is seeking to significantly increase the use of College athletic and recreational facilities and by doing so, significantly improve the state of student health, wellness and engagement. This proposal provides that Algonquin College students will have unlimited, universal use of the new Athletics Recreation Complex without user-fees of any kind.

In order to offset the initial capital and ongoing operational (financial) impact of this proposal, the Algonquin Students' Association is requesting College support to increase the student athletics and recreation fee.



Background

As one of the largest Ontario colleges, Algonquin College is a landmark postsecondary institution in the Nation's capital. The Ottawa campus is home to over 20,000 students and staff.

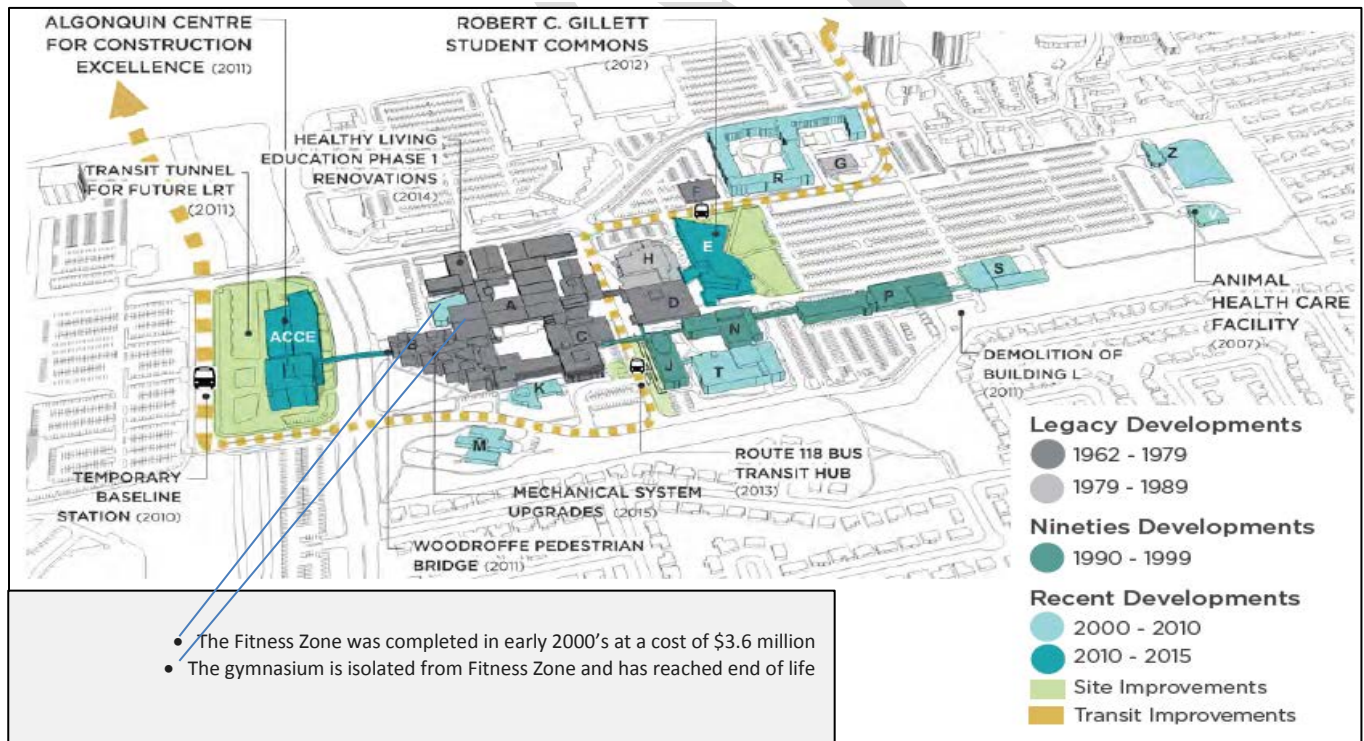
Across Ontario and throughout Canada, Algonquin College is a significant provider of graduates who quickly generate direct economic activity within communities. Over our 50 year history, the College has served a seminal role in stimulating economic growth by providing commercial access to applied research involving students, faculty and industry.

Algonquin College has a strong history of incorporating applied research into the fabric of the institution. Across our academic programming, Algonquin's partnerships with local businesses and community organizations have been integral to ensuring our programs are relevant, and our graduates are job-ready. Our commitment to Applied Research and Innovation is at the leading edge of the trend for academic institutions and industry working together for the good of the institution, students, clients, and the community.

The complex being proposed would serve to replace infrastructure in an area of the College that was constructed in the early 1960's and modified a number of times (refer to Table 1). Operated by the Algonquin Students' Association, the gymnasium has significant seismic deficiencies and substantial deferred maintenance liabilities. This area of the campus requires a strategy for renewal, demolition and/or redevelopment.

If the initiative is approved, the gymnasium and the amenities offered within The Fitness Zone would be relocated to a new building. This would result in postponing the need to address embedded deferred maintenance liability associated with the existing location. Upon completion of the build and relocation of the amenities, The Fitness Zone space would become available to the College to house administrative offices or academic programming. Due to embedded seismic deficiencies, the vacated gymnasium would require demolition or redevelopment before being accepted into the College's available space assets but in the interim could be used for one-time events or as temporary "swing-space".

Table 1: Algonquin College's Ottawa Campus



External Environmental Analysis

In Ontario: Postsecondary Institutional Impact

Health and education are likely the two most significant influencers on a Province's economic health. Nowhere are these two influencers more strongly linked than in Ontario's postsecondary institutions where students are establishing lifestyles and behaviors that will significantly impact their futures and the future of our communities.

In 2007, a comprehensive survey on the state of college student health was conducted by the Health Services Department at the University of Minnesota. Though the research was conducted in the United States, the findings provide insights on the influence of campus life and student success metrics within all postsecondary institutions. This survey of almost 10,000 college students focused on issues including mental health, nutrition and obesity, financial health, sexual health and alcohol use. It concluded that the state of student health is an important indicator to the state of the institutions health. The survey summarized that institutions that target substantive impact to student mental health, nutrition and obesity, financial health, sexual health and alcohol use, achieve sustainable impact upon student retention and graduation.

As postsecondary student success programs (student retention and graduation) impact the social and economic health of the postsecondary institutions, in the long-term, they also impact the social and economic health of communities.

The Ontario Ministry of Tourism and Recreation research has shown that improvement to a population's fitness level can substantially reduce the likelihood of illness, both physical and emotional. The research summarized that physically fit people tend to be sick less often and are able to recover from illness much more quickly and that athletics and recreational activities are directly linked to relief in anxiety. At a community level, fitness programming increases personal efficiency and productivity.

In December of 2011, researchers from McMaster University in Hamilton, Ontario conducted a study into the levels of physical activity amongst new college and university students. This study indicated that although levels of exercise tended to decline through the adolescent periods, there was a pronounced decline amongst male students upon commencing postsecondary education



In the Community: Access to Sports and Recreation

The Fitness industry has strengthened as a result of consumer trends and public health campaigns advocating the fighting of obesity related health ailments. With obesity rates on the rise, public health agencies have increasingly launched campaigns promoting fitness regimens and healthy lifestyles. As a result, there has been resurgence in private industry fitness facilities that generally offer an array of workout

equipment and fitness classes but few social and recreational amenities. These private fitness facilities have fared well during recent years and as a result, competition has continued to increase.

In the Ottawa area, public sports and recreation infrastructure has been aging. In fact, up to 50% of municipality owned athletic and recreational facilities have or are approaching the end of their useful lives.

Within a five kilometre radius, a number of athletics and recreation facilities are available for students seeking fitness and recreation opportunities (refer to Table 2). Facilities are available with a range of cost sensitivities and with a variety of fitness and recreation amenities. Not surprisingly, privately owned and managed facilities dominate the fitness and recreation landscape but there are two large publicly operated facilities within 3 km's of the College.

Upon a conducting a value analysis of access to fitness and recreation facilities (refer to Appendix B), the following is noted:

- Though access to physical fitness facilities is increasing, easy access to recreational opportunities remain in short supply
- In 2015, over 50% of surveyed college applicants felt that availability of recreational sport facilities would impact their first choice of postsecondary institution
- Universal “no user-fee” access to the fitness and recreational facilities would positively impact student experience
- There are very limited sports and recreational opportunities for indigenous students, ethnically diverse students, and students with athletic aspirations
- An institution’s reputation for student extracurricular recreational opportunities is known to positively influence College enrolment

Table 2: Segmentation analysis of the fitness and recreation amenities within a 4 km radius of the College

Location	Distance from College	Fitness and recreational amenities	Operated	Cost Sensitivity	Accessibility
Goodlife Fitness (Women)	0.5 km	Child sitting, women only, weight training, tanning, group fitness	Private	\$\$\$	<u>Very Good:</u> Walking distance
Pinecrest Recreation Complex	1.4 km	Swimming pool, weight training, ice rink	Public	\$	<u>Very Good:</u> Walking distance
Movati Athletic	1.9 km	Women only section, swimming pool, weight training, group fitness, bar and food service	Private	\$\$\$	<u>Moderate:</u> Two buses
Fit4less	2.1 km	Weight training, tanning, group fitness, 24 hour operation	Private	\$\$	<u>Good:</u> One bus
Nepean Sportsplex	2.4 km	Swimming Pool, weight training, ice rink, squash courts, curling rinks, gymnasium, sports fields, bar and food service	Public	\$	<u>Good:</u> One bus
Goodlife Fitness	2.6 km	Child sitting, women only section, weight training, tanning, group fitness, massage therapy, 24 hour operation	Private	\$\$\$	<u>Poor:</u> Two buses plus walking
Merivale Bowling	3.4 km	Bowling, bar and food service	Private	\$\$\$\$	<u>Poor:</u> Three buses
Algonquin College Athletics Recreation Complex	0 km	Weight training, group fitness, massage therapy, gymnasium, bowling, wall climbing, bar and food service, billiards, gaming tables, indoor running track, bar and food service	Public Private	NIL	<u>Excellent:</u> on campus

Sports and Recreation Employment Opportunity

The Arts, Culture, Recreation, Sports and Fitness employment sector is dominated by workers within the 15 to 24 year old age group (57%). Approximately 27% of the sectors' workers are college educated (including a college certificate, trade certificate or diploma).

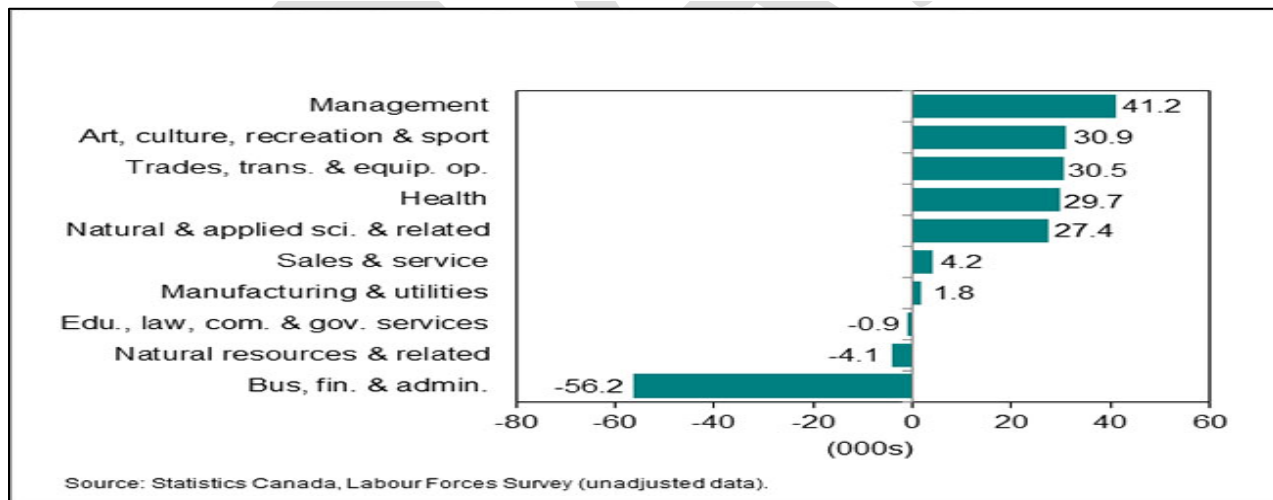
College graduates find employment in a variety of sports and recreational settings, such as private industry health clubs, not-for-profit corporations like the YMCA/YWCA, publicly funded recreation and fitness centres, and under the banner of health and wellness programming within large corporations. Graduates also find employment with municipalities who deliver accessibility programming for special-needs populations.

Provincially, the Arts, Culture, Recreation, Sports and Fitness employment sector has experienced a year over year growth of 30.9% (refer to Table 3) and sustained employment growth over the last three years. Statistics Canada reports that Ontario's employment prospects for this sector are expected to be strong over the next few years.

Partnership with the Athletics Department of the Algonquin Students' Association enables students from the Recreation and Leisure, and Fitness and Health Promotion programs to work with College faculty in applied learning and skills develop. Faculty are afforded use of the Algonquin Students' Association's aerobics studio, the Impact Zone (a martial-arts training facility) and gymnasium for practical teaching and group fitness training.

Each year, the Algonquin Students' Association partners with the College's academic schools to enable approximately 50 work-integrated student placements. In addition, the Algonquin Students' Association hires a full complement of full-time students as part-time employees to work in their fitness facilities, referee recreational programs and game-day varsity events, conduct promotions, and serve gymnasium and soccer dome clients. The work-integrated learning opportunities afforded these students serves to build their confidence. Hands-on interaction with clients doesn't just provide positive impact on the physical and mental health of the College's student community; it gives students insight into the social impact of working in the fitness industry. Access to state-of-the-art equipment and facilities empowers Algonquin graduates with the ability to become leaders in the Arts, Culture, Recreation, Sports and Fitness sector.

Table 3: Ontario Employment Growth change by Occupation between January 2016 and January 2017



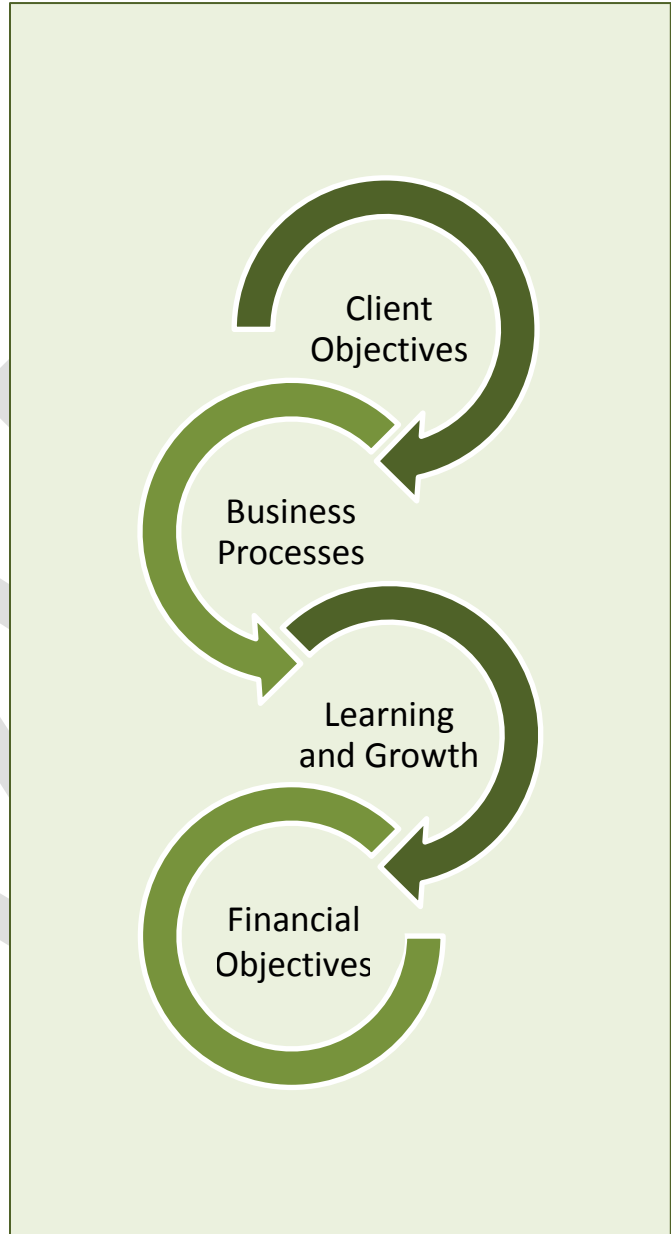
Internal Environment

The Algonquin Students' Association

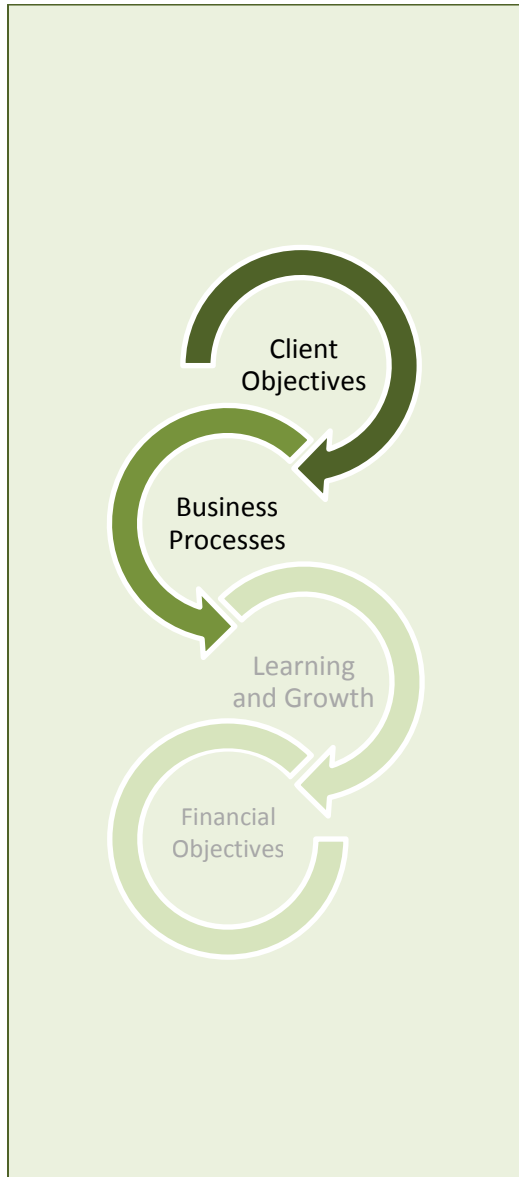
On behalf of Algonquin College students, the Algonquin Students' Association is a separately incorporated and governed body. They strive to build trust with stakeholders, to lead boldly and to work effectively with College administration while maintaining autonomy.

The leadership of the Algonquin Students' Association believes in accountability and in developing a collaborative work environment. They believe that to be a dynamic and progressive organization, they must welcome change and guide their operations through students and stakeholder feedback. They strive for transparency in governance, to provide consistent and effective management and to achieve ethical and financially sustainable operations on behalf of students.

In accomplishing these objectives, the Algonquin Students' Association seeks to deliver a diverse menu of services that improve campus life for students by providing programs that are attractive and desirable to the overwhelming majority of students. The leadership of the Algonquin Students' Association seek to deliver accessible and inclusive services; to creatively facilitate events and to engage in operations that become essential to student life on campus.



“An Environment that Inspires a Passion for Student Success”



Client Objectives

A membership that trusts the Algonquin Students' Association to be an effective advocate on their behalf and responsible stewards of the resources entrusted to it.

- The Algonquin Students' Association must expertly execute Board linkage processes, elections and events
- Accelerate the elevation of student issues not being addressed in a timely manner to the executive level of administration

A superior student experience that results in high levels of perceived value.

- Services, activities, facilities and events will be inclusive and accessible, and designed with students in mind
- Respond to the results of a comprehensive annual survey that measures the performance of Algonquin Students' Association operations and the strength of the Algonquin Students' Association Brand

Business Processes

Improve cost effectiveness of operations in a no-growth budget environment by increasing operating efficiencies

- Automate our capacity to manage financial information to extirpate redundant work
- Stabilize operating costs
- Optimize employee resources

Excel in anticipating and responding to student needs

- Conduct frequent comprehensive student consultation processes to deepen our understanding of the student experience, and as part of the ARC (athletics recreation centre) design and development
- Give constant attention to the efficacy of the Algonquin Students' Association's website so that it is viewed by students as easy to navigate and to find the desired information

Algonquin Students' Association Athletics Mission:
Generations committed to physical activity for life

Learning and Growth Objectives

Nurture an enjoyable and professional work environment that attracts, retains and develops great people who demonstrate commitment to our mission.

- Develop a Human Resources System (that supports recruitment, retention, relocation, performance appraisals/conversations



Existing Athletics Space Distribution

The existing Fitness Zone was constructed in 2002 and is approximately 15,000 net square feet and 20,800 gross square feet.

Fitness Zone - Ground Floor Net Areas	
Front Desk / Control Point	585 sf
Laundry and Storage Room	240 sf
Women's General Locker Room	1,575 sf
Men's General Locker Room	1,346 sf
Women's Staff Locker Room	885 sf
Men's Staff Locker Room	825 sf
Coordinator's Office	105 sf
Coordinator's Office	81 sf
Testing Room (Treatment Room)	144 sf
Open Waiting & Stretching Area	800
Total net square feet	6,421 sf

Fitness Zone - Second Floor Net Areas	
Exercise Areas (Open "L" shape area for free weights, cardio machines and circuit training equipment)	8,565 sf
Total net square feet	8,565 sf

On the ground floor, patrons enter from internal campus corridor at a front desk, which controls access to the facility. General use and staff locker rooms are located on the ground floor, along with two coordinator offices, a treatment room, a stretching area, storage and service spaces. Circulation and amenity space is minimal.

The second floor is an "L" shape open floor for free weights, cardio machines, circuit training equipment and a help/service/supervision desk. The first and second levels are connected by an open communication stair and small passenger elevator.

The existing gymnasium is approximately 20,500 net square feet and 24,800 gross square feet.

Existing Gym- 1st Floor Net Areas	
Existing Gym	10,617 sf
Reception and Lobby	465 sf
Workshop	255 sf
Gym Storage	476 sf
Closed Office	194 sf
Locker Rooms and Washrooms	2,856sf
Total net square feet	14,863 sf

Existing Gym- 2nd Floor Net Areas	
Exercise Room	3,035 sf
Aerobics Studio	1,932 sf
Aerobics Studio Storage	99 sf
Closed Office	93 sf
Office Reception	308 sf
Coaches Offices	214 sf
Total net square feet	5,881 sf

Considerations:

- The existing gym facility is not interconnected with the fitness zone and as such, there is repetition between activities in these two spaces (control desk & locker rooms).
- The Fitness Zone cost \$3.6M to build in early 2000s

Competitive Analysis

Across Ontario, Colleges and Universities are experiencing enrolment pressure due to a decline in the recruitment target 17 to 24 age category. This is leading postsecondary institutions to develop strategic branding initiatives designed to offset the likelihood of enrolment decline. As postsecondary institutions are realizing challenges within this key demographic most acutely within their traditional catchment areas, competitive advantage initiatives will require market share improvement from domestic markets and internationally.

Unlike Colleges and Universities in Toronto, postsecondary institutions within Ottawa cannot rely on offsetting these demographic related challenges through immigration. Although Algonquin College has an excellent reputation within the community and is ranked fourth in student size (behind George Brown, Humber, Seneca, and Sheridan) it does not have the local population size and density advantages of most Toronto institutions.

In 2009, a survey conducted by The College Board identified that institutions across the Ontario postsecondary system believed developing successful strategies to improve retention rates was a significant opportunity. Unfortunately, few institutions felt that they allocated adequate resources to create tangible retention improvement. Their survey determined that social connectedness and student involvement were significant influencers upon student retention.

Retention initiatives are often carried out across many departments in an institution. Many institutions provide incentives to faculty to take on additional roles teaching and advising first-year students. In addition, “soft activities,” such as campus events and organizations that drive student engagement are often downsized during budgetary cutbacks.

In Ontario, The Academia Group has been performing annual surveys of postsecondary university and college applicants. The responses for 2015 have been summarized (refer to Table 4 below) and identify 7 categories of key decision factors that influence applicants’ choice between postsecondary institutions.

Of particular interest to elements that impact student-life are influencers within the Campus and Extracurricular categories. The survey found that almost 70% of Ontario College applicants reported that an attractive campus positively impacted their decision of first-choice institution. Further, that the institutions’ reputation for delivering student experience was most impacted by its reputation for extracurricular activities and that this influenced the decision of more than 70% of applicants. The institutions recreational sports facilities influences the decision of over 50% of applicants and the availability of clubs and social activities influenced the decision of more than 45% of applicants.

Table 4: Academia Group 2015 College Applicant Key Decision Categories:

1	Reputation	(institutional history/tradition, institutional program standing)
2	Academic	(quality of faculty, investments in technology)
3	Financial	(close to home, flexible course delivery, tuition cost)
4	Outcome	(obtaining high-quality jobs, co-op programs and internships,
5	Campus	(attractive campus, diversity of student population, availability of off-campus housing)
6	Extracurricular	(student experience, recreational sports facilities, clubs/social activities, off-campus life)
7	Nurturing	(professor/student interaction, small class sizes, campus safety and security, personal attention during application process)

Recent Ontario Postsecondary Athletic and Recreational Infrastructure Initiatives (see build details in Appendix C)

Name of Institution	Date of Build	Student Population	Cost	Cost per Student	Notes
Boréal	Completed 2018	1500	\$ 9,500,000	\$ 6,333	1st floor: 13,000 square foot gymnasium 2nd floor: Walking training track 3 lanes wide, 150 metre track
Centennial		20,000			
Conestoga	Completed 1980 Renovation 2017	10,500			Triple gymnasium 19,250 square feet. Multipurpose gymn 13,650. Fitness Facility 8,500 square feet. 167 Metre 3 Lane Track on 3rd Floor.
Georgian	Completed 2003	7000	\$ 11,000,000	\$ 1,571	Double gymnasium 20,000 square feet. Fitness Centre 10,000 square feet. Multipurpose room 3500 square feet. Track 3 lanes wide. Climbing wall in front entrance close to athletic desk.
Mohawk	Completed 2013	13,000	\$ 40,000,000	\$ 3,077	Triple gymnasium 19,375 square feet. Fitness Centre 16,000 square feet (does not include the changerooms). One dedicated multipurpose space 250 square feet. 3 general changerooms for women and 3 for general changerooms for men.
Niagara	Completed 2010 Renovation 2017	6,000	\$ 41,000,000	\$ 6,833	3700 square foot fitness centre 2 FIBA bball courts. International Volleyball Court, 8 team rooms, coaches suite, office space for staff, 2 referee rooms. 1600 square foot open learning space not a dedicated aerobics studio.
St. Clair	Completed 2014	8300	\$40,000,000	\$ 4,819	85,000 square foot total including: Triple Gymnasium @ 22,000 square feet. Fitness Centre: 8,000 square feet plus 2,000 single or double square foot multi-purpose/aerobics space. Temporary sliding wall makes two 1,000 square foot rooms. 10,000 square feet total for the Fitness Centre area that includes additional change/shower space. 12 Team rooms.
St. Lawrence	Completion 2018	5000	\$ 40,000,000	\$ 8,000	
Seneca	Completion 2019	28,000	\$ 40,000,000	\$ 1,429	43,000 Square Feet

Competitive Value

In assessing the competitive implications of postsecondary athletics and recreational infrastructure initiatives (refer to Appendix B), the following is noted:

- The financial and human resource implications of a significant infrastructure build is increasingly difficult to rationalize when there is systemic potential of enrolment decline. As competition for enrolment amongst postsecondary institutions increases, it will likely become increasingly difficult for Colleges to rationalize the expense of this type of initiative.
- Considering deferred maintenance liabilities embedded in Ontario's academic focused campus infrastructure, without significant capital funding participation, postsecondary institutions will find it difficult to rationalize the pursuit of a non-academic infrastructure build of this size.
- Although access to physical fitness facilities within the local community is increasing, access to recreational facilities remains limited.

Financial Analysis

Table 7 details the space assignments that would be required should the College approve participation with the Algonquin Students' Association in constructing the Athletics Recreation Complex.

Table 8 identifies the space allocations in proportion to the total space requirement.

Table 7: Preliminary Space Assumptions

Athletics Recreation Complex	Gross Square Feet
Athletics Space	32,479
Athletics Administrative	23,647
Recreation Space	24,557
Ancillary	4,884
Other (Amenities)	4,950
Other (Public Areas)	7,543
Other (Utility Areas)	1,940
Total Gross Area	100,000

Table 8: Space Allocation

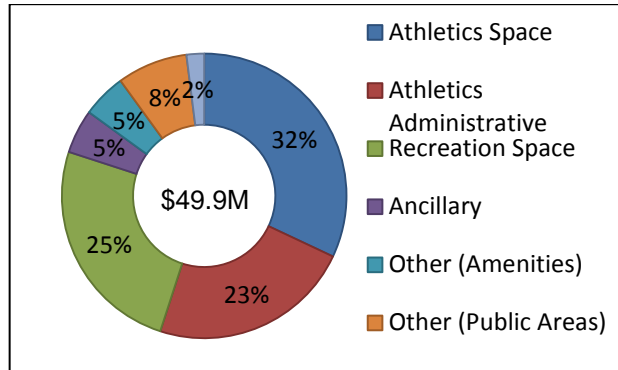


Table 9 identifies the total capital cost requirement for the Athletics Recreation Complex based on a 100,000 square foot build and using a cost per square foot of \$499 (as referenced in Appendix D).

Table 9: Capital Cost Requirement

Athletics Recreation Complex - Class"G" Cost Estimate	
Total Gross Space Requirement (ft2)	100,000
Total New Build Cost per Gross (ft2)	\$ 499
Total New Build Cost per Gross (ft2)	\$ 49,900,000
College Capital Requirement	\$ 5,500,000
Students Association Reserve	\$ 14,000,000
Loan Requirement	\$ 30,400,000
Total Build Investment	\$ 49,900,000

Table 10: Estimated Capital Payback Period

Payback Period	
Annual Incremental Enrolment Estimate	250
Enrolment Contribution	\$ 1,957
Annual Enrolment Revenue Estimate	\$ 489,250
Annual Incremental Residence revenue	\$ 70,000
Total Annual Incremental Revenue Estimate	\$ 559,250
College Capital Participation	\$5,500,000
Payback Period (in years)	10

In Table 10, consideration for the College's Capital Participation is considered through the calculation of Payback Period. In this calculation, two revenue opportunities are suggested. The first is incremental impact upon student enrolment and the second is incremental impact upon apartment rental within the Residence over the summer period.

As the preceding provides a Class G capital cost estimate for the initiative, Algonquin College Management will return to the Algonquin Board of Governors to provide a costing update (and if necessary request further approval) as more reliable financial information becomes available. Should this initiative be approved, Algonquin College Management commits to present a final budget to the Algonquin College Board of Governors before entering a contractual commitment to proceed. Finally, should this initiative be approved, it is Management's understanding that there would be no balance sheet impact.

Operational Cost Modelling

In modelling the operational impact to the Algonquin Students' Association, it is forecasted that the initiative would result no material operational impact assuming approval of a Sports Fee increase. Specifically, for the 2020-2021 academic year, approval would be required for the Sports portion of the Student Activity Fee to be increased from \$72.63 to \$150.00.

Athletics and Recreation Operating Cost Modelling (2016-2017)			
Revenue			
Students full-time (fall/winter)	16,500 ¹		
Students # annual		33,000	
Student Athletics Fee	\$ 72.63 ²	\$	2,396,790
Students part time (fall/winter)	1,022		
Students # annual		2,044	
Student Athletics Fee	\$ 36.32		74,228
Students summer	1,500		
Students # annual		1,500	
Student Athletics Fee	\$ 72.63		108,945
Building Fee	\$ 17.50		
Athletics allocation Rate	0% ³		-
		Facility Rental	469,670 ⁶
		Fitness Zone - student user fee revenue	595,000 ⁷
		Activity Program - student user fee revenue	12,500 ⁸
		College Funding	200,000
Ancillary Revenues	\$ 30,150		
Margin	5% ⁴		1,508
	Revenue Total	\$	3,858,640
Expenses			
Fitness Zone space allocation (ft ²)	14,986		
Overhead and Maintenance cost	\$ - ⁵		-
Occupancy rate	100%		
Gymnasium space allocation (ft ²)	20,744		
Overhead and Maintenance cost	\$ - ⁵		-
Occupancy rate	100%		
Ancillary and Other space allocation (ft ²)	-		
Overhead and Maintenance cost	\$ - ⁵		-
Occupancy rate	100%		
		General Operating Expenses	(1,012,643)
		Fitness Zone Operating Expenses	(625,657)
		Campus Recreation Operating Expense	(173,150)
		Varsity Operating Expense	(752,070)
Loan Requirement	\$ -		
Term	25		
Interest Rate	5%		0
	Expense Total	\$	(2,563,520)
	Operating surplus/(deficiency) before reserve	\$	1,295,120
		Athletics Reserve Fund ⁹	(1,100,000)
		Capital Renewal Reserve ¹⁰	(90,000)
	Operating surplus/(deficiency)	\$	105,120

Athletics and Recreation Operating Cost Modelling (2020-2021)			
Revenue			
Students full-time (fall/winter)	16,500 ¹		
Students # annual		33,000	
Student Athletics Fee	\$ 150.00 ²	\$	4,950,000
Students part time (fall/winter)	1,022		
Students # annual		2,044	
Student Athletics Fee	\$ 75.00		153,300
Students summer	1,500		
Students # annual		1,500	
Student Athletics Fee	\$ 150.00		225,000
Building Fee	\$ 17.50		
Athletics allocation Rate	100% ³		577,500
		Facility Rental	469,670 ⁶
		Fitness Zone - student user fee revenue	0 ⁷
		Activity Program - student user fee revenue	0 ⁸
		College Funding	200,000
Ancillary Revenues	\$ 800,000		
Margin	5% ⁴		40,000
	Revenue Total	\$	6,615,470
Expenses			
Athletics Zone space allocation (ft ²)	56,126		
Overhead and Maintenance cost	\$ 11.88 ⁵		
Occupancy rate	100%		\$ (666,777)
Recreation space allocation (ft ²)	24,557		
Overhead and Maintenance cost	\$ 11.88 ⁵		
Occupancy rate	100%		(291,737.16)
Ancillary and Other space allocation (ft ²)	19,317		
Overhead and Maintenance cost	\$ 11.88 ⁵		
Occupancy rate	100%		(229,485.96)
		General Operating Expenses	(1,032,896) ¹¹
		Fitness Zone Operating Expenses	(638,170) ¹¹
		Campus Recreation Operating Expense	(176,613) ¹¹
		Varsity Operating Expense	(767,111) ¹¹
Loan Requirement	\$ 30,376,681		
Term	25		
Interest Rate	5%		(2,155,300)
	Expense Total	\$	(5,958,091)
	Operating surplus/(deficiency) before reserve	\$	657,379
		Athletics Reserve Fund ⁹	-
		Capital Renewal Reserve ¹⁰	(554,000)
	Operating surplus/(deficiency)	\$	103,379

Notes:

1	Approximate combined fall/winter student number
2	The current per term student athletics fee
3	Allocated to Student Commons in 2016-2017
4	Ancillary margin after expenses: (including food and beverage, massage therapy, vending sales, locker rentals, etc.)
5	Overhead and Maintenance as at 2016-2017 with 2% annual growth
6	Facility Rental Revenues (sport field & gymnasium rentals, massage therapy, Pembroke athletic revenue)
7	Fitness Zone user fees charged to students
8	Activity Program user fees charged to students (recreation leagues)
9	Athletics Reserve Fund (reserve for athletic expansion and upgrade)
10	Capital Renewal Reserve (reserve for capital maintenance and upgrade)
11	Expenses carried forward from 2016-2017 model with an 2% increase

Recommendation

It is recommended that Algonquin College approves and allocates suitable lands, capital, and management in order to enable the construction a new Athletic and Recreational Complex in participation with the Students' Association.

If approved, the new Complex will serve the Algonquin College campus as a state-of-the-art athletics and recreational facility where the students will engage in health-living through sports, fitness and recreation activities. As membership to the Complex will all be included for all students (through their annual student fees) physical health, mental health and the student experience will be enriched through a significant increase to recreational



Supporting documents include:

- Athletics and Recreational opportunities when compared to recent postsecondary infrastructure builds (**Appendix C**)
- Cost Benchmarking for comparable Athletics Recreational initiatives (**Appendix D**)

Having conducted significant analysis of student feedback and research into best practices amongst other postsecondary institutions, the Algonquin Students' Association has developed the following Preliminary Functional Programming:

Preliminary Functional Programming	Gross Square Feet
Athletics Total	56,126
Recreation Total	24,557
Ancillary Total	19,317
Total Area Requirements	100,000

Athletics	Gross Square Feet
Court A	8,208
Court B	8,208
Court C	8,208
Storage Equipment Room	4,500
Sump Room	65
Fixed Spectator Seating (mezzanine)	2,500
Taping Room	790
Athletics	32,479
Athletics (Administration)	
Athletic Office	1,200
Breakout Room	990
Coach Office A	182
Coach Office B	182
Coach Office C	182
Coach Office D	182
Laundry Room	149
Locker Room General Public	3,300
Officials Rooms	660
Opponent Locker Room A/B	1,155
Team Locker Room A/B	1,155
Team Locker Room C/D	1,155
Team Locker Room E/F	1,155
Fitness Areas (Cardio, Weights, Stretching)	12,000
Athletics (Administration)	23,647
Athletics Total	56,126

Recreation	Gross Square Feet
Climbing Wall	3,300
Running Track (3 Lane)	9,839
Bowling Alley (8 Lanes)	8,250
Billiard Tables (8)	1,848
Video Game Central & Golf Simulator (3)	1,320
Recreation Total	24,557

Ancillary	Gross Square Feet
Hospitality/Concession	1,155
Restaurant/Pub	3,300
Massage Rooms (2)	429
Ancillary	4,884
Other (Student Services)	
Multi-Purpose Room 1	2,475
Multi-Purpose Room 2	2,475
Other (Amenities)	4,950
Other (Public Areas)	
Control Reception/Ticket Sales	495
Entrance Foyer	248
Main Building Lobby (Atrium)	4,000
Triple Gymnasium Washrooms	1,800
Public Washrooms	1,000
Other (Public Areas)	7,543
Electrical Room	500
Elevator Room	90
Mechanical Room	1,200
Water Entry Room	150
Other (Utility Areas)	1,940
Ancillary Total	19,317

Action Plan

Project Management Strategy: Approach and Key Considerations

The Project Management Strategy will ensure the investment has the capability and systems to meet the project schedule and budget.

The Strategy will include a Project Plan, which will outline the overall process and resources required to ensure successful implementation. The Project Plan will include: scope management; governance and project structure; project delivery model and procurement methodology; schedule management; budget and cost management; resources management, communications management, quality management, risk management, and project controls.

The project is contingent on the Students' Association securing financing. Further, this project will not commence until a project plan has been approved, and all required resources are in place.

To finalize the governance, partnership, and delivery models, the following tasks will be completed:

- Options analysis of Procurement Methodologies;
- Risk Assessment and Mitigation Strategies;
- Stakeholders Analysis, Partnership Evaluation and Market Sounding;
- Partnership Development (Request for Expression Of Interest and Request For Proposal process)

The project team will be composed of College and Students' Association resources (including members of the Students' Association management team supported by an Owner's representative with experience in construction development). The College is confident that internal College resources including knowledge and expertise already exist to deliver following typical activities related to the design and construction of an Athletics and Recreational building:

- Planning, design and construction;
- Operations and maintenance of new facilities;

Based on the final governance, partnership, and delivery models noted above, we acknowledge that resources may differ, and additional expertise required, in the following areas:

- Partnership and Deal Structure (legal/transactional);
- Ongoing operation and maintenance management;
- Relationship management;
- Information technology integration;
- Physical security integration;

Final resource requirements for the Athletics Recreation Complex may differ slightly and, as a result, additional resources may be identified to support the project. However, the College has many of the resources required to deliver on this investment opportunity.

Project Team Resources

Internally, the Team would be comprised of a Project Sponsor(s), a Steering Committee (overall authority and responsibility for the acceptance of the deliverables), a Project Lead and, depending on the scope, a 'Partnership Manager' (to speak on behalf of Partnership requirements and capacity). Further, the College has excellent relationships with industry experts that would provide project support.

Externally, the Students' Association Team would likely be comprised of a Project Sponsor(s), a Steering Committee (overall authority and responsibility for the creation of the deliverables) and an Owner's representative (on behalf of the Students' Association) with experience in construction development to ensure the objectives of the Students' Association are achieved.

Outcome Management Strategy

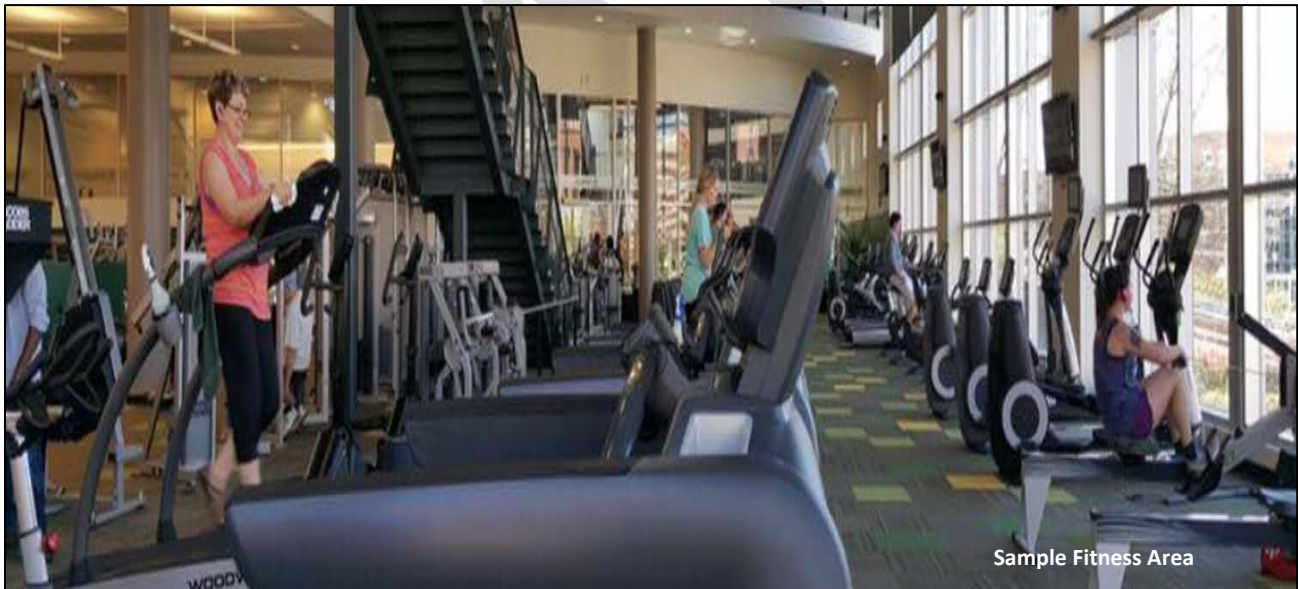
Outcome Management is about planning, managing and achieving the intended outcomes of the investment. Specifically, it will be a set of activities designed to monitor, and take corrective action where necessary, the project to ensure it remains on track to deliver its intended benefits. The Outcome Management Strategy aims to bring a similar rigour to the project around outcomes, as the Project Management Strategy will bring around developing the capability and systems to meet the project schedule and budget.

The Outcome Management Strategy will identify immediate, intermediate and end outcomes, thereby providing milestones (or leading indicators) towards achieving the investment objectives. The Strategy will include the methodology and frequency by which the outcomes will

be measured using key performance indicators (KPIs). The KPI's will ensure the College's Value Drivers are addressed and the specific investment objectives of the Athletics Recreation Centre are reviewed on an ongoing basis. They will be measured across the life-cycle of the project, enabling the College to monitor progress, and ensure overall success.

Example outcome management indicators are as follows:

Sample Outcomes	Immediate KPI's (Milestones)	Intermediate KPI's (Milestones)	End KPI's
Bank Financing	67%		
% increase in applied Research projects	5%	5%	10%
LEED Gold Building	LEED Gold		
% First Choice Applications (Direct)		2% increase	5% increase
% increase in Student population participation in Athletics Programming	15%	25%	50%
% Increase in Community rental	20%	30%	60%
Financially sustainable	Cash flow negative	Cash flow neutral	Cash flow positive
Student Satisfaction Improvement	5%	10%	25%



Governance and Oversight

Implementation

This project will be overseen at the College by a Steering Committee as listed in the Outcome Management Strategy. In good faith, the Students' Association will work with the Steering Committee but will retain decision-making authority on the design, layout, and changes to scope.

The responsibilities of the Steering Committee include, but are not limited to;

- Decision making on original scope, budget and schedule
- Review of risks and related mitigation actions as presented from the Risk Log

- Review and advice on any other issues related to the Project
- Ensuring the Project is continuing to meet the Students' Association's and College's goals and objectives as articulated in the founding documents (Project Vision and Principles documents)
- Ensuring construction initiatives adhere to applicable regulations and Algonquin College's construction standards

It is anticipated the Steering Committee will meet monthly during the Project. Special meetings will be held if required to approve project changes or deal with serious issues.

At each regular meeting the Senior Project Manager will present;

- Schedule Update
- Budget update including ongoing use of contingency
- An update of the Risk Log including newly identified risks and mitigation measure and risk that have been identified as completed
- Proposals for project changes (scope-ladder changes), communication suggestions, design and construction updates

Scope Management

Once a Project Scope of Work has been approved by the Steering Committee, the Project Manager will provide (or delegate) written authorization of the Project Scope of Work (example: outline specification, drawings, and technical specifications) at the following Milestones:

- Schematic Design
- 60% Design Development
- Pre-tender (90% Design Development)

Our Project Manager will maintain a Cost Tracking Log which will track commitments and any changes against the project budget. Any scope change identified before or during construction, which involves a Project Schedule extension and/or an increase in cost above the Project Budget allocations, must be approved in writing by the Project Director and the Steering Committee prior to commencement of the work.

Schedule Management

The Project Manager has created a Master Project Schedule which the Project Team will progressively elaborate the project. The Senior Project Manager will prepare monthly updates of the Master Project Schedule.

During the design phase the Construction Manager (or suitable alternate) will create a construction schedule that will be updated monthly and included in the Master Project Schedule.

The Senior Project Manager will report any deviations from the Master Project Schedule at the Project Steering Committee meetings and will provide a recommended response.

Any changes to the Project Schedule must be approved in writing by the Project Director and the Steering Committee.

Performance Management

- Project Budget - The Project Budget is scoped to cost between \$45 to 50 million (inclusive of net HST at the rate paid by the College) allocated as follows (Note that Value Engineering will be employed throughout the design process).
- All Construction Change Directives, Budget Changes and Change Orders must be approved in writing by the Project Director and co-signed by the Owner's Representative before authorization of the work.
- Approval of Payments - The Senior Project Manager must provide written approval to The College's Finance Department to pay all invoices allocated to this project.
- Cost Tracking - The Senior Project Manager has created a Cost Tracking Log (CTL) that tracks all cost commitments for this project. The Project Team will progressively elaborate the CTL throughout the project and the Senior Project Manager will prepare monthly updates of the CTL. Colliers will report the forecast cost at completion at each Project Steering Committee meeting and will provide a recommended strategy to address any forecast increases beyond the budget. The tracking of invoice payments will be maintained by The Algonquin College's finance department.

Communications Management

- Steering Committee Meetings - The Project Steering Committee will meet as required throughout the Project, and no less than monthly. The Project Steering Committee meetings will be scheduled, chaired, and minuted by the Director of Physical Resources or his/her designate.
- Meetings - The Project Team will attend bi-weekly Design Project Review Team (DPRT) meetings during design and construction, which will be scheduled, chaired, and minuted by the Project Manager or his/her designate.
- Construction Meetings - The Construction Manager will schedule, chair, and minute bi-weekly Construction Meetings that will be attended by the Project Manager, the Consultant(s), and other contractors and suppliers as required.
- Status Reports - The Project Manager will prepare weekly Project Status Reports communicating the status of the project performance with respect to scope, schedule, cost, and risk issues. The Status Report will be issued through the weekly PDG Meeting on the CPMS reporting system.
- Email Correspondence - All project correspondence will be issued by email. All contractual or legal based direction is to be provided by formal letter or report by the authoring party that is issued as an attachment with the email. All email correspondence related to the Project should have the words "Athletics Recreation Complex" at the beginning of every subject line. In addition, all email correspondence should contain and maintain one relevant subject for each email chain.
- Internal Communications – As the project proceeds, it is acknowledged that this project (as with most projects) will impact internal and external stakeholders. Detours and access restrictions during construction are likely. As such, key milestones and a completion schedule will be made available to internal stakeholders throughout the project.



Risk Management

The College's Board of Governors has developed four risk appetite statements that are used when assessing the merits of significant investments.

Risk Appetite Statements and Response:

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

Response: An investment in a new Athletics Recreation Complex will increase the likelihood of innovative healthy living applied research. As the investment will approximately double the size of the current athletics facilities and that membership to the facility will be included in annual student fees, it is reasonable to assume that there will be a significant increase in the number of students engaging in athletic activities. The investment is likely to improve community access to sports and recreation facilities on weekends and summer periods, as such the College is likely to realize an increase in summer hoteling revenue. Finally, universal student membership is very likely to improve student fitness levels and this is known to have a positive impact on mental health and student engagement.

2. Statement: 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.

Response: While there is no evidence that the Algonquin Students' Association has experienced a data breach, statistically covert cyber security incidences are increasing. It is reasonable to conclude that while the existing security protocols may have provided reasonable data security in the past, increased interaction with student transactional data gives cause for a revision of protocols. As such, the Algonquin Students' Association is currently conducting a review of their data security and privacy practices. With the potential of a new Athletics Recreation Complex, the Algonquin Students' Association has committed to ensuring full compliance with the standards set forth by the College's department of Information Security and Data Privacy. Finally, with an investment in a new Athletics Recreation Complex, there will be increased opportunity for the College to pursue technological advancement initiatives in the field of health and wellness monitoring, training and prediction.

3. Statement: 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.

Response: For the College, the financial impact of a new Athletics Recreation Complex is likely to be high in the short term and moderate over a five year term. The investment may impact the timing of other significant College capital initiatives as the College has limited capital capacity. If the current proposed site is approved, the College may eliminate up to 200 parking spaces along with the associated revenues. However, the proposed Athletics Recreation Complex initiative holds a high likelihood of significantly increasing hoteling revenue during summer periods. Improvement to the quality and availability of sports and recreational opportunities is very likely to positively impact school spirit and campus life. As such, there is reasonable potential that the proposed facility will facilitate recruitment activities and positively impact student retention. While the impact on College capital would be significant in the short term, the investment may positively impact financial sustainability in the longer term.

4. Statement: 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.

Response: An investment in a new Athletics Recreation Complex is likely to positively impact the College's reputation in the postsecondary education sector, amongst students and College employees. The new facility may however introduce reputational risk amongst private industry providers. These providers may believe the College is using public monies to compete within the local fitness facility market. Risk mitigations should be considered including early commencement of marketing and communications that clearly states the College's focus is to improve the health and wellness of the Algonquin campus community and thereby the likelihood of student success.

Risk Appetite Test Committee

In preparation for completion of this business case, a committee of College leaders was assembled to engage in a preliminary risk assessment specific to the building of an expanded Athletics Recreation Complex. Through the use of a draft Risk Appetite Test, the following summary of inherent risks and opportunities in the context of the College's value drivers have been identified:

Reputational	Population demographics continue to pressure the College's ability to maintain historical student enrolment growth. As other postsecondary institutions communicate improved athletics and recreational facilities in their recruitment activities, not participating with the Algonquin Students' Association in the athletics facilities investment may negatively impact Algonquin's competitiveness and reputation.
Financial Health and Capacity	The value of the College's capital commitment is still under development and will be presented in the final business case. As was acknowledged above, a capital commitment to this initiative will impact the College's capacity and capability to invest in other major capital projects.
Student Experience	With the student supported Universal Transit Pass fee being aggregated into the student fees, Algonquin now has the highest student fees in the Ontario postsecondary system. This initiative will increase the fee paid by students. It will be important to initiate communications that demonstrates the value of this initiative to new and returning students.
Academic Excellence & Program Relevance	There is insufficient information at this time to identify the risks associated with this value driver.
External Stakeholder Relationships	The College will need to negotiate a lease agreement with the Algonquin Students' Association wherein specific rights will be assigned for control authority over usage, decision making, assignability, maintenance and operating, operating cost responsibilities, etc. The College may be seen as using public monies to compete for clientele with private sector health facility operators, conference service providers, hotel services operators, food service operators.
Our People	A new Athletics Recreation Complex may provide additional opportunities to engage employees and promote positive physical and mental health. The Algonquin Students' Association has expressed a willingness to engage in discussion regarding access for College employees however students will always retain priority access to the facility.
Technological Capability and Capacity	There is insufficient information at this time to identify the risks associated with this value driver.

Brand, Financial and Legal Exposure

Although brand, financial and legal risks will have been identified within a full risk assessment, these risks warrant additional consideration due to their importance to the College, and the ongoing nature that these risks pose as they relate to the project. The Algonquin Students' Association has conducted scenario testing that has indicated the initiative can withstand an enrolment reduction of up to 11.8% (enrolment of 14,759 versus 16,500). In conducting this analysis, the Students' Association is confident that the associated financial impact could be mitigated through reasonable changes to other operations and programming while still meeting long term obligations.

Risk Assessment Matrix:

		← Likelihood →				
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Impact	Catastrophic (5)	Moderate Risk	Moderate Risk	High Risk	Critical Risk	Critical Risk
	Major (4)	Low Risk	Moderate Risk	High Risk	High Risk	Critical Risk
	Moderate (3)	Low Risk	Moderate Risk	Moderate Risk	High Risk	High Risk
	Minor (2)	Low Risk	Low Risk	Moderate Risk	Moderate Risk	Moderate Risk
	Insignificant (1)	Low Risk	Low Risk	Low Risk		Moderate Risk

Impact

Impact refers to the extent to which a risk event might affect the College. It is recognized that a risk may carry impacts across the range of risk categories (Strategic, Reputational, Financial, International, Compliance/Legal, and Operational/Hazard). The risk category that is most predominant should be selected when assigning a category to a risk. When determining an impact rating, assign the rating as it relates to the risk category that has been selected for the risk.

Likelihood

Likelihood represents the possibility that a given event will occur. In this risk assessment, likelihood has been expressed using qualitative terms (almost certain, frequent, likely, possible, unlikely, rare). The context for occurrence should be considered relative to the activity being assessed.

The mitigation strategies specific to these areas will need to ensure that ongoing project partnerships complement and enhance the College brand, that there are clearly defined roles and responsibilities, that financial sustainability is ensured, and that milestones and contingencies are that the appropriate to the level of identified risk.

Risk Assessment Protocol

The College's Department of Risk Management has developed a risk assessment tool to assist the project owner during the risk assessment process. It provides a structure that assists with the identification, analysis and evaluation phases. The output of the tool provides the project owner with a completed risk register that can be used for internal and external communication and ongoing monitoring. Upon approval of the business case and the introduction of external funding requirements and/or external business partnerships, a full risk assessment would be initiated.

Once commenced, a full risk assessment focuses on the following categories:

Financial	The risk of financial loss due to a potential change in market condition.
Strategic	Risks that affect or are created by the College's business strategy and strategic objectives.
Reputational	The loss of value to the College brand and negative impact in our ability to attract students and investment.
International	Risks outside of Canada which impact the College's international and Canadian operations.
Compliance & Legal	Risks that affect the College's ability to execute its strategic plan.
Operational / Hazard	Risks of loss arising from non-compliance with internal and external regulatory requirements, legal action and liability claims.

Appendix

(Reference Documents)

Appendix A: PEST Analysis

Appendix B: VRINE Analysis

Appendix C: Postsecondary Athletic and Recreational Infrastructure Build Details

Appendix D: Cost Benchmarking for comparable Athletics Recreational initiatives

DRAFT

Appendix A: PEST Analysis - (a framework which analyses external factors that commonly affect business activities and performance)

	Considerations	Sustainability	Opportunity	Threats
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Political	Presently, there are no government funding opportunities available for new Athletics and Recreation infrastructure.	As the current gymnasium facility is at end-of-life, a new facility would serve to decrease the College's deferred maintenance responsibility.	A state-of-the-art facility would provide the College with attractive infrastructure where community and political events could be held.	None of significance.
Economic	An infrastructure build such as this will improve the attractiveness of the College campus and this is known to positively impact the decision of student applicants to enroll.	With the proposal, the Students' Association would assume the maintenance of the building for the lease term (useful-life). While realizing a \$40 million gain in net assets, the College may realize an annual operational cost due to reduced parking capacity.	Improving extracurricular recreational opportunities is known to be of significant importance to College applicants when choosing between institutions. Very few College Students' Associations have the ability to fund an infrastructure build of this value.	The semester student fee would increase by \$78. As a result, Algonquin College would have the highest student fees amongst competitors. Further, greater than an 11.8% decline in enrolment would result in reductions or elimination to other Students' Association programming.
Social	Sports and recreational opportunities should be determined for our indigenous students, our ethnically diverse students, and those with athletic abilities/disabilities.	The initiative would create universal membership to all registered students (no user fees) and this would have a positive impact on student health and student experience.	Increased gymnasium capacity would present greater opportunities for the College to engage with the local community.	There may be a call for areas of the facility to provide services to women only. An action and communication plan should be considered.
Technological	Increasing the quantity of data processing places private student information at greater risk and thus increases the College's governance responsibility.	Transactional protocols and auditing procedures should be established to ensure the ongoing privacy of student and corporate data.	The proposed initiative is likely to increase the opportunity for applied research projects in partnership with College programming.	With the initiative, there is the potential that new transaction processing systems will be introduced and this places new risk upon the privacy of student and corporate information.

Appendix B: VRINE Analysis – (a framework which analyses available resources in order to capture competitive advantage opportunities)

	Valuable	Rare	Difficult to Imitate	Non-Substitutable	Exploitable
Test	<p>Are the resources valuable?</p> <p>Yes. The land upon which the Recreation Centre may sit has an opportunity value determined by the real estate investment market and/or by the present value of displace parking through the lease term.</p>	<p>Are the resources rare?</p> <p>Yes. The College possesses a limited quantity of land that is suitable for this type of development and that has the advantage of being directly adjacent to the College's most utilized entrance.</p>	<p>Can competitors imitate the resources?</p> <p>Yes. Though other postsecondary institutions could build similar infrastructure assuming similar levels of capital investment, the total investment is substantial.</p>	<p>Are the resources substitutable?</p> <p>Potentially. There are other facilities in close proximity that offer similar athletics and recreation opportunities; however, most students would incur user-fees at these facilities and having facilities on campus would be highly desirable to students.</p>	<p>Are the resources exploitable?</p> <p>Yes. The College can exploit its land assets and human resources capital to deliver upon this initiative.</p>
Competitive Implication	<p>Though the College would need to provide significant capital to support the initiative, if approved the College would obtain new infrastructure that would improve campus attractiveness and thus its competitive standing.</p>	<p>An infrastructure build of this size and expense is increasing difficult to rationalize during times of target demographic decline. As such, it may become increasing rare for Colleges to pursue this type of initiative without significant external capital participation.</p>	<p>Considering the deferred maintenance liabilities embedded across the campus building infrastructure, without significant capital funding participation, an infrastructure build of this scope would be very difficult to rationalize.</p>	<p>Through the community, access to quality physical fitness facilities is increasing, however, access to recreational facilities is rare because they require significant capital, have limited capacity and as a result are rarely financial sustainable.</p>	<p>A 2015 survey of 14,331 college applicants found that 66% of respondents felt an attractive campus impacted their decision to attend an institution and 52% responded felt that the availability of recreational sports facilities impacted their choice.</p>
Performance Implication	<p>It is reasonable to assume that universal (no user-fee) access to athletic and recreational facilities would improve student physical and mental health. These outcomes are known to positively impact enrollment and retention.</p>	<p>The availability of a significant athletic and recreational facility upon the College campus is likely to positively impact Algonquin College's reputation for student experience and thus influence our ability to attract incremental student enrolment.</p>	<p>A large sports and recreational facility with the amenities proposed is a significant capital investment. Pursuing this type of investment would impact a College's ability to pursue other strategic initiatives.</p>	<p>When compared to the likely outcomes for an athletic and recreational facility of the scope, it would be very difficult to obtain similar student physical and mental health outcomes without significant investment in College student support services (human resources).</p>	<p>A large athletic and recreational facility with the services and amenities proposed could be featured strongly within recruitment initiatives and upon the College's website. Further, the infrastructure would likely become a significant events venue within the local community.</p>

Appendix C: Postsecondary Athletic and Recreational Infrastructure Build Details – (A detailed table of infrastructure features and benefits, and lessons learned)

Institution	Notes
Boreal	Federal money received to updated current facilities with a one year build deadline. The walking/running track runs around the gymnasium.
Centennial	<p><u>What you would do differently?</u> The most significant thing about our athletic facility is that the change rooms and team rooms are too small - not enough lockers or showers, and no privacy showers (for our student population) Originally there was a membership charge for staff/faculty, but that has been removed and now covered as a health and wellness benefit (by the college HR)</p> <p>The only other key thing I can think of is the gyms are lovely, especially the glass all around, but we have to keep the curtains down most of the time due to glare on gym floor. We continue to explore cost effective way to have tinting on the glass to allow light in without glare.</p>
Conestoga	<p>Triple gymnasium with maple hardwood sprung flooring and stadium seating (720 seats) 19,250 square feet. 3 Volleyball; 2 Regulation Basketball; 1 Practice Basketball; 9 Badminton. Also have a multi-use double gymnasium with a poured pulastic compound (rubber) floor and Ariel seating (400 seats) 13,650 square feet. 3 Volleyball, 2 Basketball, 8 Badminton. Includes cardio, fixed weight and heavy weight sections. Feature equipment includes: Woodway treadmills, Woodway Curves, Lateral X Ellipticals, Jacobs Ladder, Upper Body Rope Trainer, Functional Training Cage and Olympic Platforms. A multi-purpose space that can be separated into 3 rooms via retractable walls. Ideal for fitness classes, recreation programming, or meetings. 3,075 square feet (combined).</p> <p><u>Team Rooms:</u> Technically there are no team rooms; we have sections of the changerooms that can be locked up/separated when needed (2 men; 2 women) This is one of my least favourite decisions in the building. One game days it requires that we lock the team changerooms first thing in the morning. If we do not lock them up, general users can use them throughout the day and the come game time their items become locked up in a team room. Lack of team rooms is also a problem because it prevents us from hosting certain events, and makes tournament hosting difficult. I suggest ensuring you have dedicated team rooms. Don't designate them by gender because it is rare to host a tournament where 2 male and 2 female teams play; I would prefer to have 4 -6 + unisex rooms so that you can host teams of the same gender at one time. A 4-lane, 170 metre (inside lane) poured rubber running track. Please note, running cleats are not permitted on this track.</p> <p><u>Best feature:</u> Universal changerooms are popular (we have 10) they give options for refs, College Staff, etc., who wish for privacy when changing/showering ** We also have uniquely shaped lockers: Traditional sized, Large squares, Smaller lockers for just shoes or purses which are very accomodating.</p> <p><u>What you would do differently?</u> More Unisex team rooms. We have both common space and restricted/member space; it was inadvertently designed to allow people the ability to walk right into restricted space without the need to go through a membership check. We had to install a door partway through construction because this wasn't taken into consideration. When looking at the design, identify how people can access different spaces. Consult with the staff who execute your events/programming. They will be able to identify design issues. This was not done in our build and there are many items we have had to problem solve post-construction. Public washrooms are difficult to find (located at the back of the building); They need to be well laid out and signed properly. We have skylights in the South Gym; this is an issue mid-day when trying to play any sport due to sunlight. Glare and light beams coming into gym is an issue.</p>
Georgian	<p><u>Best feature:</u> The climbing wall is their best feature in that location, staff have eyes on it at all times, up front and centre at the main entrance.</p> <p><u>What you would do differently?</u> Need extra staff area: no eating area or meeting room space or boardroom. Need more storage space for gymnasium equipment. Run convocation out of the gym and Athletics does all of the set up requirement so they can minimize down town and gym useage. Be careful of specialty features that are not practical. Would recommend to have atleast 6 team room as they are limited with their events because of space & also a separate officials room/coaches room that is more gender neutral/privacy.</p>
Mohawk	<p>Do have a small track, 2 lane - walking opportunity which circles the fitness area 126 metres.</p> <p><u>What you would do differently?</u> 2 biggest issues with the open concept is with heating and cooling, winter time it is cold, so much glass in summer that it is very hot, Glare from windows (east/west syndrome) the sun is blinding so members wear their glasses all summer in fitness centre, design issues with open space and four floors, bridge to building to Student Centre is welcoming. Need more storage room, be careful with all of the glass and cleaning needs, sound, and glare.</p>
Niagara	<p>The initial build in 2010 was almost immediately too small and that is why they are currently doing renovations. Student population has increased from 3,000 to 6,000+ in 7 years. Gate way access a challenge at the beginning for limiting students that graduated. No staff or community memberships available. No dedicated staff changerooms. In the new renovations they are looking at being AODA compliant in all change rooms and made 4 smaller changerooms into 2 larger change rooms.</p> <p><u>What you would do differently?</u> If they could do anything differently it would be to have 2 dedicated studios with excellent sound proofing one low impact (serene) and one high impact/multipurpose. Also consider the effect of glass and sun rise/setting on facility and shadowing of areas. Also make sure glass is impact resistant for projectile sports. Would like to have a triple gym instead of a double and a single for large events. Offices wouldn't be behind front desk access but in a more accessible/dedicated space and more flex space. (Meeting rooms/boardrooms.) The upper floor area is 1041.2 sm. Lower floor areas is 2636.7 sm. This only includes the usable floor space and does not include the gross building footprint. Also have a coaches suite.</p>

Appendix C: Postsecondary Athletic and Recreational Infrastructure Build Details (continued from previous page)
 (A detailed table of infrastructure features and benefits, and lessons learned)

Institution	Notes
St. Clair	<p>12 Team room with square footage between 265 square feet - 290 square feet. Total square footage 3184. We also have 2 General Change Spaces for the public that are 615 and 539 respectively in square footage. 167 Metre 3 Lane Track on 3rd Floor circular which looks down to gymnasium.</p> <p><u>Best Features:</u> (1) Gym Space Size including additional around courts (2) 2nd Floor VIP Suite overlooking Gym (3) Change Space Amount (4) Athletic Therapy (5) Open concept and Glass/Natural Light Features.</p> <p><u>What you would do differently?</u> (1) Increase/Change Main Floor Bleacher Seating (800) (2) Increase Amount of Backed Chairs; currently only 1st row (3) Split Banks over 2 Gyms (4) Location/Size of Officials Rooms</p> <p>- Currently in area close to spectator entrance/exit/ Only 60 Square feet which fits 2 officials would be nice if it was larger/unisex. (5) Visitor Change Rooms are in same area as Home Team area. Would have a better plan to separate those groups.(6) Open Concept and Natural light can be a challenge depending on the event and time of day.</p>
St. Lawrence	<p>The build will include a triple gymnasium, fitness centre, 8 individual locker rooms plus two ref/family/gender neutral change rooms . Fitness centre has separate access and amenities. Too early in project to say what we would do differently.</p>
Seneca	<p>We are building a new double gym, with fitness centre, 2 dance studios and a climbing wall at King.</p> <p>It is still too early to say what we would do differently. So far, we are staying true to our goals of visibility to the students and community, as well as planning to be as flexible with programming as much as possible.</p> <p>To that end we have planned the facility to be able to accommodate varsity teams in the event we shift the home of some teams to another campus, or want to run high school/club recruiting events out of that location.The dance studios also give us added flexibility of programming. We will have more space at King per person than we have at Newnham Campus.The total build is \$40M project which includes academic and student government space</p>

Appendix D: Cost Benchmarking for comparable Athletics Recreational initiatives

	Total Areas (sqf)	Total Actual Costs	Actual Hard Cost per SQF	Total Cost (escalated to 2020)	Hard Costs per SQF	Soft Costs per SQF	All In Cost per SQF
1 Mohawk College - Opened in 2013							
Triple gym/ fitness floor/ track / administration / concession / team change rooms / adjacent outdoor volleyball and basketball courts		2013	2013	2020	2020	2020	2020
Note: unit rate represents level of quality indicated in attached pdf. Constructed through construction management delivery.	79,000	\$ 22,600,000	\$ 286	\$ 27,346,000	\$ 346	\$ 87	\$ 433
2 Appleby College - Tendered in 2016							
Double gym / single gym/ fitness floor/ group activity rooms / class rooms / medical therapy/ common spaces/ change rooms		2016	2016	2020	2020	2020	2020
Note : finishes are higher than typically expected for college.	79,000	\$ 25,400,000	\$ 322	\$ 28,448,000	\$ 360	\$ 90	\$ 450
3 College Boreal - Design in 2016							
Double Gym / exterior green roof / Green house / green roof		2016	2016	2020	2020	2020	2020
Note costs may be higher than the other comparators due to smaller size and increased unit costs of the green house.	22,000	\$ 8,000,000	\$ 364	\$ 8,960,000	\$ 407	\$ 102	\$ 509
4 University of Toronto at Mississauga, Wellness Centre - Opened in 2006							
Double Gym/ Fitness/ Track/ Change room renovations / administration / Pool (Excluded from total areas and project value)		2006	2006	2020	2020	2020	2020
Note: costs may be higher due to complications of addition / renovation and higher quality of materials.	58,000	\$ 23,000,000	\$ 397	\$ 32,660,000	\$ 563	\$ 141	\$ 704
Averages:							
			\$ 342		\$ 419	\$ 105	\$ 464

¹ Soft costs were not provided for the above project. However, for the purpose of this exercise, 20% of total costs was suggested by the architect these facilities.
² University of Toronto removed from average calculation due to inclusion of a pool and recognized project complications.

Report title:	Fourth Quarter 2016-2017 Financial Report
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accepts the Fourth Quarter 2016-2017 Financial Report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the Fourth Quarter 2016-2017 Financial Report including a summary of funded positions, and to provide an update on the compliance status of the BG11- 02 Board Financial Management Policy.

3. BACKGROUND:

When the College budget is approved, some factors must be estimated because of unknown elements that may affect revenue and expenditure forecasts. The quarterly financial reporting process provides updated projections and results based on more precise information.

The Board of Governors approved the 2016-2017 Annual Budget at the February 8, 2016 meeting. In compliance with both the Board of Governors’ direction and Ministry of Advanced Education and Skills Development’s Operating Directives, the 2016-2017 Approved Annual Budget returned a net surplus on Funded Activity/College Operations of \$9.9 million, and maintained the College’s commitment to balance student tuition revenue and government funded activities with associated operating expenditures.

While the College balanced its annual operating budget, the overall 2016-2017 Approved Annual Budget projected a net contribution of \$(6.7) million. This was due to several extraordinary capital expenditures that were partially funded from Internally Restricted Net Assets.

4. DISCUSSION:

The Fourth Quarter 2016-2017 Financial Report provides a detailed financial summary of the results achieved for the fiscal year ended March 31, 2017, with a comparison of those results to the 2016-2017 Approved Annual Budget. Variances to the 2016-2017 Approved Annual Budget which are greater than \$500,000 are discussed in detail below in the sections titled:

Revenue Variances Realized and **Expenditure Variances Realized**. Changes that impact the 2016-2017 Approved Annual Budget which are less than \$500,000 are detailed throughout the Fourth Quarter 2016-2017 Financial Report, attached as Appendix A: Fourth Quarter 2016-2017 Financial Report.

Revenue variances realized that are greater than \$500,000 are as follows:

- Tuition Fee revenue realized increased over the 2016-2017 Approved Annual Budget by \$1.8 million, resulting from a number of items including:
 - \$754,000 increase in full-time post-secondary tuition fees from higher incidental fees, and increased enrolment in high-demand (premium fees) programs.
 - \$565,000 in additional tuition fees from increased enrolments in continuing education courses and part-time programs, most notably within the Schools of Health and Community Studies, and the School of Technology and Trades.
 - \$501,000 in additional fees as a result of increased enrolment in mobile learning programs.

- Contract Educational Services has achieved an increase in revenue of \$621,000 over the 2016-2017 Approved Annual Budget as a result of higher than planned enrolment in a number of collaborative bachelor programs.

- Favourable changes noted in the 'Other Revenues' section of the Revenue Schedule:
 - Miscellaneous Revenue reports a favourable variance of \$2.8 million and is a combination of the following items:
 - \$1.2 million of unbudgeted revenue has been realized from internal revenue transactions between college departments (offset by internal expenses).
 - \$832,000 of unbudgeted revenue has been realized from Distance Education hosting fees (offset by increased hosting expenses).
 - \$800,000 in revenue has been realized from a combination of unexpected Harmonized Sales Tax recoveries, special project flow-

through revenues (offset with equivalent expenditures), and a number of minor variances.

- \$768,000 in additional investment income revenue has resulted from higher returns realized on cash balances, as well as a lower than anticipated realized investment loss. However, unrealized (and unrecorded) investment losses have increased by \$532,000.
- \$541,000 of additional revenue resulting from an increase in late payment and withdrawal fees.
- Contract and Other Non-Funded Activity realized an unfavourable revenue variance of \$352,000 when compared to the 2016-2017 Approved Annual Budget. This has occurred as a result of an International BioTech program which was not renewed in the fiscal year as expected, offset by unplanned revenue achieved within School Contracts.
- An unfavourable revenue variance of \$1.8 million was realized in College Ancillary Services, primarily as a result of:
 - \$877,000 decrease in Food Services and Conference Services;
 - \$127,000 Residence Services;
 - \$455,000 Campus Bookstore;
 - \$264,000 delayed revenue from rescheduling the campus wide deployment of multifunction printers.
- The International Education Centre is reporting a net revenue shortfall of \$544,000 compared to the 2016-2017 Approved Annual Budget as a result of the following combined items:
 - A 25% increase in international student enrolment over the 2016-2017 Approved Annual Budget target resulting in an increase to revenue from international fee premiums of \$2.3 million;
 - A \$500,000 increase in revenue from international partnerships; offset by,
 - A decrease in revenue from recognition of a one-time \$3.3 million wind-down cost realized to March 31, 2017 (versus \$4.3 million approved wind-down costs) of the Algonquin College – Saudi Arabia Jazan Campus.
- Revenue has increased in Strategic Investment Priorities by \$7.4 million, largely as a result of:
 - Funding of \$3.5 million was recognized in 2016-2017 under the Post-Secondary Institutions Strategic Investment Fund as contributions towards the Innovation Centre project. The total government funding committed for

this project is \$24.8 million which will be recognized over the duration of the entire project;

- An Apprenticeship Enhancement Fund Grant of \$2.7 million was announced after the annual budget was prepared (offset by equivalent expenditures); and
- Additional one-time Facilities Renewal Grant funding of \$1 million was also announced after the annual budget was prepared.

Expense variances realized that are greater than \$500,000:

- Actual contingency fund expenditures are \$1.6 million less than budgeted.
- Information Technology are \$506,000 less than budget due to lower than anticipated software purchases and lower hardware maintenance requirement costs.
- Building Maintenance and Utilities costs were higher than budget by \$1.2 million resulting largely from a \$750,000 adjustment to the energy savings payment obligations required under the terms of Energy Services Company Contract with Siemens (ESCO2) as well as an increase in utility costs of \$550,000 from activities related to ongoing capital projects and expansions.
- Contract and Other Non-Funded Activity expenses realized a favourable variance of \$543,000 resulting from the delayed delivery of a number of government contracts (and therefore expenses), as well as an International BioTech program which was not renewed as expected in the fiscal year. These expense reductions have been partially offset by higher than budgeted costs within the Applied Research Department.
- College Ancillary Services has realized a reduction in expenses of \$2.1 million from reduced cost-of-goods sold in Food Services and Conference Services as well as a one-time credit from Ottawa Hydro of \$920,000 related to a rebate for the Residence facility.
- Expenditures have increased in Strategic Investment Priorities by \$1.3 million largely as a net result of:
 - \$6.6 million increase in expenditures was recognized in the 2016-2017 fiscal year as part of the total \$44.9 million project cost of the Innovation Centre project;
 - \$2.6 million increase in expenses related to the delivery of a \$2.7 million Apprenticeship Enhancement Fund Grant project announced after the budget was prepared (offset by equivalent revenues); and
 - \$7.9 million net decrease in realized expenditures for 2016-2017 in Strategic Investment Priorities projects. This is a result of revised project costs, and projects in progress at the 2016-2017 year-end. These projects will be carried forward for completion in 2017-2018.

Compliance

- The College is compliant with the BGII-02 Board Management Policy, attached as Appendix B: Fourth Quarter 2016-2017 Compliance Schedule.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input checked="" type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input checked="" type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<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 2016-2017 financial results have a positive impact on the College’s financial position, operations, cash flow and net assets. All financial health indicators remain better than the benchmark.

8. HUMAN RESOURCES IMPACT:

The 2016-2017 Approved Annual Budget and the Fourth Quarter 2016-2017 Financial Report provides required funding for all existing full-time permanent staff complement positions as well as all other part time and temporary staff positions.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In compliance with both Board of Governors' Financial Management Policy and Ministry of Advanced Education and Skills Development's Business Plan Operating Procedure directive, the 2016-2017 Annual Budget and the Fourth Quarter 2016-2017 Financial Report 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 office of the Executive Director, Communications, Marketing and External Relations.

11. CONCLUSION:

The Fourth Quarter 2016-2017 Financial Report is provided to the Board of Governors to align final yearly activity with identified resources supporting the Annual Business Plan and Strategic Plan.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Fourth Quarter 2016-2017 Financial Report
Appendix B: Fourth Quarter 2016-2017 Compliance Schedule

ALGONQUIN
COLLEGE

FOURTH QUARTER 2016-2017
FINANCIAL REPORT



Presentation to the Board of Governors
June 12, 2017



Fourth Quarter 2016-2017 Financial Report

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(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection (Restated at Q2)	Q2 Year-End Projection	Q3 Year-End Projection	Year-End Actual (Unaudited)	Year End vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Budget
Funded Activity/College Operations							
Revenue	\$ 229,845	\$ 229,407	\$ 232,738	\$ 233,130	\$ 237,141	\$ 7,296	3%
Expenditures	219,990	219,490	221,991	223,598	220,176	(186)	0%
Net Contribution	9,855	9,917	10,747	9,532	16,965	7,110	72%
Contracts & Other Non-Funded Activity							
Revenue	27,588	27,588	27,495	27,495	27,236	(352)	-1%
Expenditures	26,628	26,628	26,296	26,296	26,085	543	2%
Net Contribution	960	960	1,199	1,199	1,151	191	20%
College Ancillary Services							
Revenue	43,601	43,601	43,441	43,441	41,816	(1,785)	-4%
Expenditures	35,929	35,929	35,769	35,769	33,766	2,163	6%
Net Contribution	7,672	7,672	7,672	7,672	8,050	378	5%
International Education Centre							
Revenue	17,106	18,267	14,707	15,684	16,562	(544)	-3%
Expenditures	13,642	14,301	15,328	15,864	13,695	(53)	0%
Net Contribution	3,464	3,966	(621)	(180)	2,867	(597)	-17%
Strategic Investment Priorities							
Revenue	1,757	10,142	9,990	9,990	9,157	7,400	421%
Expenditures	36,577	42,152	44,460	43,894	37,890	(1,313)	-4%
Net Contribution	(34,820)	(32,010)	(34,470)	(33,904)	(28,733)	6,087	17%
Non-Cash Revenue Adjustments							
Capital Grants recorded as Deferred Capital Contributions	(2,000)	(9,300)	(9,300)	(9,300)	(8,144)	(6,144)	-307%
Amortization of Deferred Capital Contributions	8,000	8,000	8,000	8,000	7,295	(705)	-9%
Non-Cash Expenditure Adjustments							
Expenditures to be Capitalized	16,000	21,700	23,300	23,300	20,293	4,293	27%
Amortization Expense	(16,500)	(15,000)	(15,000)	(15,000)	(13,958)	2,542	15%
Change in Vacation, Sick Leave & Post-Employment Benefits	650	540	540	340	(207)	(857)	-132%
Net Contribution as per Public Sector Accounting Standards (PSAS)							
	\$ (6,719)	\$ (3,555)	\$ (7,933)	\$ (8,341)	\$ 5,579	\$ 12,298	

	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	March 31, 2017 Q3 Projected	Year-End Actual (Unaudited)	Year-End vs. Approved Variance
ASSETS							
Current Assets							
Cash	\$ 28,367	\$ 29,367	\$ 32,267	\$ 30,175	\$ 29,402	\$ 52,733	\$ 23,366
Accounts Receivable	22,982	16,500	21,000	21,000	21,000	17,917	1,417
Inventory	1,752	2,000	2,000	2,000	2,000	1,527	(473)
Prepaid Expenses	3,000	2,500	2,500	2,500	2,500	2,153	(347)
	<u>56,101</u>	<u>50,367</u>	<u>57,767</u>	<u>55,675</u>	<u>54,902</u>	<u>74,330</u>	<u>23,963</u>
Investments	75,349	54,540	59,924	56,038	56,604	66,829	12,289
Endowment Assets	22,796	25,908	23,396	23,396	23,396	24,395	(1,513)
Capital Assets	<u>256,799</u>	<u>255,678</u>	<u>263,499</u>	<u>265,099</u>	<u>265,099</u>	<u>263,459</u>	<u>7,781</u>
TOTAL ASSETS	\$ 411,045	\$ 386,493	\$ 404,586	\$ 400,208	\$ 400,001	\$ 429,013	\$ 42,520
LIABILITIES & NET ASSETS							
Current Liabilities							
Accounts Payable & Accrued Liabilities	\$ 19,562	\$ 16,500	\$ 18,500	\$ 18,500	\$ 18,500	\$ 26,017	\$ 9,517
Accrued Salaries & Employee Deductions Payable	7,969	7,700	7,700	7,700	7,700	9,291	1,591
Deferred Revenue	27,734	24,500	27,000	27,000	27,000	32,257	7,757
Current Portion of Long Term Debt	2,758	2,927	2,927	2,927	2,927	2,927	-
	<u>58,023</u>	<u>51,627</u>	<u>56,127</u>	<u>56,127</u>	<u>56,127</u>	<u>70,492</u>	<u>18,865</u>
Long Term Debt	51,202	48,275	48,275	48,275	48,275	48,275	-
Vacation, Sick Leave & Post-Employment Benefits	18,740	17,612	18,200	18,200	18,400	18,948	1,336
Deferred Capital Contributions	146,124	143,689	147,424	147,424	147,424	148,260	4,571
Interest Rate Swaps	10,611	8,898	8,898	8,898	8,826	8,472	(426)
Net Assets							
Unrestricted	1,000	1,000	1,000	1,000	1,000	1,000	-
Investment in Capital Assets	56,715	60,787	64,873	66,473	66,473	64,960	4,173
Vacation, Sick Leave & Post-Employment Benefits	(18,740)	(17,612)	(18,200)	(18,200)	(18,400)	(18,948)	(1,336)
Internally Restricted	75,744	55,207	63,491	57,513	57,306	73,285	18,078
Endowment Fund	<u>22,796</u>	<u>25,908</u>	<u>23,396</u>	<u>23,396</u>	<u>23,396</u>	<u>24,395</u>	<u>(1,513)</u>
	<u>137,515</u>	<u>125,290</u>	<u>134,560</u>	<u>130,182</u>	<u>129,775</u>	<u>144,692</u>	<u>19,402</u>
Accumulated Remeasurement Losses	(11,170)	(8,898)	(8,898)	(8,898)	(8,826)	(10,126)	(1,228)
	<u>126,345</u>	<u>116,392</u>	<u>125,662</u>	<u>121,284</u>	<u>120,949</u>	<u>134,566</u>	<u>18,174</u>
TOTAL LIABILITIES & NET ASSETS	\$ 411,045	\$ 386,493	\$ 404,586	\$ 400,208	\$ 400,001	\$ 429,013	\$ 42,520

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection (Restated at Q2)	Q2 Year-End Projection	Q3 Year-End Projection	Year-End Actual (Unaudited)	Year End vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS						
Grants						
Post Secondary Activity	\$ 106,641	\$ 106,549	\$ 106,655	\$ 106,655	\$ 106,844	\$ 203
Apprentice	5,099	5,099	5,223	5,223	5,464	365
Flow-Through Student Aid	1,658	1,658	1,658	1,658	1,324	(334)
TOTAL GRANTS	113,398	113,306	113,536	113,536	113,632	234
Tuition Fees						
Full-Time Post Secondary	69,643	68,831	69,754	69,754	70,397	754
Part-Time	9,413	9,413	9,568	9,568	9,978	565
Adult Training	1,177	1,177	1,185	1,185	1,203	26
Student IT & Mobile Computing Fees	7,716	7,716	7,723	7,723	8,217	501
TOTAL TUITION FEES	87,949	87,137	88,230	88,230	89,795	1,846
Contract Educational Services						
Corporate & Other Programs	4,033	4,033	3,969	3,969	4,654	621
TOTAL CONTRACT EDUCATIONAL SERVICES	4,033	4,033	3,969	3,969	4,654	621
Other						
Early Learning Centre	918	918	918	918	998	80
Student Ancillary Fees	5,669	5,669	6,035	6,035	6,210	541
Investment Income	1,500	1,500	1,526	1,526	2,268	768
Transfer from International Education Centre ¹	6,104	6,570	7,249	7,641	6,487	383
Miscellaneous	10,274	10,274	11,275	11,275	13,097	2,823
TOTAL OTHER	24,465	24,931	27,003	27,395	29,060	4,595
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	229,845	229,407	232,738	233,130	237,141	7,296
CONTRACTS & OTHER NON-FUNDED ACTIVITY	27,588	27,588	27,495	27,495	27,236	(352)
COLLEGE ANCILLARY SERVICES	43,601	43,601	43,441	43,441	41,816	(1,785)
INTERNATIONAL EDUCATION CENTRE	17,106	18,267	14,707	15,684	16,562	(544)
STRATEGIC INVESTMENT PRIORITIES	1,757	10,142	9,990	9,990	9,157	7,400
TOTAL REVENUE	\$ 319,897	\$ 329,005	\$ 328,371	\$ 329,740	\$ 331,912	\$ 12,015

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

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ 203	Favourable variance is due to the following: \$208K Increased funding received through Credit Transfer Initiative, \$195K Increased funding from Accessibility Funding for Students with Disabilities, \$138K Increased funding for Nursing Transition, \$63K Increase in KPI Performance Funding, \$(225K) Decrease in funding for vested Sick Leave Gratuities due to a decrease in equivalent expenses, \$(218K) Decrease in General Purpose Operating Grant funding which was adjusted to align with the final Ministry funding communication, \$42K Other minor variances.
Apprentice	\$ 365	Favourable variance is due to an increase in per diem funding from the Ministry and increased enrolment.
Flow-Through Student Aid	\$ (334)	Unfavourable variance is due to the timing of disbursements of bursaries and scholarships occurring after fiscal year-end offset by a decrease in flow-through bursary and scholarship expenses.
Full-Time Post Secondary Tuition Fees	\$ 754	Favourable variance is a result of an increase in full-time incidental fees in the Culinary Arts program (with additional related expenses) as well as increased enrolment within certain schools (School of Technology and Trades - Computer Studies and Bat Building Science programs and School of Health - Police Foundations program). Enrolment in high demand programs (higher fees) (within School of Business - E-Business Supply program and Algonquin College in the Ottawa Valley Outdoor Adventure program) was also a contributing factor to the favourable revenue variance.
Part-Time Post Secondary Tuition Fees	\$ 565	Favourable variance due to increased enrolment in Continuing Education courses as well as an increase in enrolment in various part-time programs with the majority of the increase being within the Schools of Health and Technology and Trades.
Adult Training	\$ 26	Favourable variance is due to fee increases for apprenticeship programs .
Student IT & Mobile Computing Fees	\$ 501	Favourable variance as a result of increased enrolment in Mobile Learning Programs.
Corporate & Other Programs	\$ 621	Favourable variance is due to increased revenue from higher than budgeted enrolment in the following programs: Bachelor of IT Collaborative Program, Bachelor of IT Multi-Media, Bachelor of IT Photonics and Nursing.
Early Learning Centre	\$ 80	Favourable variance is due to increased funding over Approved Budget in the Early Learning Centre.
Student Ancillary Fees	\$ 541	Favourable variance is due to an unforeseen increase in late payment fees and withdrawal fees within various schools.

Description	Variance Favourable/ (Unfavourable)	Comments
Investment Income	\$ 768	Favourable variance is a result of an increase in cash balances coupled with a higher interest rate with the TD Bank which resulted in an increase in interest revenue of \$197K. In addition, realized investment losses were significantly lower than anticipated resulting in a favourable variance. However, unrealized losses on investments has increased by \$535K, and may result in future losses as they have not yet been recorded or recognized in this report.
Transfer from International Education Centre	\$ 383	Increased International Fee Premiums allocated to Funded Activity as a result of the increased enrolment in International Education of 25.8% over the Approved Annual Budget.
Miscellaneous	\$ 2,823	Favourable variance is due to the following: \$1.2M Increase in internal recoveries partially offset by increase in internal charges within Funded Activity, \$832K Increase in Distance Education hosting fees (unbudgeted) offset by increase in contract services related to hosting Distance Education services for Ontario colleges. \$383K Increase in HST recoveries, \$229K Increase in Special Project flow-through revenue offset by equivalent expenditures, \$179K Other minor variances.
Contract and Other Non-Funded Activity	\$ (352)	Unfavourable variance due to lower than planned revenue within Applied Research (Voucher E-Business Program) as well as delays in the delivery of training programs for various government contracts. In addition, the International BioTech Program contract was not renewed for 2016-2017. These unfavourable variances were partially offset by unplanned revenue achieved within School Contracts and Flow Through Contracts (SCWI).
College Ancillary Services	\$ (1,785)	Unfavourable variance is a result of a decrease in planned Food and Conference Services revenue (\$877K) and Residence revenue (\$127K) due to increased competition and decreased activity on campus as well as a reduction in the Campus Bookstore revenue (\$455K) due to the consolidation of the Print Shop and a decrease in Print Shop revenue (\$246K) due to the late deployment of the Konica-Minolta multifunction printers.
International Education Centre	\$ (544)	A 25.8% increase in international student enrolment over the Approved Annual Budget resulted in increased International Tuition and Fee Premiums in the amount of \$2.3M and a \$505K increase in international partnerships. These increases have been offset by an additional \$2.5M in expenses related to the wind-down cost of the Jazan Campus and an additional \$800K to reflect the \$2.3M operating loss from the Algonquin College - Saudi Arabia operations.
Strategic Investment Priorities	\$ 7,400	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 12,015	
Other Minor Variances	\$ -	
Total Variance	\$ 12,015	

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection (Restated at Q2)	Q2 Year-End Projection	Q3 Year-End Projection	Year-End Actual (Unaudited)	Year End vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS						
TOTAL SALARIES & BENEFITS	\$ 154,871	\$ 154,871	\$ 155,995	\$ 155,995	\$ 155,155	\$ (284)
Other Operating Costs						
Mandated Student Aid	6,159	6,159	6,159	6,159	6,141	18
Contingencies	5,880	5,380	4,930	4,430	4,304	1,576
Long Term Debt Interest	849	849	849	849	849	-
Contract Services	9,400	9,400	9,806	9,806	9,746	(346)
Instructional Supplies & Equipment	4,335	4,335	4,653	4,653	4,633	(298)
Information Technology	7,311	7,311	7,516	7,516	6,805	506
Promotion	2,487	2,487	2,705	2,705	2,635	(148)
Building Maintenance & Utilities	11,574	11,574	11,711	13,818	12,807	(1,233)
Flow-Through Student Aid	1,658	1,658	1,659	1,659	1,267	391
Cost of Goods Sold	1,113	1,113	1,132	1,132	1,153	(40)
Other	14,353	14,353	14,876	14,876	14,681	(328)
TOTAL OTHER OPERATING	65,119	64,619	65,996	67,603	65,021	98
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	219,990	219,490	221,991	223,598	220,176	(186)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	26,628	26,628	26,296	26,296	26,085	543
COLLEGE ANCILLARY SERVICES	35,929	35,929	35,769	35,769	33,766	2,163
INTERNATIONAL EDUCATION CENTRE	13,642	14,301	15,328	15,864	13,695	(53)
STRATEGIC INVESTMENT PRIORITIES	36,577	42,152	44,460	43,894	37,890	(1,313)
TOTAL EXPENDITURES	\$ 332,766	\$ 338,500	\$ 343,844	\$ 345,421	\$ 331,612	\$ 1,154

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ (284)	Minor unfavourable variance as a result of unrealized vacancy savings and timing of new hires.
Contingencies	\$ 1,576	Contingency requirements less than budgeted.
Contract Services	\$ (346)	Net unfavourable variance is due to the following: (\$597K) Increase in expense related to additional facilitator costs for the Distance Education programs (offset by additional Host Fee revenue), (\$146K) Increase in contract services for Outdoor Adventure Naturalist program (offset by additional revenue), \$397K Savings in Mobile Learning Program fees.
Instructional Supplies & Equipment	\$ (298)	Unfavourable variance is due to the following: (\$250K) Increase in expense due to change in Culinary Arts Program incidental fees (offset in revenue), (\$48K) Other minor variances.
Information Technology	\$ 506	Net favourable variance is due to the following: \$705K Unplanned savings in software license fees in Mobile Learning Program, \$304K Unplanned savings in Hardware Maintenance Costs within IT Operations, (\$356K) Increase in Admin IT Equipment < \$5K within Student Services and Digital Technologies, (\$153K) Increase in internet expense within IT Operations, \$6K Other minor variances.
Promotion	\$ (148)	Unfavourable variance is due to the following: (\$64K) Increase in promotion expense for marketing costs related to new programs, (\$42K) Increase in promotion expense for Registrar's Office related to convocation and other events, (\$40K) Increase in promotion expense for Student Support Services, (\$2K) Other minor variances.

Description	Variance Favourable/ (Unfavourable)	Comments
Building Maintenance & Utilities	\$ (1,233)	<p>Unfavourable variance is due to the following:</p> <p>(\$750K) Related to adjustments to the energy measurement baseline as required in the ESCO II contract. This results in higher measured savings to be used for debt repayment.</p> <p>(\$550K) Increase in utility costs related to a number of ongoing activities at the Ottawa campus. These activities include additional expenses resulting from delays in the installation of the Co-generation system, unanticipated energy cost increases and increased demand for energy as a result of expanded space utilization due to ongoing decanting exercises related to current capital projects,</p> <p>\$67K Other minor variances.</p>
Flow-Through Student Aid	\$ 391	<p>Favourable variance is due to the timing of disbursements of bursaries and scholarships occurring after fiscal year-end offset by a decrease in flow-through bursary and scholarship revenues.</p>
Other	\$ (328)	<p>Net unfavourable variance is due to the following:</p> <p>(\$483K) Increase in bad debt expense as a result of adjustment to allowance for doubtful accounts,</p> <p>(\$186K) Increase over Approved Budget in employee related legal costs and arbitrator fees,</p> <p>(\$176K) Increase in expenses for non IT academic equipment < \$5K in various programs</p> <p>\$432K offsetting savings in Ontario College Application Service fees over amount in Approved Budget,</p> <p>\$85K Other minor variances.</p>
Contract and Other Non-Funded Activity	\$ 543	<p>Favourable variance is due to a decrease in expenses resulting from delays in the delivery of training programs for various government contracts and the planned International BioTech Program contract which was not renewed for 2016-2017 (offset by reduced revenue). The favourable variance is partially offset by higher than planned administrative costs within Applied Research.</p>
College Ancillary Services	\$ 2,163	<p>Favourable variance is due to lower cost of goods sold related to the decrease in Food Services and Conference revenue as well as a \$920K net credit from Ottawa Hydro and a reduction in contingency expenses.</p>
International Education Centre	\$ (53)	<p>Increased expenditures required to support a 25.8% increase in international student enrolment over the Approved Annual Budget.</p>

Description	Variance Favourable/ (Unfavourable)	Comments
Strategic Investment Priorities	\$ (1,313)	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 1,176	
Other Minor Variances	\$ (22)	
Total Variance	\$ 1,154	

	Approved Annual Budget	Q1 Year-End Projection (Restated at Q2)	Q2 Year-End Projection	Q3 Year-End Projection	Year-End Actual (Unaudited)	Year End vs. Approved Variance Favourable/ (Unfavourable)
Source of Funds						
Facilities Renewal Grant	\$ 980	\$ 1,934	\$ 1,934	\$ 1,934	\$ 1,934	\$ 954
College Equipment Renewal Fund Grant	560	560	560	560	560	-
Apprenticeship Enhancement Fund Grant	-	3,187	3,035	3,035	2,631	2,631
Capital Campaign	217	217	217	217	225	8
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	-	4,244	4,244	4,244	3,527	3,527
Miscellaneous	-	-	-	-	280	280
TOTAL SOURCE OF FUNDS	1,757	10,142	9,990	9,990	9,157	7,400
EXPENDITURES:						
<i>Campus Expansion</i>						
Innovation Centre Project (partially funded through PSISIF as above).	-	8,701	8,701	8,701	6,642	(6,642)
<i>Total Campus Expansion</i>	-	8,701	8,701	8,701	6,642	(6,642)
<i>Other</i>						
College Technologies	14,528	13,552	13,653	13,653	9,898	4,630
College Space & Infrastructure	12,852	10,985	12,430	12,060	8,973	3,879
New Program Initiatives	1,160	1,133	1,107	1,107	915	245
Academic & Other Equipment	1,609	1,658	1,658	1,658	1,715	(106)
Initiatives & Opportunities	4,928	6,715	7,503	7,584	4,960	(32)
College Ancillary Services	1,400	1,708	1,708	1,583	2,156	(756)
Apprenticeship Enhancement Fund (AEF)	-	3,187	3,187	3,035	2,631	(2,631)
Appropriations	100	-	-	-	-	100
Adjustment for Anticipated Underspend	-	(5,487)	(5,487)	(5,487)	-	-
Total Other	36,577	33,451	35,759	35,193	31,248	5,329
TOTAL EXPENDITURES	36,577	42,152	44,460	43,894	37,890	(1,313)
TOTAL NET CONTRIBUTION	\$ (34,820)	\$ (32,010)	\$ (34,470)	\$ (33,904)	\$ (28,733)	\$ 6,087

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	\$ 2,631	Apprenticeship Enhancement Fund Grant announced after the budget was prepared (offset by equivalent expenditures).
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	\$ 3,527	This funding was announced after the budget was prepared. Total funds of \$24.8M will be received through the Post-Secondary Institutions Strategic Investment Fund as contributions towards the Innovation Centre project. The \$3.53M represents the cash flow available based on the funding agreement for 2016-2017. The total project cost is \$44.9M.
Miscellaneous	\$ 280	\$200K favourable variance is due to Anita Girard Garbarino donation to Smart Apartment; \$80K in other minor variances.
College Technologies	\$ 4,630	Favourable variance is primarily due to the carryforward of a number of College Technologies projects to 2017-2018. This includes \$2.5M for Project Fusion, \$226K for the Student Information System Preparation, \$334K for the Customer Relationship Management (CRM) Student/Staff Portal, \$270K for Secure Email and Data Loss Prevention and \$217K for Disaster Recovery. A number of projects also came in under budget resulting in positive variances including: \$250K for Technical Infrastructure Evergreening, \$386K for the Learning Management System Review and other minor variances.
College Space & Infrastructure	\$ 3,879	Favourable variance is primarily due to the deferral and carryforward of a number of College Space and Infrastructure projects including: \$2.7M for ESCOII, \$1.4M for the Electrical Transformer Replacement, \$318K for the Stormwater Management Pond, and \$382K for Cogenerator Maintenance. Healthy Living Education Planning also came in under budget resulting in positive savings of \$653K. These savings were partially offset by the mid-year approval of the Building F Renovations of (\$1.57M).
College Ancillary Services	\$ (756)	Unfavourable variance is primarily due to the mid-year addition of the Bookstore, Parking and Print Shop renovations that resulted from a domino effect of moves related to the Innovation Centre project (\$921K). This was offset by \$158K of savings in the Residence Suites renovations, in addition to other minor variances.

Description	Variance Favourable/ (Unfavourable)	Comments
Apprenticeship Enhancement Fund (AEF)	\$ (2,631)	Apprenticeship Enhancement Fund was announced after the budget was prepared, expenditures included: \$1.7M on the Electrical Lab renovations and \$460K on the Welding Lab renovations. An additional \$501K was spent on other small apprenticeship enhancement expenditures.
Appropriations	\$ 100	Reduction of unutilized appropriation budgets to support 2016-2017 fiscal year expenses.
Innovation Centre Project (partially funded through PSISIF as above).	\$ (6,642)	This project was approved after the budget was prepared. Total funds of \$24.8M will be received through the Post-Secondary Institutions Strategic Investment Fund as contributions towards the Innovation Centre project. The \$6.6M represents the estimated expenditures to be recognized in the 2016-2017 fiscal year as part of the total \$44.9M project cost.
Total Explained Variances	\$ 5,972	
Other Minor Variances	\$ 115	
Total Variance	\$ 6,087	

	Year-End Actual March 31, 2016	Actual In-Year Use of Funds (2016-2017)	Actual Year-End Adjustments (2016-2017)	Year-End Actual March 31, 2017
Appropriations	\$ 250	\$ -	\$ (150)	\$ 100
Specific Reserves:				
Other Projects & Initiatives	29,841	14,025	9,708	25,524
Ancillary Services Reserve Fund	5,756	1,990	1,107	4,873
Employment Stabilization Funds	547	-	5	552
Other Student Aid	-	-	-	-
	36,144	16,015	10,820	30,949
Contingency Reserve Fund	8,127		344	8,471
Reserve Funds:				
Future Capital Expansion	31,223	-	2,542	33,765
	31,223	-	2,542	33,765
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 75,744	\$ 16,015	\$ 13,556	\$ 73,285
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000			\$ 1,000
Investment in Capital Assets	56,715		8,245	64,960
Vacation, Sick Leave & Post-Employment Benefits	(18,740)		(208)	(18,948)
Interest Rate Swaps	(11,170)		1,044	(10,126)
Endowment Fund	22,796		1,599	24,395
TOTAL NET ASSETS	\$ 126,345	\$ 16,015	\$ 24,236	\$ 134,566

* 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 2016-2017				Position Changes			Full-Time Funded at Q4 2016-2017				Total Staffed at Mar 31, 2017	Total Vacant at Mar 31, 2017
	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	2	(1)		23	2	1	26	23	3
Finance and Administration													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
College Ancillary Services	17	72	-	89	3		(1)	17	74	-	91	89	2
Finance & Administrative Services	9	28	-	37		(1)		9	27	-	36	36	-
Risk Management ¹	7	1	-	8	1			8	1	-	9	9	-
Physical Resources	9	40	-	49	4	(5)		10	38	-	48	41	7
Total	44	141	-	185	8	(6)	(1)	46	140	-	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	3	1
Student Support Services	10	45	18	73				10	45	18	73	71	2
Algonquin College Foundation	3	2	-	5	1			3	3	-	6	4	2
Registrar	11	67	-	78	5	(4)	(2)	11	66	-	77	77	-
Total	26	116	19	161	7	(4)	(2)	27	116	19	162	157	5
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)	6	9	11	4	24	22	2
Faculty of Arts, Media & Design ³	9	34	115	158	1	(1)	(3)	8	33	114	155	146	9
School of Business	5	9	88	102			(1)	5	8	88	101	96	5
School of Hospitality & Tourism	3	10	41	54			(1)	3	9	41	53	50	3
Faculty of Technology & Trades	6	26	151	183	3		(2)	6	26	152	184	181	3
Algonquin College Heritage Institute	3	10	13	26	2		(1)	4	10	13	27	19	8
Faculty of Health, Public Safety & Community Studies	8	31	122	161			1	8	30	124	162	155	7
Mobile Learning & Teaching Services	2	5	-	7		(1)	(6)	-	-	-	-	-	-
Centre for Continuing and Online Learning	6	16	-	22			(1)	6	15	-	21	21	-
Personal Development Institute	-	1	-	1				-	1	-	1	1	-
Algonquin College in the Ottawa Valley	6	30	29	65	2			7	31	29	67	67	-
Total	60	178	571	809	9	(5)	(8)	59	174	572	805	761	44

	Approved Annual Budget 2016-2017				Position Changes			Full-Time Funded at Q4 2016-2017				Total Staffed at Mar 31, 2017	Total Vacant at Mar 31, 2017
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total		
Digital Technologies and Innovation													
Vice-President's Office	2	-	-	2		(1)		1	-	-	1	1	-
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	-
Digital Strategies & Solutions	3	3	-	6	1	(1)	-	4	2	-	6	4	2
Digital Adoption, Usage, Performance and Insights	1	4	-	5		(1)	1	1	4	-	5	5	-
Project Management & Business Administration	3	7	-	10	1		1	4	8	-	12	11	1
Information Technology Services	10	73	-	83	3	(3)		10	73	-	83	73	10
Total	26	96	-	122	5	(7)	1	25	96	-	121	108	13
Communications, Marketing, and External Relations													
Marketing ⁶	2	11	-	13		(1)	10	2	20	-	22	22	-
Communications	2	2	-	4	2			4	2	-	6	6	-
Total	4	13	-	17	2	(1)	10	6	22	-	28	28	-
COLLEGE TOTAL	199	557	612	1,368	36	(28)	-	204	560	612	1,376	1,300	76

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 2016-2017. Previously included as a component of Physical Resources.

2 - Academic Operations and Planning is a new sector for 2016-2017. Previously included as a component of Vice President, Academic.

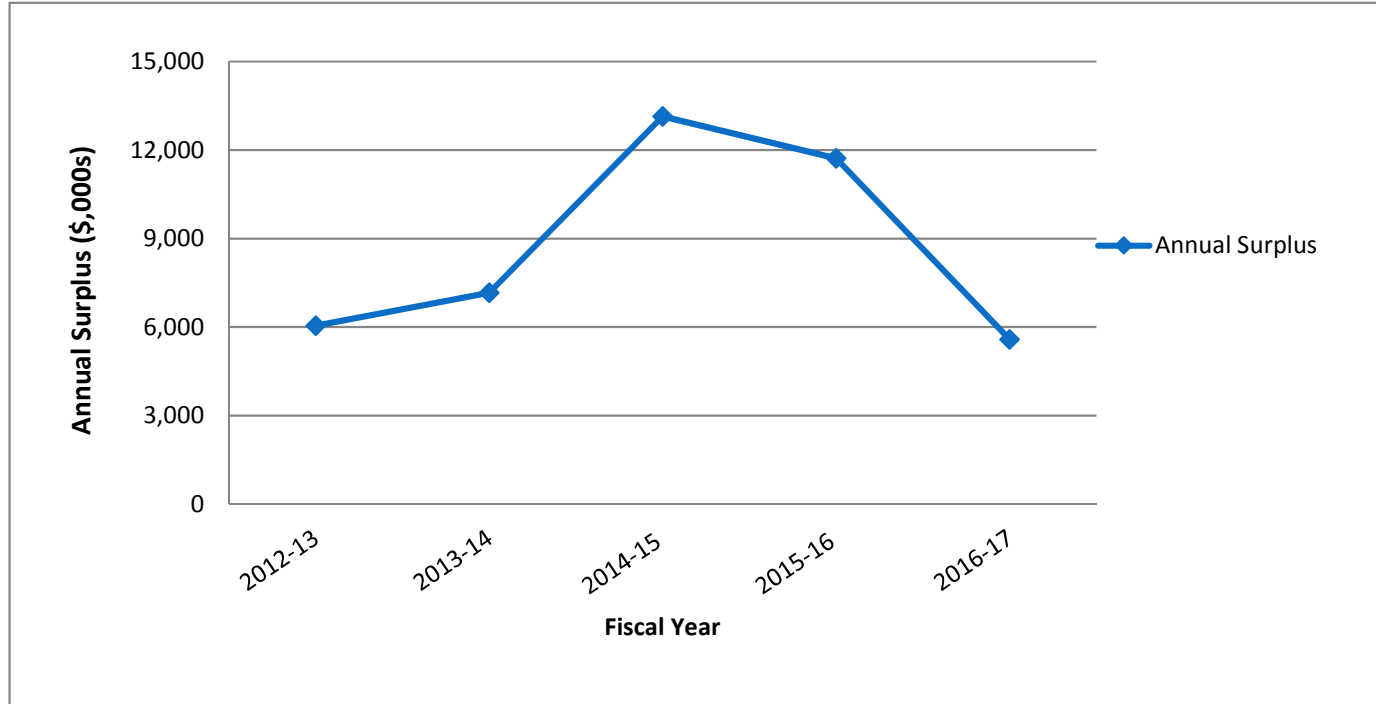
3 - School/College Work Initiative sector moved to Faculty of Arts, Media & Design in 2016-2017 re-organization.

4 - Applied Research & Development moved to Digital Technologies and Innovation in the 2016-2017 re-organization. Previously with Academic Services.

5 - Business Development & Corporate Training moved to Digital Technologies & Innovation in the 2016-2017 re-organization. Previously with Academic Services.

6 - Marketing moved to Communications, Marketing and External Relations in the 2016-2017 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.

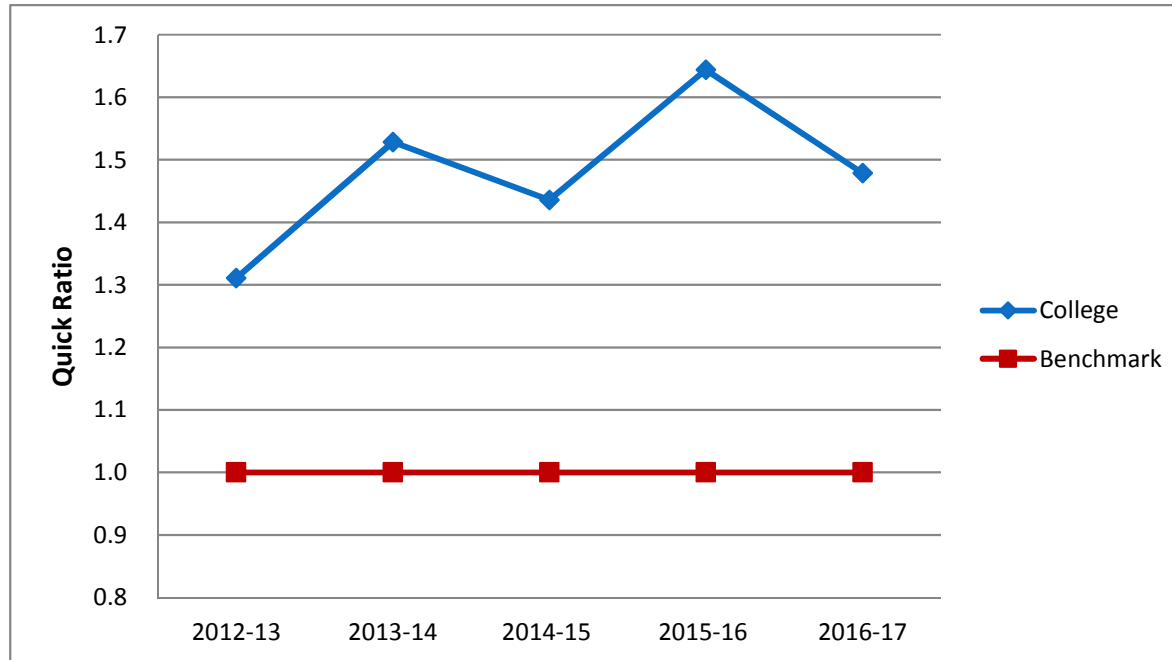
Benchmark:

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:

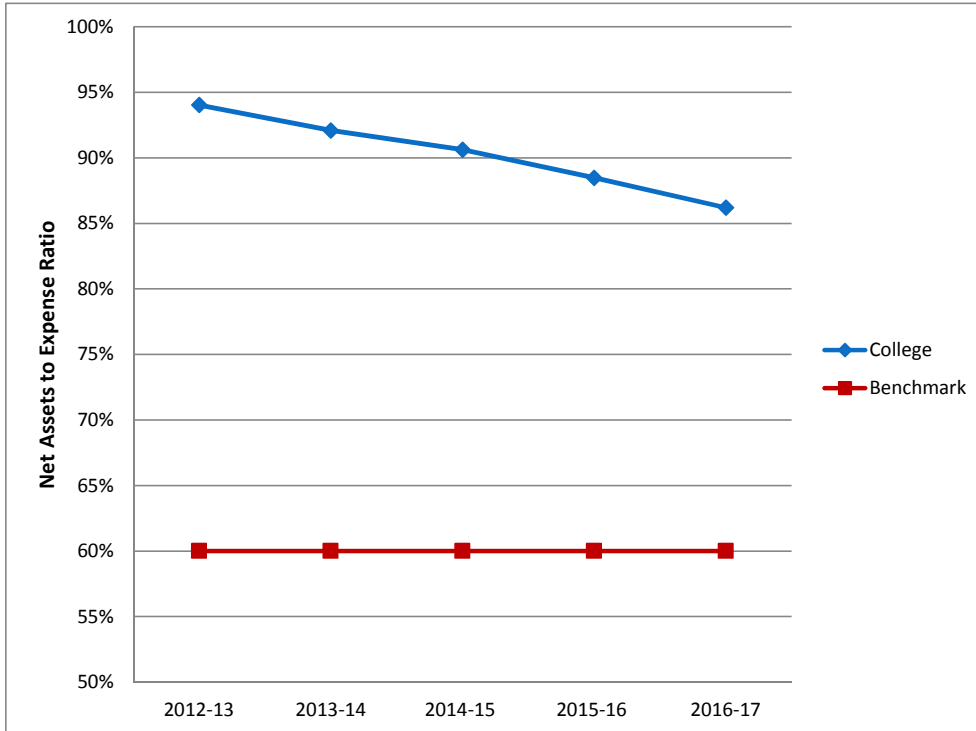
Fiscal performance indicator testing the college's ability to pay its short term maturing obligations (e.g. biweekly payroll payments).

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 1.99 for Q4 2016-2017.

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.

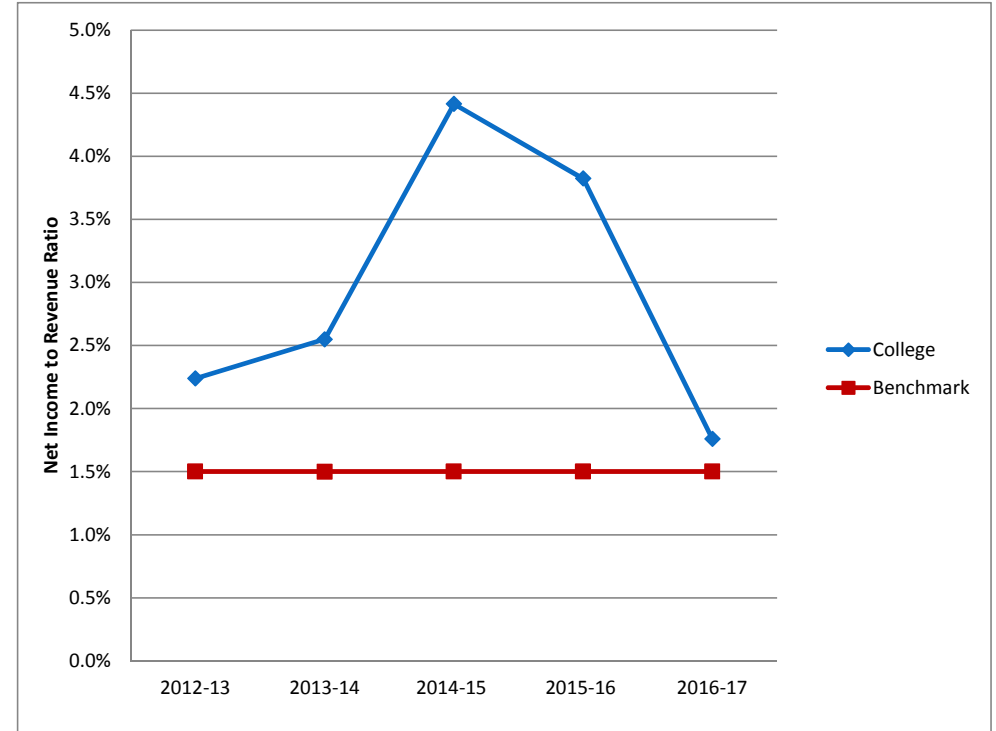
Benchmark:

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.

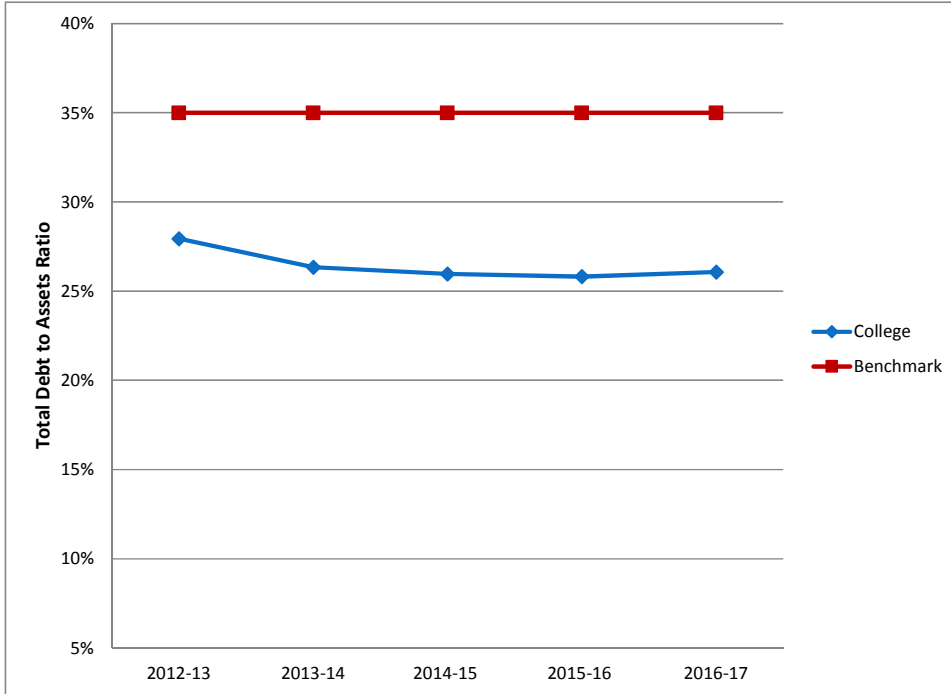
Benchmark:

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.

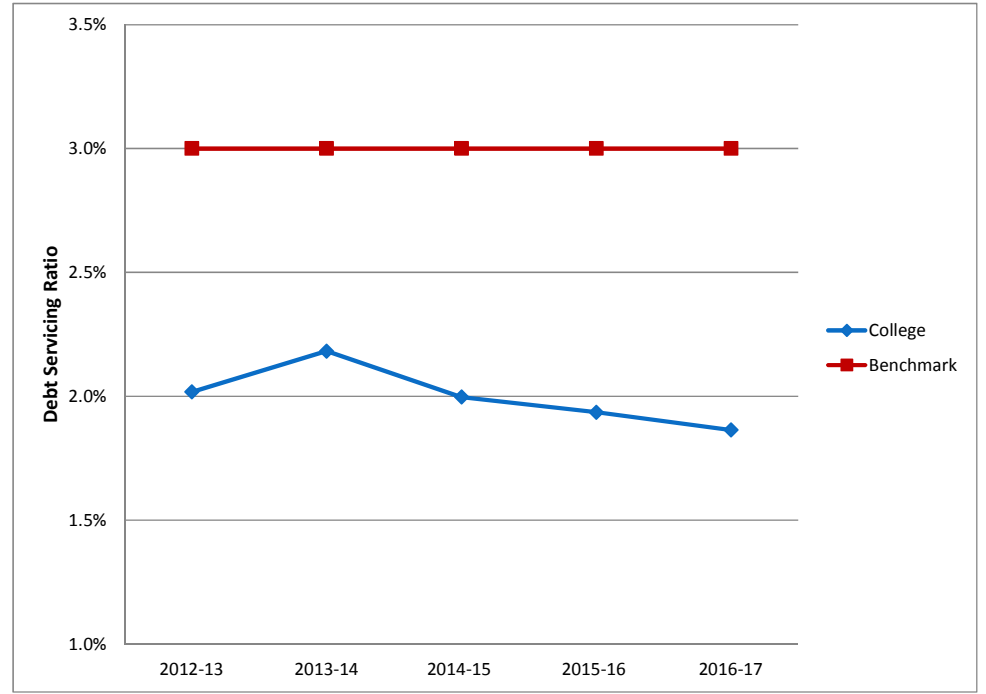
Benchmark:

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 .

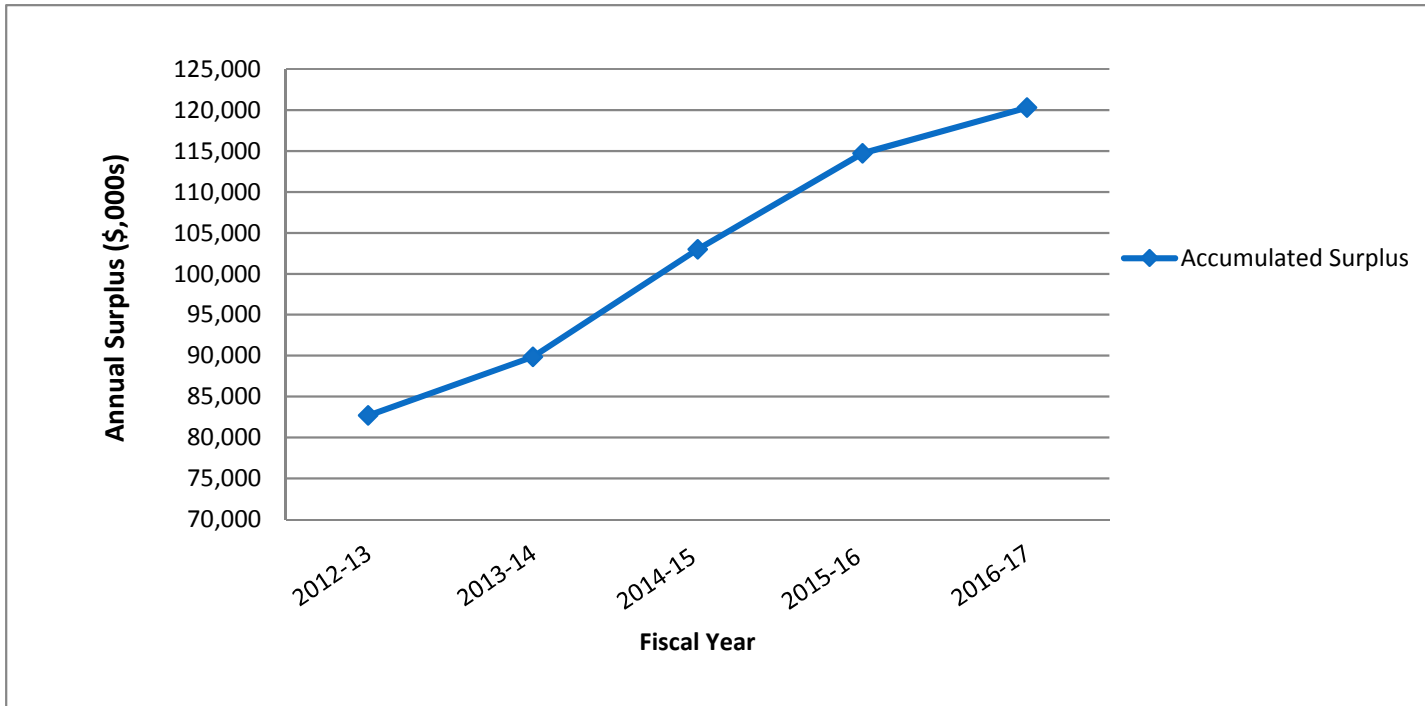
Benchmark:

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

	<u>Source</u>	<u>Budget/Projection Requirement</u>	<u>Compliant (Y/N)</u>
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; 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:	Major Capital Projects (Quarterly Report)
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION

THAT the Board of Governors accepts this report 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 College's major capital projects underway in 2016-2017.

3. BACKGROUND:

Algonquin College undertakes a number of major capital projects each year. The 2016-2017 Annual Budget included several extraordinary capital expenditures such as the investment in a new enterprise resource planning system (Workday) and various infrastructure renewal projects. In addition, since the approval of the Annual Budget, the Board of Governors has approved the development of the Innovation Centre, two new apprenticeship shops and Building F renovations. This report will present 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 projected expenditures and a project status dashboard.

4. DISCUSSION:

The current and active major capital projects included in this report are:

1. Energy Service Company project (ESCO 2);
2. Enterprise Resource Planning – Workday (Project Fusion);
3. Innovation Centre;
4. Equipment Renewal and Electrical Lab Alterations Project in the Algonquin Construction Centre of Excellence;
5. Welding Lab Project at the College's Transportation Technology Centre – Building S; and
6. Transformer Replacement Project.

5. LINK TO STRATEGIC PLAN

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input checked="" type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input checked="" type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

The Energy Service Company project with Siemens has led to several academic initiatives including the development of a new Energy Management program and applied research projects directly engaging students in experiential learning

The Workday project is a major business transformation that will realize efficiencies for both academic and non-academic staff and will enable employees to direct more of their time and efforts toward value added services that focus on students.

The Innovation Centre project will facilitate experiential learning with an increase in linkages with the community and business partners. This new Innovation Centre aligns with the College’s focus to improve outcomes for Indigenous youth.

The new Welding and Electrical Labs are directly connected to expanding and enhancing current academic programs, with funding support from the Apprenticeship Enhancement Fund.

7. FINANCIAL IMPACT:

In addition to the federal and provincial funding, these projects are funded from the Strategic investment Priorities allocations 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 the risk of physical and technological infrastructure failure.

8. 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:

These projects are 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 Centre and Workday. The Algonquin College Foundation has also begun planning a fundraising campaign for the Innovation Centre.

10. CONCLUSION:

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

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A – Fourth Quarter 2016-17 Major Capital Projects Report

APPENDIX A - MAJOR CAPITAL PROJECTS

MAJOR CAPITAL PROJECTS – Fourth Quarter 2016-2017 Summary - June 12, 2017

Energy Service Company Project (ESCO 2)

Board of Governors and Key Approval Dates	Dates
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.	August 2012
Meeting #477 – The Board of Governors approves a multi-phase approach to the ESCO 2 project.	December 2012
Meeting #481 - The Board of Governors approves phase two focusing on the design and Provincial approvals for the co-generation plant and other improvement measures, with a total projected investment of \$3.6 million.	October 2013
Meeting #487 - The Board of Governors approves phase three. This phase focuses on the construction of the co-generation plant and other improvement measures. Total projected investment for this phase is \$13.9 million.	June 2014
Meeting #492 - The Board of Governors approves phase four. This phase focuses on the finalization of the Energy Centre and the installation of the second co-generation plant, along with other plant and energy saving measures. Total projected investment for this phase is \$20 million.	June 2015

Key Construction Highlight Dates	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 from December 2015)	April 2016
Second Generator Installed and extension of thermal network (revised date from original Winter 2016-2017)	January 2018

Approved Project Funding	Approved Value
Algonquin College (Phase One)	\$13.7 million
Algonquin College (Phase Two)	3.5 million
Algonquin College (Phase Three)	13.9 million
Algonquin College (Phase Four)	20 million
Total	\$51.1 million

Projected Annual Savings Phase (Post-Construction)	Projected Value
Phase One	\$1.0 million
Phase Two	0.2 million
Phase Three	1.0 million
Phase Four	1.1 million
Total	\$3.3 million

Total Savings Achieved to March, 2017 (Construction Still in Progress)	Value
Achieved Savings to March 31, 2015	\$0.6 million
Achieved Savings in Fiscal Year 2015-2016	1.4 million
Achieved Savings in Fiscal Year 2016-2017	2.0 million
Total	\$4.0 million

Total Project Variance to Date	\$0.0
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MAJOR CAPITAL PROJECTS - Fourth Quarter 2016-2017 Summary - June 12, 2017

Energy Service Company project - (ESCO 2) - continued

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. A number of contemplated scope changes may impact budget, schedule, and annual savings during the implementation phase.
Y	Cost Management	Budget pressures due to contemplated scope changes.
Y	Schedule Management	Schedule slippage due to deficiencies or delays puts annual savings during the implementation phase at risk.
G	Project Resources	No significant issue.
Y	Risk Management	Schedule delays and scope changes may impact short term performance. Team is actively managing any delays while focusing on aspects of project that could affect energy savings commitments.
G	Stakeholder Engagement	Active and extensive stakeholder engagement underway.

MAJOR CAPITAL PROJECTS - Fourth Quarter 2016-2017 Summary - June 12, 2017

Enterprise Resource Planning (ERP) – Workday (Project Fusion)

Workday is a software as a service application that will support the 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 of Governors Key Approval Dates	Dates
Meeting #485 – Board of Governors endorse the tender process for an Enterprise Resource Planning solution	February 2014
Meeting #493 - Board of Governors approve \$1.36 million in funding to complete the planning and preparation phases of the Human Resources, Finance and Payroll portions of Project Fusion.	October 2015
Meeting #494 - Board of Governors approve \$10.7 million in funding to complete the implementation phases of the Human Resources, Finance and Payroll portions of Project Fusion.	December 2015

Project Milestones	Dates
Issuance of Human Resources, Finance, and Payroll Solution Request For Proposals	June 2014
Evaluation determines no compliant bids	October 2014
Notice of Proposed Procurement Issued	May 2015
Re-issuance of Request for Proposals	June 2015
Finalization of Contract Negotiation	December 2015
Human Resources, Payroll, and Finance go-live date forecast updated: (Human Resources revised from Fourth Quarter 2016-2017 and Finance revised from First Quarter 2017-2018)	Go-live expected November 2017
Planning module (budget tool) go-live	First Quarter 2018-2019 (forecast)
Learning module go-live	Go-live expected April 2018

Approved Algonquin Project Funding	Approved Value
Algonquin College Funds	\$12.1 million

Actual/Projected Project Cost	Value
Expenditures in 2014-2015	\$0.8 million
Expenditures in 2015-2016	1.9 million
Expenditures in 2016-2017	5.9 million
Projected Expenditures in 2017-2018	3.5 million
Total	\$12.1 million

Total Project Variance	\$0.0
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MAJOR CAPITAL PROJECTS - Fourth Quarter 2016-2017 Summary - June 12, 2017

Enterprise Resource Planning – Workday (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.
Y	Cost Management	Risk to project budget of \$400K - \$1.2M
Y	Schedule Management	Change in project schedule presented to the Board.
Y	Project Resources	Retention of resources are at risk due to a high demand for talent in the market.
G	Risk Management	Schedule slippage can put project performance at risk.
Y	Stakeholder Engagement	Active stakeholder engagement underway, however change management continues to be a risk due to the significant amount of change.
Y	Operational Readiness	Operational readiness planning underway. Workday presents significant process changes to the College.

MAJOR CAPITAL PROJECTS - Fourth Quarter 2016-2017 Summary - June 12, 2017

Innovation Centre

The Innovation Centre 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 of Governors Key Approval Dates	Dates
Meeting #497–Board of Governors approves in principle the development of a \$44.9 million project pending confirmation of funding received from the Federal Post-Secondary Institution Strategic Investment Fund and the Ontario Government. Also approves the investment of up to \$9.5 million for this project from the College’s Internally Restricted Net Assets over the fiscal years 2016-17 and 2017-18, and approves a non-competitive procurement of services to develop and construct the Innovation Centre.	May 2016
Board of Governors approves the development of the Innovation Center 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 2016-2017 to 2018-2019.	August 2016
Foundation Board of Governors approves \$2 million fundraising campaign.	October 2016

Project Milestones	Dates
Federal and provincial funding totaling \$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	May 2017
Construction commences with hoarding, demolition and abatement	February 2017
Interior fit-up work commences	June 2017
Construction of single story addition and infill begins	July 2017
Substantial performance of all project components	April 2018

Approved Project Funding	Approved Value
Federal government funding	\$21.9 million
Provincial government funding	2.9 million
Algonquin College capital expansion reserves	9.5 million
Capital fundraising campaign	2.0 million
Strategic Investment Priorities budget allocation	8.6 million
Total	\$44.9 million

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$6.6 million
Projected Expenditures in 2017-2018	36.2 million
Projected Expenditures in 2018-2019	2.1 million
Total	\$44.9 million

Total Project Variance	\$0.0
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MAJOR CAPITAL PROJECTS - Fourth Quarter 2016-2017 Summary - June 12, 2017

Innovation Centre – continued

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 likely to continue until project completion.
Y	Schedule Management	We are currently on schedule despite an aggressive timeline. This is being closely monitored.
G	Project Resources	No significant issue.
Y	Risk Management	A Risk Register 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.

MAJOR CAPITAL PROJECTS - Fourth Quarter 2016-2017 Summary - June 12, 2017

Equipment Renewal and Electrical Lab Alterations Project in the Algonquin Centre for Construction 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 of Governors Key Approval Dates	Dates
Meeting #498 – Board of Governors approves Equipment Renewal and Electrical Lab Alterations project in the amount of \$2.3 million with approved funding from the Ministry of Advanced Education and Skills Development Apprenticeship Enhancement Fund.	June 2016

Project Milestones	Dates
Project start date	June 2016
Substantial completion date	March 2017

Approved Project Funding	Approved Value
Ministry of Advanced Education and Skills Development Apprenticeship Enhancement Fund	\$2.3 million

Actual/Projected Project Cost	Value
Expenditures in 2015-2016	\$0.1 million
Expenditures in 2016-2017	1.7 million
Projected expenditures in 2017-2018 (workstation installation in May 2017)	0.5 million
Total	\$2.3 million

Total Project Variance	\$0.0
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Project Risk and Status Dashboard * Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance now in place.
G	Scope Management	Scope ladder in place.
G	Cost Management	No budget pressures are expected.
G	Schedule Management	No delays are expected.
G	Project Resources	No significant issues.
G	Risk Management	No major risks identified.
G	Stakeholder Engagement	Stakeholder engagement complete.
G	Operational Readiness	Project substantially completed with only workstations to be installed May 2017.

MAJOR CAPITAL PROJECTS - Fourth Quarter 2016-2017 Summary - June 12, 2017

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 of Governors Key Approval Dates	Dates
Meeting #498 – Board of Governors approves the New Welding Lab Project in the amount of \$2.3 million with approved funding from the Ministry of Advanced Education and Skills Development Apprenticeship Enhancement Fund.	June 2016
Meeting # 502 – Board of Governors approves the revised Welding Lab Project budget in the amount of \$2.8 million. The additional funding will be obtained through external sources and Strategic Investment Priorities funds.	April 2017

Project Milestones	Dates
Project start date (revised from March 2017)	June 2017
Projected substantial completion date (revised from December 2018)	January 2018

Approved Project Funding	Approved Value
Ministry of Advanced Education and Skills Development Apprenticeship Enhancement Fund	\$2.3 million
Canadian Welding Bureau	0.1 million
Strategic Investment Priorities – Faculty of Technology and Trades Reserve Funds	0.4 million
Total	\$2.8 million

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$0.5 million
Projected expenditures in 2017-2018	2.3 million
Total	\$2.8 million

Total Project Variance	\$0.0
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MAJOR CAPITAL PROJECTS - Fourth Quarter 2016-2017 Summary - June 12, 2017

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

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	Additional funding to be requested at April 2017 Board of Governor’s meeting, see above Project Variance note.
Y	Schedule Management	The power transformer has a long lead time and delivery is on critical path for overall project schedule. Alternate procurement and delivery strategies are being investigated to mitigate risk.
G	Project Resources	No significant issue.
Y	Risk Management	A risk log has been prepared and will be tracked and reported on a frequent basis to ensure risks are being actively managed.
G	Stakeholder Engagement	Active stakeholder engagement underway.
G	Operational Readiness	Operational readiness is in place for pre-construction activities. A plan is being developed to prepare for construction work.

MAJOR CAPITAL PROJECTS - Fourth Quarter 2016-2017 Summary - June 12, 2017

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 removes a hazardous chemical from the campus. The major scope of this project which includes the replacement of the Transformers and removal of hazardous chemicals is complete. Minor electrical switching to accommodate phases 3 and 4 of ESCO 2 will take place in fall 2017. This remaining scope will consume the remaining budget in fiscal 2017-2018 as shown below.

Board of Governors Key Approval Dates	Dates
Meeting #490 – Board of Governors approves in principle the development of this \$44.94 million project 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 \$9.54 million for this project from the College’s Internally Restricted Net Assets over the fiscal years 2016-17 and 2017-18, and approves a non-competitive procurement of services to develop and construct the Innovation Centre.	February 2016
Meeting #498 - Board of Governors approves the Transformer Replacement Project in the amount of \$2 million (revised budget) with funding from the College’s internally restricted net assets.	June 2016

Project Milestones	Dates
Project start date	July 2016
Substantial completion date	August 2016

Approved Project Funding	Approved Value
Algonquin College funds	\$2.0 million

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$1.5 million
Projected expenditures in 2017-2018	0.5 million
Total	\$2.0 million

Total Project Variance	\$0.0
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Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance now in place.
G	Scope Management	Scope is defined by agreement and is consistent with project funding.
G	Cost Management	Final budget in place.
G	Schedule Management	Initial phase of project complete on time. Remaining project scope will be done in coordination with the installation of cogen 2.
G	Project Resources	No significant risks outstanding.
G	Risk Management	No significant risks outstanding.
G	Stakeholder Engagement	Required stakeholder engagement complete.
G	Operational Readiness	Operational readiness planning underway for final phase of project (cogen 2).

Appendix A: Projects Completed Since Fiscal 2011-2012

Project	Value
Algonquin Centre for Construction Excellence	\$77 million
Student Commons	51 million
Pembroke Campus	34 million
Perth Campus	12 million
Digital College	12 million
Healthy Living Education (HLE) Phase 1A – Building Renovations	6 million
B Building Window Replacement	1.1 million
F Building Renovation	1.6 million
Total	\$194.7 million

Report title:	Pedestrian Bridge to Bus Rapid Transit Station
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Duane McNair, Vice-President, Finance and Administration

1. RECOMMENDATION:

THAT the Algonquin College Board of Governors approves an investment of up to \$3.1 million from the College’s Reserve Funds between 2018 and 2023 to support the construction of a pedestrian bridge, in collaboration with the City of Ottawa, between the new Baseline bus rapid transit station and the Algonquin Centre for Construction Excellence.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present a proposal to participate in the construction of an above grade pedestrian walkway linking the Algonquin Centre for Construction Excellence facility with the new Baseline bus rapid transit station (scheduled for completion in 2023).

3. BACKGROUND:

In 2012, Algonquin College opened its Algonquin Centre for Construction Excellence facility at the Ottawa campus on the west side of Woodroffe Avenue. As part of this project, the City built a sub-grade transit tunnel adjacent to the new Algonquin facility to be put in service in the future as part of the City’s light rail transit plans.

Approved as part of the Ottawa 2013 Transportation Master Plan, Stage 2 of light rail transit consists of three extensions that represent the next phase of rail rapid transit in Ottawa. By 2023, Stage 2 will add a total of 30 kilometres of rail and 19 new stations to the existing O-Train system by linking Bayshore in the west to Place d'Orléans in the east, and north from Bowesville to Riverside in the south.

The City of Ottawa is preparing to issue a request for proposals for services to design and construct the Confederation Line West Stage 2 light rail transit project. Details include the following:

- Stage 2 extends light rail transit service to Baseline and Bayshore with 13 kilometres of service and 10 new stations
- Plans will include the construction of the final Baseline transit station to replace the current interim Baseline transit station located west of the Algonquin Centre for Construction Excellence Building and transit tunnel.

Baseline Station will act as a terminus station where:

- Trains will turn around below grade in the tunnel immediately west of the Algonquin Centre for Construction Excellence Building
- Light rail transit passengers will transfer to buses at grade in a bus terminal south of College Avenue
- Passengers will walk to/from surrounding destinations
- There is a requirement to store/clean some trains overnight in the transit tunnel.

4. DISCUSSION:

In partnership with the City of Ottawa, this investment seeks to construct an above-grade pedestrian bridge that would link the Algonquin Centre for Construction Excellence facility with a new bus rapid transit station adjacent to the existing OC Transpo park-and-ride lot at the intersection of Woodroffe and College Avenue. This pedestrian bridge will provide a safe method for crossing College Avenue and an efficient link for transit riders to enter Algonquin College's Ottawa campus.

This investment would further the College's commitment to environmentally sustainable practices by further enabling public transportation to become the most accessible and first choice for students travelling to and from Algonquin College. Further, this investment highlights the College's commitment to campus safety and to improving accessibility. Appendix A - Pedestrian Bridge to Bus Rapid Transit DRAFT Investment Case provides additional details.

The City's 15 year forecast horizon for urban community growth identifies the communities of Kanata to the west and Barrhaven to the south as likely to experience significant growth. As such, it has been calculated that over that period, growth in pedestrian traffic through the Algonquin Centre for Construction Excellence entry point will increase by upwards of

30%. The College further recognizes that the City of Ottawa anticipates that the new Baseline transit station will double the current capacity of bus and rail transportation. The draft agreement with the City of Ottawa assumes:

- The cost of construction of the pedestrian bridge will be shared (50% by the City of Ottawa and 50% by Algonquin College)
- Algonquin College will be responsible for costs associated with interior renovations and finishing as they pertain to the pedestrian bridge connection to the Algonquin Centre for Construction Excellence
- Algonquin College will be responsible for the operations costs associated with the ongoing interior maintenance of the pedestrian bridge
- The pedestrian bridge must be kept free of obstructions that could interfere with traffic flow by the general public
- The City retains ownership of the pedestrian bridge and is responsible for construction and exterior maintenance and upgrading
- Algonquin College will obtain the right for students and employees to use and occupy the interior of the pedestrian bridge through the duration of its life cycle capacity.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

The two principle access points for the College are through the main Student Commons entrance (east entrance closest to the greenspace and main parking lot) and through the Algonquin Centre for Construction Excellence building (west entrance closest to the temporary Baseline transit station). It is estimated that during Algonquin College’s peak academic periods, there are 8,000 students, employees and visitors on the Ottawa campus at any one time.

The volume of traffic between these two access points is approximately equal with an estimated 15% arriving through alternate access points. Thus, the Algonquin Centre for Construction Excellence building is a highly utilized entry point for students, employees and visitors. Of the 8,000 students, employees and visitors on the Ottawa campus at any one time, about 3,400 gain entry from this west entrance.

7. FINANCIAL IMPACT:

The estimated capital cost to the College is detailed below:

Bridge Capital Cost Estimate	\$ 5,040,000
50% allocation to College	2,520,000
Interior Enabling Relocations	80,000
Interior Finishing at ACCE	320,000
20% Contingency (on interior expenses)	80,000
Unrecoverable HST (3.41%)	99,572
Total Capital Cost to College	\$ 3,099,572

The City has provided the following dates identifying when the College would be required to contribute its share of the capital towards construction of the pedestrian bridge:

- 25% upon financial close of the light rail transit contract – currently scheduled for May 2018
- 50% upon commencement of the pedestrian bridge – currently projected for 2021
- 25% upon substantial completion of the bridge – currently projected for late 2022 or early 2023

The estimated annual operating costs to Algonquin College is \$37,000 per year.

8. HUMAN RESOURCES IMPACT:

This initiative is likely to result in altering pedestrian-traffic patterns upon the campus and in particular, through the Algonquin Centre for Construction Excellence. As such, this initiative is most likely to impact College Security Services and Physical Resources. It is assessed that this initiative would introduce a low level of impact upon the Human Resources of the College.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

As part of its due diligence, the College will confirm that it is complying with relevant Provincial legislation, regulations and directives. Legal counsel will be retained for contract negotiations and/or reviews with the City of Ottawa.

10. COMMUNICATIONS:

At the appropriate times, the College's Communications Department will prepare the necessary messaging to students, employees and visitors of the Ottawa campus concerning the construction and re-development to the Baseline bus rapid transit and light rail transit station. The College will work closely with the City of Ottawa to ensure that alternate routes to and from the transit station are communicated effectively.

11. CONCLUSION:

The proposed \$3.1 million investment to share the costs with the City of Ottawa in the construction of a pedestrian bridge between the new bus rapid transit station and the Algonquin Centre for Construction Excellence will result in safe, convenient access to the Ottawa campus for students, employees and visitors.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Pedestrian Bridge to Bus Rapid Transit-DRAFT Investment Case
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Algonquin Centre for Construction Excellence Pedestrian Bridge to Bus Rapid Transit Station

Investment Case

June 12, 2017



ACCE Facing Pedestrian Bridge

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Executive Summary

The City of Ottawa's 2013 Transportation Master Plan identifies the importance of improvement in the level of transit service available to growing communities in the west and southwest of the city. In March of 2015, Algonquin College formally signed an agreement with the City to guarantee universal student access to public transportation (through the U-Pass).

In partnership with the City of Ottawa, this investment seeks to construct an above-grade pedestrian bridge that would link the Algonquin Centre for Construction Excellence facility with a new transit station adjacent to the existing OC Transpo park-and-ride lot (at the intersection of Woodroffe and College Avenue). This pedestrian bridge will provide a safe method for crossing College Avenue and an efficient link for transit riders to enter Algonquin College's Ottawa campus.

This investment would further the College's commitment to environmentally sustainable practices by further enabling public transportation to become the most accessible and first choice for students travelling to and from Algonquin College. Further, this investment highlights the College's commitment to campus safety and to improving accessibility.

The City's 15 year forecast horizon for urban community growth identifies the communities west of Kanata and in Barrhaven as likely to experience significant growth. As such, it has been calculated that over that period, growth in pedestrian-traffic through the Algonquin Centre for Construction Excellence entry point will increase by upwards of 30%. The College further recognizes that the City of Ottawa anticipates that the new Baseline transit Station will double the current capacity of bus and rail transportation.

A draft agreement with the City of Ottawa identifies that the capital cost of the pedestrian bridge construction would be shared (50% City of Ottawa - 50% Algonquin College) and that Algonquin College would be responsible for capital expenses associated with the bridges' connection to the Algonquin Centre for Construction Excellence. Algonquin College would also take responsibility for operational expenses associated with interior maintenance and security through the lifecycle of the bridge.

Board Motion:

That the Algonquin College Board of Governors approves an investment of up to \$3.1 million from the College's Reserve Funds between 2018 and 2023 to support the construction of a pedestrian bridge, in collaboration with the City of Ottawa, between the new Baseline bus rapid transit station and the Algonquin Centre for Construction Excellence.

Problem Statement

The City of Ottawa is currently undertaking significant investments in new light rail transit and bus rapid transit infrastructure. The Algonquin College Ottawa campus and its students are served by a major bus transit hub, Baseline station. Baseline station is scheduled to start receiving light rail transit service replacing some of the current bus transit service in 2023. With these infrastructure investments, the number of students using the transit system to commute to the Ottawa campus is expected to increase significantly over the coming years.

Algonquin College and the City of Ottawa are committed to ensuring that students can arrive at and depart the Ottawa campus in a safe environment. Specifically, the College and the City need to ensure that the new infrastructure at Baseline station provides safe, accessible and efficient movement of students and employees moving between the new (to be built) bus rapid transit station and the Algonquin Centre for Construction Excellence facility.



Investment Objectives

As identified in the City of Ottawa's 2013 Transportation Master Plan, the objective of their light rail transit and rapid bus transit infrastructure project is to provide an improved level of transit service to growing communities in the west and southwest of the city.

Stage 2 of the light rail transit project will provide over 38 kilometres of rail and 23 new stations to serve Ottawa commuters. Algonquin College supports the City's objective to bring rail transit within 5 kilometres of 70% of the City's population by 2023.

Algonquin College's investment objectives in support of Stage 2 of the light rail transit project include:

- Reduce travel times to Algonquin's Ottawa campus which will improve productivity and attract significant new ridership
- Become the first-choice method of transportation for Algonquin College students and enhance the sustainability of our campus and our City

More specifically, the investment proposes the constructing of an above-grade pedestrian walkway linking the Algonquin Centre for Construction Excellence facility with the new Baseline transit station. This investment would:

- Provide a safe method for crossing College Avenue without the need for students and employees to interact with vehicle traffic at grade level
- Create a rapid, accessible and efficient link for transit riders to enter Algonquin's Ottawa campus
- Enable students to move between Algonquin College and Baseline transit station without being impacted by weather conditions



Background

The Ottawa Campus is Algonquin College's flagship physical campus and a landmark in the Nation's capital. As the largest of the College's campuses, it is home to over 20,000 students and staff, and is one of the largest College campuses in Ontario. Algonquin College is one of 24 colleges within Ontario, with 1,400 full-time employees and 3,000 part-time employees and as such has a significant impact upon the local economy.

The College serves the applied education and training needs of a number of student populations, in communities representing a broad range of demographics and economic profiles. The College's focus is on improving access and success for underrepresented groups (including Aboriginal, first-generation Canadians, students with disabilities and Francophones) combined with a wide range of program delivery methods, in person, hybrid, and online modalities.

In 2012, Algonquin College opened its Algonquin Centre for Construction Excellence facility at the Ottawa campus on the west side of Woodroffe Avenue. As part of this project, the City built a sub-grade transit tunnel adjacent to the new Algonquin facility to be put in service in the future as part of the City's light rail transit plans.

Approved as part of the Ottawa 2013 Transportation Master Plan, Stage 2 of light rail transit comprises three extensions that represent the next phase of rail rapid transit in Ottawa. By 2023, Stage 2 will add a total of 30 kilometres of rail and 19 new stations to the existing O-Train system by linking Bayshore in the west to Place d'Orléans in the east, and north from Bowesville to Riverside in the south.

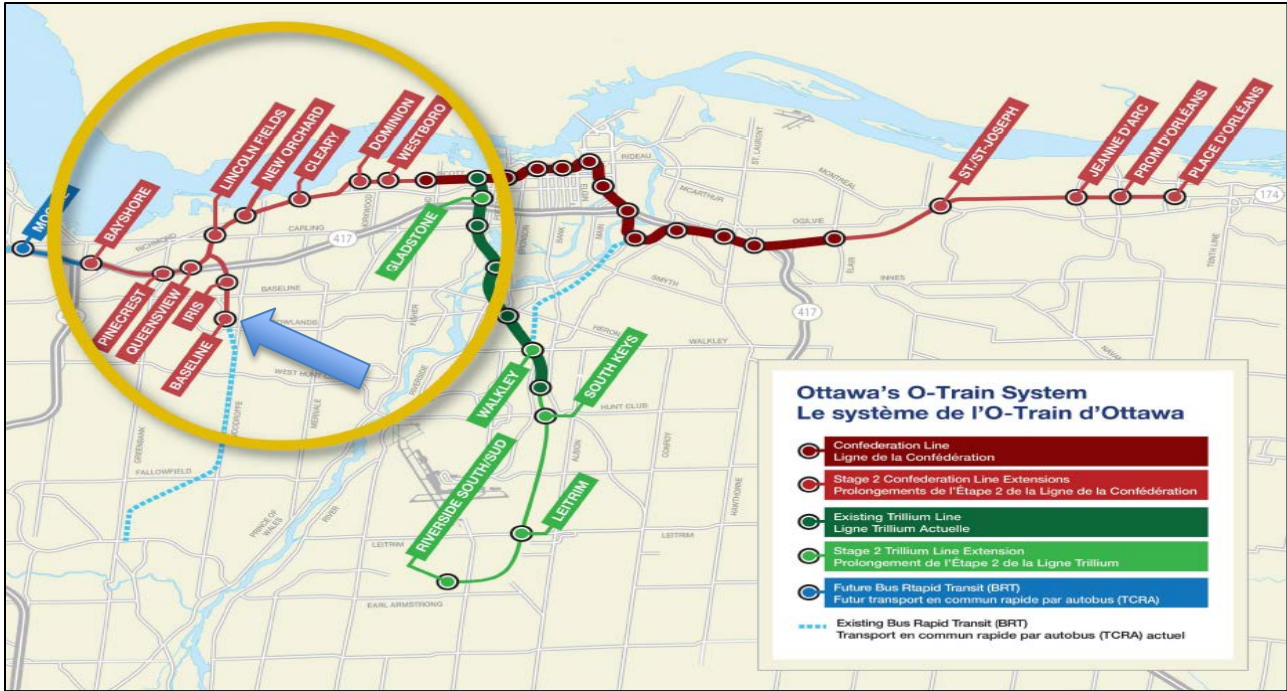
The City of Ottawa is preparing to issue a request for proposals for services to design and construct the Confederation Line West Stage 2 light rail transit project. Details include the following:

- Stage 2 extends light rail transit service to Baseline and Bayshore with 13 kilometres of service and 10 new stations
- This will include the construction of the final Baseline transit station to replace the current interim Baseline transit station located west of the ACCE Building and transit tunnel

Baseline Station will act as a terminus station where:

- Trains will turn around below grade in the tunnel immediately west of the Algonquin Centre for Construction Excellence Building;
- Light rail transit passengers will transfer to buses at grade in a bus terminal south of College Avenue
- Passengers will walk to/from surrounding destinations
- There is a requirement to store/clean some trains overnight (in the transit tunnel)

The Ottawa Transitway System



Internal Environment Analysis

The Algonquin College Ottawa Campus

The two principle access points for the College are through the main Student Commons entrance (east entrance closest to the greenspace and main parking lot) and through the Algonquin Centre for Construction Excellence building (west entrance closest to the temporary Baseline transit station). It is estimated that during Algonquin's peak academic periods, there are 8,000 students, staff and visitors on the Woodroffe campus at any one time. The volume of traffic between these two access points is approximately equal with an estimated 15% arriving through alternate access points. Thus, the current estimate for traffic through the Algonquin Centre for Construction Excellence building is 3,400 students, staff and visitors or pedestrian-traffic of 6,800.

When assessing the likelihood for increased pedestrian-traffic through the Student Commons entry point, the College recognizes there is no opportunity for increasing the capacity of the parking lot. It is therefore unlikely that this entry point will experience increased pedestrian-traffic unless there is a significant increase in car-pooling or the construction of adjacent infrastructure.

When assessing the likelihood of increased pedestrian-traffic through the Algonquin Centre for Construction Excellence entry point, the College recognizes that with the construction of the Baseline Bus Rapid Transit Station, the City of Ottawa intends to double the capacity of bus and rail transportation. Further, the City forecasts that over the next 15 years, urban populations to the south of Baseline station in Barrhaven and west to Kanata will significantly increase. As a result, the Algonquin Centre for Construction Excellence entrance is most likely to be the focus of future growth in pedestrian-traffic.

Combined with the likelihood that 85% of incremental pedestrian-traffic will be localized through the Algonquin Centre for Construction Excellence and assuming a 1% student growth for the next 15 years, Table 1 estimates a 30% growth in pedestrian-traffic over the City's 15 year forecast window.

Table 1: Incremental Pedestrian-Traffic Growth Potential for the ACCE building

15 year period	On-Campus population during peak periods (1% annual growth assumption)	Localized through ACCE Building	ACCE Building Pedestrian-Traffic (in/out access)	Percentage Change over year 1
2017	8000	3400	6800	
2018	8080	3468	6936	2%
2019	8161	3537	7073	4%
2020	8242	3606	7212	6%
2021	8325	3676	7352	8%
2022	8408	3747	7494	10%
2023	8492	3818	7637	12%
2024	8577	3891	7781	14%
2025	8663	3963	7927	17%
2026	8749	4037	8074	19%
2027	8837	4111	8223	21%
2028	8925	4187	8373	23%
2029	9015	4262	8525	25%
2030	9105	4339	8678	28%
2031	9196	4416	8833	30%

Project Analysis

Construction of the Baseline transit station project is projected to begin between the fall of 2018 and the spring of 2019. The procurement process commenced in the fall of 2016 with the issuance of a Request for Quotation. This year, a Request for Proposals will be issued and the contract is scheduled to be awarded in the spring of 2018.

Algonquin College's Physical Resources staff met with City of Ottawa and OC Transpo staff October through December 2016 to understand the transit station plans and implications for the College. Key features of the plan:

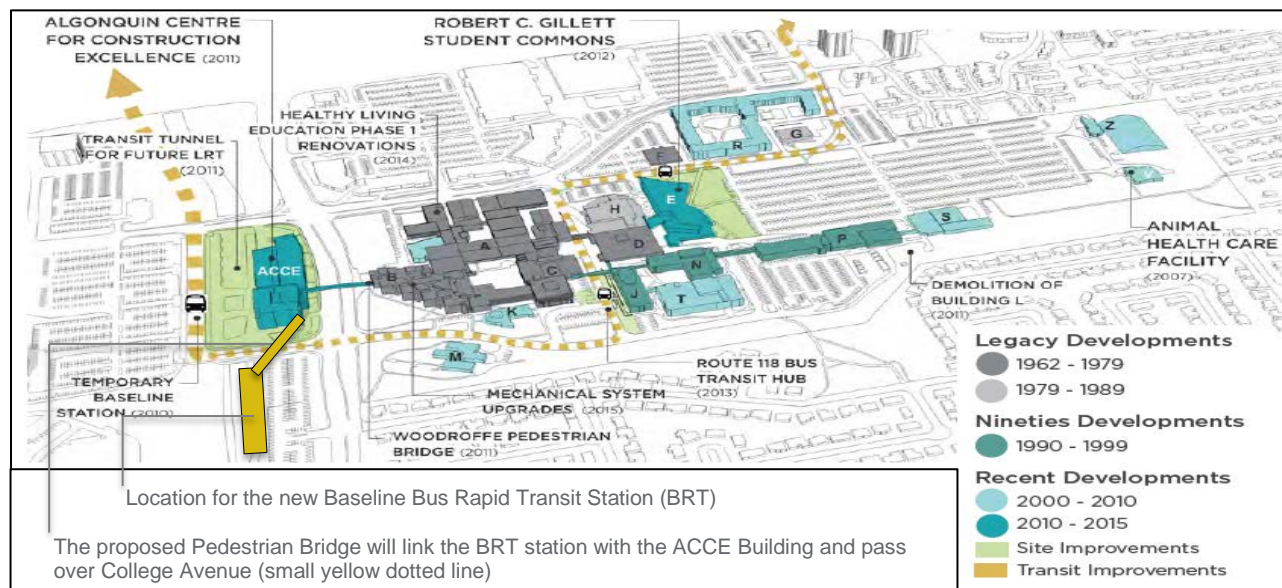
- Buses will drop off and collect passengers at grade from a station south of the Algonquin Centre for Construction Excellence and on the south side of College Avenue
- light rail transit passengers will arrive / depart below grade from a platform that will have exits to the plaza area above which is immediately west of the Algonquin Centre for Construction Excellence as well to the bus station south of College Avenue
- Traffic on College Avenue will be restricted to buses only with no vehicular traffic
- Provision is being made for future above grade pedestrian links at the light rail transit connection west of the Algonquin Centre for Construction Excellence. It is assumed that the College might construct this link as part of future expansions on land west of our existing campus at Centrepointe
- Provision is being made for an above grade pedestrian bridge linking the bus transit station south of College Avenue with the Algonquin Centre for Construction Excellence

The pedestrian bridge is planned as an elevated enclosed walkway that will be connected at one end to the Baseline bus transit station and at the other end to the Algonquin Centre for Construction Excellence. The pedestrian bridge will serve to enable pedestrians to walk between these two buildings without interaction with weather conditions or road traffic.

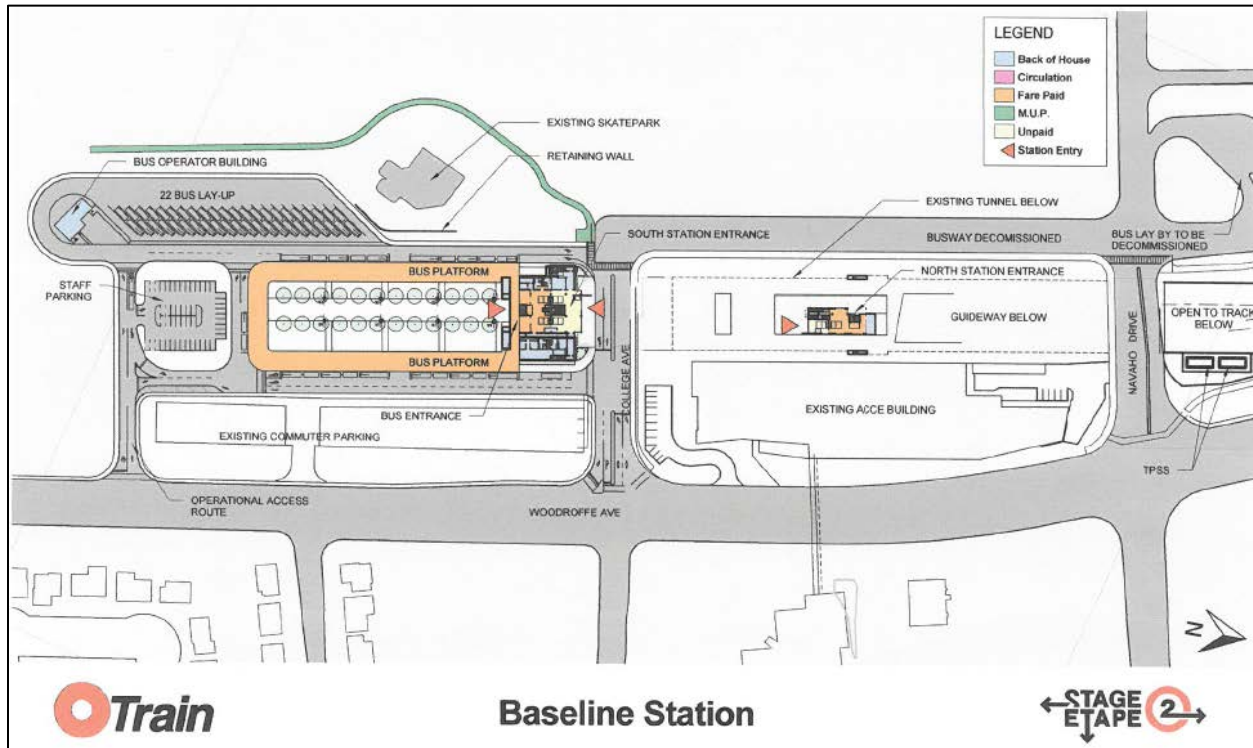
The draft agreement with the City of Ottawa assumes:

- The cost of construction of the pedestrian bridge will be shared (50% City of Ottawa - 50% Algonquin College)
- Algonquin College will be responsible for costs associated with interior relocations and interior finishing as they pertain to the pedestrian bridge connection to the Algonquin Centre for Construction Excellence
- Algonquin College will be responsible for operations costs associated with the ongoing interior maintenance of the pedestrian bridge
- The pedestrian bridge must be kept free of obstructions that could interfere with traffic flow by the general public
- The City retains ownership of the pedestrian bridge and is responsible for construction and exterior maintenance and upgrading
- Algonquin College will obtain the right to use and occupy the interior of the pedestrian bridge through the duration of its lifecycle

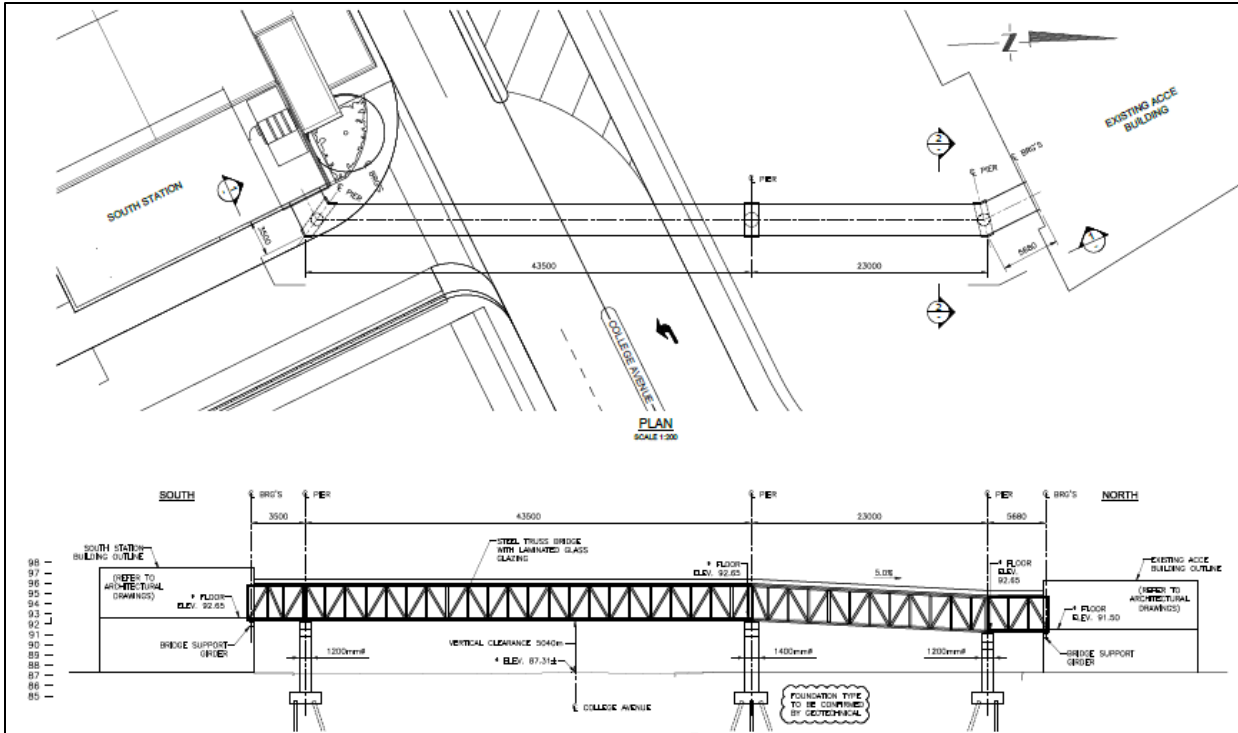
Campus Plan including Baseline Bus Rapid Transit Station and proposed Pedestrian



Preliminary Design of the Baseline Bus Rapid Transit Station



Preliminary Design of the Pedestrian Bridge Connection



Financial Analysis

Table 2 provides an estimate of the Pedestrian Bridge Capital Cost. The total estimate of \$5,040,000 includes the “soft costs” for project management and administration and a 20% contingency to provide for the potential for cost overruns and un-foreseen site conditions.

Table 2: LRT Pedestrian Bridge Capital Cost

LRT Stage 2 Confederation West	Steel Truss Bridge (Covered)			
PEDESTRIAN BRIDGE FROM BASELINE STATION TO SOUTH ENTRANCE OF ALGONQUIN ACCE BUILDING CLASS C - Cost Estimate <small>(Reference: Conceptual Architectural and Structural Drawings)</small>	Total Deck Length, m	75.7		
	Number of Spans	4		
	Spans, m	3.5, 46.5, 20, 5.7		
	Deck Width, m	3.00	Total Cost	\$ 5,040,000
	Deck Area, m2	227.1	Cost/m2 Deck Area	\$ 22,193

No.	Items	Unit	Quantity	Unit Price	Cost
1	Site Preparation (Fencing, Signages, Utility Protection/Relocation, Mobilization and Demobilization)	LS	1	\$ 250,000	\$ 250,000
2	Excavation/Embankment Protection	LS	1	\$ 50,000	\$ 50,000
3	Traffic Staging /Control	LS	1	\$ 50,000	\$ 50,000
4	Earth Excavations	m3	350	\$ 60	\$ 21,000
5	Backfilling by Granular	t	280	\$ 35	\$ 9,800
6	Fabricate, Supply and Install Steel Truss System	m	76	\$ 20,000	\$ 1,520,000
7	Bearings	ea	6	\$ 1,000	\$ 6,000
8	Steel HP Piles for Pier Footing	m	490	\$ 500	\$ 245,000
9	Driving Shoe for Steel H Piles	ea	27	\$ 400	\$ 10,800
10	Supply Equipment for Driving Piles	LS	1	\$ 50,000	\$ 50,000
11	Concrete in Pier Footings	m3	70	\$ 800	\$ 56,000
12	Concrete in Pier Columns	m3	40	\$ 1,500	\$ 60,000
13	Concrete in Pier Caps	m3	30	\$ 1,800	\$ 54,000
14	Concrete Deck	m3	50	\$ 2,000	\$ 100,000
15	Reinforcing Steel (includes for all concrete items)	t	45	\$ 4,000	\$ 180,000
16	Architectural Details including Glass Enclosure	LS	1	\$ 750,000	\$ 750,000
17	Mechanical Systems	LS	1	\$ 60,000	\$ 60,000
18	Electrical System	LS	1	\$ 60,000	\$ 60,000
19	Landscape Details	LS	1	\$ 50,000	\$ 50,000
20	Roadway work	LS	1	\$ 50,000	\$ 50,000
21	Building Modifications	LS	1	\$ 100,000	\$ 100,000

Sub total cost	\$ 3,733,000
Design, Project Management and Construction Admin (15%)	\$ 560,000
Class "C" Contingency (20%)	\$ 747,000
Grand Total Cost	\$ 5,040,000

ASSUMPTIONS:

- 1 City guidelines for cost estimates uses 20% to 30% contingency on Class C (Planning Level) estimates. A 20% contingency is used on this estimate.
- 2 The estimate is based on the conceptual architectural and GA drawing.
- 3 The estimate exclude taxes.
- 4 Reinforcing steel quantity for concrete elements is taken as 3% of its volume.

The capital cost estimate from Table 2 would be shared equally between the City of Ottawa and Algonquin College but does not include capital costs associated with interior relocations and interior finishing at the pedestrian bridge connection to the ACCE building. Table 3 captures Algonquin College's share of the pedestrian bridge capital cost and adds an estimate of the non-shared capital requirements.

Table 3: Algonquin College Estimated Capital Cost Requirement

Bridge Capital Cost Estimate	\$ 5,040,000
50% allocation to College	2,520,000
Interior Enabling Relocations (Class D Estimate)	80,000
Interior Finishing at ACCE (Class D Estimate)	320,000
20% Contingency (on Interior expenses)	80,000
Unrecoverable HST (3.41%)	99,572
Estimated Capital Requirement	\$ 3,099,572

The City has provided the following dates identifying when the College would be required to contribute its share of the capital towards construction of the pedestrian bridge:

- 25% upon financial close of the Stage 2 light rail transit contract – currently scheduled for May 2018
- 50% upon commencement of the pedestrian bridge – currently projected for 2021
- 25% upon substantial completion of the bridge – currently projected for late 2022 or early 2023

College management proposes to use its Reserve Funds to support the capital requirements for this project. Table 4 identifies the projected cash flows in and out of its Reserve Funds pending Board approvals:

Table 4: Projected Capital Reserve Fund Cash Flows

Capital Expansion Reserve	March 31, 2017	PROJECTED March 31, 2018	PROJECTED March 31, 2019	PROJECTED March 31, 2020	PROJECTED March 31, 2021	PROJECTED March 31, 2022
Opening Balance	\$ 31,223,098	\$ 33,765,502	\$ 30,103,157	\$ 29,696,896	\$ 29,243,865	\$ 28,611,517
Interest ¹	542,404	337,655	301,032	296,969	292,439	286,115
Annual addition to Reserve	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Sub-Total	\$ 33,765,502	\$ 36,103,157	\$ 32,404,189	\$ 31,993,865	\$ 31,536,303	\$ 30,897,632
Innovation Centre ²		-6,000,000	-557,400			
Pedestrian Bridge to Bus Rapid Transit ³			-774,893		-1,549,786	-774,893
Athletics Recreation Complex ⁴			-1,375,000	-2,750,000	-1,375,000	
Closing Balance	\$ 33,765,502	\$ 30,103,157	\$ 29,696,896	\$ 29,243,865	\$ 28,611,517	\$ 30,122,739

Notes:

- 1 Interest projected at 1% annually
- 2 Innovation Centre total \$ 6,557,400
- 3 Pedestrian Bridge to Bus Rapid Transit \$ 3,099,572
- 4 Athletics Recreation Complex \$ 5,500,000

The operational cost estimate in Table 5 captures Algonquin College's responsibility to clean, maintain and provide security for the interior pedestrian walkway. The College should assume this estimate will require an annual budget allocation. These additional operating costs are assessed to be manageable within the College's current budget of \$320 million and good value to ensure the safe movement of our students and employees between the College and the bus transit station.

Table 5: Algonquin College Estimated Operational Cost Requirement (annual)

Total New Space (Square Metres)	227.1
Square Foot Conversion factor	10.8
Total New Space (Square Feet)	2444.5
Cleaning, Maintenance and Security Expense (per Square Foot)	\$ 15.00
Total Incremental Operational Expense	\$ 36,667

Recommendation

Community population growth statistics indicate that the likelihood of a significant incremental pedestrian-traffic localized through the Algonquin Centre for Construction Excellence over the next 15 years.

Algonquin College should continue to show leadership and commitment to social and environmental sustainability by supporting the City of Ottawa's plan to dramatically improve public transit through the expansion of light rail transit.

Board Motion:

That the Algonquin College Board of Governors approves an investment of up to \$3.1 million from the College's Reserve Funds between 2018 and 2023 to support the construction of a pedestrian bridge, in collaboration with the City of Ottawa, between the new Baseline bus rapid transit station and the Algonquin Centre for Construction Excellence.



Action Plan

Project Management Strategy: Approach and Key Considerations

The Project Management Strategy will ensure the initiative has the capability and systems necessary in order to meet the project schedule, budget and objectives. The Management Strategy will include a Project Plan, which will outline the overall process and resources required to ensure a successful outcome. The Project Plan will include: planning and scope management; governance and project structure; advocacy planning and professional service requirements; project delivery model and public procurement methodology; schedule management; budget and cost management; resources management, communications management, quality management, risk management, and project controls.

The project will not commence until the project plan has been approved by the College Executive and the required resources are in place.

To finalize the governance and stakeholder partnerships the following tasks will be completed:

- Advocacy planning and professional service engagements
- Stakeholder Analysis, Partnership Evaluation
- Risk Assessment and Mitigation Strategies
- Procurement process

The project team will be composed of College and professional service resources. The College is confident that in collaboration with external professional service consultation, internal College resources have the knowledge and expertise to deliver completion of the project and adhere to activities related to protecting the interests of students and the College including:

- Planning, design and construction
- Operations and maintenance of the new facility

Based on the final advocacy planning, governance, partnership, stakeholder analysis and procurement protocol, incremental resources may be required including additional external expertise, in the following areas:

- Partnership and Deal Structure (legal/transactional/real estate/accounting)
- Ongoing operation, maintenance and program management
- Communications and Relationship management
- Information technology integration and maintenance;
- Physical security integration and maintenance

Project Team Resources

Internally, the Project Team will be comprised of a Project Sponsor(s), a Steering Committee (overall authority and responsibility for the acceptance of the deliverables), a Project Lead and, potentially, a 'Partnership Manager' (to act in ombudsman capacity). The College feels it has excellent relationships with industry experts who can provide the required project support.



Outcome Management Strategy

Outcome Management is about planning, managing and achieving the intended outcomes of the investment. Specifically, it is a set of activities designed to monitor, take corrective action where necessary, and to project and ensure the initiative remains on track to deliver its intended objectives and benefits. The Outcome Management Strategy aims to bring rigour to the monitoring of project outcomes. The Outcome Management Strategy will seek to ensure the capability of the monitoring systems to meet the needs of Algonquin College students, the College’s community partners and the College’s Strategic Plan.

The Outcome Management Strategy will identify immediate, intermediate and end outcomes and in doing so, provide milestones (or leading indicators) that can be relied upon to monitor the achievement of the investments’ objectives. The Outcome Management Strategy will include the methodology and frequency by which the outcomes will be measured using key performance indicators (KPIs). The KPI’s will ensure the College’s Strategic Plan, Goals and Value Drivers provide decision guidance and are judiciously administered and that the specific investment objectives are maintained ongoing.

Example outcome management indicators are as follows:

Sample Outcomes	Immediate KPI's (Milestones)	Intermediate KPI's (Milestones)	End KPI's
LEED Gold Construction	LEED Gold		
Financially sustainable	50% outlay of Capital requirement	50% outlay of Capital requirement	No significant impact to operational expenses
Deferred Maintenance Liability	NIL	City of Ottawa obligation	City of Ottawa obligation
Pedestrian-Traffic	No increase	10% increase	30% increase
Safety and security incidents	No > 10/year	No > 10/year	No > 10/year
Increased student use of public transit	5%	10%	30%



Interior ACCE Building adjacent to likely LRT Entrance

Governance and Oversight

Implementation

This project will be overseen at the College by a Steering Committee as listed in the Action Plan above.

The responsibilities of the Steering Committee include, but are not limited to;

- Decision makers on original scope, budget and schedule
- Final Decision on Project changes to scope, budget and schedule
- Review of risks and related mitigation actions as presented from the Risk Log
- Review and advice on any other issues related to the Project
- Ensure the Project is continuing to meet the College's goals and objectives

The Steering Committee will meet monthly during the Project. Special meetings will be held if required to approve project changes or deal with issues requiring Committee consultation.

At each regular meeting the Senior Project Manager will present;

- Schedule Update and minutes update
- Operations management update including ongoing review of the need for intervention/security/behaviour management
- Intervention Log update including newly identified risks and mitigation measures and action items
- Proposals for Operational Directive changes (scope-ladder changes), communication management requirements, construction design and renovation updates

Scope Management

Once a Project Scope of Work has been approved, Algonquin College's Senior Project Manager will provide written authorization that the Project Scope Documents are suitable and adequately address the concerns of Stakeholders (e.g. outline specification, drawings, and technical specifications).

The following milestones will require written authorization of completion:

- Schematic Design
- 60% Contract Documents
- Pre-tender

The Project Manager will maintain a Cost Tracking Log which will track project commitments and any required changes against the project budget. Any scope change identified before or during construction which involves a Project Schedule extension and/or an increase in cost above the Project Budget allocations, must be approved in writing by the Project Director and the Steering Committee prior to commencement of the work.

Schedule Management

The Project Manager will create a Master Project Schedule which the Project Team will iteratively elaborate upon. The Senior Project Manager will prepare monthly updates of the Master Project Schedule for review by the College's Executive Team.

During the design phase, the Construction Manager will create a construction schedule that will be updated monthly and included in the Master Project Schedule.

The Senior Project Manager will report any deviations from the Master Project Schedule at the Project Steering Committee meetings and will provide a written analysis for review by the College's Executive Team. Changes to the Project Schedule must be approved in writing by the Project Director and the Steering Committee.

Risk Management

The College's Board of Governors has developed four risk appetite statements that are used when assessing the merits of significant investments.

Risk Appetite Statements and Response:

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

Response: It is assessed that this initiative would not introduce incremental risk to innovative program development that supports academic excellence and program relevance in a technological landscape.
2. Statement: 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.

Response: It is assessed that this initiative would not introduce incremental risk to technology advancement initiatives or place incremental risk upon the privacy and security of personal or corporate data.
3. Statement: 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.

Response: It is assessed that this initiative would introduce a low level risk to the financial capacity of the College. The initiative is likely to result in a moderate capital impact in the short term and low capital impact over a five year term. As the College has a limited capital capacity, approving this investment may impact the timing of other College capital initiatives. With respect to operational expenses, this initiative will require a budget allocation to provide for incremental security and maintenance (cleaning) expenses.
4. Statement: 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.

Response: It is assessed that this initiative would introduce a low level of risk to the reputation of the College. This initiative is likely to result in altering pedestrian-traffic patterns upon the campus and in particular, through the Algonquin Centre for Construction Excellence. This initiative will facilitate access between the public transportation system and the College and will therefore increase the likelihood of non-College pedestrian traffic upon the campus.



ACCE Building Exterior South Facing

Risk Appetite Test Committee

In preparation for completion of this business case, a committee of College leaders was assembled to engage in a preliminary risk assessment specific to the sale of the Residence facility. Through the use of a draft Risk Appetite Test, the following summary of inherent risks and opportunities in the context of the College’s value drivers have been identified:

Reputational	Improving College accessibility by means of Public Transportation will create a positive reputational impact opportunity. It is suggested that this initiative will provide College Marketing and Communications the opportunity to achieve reputational benefit from social sustainability and environmental sustainability messaging.
Financial Health and Capacity	This initiative is not likely to present significant capital or operational impact upon the College. There is potential that by improving access to the College can be leveraged within recruitment activities and may therefor benefit enrolment. However, improving access to the College via the public transportation system is known to positively impact off-campus student housing opportunities. Further, improvement to public transportation will likely reduce demand for parking services. Therefore, in order to protect ancillary revenues, Ancillary Services will likely require a competitive response.
Student Experience	As student receive a Universal Transit Pass included in there student fees, this initiative is likely to increase public transit use and improve the value of enrolment at Algonquin College. It is suggested that this initiative will provide College Marketing and Communications and the Students’ Association to further mitigate negative perceptions of total cost of tuition.
Academic Excellence & Program Relevance	At this time there is insufficient information to identify the risks associated with this value driver.
External Stakeholder Relationships	This initiative is not likely to negatively impact external relationships however it may provide an opportunity to further the College’s internal marketing and external advertising platforms.
Our People	

	At this time there are no identified risks associated with this value driver. It is assumed that should this initiative be pursued, existing human resources can accommodate the initiative without material impact.
Technological Capability and Capacity	At this time there are no identified risks associated with this value driver.

Brand, Financial and Legal Exposure

Brand, financial and legal risks will be identified within the Project Management of this initiative and may require a full risk assessment. If significant risks are identified that warrant special consideration (due to their importance to the College), a full risk assessment may be deemed to be required as part of the development of the full Investment Case. This decision will be made by the College's Executive Team in conjunction with the Director of Risk.

Risk Assessment Matrix:

		Likelihood				
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Impact	Catastrophic (5)	Moderate Risk	Moderate Risk	High Risk	Critical Risk	Critical Risk
	Major (4)	Low Risk	Moderate Risk	High Risk	High Risk	Critical Risk
	Moderate (3)	Low Risk	Moderate Risk	Moderate Risk	High Risk	High Risk
	Minor (2)	Low Risk	Low Risk	Moderate Risk	Moderate Risk	Moderate Risk
	Insignificant (1)	Low Risk	Low Risk	Low Risk		Moderate Risk

Impact

Impact refers to the extent to which a risk event might affect the College. It is recognized that a risk may carry impacts across the range of risk categories (Strategic, Reputational, Financial, International, Compliance/Legal, and Operational/Hazard). The risk category that is most predominant should be selected when assigning a category to a risk. When determining an impact rating, assign the rating as it relates to the risk category that has been selected for the risk.

Likelihood

Likelihood represents the possibility that a given event will occur. In this risk assessment, likelihood has been expressed using qualitative terms (almost certain, frequent, likely, possible, unlikely, rare). The context for occurrence should be considered relative to the activity being assessed.

The mitigation strategies specific to these areas will need to ensure that ongoing project partnerships complement and enhance the College brand, that there are clearly defined roles and responsibilities, that financial sustainability is ensured, and that milestones and contingencies are that the appropriate to the level of identified risk.

Risk Assessment Protocol

The College's Department of Risk Management has developed a risk assessment tool to assist the project owner during the risk assessment process. It provides a structure that assists with the identification, analysis and evaluation phases. The output of the tool provides the project owner with a completed risk register that can be used for internal and external communication and ongoing monitoring. Upon approval of the business case and the introduction of external funding requirements and/or external business partnerships, a full risk assessment would be initiated.

Once commenced, a full risk assessment focuses on the following categories:

Financial	The risk of financial loss due to a potential change in market condition.
Strategic	Risks that affect or are created by the College's business strategy and strategic objectives.
Reputational	The loss of value to the College brand and negative impact in our ability to attract students and investment.
International	Risks outside of Canada which impact the College's international and Canadian operations.
Compliance & Legal	Risks the affect the College's ability to execute its strategic plan.
Operational / Hazard	Risks of loss arising from non-compliance with internal and external regulatory requirements, legal action and liability claims.

Report title:	Learner Driven Student Space Project
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Laura Stanbra, Vice-President, Student Services

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide awareness regarding the development of an Investment Case proposal to upgrade, modernize and centralize some of the College's aging core service delivery locations.

3. BACKGROUND:

There are many primary student service spaces that have not kept pace with the significant enrolment growth and highly diversified segments of the College's student population at the College's main campus in Ottawa.

The Office of the Registrar, including Financial Aid and Student Awards, located in the main lobby and second floor of the C building, was established in its current space in 1993. At this time, there were 9,817 unique students registered. Currently, there are 22,176 unique full-time student registrations and 19,139 unique part-time students, representing a significant increase from 1992-1993. In 2016-2017, the Registrar's Office staff received 81,729 clients through the frontline service.

The Office of International Students, currently housed on the fourth floor of the C building, was established in 1994, for an international student population of 226. Currently, there are 2,386 unique, international student registrations. The same type of inception date of physical service space allocation to current enrolment is similar in most areas that will be part of this review.

As a result, the Colleges' service space offerings are not intuitive, and do not provide a learner-driven experience to adequately serve students' evolving needs. Areas under review of a potential modernization and co-location include:

- Registrar's Office (including Financial Aid and Students Awards),
- Services for International Students,
- Student Identification Cards,
- Parking Passes,
- Lockers,
- Prior Learning Assessment and Recognition,
- Technology help for students, and
- The Test Centre.

The majority of these services are critical to the admission and on-boarding process of students.

- Given the volume of student exposure to these key onboarding services, review of the provincial Key Performance Indicators on Student Satisfaction (comparing the Colleges' 2016 results with 2017) reveals opportunities for improvement related to the space and service delivery:
 - "Quality of Facilities and Resources" is down from 79.3% to 74.8
 - "Quality of Services" is down from 72.2% to 67.5%
 - Office of the Registrar is down from 67.3% to 64.4%, and
 - International Office and other international student services is down from 64.3% to 63.5%.

These services are often the first point of contact with the College, providing an opportunity to make a positive lasting impression. In addition, the majority of these areas provide an important re-occurring service point throughout a students' academic journey. Currently these spaces are in multiple locations, are clearly outdated, overcrowded, confined in service delivery options, do not provide a welcoming, innovative or supportive infrastructure, are audibly loud, lack privacy, and are not adeptly supporting accessibility needs.

4. DISCUSSION:

The review will be conducted to provide an assessment of how the College can transform the current service delivery model to provide an enhanced learner experience.

The guiding principles of this project are:

- Learner-driven to provide a student-centered personalized experience irrespective of the College’s organizational structure of services
- Flexible space to grow and change with evolving enrolment, needs of students and cyclical patterns of service delivery
- Intuitive service delivery (face-to-face and online)
- Technology enabled
- Supported by best practices in processes and evidence-based information
- Focused on reducing student wait times, improving one-stop service delivery and maximizing online self-service.

The Innovation Centre renovation project has provided a timely opportunity to address these needs.

First, by the mere physical proximity of some of these outdated services to the state-of-the-art new Innovation Centre. Not only will the older services be even more evident, but the volume of activity drawn to the Innovation Centre will increase. It would be far from ideal to have an outdated primary student service at the “front door” of the Innovation Centre, adding more competing activities, congestion, noise and potential confusion to a key student service delivery point.

Second, the Innovation Centre construction has necessitated the relocation and demolition of the lower level of the C building. This has provided a “clean-slate” of the approximate 23,000 square foot area to plan a new service delivery model that can benefit from synergies from the Innovation Centre. The availability of this type of space provides a rare opportunity to collect a targeted range of currently de-centralized services. In doing so, addresses a greater scope of student needs with the shortest possible waiting time and in a one-stop service centre.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two	<input type="checkbox"/>	SUSTAINABLE Goal Five	<input type="checkbox"/>

Lead the college system in co-op and experiential learning.		Enhance Algonquin’s global impact and community social responsibility.	
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

It is anticipated that students will benefit from a central and modernized student service area that offers a pro-active learner-driven experience. This type of upgrade to the Colleges’ service offerings is the foundation to transform to a service delivery model in the physical and digital experience that is highly intuitive and as available as possible, so that student service transactions become seamless. By providing students a new service delivery model, gains are anticipated in supporting enrolment and retention efforts by enabling students to direct their time and energy to their academic efforts, rather than searching and waiting for student services required to support their education.

7. FINANCIAL IMPACT:

The College recognizes this project will have a financial impact in excess of \$1 million and as such will require the protocol of a full Investment Case. The Investment Case will include the following analyses: Problem Identification; Investment Objectives; External Environment; Internal Environment; Competitive Environment; Financial Impact; Risk Assessment and Governance.

8. HUMAN RESOURCES IMPACT:

The business case planning will be carried out with existing staff resources from within the current staff complement.

As part of the development and of the Investment Case for the Learner Driven Space Project, an assessment of human resource impact will be assessed. It is anticipated that the modernizing of the space will result in many efficiencies.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

Significant stakeholder involvement will be undertaken in the development of the business case. Students and College stakeholders will collaborate to inform the Investment Case. Upon project approval, a comprehensive communications plan will be undertaken for this initiative.

11. CONCLUSION:

This project is considered to be substantive to meet the highly competitive landscape of student service delivery models. Upgrades to service delivery models are a notable component of enrolment and retention efforts.

The business case will be presented to the Board for approval in October 2017. This date will be a critical decision point, if approved, to meet an August 2018 launch of service space.

Respectfully submitted:



Laura Stanbra
Vice President, Student Services

Approved for submission:



Cheryl Jensen
President

Report title:	Algonquin College Strategic Mandate Agreement
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Cheryl Jensen, President Claude Brulé, Senior Vice President Academic

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide an update to the Board of Governors on the development and negotiation of the College's 2017-2020 Strategic Mandate Agreement with the Ministry of Advanced Education and Skills Development.

3. BACKGROUND:

Each of the 45 publicly funded colleges and universities in Ontario is required to have a Strategic Mandate Agreement with the Ministry of Advanced Education and Skills Development that highlights institutional priorities and areas of growth. The agreements outline the strengths of each institution, and how the Ministry and the institution can work together to build on institutional strengths, achieve greater differentiation in the sector, and meet government objectives to create a highly-skilled workforce.

The last Strategic Mandate Agreement between the College and the Ministry was signed on May 08, 2014 and is attached as Appendix A: Strategic Mandate Agreement 2014-2017. At that time, the College identified its strengths in:

- providing different program delivery methods to increase the career-preparedness of students;
- delivering quality education through the effective utilization of physical and digital assets;
- supporting faculty and staff to improve the learning experience for students;
- improving access and success for under-represented groups;

- streamlining the mobility of students across the Ontario postsecondary education system; and,
- collaborating across the postsecondary education system to create inter-professional opportunities and facilitate the mobility of learners.

Areas of institutional strength included:

1. Health and Wellness
2. Digital Technologies and Design
3. Hospitality and Tourism
4. Management, Administration, and Leadership
5. Communications, Creative Media, and Entertainment
6. Public Safety, Security, and Law
7. Engineering, Technology, and Trades
8. Community Services
9. Environment and Natural Resources
10. Access

Areas for program growth included:

1. Health and Wellness
2. Digital Technologies and Design
3. Management, Administration, and Leadership
4. Engineering, Technology, and Trades

The College reports back to the Ministry on institutional and system-wide indicators through the Strategic Mandate Agreement Annual Report.

The term of the new Strategic Mandate Agreement being negotiated is from April 1, 2017 to March 31, 2020.

Specifically, the 2017-2020 Strategic Mandate Agreement:

- Identifies and explains the shared objectives and priorities between the Ontario government and the College;
- Supports the current vision, mission, and mandate of the College and established areas of strength within the context of the College's governing legislation and Ontario's Differentiation Policy Framework for Postsecondary Education;
- Describes the agreed-upon elements of the new College funding model, including:
 - a College's enrolment plans and the initial midpoint levels of weighted funding units that will be funded in the corridor funding model during the period of this Strategic Mandate Agreement; and

- differentiation areas of focus including metrics, targets and differentiation grant allocation;
- Provides information on the financial sustainability of the institution; and,
- Informs Ministry decision-making and enables the Ministry to align its policies and processes to further support the College's areas of strength.

The agreement may be amended in the event of substantive policy or program changes that would significantly affect joint commitments. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.

4. DISCUSSION:

Strategic Mandate Agreement 2.0 Implementation Update

The College sent its first draft to the Ministry of Advanced Education and Skills Development on April 07, 2017. The Ministry has yet to provide feedback to the College on the entirety of the submission.

The college and university sectors have been working closely with the Ministry on developing their Strategic Mandate Agreements. There have been system-wide delays in the completion of the negotiations because of ongoing discussions with the Ministry about defining system metrics and the identification of growth programs. Until these have been resolved, the Ministry has not provided complete feedback to institutions on the submitted drafts. The Ministry sent a new document outlining definitions for metrics and programs on May 19, 2017.

College staff continue to work toward a final draft with the Ministry. The Strategic Mandate Agreement 2.0 Committee continues to meet to discuss updates to the draft and new information and intelligence received about system-wide issues. An engagement session was held with the Algonquin College Leadership Team on April 25, 2017 and a town hall on May 25, 2017 allowed for the engagement of the entire College community.

Given these delays, it is expected a final draft will be ready by the end of June 2017. The Ministry anticipates being able to complete the signing of Strategic Mandate Agreements by early fall 2017.

Strategic Mandate Agreement 2.0 Submitted Content

The Strategic Mandate Agreement is divided into eight sections and two appendices:

1. Student Experience
2. Innovation in Teaching and Learning Excellence
3. Access and Equity
4. Applied Research Excellence and Impact
5. Innovation, Economic Development and Community Engagement
6. Differentiation Areas of Focus
7. Enrolment Strategy and Program Direction
8. Institutional Collaborations and Partnerships

The two appendices relate to program and institutional areas of strength.

In addition to commenting on activities in these areas, institutions have been asked to indicate preferred institutional metrics and targets, as well as to establish institutional targets for system-wide metrics. This is part of the path from SMA2 to SMA3 and the ongoing work between the Ministry and institutions in developing and using metrics that support greater accountability and transparency for the use of differentiation funding. The Ministry also asked institutions to comment on their aspirations.

Aspirations

In the Strategic Mandate Agreement template, the Ministry acknowledges the importance of supporting institutions to evolve and outline their strategic aspirations. Informed by its strategic plan, by system trends and by its conversations with the government on the place of Algonquin College in the postsecondary education system in Ontario, the College submitted the following aspirations in its first draft submission:

Algonquin College intends to:

- Become the college polytechnic hub for Eastern Ontario and seek an official polytechnic designation currently being considered by the province in consultation with the College sector;
- Establish itself as the school of opportunity and hope for every student who wants to pursue a credential and pathway to employment or entrepreneurial venture;
- Lead the sector in co-op and work-integrated learning opportunities;
- Be a trailblazer in digitally-connected and data informed personalized education and employment pathways;

- Lead the sector in applied research and entrepreneurship integration in programs of study;
- Be the destination of choice for Indigenous students and the postsecondary partner of choice for Aboriginal Institutes and Indigenous communities by embedding Indigenous Knowledge in its core business; and
- Create the new Algonquin College Centre for Excellence in Health Education as part of its ongoing Healthy Living Education initiative.

1.0 Student Experience

In this section, the Ministry asked institutions to capture institutional strengths in improving the student experience, outcomes and success. This section recognizes institutions for measuring the broader learning environment, such as continuity of learning pathways, retention, student satisfaction, co-curricular activities and records, career preparedness, and student services and supports.

Algonquin College continues to be a leader among large College in student satisfaction. In its draft submission to the Ministry, the College identified the following areas of strength in creating a world-class student experience:

- Anchored in the “Algonquin Experience Program”, the College provides students with an increasingly more personalized learning experience aligned with employment pathways and will include new elements related to entrepreneurial thinking, innovation and Indigenous Knowledge. The Program is designed to provide a framework for the design of student experience programming to ensure that students have access to a full diversity of experience while studying at the College.
- Through the Career Clarity project and a unique partnership with Magnet and LinkedIn, Algonquin College students will have a personalized employment pathway outlined for them and the ability to access live labour market information data about their readiness for and competitiveness in the labour market.
- The College offers a high number of online and blended delivery programs to accommodate student life circumstances and access from remote areas.
- Through its Healthy Living Education initiative, the College partners with learning enterprises and with the Student Association to provide healthy living and wellness options to students.
- The College is a leader in providing enhanced student supports for transfer students.

- In order to make a polytechnic education more affordable, the Algonquin College Foundation manages a bursary portfolio valued at \$22 million.
- Firmly anchored in its community, Algonquin College students give back to the community through co-curricular programming, volunteerism and leadership activities.

2.0 Innovation in Teaching and Learning Excellence

In this section, Colleges are asked to comment on existing and planned contributions related to innovation in teaching and learning. This includes, activities related to experiential learning, placements, simulations, and digital modules), including target groups (e.g., part-time students, adult learners, etc.).

As a leading applied postsecondary education institution in Ontario, the College has outlined the following supportive statements for this section:

- Algonquin offers work-integrated learning opportunities in all its programs, including cooperative education, short-term contract placements, clinical and field placements, job-shadowing opportunities, internships, applied research projects, learning enterprises, and volunteer ventures.
- Students have the opportunity to run businesses in learning enterprises that serve students, employees, and the public under the guidance of faculty.
- The College is working to embed and celebrate Indigenous ways of knowing and the transfer of knowledge. This includes focused personalized learning that includes both students and community partners (e.g. Indigenous Entrepreneurship).
- Algonquin student increasingly study in inter-professional education settings to provide them with increased work-place readiness and a competitive advantage when entering their fields.
- Innovative program delivery models are available to students who want to study in environments embedded in high-growth industries such as e-business classes now located in Shopify and healthcare at the Perley and Rideau Veterans Health Education Centre.
- Algonquin College has strengths in delivering quality education through the effective utilization of physical and digital assets.

- Faculty and staff improve the learning experience for students and their own methodologies through Learning and Teaching Services along with the Centre for Organizational Learning.
- Students have access to a full suite of personalized academic supports both in person and remotely.

3.0 Access and Equity

This section invites institutions to outline their efforts in improving postsecondary education equity and access. The College has submitted the following topics in this regard:

- From the perspective of our access mandate, the College delivers a number of programs and services that provide valuable options and choice to students when offered independently. However, it is important to note that, when combined, these programs and services have an even greater collective impact. Through the provision of one stop access to programs such as Adult Education, Literacy and Basic Skills, Apprenticeship, pathways and other types of advising and multiple learner supports, the College is well positioned to help all learners navigate the complex postsecondary landscape.
- Algonquin provides numerous opportunities for students to continue their education journey.
- The College intends to deliver a new *Pathways for Indigenous (student) Empowerment* (PIE) program to better serve Indigenous learners that would benefit from targeted transitional and academic preparatory support.
- A strong commitment to institutional accessibility supports students with disabilities through the progressive services of its Centre for Accessible Learning (CAL) and by the College's commitment to the Accessibility for Ontarians with Disabilities Act (AODA).
- First Nation sponsored student enrolment has been increasing at an average rate of 12% per year since 2009 because of reciprocal relationships with First Nations. The College has been a leader in providing Indigenous students with services and a touch-point with their communities through the Mamidosewin Centre.
- High engagement with district school boards has allowed the College to increase dual credit and Ontario Youth Apprenticeship Program participation to be amongst the highest in the province.
- Algonquin College is open to the world and has been welcoming recent immigrants on campus as students, for academic upgrading, foreign credential recognition, and to access

services they might not otherwise have access to such as dental care through, for example, Syrian refugee dental clinics and upskilling programs.

- The College's expansive online education offerings promotes greater access to those who might otherwise not be able to attend the institution through our physical campuses.
- Through its Language Institute, the College works with English as a Second Language students to prepare them for further postsecondary education or employment.
- Algonquin College understands that some students may not have a clear pathway in mind when starting postsecondary education and choose to take a General Arts and Science program. In order to support those students in finding a pathway that will support them in transitioning to the labour market, the College developed a number of internal pathways.
- The College believes that struggles with addiction and substance use should not be a barrier to postsecondary education. The College has developed a suite of transition support and harm reduction programs to provide continuity of support to individuals managing substance abuse who have received treatment through their secondary schools or a community addiction services.
- Eastern Ontario is a diverse region comprising of urban centres and rural communities. Campuses in Perth and Pembroke promote greater access to students in rural communities to high quality and diverse programming close to home. Many of these students are the first in their families to pursue a postsecondary education.

4.0 Applied Research Excellence and Impact

The Ministry has asked Colleges to comment on existing and planned contributions to research and development, areas of research strength, partners involved, collaboration with industry and key partners, experiential learning, and key research funding sources.

As a leading polytechnic institution, Algonquin College students benefit from the College's high standing amongst a small group of colleges who receive research grants. To that affect, the College submitted the following:

- Algonquin College is a leader in applied research with over fifteen years of leadership providing product, process and market development support to Ottawa industry and communities.
- The College has a focus on innovation and entrepreneurship, through the promotion of the Algonquin Innovation and Entrepreneurship mindset, seeking to embed a culture of

innovation from campus to a way of life, embedding innovation and entrepreneurial skills in program offerings.

- Algonquin College applied research centres align with regional economic strengths in digital technologies, next generation networks and healthcare.
- Algonquin College Innovation, Entrepreneurship and Learning Centre consolidates its Innovation and Entrepreneurship Strategy. As the central fire of our community, it fosters an environment of inspiration and creativity where innovation in technology, learning, teaching, research and entrepreneurship are seamless.
- Where it supports economic development opportunities and the needs in the broader public sector, the College is creating new partnerships with other research centres and organizations to provide new opportunities for students to participate in applied research. These partnerships also support the acceleration of the commercialization of new ideas and technologies and creates a place a strength for the College in the innovation ecosystem in Ottawa and the Ottawa Valley.

5.0 Innovation, Economic Development and Community Engagement

Understanding that colleges in Ontario play a pivotal role in their communities to spur innovation and contribute to regional economic development, colleges are asked to comment on the impact they have on community, economic development and innovation, institutional approach, and target groups.

The College has submitted the following points in support of this section:

- Algonquin College is at once big and small. Through our large Ottawa Campus, the College works closely with small to medium size enterprises, major employers, workforce planning agencies, economic development agencies, and municipal government in Ontario's second largest city.
- Because Ottawa is still made up of 80% rural land and 20% urban land, the College contributes to City building in a way that connects people and business across the urban and rural divide.
- Through the City of Ottawa's Group of 33 Stakeholders (G33), postsecondary education institutions in Ottawa, school boards and major employers and economic development agencies have created a Work-Integrated Learning Task Force. The Task Force will work with institutions and employers to increase commitments to creating more work-integrated learning opportunities for both high school and postsecondary learners.

- The College will strengthen its position as an access institution, work to share services with other organizations, build stronger reserve funds, and develop more sustainable sources of revenues both in Canada and across the globe.
- To deliver on our commitment to be more socially responsible, the college will expand its outreach into communities and support Canada's journey toward truth and reconciliation with Indigenous Peoples, recognizing that all College personnel is responsible for the success of this vital initiative.
- The College will build on our environmental commitments, by among other things, expanding our sustainable business practices, working to restore and regenerate our environments, and establishing an international centre for energy management.
- The College will exceed the expectations of our employees and community as an exceptional place to work and will work to be recognized both internally and externally for its commitment to creating a healthy workplace.
- Algonquin College has made significant investments in building, maintaining and sustaining mutually beneficial relationships with surrounding Indigenous communities. Targets have included a shared understanding of Indigenous community economic development needs, workforce planning and program interest that enables Algonquin College to be responsive to the needs of these learners and their communities. Ultimately, Algonquin College is committed to weaving Indigenous Knowledge into the fabric our institutional culture for the benefit of all learners.
- Algonquin College has developed a strong corporate training department that actively engages with private and public sector clients to tailor training programs. Where possible, the College works with clients to ensure that corporate training can have a pathway toward a credential.
- At its core, the College sees itself as a college within a city and a city within a college. By expanding experiential learning opportunities through learning enterprises and through partnerships with the community, the College is creating a true Community Hub. The College anticipates being able to enhance services to the community as new partnerships are formed and when, in 2022, the College will be connected to the Ottawa Light Rail Transit.

6.0 Differentiation Areas of Focus

Building upon the previous sections, the Ministry asked institutions to set out a differentiation narrative. This section remains under development because it is contingent on ongoing negotiations with the Ministry.

The College would like to advance the following themes across a number of the differentiation categories:

- Work-integrated learning
- Healthcare education
- Entrepreneurship education
- Integration of Indigenous Knowledge across programs and core College activity
- Flexible and blended delivery models
- Personalized education
- Development and use of labour market information

7.0 Enrolment Strategy and Program Direction

In this section, institutions are asked to identify enrolment plans and identify the key assumptions. Colleges are also asked to identify their expected corridor midpoints in the new college funding model. This section remains under development in consultation with the Ministry.

There remain questions regarding the preferred method to develop targets. It is important that information added to this section aligns with a common sector approach still to be determined. The College's institutional research staff are working with other institutions and with the Ministry to determine a common approach.

The data and metrics that will be included in the final version of the Strategic Mandate Agreement will be consistent with enrolment and budget projections already presented to the Board of Governors.

8.0 Institutional Collaboration and Partnerships

Ottawa, the Education City

Algonquin College, Carleton University, le collège La Cite and the University of Ottawa will work on a pilot for the next three years to develop a unique learner-driven partnership focusing on flexible, personalized delivery and career pathways. Stackable, non-degree credentialed offerings will focus on developing the skills required to meet the highly skilled workforce needs of business and industry in the Ottawa and Ottawa Valley regions.

We intend to be innovative and conceive of ways of sharing our location and unique strengths to achieve common goals of excellence in academic pursuits, increase transferability opportunities and the management and operations that underpin them while pursuing partnerships with eCampus Ontario and ONCAT. Students will be connected more than ever to work-integrated learning, pathways to employment and labour market information

through a unique partnership with Magnet, LinkedIn and the Ottawa Local Employment Planning Council.

One of the results of these partnerships and collaborations will be short, outcomes-based delivery providing stackable badges and certificates. Our faculty members will be brought together to explore better understanding of the curriculums of each of our institutions. We are proposing new ways of teaching and joint programming.

All four postsecondary education institutions in the City of Ottawa have demonstrated a commitment toward working with Indigenous communities on the Truth and Reconciliation Commission's Calls to Action. This partnership will work to embed Indigenous ways of knowing in its framework for the benefit of all students.

This will be the first umbrella partnership between four institutions in one City, offering college and university courses in the two official languages of Canada and will turn Ontario's second largest city into a living lab for flexible, personalized postsecondary education program delivery and career pathways. We would be pleased to work with government on this pilot in order to inform postsecondary education policy for the benefit of students and to meet the current and future needs of industry.

Algonquin College Supporting Indigenous Institutions

The College and the publicly supported Aboriginal Institute, Iohahi:io of Akwesasne, will continue to enhance their partnership by exploring new ways of developing mutually beneficial programming, explore models for shared services and create new pathways for students attending Iohahi:io and Algonquin.

Through a new Letter of Intent with Nunavut Arctic College, both institutions will explore similar objectives in support of Inuit learners.

Algonquin College and the Ottawa Hospital

As part of its Healthy Living Education Initiative, the College and the Ottawa Hospital will work on the implementation of their Memorandum of Understanding to explore ways to support the use of data in the work of healthcare teams and for Ottawa Hospital staff training needs.

Algonquin College and Siemens

The College and Siemens benefit from the most comprehensive partnership in Ontario's postsecondary education sector. Algonquin students can access the globally recognized

Siemens Mechatronics Systems certification program and conduct applied research in a world-class energy production plant. Through the ESCO2 20-year Energy Savings Contract, the Ottawa Campus will use less energy, cut its non-critical maintenance debt by up to one-half, and provide new research opportunities for Algonquin College students.

5. LINK TO STRATEGIC PLAN:

The College’s 2017-2022 Strategic Plan will provide the direction for the 2017-2020 Strategic Mandate Agreement.

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	x	CONNECTED Goal Four Become an integral partner to our alumni and employers.	x
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	x	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	x
Goal Three Attain national standing in quality, impact and innovation within each school and service.	x	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	x

6. STUDENT IMPACT:

The Strategic Mandate Agreement will define areas of program strength and program growth. The Ministry expects that Colleges will work within these areas of differentiation to plan their academic program offerings, program delivery methods, partnerships with other institutions, applied research verticals, student services, and work-integrated learning opportunities.

These decisions could impact the availability of programs and services to students. While the Ministry expects that the Strategic Mandate Agreement will serve as a guide for program decision making, it will not limit the College from exploring new areas of growth should it be able to demonstrate the local economic and labour market need.

7. FINANCIAL IMPACT:

The 2017-2020 Strategic Mandate Agreement will support the Ministry of Advanced Education and Skills Development's implementation of the new College funding model. This will include utilizing the College's enrolment projections to set the initial midpoint levels of weighted funding units that will be funded in the corridor funding model during the period of this Strategic Mandate Agreement, and identifying differentiation areas of focus including metrics, targets and differentiation grant allocation. The Agreement will also provide information on the financial sustainability of the institution.

8. HUMAN RESOURCES IMPACT:

The Strategic Mandate Agreement will not have an impact on College human resources.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Strategic Mandate Agreement is not intended to capture all decisions and issues in the post-secondary education system or between the Ministry and the College. Many of these will continue to be addressed through the Ministry's policies and standards processes. The Ministry will not be approving any requests for capital funding or new program approvals through the Agreement negotiation process. Although that the Agreement is not technically binding, it represents a firm commitment by the College and the Ministry to implement programs and initiatives within its framework. The Strategic Mandate Agreement provides opportunity for institutions to suggest improvement or changes to the Ministry on policy areas that could better support the strengths of institutions and implement differentiation.

10. COMMUNICATIONS:

Once the Agreement has been signed by both the Deputy Minister of Advanced Education and Skills Development and the College President, it will be posted on both the Ministry and College websites.

11. CONCLUSION:

As negotiations continue to evolve with the Ministry of Advanced Education and Skills Development, a full draft of the 2017-2020 Strategic Mandate Agreement is anticipated to be ready by early Fall 2017 and will be presented to the Board of Governors at that time.

The Ministry anticipates signing Strategic Mandate Agreements in early Fall 2017 once it has received all 44 final drafts. The final version of the Agreement will align with the College's

2017-2022 Strategic Plan and will provide the framework within which the College will engage with government over the next three years.

Respectfully submitted:



Claude Brulé
Senior Vice President Academic

Approved for submission:



Cheryl Jensen
President

Appendices:

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Report title:	2016-2017 Annual Report and Progress Against Strategic Plan 2012-2017
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Scott Anderson, Executive Director, Communications, Marketing, and External Relations

1. RECOMMENDATION:

THAT the Board of Governors approves the 2016-2017 Algonquin College Annual Report.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors is accountable to the Ministry of Advanced Education and Skills Development and fulfills its requirement annually in submitting an Annual Report. The report charts the College’s achievement of the operational outcomes established in the business plan for the year including audited financial statements.

3. BACKGROUND:

Each year, the College is required under the Ministry of Advanced Education and Skills Development Binding Policy Directive on Governance and Accountability to prepare, approve, and submit an Annual Report to the Ministry and makes the Annual Report available to the public.

Further guidance for the Annual Report content and proscribed layout is provided in the Ministry of Advanced Education and Skills Development Annual Report Operating Procedure This Procedure is given in Appendix B: Annual Report Operating Procedure.

4. DISCUSSION:

The Annual Report creation and assembly provides a summary of the College’s achievements and success for the past year. Staff from all areas of the College provide accountability on the business plan goals and highlight efforts in supporting student and employer success.

The draft Annual Report is attached as Appendix A: 2016-2017 Draft Annual Report.

The report continues to include helpful content from previous years including:

- The 2012-2017 Strategic Plan and its 12 aspirational goals illustrating the College’s strengths and ability to evolve.
- A two-page standalone *Infographic* at the front-end of the report providing a summary of the year’s accomplishments.

In order to enhance the user experience with the report and the College’s ability to use it for multiple purposes, the 2016-2017 Annual Report will include the following new sections and features:

- An updated digital format, modeled on the new 2018 Viewbook, making the report more attractive to readers and incorporating the new brand guidelines.
- 50 years of achievement, celebrating and demonstrating the many ways the College continues to grow and innovate.
- New sections including: the 50+5 Strategic Plan, Government Relations, and Traditional and Social Media.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

As per Ministry guidelines, the report includes Key Performance Indicator data on student satisfaction, graduate satisfaction, employer satisfaction, graduate employment, and

graduation rate. The report also contains a section on improving the student experience and contains the following elements:

- Simplifying systems to improve student life
- Initiative for Indigenous learners
- Student awards and achievements

7. FINANCIAL IMPACT:

Ministry guidelines require the College to include audited financial statement as well as a narrative on College financial sustainability efforts. The College has highlighted the energy savings contract in partnership with Siemens Canada and its plan for domestic strategic enrolment planning.

8. HUMAN RESOURCES IMPACT:

The Annual Report highlights the College's efforts to improve labour relations and outlines the People Plan and its objectives. It also notes updates on Project Fusion, employee awards, employee philanthropy and that the College has been named a top 25 employer of the National Capital Region for the fourth consecutive year.

Charts included in the report identify the following 2016-2017 College staff:

- Algonquin College Executive Team
- Algonquin College Leadership Team
- Chairs Council
- College Academic Council

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Annual Report has been prepared in compliance with the Ministry's Binding Directive Policy on Governance and Accountability and Annual Report operating procedures.

10. COMMUNICATIONS:

The Annual Report will be posted to the reporting section of the College's website and posted to myAC for review by our employees and community stakeholders.

11. CONCLUSION:

The Annual Report summarizes the accomplishments and operational activities of the College.

Respectfully submitted:



Scott Anderson
Executive Director Communications,
Marketing, and External Relations

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: 2016-2017 Draft Annual Report Appendix B: Ministry of Advanced Education and Skills Development Annual Report Operating Procedure

2016-2017

Algonquin College Annual Report



College at a Glance

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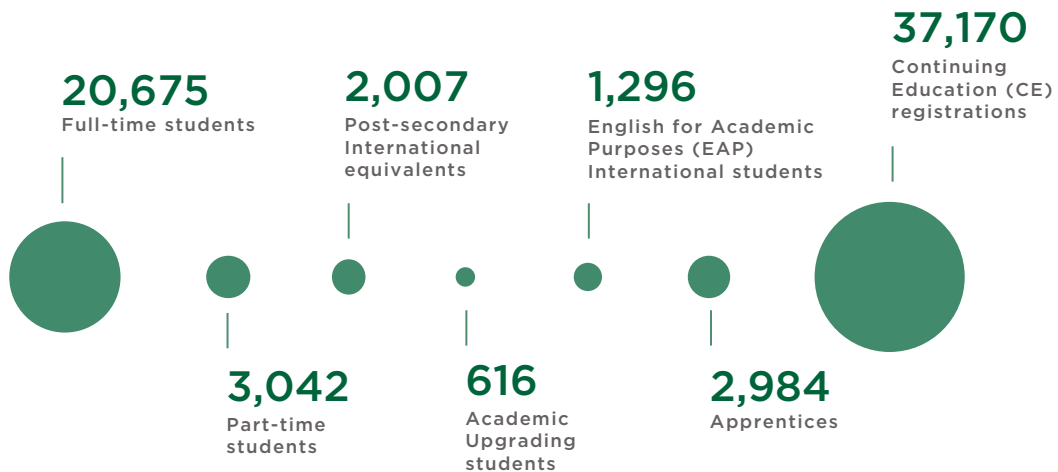
Programs

- 97 College Certificates
- 33 Ontario College Certificates
- 68 Ontario College Diplomas
- 24 Ontario College Advanced Diplomas
- 35 Ontario College Graduate Certificates
- 5 Bachelor's Degrees
- 4 Collaborative Degrees

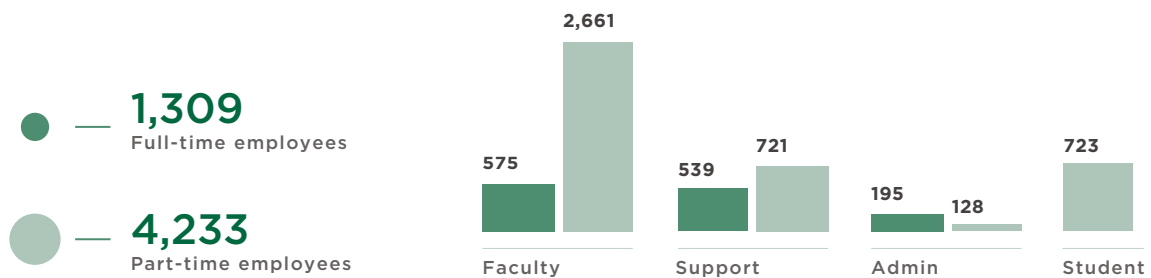
Of these programs:

- 240 are offered full-time
- 42 are offered part-time online
- 21 are offered full-time online
- 12 are apprenticeship programs
- 33 offer cooperative education

Students



Employees



Our Strategic Pillars



Applied Education and Training

We have a commitment to applied education and training, tailored for a digital world.

- Installed a new high-efficiency power plant, in partnership with Siemens Canada.
- Completion of the eTextbook program.



Student and Client Success

We strive for the academic and career success of our students.

- Second in student satisfaction among large Ontario colleges.
- Broke ground for the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship.



Empowered People

We deliver on our values providing opportunity for our employees to grow and develop.

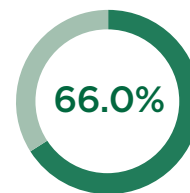
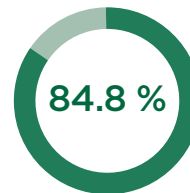
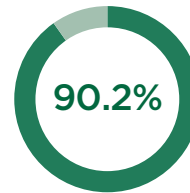
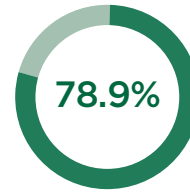
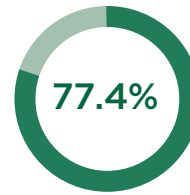
- Four-time Top Employer in the National Capital Region.
- Opened a new Employee Collaboration Space, designed as an area for open discussion, conversation and collaboration.



Financial Sustainability

We make decisions that deliver on our commitments and position Algonquin College for long-term success.

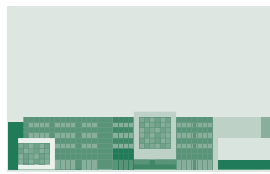
- New partnerships with other post-secondary institutions, community, and private-sector partners.
- Thanks to the new high-efficiency power plant installed by Siemens Canada as part of the ESCO 2 partnership, the College saved over \$2.9 million in 2016-2017.



Campus Locations



Ottawa



Pembroke



Perth



Kuwait City

Mission, Vision & Values

College is a journey.
We're with you every step of the way.

OUR MISSION

To transform hopes and dreams into skills and knowledge,
leading to lifelong career success

OUR VISION

To be a global leader in digitally connected applied
education and training

OUR VALUES

Caring

We have a sincere and
compassionate interest in the
well-being of the individual.

Learning

We believe in the pursuit of
knowledge, personal growth
and development.

Integrity

We believe in trust, honesty and
fairness in all relationships and
transactions.

Respect

We value the dignity and uniqueness
of the individual. We value equity
and diversity in our community.

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Five decades of growth



CHANGING LIVES

In 2017, we marked five decades of transforming hopes and dreams into success. Our 50th anniversary offered an opportunity for us to reflect back on how we have changed, and look forward to how we must continue to change to remain successful.

As I reflect on what our campus once was, I am inspired by what it has become and its potential for the future — we have gone from one building and dozens of students to today's leading research-intensive polytechnic that welcomes more than 21,000 full-time learners.

The programs may change, the buildings may change and the way we deliver courses may change, but the hopes and aspirations of our learners remain the same. As an institution, we have become very good at this kind of change. From students who learn the skills they need to gain employment or create their own jobs, to local businesses seeking our talents to turn their start-ups into future successes, our College changes lives.

We are building a new Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship that will transform the heart of our campus. The Institute for Indigenous Entrepreneurship, which will be the first-of-its-kind, will honour Indigenous heritage, and allow for the

creation and development of Indigenous businesses. We are also taking a critical step in living up to our name. At Algonquin College, we freely acknowledge that we live, learn, and work on the traditional territory of the Algonquin people. As Canada moves along a path of truth and reconciliation, we will do our part to ensure that Indigenous ideas, knowledge, and culture are an integral part of everything we do.

The Algonquin College of the future will empower its people, be learner driven, innovative, connected, sustainable and committed to the highest standards on all fronts. Algonquin College is mature, confident, and certain of its identity, and it is also ready for change. As we note in our new Strategic Plan, which is our path forward, we know what we want, and how to get there. This plan contains six key goals: Lead the college system in co-op and experiential learning; ensure our College is sustainable and socially responsible; empower our employees; become an integral partner to our alumni and employers; and, lead in quality and innovation — keeping Algonquin firmly connected to the digital world and our communities, wherever they are.

But one goal stands out for its ambition and its importance to Algonquin's future. We have always known that our core strength is the personal relationship between our faculty members and our students.

We must build upon that connection to create a truly personalized experience for every single one of our learners.

This year:

- **Algonquin College received the City's highest honour, the Key to the City, from Mayor Jim Watson. It is a reminder of our commitment to Ottawa, and the Ottawa Valley. And it is a testament to the employees, past and present, who built the College, and the entrepreneurial spirit of those who made this College a reality.**
- **For the fourth year in a row Algonquin College has been named a National Capital region Top Employer.**
- **This past term, Algonquin College was home to 1,182 self-identified Indigenous students — a number that's growing at about 12 per cent per year.**

- One hundred per cent of our students can access their textbooks digitally
- The Employment Support Centre Team successfully launched the new AC Career Platform; an online tool offering students and graduates access to career-readiness videos and print resources.
- Five hundred second-career students enrolled in the Experienced Worker Centre.
- The Centre for Continuing and Online Learning achieved 29,600 online course-level enrolments, a record high.

A polytechnic education prepares learners to fully participate in and contribute to a productive workforce. Eighty-five per cent of our graduates seeking work find it within six months of crossing the Convocation stage. We strive to be more collaborative, constantly striving for better outcomes for our students.

As we celebrate this milestone in the history of the College, we reflect on our story, take pride in our past, feel confidence in our present, and have faith in our future.

Sincerely,

A handwritten signature in black ink, reading "Cheryl Jensen". The signature is written in a cursive, flowing style.

Cheryl Jensen
President and CEO, Algonquin College

Forging a unique path



LEADERS

As Algonquin College and our Nation's Capital prepared for a year of milestones, the 2016-2017 academic year was marked by numerous achievements and much momentum.

This past year the College firmly anchored its place in the innovation ecosystem in Ottawa by breaking ground for its new Innovation, Entrepreneurship and Learning Centre. At the same time, Algonquin College forged a unique path with its commitment to work with Indigenous communities on a new Institute for Indigenous Entrepreneurship — the first of its kind in the province.

Algonquin College also reaffirmed its place as a leader in the post-secondary education sector by offering world-class student experience, ensuring its financial sustainability and demonstrating environmental responsibility. The College's energy savings as part of the Guaranteed Energy Savings Contract (ESCO 2) with Siemens Canada allow us to make smart investments to address the needs of our existing physical infrastructure operations. This past year saw \$2,916,113 in savings while also producing enough power to cover the baseline heat and electricity needs of the entire Ottawa campus. ESCO 2 gives us the financial flexibility to address a major portion of otherwise unaffordable deferred maintenance.

Being entrepreneurial is a new imperative for the college system in Ontario. We must continue to strive to diversify our business, our options for students, and share our expertise with those who need it. Sometimes, these ventures take us into unknown territory where there is a measure of risk involved. When these ventures do not live up to expected returns, a change of course is required. This was the case with the College's experience in Saudi Arabia. While we had hoped to continue to provide the students in Jazan with a quality applied education, we assessed the situation and made the difficult decision to leave. While these decisions are not always popular, the Board understood that it needed to do what was right for Algonquin College and successfully managed the transfer of the campus.

We on the Board are also proud that the College, for the fourth consecutive year, is among the National Capital Region's Top 25 employers. The College continues to work with purpose to make Algonquin College a healthy, positive, and inspiring place to work. The new People Plan takes into account data we received from employees to

chart a path forward. It is a sign of continuous progress and a strong commitment to our Algonquin College community.

As we look ahead to the next five years through our new strategic plan, we acknowledge how far we have come over the past 50. The Board of Governors approved a new strategic direction that will allow Algonquin to fully engage in what some call the fourth industrial revolution. Our *50+5* Strategic Plan outlines six key goals to ensure we continue to lead the sector in quality and innovation while keeping Algonquin firmly connected to our students, communities, and industry.

The Board of Governors is proud that our College is forward thinking — and is determined to carry that forward thinking into the business of governance. The Board has made it a priority this year to shift our focus from being a receiver of information to a generator of ideas and solutions in consultation with College administration. Early in the academic year we set aside a professional development day for generative discussions; placing an emphasis on participation and action rather than reaction.

We have also updated our best practices to include “meetings without management” following every Board meeting. The purpose is to allow our Board the opportunity to assess its relationship with management and give them the ability to speak freely about where there are concerns and room for improvement.

On a personal note, I wish to extend my thanks to all the great people who have committed their time and energy to serving on the Board of Governors this past year and indeed over the past 6 years that I have been on the Board. It was a privilege to serve as your Chair and we can all be proud of what we have accomplished. This past year saw us receive more than 40 applications for four open Board positions. Word has clearly spread that the Algonquin College Board of Governors is progressive, engaged, and able to attract talented individuals to contribute their time and expertise in our communities.

As we mark our 50th anniversary, we celebrate how much has been achieved and look forward to 50 more years of transforming hopes and dreams into lifelong success!

Sincerely,

A handwritten signature in black ink that reads "Kathryn Leroux". The signature is written in a cursive, flowing style.

Kathryn Leroux
Chair, Board of Governors

12.

We know
what we
want,
and how
to get
there





There is much that has been achieved in the past five decades, and we have great opportunities ahead

CHANGING THE WORLD - ONE LEARNER AT A TIME

In 2016 Algonquin College unveiled a new strategic plan designed to lead the College into the next five years, and ready it for the next 50. Called *50+5*, this exciting new document lays out six aspirational goals that will build on the College's strengths while evolving them for tomorrow's needs.

The College also unveiled a refreshed brand, reflected in this document. This identity starts from the recognition that education changes lives, and Algonquin College - its people, its programs, and its experiences - is the catalyst for that change. This idea is at the centre of everything Algonquin College does.

The College has been on a journey and, as it marks its 50th anniversary, this report demonstrates the many ways in which the College has grown in 2016. There is much that has been achieved in the past five decades, and we have great opportunities ahead. This report is a snapshot in time as the College embarks on what will be a transformative five years.

6

ASPIRATIONAL GOALS THAT WILL
BUILD ON THE COLLEGE'S STRENGTHS

Much has been achieved over the past five decades, but we know the best is yet to come

OUR STRATEGY

2016 marked the final year of the College's previous strategic plan — "Connecting people, community, technology, and careers." Through this plan, Algonquin College embraced its role as the connection point between students and opportunity — through high quality hands-on learning opportunities, leading-edge technologies, and experiential learning. It leveraged technology to align with the digital future, deliver exceptional service, modernize the institution, and fostered an environment of continuous improvement.

And it built pathways to increase revenue, foster the College's model of leadership competencies, and attract, develop, and retain employees.

The past five years have been characterized by growth and opportunity. In fulfilling its goals, the College has been recognized with one of the leading student satisfaction numbers in the Ontario college system, top employer awards,

and several new partnerships. The College has also been able to invest in longer-term systems and facilities upkeep while maintaining a strong balance sheet.

50 YEARS YOUNG

From one building and dozens of students to today's international institution boasting tens of thousands of learners, Algonquin College can look back with pride on the many achievements of the past five decades. Fiftieth-anniversary celebrations are well underway, with the College taking the opportunity to celebrate its roots, reconnect with alumni, and create legacy pieces that will mark the occasion and signal to the world that Algonquin College has arrived.

A few anniversary highlights from 2016 include the unveiling of the 50th anniversary logo and launch of the 50th website, the Host 150 partnership with Ottawa 2017, and a legacy gift of a Steinway piano from the Canadian Broadcasting Corporation.

CELEBRATING 50 YEARS OF TRANSFORMING HOPES AND DREAMS INTO LIFELONG SUCCESS

The world is changing. Succeeding in an environment of constant disruption means creating a plan that is flexible, visionary, and aspirational. It means being entrepreneurial.

At the same time, it means staying true to what made Algonquin College successful in its first five decades: hands-on, digitally connected, and career-oriented applied education and training; dedicated employees committed to living out the College's values; and a connection to community.

The College's new Strategic Plan is the blueprint that will guide Algonquin College's evolution. It builds on the work that has come before, all while reflecting the challenges and opportunities that are facing the post-secondary sector, and incorporating the ideas and ambitions of students, employees, alumni, and the College's broader communities.

The Algonquin College of 2017-2022 will be learner driven, innovative, high quality, connected, sustainable,

and empowering to its people. It will send a message that Algonquin College is mature, confident, and certain of its identity, and it is also ready for change. We know what we want, and how to get there. This is our way forward.

REACHING OUR GOALS

Plans require action, and Algonquin College is a school of action. This annual report sums up the actions the College took to complete our 2012-2017 strategic plan goals, and set a path for the future.

As part of our updated Strategic Plan we set some very ambitious targets; we believe as an institution we are only able to grow if we set our sights high regardless of the issues facing the post-secondary sector, including declining enrolment, labour market pressures and an ever changing economy. Although we did not meet all of these targets we will continue to make changes, consult with our stakeholders and find ways to improve in order to meet these targets in the future. We are proud of all we have accomplished and will use this as learning opportunity.

16.

Our principles:

Pride

Connection

Give Back

Diversity





Algonquin College has a number of ongoing initiatives to celebrate our 50th anniversary

50TH ANNIVERSARY AND LOOKING FORWARD

The 50th Anniversary Steering Committee has identified four general celebration themes/principles to guide 50th Anniversary planning and events:

Pride

In Algonquin College and its transition from the past to the present

Connection

An opportunity to engage and connect with Alumni, past employees, employers, and the community

Give Back

Use this milestone as an event to create goodwill through volunteerism

Diversity

Celebrate the diverse student population and international presence

The College has a number of ongoing initiatives to celebrate our 50th including: The William G. Davis Innovation Fund, Retail Services Limited Edition 50th Anniversary Merchandise, 50 Compelling Stories Series, and the Pembroke Campus 50th Anniversary Museum event hosted at the Champlain Trail museum.



Strengthening and celebrating our identity

COAT OF ARMS:

The Canadian Heraldic Authority and Algonquin College have been working together since March 2016 to prepare the College's first Coat of Arms. A Coat of Arms is a form of personal or corporate identification and shows the distinctive heraldic bearings and shield of our institution. Four key components of the design are:

- **Recognizing the importance of the College's Indigenous roots**
- **Our commitment to innovation, student success and the community**
- **Pride in our athletics**
- **Our commitment to sustainability**

The College's Coat of Arms is scheduled to be revealed during Convocation in June 2017. For the first time, it will have a permanent place on Algonquin College student credentials to commemorate the College's 50th Anniversary.

BRAND REFRESH

In fall 2016, Algonquin College debuted a new brand-awareness campaign, emphasizing its commitment to personalized education, experiential learning, innovation, and entrepreneurship.

The campaign focuses on the idea of change on campus as well as changes the College's graduates will bring to the community and beyond.



The main themes will be:

- **Changing Lives**
- **Changing Futures**
- **Changing Expectations**
- **Changing Opportunities**
- **Changing Education**
- **Changing the World**
- **Changing Communities**
- **Changing Countries**

Seen across Eastern Ontario, it will feature fresh content throughout 2017. It is now featured prominently on the College's website, at key locations on campus and also in public spaces such as billboards and on advertising space in public transit.

LEST WE FORGET PROJECT

This past year the College started the 'Lest We Forget' project for Remembrance Day, to honour the memory of veterans from any conflict who were related to, or friends of, employees and students at the College. The slide show of more than 40 servicemen and women was shown on digital screens across the College on Remembrance Day, as well as on monitors in the Marketplace Food Court during the Remembrance ceremonies.

PERTH

You could say it was a foundational year for Perth campus, with a log cabin, an applied research lab, and bridge all under construction in 2016. The log cabin was presented to the Town of Perth to mark the town's 200th anniversary, while the lab will open its doors in 2017. The campus also partnered on a Habitat for Humanity Build that is scheduled to be complete in spring 2017. And in September, the Perth campus hosted a celebration event to thank its capital campaign donors on the fifth anniversary of the opening of the reconstructed campus.

Every year we recognize the excellence of our Perth campus in this annual report – this year, the Perth campus was recognized in a big way by many outside organizations. The Town of Perth Council gave the College its Award of Excellence in October, and *Ottawa Life* magazine wrote about how the campus is “an integral part of the nation's capital region” after students in the Heritage Masonry program built a legacy dry-stone bridge that should still be standing when Perth turns 400 in 2216.

PEMBROKE

It was a near record year for enrolment in Pembroke, with close to 1,000 students choosing to study at the Waterfront campus. Additionally, many of these students are now choosing to stay in Pembroke during their studies following construction of three privately-owned residences in the area – contributing to the economic renewal of Pembroke and its downtown core. The Forestry Technician program was waitlisted, while students who applied to waitlisted programs in Ottawa were offered the option of switching to the same program at Perth or Pembroke campuses.

It was not just students making the trip out to Pembroke – the campus hosted a number of VIPs, such as Steve Paikin of TVO's *The Agenda*. Paikin launched his book about former Ontario Premier Bill Davis, founder of the Ontario college system, at an event in October. The campus also played host to Sean Conway, Chair of the Premier's Highly Skilled Workforce Panel, for a community consultation, Canadian Olympian Melissa Bishop, and Ontario Progressive Conservative leader Patrick Brown.

Offering new collaborations, programs and tools to ensure client success

2016 was a big year for events in Pembroke. The Waterfront campus hosted the first ever TEDx Pembroke event in November, and the Loggersports team participated in the Ottawa Redblack's Grey Cup celebration.

The Applied Research and Innovation initiative at the Pembroke Campus was awarded \$70,000 in funding from the Ontario Ministry of Agricultural, Food, and Rural Affairs, for environmental projects over the next two years relating to water quality and agriculture.

KUWAIT

Academic/Enrolment Achievement:

- **Fall 2016 Enrolment: 116**
- **Spring 2017 Enrolment: 128**

In the fall, we opened our first cohorts of the following programs: Business Marketing Diploma and Computer Programmer Diploma.

Campus Highlights include:

Signing a Memorandum of Understanding with the Kuwait National Fund for Small & Medium

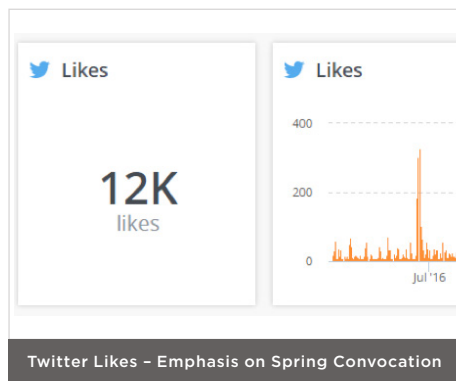
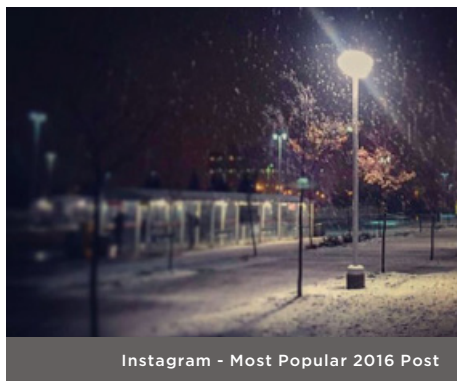
Enterprise Development to work collaboratively on developing and delivering programs and services to help Kuwaitis develop business plans, obtain funding and ultimately launch successful small businesses. This led to the two organizations collaboratively establishing an Entrepreneurship Hub Pilot Project at the AC-Kuwait campus that quickly attracted 40 clients, making it the largest National Fund-supported entrepreneurship hub in Kuwait.

AC-Kuwait signed Memoranda of Understanding and Collaborative Agreements with two of Kuwait's oldest and most established private universities: Gulf University for Science and Technology and the American University of Kuwait. These agreements provide frameworks for future institutional collaboration, including pathways that would facilitate AC-Kuwait diploma-program graduates pursuing university degrees.

SOCIAL MEDIA + TRADITIONAL MEDIA

2016 was a year of growth and engagement for Algonquin College on Social Media, as the College saw one of its most successful years in terms of follower growth and content engagement on Facebook, Instagram, Twitter, LinkedIn and Snapchat.

In order to engage audiences on Social Media, Algonquin College had to put content creation and outreach at the forefront of its Social Media plans. From the 2016 spring convocation (Algonquin College's most successful Social Media campaign in terms of reach), to a revamp of content produced and shared on Instagram, Algonquin College saw large-scale growth on all of its Social Media channels, and placed focus on engaging students and the greater public alike in conversations surrounding the goings on at the College. Here are a few of the most popular posts Algonquin College made over 2016:



TRADITIONAL MEDIA

Algonquin College created buzz around the world throughout 2016, with multiple projects and initiatives gathering international attention and elevating Algonquin's status in Canada. From the College's partnership with Siemens, which caught the eye of Yahoo Finance, to the Algonquin College grad who has been taking the animation world by storm for his work on Disney films such as *Zootopia*, Algonquin College continues to make its mark in the world of media. Below are some of the top stories featuring Algonquin College:



The announcement of the brand new Institute for Indigenous Entrepreneurship made headlines, being the first of its kind on a college campus in Ontario.

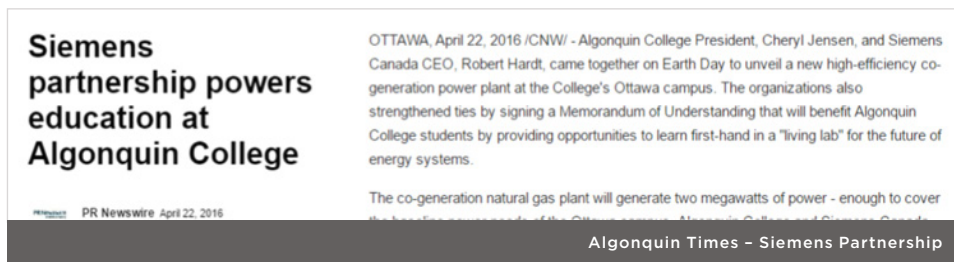
#1

ALGONQUIN COLLEGE SLEEP
PODS: FURTHEST REACHING
POST ON FACBOOK

The Algonquin College sleep pods that were provided by the Student's Association awakened the inner napper in Canadians everywhere, becoming the College's furthest reaching post on Facebook.



Earth Day 2016 saw Algonquin College and Siemens forming a partnership to unveil a new high-efficiency co-generation power plant at the College's Ottawa campus, catching the eye of business journals and newspapers across Canada.



2016

PARTNERSHIPS IN TECHNOLOGY
TO CREATE A GREENER
SOURCE OF ENERGY

Algonquin College students share national recognition for excellence



Following his Golden Globe and Academy Award wins, Algonquin College Alumnus Trent Correy helped propel Algonquin College's presence to a national stage, with feature stories written about him and his work in a number of different publications and featured on radio.

1st

TRENT CORREY AND COLLEAGUES WIN A GOLDEN GLOBE AND AN ACADEMY AWARD

Algonquin College is government's partner in ensuring Ontario has a highly skilled and resilient workforce



A RECORD YEAR FOR GOVERNMENT ENGAGEMENT AT ALGONQUIN COLLEGE

In 2016-2017, Algonquin College developed and implemented a new Government Relations Framework to guide its interactions with government.


The College was delighted to welcome 16 individual elected officials from all three levels of government to engage with our students, faculty, staff and administration. We believe that together, institutions and government can find real-world and effective policy solutions that directly affect the affordability, quality and sustainability of Ontario's post-secondary education system.

As we celebrate our 50th Anniversary, Algonquin College students made two successful missions to Queen's Park to demonstrate their leadership in applied research, and culinary excellence. Algonquin College Student Association President Egor Evseev was the only student association president present and was welcomed in the Provincial Legislature Chambers for the declaration of Colleges Week in Ontario.

27.

We help
ignite our
students'
innovative,
creative
spirit





Algonquin College strives to equip our faculty and students with the most advanced tools and technology available in their industries

FACILITY UPDATES

The campus is humming with two megawatts of power, thanks to a new high-efficiency power plant installed by Siemens Canada. The plant, installed as part of the ESCO 2 partnership, is not only a powergenerator – it is also a learning space for students in the Energy Management graduate certificate program. The plant was unveiled on Earth Day 2016, alongside a Memorandum of Understanding with Siemens Canada and plans for an interpretive centre.

In preparation for the Innovation, Entrepreneurship, and Learning Centre, the College completed updates to A and F Buildings. In addition, the campus transformer and the B Building windows were both replaced.

TECHNOLOGY IN THE CLASSROOM

One hundred per cent of our students can access their textbooks digitally, bringing the roll out of our eTextbook program to its natural conclusion. Our students can access their books anytime, anywhere, and for a fraction of the usual cost of textbooks. This award-winning collaboration between Learning and Teaching Services, Ancillary Services, the Registrar's Office, and our academic departments makes Algonquin College one of the Canadian leaders in technology adoption.

100%

OF OUR STUDENTS CAN ACCESS
THEIR TEXTBOOKS DIGITALLY

Creating new centre of innovation and partnerships

INTERNATIONAL

The College continued operations in Kuwait through a franchise campus, and signed several new agreements that leverage the College's expertise to assist international institutions, and bring international students to Canada to seek further education. The College renewed a collaborative education agreement with Manav Rachna International University in India; became an official supplier for the State of Guanajuato in Mexico; signed nine letters of intent with institutions in Mexico, France, and China; and signed pathway agreements with seven institutions including the Japan College of Foreign Languages. We also signed two new agreements with the Limerick Institute of Technology and the Institute of Technology, Carlow, to facilitate further studies by our students.

NEW TECHNOLOGIES

New tools such as Office365 and FindMePrint offered new functionality to College employees in 2016, while Workday development made important strides in preparation for a 2017 development. In addition, the College began work on the Student Information System (SIS), Learning Management System (LMS), and Customer Relationship Management (CRM) projects, designed to enhance our system's capabilities, modernize our processes, and reduce our liabilities.

The Registrar's Office also unveiled self-service kiosks and a new queuing system that made customer service more efficient.





NEW PROGRAMMING

Recognizing the desire of some Indigenous students to both attain career skills and honour their heritage, the College launched a unique one-year pre-apprenticeship cook program. Students learned all the necessary skills to succeed in a commercial kitchen, while also learning how to prepare game meat such as beaver and moose.

New programming was launched in the areas of Digital Health, Regulatory Affairs, Energy Management, and Bookkeeping. The College also received seats for a new Horticulture Apprenticeship program, and launched a new degree program – the Bachelor

of Early Learning and Community Development (Honours).

Some long-standing College programs also received updates and refreshes. Pembroke's updated Applied Nuclear Science and Radiation Safety program is now a two-year program, reflecting the updated needs of the industry. The Paralegal program became a graduate certificate.

New labs, including the Garbarino-Girard Centre for Innovation in Seniors Care, also created new opportunities for students in multiple programs, including Personal Support Worker, Occupational Therapy Assistant/Physiotherapy Assistant, and nursing programs.

INNOVATION, ENTREPRENEURSHIP, AND LEARNING CENTRE AND NEW APPLIED RESEARCH SPACE

Entrepreneurial students at Algonquin College now have new resources to help them launch their businesses, hone their skills, and collaborate. In 2016 the College launched the IgniteAC Centre for Innovation, Entrepreneurship and Learning Centre, and renovated F Building to create a new home for the Office of Applied Research and Innovation. Additionally, work continued on the Residential Living Lab at the Perth Campus – a state-of-the-art home offering applied research space in the Ottawa Valley.

Ground was also broken in the fall on a brand-new Centre for Innovation and Entrepreneurship, as well as an updated library and a first-of-its-kind Institute for Indigenous Entrepreneurship. These facilities will open in 2018.

PARTNERSHIPS

The Perth Campus successfully completed a contract in the spring of 2016 with the National Capital Commission to complete an assessment of the barns on National Capital Commission lands. The assessment was completed in partnership with Applied Research as a work-integrated learning opportunity for students.

The Perth Campus, for the second year in a row, completed a contract with Parks Canada that included sending students and a professor to Cape Merry in Northern Manitoba in July 2016 to work on the Prince of Wales Fort.

The Pembroke Campus has secured several new contracts through the Ministry of Advanced Education and Skills Development related to its delivery of Employment Ontario contracts. These new contracts include Youth Job Connection, Youth Job Connection-Summer, and Youth Job Link.

Innovative program delivery models are available to students who want to study in environments embedded in high-growth industries such as e-business classes now located in Shopify and healthcare at the Perley and Rideau Veterans Health Education Centre.

As part of its Healthy Living Education Initiative, the College and the Ottawa Hospital will work on the implementation of their Memorandum of Understanding to explore ways to support the use of data in the work of healthcare teams and for Ottawa Hospital staff training needs.

MEASURING OUR PERFORMANCE

Algonquin College has instituted a balanced scorecard approach to measure strategic performance. Highlights for Applied Education and Training include:

GOAL 1

Deliver an exemplary applied education and training experience.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Graduation rate	64.0%	64.5%	65.9%	70.0%	66.0%
Retention rate	86.9%	87.3%	87.5%	89.0%	87.4%

GOAL 2

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Enrolment PSE and others	19,853	21,106	21,059	21,107	20,619
Enrolments (online - FTE)	3,086	3,086	3,493	3,500	4,472
Enrolment (PSE international - FTE)	1,138	1,373	1,592	1,400	2,006
Students enrolled in applied degree programs	375	375	500	800	884
Students enrolled in graduate certificates	812	723	826	1,000	1,068

GOAL 3

Leverage technology to enhance the educational experience.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Online courses offered	120	133	149	150	158
Unique hybrid courses offered	999	1,083	1,183	1,424	1,242
Enrolment (PSE mobile)	82.0%	97.0%	97.0%	100%	100%

GOAL 4

Provide opportunities for every full-time student to have a work experience outside of the classroom.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Programs with work-experience opportunities	86.1%	86.3%	96.3%	100%	100%
Students engaged in applied research and development	754	1,035	1,497	950	1,317

34.

Ensuring a
productive
and efficient
student
learning
experience





Ensuring a productive and efficient student-learning experience

STUDENT SATISFACTION SURVEY

Algonquin College continues to rank among the top institutions in student satisfaction among large Ontario colleges. This is determined by surveys completed by full-time students that gauge their satisfaction in areas such as program outcomes, service quality, overall learning experiences and other metrics.

SIMPLIFYING SYSTEMS TO IMPROVE STUDENT LIFE

2016 was a year of evaluation for Algonquin College surrounding our Learning Management System (LMS). An effective and reliable LMS is vital to ensuring a productive and efficient learning environment, and Algonquin College has taken many steps to ensure the College is equipped to provide simple to use systems to improve student life. With a number of reliability issues arising in 2016 surrounding Blackboard, a team comprised of staff, students and faculty has been created in order to find a service that will best suit the College, and provide a LMS system that ensures reliable system response and support for students and employees.

#1

ALGONQUIN COLLEGE RANKS FIRST IN GRADUATE
SATISFACTION AMONG LARGE ONTARIO COLLEGES



A COLLEGE FOR INDIGENOUS LEARNERS

2016 was a year of celebration of Indigenous culture, learners and entrepreneurship, launching many successful initiatives and programs aimed at nurturing Indigenous education, and engaging students throughout the year. Since signing the Colleges and Institutes Canada Indigenous Education Protocol in 2014, Algonquin College has been seeking ways to provide better service to our Indigenous learners. In the past year, the College held its first traditional Sacred Fire on

campus, signed agreements with Nipissing University and Cambrian College, and announced the creation of an Institute for Indigenous Entrepreneurship – all designed to support the integration and success of our Indigenous learners.

Algonquin College was also thrilled to be able to break ground for the Institute for Indigenous Entrepreneurship, which will open its doors in 2018. This first-of-its-kind institute is being designed in consultation with Indigenous communities, and will highlight Indigenous business principles.

Celebrating Indigenous culture, learners and entrepreneurship

This initiative will honour Indigenous heritage, and allow for the creation and development of Indigenous businesses.

Algonquin College and Nipissing University signed a letter of intent that supports opportunities for Indigenous students at Algonquin College and Nipissing and explores opportunities to collaborate on the creation of pathways for Indigenous students who want to pursue a diploma and a degree.

The College was proud to be able to launch a one-year Indigenous Cook Pre-Apprenticeship program, aimed at developing work-ready skills, while also celebrating and honouring Indigenous Culture.

At the Pembroke Campus, support of Indigenous learners has been expanded with an Indigenous Student Counsellor on site twice a month.

Other highlights include:

- **CICan Bronze Award of Excellence in Indigenous Education**
- **Indigenization of the Entrepreneurship Strategy**
- **Hired first-of-its-kind Executive Director role in Ontario College System**
- **A visit by the President to Akwesasne Mohawk Territory**
- **9th Annual Honouring Indigenous Graduations Ceremony**
- **Indigenous-influenced Coat of Arms**
- **Indigenous student performance “Day of Dialogue 3”**
- **Research and development for Building Empowerment, Achieving Results (BEAR) transitioning Program**
- **Strategic Investment Priorities for Indigenization**
- **Research and development of BEAR transitioning program**

Recognizing our Volunteers

VOLUNTEER AWARDS

Every year, the AC Hub honours and shows appreciation to its student volunteers by recognizing the time and effort they donate to the Algonquin, local, and global communities. These volunteers are formally recognized at our Annual Volunteer Appreciation Gala. The Gala was exclusive to nominees, nominators, Community Partners, and students who were connected to the AC Hub.

With a total of 25 nominees, the awards ceremony included the presentation of the four Volunteer Awards that are bestowed by the AC Hub (Community Impact, Dedication and Involvement, Outstanding Leadership, and Volunteer of the Year), as well as two awards that are bestowed by Student Support Services

(the Wybourn and Class Representative Awards). Another exciting change to this year's event is that the recipient of the Volunteer of the Year Award was selected by the Awards Selection Panel from the nominations received for the Community Impact, Dedication and Involvement, and Outstanding Leadership Awards. This change meant that it was a complete surprise to the recipient, and the audience, when the award was announced and presented.



Algonquin College students at the top of their fields

SKILLED STUDENTS

Eleven students took home ten medals at the Ontario Technological Skills Competition (OTSC) in 2016 – an annual provincial competition for the skilled trades. Algonquin College had winners in the IT Network Systems administration, Restaurant Service, Auto Collision Repair, Cabinetmaking, Horticulture and Landscaping, Auto Painting, Hairstyling, Landscape Design, and Truck and Coach Mechanic categories. Providing the opportunity for students to participate in competitions like OTSC allows our students to measure themselves against the best up and coming talent in our province.

While the talents of Algonquin College students come as no surprise to our community, the College had a unique opportunity to invite CBC Ottawa down for a visit in March to learn about our students' skills. The CBC's Giacomo Panico sampled the services available at the College's Massage Therapy Clinic, Salon and Spa, Dental Clinic, and Campus Travel office, before stopping for a bite to eat at Savoir Fare and Restaurant International. And he also made a new best friend in Arya, a dog available for adoption at the College's Veterinary Technician clinic.

8

STUDENTS WON 2 GOLD AND 8 ADDITIONAL MEDALS AT THE ONTARIO TECHNOLOGICAL SKILLS COMPETITION



ENTREPRENEURIAL STUDENTS

Five students entered the Wolves' Den – and all five emerged with a deal. The second annual Wolves' Den, inspired by CBC's Dragons' Den, was held in March 2017, and saw students Brennan Lemieux, Graydon Kilpatrick, Katrina Lewis, Mohammed Amoura, and Rachael Martin pitch their businesses to five local industry judges. Thanks to Kyma Professional Corp, WEllfunded, and IgniteAC for their support of our students.

In summer 2016, the second class of the SUMMIT program graduated from the College's entrepreneurship bootcamp. Armed with seed funding, daily feedback, and plenty of knowledge from the program's manager's and industry representatives, the students are now ready to pursue their dreams. As Programming Manager Patti Church said – "The College is about making hopes and dreams come true. And this program is all about that."

It's not just the entrepreneur community supporting our students – employees and fellow students are also putting their money where their mouths are. Student entrepreneurs had the opportunity to sell their goods on campus locally through "The AC Market" and Perth's "Maker Market" several times over the past year.

In Pembroke, Entrepreneur-in-Residence Chris Doré established a community advisory committee centred on entrepreneurship to help the students, the campus, and the community establish successful new businesses in Renfrew County and beyond.

GOAL 5

Deliver exceptional service to our diverse student and client populations.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Student satisfaction	80.7%	80.2%	80.4	83.5%	77.4%
Employer satisfaction	93.9%	88.7%	92.0%	93.9%	90.2%
Alumni satisfaction	86.0%	88.1%	80.0%	90.0%	89.0%

GOAL 6

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Business processes developed to measurably lower cost and/or improve productivity	33	37	50	50	65

42.

Striving
to provide
a positive
career and
workplace
culture



Four-time National Capital Region Top Employer

ONE OF OTTAWA'S TOP EMPLOYERS

Efforts are underway at the College to strengthen employee career mobility and employee engagement, embed a culture of continuous improvement, and continue to grow a respectful and innovative workplace culture.

Among the highlights of the College's 2016 application to the Top Employers competition, judges noted:

- the College's focus on employee engagement, including the creation of 'Tiger Teams' to address employees' top concerns
- tuition supports and professional development opportunities
- competitive pay and benefits, coupled with strong wellness programs



Our people are crucial to our success

LABOUR RELATIONS EFFORTS, PEOPLE PLAN

In 2016 the College began a new era in Labour Relations. Our annual President's Breakfast featured keynote speaker Warren "Smokey" Thomas, President of the Ontario Public Service Employees Union. Thomas urged collaboration and dialogue.

"What I'm trying to reach out to both union locals here is to consider some sort of an approach where you take that leap of faith," he said. "But that means management must change some behaviours, it means the union must change some behaviours."

To that end, the College opened a new Employee Collaboration Space in late November. A neutral space for use by any employee, it is designed as an area for open discussion, conversation, and collaboration.

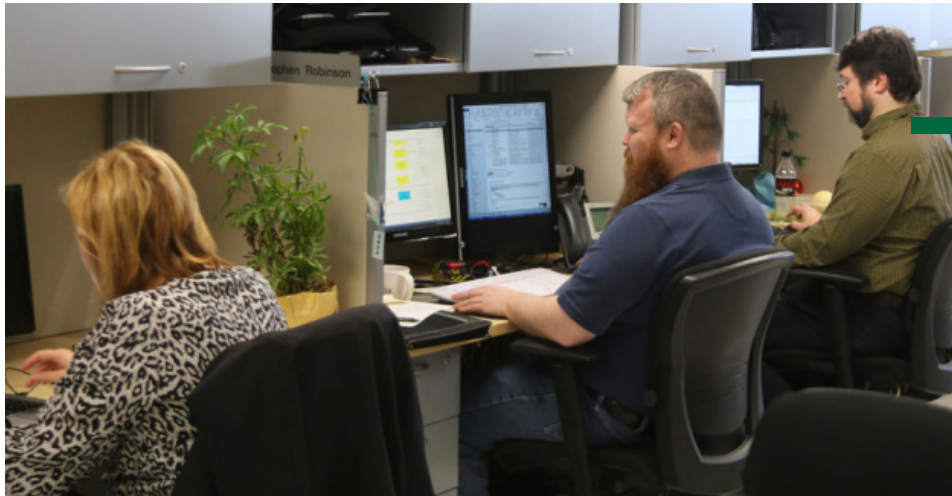
In 2016, a cross-College Advisory Committee was established to help shape the People Plan, a multi-year effort. The People Plan is the first of

the high-level plans to support the Strategic Plan, specifically Goal Six: Be recognized by our employees and the community as an exceptional place to work and enable the achievement of the other Strategic Plan goals.

Our people are critical to our success, and we are committed to developing a people strategy that will set the course for employee engagement and growth. The role of the People Plan committee is to:

- **Confirm the themes and associated risks emerging from information and data analyses**
- **Provide feedback on proposed initiatives for dealing with the risks, and**
- **Assist in prioritizing initiatives for development and implementation.**

A Town Hall was held in mid-December to update staff on the People Plan and seek their input to help the committee finalize priorities for action planning.



PROJECT FUSION

2016 was a busy year for Project Fusion, following our mandate to innovate, streamline and integrate practices and processes across the College.

Project Fusion is a major business transformation initiative for Human Resources, Finance and Information Technology services, with the catalyst being the implementation of an innovative enterprise resource planning (ERP) solution. Project Fusion will automate, modernize, and transform our Human Resources, Finance, 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.

In just one year, the project team hit several milestones, including:

- **Completing major Workday configuration decisions**
- **Preparing for system testing**
- **Establishing communications, training, and change-management plans**
- **Laying the groundwork for the creation of Workday reports and integrations**

We are very proud of all our students, faculty, staff and their achievements

AWARDS

Algonquin College was also the recipient of several awards this year:

- President Cheryl Jensen was named one of the Top 25 People in the Capital by *Ottawa Life* magazine.
- Algonquin was honoured with three Awards of Excellence by Colleges and Institutes Canada. The College was recognized with Bronze in Aboriginal Initiatives and International and Silver in Leadership for Jamie Bramburger of our Pembroke Campus.
- The *Algonquin Times* also reclaimed its title as the Best Campus Newspaper in 2016 at the Ontario Community Newspaper Association Awards.
- A team of Algonquin College students won first prize in the inaugural Mayor's Cyber Challenge Cup, beating out seven other teams from Carleton University, the University of Ottawa, and La Cité.
- Algonquin alumnus Trent Correy received both a Golden Globe and an Academy Award for his animation work with the Disney team that created the blockbuster *Zootopia*.
- Algonquin College Paralegal student team was this year's winner of the Durham Mock Trial Competition. There were eight Paralegal teams entered from Colleges with accredited Paralegal programs from around the province for this year's competition.
- Algonquin College continued its upward performance in the 2016 edition of Canada's Top 50 Research Colleges. The College is now in 20th spot in the rankings, up from 24th in 2015.



EMPLOYEE AWARDS

Awarded to employees who demonstrate excellence and foster student success by applying the College values of caring, learning, integrity and respect. This year's recipients were:

- **Part-time Support Staff Award:**
Ryan Mullin
- **Support Staff Award: Kelley Grant**
- **Administrative Staff Award (2):**
Chris Hahn and Chris Brennan
- **Deborah Rowan-Legg Service Excellence Award:** Nancy Feres
- **Dianne Bloor Part-Time Faculty Award:** Jay Smith
- **Laurent Isabelle Faculty Award:**
Jack Hollinger
- **Team Award: Automated Grade Entry Project Team**
- **Gerry A. Barker Leadership Award:** Jennifer Langlotz
- **Lifetime Achievement Award:**
Jo-Ann Aubut

43+

FACULTY, STAFF, STUDENT
RECOGNITIONS AND AWARDS
RECEIVED IN 2016

PRESIDENT'S STAR AWARDS

The President's Star Awards is presented to employees who have been nominated by their peers for: demonstrating a commitment to excellence in their role within the College community; regularly and consistently demonstrating outstanding service; and performing acts of significant merit. This year's recipients were:

- **Sandra Heron, Academic Operations and Planning**
- **Kent McDonell, Academic Access Centre**
- **Sara Jordan, Student Support Services, Center for Students with Disabilities**
- **Bethany Wiseman, CSD**
- **Sandra Brown, Library/Student Support Services**
- **Mario D'Angelo, PPSI**
- **Benjamin Roebuck, PPSI**
- **Yahya Alakhan, Algonquin College, Jazan**
- **Sharique Faiz, Algonquin College, Jazan, Human Resources**
- **Felix Silundika, Algonquin College, Jazan**

- **Laura Vena, Financial Office & Legal Studies, School of Business**
- **Mike Delegate, Applied Science and Environmental Technology/ FCTT**
- **Amanda Hussey, Registrar's Office**
- **Tess Porter, Faculty of Health, Public Safety & Community Studies**
- **Cat Baron, Police and Public Safety**
- **Diane Charlebois, ITS**
- **Cheryl Biggs, Corporate Training Centre**
- **John Renforth, School of Media and Design**
- **Akram Al-Rahna, Instructor**

THE ALGONQUIN STUDENTS' ASSOCIATION FACULTY RECOGNITION AWARDS

The Algonquin Students' Association Faculty Recognition Awards were established to provide students with an opportunity to show their appreciation to faculty members

who made a significant impact during their stay at Algonquin College. This year's recipients were:

- **Kim Drake**
- **Jane Cunningham**
- **Norman Hotchkiss**
- **Shannon Reid**
- **Graham Longair**

CAPITAL EDUCATORS' AWARDS

The Capital Educators' Awards recognize the achievements of outstanding educators and celebrate public education in our community. This year's recipients were:

- **Bruno Rocha, School of Advanced Technology**
- **Amanda Keon, School of Health and Community Studies**
- **Leann Nicholson, Faculty of Technology and Trades**



Giving back to our community

PHILANTHROPY

The AC Event Management program's fall intake of 75 students created, planned and executed 13 events this year during the month of March. The total funds raised was \$59,173.

Paralegal and Law Clerk students once again exceeded their fundraising target and raised more than \$2,100, all of which was donated to the Ottawa Lawyers Feed the Hungry Program.

Sixty stylists, 50 volunteers, 290 registrants and 15 of our own AC Hair Stylist students plus staff contributed to the donation of 4,253 inches of hair for wigs, and \$96,000 towards cancer research.

The College's Dental Hygiene program hosted four dental clinics for Syrian refugees.

On May 24, the Algonquin College Foundation Golf Tournament was held at Loch March. Since its inception in 1994, this tournament has raised more than \$1.1 million to support more than 550 students who were at risk of leaving school due to financial hardships.

The AC Week of Giving 2016 got off to a record-breaking start with the highest number of participants at the Kick-off Breakfast, the most money raised at the silent auction and the most online and paper pledges submitted of any AC campaign so far. The College collected more than 83 scarves, 268 pairs socks, 50 hats and 110 pairs of mittens, and helped change the lives of more than 150 people in the Ottawa area.

96,000

DOLLARS RAISED TO DONATE
TO CANCER RESEARCH

GOAL 7

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Employee engagement	NA	60.0%	NA	62.0%	56.0%

GOAL 8

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Leadership training completion	NA	50.0%	NA	51.5%	48.0%

51.

Ensuring a strong future to retain our students





Working together to strengthen the Algonquin College community

PARTNERSHIPS

Every day Algonquin College is building on its reputation in this region as a centre of excellence in applied research. In 2016, the College signed a memorandum of understanding with the Ottawa Hospital Research Institute aimed at encouraging and facilitating the development of mutually beneficial linkages in areas such as digital health, clinical trials and biotherapeutics manufacturing.

Work also continued on the College's first applied research project funded by the Social Sciences and Humanities Research Council (SSHRC). We know victims of violence experience trauma, but we do not know as much about how that trauma can result in growth. Dr. Benjamin Roebuck, coordinator of the College's Victimology program, and alumni and student researchers are leading a study into post-traumatic growth, which began seeking participants this past year. The study was conducted in partnership with the Victim Justice Network and the University of Ottawa.

Students and employees, in partnership with Ottawa 2017, created the Host 150 program - a special training course to prepare residents to become ambassadors for the City of Ottawa during the sesquicentennial celebrations.

In partnership with the Ottawa Hospital, the Immunity Warriors comic book was an excellent learning opportunity for the students that gave back to an important cause. The digital comic book was designed by four students to encourage others to get vaccinated.

The Ottawa Senators and Algonquin College came together for anniversary celebrations in 2017, with the Senators marking their 25th anniversary as an NHL team. The College partnered with the Sens on an Alumni Hockey Night and an Indigenous Heritage Hockey Night, and various contests for College alumni.

The College also began work on a 'classroom of the future' at the Perley and Rideau Veterans' Health Centre that will help train the next generation of Personal Support Workers. This agreement paves the way for a program that will locate Algonquin College Personal Support Worker students on the Perley Rideau campus to leverage access to classroom, laboratory, clinical and community learning environments in Ottawa.

Finally, the College signed many new transfer and pathway agreements with institutions and businesses such as Nunavut Arctic College, Siemens Canada, Japan College of Foreign Languages, Yunnan College of Business Management, Nipissing University, Laurentian University and Jazz Aviation to name a few, enhancing the educational opportunities for both domestic and international students.

STRATEGIC ENROLMENT PLANNING

The Strategic Enrolment Steering Committee is responsible for providing the overall strategy, accountability, communication, and coordination of strategic enrolment management efforts for the College. The Committee provides oversight of the development and implementation of strategies and tactics related to optimizing marketing, recruitment, admissions and retention of students to ensure a comprehensive approach to student success. Accomplishments include the development of enhanced dashboard reports with a focus on leading indicators to ensure timely and clear communication of trends that enable effective enrolment monitoring and planning as well as operational improvements in conversion initiatives and recruitment campaigns to strengthen outreach efforts to prospective students.

Given the current demographic landscape, enrolment continues to be monitored closely through weekly meetings of the Strategic Enrolment Steering Committee and weekly reports to the Algonquin College Executive Team to mitigate any potential enrolment shortfall.

THE COLLEGES OF APPLIED ARTS AND TECHNOLOGY (CAAT) PENSION PLAN

The Colleges of Applied Arts and Technology (CAAT) Pension Plan is a multi-employer defined benefit pension plan serving the active and retired employees of the Ontario college system. Algonquin College is one of the employers of the Plan. The Plan is jointly sponsored by its members and employers. The 2016 Annual Report for the CAAT Pension Plan may be viewed here: caatpension.on.ca/en/about-us/annual-report. The CAAT Supplementary Plan (or CAAT Retirement Compensation Arrangement) is administered by the CAAT Pension Plan. The Boards of Governors of each of the Ontario colleges are the sponsors of this Supplementary Plan.

GOAL 9
Align our funded operational expenditures with provincial funding.

	2016-2017 ACTUAL
Funded operational exp. aligned to provincial funding	Completed 100%

GOAL 10
Expand non-funded opportunities to increase revenue.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Alternative revenues	30.0%	31.3%	31.0%	32.0%	29.5%
Number of organizations served through corporate training	306	338	406	400	548

GOAL 11

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Cash, in-kind contributions, and returns from alternative financing	\$3.05M	\$18.5M	\$15.0M	\$10.0M	\$13.0M

GOAL 12

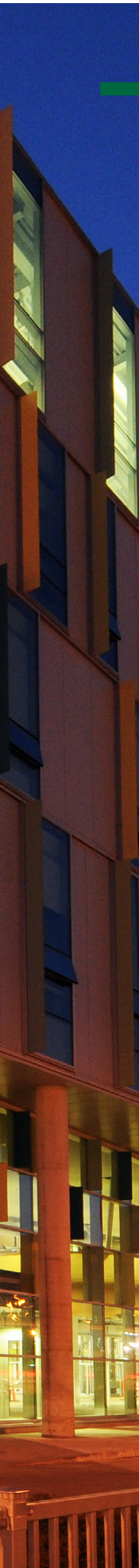
Create the technological foundation to align with the digital direction.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
College data accessible through a common BI portal	50.0%	88.0%	96.0%	100%	100%
Availability of wireless network to all stakeholders	95.0%	99.1%	99.9%	99.9%	99.9%
Students engaged in availability of College networks and Internet access	98.0%	99.7%	99.9%	99.9%	99.9%

56.

It's the
support
of our
people
that keeps
us strong





Gifts that keep on giving, to celebrate



A GIFT OF MUSIC

On February 6, 2017, Algonquin College and its students received a special gift. At a celebration in the College's recording studio, Kelly Dexter, Senior Manager of Resources at CBC, unveiled a legacy gift: A Steinway grand piano in honour of the College's 50th Anniversary. This beautiful instrument will provide the Music Industry Arts program at the College with not only a wonderful new tool, but also the opportunity for our students to play and learn on one of the best instruments in the world.

3.1M

WAS DONATED FOR PRIORITY NEEDS
OF THE COLLEGE AND OUR STUDENTS

Our donors are essential to student success

INVESTING IN HOPES AND DREAMS

This gift illustrates well the work that the Algonquin College Foundation does with its donors and community partners. We are committed to ensuring all of our students have the opportunity to transform their hopes and dreams into lifelong success. The Foundation team and its Board of Directors work tirelessly to inspire charitable investments that meet the needs of our students and community both today and tomorrow. We do this by raising vital funds for scholarships, bursaries, awards, capital projects and vital instructional equipment – like our new Steinway – that will help us provide quality and accessible education. Algonquin College

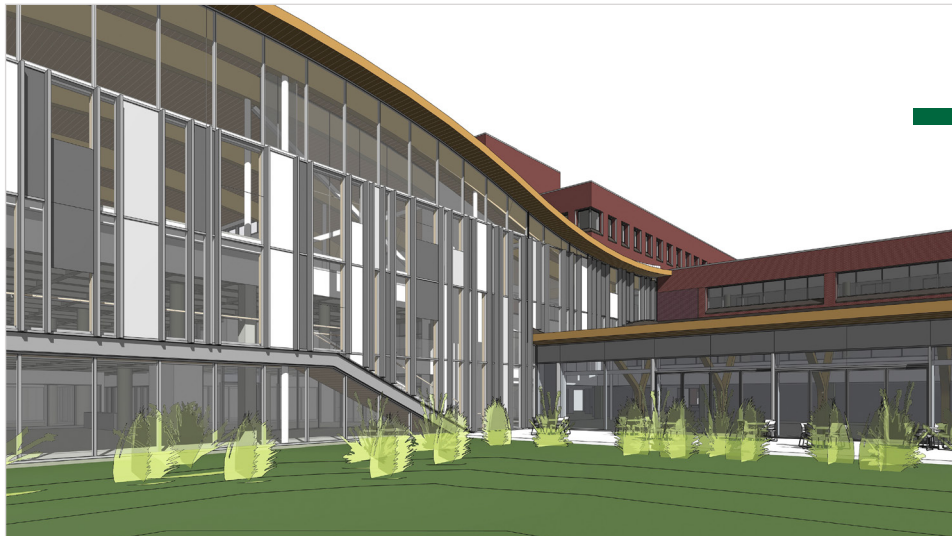
is uniquely positioned to meet the evolving talent demands of employers with graduates that will spark the engine of our local economy. Our donors provide the fuel that is essential to that student success.

The generosity of our donors continues to inspire us in this work. This past fiscal year, our donors gave in excess of \$3.1 million for priority needs of the College and our students. In this time period, 716 awards, bursaries and scholarships (worth a combined total of \$1.13 million) were distributed to deserving and grateful Algonquin College students. A total of 44 new endowed bursaries and scholarships was introduced in 2016-2017.

716

AWARDS, BURSARIES AND SCHOLARSHIPS WERE DISTRIBUTED
TO DESERVING AND GRATEFUL ALGONQUIN COLLEGE STUDENTS

A space for learning, entrepreneurship and innovation



A GATHERING PLACE

This past year the Foundation worked with the College, its stakeholders, partners and the community to set the stage for a capital fundraising focus for 2017. Throughout the upcoming year, donors will be given the opportunity to help the College renovate and expand our existing, outdated library into an Innovation Centre — a space for learning, entrepreneurship and innovation.

This new Innovation Centre will provide our community with the chance to create a gathering space that will empower the next generation of learners to build a positive economic future for themselves and their communities. This opportunity includes the ability to recognize our collective Indigenous history and honour the territory Algonquin College calls home.

The College is grateful to all the donors who choose to make a difference in the lives of our students

ALUMNI SUPPORTING THE COLLEGE

Those close to the College recognize and celebrate that AC Pride is infectious. At the At the Pembroke Convocation in June, the 2016 recipient of Algonquin College's inaugural Fellowship, Fred Blackstein, closed his address with the message "Be Algonquin Proud. Make Algonquin Proud!" The College is both honoured and grateful when this pride translates into a financial investment to the institution and its students. This past year, the Foundation received its largest alumni donation in our 50-year history. Thanks to the generosity of one of our

167,000 plus alumni, a new endowment was created in the School of Business that will support five to 10 students a year in perpetuity. These funds are earmarked to support students who face significant financial challenges while studying at the College. The College is grateful to this donor and to all donors who choose to make a difference in the lives of our students.



167K+

ONE OF OUR 167,000 GENEROUS ALUMNI MADE THE LARGEST DONATION IN OUR 50-YEAR HISTORY

The College celebrated six prominent ambassadors who illustrate the value of an Algonquin education through their life's work

CELEBRATING OUR OWN

The Foundation is proud to steward the College's relationships with its alumni family. This includes celebrating Algonquin College graduates who have enjoyed outstanding career success and have demonstrated exemplary community contributions at the annual College Ontario's Premier Awards.

This past year the College celebrated the following six prominent ambassadors who illustrate the value of an Algonquin education through their life's work.

- Loring Phinney, Vice President, Corporate Marketing, Bell Canada (Public Relations Program - Class of 1988)
- Stu Schwartz, Morning Show Host, Majic 100, (Broadcasting-Radio-Program - Class of 1993)
- Donna Doohar, Chef and Owner, Mildred's Temple Kitchen (Culinary Arts, Cook Training - Class of 1983)
- Joanne Schubert, Clinical Manager, Surgical Suites, The Ottawa Hospital (Registered Nursing Program - Class of 1982)
- George Laframboise, President, CEO, Iridian Spectral Technologies Ltd. (Mechanical Engineering Program - Class of 1986)
- Imrun Texeira, Chef de Partie, Atelier (Culinary Apprenticeship Program - Class of 2004)



Premier's Awards
Prix du **2016**
premier ministre

Honorary credentials were offered to deserving community leaders and Algonquin College ambassadors

At the spring Convocation, alumnus Eli Fathi, CEO Mindbridge, was named Algonquin College Alumnus of the Year. In his address to the 2016 graduates Eli congratulated our students for their resilience and strength while encouraging them to set out to make their unique difference in the world.

At each year's convocation ceremonies, Algonquin College bestows honorary degrees and diplomas on individuals who display exemplary achievement in education, industry, community service and leadership. In 2016, President Cheryl Jensen conferred honorary credentials to the following deserving community leaders and Algonquin College ambassadors.

- Allison Fisher, Executive Director, Wabano Centre for Aboriginal Health
- Peter A. Herrndorf, O.C., O. Ont., President and CEO, National Arts Centre
- Orazio La Manna, Regional Executive Chef, Legends Hospitality
- Chantale LeClerc, Chief Executive Officer, Champlain Local Health Integration Network
- Ed Ireland, IBI Group
- Robert Boyer, Estate of Anita Garbarino Girard



63.

Tracking success

Year Ended March 31, 2017

The Audited Consolidated Financial Statements are part of the public record and made available on the College website.

algonquincollege.com/reports

REVENUE

Grants and reimbursements	\$	110,609
Student tuition fees		112,768
Contract educational services		32,378
Ancillary Services		35,118
Other		19,001
Amortization of deferred capital contributions		7,295
	\$	317,169

REVENUE

Salaries and Benefits	\$	176,787
Building maintenance and utilities		18,356
Instructional supplies and equipment		7,678
Bursaries and other student aid		7,465
Investment loss - Algonquin College - Saudi Arabia		4,865
Interest		849
Amortization and write-off of capital assets		13,958
Ancillary services		27,152
Other		54,273
SUBTOTAL	\$	311,383
Changes in vacation, sick leave and post-employment benefits liabilities		207
	\$	311,590
Excess of revenue over expenses	\$	5,579

Good Standing

For the period April 1, 2016 – March 31, 2017, as specified in the Minister’s Binding Policy Directive on the Framework for Programs of Instruction, which sets out college program advertising and marketing guidelines, Algonquin College has received no complaints from its students regarding advertising and marketing of College programs.

NATURE OF COMPLAINT	DATE RECIEVED	HOW RESOLVED OR ADDRESSED	DATE RESOLUTION COMMUNICATED TO STUDENT	WORKING DAYS TO RESOLVE
NIL	NIL	NIL	NIL	NIL

COMPLIANCE

The Communications, Marketing and External Relations department ensures the community is aware of events and announcements, with media relations, internal communications and advocacy with government representatives. The department promotes corporate and employee events that are often open to students, business and community stakeholders, including the opening of new buildings, keynote speakers and executive town halls, coffee breaks, breakfasts and barbecues. Communications with the student body are achieved through a variety of means including email and announcements in the Algonquin College Student Information System and the Learning Management System. The department coordinates the production of corporate documents to meet the provincial government's governance and accountability requirements such as the Annual Report.

The Algonquin College Marketing department actively builds and enhances the Algonquin College brand and profile inside and outside the College doors. With traditional print and outdoor advertising and the latest in digital technologies, the department generates and qualifies leads. The Recruitment department keeps close ties to contacts across regional secondary schools and community groups holding open houses, offsite presentations, on-campus visits, tours and outbound calling to reach those interested in our College. In compliance with the Responsibilities of the Board (BGI- 01, 2-5), the Algonquin College Board of Governors agrees that the College communications with students, business, community stakeholders, and with the Ontario provincial government has been ongoing and effective through 2016-2017.

The Board of Governors agrees that the College has operated in accordance with legal and regulatory requirements through the 2016-2017 fiscal year in compliance with the Responsibilities of the Board (BGI-01, 2-6).

Across Ontario, nominees are put forward to Ministry of Advanced Education and Skills Development based on a skills matrix and assessment

BOARD OF GOVERNORS

As of Oct. 1, 2010, in accordance with amendments to Ontario Regulation 34/03, one third of the College's external members of the Board of Governors are to be appointed by the Lieutenant Governor in Council (LGIC) and two thirds by the College Board. Colleges forward requests to the Colleges Unit of the Ministry of Advanced Education and Skills Development (MAESD) with three nominees for each vacant position to be filled as an appointee. Across Ontario, nominees are put forward to MAESD based on a skills matrix and an assessment that includes qualifying interviews (which evaluate skills and willingness to serve, and review role expectations and responsibilities). Members of the public interested in serving on a college board may submit their names directly to the Public Appointment Secretariat (PAS) or by contacting Ontario colleges directly for their consideration.

1/3

OF THE COLLEGE'S EXTERNAL
MEMBERS OF THE BOG ARE TO
BE APPOINTED BY THE LGIC

BOARD OF GOVERNORS 2016-2017

NAME	TITLE	FIRST ELECTED	MAXIMUM TERM OF SERVICE
Leroux, Kathryn	Chair	Sept 1, 2011	Aug 31, 2017
Nadeau, Peter	Vice-Chair	Sept 1, 2013	Aug 31, 2019
Cheng, Nancy	Chair, Audit & Risk Management Committee	Sept 1, 2012	Aug 31, 2018
Tremblay, Michael	Chair, Governance Committee	Sept 1, 2015	March 1, 2017
Brockbank, James	Chair, Academic & Student Affairs Committee	Sept 1, 2014	Aug 31, 2020
Clark, Lynne	Governor	Sept 1, 2011	Aug 31, 2017
Sutcliffe, Mark	Governor	Sept 1, 2011	Aug 31, 2017
Waters, Michael	Governor	Sept 1, 2013	Aug 31, 2019
Sample, Kelly	Governor	Sept 1, 2014	Aug 31, 2020
Robblee, Dr. James	Governor	Sept 1, 2014	Aug 31, 2020
Fournier, Shellee	Governor	Sept 1, 2015	Aug 31, 2021
McLaren, Jay	Governor	Sept 1, 2015	Aug 31, 2022
Jensen, Cheryl	President		
Loyst, Sara	Student Representative	Student Representative to the Board of Governors, elected to a first annual term in Spring 2016.	
Heckbert, Stephen	Faculty Representative	Faculty Representative to the Board of Governors, elected Sept 1, 2015 to Spring 2018.	
Fraser, Sherryl	Administration Representative	Faculty Representative to the Board of Governors, elected Sept 1, 2014 to Aug 31 2017.	
Auchterlonie, Pam	Support Services Representative	Support Services Representative to the Board of Governors, elected Sept 1, 2014 to Aug 31 2017.	

AC FOUNDATION BOARD OF DIRECTORS 2016-2017

NAME	TITLE
Executive Committee	
Jensen, Cheryl	President of Algonquin College
Owens, John	Chair <i>Alumnus</i>
Wilson, Rodney	Vice Chair
Vanier, Rod	Secretary
McNair, Duane	Treasurer
Clark, Lynne	Board of Governors Designate
Directors	
Bowen, Rena	Chair, Alumni Advisory Committee <i>Alumna</i>
O'Byrne, Michael	<i>Alumnus</i>
Perrin, Deneen	
Tlvy, Randy	
Turner, Jeff	<i>Alumnus</i>
Evseev, Egor	Students' Association Representative
Brambles, Ashley	
Bulka, Reuven	
Siele, Denise	

ALUMNI AND FRIENDS NETWORKS ADVISORY COMMITTEE 2016-2017

NAME	TITLE
Bowen, Rena	Chair - Nursing Inspector at Ontario Ministry of Health and Long-Term Care
Buckley, Tanya	Vice President, Sales and Marketing, Cardel Homes
Gauthier, Michel	Executive Director, Canadian Tulip Festival
Hosselet, Alex	Marketing and Communications Manager, MediaSmarts
Lee, Richard	President, Lee & Associates
Mitchell, Louise	Retired, Algonquin College Marketing Enrolment
Prescott, Kathy	Software Support Specialist, Renfrew County District School Board
Rusk, Kelly	Digital Director and Partner, Banfield
Tudor-Roberts, Jason	Fitness Program Coordinator, City of Ottawa

AC EXECUTIVE TEAM 2016-2017

NAME	TITLE
Jensen, Cheryl	President
Brulé, Claude	Senior Vice President, Academic
McNair, Duane	Vice President, Finance and Administration
Stanbra, Laura	Vice President, Student Services
Frederick, Cathy	Vice President, Human Resources
Wotherspoon, Doug	Vice President, Innovation & Strategy, International and Strategic Planning
Anderson, Scott	Executive Director, Communications, Marketing and External Relations
McLester, Ron	Executive Director and Special Advisor on Aboriginal Initiatives

AC LEADERSHIP TEAM 2016-2017

NAME	TITLE
President	
Jensen, Cheryl	President
Senior Vice President	
Brulé, Claude	Academic
Vice Presidents	
McNair, Duane	Finance and Administration
Frederick, Cathy	Human Resources
Wotherspoon, Doug	Innovation and Strategy
Stanbra, Laura	Student Services
Executive Directors	
Leduc, Mark	Academic Operations and Planning
Desjardins, Amy	Algonquin College Foundation
Anderson, Scott	Communications, Marketing and External Relations
McLester (Deganadus), Ron	Special Advisor to the President on Indigenous Initiatives
Directors	
Brownlee, Brent	Ancillary Services
Ranieri, Joe	Business Development
Perry, Grant	Finance and Administrative Services (Acting)
Wotherspoon, Doug	Information Technology Services (Acting)
Mulvey, Ernest	Internal Education Centre
McCutcheon, Diane	Labour Relations
McDonell, Alanna	Marketing

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AC LEADERSHIP TEAM 2016-2017 (cont'd)

NAME	TITLE
Directors	
Holguin-Pando, Cristina	Partnerships, Applied Research, Innovation and Entrepreneurship
Schonewille, Todd	Physical Resources
McDougall, Tracy	President's Office
Pearson, Krista	Registrar
Bonang, Colin	Risk Management
Styles, Shelley	Student Support Services
Deans	
Cusson, Margaret	Academic Development
Hahn, Chris	Algonquin Heritage Institute
Davies, Karen	Algonquin College in the Ottawa Valley
Devey, Patrick	Centre for Continuing and Online Learning
Heaton, Robyn	Faculty of Arts, Media and Design
Foulds, Barb	Faculty of Health, Public Safety and Community Studies
Janzen, Chris	Faculty of Technology and Trades
Donaldson, Dave	School of Business
Kyte, Jim	School of Hospitality and Tourism
Ombudsman	
Cole, George	

CHAIR'S COUNCIL 2016-2017

NAME	TITLE
Membership	
Brulé, Claude	Chair
Makila, Nancy	
Pridham, Andrew	Co-Chair
Coxhead, Andrew	Co-Chair
Chairs & Academic Members	
Larock, Peter	Design Studies
Keyhan, Kimya	(A) Academic Access Centre
Fraser, Sherryl	General Arts and Sciences
Coxhead, Andrew	Media Studies
Seymour, Keith	Marketing and Management Studies
Grammatikakis, Mary	Financial, Office Studies, and Legal Studies
Fortura, Peter	Business Administration - Core Service Courses
Brigden, Lorna	Continuing Education
Salisbury, Gerry	Heritage Institute
Degan, Joan	Allied Health
McCormick, Sandra	Wellness Research and Innovation
Fiset, Valerie	Nursing Studies
Trakalo, Jane	Community Studies
Cohen, Laura	Police and Public Safety Institute
Hoelke, Shayne	Buiness, Technology, and Outdoor Training
Conway, Megan	Health and Community Studies (Pembroke)
García, Silvia	Language Institute

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CHAIR'S COUNCIL 2016-2017 (cont'd)

NAME	TITLE
Chairs & Academic Members	
Sovani, Altaf	Hospitality and Tourism
Bakogeorge, Michael	Culinary Arts
Surman, Kerry	(A) Applied Science and Environmental Technology
Thibodeau, David	Mechanical and Transportation Technologies
Pridham, Andrew	Information and Communications Technologies
Barr, Shaun	Construction Trades and Building Systems
Marois, Eric	Architecture, Civil and Building Sciences
Karimi, Farbod	Learning and Teaching Services
Singh Sonu, Harpreet	Curriculum Studies
DeVries, Jessica	Academic Development
Fraser, Wilma	Academic Development
Kraska, Micheline	Academic Development
Heron, Sandra	Academic Operations and Planning
Root, Katherine	Human Resources

Providing a means for College students and staff to offer advice to the College President

The Ministry of Advanced Education and Skills Development requires the Algonquin College Board of Governors to establish an advisory college council, known as the College Academic Council. The College Academic Council provides a means for College students and staff to offer advice to the College President on matters they deem important to their constituents. The College Board of Governors ensures that the structure, composition, terms of reference and procedures for the council are established in by-law. The College Academic Council Report 2016-2017 will constitute part of the public record, and as such, with governance approval, will be made available in full on the College website at:

algonquincollege.com/reports

COLLEGE ACADEMIC COUNCIL MEMBERSHIP 2016-2017

TITLE	NAME	FIRST ELECTED	MAXIMUM TERM OF SERVICE
Chair	Jeffrey Ross	Sept 2016	Sept 2017
Academic Staff			
Cheng, Nancy Algonquin Centre for Construction Excellence	Jeffrey Ross	Sept 2014	Aug 2018
School of Advanced Technology	Sean Beingessner	Sept 2014	Aug 2018
School of Business	Judy Puritt	Sept 2016	Aug 2018
School of Health and Community Studies	Judy Flieler	Sept 2015	Aug 2017
School of Hospitality and Tourism	Mario Ramsay	Sept 2015	Aug 2017
School of Media and Design	Steve Neumann	Sept 2014	Aug 2018
General Arts and Science	Jonathan Parker	Sept 2016	Aug 2018

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COLLEGE ACADEMIC COUNCIL MEMBERSHIP 2016-2017 (cont'd)

TITLE	NAME	FIRST ELECTED	MAXIMUM TERM OF SERVICE
Academic Staff			
Academic Access Centre	Kilmeny West	Sept 2015	Aug 2017
Language Institute	Claire Tortolo	Sept 2015	Aug 2017
Police and Public Institute	Jack Wilson	Sept 2013	Aug 2017
Algonquin College in the Ottawa Valley	Frank Christinck	Sept 2016	Aug 2018
Heritage Institute	Rod Bain	Sept 2013	Aug 2017
Counsellors	Sandra Fraser Pross	Sept 2016	Aug 2018
Librarians	Brenda Mahoney	Sept 2014	Aug 2018
Support Staff	Deborah Buck	Sept 2013	Aug 2017
Students			
President, Students' Association	Egor Evseev	May 2016	Apr 2017
Director, Students' Association	Lev Kozhevnikov	May 2016	Apr 2017
Director, Students' Association	Abby Sun	May 2016	Apr 2017
Centre for Organizational Learning	Rebecca Volk	Sept 2014	Aug 2018
Past Chair	Leslie Wyman	Sept 2015	Aug 2017
Dean - School of Hospitality and Tourism	Jim Kyte	Sept 2014	Aug 2018
Chair - General Arts and Science	Sherryl Fraser	Sept 2014	Aug 2018
Executive Office Members			
Senior Vice President, Academic	Claude Brulé		
Vice President, Student Services	Laura Stanbra		
Registrar	Krista Pearson		

The relationship between the ministry and the institutions

The Differentiation Policy Framework provides a balanced and collaborative approach to better support the government's vision and priorities for post-secondary education, while supporting institutions in demonstrating leadership through their distinct contributions. Reporting by colleges and universities to the ministry continues to be an integral part of the government's relationship with institutions.

The Strategic Mandate Agreements are the mechanism through which colleges and universities articulate their unique mandates, strengths, and aspirations. They outline the relationship between the ministry and the institutions, and how each institution's mission and activities align with Ontario's vision for post-secondary education.

The annual Strategic Mandate Agreement Report Back provides the government with a tool for publicly reporting on the performance of Ontario post-secondary institutions

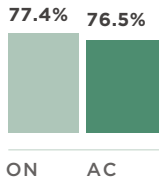
on the principles of access, quality and accountability. The Report Back also provides colleges and universities with the opportunity to tell their unique story within the context of system-wide priorities and indicate how each college and university is contributing to overall system differentiation with their institution-specific indicators.

System-wide metrics reviewed in the annual Report Back include student satisfaction, employer satisfaction, employment in a related job, international student enrolment, proportion of total enrolment receiving funds from the Ontario Student Assistance Program and college financial sustainability. For more information regarding the Algonquin College Strategic Mandate Agreement, please view the full report here:

algonquincollege.com/reports

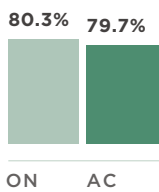
Key Performance Indicator (KPI)

Student Satisfaction



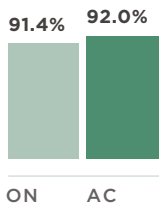
The percentage of overall student satisfaction reflecting the student experience at Algonquin College by summarizing, and giving equal weighting to, student responses in June 2015, November 2015 and February 2016 that measure the: usefulness of the knowledge and skills they acquire in their College programs for their future careers; quality of College program learning experiences; quality of College facilities and resources; and quality of College services.

Graduate Satisfaction



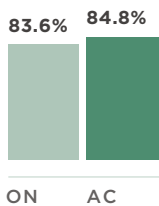
The percentage overall of Algonquin College graduate satisfaction summarizing graduate responses to the question of the usefulness of their College education, six months after 2014-2015 graduation.

Employer Satisfaction



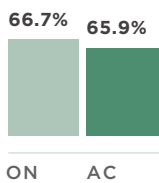
The percentage overall reflecting employer satisfaction with the employee's College preparation for the work the 2014-2015 graduate was hired to undertake.

Graduate Employment



The percentage of Algonquin College graduates who are in the labour force, and who are working during a standard reference week, six months after 2014-2015 graduation.

Graduation Rate



The percentage of students who graduated from Algonquin College programs within twice the normal program duration in comparison to the number who started programs. The extended period for graduation accommodates those students who take absences from their studies, complete their program on a part-time basis or have to repeat courses. The results include responses from students who started one-year programs in 2013-2014, two-year programs in 2011-2012, three-year programs in 2009-2010, and four-year programs in 2008-2009, and who had graduated by 2014-2015.

Ministry of Advanced Education and Skills Development,
formerly



Ministry of Training, Colleges and Universities

Colleges of Applied Arts and Technology
Policy Framework

1.0 Governance and
Accountability

Annual Report

Operating Procedure

Annual Report

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Purpose and Application

Section 4 of the *Ontario Colleges of Applied Arts and Technology Act, 2002* (the OCAAT Act) authorizes the Minister of Training, Colleges and Universities to issue binding policy directives to colleges. Pursuant to that authority, the Minister has issued a Binding Policy Directive on Governance and Accountability. Section 8 of O. Reg. 34/03 made under the OCAAT Act requires each college to prepare an annual report, make it available to the public, and submit the report to the Minister. Part B of the Binding Policy Directive on Governance and Accountability requires the annual report to be prepared in accordance with the Annual Report Operating Procedure. This is that Operating Procedure and forms part of the Binding Policy Directive.

The annual report charts the college's achievement of the operational outcomes established in the business plan for the year and includes the audited financial statements. An annual report may traditionally serve a variety of purposes including those related to accountability, marketing, and promotion. A key purpose of a college annual report is accountability to the public and to the government, with particular reference to how a college is meeting its Multi-Year Accountability commitments (see Appendix B for details). Additionally, the information provided in the colleges' annual reports is used by the Ministry of Training, Colleges and Universities to advise and inform government planning and policy-making.

Further, colleges may improve their efficiency and effectiveness by comparing their results with those of other colleges with similar characteristics. Annual reports that establish consistent data reported in a consistent format will allow for such comparisons.

This operating procedure, which applies to all colleges, sets out the minimum requirements for college annual reports.

Due Dates

June 15: The College's audited financial statement is due to the Colleges Finance Unit June 15 of each year (see the operating procedure on audited financial statements).

July 31: Each college is to submit an annual report including a copy of the audited financial statement and the required appendices.

Supplementary Information:

June 30: The college's business plan is due June 30 of each year (refer to operating procedure on business plans for details.)

Content

The annual report is to include, at a minimum, the following information:

- A detailed report on the extent to which the college achieved the outcomes for the year, as set out in the college's strategic plan and the business plan of the previous year. Colleges will follow the content guidelines in Appendix A.
- If any of those outcomes were not achieved, the college is to identify the reasons and outline the steps that the college plans to take to achieve or redefine the outcomes. It may also be appropriate to reference significant changes that have occurred in the college's environment that required in-year changes.
- A copy of the audited financial statements for the college, its subsidiary corporations, and foundation (as applicable) for the year accompanied by the auditor's report (see the operating procedure on audited financial statements for detailed instructions regarding the preparation of these statements).
- An analysis of the college's financial performance.
- A report-back on the commitments in the college's Multi-Year Accountability Agreement using the template and guidelines provided by the Ministry in each reporting year. As part of this review process, colleges will complete the report-back as an addendum to the annual report, describing the college's results in each of the indicated areas. (See Appendix B for details.)
- **As required in the Framework for Programs of Instruction Binding Policy Directive, a summary of complaints regarding advertising and marketing of college programs, in accordance with the requirements set out in Appendix C.**

Format

Format of the annual report is outlined in Appendix A of this Operating Procedure.

Physical Format:

- 8 ½" x 11"
- Portrait page set-up (no brochures, no fold-outs)
- To be posted on college website in one pdf file (not separate chapters.)

Submission of the Annual Report

Once approved by the board of governors, the college's annual report is to be e-mailed to the Director of the Postsecondary Accountability Branch, Ministry of Training, Colleges and Universities at colleges.branch@ontario.ca by July 31 of each year. This email is to include the location of the annual report on the college's web site.

Complete copies (with audited financial statements and appendices) of the annual report are also to be provided to the Higher Education Quality Council of Ontario.

For further information regarding this operating procedure consult with the ministry contact listed in the Contacts section on the web site.

Publication of the Annual Report

Pursuant to O. Reg. 34/03 each college must ensure that the annual report is available to the public. At a minimum, colleges shall post the report on their college web site **and on request provide individuals** who do not have Internet access with a copy of the report at no cost.

Summary of Responsibilities

Colleges of Applied Arts and Technology

The board of governors is responsible for:

- Ensuring that the annual report fulfills the requirements of the **Minister's Binding Policy Directive on Governance and Accountability, which includes fulfilling the requirements of** this operating procedure
- Approving the annual report, including financial statements, and reports required by Appendices B and C.
- Ensuring that the annual report is submitted to the Minister as directed by this operating procedure by July 31 of each year.
- Ensuring that the annual report is made available to the public.

Ministry of Training, Colleges and Universities

The Ministry is responsible for:

- Reporting information to the government on the colleges' achievements as they relate to government objectives.
- Using annual reports to advise and inform government planning and policy-making.
- Working with colleges, either individually or collectively, to facilitate corrective action where provincial priorities or expected outcomes are not being achieved.

Appendix A: College Annual Reports – Table of Contents and Guidelines*

Message from Board Chair	[general comments, changing developments / environment]
Message from President	[theme of this year's annual report; detailed comments, perhaps to include enrolment trends, KPI highlights, MYAA update, partnerships, community initiatives, international activities, fundraising, financial strengths / challenges, other highlights]
Vision, Mission and / or Commitment Statements	[reference to strategic plan here. Why is the college doing what it is doing]
Report on Previous Years Goals	[discussion of previous performance targets achieved / not achieved; actions to be taken; explicit references to previous business plan and strategic plan]
Analysis of College's Operational Performance	[define other major college achievements; what has changed as a result of the college's activities over the last year:

Analysis of College's Financial Performance

[High level summary of financials: sources of revenues / expenditures; multi-year trends; graphics as appropriate; details will be in appendix B]

Subsidiaries and Foundations

[list each subsidiary or foundation; describe activities; provide consolidated financial statements; indicate availability of subsidiary annual report]

ATTACHMENTS TO ANNUAL REPORT

Attachment 1: Multi-Year Accountability Agreement Report Back

Attachment 2: Audited Financial Statements

Attachment 3: KPI Performance Report

Attachment 4: Summary of Advertising and Marketing Complaints Received

Attachment 5: List of Governors [include when first appointed and when current term expires; indicate internal governors and their affiliation]

(*Note: Material in square brackets is suggestive only; colleges may vary depending on their particular needs and circumstances.)

Appendix B: Multi-Year Accountability Agreement Report Back

2008-09 MYAA Report Back

As outlined in original Multi-Year Accountability Agreement for Colleges 2006-07 to 2008-09 agreement, the MYAAs are to be reviewed annually to ensure that colleges remain focused on our shared goals for postsecondary education in Ontario. As in the case of the 2007-08 allocation, the release of each college's 2008-09 allocation will be conditional on the college confirming, through Appendix B: Multi-Year Agreement Action Plan for colleges, that the Ministry has indicated that the college is on track for meeting its stated commitments, or that the college has been given approval on an improvement plan by the Ministry.

For 2008-09, colleges are asked to complete the 2008-09 MYAA Report Back Template provided to each college. The Report Back provides colleges with an opportunity to outline institutional progress in meeting the commitments outlined in your Multi-Year Action Plan for this reporting year and to confirm your full participation in the Student Access Guarantee (SAG). The ministry will also provide each institution with a copy of its 2008-09 Tuition/Book Shortfall Aid table to assist them in completing this section of the Report Back template. MYAA Report Back template is due to the Ministry July 31, 2009.

MYAA Transition Year 2009-10

MTCU is extending the current MYAA for one year in 2009-10. This action re-affirms the commitments made under the Reaching Higher Plan. 2009-10 will be a transition year as we move from the commitments made under the Reaching Higher Plan into a re-aligned accountability framework that reflects priorities for postsecondary education in 2010 and beyond.

The expectation for the transition year is that institutions will maintain their commitments for access, quality and accountability as outlined in the original agreement. This includes reporting enrolment through the established protocol, providing information to assist HEQCO with its research on access and quality, and compliance with the Tuition Fee Framework and the Student Access Guarantee.

MTCU is not requiring colleges to set additional targets in 2009-10. The 2009-10 Report-Back Template provides space for colleges to identify how institution-specific access and quality improvement strategies for 2006-07 to 2008-09 will be extended, consolidated and/or best practices applied in 2009-10. Colleges are also asked to outline how each institution will continue to monitor the impact of these access and quality improvements over the transition year.

A summary of each institutions consolidated access and quality improvement strategies developed from the previous Report-Back years is appended to the 2009-10 Report Back Template that was forwarded to each college. The expectation is that by strategically aligning

activities and focusing on the evaluation of outcomes your 2009-10 year will provide the basis for your institution to develop a new Multi-Year Action Plan with corresponding targets in 2010.

For further information regarding the MYAA report-back process and reporting guidelines, consult with the ministry contact listed in the Contacts section on the web site.

Report-Back Template and Guidelines

See web link for details.

Appendix C: Summary of Advertising and Marketing Complaints Received

Appendix D to the Minister's Binding Policy Directive on the Framework for Programs of Instruction sets out college program advertising and marketing guidelines. These include preparing an annual complaint summary to be included in the college's Annual Report.

The summary shall be prepared in accordance with this Appendix.

1. For the purposes of compiling the summary, a complaint:
 - a. is any written (signed and dated) or emailed communication from a student regarding the advertising or marketing of a college program in which they are enrolled and addressed to the designated college official; and,
 - b. must be received no later than six months from when the student leaves the program in question.

2. The annual summary which shall cover the same period as the annual report shall summarize the complaints received, reviewed and responded to within that period.

3. If no complaints are received the College shall file a nil report.

4. The summary shall be prepared using the following format:

Nature of Complaint	Date Received	How Resolved/addressed	Date Resolution Communicated to Student	# of working days to Resolve

Total number of complaints:

Average number of working days to resolution:

O:\POSTSECONDARY ACCOUNTABILITY BRANCH\Colleges
Unit\Initiatives\Achieving Operational Excellence\Phase Two\Drafts of Revised MBPD &
OperPros\Annual Report\05a - Draft Annual Report Eng Jan 8 2010 format changes.doc

Media Briefs

Algonquin College in the News



Summary

Algonquin College has been actively picking up attention regarding new and developing initiatives and continues to stay on top as an employer and centre for applied research.

Two investments in the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship were announced. Algonquin has once again been named as a National Capital Region Top Employer. An applied research study made national headlines as a first of its kind to make a breakthrough.

The College's first Arab Day was highly successful.

Here's a roundup of some of the stories that have been covered...

Algonquin College named a Top Employer in the NCR for 4th consecutive year!

For the fourth consecutive year, Algonquin College has been named one of the National Capital Region's Top 25 Employers. The winners were announced on April 13th in a special insert in The Ottawa Citizen which recognizes the 2017 National Capital Region's Top Employers.



Ontario Boosting On-the-Job Learning Opportunities for Students

Ontario is helping young people prepare for successful careers by creating 40,000 new work-related learning opportunities over three years through the expansion of current programs, a new Career Ready Fund, and proving skilled-focused online learning.



Indigenous Youth Visit Algonquin College for Indspire Soaring Conference

Hundreds of Indigenous high school students from across the country visited Algonquin College on March 24th as part of the Indspire 2017 Soaring Conference. In the past term, Algonquin College was home to 1,182 self-identified Indigenous students — a number that is growing at about 12 per cent per year.



Algonquin College Paralegal Students in Durham Cup Semi-Finals

Students participated in mock trials on, March 25th. The team was fortunate to have their trials heard by Deputy Judges of the Small Claims Court. It was a great moment for the team to have a sitting judge comment on how impressed he was with their advocacy skills and their bright future in the profession.



The Times declared bestcampus newspaper

The *Algonquin Times* took top honours at the Ontario Community Newspapers Association awards on April 7th, taking home the General Excellence prize for a college publication.

The *Times* was one of three finalists in the category, beating newspapers from Durham College and Niagara College.

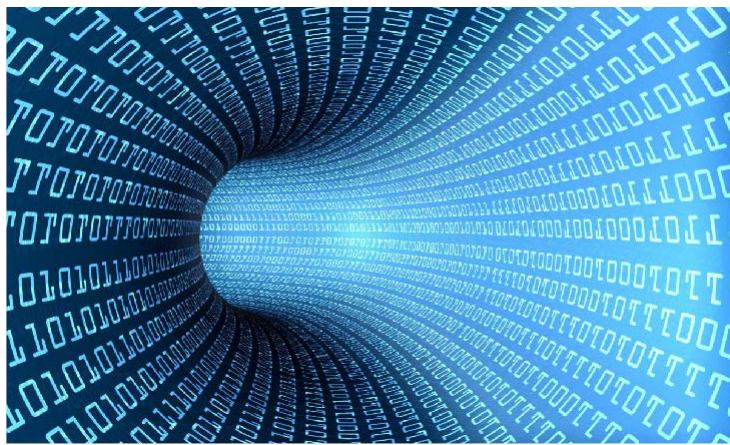


AC receives \$2.3 million to fund new Data Analytics Centre

The new Centre will offer companies in Ottawa support to harness their information, prepare learners for the demands of a changing market, and develop beyond the current understanding of big data.

Funding was provided by the Natural Sciences and Engineering Research Council of Canada following a successful application to their College and Community Innovation program.

The Data Analytics Centre will be located inside the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship once construction on that project concludes next year.



Algonquin College Victimology study featured in The Globe and Mail

Conducted in partnership with the University of Ottawa, and in partnership with the Victim Justice Network, the study aims to shed light on how victims of violent crime tap into their own strengths and resilience.

“What makes our research a big deal is that much of the research around for victims of violence focuses around the harms experienced by victims,” Jennifer Barkley, AC alumna and project manager of the study told *Globe* reporter Wency Leung. “Less is known about their strengths that contribute to their resilience, and that’s why we find this so exciting because we’re giving victims of violence a chance to reflect on their strengths.”



Premier Wynne announces \$2.9M for Algonquin College's 50th

\$2.9 million, as part of the Province's \$50 million investment in Ontario's 24 community colleges, will fund the new Indigenous Commons and “Collaboratory.” The funds are part of the Province's one-time investment marking the 50th anniversary of the college system, aiming “to prepare students with the right skills and knowledge for the technology-driven jobs of tomorrow.”

The College plans to use the funds to support the construction of a new Indigenous Commons and “Collaboratory,” which will complement the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship as announced last fall. An expandable, circular, gathering space, the area will be used for lectures, galas, and celebrations, and will provide an area for community members to interact and experience applications of Indigenous knowledge.

“As we talk more about our new Centre, it’s so important here that we carry out our work in the spirit of the Indigenous people,” said Cheryl Jensen, President of Algonquin College.

“I want to commend Algonquin for the work that you do,” said Premier Wynne, discussing her tour of the College’s Centre for Construction Excellence. “Thank you for showing me the work that is literally cutting edge — technology that is going to transform the way construction is done in the province.”



First Arab Day at Algonquin College hailed as a success

The first Arab Day held at Algonquin College was a success, with hundreds of people visiting the 13 booths set up in the Student Commons by embassies of countries belonging to the Arab League.

Egypt, Tunisia, Morocco, Qatar, Sudan, Saudi Arabia and Libya were among the countries offering samples of their local food, displaying their crafts and other handiwork, and distributing literature about their countries. In a colourful traditional tent at the Saudi Arabian booth, there was even henna body art being applied.



The fair showcased Arab countries to students and promoted the pursuit of education in an Arab country. It was organized jointly by the Arab League and the AC International Education Centre.

"The aim of having Arab Day here was to strengthen our relationships with the different embassies from this region, especially because we do have students from these countries and we think it was a great to have some presence on campus," said Anna Choudhury, AC Manager of International Student Integration.

Choudhury said that Arab Day was an opportunity to build on partnerships that already exist, especially with Kuwait where Algonquin has a campus, and Saudi Arabia which funds scholarship for its citizens that study here.

Mohammed Al-Saleh said he was very happy to be helping at the booth, promoting his homeland of Jordan to Canadians and others from different backgrounds.

"As a Jordanian-Canadian, I love that we have this country as a multicultural centre and we live in a way that binds us together," he said. "We all have different backgrounds, but we are all here."

Acting College Events Manager, Lisa Barker said the event wouldn't have been possible without the great teamwork and relationships between the Algonquin College International Education Centre and the Algonquin College Students Association.

"The Student Commons building was alive and buzzing with food, music, a variety of culture, and happy students," said Barker. "It was a great event and I want to thank everyone who came by to experience it."

Event Management Students Raise \$59K and Celebrate Program's 25th Anniversary

AC Event Management's fall intake created, planned and executed 13 events this past March. The funds were added to the milestone of raising

"One million dollars....granting one hundred wishes" for the Children's Wish Foundation of Canada, National Capital Chapter. Their 25th anniversary celebration gala was held Saturday, May 13th in the atrium of Minto Hall.



Photos from the Commemorative Plaque Unveiling

On Monday, April 17th the Students' Association and Algonquin College unveiled commemorative plaques at the Perth, Pembroke and Ottawa campuses. The plaques are to commemorate the leadership and vision that the Students' Association Board of Directors have had over the years to help with the new buildings and SA facilities.



**Report from the Chair
Board of Governors Meeting
June 12, 2017**

Welcome to all Governors Elect

I am pleased to welcome our new Governors-elect:

External

Steve Barkhouse

Founder and President at Amsted Design-Build and Co-Founder and President of Restore-All Corporation, Steve is an Algonquin College 2008 Alumnus of the year, past co-chair of Algonquin Centre for Construction Excellence steering committee, and campaign cabinet member. Steve is the recipient of many industry awards and his latest 2014 Guild Quality “Guildmaster” North American Award.

Dr. Gail Beck

A champion in the health needs of women and children; she is currently the Clinical Director of Youth Psychiatry at the Royal Ottawa Mental Health Centre. Gail is a representative for Eastern Ontario as board chair of the Ontario Medical Association Board. In 2011, she was awarded the Order of Ontario, the Province of Ontario’s highest honour in recognition of her contributions.

Audrey-Claire Lawrence

Serving as a Lay Chaplain at the Carlington Community Housing, Audrey-Claire is a seasoned leader and mentor with over 20 years of management experience in human resources, education, and organizational development in public, not-for-profit, and private sectors. She has extensive policy expertise in working with First Nation Inuit and Métis, and served as the Executive Director for the Aboriginal Nurses Association of Canada.

Cyril McKelvie

Cyril is a seasoned Senior Executive with over 25 years of successful progressive experience in technology based sectors including, chemical, aerospace, automotive, industrial, telecommunications, optical, and electronics manufacturing services. As CEO at Jabil/AOC Technologies Optical Business, he is a recognized leader of people with the ability to integrate business and operational functions. He has been a member of the Board of Directors for Invest Ottawa since 2012.

Internal Governors

Krishna Stanton - Administrative Staff Representative

Krishna is Senior Manager, Enrolment and Financial Support Services. She is a proud Algonquin College alumna from the Bachelor of Applied Business (e-Supply Chain Management) program. She has 15 successful years of experience in the restaurant and hospitality industry, with seven years experience as a General Manager for Prime Restaurants.

Valerie Sayah-Hoareau – Support Staff Representative

As Program Developer for the Centre for Organizational Learning, Human Resources, Valerie is eager to leverage her 30 years of growth and service experience by giving back to the Algonquin College community. She is an alumna of Algonquin College from the Bachelor of Commerce and Business Administration Advanced programs, and a former Governor from 2008-2011.

Naina Kansal – Student Representative

Naina is an international student of Algonquin College in the Business Management and Entrepreneurship program. Her goal is to connect the College community by bridging cultural differences through respect and professionalism.

Colleges & Institutes Canada (CICan) Conference

The CICan conference was held in Ottawa from April 30 to May 02, 2017. Governors Cheng, Fraser, Nadeau, Brockbank, Leroux, and President Jensen attended the conference. Several members of the Algonquin College Leadership Team were presenters at the conference, and as the co-host of this year's conference, Algonquin College was well represented by various levels of its management team and staff.

Two Algonquin College employees were recognized with Colleges and Institutes Canada (CICan) awards:

- Kevin Holmes, Manager of the College's Health and Wellness Research Centre, has been named the 2017 recipient of the Silver Leadership Excellence award for managerial staff.
- Patti Church, the facilitator for the College's summer intensive entrepreneurship program (SUMMIT), has received the Bronze Leadership Excellence award for non-managerial staff.

Reminders:

- **President's Board Dinner**

The President will host the end-of-year Board Dinner on Thursday, June 15 at The Marshes, 320 Terry Fox Drive, Kanata, for College Board Governors and their guests and the Foundation Board Directors and their guests. We look forward to celebrating the contributions of our Board members at this event..

- **Spring Convocation Ceremonies**

Convocation dates are as follows:

Pembroke – June 16

Perth – June 9

Ottawa – June 19, 20, 21 I thank all Governors in advance for their active participation in these important student and family celebrations.

- **September Board Retreat - September 17-18, 2017**

Governors are reminded of the September Board Retreat, which will be held in Pembroke, Ontario.. The Retreat will begin at midday on Sunday, September 17 and will end at approximately 4:00 pm on Monday, September 18. The Board Office will book overnight accommodation for Governors at the Best Western Pembroke Inn & Conference Centre.

- **Colleges Ontario 2017 Higher Education Summit**

The 2017 Higher Education Summit will be in Toronto at the Sheraton Centre Hotel from November 26 to 27. The College Centre for Board Excellence will be hosting their Governor Orientation Session prior to the conference on November 25. Governors will be provided with additional information as it becomes available, as well as the professional development application form.

Over the Summer

The Board Executive Committee will be holding a Retreat on July 11 to develop the agenda for the September Board Retreat. The Governance Committee will finalize the Orientation Sessions for new

Governors, scheduled for August 24 and September 17, and the Board Office will be busy with logistics for the Board and Committee meetings and activities that occur throughout the year.

2017-2018 Board Meeting Schedule

The schedule of Board meetings from September 2017 to June 2018 will be posted on the Board’s SharePoint site. The 2017-2018 Board meetings, retreats and special events are as follows:

Meeting Schedule				
	Meeting #	Date	Location	Time
1.	504	Monday, October 16, 2017	T102 A&B	4:00 – 6:00 pm
2.	505	Monday, December 11, 2017	Salon D	4:00 – 6:00 pm
3.	506	Monday, February 26, 2018	T102 A&B	4:00 – 6:00 pm
4.	507	Monday, April 16, 2018	T102 A&B	4:00 – 6:00 pm
5.	508	Monday, June 11, 2018 & AGM	T102 A&B	4:00 – 6:00 pm

Event Schedule	
Event	Date
Board of Governors Christmas Dinner	Mon. Dec. 04, 2017
Board of Governors’ Spring Retreat	Sat. Mar. 24, 2018 (Tentative)
President’s End-of-Year Dinner	Thu. Jun. 14, 2018

RECOGNITION OF RETIRING GOVERNORS

I would like to take the opportunity to thank all of our retiring Governors for their dedicated service to the College and Board of Governors:

Mark Sutcliffe (2011-2017) was elected to the Board of Governor in 2011, completing a six-year term of office. Mark served as Vice Chair of the Board of Governors from 2015-2016, and has been an active member of the Academic & Student Affairs and Audit and Risk Management Committees.

Lynne Clark (2011-2017) has served on the Board since 2011 and has been an active member of the Governance Committee since 2014. She has also served as the Board representative to the Algonquin College Foundation Board of Directors since 2015.

Michael Tremblay (2015-2017) served on the Board since 2015 and was an active member and Chair of the Governance Committee from 2016 to March 2017.

Sara Loyst (2016-2017) was elected to the Board as the student representative in September 2016. Sara ensured that the student’s voice was heard at the Board table and we thank Sara for her service to our Board and to the College community.

Sherryl Fraser (2014-2017) was elected as the Academic representative on the Board as of September 2014 and served on the Academic & Student Affairs Committee. We thank Sherryl for her dedicated service to the College and for the issues of interest to Faculty that she brought to the Board’s attention.

Pam Auchterlonie (2014-2017) was elected by her peers to the Board by the Support Services Staff in 2014. Pam has been an active member of the Governance Committee since 2014.

A BIG Thank you to all!

**Report from the President
Board of Governors Meeting
June 12, 2017**

Employee Engagement Survey and People Plan

The results of the Employee Engagement survey, conducted in February 2017, are now available to all College employees. A town hall to share the results was held on May 18.

The participation rate for completing the survey increased to 57%. The overall employee engagement score decreased by four points to 56% since the last survey in 2015. The Leadership Team is working with staff to study the results at a departmental level. A full discussion of the results and the plans to address engagement will be brought to a Fall 2017 Board meeting, along with the final People Plan strategy.

Premier Wynne announces \$2.9 million for Algonquin College's 50th

On April 18, 2017, Premier Kathleen Wynne announced that Algonquin College will receive \$2.9 million as part of the province's \$50 million investment in Ontario's 24 community colleges. These funds will be used to support the construction of a new Indigenous Commons and "Collaboratory", which will complement Algonquin's new Innovation Centre. These funds are part of the Province's one-time investment marking the 50th Anniversary of the College system, aiming "to prepare students with the right skills and knowledge for the technology-driven jobs of tomorrow."

Consultations - Vision for Higher Education

The Committee of Presidents endorsed a proposal to have Colleges Ontario consult with senior executives from the colleges, students, and industry partners on the development of a new vision for the college education strategic plan during the summer. The consultations will be considered through:

- Student achievements/student success;
- The colleges' economic contribution to the province, communities, and employers; and
- Fiscal sustainability of the college system.

The consultations will address issues such as the advocacy for the expansion of degree programs, and what steps should be considered to improve college apprenticeship training province-wide. Consultation feedback will be discussed at the Committee of Presidents' September Strategic Retreat and the new strategic plan vision will be presented in December for consideration.

Provincial Meetings - Application Fees and Deposits

The Ministry of Advanced Education and Skills Development is examining the application fees and deposits paid by students, to determine if these fees are a barrier to enrolment. Colleges Ontario and the Ontario College Application Service are concerned about the data quality used

**Report from the President
Board of Governors Meeting
June 12, 2017**

by the Ministry. Presidents voted to have Ontario College Application Service provide data that are more comprehensive to the Ministry.

Ministry Consultations on Apprenticeship Modernization

Ministry Consultations on Apprenticeship Modernization meetings are scheduled for June 15 and July 25 in Toronto with the colleges' leads of apprenticeship. Meetings involve mapping exercises of "a typical apprentice's journey through the system". Participants at the July 25 meeting will determine the priorities and develop a proposed action plan to improve the apprenticeship system.

Local food procurement at colleges

Presidents received an update from Mohawk College officials on a framework to encourage all colleges to source their food from local farmers. Mohawk has been working with the Greenbelt Fund and the Ministry of Agriculture, Food and Rural Affairs on the framework. The objectives of the framework are to encourage students to eat healthy food, reduce greenhouse gas emissions by reducing transportation costs, and support local food suppliers in within each college community.

Research on this initiative will be completed and Mohawk College will publicly launch pilot projects next month with Algonquin, Boréal, Fleming, and Humber Colleges. The results from the research and the pilot projects will be available to all colleges at the Royal Agricultural Winter Fair summit in Toronto on November 9. It is expected about 200 people from across Ontario will take part in the summit.

Responding to the Truth and Reconciliation Commission

There is work being done by the Indigenous Peoples Education Circle and others in the college sector to respond to the Truth and Reconciliation Commission. A draft report has been produced and report feedback is being reviewed. A survey will be sent to colleges in mid-June and survey results with the report will be provided to the Ontario government in October.

Experiential learning

The presidents received an update on the Ontario government's initiatives to provide experiential learning opportunities to more students. A policy has been drafted that provides colleges with sufficient flexibility to meet the province's objectives. Ministry staff will be developing metrics and timelines for the policy. The Ministry will be consulting with the college sector on funding support for the policy. Funds are scheduled to flow this fiscal year and colleges may want to start developing specific proposals for funding.

Board of Governors Chair, Kathryn Leroux – Retiring (2011-2017)

**Report from the President
Board of Governors Meeting
June 12, 2017**

August 31 marks the end of the Algonquin College Board of Governors Chair role for Kathryn Leroux. Kathryn joined the Board of Governors in 2011 and became Chair of Governance Committee in 2013. In 2014, she held the Chair position of the Academic and Student Affairs Committee and since 2015, she has been the Chair of the Board of Governors.

Kathryn has left a legacy at the College. Notably, Kathryn introduced a new model for Board retreats, placing a significant emphasis on Board education and generative discussions. She also co-chaired, along with the President, the Steering Committee of the Strategic Plan development process, leading to a bold and ambitious plan that will serve the College well over the next five years. Kathryn attended and spoke at many College events, demonstrating to the College and external committee the Board's dedication to the stewardship of Algonquin.

I know that the entire College community and all members of the Board of Governors join the President in thanking Kathryn for her dedication to the College. The relationships Kathryn has fostered with College supporters and partners will ensure the future prosperity of Algonquin.

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

Strategic Directions

Reporting Timeframe: March 13 to May 07, 2017

LEARNER DRIVEN

Goal 1: Establish Algonquin as the leader in personalized learning across all Ontario colleges.

Summary Report from:
Innovation and Strategy

Communications, Marketing, and
External Relations

Student Services

Activity:

- An inaugural Lean Launchpad program in collaboration with Applied Research and the Ignite AC Centre helped 11 graduated participants decide if there was “a business in their idea” and pitch their concepts to ten industry mentors.
- Corporate Training launched a mid-tier Transformational Leadership Certificate program that was delivered over a six month period. This highly experiential program is aligned to the learners workplace through the learner’s manager playing the role of a learning coach.
- The Ontario Council on Articulation and Transfer approved funding for the design of innovative curriculum for Aboriginal students wishing to take the English for Academic Purposes upgrading program.
- The Registrar’s Office underwent an organizational alignment to support the new Strategic Plan 2017-2022 with a focus on Learner Driven, Personalized Service; Enrolment/Sustainability; and Employee Engagement.
- The Spring Open House was held on March 19, 2017. This is an event is to encourage prospects to apply before the May 1 confirmation date. There were 1,963 registrations compared to 1,897 in 2016; this represents a 3.5% increase in registrations.
- The Connections event was held from May 3 to 5, 2017. The event showcased College programs, services, and student College life to Grades 8, 10 and 11 students. Approximately 350 students from both Ottawa school boards attended and 30 College program staff participated in the Grade 8 Connections event. Six school boards, 57 schools, 1,050 students, and 33 College programs participated in the Grade 10 and 11 Connections event. This event continues to be popular, reaching maximum registration capacity two years in a row.

- The Financial Aid and Student Awards website has been redesign to make it accessible from the Algonquin College homepage. The updated Fees website will provide students with a clear breakdown of tuition fees and expenses. Both websites are student/user friendly with simplified access and greater transparency to financial aid and fees information.
- On April 7, 2017, the Indigenous Initiatives staff hosted the ‘Day of Dialogue III’ for the purpose of presenting the latest data pertaining to Indigenous student performance. This data, produced in partnership with the Office of Business Intelligence, focused on generating discussion and action plans to increase Indigenous student success and retention. Participants included key stakeholders from: Indigenous communities and organizations, internal partners, and the Ministry of Advanced Education and Skills Development – Indigenous Education Office.
- Every year, the AC Hub honours and shows appreciation to its student by recognizing the time and effort they volunteer to Algonquin College as well as to the local and global communities. The sixth annual Student Volunteer Gala took place on March 23, 2017. Special guests included His Worship Jim Watson, Mayor of the City of Ottawa, who attended during the cocktail hour, and Deputy Mayor of the City of Ottawa, Mark Taylor, who provided the evening’s keynote address.
- On April 4, 2017, the AC Hub, in partnership with the Students’ Association, hosted the 22nd Annual Celebration of Cultures. Over 300 students and staff enjoyed this celebratory event which provided free international foods, entertainment demonstrations, and cultural information sessions. This special event showcased the diverse countries and cultures that enrich the Algonquin College community. Attendance increased by approximately 20% over last year.
- On May 3, 2017, the Centre for Accessible Learning hosted the 24th Annual Make the CUT event which is a transition event for grade 12 students with Attention Deficit Disorder/Attention Deficit Hyperactivity Disorder and/or Learning Disabilities planning to attend post-secondary studies. This event is a collaborative effort between Algonquin College and Carleton University. This year’s event hosted 201 grade 12 students from across the region and 54 high school educators, which is an increase from last year’s event of 182 students and 42 educators.
- The Pembroke Campus conducted a successful interprofessional learning day on April 7, 2017 that incorporated five programs and multiple off-campus partners.

<p>Academic</p>	<ul style="list-style-type: none"> • The Massage Therapy program’s Year three faculty created supplemental pathophysiology open tutoring that resulted in 100% of students passing the course. Previously, there were a number of failures requiring supplemental privileges. • All three Academic Upgrading sites exceeded the Literacy and Basic Skills contract 2016-17 Service Quality Standard of 6.0: Ottawa– 7.12; Smiths Falls – 6.79 and ACElinks (a partnership with the John Howard Society) – 6.77. The standard is comprised of five measures: customer satisfaction, service coordination, suitability/ learner profile, learner progress, and learners served. • Of the 51 graduates from the Academic Upgrading Preparation for Health Sciences programs, 43 will enter Practical Nursing in the next academic year, while others will enter different programs including Medical Radiation Technology, Paramedic, Respiratory Therapy, and Social Service Worker. • During the reporting period, the Academic Access Advisors conducted 213 one-on-one meetings with prospective students. The advisors were also on hand in the College’s Test Centre to meet with 148 prospective students completing admissions testing. A further 22 testers were contacted by telephone. The combined activity represents a 39% increase in client service over the same reporting period last year. • Construction Trades & Building Systems faculty and staff successfully delivered the first cohort of Cabinetmaking students in partnership with the Wood Manufacturing Council of Canada. This eight-week certificate program begins with four weeks of essential skill training followed by four weeks of practical training. • Maria Parra, Coordinator, Bachelor of Building Science program, organized an Air Barrier Installation Rodeo with various industry partners including Owens Corning from Toronto and Building Envelope Council Ottawa Region. Students from the program participated in the event held on March 31, 2017.
<p>INNOVATION AND QUALITY</p> <p>Goal 2: Lead the college system in co-op and experiential learning.</p> <p>Goal 3: Attain national standing in quality, impact and innovation within each school and service.</p>	
<p>Summary Report from: Innovation and Strategy</p>	<p>Activity:</p> <ul style="list-style-type: none"> • Two A-3 Plans, Do, Study, Adjust problem solving training/coaching sessions were completed to support the 2017-2018 Business plans. A total of 27 employees completed these sessions which included Managers, Chairs, Deans, Directors, Vice-Presidents, and the President, involved either as the sponsor or as the owner of the improvement initiative.

<p>Communications, Marketing, and External Relations</p>	<ul style="list-style-type: none"> • A Lean process review allowed the English for Academic Purposes program to reduce the time a student requires to complete their placement test by 15%. • Three current state value stream mapping exercises including advanced security clearance for students, service requests in Physical Resources, and agent payments for International students engaged 24 employees across the College. • Two hundred and forty-one students secured co-op work-terms for Winter 2017 representing a 19% increase over last year. • Applied Research Day on April 12, 2017 engaged 346 student participants representing 95 projects on display. • The Office of Applied Research staff secured a major grant of \$2.3M through the Natural Sciences and Engineering Research Council, which will fund the Data Analytics Research Centre for five years. This is a one of its kind initiative in the Canadian College system, and Algonquin’s fifth NSERC funded Research Centre.
<p>Student Services</p>	<ul style="list-style-type: none"> • A new study conducted by Algonquin College, in partnership with the University of Ottawa and the Victim Network, was featured in the <i>Globe and Mail</i>, <i>Ottawa Citizen</i>, <i>Ottawa Sun</i>, <i>CBC Radio One</i>, <i>The Current</i>, and <i>Academica</i>. The study aims to shed light on how victims of violent crime tap into their own strengths and resilience. • On March 17, 2017, the Faculty of Health Public Safety and Community Studies In partnership with Business Development and Indigenous Initiatives, hosted delegates from Nunavut Artic College for the purposes of co-signing a Letter of Intent for future collaboration and resource sharing. • In partnership with the Faculty of Health Public Safety and Community Studies and Business Development, Indigenous Initiatives hosted delegates from Nunavut Artic College on March 17, 2017 for the purposes of co-signing a Letter of Intent for future collaboration and resource sharing. • The efforts of a pilot project for students with autism at Algonquin College continues to be recognized publicly. The release of the <u>2017 Ontario Budget: A stronger, healthier Ontario</u> made reference to Algonquin College in Chapter III: Creating Opportunities and Security. The Ontario government stated that the strategy for people with disabilities will also help colleges and universities increase capacity to support students with disabilities. In the first three years, over 87% of the students involved completed their first year of study.

<p>Finance and Administration</p>	<ul style="list-style-type: none"> • A student in the Office Administration – Executive successfully completed her student placement in the office of the Vice President, Finance and Administration. The Vice President’s office was contacted by a prospective employer, which led to this student obtaining a full-time job upon graduating.
<p>Academic</p>	<ul style="list-style-type: none"> • Students who participated in the Rainforest & Tropical Science General Education elective delivered their course presentations on April 5, 2017. This course is an applied general education course that introduces students to ecotourism and ecology principles using the rainforests of Costa Rica as the classroom. • Year two Outdoor Adventure students presented their final expedition projects to the College community and family members on April 28, 2017. • The Travel Services program held their annual Meet and Greet on March 27, 2017. Industry members and students were able to network in a casual environment at our Restaurant International. • The Business – Management and Entrepreneurship program’s summative Business Plan Competition brought together the winners from each of the four course sections to pitch their ideas to a panel of industry judges. Overall, the event showcased the best of the graduating class’ business plans. Special thanks were extended to industry judges and participants. • Every year, Starwood hotels Canada selects nine students <i>across Canada</i> for their Management Trainee Program. This year there were three Bachelor of Hospitality and Tourism Management students selected: Ben Spero – Food & Beverage Management Trainee – The Westin, Ottawa; Jamielee Pietrantonio – Rooms Division Management Trainee, The Westin, Ottawa; and Corey Dukelaplane - Food & Beverage Management Trainee – The Sheraton Gateway, Toronto. • Siemens Canada chose Algonquin College as its sixth postsecondary partner for its Dual Education Program (other partners are University of Waterloo, University of Alberta, McMaster University, Northern Alberta Institute of Technology, and Mohawk College). Students selected to join the Dual Education program are hired as Siemens Canada employees and are paid a full-time salary for the remainder of their education. In addition, Siemens Canada pays the student’s tuition for the remainder of their program. Students participate in two separate four-month Co-operative education opportunities at Siemens facilities. Upon successful completion of the Dual Education Program, students are offered full-time positions within Siemens Canada. Siemens interviewed ten Algonquin students as potential participants and selected five.

	<ul style="list-style-type: none"> • On May 1 and 2, 2017, 27 competitors from Algonquin competed in 15 different categories at the Ontario Skills Competition held at the Toronto Congress Centre. Results are as follows: <ul style="list-style-type: none"> ▪ IT Network Systems Administration 2017 - Postsecondary: Charles- Antoine Brasseur (Gold with distinction), Coach: David Bray ▪ Restaurant Service 2017 – Postsecondary: Charles Bond (Gold), Coach: Enrico De Francesco ▪ Auto Collision Repair 2017 - Postsecondary: Nicholas Denny (Silver), Coach: Jeff Newson ▪ Cabinetmaking 2017 - Postsecondary: Oliver Mercure (Silver), Coach: John McKinlay-Key ▪ Horticulture and Landscape Team 2017 - Post secondary: Cynthia Jesse & Quinn Stokes (Silver), Coach: Steve Neumann ▪ Auto Painting S/PS S/PS Car Painting: Kyle Mordy (Bronze), Coach: Chris Denny ▪ Hairstyling 2017 - Postsecondary: Elysemarie Smith (Bonze), Coach: Tara Ettinger and Deanna Douglass ▪ Landscape Design 2017 - Postsecondary: Nicole Champagne (Bronze), Coach: Steve Neumann ▪ Restaurant Service 2017 – Postsecondary: Christina Khenmanisoth (Bronze), Coach: Enrico De Francesco ▪ Truck and Coach Mechanic 2017 – Postsecondary: Daniel Sims (Bronze), Coach: Peter Coady
<p>CONNECTED Goal 4: Become an integral partner to our alumni and employers.</p>	
<p>Summary Report from: Innovation and Strategy</p> <p>Communications, Marketing, and External Relations Academic</p>	<p>Activity:</p> <ul style="list-style-type: none"> • The first AC Co-Op employer satisfaction survey was launched. Eighty four participants reported a 94% satisfaction rate with both the work of the students and the service delivered by the Co-op Department. • The launch of Startup Ottawa Valley was held at the Pembroke Campus on March 23, 2017. The Pembroke Campus is the lead sponsor for this initiative, an entrepreneurial support network operated under the larger Startup Canada organization. This aligns with the College’s strategic plan to embrace entrepreneurship and create more opportunities for faculty and students to engage in entrepreneurial activities. • On April 12, 2017, the Perth Community Employment Services hosted the ‘Great Community Job Fair’. Sixteen employers participated with 120 job seekers in attendance. Employers ranged from local hospitality and trades groups to the Ministry of Community Safety and Correctional Services; all were

	<p>actively recruiting for summer and full-time positions. Feedback from employers was overwhelmingly positive with a request to make this an annual event.</p> <ul style="list-style-type: none"> • Library and Information Technician second year students presented their final marketing plan project to the Algonquin College Library with recommendations for how to increase visibility and usage of the College’s e-book collections. • The Developmental Services Worker program staff held the annual Career Fair on March 22, 2017 with 47 agencies attending. • The annual Applied Museum Studies showcase was held on April 27, 2017 and drew 140 participants. • Nursing Studies faculty and staff delivered two “train the trainer” sessions for Long Term Care partners in conjunction with the Bruyere Centre for Learning Research and Innovation in Long Term Care leadership for Registered Nurses and Registered Practical Nurses in Ottawa, and for communication at the end-of-life in Thunder Bay. • Seven Industry guests provided their expertise and experiences in a workshop provided for the students of the Sport Business Management program. • On March 29, 2017, the School of Hospitality and Tourism held their annual Award Gala. Award Winners were able to meet and thank their Donors personally for all their support. Baking and Pastry Arts students collaborated with local business Mr. Churritos to create winning recipes that will be offered at their new location at the Byward Market.
<p>SUSTAINABLE Goal 5: Enhance Algonquin’s global impact and community social responsibility.</p>	
<p>Summary Report from: Innovation and Strategy</p>	<p>Activity:</p> <ul style="list-style-type: none"> • The Office of Applied Research, through the Health and Wellness Research Centre, established a formal partnership with AGE-WELL NCE (Aging Gracefully across Environments using Technology to Support Wellness, Engagement and Long Life NCE Inc.). AGE-WELL is Canada’s technology and aging network. • Algonquin College secured two agreements with Fanshawe and George Brown College to customize Algonquin College’s Course Outline Mapping and Management System. • Algonquin College, in partnership with Durham College, Olds and Bow Valley Colleges, was awarded two Global Affairs Canada and Colleges and Institutes Canada administered funded projects within the Kenyan Education for Employment Program with a combined value of approximately \$1.4 million.

<p>Communications, Marketing, and External Relations</p>	<ul style="list-style-type: none"> • The Language Institute realized a record high revenue of \$25,800.00 in customized language training contracts representing an overall increase of 45% over this period in 2016. • The Language Institute International English Language Testing System reported a record number of test takers in April representing a 20 % increase over this period last year. • External web session traffic to the College’s Program Pages has increased by 7% for the April 1, 2016 to May 7, 2017 timeframe year over year. Referral traffic is up 19%, Social traffic is up 107% and Paid traffic is up 208% from last year. This indicates that focused effort in these areas are producing more web traffic. • Web leads have increased by 10% from 3,009 to 3,308, year over year, for the months of the reporting period, and other new leads collected through Marketing’s campaigns and efforts have increased 18% from 226 to 267. • Year over year, for the months of the reporting timeframe, Marketing staff has reduced the overall cost per lead on Pay Per Click ads by 66% (\$51.13/lead) and increased the quantity of leads by 211% (315 additional leads). This success was realized through continued adjustments to keywords and search ad descriptions, additional display ads, and retargeting lists.
<p>Student Services</p>	<ul style="list-style-type: none"> • On March 24, 2017, Algonquin College hosted nearly 200 Indigenous learners at the Ottawa Campus for various workshops in order to promote Algonquin College as a destination of choice for post-secondary education. • In response to a community crisis surrounding opioid use and overdose risks related to fentanyl, College staff engaged in an awareness campaign led by Student Support Services and Risk Management. In addition, a strategy was adopted for the distribution and availability of naloxone kits across the three campuses. Open training and awareness sessions are ongoing for members of the College community.
<p>Finance and Administration</p>	<ul style="list-style-type: none"> • Finance and Administration has submitted a first Measurement and Verification report to Hydro Ottawa as evidence of the operation of the first cogeneration system. This is required in order for the first installment of the \$2.0 million incentive awarded and paid to the College. • The Larry Scales Memorial Bursary endowment was announced at a Pembroke 50th Anniversary celebration event on April 12, 2017. It will support students in the Forestry Technician and Urban Forestry – Arboriculture programs. • The Perth Campus partnered with Habitat for Humanity to promote the partnership and the campus programs at the “Festival of the Maples” with over 20,000 people in attendance. The Early Childhood

<p>Academic</p>	<p>Education students ran a children’s play area for the day, and Masonry students organized a brick laying activity for children.</p> <ul style="list-style-type: none"> • The Child and Youth Care first year students raised \$14,466 this year through the Community Service Learning projects. The funds were divided between Bethany Hope Centre (\$5,701), YouTurn Youth Services (\$4,035), and School Box (\$4,730). Over the last eight years, the faculty and students have raised \$105,000 to support community partnerships. • The Social Service Worker second year students raised over \$11,000 this year through their Community Development course. A donation of \$4,500 was donated to a variety of community organizations while \$7,000 was donated to the Syd Ford Bursary Fund to support students experiencing economic challenges of an emergency nature. • Forty Dental Hygiene students volunteered their services for the third Annual Sparkle Dental Charity Ball. Proceeds from the event help to build satellite dental hubs that provide no cost dental services for vulnerable families and for those in need. • The Police and Public Safety Institute faculty and staff hosted a daylong “Humanizing Justice” Learning Conference attended by 480 Algonquin College students. The event focused on various perspectives of Justice including those of victims, law enforcement, and survivors of violence. Topics included human trafficking. • The Experienced Work Centre exceeded the Second Career maximum funding target of \$1,450,000 for 2016-2017 by \$182,275 for a total of \$1,632,275. The Centre also renewed the Second Career contract for 2017-2018 with a maximum funding level of \$1,305,000 and renewed the Workplace Safety and Insurance contract for an additional three-year term commitment. • Bachelor of Hospitality and Tourism Management (BHTM) students raised almost \$20,000 towards six local charities through their spring events, which were planned and executed on a zero budget. • On March 30, 2017, thirteen Child Care cooks from ten child care centres completed the first ever six week Food Skills Training for Child Care Cooks delivered by Culinary Studies faculty and staff.
<p>PEOPLE Goal 6: Be recognized by our employees and the community as an exceptional place to work.</p>	

<p>Summary Report from: Innovation and Strategy</p> <p>Human Resources</p>	<p>Activity:</p> <ul style="list-style-type: none"> • Kevin Holmes, Manager of the College's Health and Wellness Research Centre and Patti Church, facilitator for the College's summer intensive entrepreneurship program each received leadership excellence awards at the CICan 2017 annual conference in Ottawa. • Twenty-seven management and administrative employees attended a Workplace Mental Health session as part of the Management Academy. Human Resources staff also facilitated a Mindfulness workshop for 30 employees with management responsibilities. • The New Employee Orientation program welcomed seven full-time support staff, and three full-time administrators to the Algonquin College team. The support and administrative staff were each paired with a mentor from the College for a three-month period. • There were twenty-three Professional Development workshops available to all employees, supporting 251 registrants. These workshops are offered in collaboration with Learning and Teaching Services, Curriculum Services, Sun Life, Human Resources/Employee Assistance Program, Counselling Services, and many others. • The Center for Organizational Learning staff provided registration and logistical support to department for the Leadership Development for Women, CAAT Pension and Finance initiatives in four workshops, supporting 179 registrants. • The Part-time Faculty Orientation Program had 81 registrants attending one online module and four face-to-face sessions. Thirty-seven part-time faculty attended three Teaching Adult Lifelong Learners (TALL) courses. The Management Academy offered three sessions for 65 registrants. Thirty participants enrolled in the Algonquin Leadership in Education Institute I and II.
<p>Student & Employee Successes: Innovation and Strategy</p> <p>Communications, Marketing, and External Relations</p>	<p>Activity:</p> <ul style="list-style-type: none"> • Jaykumar Ahir, a third year Manufacturing Engineering Technician international student, received the Dedication and Involvement Award from AC Hub at Volunteer Gala Dinner on March 23, 2017. • Amanda Veras, student of English for Academic Purposes, took first place in the Cordon Bleu competition celebrating Canada's 150th birthday in the Taste the Art Ottawa Competition on March 27, 2017. • On March 20, 2017, The Royal Ottawa Hospital's Regional Opioid Intervention Service provided a two-hour workshop for over 35 staff from various departments at the Ottawa Campus. The workshop

<p>Student Services</p>	<p>addressed the current opioid crisis, information about the local and regional picture, fentanyl, overdose prevention and an explanation about the services offered at The Royal Ottawa.</p> <ul style="list-style-type: none"> • Counselling Services partnered with the Students’ Association Pride Centre to host ‘Day of Pink’ activities across the Ottawa Campus. Student Support Services was also a sponsor of the Canadian Centre for Gender & Sexual Diversity’s Day of Pink Gala and Algonquin College was invited to present an award. John Muldoon from Counselling Services and Quinn Blue from the Students’ Association’s Pride Centre jointly presented the annual Educators Award to Kingston High School teacher Kelly Dear for her work in establishing a Gay-Straight Alliance at her school. • Training sessions in the administration of Naloxone were offered by the Rideauwood Umbrella Project consultant four times at the Ottawa Campus and once at the Pembroke Campus. Twenty people attended in Ottawa and 28 in Pembroke. A training date for the Perth Campus is in the process of being confirmed. • Colin Bonang, Director, Risk Management participated in a panel discussion on Risk Management at the College Centre of Board Excellence – Colleges Ontario on April 19, 2017. • The Pembroke Waterfront Campus hosted a 50th Anniversary Kick-off Celebration on April 27, 2017 at the Champlain Trail Museum. Approximately 80 Pembroke Campus employees, area dignitaries, and donors attended. Through a partnership with the Museum, many Pembroke Campus artifacts will be on display for all of 2017. These include documents, photographs, invitations, and other materials that tell the story of our five decades of providing post-secondary education to our communities. • A partnership with ECHO has benefited the Forestry Technician and Urban Forestry-Arbiculture programs, bringing 22 new chainsaws and other necessary equipment to protect students from chainsaw injuries.
<p>Finance and Administration</p>	<ul style="list-style-type: none"> • There was a 100% success rate for the 27 Practical Nursing graduates in Pembroke who wrote the Canadian Practical Nurse Registration Examination between September 2016 and October 2017.
<p>Academic</p>	<ul style="list-style-type: none"> • Vicki Grisim, Coordinator, Child & Youth Care program presented at the annual Ontario Council on Articulation and Transfer (ONCAT) “Student Pathways in Higher Education” Conference on May 1, 2017. • Cristina Jenness, Applied Museum Studies graduate 2017, won the Ontario Museum Association Award of Merit and her classmate, Callie Debold, Applied Museum Studies graduate 2017 won the Canadian Museums Award of Merit, presented on April 27, 2017.

- Carol Sowa, Educator, Early Learning Centre represented Algonquin College on the selection committee for the Prime Minister’s Awards for Teaching Excellence 2017.
- Tonia Peachman-Faust, Dental faculty member, was the recipient of the Community Service Award presented to an Ontario Dental Hygienists Association member who has demonstrated participation and commitment through volunteer activities for the betterment of their community or to an organization within their community.
- The *Algonquin Times* took top honours at the Ontario Community Newspapers Association awards, taking home the General Excellence prize for a college publication.
- Broadcast – Television students took home Best in Video Remote for coverage of the 2017 Capital Courts Girls All Start Showcase. This is the second year in a row our students have won this Broadcast Educators Association of Canada award.
- On May 8, 2017, School of Hospitality and Tourism staff held the Annual High School Competition. Teams were awarded medals and tuition scholarships for the School of Hospitality and Tourism at Algonquin College. Judging panels include Algonquin instructors and industry professionals.
- Marnie Watson, Culinary Management student, is the recipient of the Gold Plate Award presented by the Canadian Association of Foodservice Professionals. This award recognizes outstanding commitment to the food service industry and the community. It includes registration and travel to the National Conference held in Niagara Falls in May 2017.
- In March 2017, Cassia Scully, Travel Services student did her placement at Ottawa Tourism with Beverley Carkner, Director of Marketing wrote an article titled Sweets and Treats, which was published on March 13, 2017 on the Ottawa Tourism website.
- Amandah Selvey, Associate Chair, Algonquin Centre for Construction Excellence and Shaun Barr, Chair, Construction Trades and Building Sciences successfully completed their Masters in Education program with the University of Prince Edward Island.
- Wahab Almuhtadi, Professor, Applied Science and Environmental Technology was inducted into Engineering Institute of Canada in April 2017.

Report title:	2016 Freedom of Information and Protection of Privacy Act – Annual Report
Report to:	The Algonquin College Board of Governors
Date:	June 12, 2017
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the Board of Governors with a summary of the Freedom of Information activity for 2016 as well as the Year-End Statistical Report for the Information and Privacy Commissioner of Ontario Statistical Report of Algonquin College for the Reporting Year 2016 (Appendix A – Freedom of Information Annual Report 2016).

3. BACKGROUND:

The Vice-President, Finance and Administration, acts as the College's Freedom of Information Coordinator on behalf of the Head of the organization, the Chair of the Board of Governors. The Freedom of Information and Protection of Privacy Act (FIPPA) provides the right to request access to recorded information held by government organizations subject to specific exemptions.

4. DISCUSSION:

In 2016, there were five Freedom of Information requests received. Three of the requests were processed within the statutory time limit. The other two requests were not processed within the statutory time limit because further clarification was required from the requesters. The requesters failed to respond with clarifying information within the statutory deadline. As at December 31, 2016 (and to current date), we have not received this clarifying information and these requests are deemed to be abandoned.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

This activity does not have any direct student impact.

7. FINANCIAL IMPACT:

There is no material financial impact arising from Freedom of Information requests. A total of \$105 in fees have been collected from requesters, which covers a portion of the costs associated with responding to requests.

8. HUMAN RESOURCES IMPACT:

Impacts to human resources are minor when considering the overall College business activity.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project/initiative addresses the regulatory requirement for the Freedom of Information and Protection of Privacy Act. The completion of the Information and Privacy Commissioner’s (IPC) Year-End Statistical Report is mandatory.

10. COMMUNICATIONS:

The Information and Privacy Commissioner’s Year-End Statistical Report is made available to the public on the Information and Privacy Commissioner’s of Ontario website at <https://www.ipc.on.ca>.

11. CONCLUSION:

Algonquin College's Year-End Statistical Report for the Information and Privacy Commissioner of Ontario for the Reporting Year 2016 has been completed and submitted and is attached as Appendix A for information.

Respectfully submitted:



Duane McNair
Vice President, Finance & Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Appendix A-FOI Annual Report 2016



The Year-End Statistical Report
for the
Information and Privacy Commissioner of Ontario

**Statistical Report of
Algonquin College
for the Reporting Year 2016**

under the
Freedom of Information and Protection of Privacy Act

Section 1: Identification

1.1 Organization Name

Algonquin College

Head of Institution Name & Title

Kathryn Leroux, Chair of Algonquin College Board of Governors

Head of Institution E-mail Address

lerouxk@algonquincollege.com

Management Contact Name & Title

Duane McNair, VP Finance and Administration

Management Contact E-mail Address

mcnaird@algonquincollege.com

Primary Contact Name & Title

Ginette Belair, Executive Assistant to Vice President, Finance and Administration

Primary Contact Email Address

belairg@algonquincollege.com

Primary Contact Phone Number

6137274723 ext. 7704

Primary Contact Fax Number

6137277636

Primary Contact Mailing Address 1

1385 Woodroffe Avenue

Primary Contact Mailing Address 2

Room C548

Primary Contact Mailing Address 3

Primary Contact City

Ottawa

Primary Contact Postal Code

K2G 1V8

1.2 Your institution is:

College

Section 2: Inconsistent Use of Personal Information

2.1

Whenever your institution uses or discloses personal information in a way that differs from the way the information is normally used or disclosed (an inconsistent use), you must attach a record or notice of the inconsistent use to the affected information.

0

Your institution received:

- No formal written requests for access or correction
- Formal written requests for access to records
- Requests for correction of records of personal information only

Section 2: Inconsistent Use of Personal Information

Section 3: Number of Requests Received and Completed

Enter the number of requests that fall into each category.

- 3.1** New Requests received during the reporting year
- 3.2** Total number of requests completed during the reporting year

Personal Information	General Records
1	4
1	4

Section 4: Source of Requests

Enter the number of requests you completed from each source.

- 4.1** Individual/Public
- 4.2** Individual by Agent
- 4.3** Business
- 4.4** Academic/Researcher
- 4.5** Association/Group
- 4.6** Media
- 4.7** Government (all levels)
- 4.8** Other
- 4.9** Total requests (Add Boxes 4.1 to 4.8 = 4.9)

Personal Information	General Records
1	3
0	0
0	1
0	0
0	0
0	0
0	0
0	0
0	0
1	4

BOX 4.9 must equal BOX 3.2

Section 5: Time to Completion

How long did your institution take to complete all requests for information? Enter the number of requests into the appropriate category. How many requests were completed in:

- 5.1** 30 days or less
- 5.2** 31 - 60 days
- 5.3** 61 - 90 days
- 5.4** 91 days or longer
- 5.5** Total requests (Add Boxes 5.1 to 5.4 = 5.5)

Personal Information	General Records
1	2
0	0
0	0
0	2
1	4

BOX 5.5 must equal BOX 3.2

Section 6: Compliance with the Act

In the following charts, please indicate the number of requests completed, within the statutory time limit and in excess of the statutory time limit, under each of the four different situations:

Section 6: Compliance with the Act

- NO notices issued;
- BOTH a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) issued;
- ONLY a Notice of Extension (s.27(1)) issued;
- ONLY a Notice to Affected Person (s.28(1)) issued.

Please note that the four different situations are mutually exclusive and the number of requests completed in each situation should add up to the total number of requests completed in Section 3.2. (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = BOX 6.13 and BOX 6.13 must equal BOX 3.2)

A. No Notices Issued

	Personal Information	General Records
6.1 Number of requests completed within the statutory time limit (30 days) where neither a Notice of Extension (s.27(1)) nor a Notice to Affected Person (s.28(1)) were issued.	1	2
6.2 Number of requests completed in excess of the statutory time limit (30 days) where neither a Notice of Extension (s.27(1)) nor a Notice to Affected Person (s.28(1)) were issued.	0	2
6.3 Total requests (Add Boxes 6.1 + 6.2 = 6.3)	1	4

B. Both a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) Issued

	Personal Information	General Records
6.4 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)).	0	0
6.5 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)) and the time limit permitted by the Notice to Affected Person (s.28(1)).	0	0
6.6 Total requests (Add Boxes 6.4 + 6.5 = 6.6)	0	0

C. Only a Notice of Extension (s.27(1)) Issued

	Personal Information	General Records
6.7 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)).	0	0
6.8 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)).	0	0
6.9 Total requests (Add Boxes 6.7 + 6.8 = 6.9)	0	0

D. Only a Notice to Affected Person (s.28(1)) Issued

	Personal Information	General Records
6.10 Number of requests completed within the time limits permitted under both the Notice to Affected Person (s.28(1)).	0	0
6.11 Number of requests completed in excess of the time limit permitted by the Notice to Affected Person (s.28(1)).	0	0
6.12 Total requests (Add Boxes 6.10 + 6.11 = 6.12)	0	0

E. Total Completed Requests (sections A to D)

	Personal Information	General Records
6.13 Total requests (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = 6.13)	1	4

BOX 6.13 must equal BOX 3.2

Section 6a: Contributing Factors

Please outline any factors which may have contributed to your institution not meeting the statutory time limit. If you anticipate circumstances that will improve your ability to comply with the Act in the future, please provide details in the space below.

One request was delayed due to the many questions for clarification required by both the requestor and the institution providing the information. This request was subsequently abandoned.

One FIPPA request was received that should have been submitted under MFIPPA. Requestor was advised to resubmit; file abandoned.

Section 7: Disposition of Requests

What course of action was taken with each of the completed requests? Enter the number of requests into the appropriate category.

	Personal Information	General Records
7.1 All information disclosed	1	2
7.2 Information disclosed in part	0	0
7.3 No information disclosed	0	0
7.4 No responsive records exists	0	0
7.5 Request withdrawn, abandoned or non-jurisdictional	0	2
7.6 Total requests (Add Boxes 7.1 to 7.5 = 7.6)	1	4

BOX 7.6 must be greater than or equal to BOX 3.2

Section 8: Exemptions & Exclusions Applied

For the Total Requests with Exemptions/Exclusions/Frivolous or Vexatious Requests, how many times did your institution apply each of the following? (More than one exemption may be applied to each request)

	Personal Information	General Records
8.1 Section 12 - Cabinet Records	0	0
8.2 Section 13 - Advice to Government	0	0
8.3 Section 14 - Law Enforcement ¹	0	0
8.4 Section 14(3) - Refusal to Confirm or Deny	0	0
8.5 Section 14.1 - Civil Remedies Act, 2001	0	0
8.6 Section 14.2 - Prohibiting Profiting from Recounting Crimes Act, 2002	0	0
8.7 Section 15 - Relations with Other Governments	0	0
8.8 Section 16 - Defence	0	0
8.9 Section 17 - Third Party Information	0	0
8.10 Section 18 - Economic and Other Interests of Ontario	0	0
8.11 Section 18.1 - Information with Respect to Closed Meetings	0	0
8.12 Section 19 - Solicitor-Client Privilege	0	0
8.13 Section 20 - Danger to Safety or Health	0	0

Section 8: Exemptions & Exclusions Applied

8.14 Section 21 - Personal Privacy(Third Party) ²	0	0
8.15 Section 21(5) - Refusal to Confirm or Deny	0	0
8.16 Section 21.1 - Species at risk	0	0
8.17 Section 22 - Information soon to be published	0	0
8.18 Section 27.1 - Frivolous or Vexatious	0	0
8.19 Section 49 - Personal Information(Requester)	0	0
8.20 Section 65 - Act Does Not Apply ³	0	0
8.21 Section 65(6) - Labour Relations & Employment Related Records and Appointment and Placement Related Records	0	0
8.22 Section 67 - Other Acts	0	0
8.23 PHIPA Section 8(1) Applies	0	0
8.24 Total Exemptions & Exclusions Add Boxes 8.1 to 8.23 = 8.24	0	0

¹ not including Section 14(3)

² not including Section 21(5)

³ not including Section 65(6)

Section 9: Fees

Did your institution collect fees related to request for access to records?

	Personal Information	General Records	Total
9.1 Number of REQUESTS where fees other than application fees were collected	0	1	1
9.2.1 Total dollar amount of application fees collected	\$0.00	\$15.00	\$15.00
9.2.2 Total dollar amount of additional fees collected	\$0.00	\$90.00	\$90.00
9.2.3 Total dollar amount of fees collected (Add Boxes 9.2.1 + 9.2.2 = 9.2.3)	\$0.00	\$105.00	\$105.00
9.3 Total dollar amount of fees waived	\$0.00	\$0.00	\$0.00

Section 10: Reasons for Additional Fee Collection

Enter the number of REQUESTS for which your institution collected fees other than application fees that apply to each category.

	Personal Information	General Records	Total
10.1 Search time	0	0	0
10.2 Reproduction	0	0	0
10.3 Preparation	0	0	0
10.4 Shipping	0	0	0
10.5 Computer costs	0	0	0
10.6 Invoice costs(and other as permitted by regulation)	0	0	0
10.7 Total (Add Boxes 10.1 to 10.6 = 10.7)	0	0	0

Section 11: Correction and Statements of Disagreement

Did your institution receive any requests to correct personal information?

- 11.1** Number of correction requests received
- 11.2** Correction requests carried forward from the previous year
- 11.3** Correction requests carried over to next year
- 11.4** Total Corrections Completed [(11.1 + 11.2) - 11.3 = 11.4]

Personal Information

0
0
0
0

BOX 11.4 must equal BOX 11.9

What course of action did your institution take regarding the requests that were received to correct personal information?

- 11.5** Correction(s) made in whole
- 11.6** Correction(s) made in part
- 11.7** Correction refused
- 11.8** Correction requests withdrawn by requester
- 11.9** Total requests (Add Boxes 11.5 to 11.8 = 11.9)

Personal Information

0
0
0
0
0

BOX 11.9 must equal BOX 11.4

In cases where correction requests were denied, in part or in full, were any statements of disagreement attached to the affected personal information?

- 11.10** Number of statements of disagreement attached:

Personal Information

0

If your institution received any requests to correct personal information, the Act requires that you send any person(s) or body who had access to the information in the previous year notification of either the correction or the statement of disagreement. Enter the number of notifications sent, if applicable.

- 11.11** Number of notifications sent:

Personal Information

0

Note:

This report is for your records only and should not be faxed or mailed to the Information and Privacy Commissioner of Ontario in lieu of online submission. Faxed or mailed copies of this report will NOT be accepted. Please submit your report online at: <https://statistics.ipc.on.ca>.

Thank You for your cooperation!

Declaration:

I, Duane McNair, VP Finance and Administration, confirm that all the information provided in this report, furnished by me to the Information and Privacy Commissioner of Ontario, is true, accurate and complete in all respects.

Signature

Date

Report title:	Investment Performance Report as at March 31, 2017
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the Endowment and College Operating Funds' performance results for the quarter ended March 31, 2017.

3. BACKGROUND:

Algonquin College maintains an endowment fund with the following objectives:

- To provide a steady flow of income, in perpetuity, to meet expenditure requirements as defined in the Algonquin College Endowment Funds Statement of Investment Policies and Goals. It is expected that the income stream should grow each year in order to maintain the purchasing power of the endowment funds being disbursed; and
- To increase the market value of the endowment funds so that capital, in real terms, is maintained. This is achieved by increasing the balance held in the endowment funds by an annual amount that offsets the inflationary erosion of this fund.

External investment counsel Yorkville Asset Management manages the endowment funds on behalf of Algonquin College. The Audit and Risk Management Committee receives quarterly updates on the performance of the funds. The Algonquin College Endowment Funds Statement of Investment Policies and Goals prescribes asset mix, expenditure rate, performance benchmarks, permitted investments, and a risk management policy for the funds' operation.

Algonquin College also maintains an investment fund of its surplus operating cash. The objective of this fund is to minimize investment risk exposure, while earning higher net interest income than provided by the College's bank account.

Algonquin College also engages Yorkville Asset Management to manage the operating investment funds. The Audit and Risk Management Committee received quarterly updates on the performance of the fund.

4. DISCUSSION:

Endowment Funds:

The endowment funds produced a return of 3.20%, slightly underperforming the benchmark which returned 3.34% for the fourth quarter of 2016-2017. The endowment funds' one-year return for the latest period is 8.76%, underperforming the benchmark index which was 11.78%. Over the past year, underperformance to benchmark was primarily attributed to the Canadian and US equity portfolio.

The portfolio complies with the Algonquin College Endowment Funds Statement of Investment Policies and Goals.

The following is presented in Appendix A: Fourth Quarter 2016-2017 Endowment Funds Report:

- a summary of activity in the fund for the quarter;
- a summary of the asset allocation as it relates to the asset allocation benchmark;
- the performance review for the fourteen years when the fund was managed by Doherty and Associates, and the past 3 years when the fund has been managed by Yorkville Asset Management;
- the investment return versus the benchmark for 3 months, 1 year, 3 years, and 5 years;
- 10 year performance graph; and
- A nine year summary of realized investment available for distribution, unrealized investment income, and asset mix.

Additional information from Yorkville Asset Management regarding the 2017 Investment Forecast is given in Appendix B: Fourth Quarter 2016-2017 Endowment Funds Update.

College Operating Funds:

The College operating fund produced a return of 0.50%, overperforming the benchmark, which returned 0.40%. The operating fund one-year return is 0.90%, underperforming the benchmark index which was 0.91%.

The portfolio complies with the Investment Policy for College Operating Funds. The following is presented in Appendix C: Fourth Quarter 2016-2017 College Operating Fund Report:

- a summary of activity in the fund for the quarter;
- a summary of the asset allocation as it relates to the asset allocation benchmark;
- the performance review for the past 3 years when the fund has been managed by Yorkville Asset Management;
- the investment return vs. benchmark for 3 months, 1 year, 2 years, and 3 years; and
- a three year performance graph.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

The Algonquin College Foundation disburses endowment funds for bursaries and scholarships which provide direct financial benefit to students. Disbursements from the endowment funds are made annually at a rate of 4% of the previous fiscal year-end Endowment Funds Book Value. In the 2016-2017 fiscal year, \$898,722 was disbursed to fund student bursaries and scholarships.

Earnings from the Operating Investment Funds are utilized to support general College operations, including amenities, services, and programs for Algonquin College students.

7. FINANCIAL IMPACT:

The endowment funds are a restricted asset and a component of College capital reported in the Algonquin College audited financial statements. As at March 31, 2017, the market value of the fund was reported at \$24.3 million, compared to \$22.8 million at March 31, 2016.

The College operating investment funds are reported in the Algonquin College audited financial statements. As at March 31, 2017, the market value of the fund was reported at \$66 million, compared to \$73.8 million at March 31, 2016.

8. HUMAN RESOURCES IMPACT:

The College's Finance and Administrative Services' staff monitor the performance of both the endowment fund and college operating fund investments in accordance with the Algonquin College Endowment Funds Statement of Investment Policies and Goals.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Both the endowment funds and the College operating funds are subject to the *Ministry of Advanced Education and Skills Development Binding Policy Directive 2.0 – Banking, Investments and Borrowing*. In addition, the endowment funds are invested in accordance with the *Trustee Act*.

10. COMMUNICATIONS:

Endowment funds investment results are reported quarterly to the Algonquin College Audit and Risk Management Committee, the Board of Governors, and the Algonquin College Foundation Board of Directors.

College operating investment results are reported quarterly to the Audit and Risk Management Committee, and annually to the Board of Governors.

11. CONCLUSION:

The Algonquin College endowment funds and the College operating funds are managed to preserve capital and optimize investment income in compliance with the Ministry Directives and the Algonquin College Board of Governors' policy.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Fourth Quarter 2016-2017 Endowment Fund Report Appendix B: Fourth Quarter 2016-2017 Endowment Funds Update Appendix C: Fourth Quarter 2016-2017 College Operating Fund Report

Algonquin College

Endowment Fund Report

As of March 31, 2017

**Algonquin College
Endowment Fund Report
As of March 31, 2017**

	Cost	Market	
Fund Balance March 31, 2016	\$ 20,708,942	\$ 22,795,749	
Deposits	550,431	550,431	
Withdrawals	(898,722)	(898,722)	
Investment Fees	(87,257)	(87,257)	
Investment Income (Loss)	<u>1,830,019</u>	<u>1,998,480</u>	* excludes accrued interest
Fund Balance as per Yorkville March 31, 2017	<u>\$ 22,103,413</u>	<u>\$ 24,358,681</u>	
Deposits in Transit	\$ 36,685	\$ 36,685	
Fund Balance as per College	<u>\$ 22,140,099</u>	<u>\$ 24,395,367</u>	

Fund Balance March 31, 2017	Cost	% of Cost	Market	% of Market	Benchmark	Policy Range
Cash **	\$ 1,511,592	7%	\$ 1,511,625	6%	3%	0-20%
Fixed Income	6,478,732	29%	6,521,153	27%	35%	25-45%
Canadian Equity	<u>4,708,126</u>	<u>21%</u>	<u>5,681,573</u>	<u>23%</u>	22%	12-32%
US Equity	\$ 6,605,533	30%	\$ 7,797,020	32%		
Other International Equity	2,799,431	13%	2,847,312	12%		
Total Global Equity	<u>9,404,964</u>	<u>43%</u>	<u>10,644,332</u>	<u>44%</u>	40%	30-50%
Total	<u>\$ 22,103,414</u>	<u>100%</u>	<u>\$ 24,358,683</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>

** Includes \$5,011 (\$5,044 at Market) Mutual Funds. These were in-kind donations made at the end of the quarter and do not make up the strategic asset mix. These have since been sold and the proceeds were transferred back to the Algonquin College Foundation bank account.

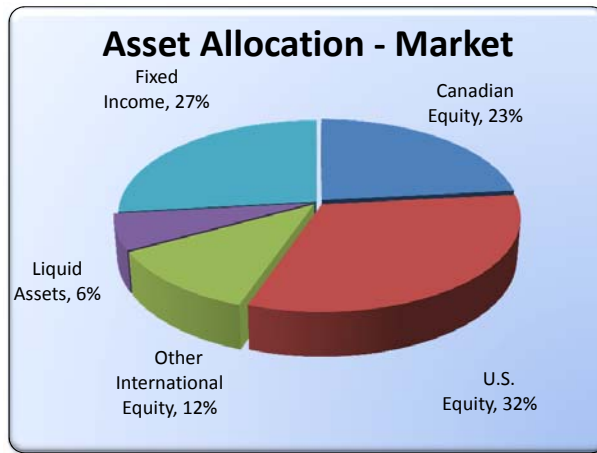
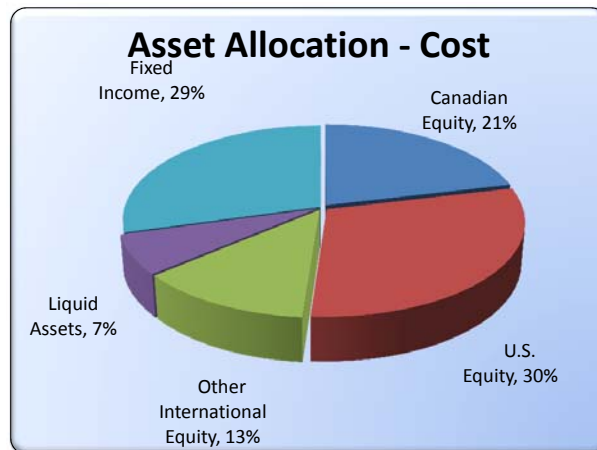
Algonquin College Endowment Fund

As of March 31, 2017

Asset Allocation

	<u>Cost</u>	<u>Percentage</u>	<u>Market</u>	<u>Percentage</u>	<u>Benchmark</u> (effective 04/11/16)
Canadian Equity	\$ 4,708,126	21.3%	\$ 5,681,573	23.3%	22.0%
<i>U.S. Equity</i>	\$ 6,605,533	29.9%	\$ 7,797,020	32.0%	
<i>Other International Equity</i>	\$ 2,799,431	12.7%	\$ 2,847,312	11.7%	
Global Equity	\$ 9,404,964	42.5%	\$ 10,644,332	43.7%	40.0%
Total Equity	\$ 14,113,090	63.9%	\$ 16,325,905	67.0%	62.0%
Liquid Assets **	\$ 1,511,592	6.8%	\$ 1,511,625	6.2%	3.0%
Fixed Income	\$ 6,478,732	29.3%	\$ 6,521,153	26.8%	35.0%
Total Portfolio	\$ 22,103,414	100.0%	\$ 24,358,683	100.0%	100.0%

** Includes \$5,011 (\$5,044 at Market) Mutual Funds. These were in-kind donations made at the end of the quarter and do not make up the strategic asset mix. These have since been sold and the proceeds were transferred back to the Algonquin College Foundation bank account.



Algonquin College Endowment Fund

Performance Review

As of March 31, 2017

	Cash & Equivalents***	FTSE TMX 30-day T-bill	Relative Performance	Fixed Income	FTSE TMX Universe	Relative Performance	Canadian Equity	TSX Composite	Relative Performance	Global Equity	MSCI World (ex-Cda)	Relative Performance	Portfolio Totals	Benchmark Totals	Relative Performance
Fiscal 2000 (9 mths)				3.21%	3.21%	# 0.00%	1.89%	36.40%	-34.51%	0.06%	0.10%	-0.04%	1.92%	18.95%	-17.04%
Fiscal 2001				13.86%	8.70%	5.17%	19.97%	-18.60%	38.58%	10.42%	-17.14%	27.56%	13.18%	-9.18%	22.36%
Fiscal 2002				6.08%	5.09%	0.99%	14.90%	4.87%	10.03%	9.28%	-2.92%	12.20%	9.49%	3.07%	6.42%
Fiscal 2003				9.44%	9.14%	0.30%	-14.44%	-17.60%	3.16%	-27.60%	-29.81%	2.21%	-7.13%	-12.22%	5.09%
Fiscal 2004				10.67%	10.78%	-0.10%	42.25%	37.73%	4.52%	26.40%	30.95%	-4.54%	23.94%	26.10%	-2.16%
Fiscal 2005				4.73%	5.01%	-0.28%	21.28%	13.93%	7.35%	0.44%	2.04%	-1.60%	10.02%	7.51%	2.51%
Fiscal 2006				4.27%	4.86%	-0.59%	25.22%	28.42%	-3.20%	12.18%	13.86%	-1.68%	13.26%	15.91%	-2.64%
Fiscal 2007				5.63%	5.46%	0.18%	14.50%	11.42%	3.07%	15.99%	14.70%	1.28%	11.28%	9.99%	1.29%
Fiscal 2008				4.64%	5.79%	-1.16%	-1.64%	4.00%	-5.64%	-10.56%	-14.75%	4.20%	-1.99%	-0.38%	-1.61%
Fiscal 2009				4.29%	4.93%	-0.65%	-33.19%	-32.43%	-0.77%	-29.23%	-29.49%	0.26%	-20.33%	-20.19%	-0.14%
Fiscal 2010				8.44%	5.14%	3.31%	46.19%	42.15%	4.04%	21.84%	22.75%	-0.91%	27.64%	25.21%	2.43%
Fiscal 2011				5.25%	5.13%	0.12%	14.67%	20.42%	-5.74%	6.70%	8.26%	-1.57%	9.79%	13.20%	-3.40%
Fiscal 2012				8.16%	9.75%	-1.59%	-7.36%	-9.76%	2.40%	8.21%	4.88%	3.33%	0.03%	-0.82%	0.85%
Fiscal 2013**				5.17%	4.54%	0.63%	12.06%	6.12%	5.94%	14.48%	15.02%	-0.54%	10.69%	9.50%	1.19%
Fiscal 2014				0.55%	0.84%	-0.29%	19.74%	15.92%	3.82%	30.63%	31.12%	-0.49%	16.82%	16.68%	0.14%
Fiscal 2015				7.36%	9.86%	-2.50%	21.22%	6.92%	14.30%	34.60%	23.49%	11.11%	20.84%	15.01%	5.83%
Fiscal 2016				0.87%	0.72%	0.15%	3.06%	-6.58%	9.64%	-12.86%	-0.42%	-12.44%	-5.27%	-1.12%	-4.15%
Q1 2017	0.10%	0.14%	-0.04%	2.90%	2.60%	0.30%	-3.60%	5.07%	-8.67%	1.10%	1.33%	-0.23%	1.30%	2.56%	-1.26%
Q2 2017	0.10%	0.15%	-0.05%	1.00%	1.19%	-0.19%	5.40%	5.45%	-0.05%	2.70%	6.12%	-3.42%	2.50%	4.07%	-1.57%
Q3 2017	0.10%	0.12%	-0.02%	-3.80%	-3.45%	-0.35%	4.90%	4.52%	0.38%	5.60%	3.88%	1.72%	1.50%	1.34%	0.16%
Q4 2017	0.10%	0.13%	-0.03%	1.00%	1.24%	-0.24%	3.20%	2.41%	0.79%	5.30%	5.94%	-0.64%	3.20%	3.34%	-0.14%
Fiscal 2017	0.40%	0.54%	-0.14%	0.98%	1.48%	-0.50%	9.99%	18.60%	-8.61%	15.46%	18.34%	-2.88%	8.76%	11.78%	-3.02%
Annual Return *** 1 year compounded	0.40%	0.54%	-0.14%												
17.75 year compounded				5.78%	5.62%	0.17%	10.18%	7.15%	1.84%	5.54%	3.41%	2.13%	7.40%	6.52%	0.89%

Returns are before fees.

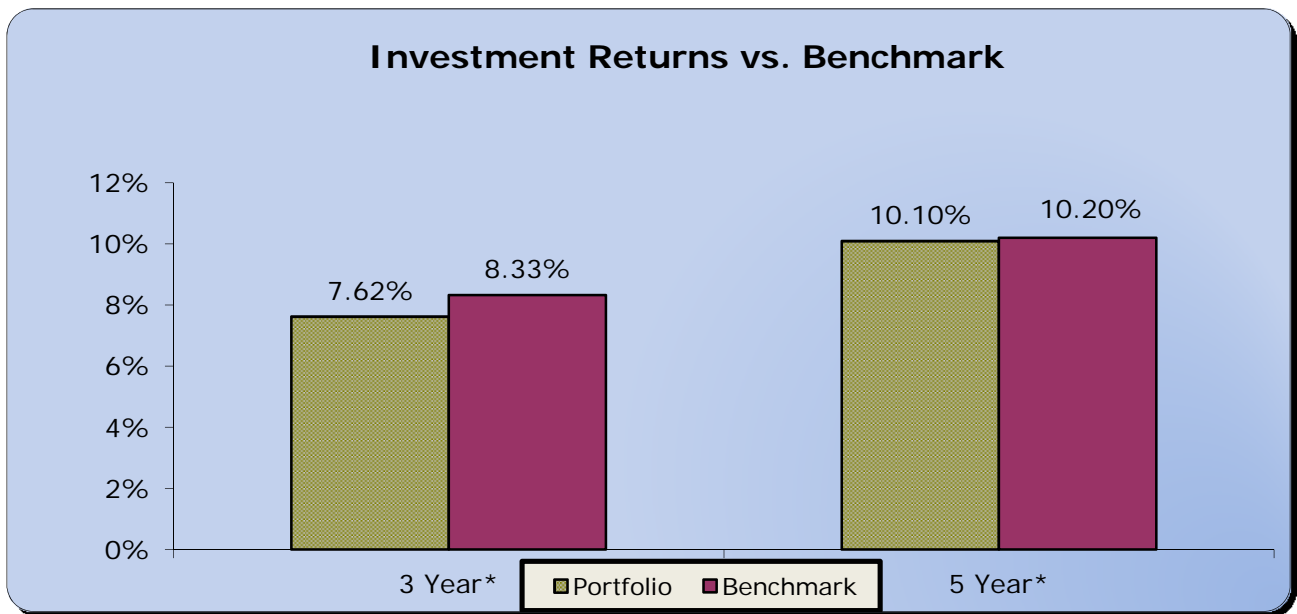
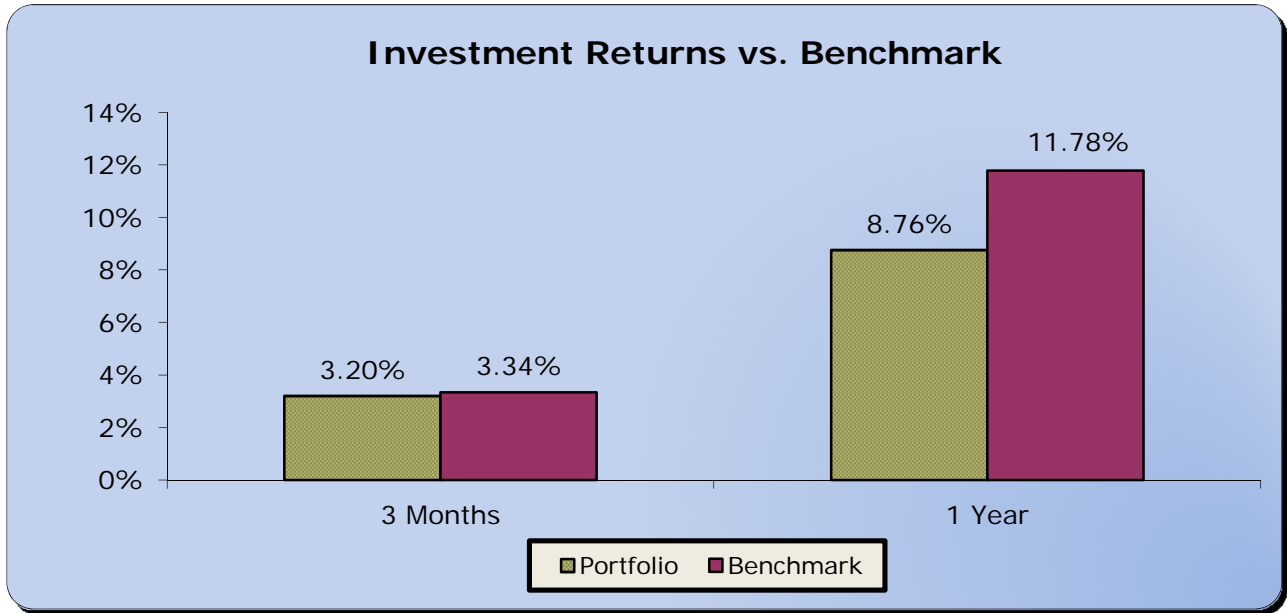
**New benchmark effective 08/31/12

*** Cash & Equivalent target added on approved investment policy as of April 11, 2016. Cash & Equivalents compounded return for 1 year.

Algonquin College Endowment Fund

Performance Review

As of March 31, 2017

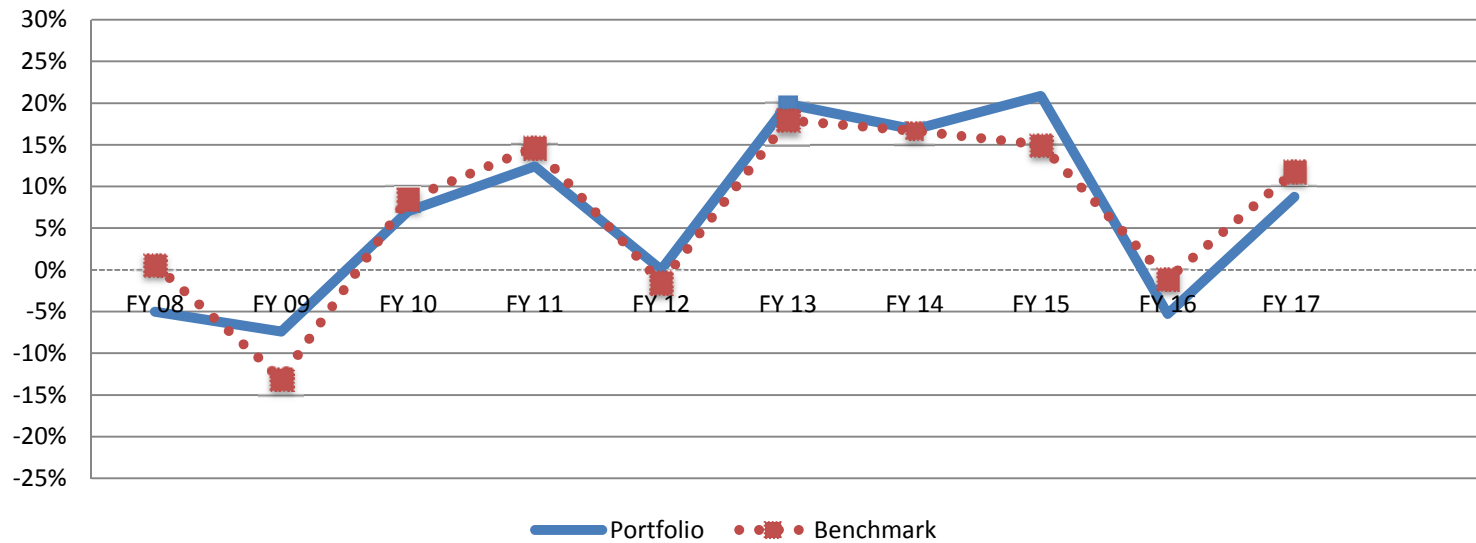


* Compounded Annual Return

Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	3.20%	8.76%	7.62%	10.10%
Benchmark	3.34%	11.78%	8.33%	10.20%

Algonquin College Endowment Fund 10 Year Performance



Algonquin College Endowment Fund

Schedule of Cumulative Realized Investment Income/(Loss) Available for Distribution

As of March 31, 2017	<u>31-Mar</u> <u>2008</u>	<u>31-Mar</u> <u>2009</u>	<u>31-Mar</u> <u>2010</u>	<u>31-Mar</u> <u>2011</u>	<u>31-Mar</u> <u>2012</u>	<u>31-Mar</u> <u>2013</u>	<u>31-Mar</u> <u>2014</u>	<u>31-Mar</u> <u>2015</u>	<u>31-Mar</u> <u>2016</u>	<u>31-Mar</u> <u>2017</u>
Amount available for future distribution, beginning of year	\$ 307,967	\$ 530,141	\$ (383,968)	\$ (470,851)	\$ (430,400)	\$ (798,352)	\$ (528,091)	\$ 2,067,205	\$ 2,497,016	\$ 2,699,434
Realized investment income/(loss)	\$ 507,077	\$ (546,374)	\$ 387,189	\$ 594,826	\$ 240,716	\$ 966,012	\$ 3,302,409	\$ 1,363,388	\$ 1,182,259	\$ 1,830,019
Investment fees	\$ (30,943)	\$ (32,735)	\$ (37,072)	\$ (46,260)	\$ (51,690)	\$ (56,572)	\$ (49,974)	\$ (80,721)	\$ (97,448)	\$ (87,257)
Amount distributed	\$ (253,960)	\$ (335,000)	\$ (437,000)	\$ (508,115)	\$ (556,978)	\$ (639,179)	\$ (657,139)	\$ (852,856)	\$ (882,393)	\$ (898,722)
Amount available for future distribution, end of year*	\$ 530,141	\$ (383,968)	\$ (470,851)	\$ (430,400)	\$ (798,352)	\$ (528,091)	\$ 2,067,205	\$ 2,497,016	\$ 2,699,434	\$ 3,543,474

Schedule of Unrealized Investment Income/ (Loss)

	<u>31-Mar</u> <u>2008</u>	<u>31-Mar</u> <u>2009</u>	<u>31-Mar</u> <u>2010</u>	<u>31-Mar</u> <u>2011</u>	<u>31-Mar</u> <u>2012</u>	<u>31-Mar</u> <u>2013</u>	<u>31-Mar</u> <u>2014</u>	<u>31-Mar</u> <u>2015</u>	<u>31-Mar</u> <u>2016</u>	<u>31-Mar</u> <u>2017</u>
Unrealized income/(loss)	\$ (676,064)	\$ (1,316,128)	\$ 1,808,247	\$ 660,041	\$ (237,912)	\$ 738,307	\$ (318,027)	\$ 2,869,617	\$ (2,440,923)	\$ 168,461

Fund Balance as per Yorkville March 31, 2017

	<u>31-Mar</u> <u>2008</u>	<u>31-Mar</u> <u>2009</u>	<u>31-Mar</u> <u>2010</u>	<u>31-Mar</u> <u>2011</u>	<u>31-Mar</u> <u>2012</u>	<u>31-Mar</u> <u>2013</u>	<u>31-Mar</u> <u>2014</u>	<u>31-Mar</u> <u>2015</u>	<u>31-Mar</u> <u>2016</u>	<u>31-Mar</u> <u>2017</u>
Cash **	7%	2%	6%	6%	6%	2%	5%	3%	6%	6%
Fixed Income	30%	33%	29%	29%	30%	32%	39%	37%	38%	27%
Canadian Equity	39%	51%	50%	50%	49%	22%	14%	16%	18%	23%
Global Equity*	24%	14%	15%	15%	15%	44%	43%	44%	37%	44%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

* combined U.S. & international

Asset Mix - Market

	<u>31-Mar</u> <u>2008</u>	<u>31-Mar</u> <u>2009</u>	<u>31-Mar</u> <u>2010</u>	<u>31-Mar</u> <u>2011</u>	<u>31-Mar</u> <u>2012</u>	<u>31-Mar</u> <u>2013</u>	<u>31-Mar</u> <u>2014</u>	<u>31-Mar</u> <u>2015</u>	<u>31-Mar</u> <u>2016</u>	<u>31-Mar</u> <u>2017</u>
Cash **	\$ 576,822	\$ 152,669	\$ 734,213	\$ 876,587	\$ 923,830	\$ 394,277	\$ 933,791	\$ 738,663	\$ 1,396,853	\$ 1,511,625
Fixed Income	\$ 2,304,181	\$ 2,501,241	\$ 3,378,620	\$ 4,169,647	\$ 4,509,659	\$ 5,674,855	\$ 8,069,566	\$ 9,129,860	\$ 8,747,242	\$ 6,521,153
Canadian Equity	\$ 3,040,698	\$ 3,902,505	\$ 5,713,231	\$ 7,085,974	\$ 7,336,200	\$ 3,900,716	\$ 2,843,840	\$ 3,844,897	\$ 4,168,105	\$ 5,681,573
Global Equity*	\$ 1,883,949	\$ 1,077,435	\$ 1,681,417	\$ 2,133,033	\$ 2,299,217	\$ 7,841,598	\$ 8,867,647	\$ 10,830,127	\$ 8,419,248	\$ 10,644,332
Total	\$ 7,805,650	\$ 7,633,850	\$ 11,507,481	\$ 14,265,241	\$ 15,068,906	\$ 17,811,446	\$ 20,714,844	\$ 24,543,547	\$ 22,731,448	\$ 24,358,683

* combined US & international

** At March 31, 2017, includes \$5,011 (\$5,044 at Market) Mutual Funds. These were in-kind donations made at the end of the quarter and do not make up the strategic asset mix. These have since been sold and the proceeds were transferred back to the Algonquin College Foundation bank account.

Subject:

FW: A note from Hussein Amad on Currencies and the Price of Oil

From: Hussein Amad [<mailto:hamad@yorkvilleasset.com>]**Sent:** Friday, May 05, 2017 11:07 AM**To:** info@yorkvilleasset.com**Subject:** A note from Hussein Amad on Currencies and the Price of Oil

It's not often we write to clients, advisors and friends twice in the same week. Economic circumstances and our inherent desire to maximize opportunities for our clients has me writing to you again.

By the end of 2013, Yorkville decided to exit most of its Energy Sector positions resulting in our investors being handsomely rewarded in 2014 and 2015. The story was, however, totally different for most of 2016 as energy prices rallied (oil peaked at \$54.50) and many struggling Energy Sector stocks delivered high double-digit share price returns despite weak sales and earnings. Also alarming during this period, many energy companies began selling-off income generating assets to enhance cash flow when sector revenues were off 33% and earnings off almost 50% respectively. Energy companies sold assets to meet immediate cash flow needs, but also gave up future earnings potential resulting from a smaller revenue base. We feel this general deterioration will reach an equilibrium level in the later part of 2018.

In 2016, Yorkville's Analyst Team had an important decision to consider:

Do we follow market momentum (that was against our portfolio positioning) in order to participate in a rally that was not supported by expected growth in sales or earnings? **OR,**

Do we stick to our investment process that clearly indicated that Energy Stocks performance is not supported by supply, demand, sales or earning fundamentals (clearly a bubble)?

In retrospect, we decided to stay true to our fundamental research model and avoid the Energy Sector in most of Yorkville's funds. We also reiterated our view of energy prices (equilibrium price of \$42-\$47 per barrel) at our 2017 Investment Forecast events earlier this year. As an Investment Manager, it is sometimes difficult to be an "outlier" when most of the investing community is revising their crude oil and energy stock estimates higher. However, we believe in sticking to our principles and time-proven process.

Today we have zero exposure to the energy sector in our American QVR fund and are less than half the market weight in our Canadian QVR fund. Our energy position in Canada is dominated by premier companies including a sizable exposure to "toll-taking" pipeline companies.

Our 2017 Forecast also calls for an improving US dollar and a deteriorating Canadian dollar. Interest rate differentials have been widening – the Bank of Canada has refrained from lowering rates resulting in only a modest expansion. Lower current oil prices and a broadening economic gap with our southern neighbor have pushed the Loonie lower to what we believe is a true equilibrium exchange rate. We are looking to modestly hedge our US dollar exposure if it gets extended beyond fair value.

As political and economic winds are quickly shifting, we thought we would send you these reminders to ensure your confidence that our Yorkville Team has been proactive and is ahead of these developments.

Please let me know if you have any questions.

Regards,

Hussein Amad,
President and CEO

Algonquin College

Operating Funds Investment Report

As of March 31, 2017

Algonquin College Operating Funds Investment Report

As of March 31, 2017

	Book Value	Market Value, including Accrued Interest *
Fund Balance March 31, 2016	\$ 73,747,231	\$ 73,812,083
Deposits	-	-
Withdrawals	(8,300,000)	(8,300,000)
Accrued Interest from Buys/Sells	(214,296)	(214,296)
Fees	(75,429)	(75,429)
Investment Income (Loss)	2,043,584	2,043,584
* Accrued Interest already reported in beginning Market Value		(543,714)
Realized Gain/Loss	(641,649)	(641,649)
Market Value Gain/Loss	-	(4,956)
Fund Balance as per Yorkville March 31, 2017	<u>\$ 66,559,440</u>	<u>\$ 66,075,622</u>

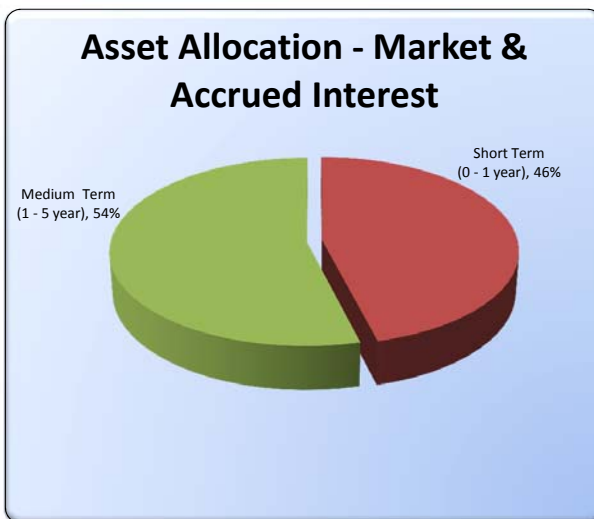
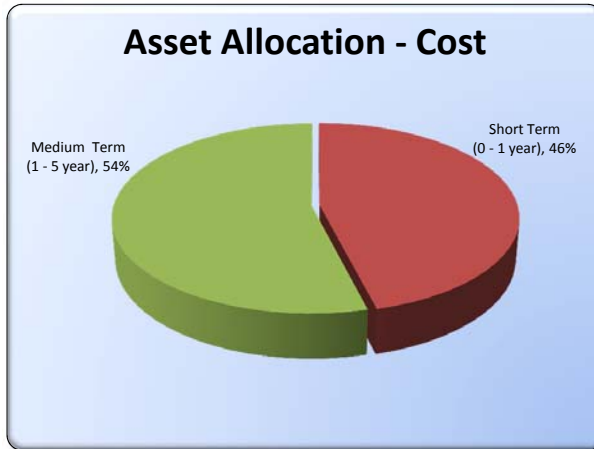
	Cost	% of Cost	Market & Accrued Interest	% of Market	Target	Min/Max
Fund Balance March 31, 2017						
Cash	\$ 105,511	0%	\$ 105,511	0%	0%	n/a
Short Term (0 - 1 year)	30,588,254	46%	30,187,603	46%	50%	40% - 100%
Medium Term (1 - 5 year)	35,865,675	54%	35,782,509	54%	45%	0% - 50%
Long Term (5 - 10 year)	-	0%	-	0%	5%	0% - 10%
Total	<u>\$ 66,559,440</u>	<u>100%</u>	<u>\$ 66,075,622</u>	<u>100%</u>	<u>100%</u>	

Algonquin College Operating Funds Investment Report

As of March 31, 2017

Asset Allocation

	<u>Cost</u>	<u>Percentage</u>	<u>Market & Accrued Interest</u>	<u>Percentage</u>	<u>Target</u>	<u>Min/Max</u>
Cash	\$ 105,511	0%	\$ 105,511	0%	0%	n/a
Short Term (0 - 1 year)	\$ 30,588,254	46%	\$ 30,187,603	46%	50%	40% - 100%
Medium Term (1 - 5 year)	\$ 35,865,675	54%	\$ 35,782,509	54%	45%	0% - 50%
Long Term (5 - 10 year)	\$ -	0%	\$ -	0%	5%	0% - 10%
Total Portfolio	\$ 66,559,440	100.0%	\$ 66,075,622	100.0%	100.0%	



Algonquin College Operating Funds Investment Report

Performance Review

As of March 31, 2017

	<u>Portfolio Performance</u>	<u>Benchmark *</u>	<u>Relative Performance</u>
FY 2015	2.00%	2.50%	-0.50%
FY 2016	1.20%	0.86%	0.34%
FY 2017	0.90%	0.91%	-0.01%
Annual Return			
3-year Compounded Return	1.37%	1.42%	-0.05%

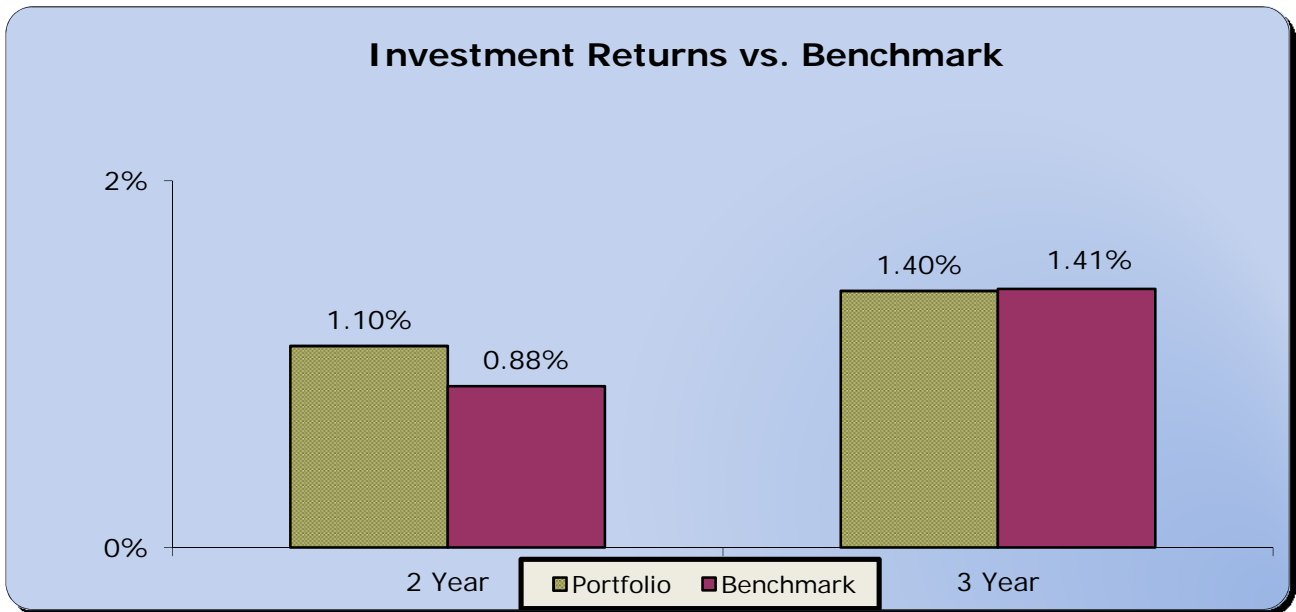
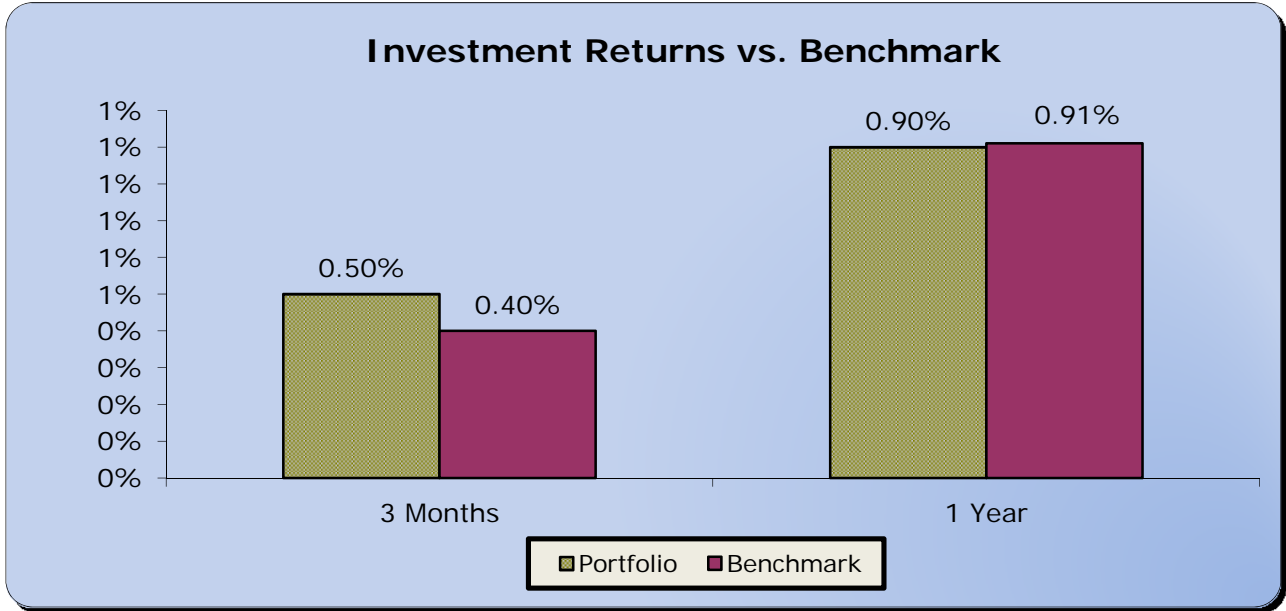
Algonquin College Operating Fund 3 Year Performance



Algonquin College Operating Funds Investment Report

Performance Review

As of March 31, 2017



* Compounded Annual Return

Investment Returns

	3 Months	1 Year	2 Year	3 Year
Portfolio	0.50%	0.90%	1.10%	1.40%
Benchmark	0.40%	0.91%	0.88%	1.41%

2016-2017 Business Plan Quarterly Update
Fourth 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

- Completed
- ▲ In progress to reach goal within academic year
- ◆ Has not reached goal
- Previously 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 postsecondary 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
Fourth 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
Fourth 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
FOURTH 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 1: Deliver an exemplary applied education and training experience.	Retention rate	89%	<u>ACADEMIC & STUDENT SERVICES</u> Implement cross-College intervention initiatives for student retention implemented for domestic and international markets.	<u>ACADEMIC & STUDENT SERVICES</u> (1a) First term retention increased by 1.5%. (1b) College-wide Strategic Enrolment Management Conference and annual professional development "Kaleidoscope" conference held in May, 2016 as a three-day merged conference for all employees with a focus on Student and Employee Success. The event target attendance includes 450 participants with an overall 75% satisfaction rate. (1c) Implemented top two retention recommendations from the Strategic Enrolment Management Committee by March, 2017.	2		<u>ACADEMIC & STUDENT SERVICES</u> (1a) First term retention (Level 01 in Fall 2016 to Level 02 in Winter 2017) of 85.2% represents a year over year increase of 0.5%. This increase is the result of several cross-College initiatives (student withdrawal intercept initiative, continued enhancements to academic advising, and student orientation) as well as School specific retention efforts. (1b) Completed and targets achieved. (1c) The top two retention initiatives implemented were: - The "intercept program" to provide supports to students who were considering withdrawal within the first 10 days of school - Expansion of the Academic Advising Program
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)	21,107	<u>ACADEMIC</u> Cross-College intervention initiatives for student enrolment growth implemented for domestic and international markets.	<u>ACADEMIC</u> (1a) Overall College enrolment growth of 1% achieved by March, 2017. (1b) Implemented top two enrolment growth recommendations from the Strategic Enrolment Management Committee by March, 2017.	6		<u>ACADEMIC</u> (1a) The overall College enrolment growth was 0.3%, which represents an increase of 92 students over last fiscal year. Main drivers were the decline in Domestic, Apprenticeship and Contract registrants, offset by growth in International students. (1b) The centralization of the Faculty Marketing Officers and enhancements to recruiting strategies were implemented.

2016/17 BUSINESS PLAN

FOURTH 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 3: Leverage technology to enhance the educational experience	Unique hybrid courses offered	1,424	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 Not Completed - 54 new hybrid or converted courses and 55 courses in various stages of development.
Goal 5: Deliver exceptional service to our diverse student and client populations.	Student satisfaction	83.5%	STUDENT SERVICES, FINANCE & ADMINISTRATION REGISTRAR'S OFFICE (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.	STUDENT SERVICES, FINANCE & ADMINISTRATION REGISTRAR'S OFFICE(1) Scheduling solution enhancements for all domestic campuses live and in production by March, 2017. (2a) Library Key Performance Indicator (KPI) satisfaction increased from 68.6% to 70% by April, 2017. (2b) Top two Career Services recommendations implemented by March, 2017.	19		STUDENT SERVICES, FINANCE & ADMINISTRATION (1) Domestic solution completed; training and deployment ongoing. (2a) The Library Key Performance Indicators declined from 68.6% to 57.7% in 2017. This was an anticipated result of the move to a smaller, temporary location during the build of the new facility. This project was not known at the time of setting the original target. (2b) All Career Services recommendations have been implemented: 1) Implement and promote a web-based tool for use by students for employment readiness skills development, titled the "AC Career Platform" and 2) Jointly with the Cooperative Education office, implement and promote the use of "HireAC". This is an online portal that connects students and recent graduates with potential employers.

2016/17 BUSINESS PLAN

FOURTH 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 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. Process automation and optimization initiatives to measurably improve productivity and enhance student and employee	50	DIGITAL TECHNOLOGIES & INNOVATION (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.	DIGITAL TECHNOLOGIES & INNOVATION (1) Ten new business process automation initiatives live and in production by March, 2017. (2) Continuous improvement strategy, including process automation and optimization prioritization framework, presented to Algonquin College Executive Team by December 2016, and ready for presentation to Board of Governors by March, 2017.	25		INNOVATION AND STRATEGY (1) Partially Completed - The change in VP led to a re-prioritizing of projects with ITS, leading to some projects being delayed. A new IT Support Model is under development and expects to be presented to the Algonquin College Executive Team in early June 2017. (2) Completed - A six month Lean Strategy was presented and approved by the Algonquin College Leadership Team. A3 - Problem Solving training for the Algonquin College Executive Team was completed. An IT prioritization framework was developed and presented to the College Technologies Committee and included the introduction of a New IT project charter and stage gate approval process.
Goal 10: Expand non-funded opportunities to increase revenue.	Alternative revenues	32%	INTERNATIONAL & STRATEGIC PLANNING Review and update the International Education Strategic Plan.	INTERNATIONAL & STRATEGIC PLANNING (1a) International Education Strategic Plan review completed and presented to Algonquin College Executive Team by April, 2017. (1b) Language Institute Vision Exercise completed and presented to Language Institute employees by December, 2016. (2) \$3.1 million in net contribution raised from international efforts by March, 2017.	34		INNOVATION AND STRATEGY (1) Partially Completed - The review and updating of Algonquin's International Education Strategic Plan was delayed to allow for the Province to complete their review. Once the Province decided to cancel their review the decision was made to re-start with a Generative Discussion completed by the Board of Governors March 18, 2017. The complete review is expected to be completed by March 2018. (2) Partially Completed - Three options presented to Language Institute employees in May 2017 with final selection to be completed in June. (3) Completed - \$6.1 million in net contribution raised from international efforts in 2016/17, \$3 million above target.

2016/17 BUSINESS PLAN

FOURTH 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 12: Create the technological foundation to align with the digital direction.	Develop and implement an Information Technology (IT) deferred maintenance framework and policy in time to inform investment decisions for 2017/2018 fiscal year.		DIGITAL TECHNOLOGIES & INNOVATION Establish a framework to address IT deferred maintenance and guide investments in upgrading key elements of the technical infrastructure.	DIGITAL TECHNOLOGIES & INNOVATION IT deferred maintenance framework presented to the Algonquin College Executive Team by October, 2016.	41		INNOVATION AND STRATEGY Not Completed - The changeover in VP has delayed the development of an IT deferred maintenance framework from being completed. The effort will be completed in 2017/18.

Report title:	People Plan
Report to:	Board of Governors
Date:	June 12, 2017
Author/Presenter:	Cathy Frederick, Vice-President, Human Resources

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to share Algonquin College’s 2017-2022 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 is the first of these plans. The need for a human resources strategy was also identified as part of the College Enterprise Risk Framework.

A progress Report on the development of the College’s People Plan was provided to the Board of Governors for information at the December 13, 2016 meeting.

Development work undertaken since that date includes the following:

- a) Production of a Findings Report that was shared on the myAC website (February 2017).
- b) Application of a cascading strategic direction methodology to the Strategic Plan goals to identify action planning priorities. The People Plan Advisory Committee, the Algonquin College Leadership Team, the Chairs Council and the Human Resources management team participated in this process (January-February 2017).
- c) Preparation of a draft action plan with the Human Resources management team (February-March 2017)
- d) A series of consultations and discussions with the People Plan Advisory Committee, Algonquin College Leadership Team, groups of Chairs, Managers, and the Algonquin

College Executive Team to refine the action plan, timing and People Promise (March and April 2017).

The People Plan determines 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 importantly, its goal of being recognized by employees and the community as an exceptional place to work.

The Plan identifies three strategic areas of focus, each with a series of associated actions and success measures in a multi-year implementation plan. The priority focus areas are:

- a) Attract, develop, value, support and celebrate an exceptional learner-driven workforce.
- b) Increase the capacity and capability of our learning organization through innovation and continuous improvement.
- c) Build a learning workplace that is respectful, diverse, inclusive and healthy.

The People Plan is prefaced by a People Promise, which is made up of a series of aspirational statements that reflect employees' expectations of the College, and the expectations our managers have of themselves in leading and developing teams. These expectations surfaced during the consultations that took place in developing the plan.

The People Promise is built upon the College's core values of Caring, Learning, Integrity and Respect.

The People Promise is that the College will:

- Engage the strengths of our employee community in support of our mission *To transform hopes and dreams into lifelong success.*
- Offer learning and development opportunities that will further employee performance and professional growth.
- Build a vibrant, resilient and diverse workforce as well as foster an inclusive workplace culture that values the unique strengths of each employee.
- Provide caring, insightful leadership.

4. DISCUSSION:

The guiding principles used in developing the People Plan will continue to apply in implementing the plan. The principles are:

- a) *Engaging employees throughout the process*

Almost 1,300 employees from all levels of the College shared their perspectives while building the plan. Input opportunities were presented during the work undertaken by the employee Task Forces and the forum on employee engagement priorities, Town Halls when the emerging People Plan themes were shared, and again, when the Findings Report was shared on myAC. Additional consultations were held with Deans, Directors, Chairs and Managers to ensure the actions identified would measurably move the College in the right direction. The People Plan Advisory Committee, with cross-college representation, met regularly to review results of data analyses, discuss findings, assist in prioritizing the themes and recommendations and shape and vet the action plan.

b) *Reliance on evidence-based decision-making*

Qualitative and quantitative data from multiple sources was assessed and considered in generating the Findings Report and developing the action plan. (Reference the 12 December 2016 Board of Governors progress report for key inputs)

c) *People Plan considered an evergreen or living document*

As the first of several enabling plans for the 2017-2022 Strategic Plan, the People Plan needs to be responsive relevant key priorities that may emerge as other college-wide plans (e.g. academic, student services) are developed, along with emerging economic pressures or business opportunities over the life of the Strategic Plan, and for that reason, it will be periodically reviewed and refined, if necessary, to ensure it continues to meet the needs of the College.

d) *Alignment to the Strategic Plan*

A direct line of sight to the Strategic Plan goals was achieved through the use of a cascaded planning methodology that surfaced the core people capabilities and systems needed to achieve each Strategic Plan goal. The list of priorities for action planning emerged by assessing each finding from the data analyses and each recommendation of the employee task forces on employee engagement priorities both in terms of their impact on achieving the Strategic Goals and alignment with the needed people capabilities and systems resulting from the cascading planning exercise.

The full content of the People Plan is given in Appendix A: Algonquin College People Plan 2017-2022.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input checked="" type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input checked="" type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

The objective of the People Plan actions is to foster an engaged, competent and capable workforce. 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 individual initiatives. Any additional financial resources needed 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 initiative does not have a material impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

A communications plan is in place to support the support the roll out of the People Plan. Upcoming activities include the release of the text version of the People Plan following this meeting of the Board of Governors and employee Town Halls. The People Plan will be published with similar branding and look and feel to the Strategic Plan.

The communication will be part of the response of College leadership to the Employee Engagement Survey, which was undertaken in February 2017. A full analysis of the survey and the link to the priorities in the People Plan will be given at the October 2017 Board meeting.

11. CONCLUSION:

The People Plan is the first of the high-level college-wide enabling plans developed in support of the 2017-2022 Strategic Plan. The Plan identifies three strategic areas of focus, clear actions, and measures for success in a multi-year implementation plan which will underpin annual business planning.

The professionally bound People Plan, with a similar look and feel to the Strategic Plan booklet, will be shared with the Board of Governors the October 2017 meeting.

Respectfully submitted:

Approved for submission:



Cathy Frederick
Vice President, Human Resources

Cheryl Jensen
President

Appendices:

Appendix A: Algonquin College People Plan 2017-2022

People Plan

2017 - 2022



Introduction

Algonquin College has a clear mission: To transform hopes and dreams into lifelong success. It is a bold ambition for all of us as we help our students, young and old, build careers, lives and communities. Our mission is not limited to the learners who occupy our classrooms or learn through our digital channels. It is also the College's singular objective for everyone who works here. That's why we have built this People Plan. Like the new Strategic Plan – 50+5 – that inspired it, this plan is meant to be iterative; as we learn, we will adapt and revise. But it is a first step – a good one, we anticipate – toward articulating the actions we must take as a college to turn our hopes and dreams as employees into lifelong success.

This People Plan is also a first for Algonquin College on two fronts: it is the first People Plan we've ever had, and it is the first of several documents that will help us to achieve our 2017-2022 Strategic Plan. We are confident this People Plan will help advance us on the path of becoming the leader in personalized, experiential learning and an exceptional employer. What does it mean to be an exceptional employer? First, it means charting a course for the development of our people and creating an environment to achieve success – all of us. That's what this People Plan starts to do. Being an exceptional employer also means being open to feedback, listening – really listening – to ideas and concerns and then doing something about them.

We listened to the results of the 2015 employee engagement survey and the recommendations of the employee task forces that studied those priorities, and this Plan includes actions in response. The results of the 2017 employee engagement survey confirm that we are focused on the right actions, for the actions address specific themes that have emerged again, including:

- Providing information and resources to help employees manage their careers with the College
- Holding people accountable for performance and results and recognizing contributions
- Providing performance feedback to enhance performance and career growth

In 2017-18, as in past years, we will involve employees in identifying what can be done to address issues that impede engagement. We will also focus more specifically at the team level by engaging in conversations to better understand and develop meaningful action plans at both the departmental level and at the college-wide level. Our commitment to the engagement of our employees is an ongoing commitment.

Our employees are proud to work at the College and are proud of the role they play in contributing to the lifelong success of our learners. Employees have told us they want to have personally-satisfying and engaging work experiences and careers. They have told us what is important to them – through the employee engagement survey, during the President's Listening Tours, Employee Task Forces and during consultations that took place in developing this plan – and we have given considered thought to their input in identifying the actions we will take over the next five years.

You will notice the People Plan echoes themes reflected in the Strategic Plan, themes also voiced by employees over the past year as we sought input. The themes are those of innovation, personalized development and continuous improvement, with a focus on improving core processes and programs through streamlining and building on what we have in place rather than creating new. We made a

conscious decision during planning to select fewer more impactful actions that will measurably move the College forward and build the foundation for 50 more years of success.

The People Plan is prefaced by our People Promise, a series of aspirational statements that reflect employees' expectations of the College, and the expectations our managers have of themselves in leading and developing teams. These statements, which surfaced during discussions with various individuals and groups, are consistent with our core values of Caring, Learning, Integrity and Respect.

Sincerely,

Cheryl Jensen, President

Cathy Frederick, Vice-President, Human Resources

About this People Plan

Guiding Principles in Developing the Plan

In the eight months it took to build this plan, we used a set of guiding principles to keep us focused and on track. We will continue to apply them as, together, we implement this plan.

1. Engaging employees

Our employees have been eager to participate in activities that contribute to the College's success and influence the direction taken on issues that matter to them. Employees at all levels had the opportunity to share their perspectives during Town Halls, when the emerging themes were shared, and again when the Findings Report was shared on myAC.

Additional consultations were held with Deans, Directors, Chairs and Managers to ensure the actions identified would measurably move the College in the right direction.

The 12-member, cross-college, People Plan Advisory Committee met regularly to review results of data analyses, discuss findings, assist in prioritizing the themes and recommendations and shape and vet the resulting action plan.

2. Evidence-based decision-making

Qualitative and quantitative data from a number of sources were assessed and informed the actions in this Plan. These included:

- Recommendations of the task forces that considered the employee engagement priorities from the 2015 survey
- Interviews and consultations with people managers at all levels
- Human resources strategy risks identified by the College Enterprise Risk Management Committee
- The results of the Human Resources strategy audit commissioned by the Board of Governors
- Human resources business process and program data

3. Living document

The People Plan is the first of several enabling plans for the Strategic Plan, 50+5, and the actions identified are based on the information we have today. The world is not static and the College environment is certainly not static. The action plan has to be responsive to issues and challenges we are going to face over the next five years and, for that reason, we will periodically review it and refine it, if necessary, to ensure it continues to meet the needs of the College.

4. Aligning to the Strategic Plan

The People Plan has a direct line of sight to our Strategic Plan goals. This was achieved through the use of a cascaded planning methodology that identified the core people capabilities and systems needed to achieve each Strategic Plan goal. Once this was complete, the themes that emerged from data analysis and the recommendations of the employee task forces were assessed in terms of their impact on our ability to achieve the strategic goals, and their

alignment with the needed people-capabilities and systems. This exercise resulted in a list of priority actions that are reflected in the People Plan.

About Us

- We are more than 1300 full-time and 2400 part-time employees at the end of the 2016-17 fiscal year.
- We are a mature employee group: most of us are older than 40.
- Many of us who are part-time have been working with the College for 10, 15, and 20 years or more.
- We employ several hundred of our own students every year in a variety of roles.
- Part-time employees are an important talent pool for full-time positions, and are often successful in becoming full-time employees in the Support and Academic groups. Over the past three years, 52 per cent of those hired into full-time Support positions came from the part-time group, while the comparable statistic for the Academic group was 88 per cent. During that same period, most full-time Administrative positions were filled with mid or late career external candidates.
- The annual rate of turnover in full-time employees is just under 5 per cent, due mostly to retirements.
- The Ontario Colleges of Arts and Technology (CAAT) Pension Plan projects that 50 to 60 employees will retire in each of the next three years, based on analysis of the College's retirements since 2012.
- We need to further our understanding of the diversity within our workforce and whether we are fully taking advantage of the diversity of talent found in the labour marketplace.
- Since 1999, we have raised over \$1.3 million for United Way and impacted the lives of 4,600+ community members.

Our People Promise

People come to work at Algonquin College, and continue their careers here, because they have a strong commitment to service, life-long learning and helping our clients, the learners, become the leaders of tomorrow.

The People Promise is that the College will:

- Engage the strengths of our employee community in support of our mission *To transform hopes and dreams into lifelong success.*
- Offer learning and development opportunities that will further employee performance and professional growth.
- Build a vibrant, resilient and, diverse workforce as well as foster an inclusive workplace culture that values the unique strengths of each employee.
- Provide caring, insightful leadership.

Plan Overview

The People Plan actions reflect specific themes that emerged during the planning process

- Provide employees with the tools and skills-building experiences necessary to build innovative programs and practices
- Readily connect pools of internal and external talent with opportunities
- Enable employees in choosing their career paths by making available information, resources, and opportunities
- Provide employees with insightful performance-enhancing feedback
- Facilitate a personalized, experiential learning approach to acquiring new skills

The People Plan

Over the course of the next five years we will focus on three areas of priority:

- 1. Attract, develop, value, support and celebrate an exceptional learner-driven workforce**
- 2. Increase the capacity and capability of our learning organization through innovation and continuous improvement**
- 3. Build a learning workplace that is respectful, diverse, inclusive and healthy**

STRATEGIC FOCUS #1: ATTRACT, DEVELOP, VALUE, SUPPORT AND CELEBRATE AN EXCEPTIONAL LEARNER-DRIVEN WORKFORCE

There is a popular anecdote about working at NASA in the 1960s that goes like this: Ask the janitor what his job is and he will say “to put a man on the moon.” Algonquin College exists to transform the lives of learners and we all have a role to play, whether it’s teaching, keeping our facilities clean or hiring talented employees. Our learners must be at the center of everything we do. To this end, we will attract, develop, value, support and celebrate an exceptional learner-driven and learning-focused workforce with the skills needed to deliver on our mission, mandate and strategic plan.

We are all accountable for our work, and we must ensure managers and supervisors have the skills, tools and support to manage performance and give employees the feedback they need to continuously improve. Responding to the 2015 and 2017 engagement survey results, we will support development of high-performance teams and people, by providing additional resources to assist in performance and career conversations and introducing a simplified, streamlined performance discussion process for Part-time employees.

In 2017-18, we will undertake a review of the employee performance development framework to identify opportunities to enhance the process, resources and tools for employees and managers.

A formal departmental-level orientation will be introduced for all new employees, to immediately position them for success. This orientation will supplement the current College orientation, and will be modeled on practices already in place in some departments.

In addition, an orientation module will be introduced for new managers (those who are new to the College and those who are promoted from within) to support them during the early, critical months of assuming their roles.

We will connect people with opportunities by providing employees with the ability to create and post their professional profiles. Managers will be able to post temporary opportunities that could be as short as several hours or weeks, and up to four months, conduct a search of employee professional profiles and select candidates based on the results of the search.

We will support Chairs in meeting anticipated program needs by identifying and continually refreshing pools of qualified candidates for Part-time faculty opportunities.

We will provide employees with information and resources to assist in managing their career paths at the College, housed on a virtual Career Hub on the HR webpages. Initially, the Employee Career Hub will hold a set of career mobility principles, guidelines for a new informal job-shadowing process and samples of responsibilities and credential requirements for frequently posted positions. Other resources will be added over time.

We will introduce online and blended learning delivery into the leadership and management learning programs to provide broader access to internal professional development programs for enhanced performance and career growth.

We know that our senior leaders need to get better at engaging employees in order to build trust and foster collaboration. We will strengthen our leadership bench strength by introducing a 360 degree performance feedback process for senior leadership positions, along with the opportunity to consult with a performance coach in order to prepare a personalized development plan based on the results.

We will update our leadership succession planning framework and monitor the development of a strong cadre of potential internal successors for leadership positions. This will provide focused, purposeful competency growth experiences for identified individuals and provide the College with an in-house pool of experienced talent for future leadership opportunities.

We will continue to monitor and take action on employee engagement priorities. We will build on the learnings of our employee-led Tiger Teams experience to study and recommend action on the priority issues surfacing in the 2017 Employee Engagement survey.

We will act quickly on those recommendations.

As with the 2015 survey results, we will develop and monitor College-wide and departmental-employee engagement plans. Furthermore, we will start using pulse surveys to ensure we remain on top of issues that have an impact on employee engagement.

We intend to become the role model for other employers in providing valuable skills-building work terms for our Co-op students. Our current framework to employ Co-op students will be refined, and additional tools will be given to managers to optimize the experience of Co-op students within departments.

Measure of Success

- Leadership roles filled by internal candidates
- Student satisfaction with internal Co-op work term
- Completion of performance discussions

STRATEGIC FOCUS #2: INCREASE THE CAPACITY AND CAPABILITY OF OUR LEARNING ORGANIZATION THROUGH INNOVATION AND CONTINUOUS IMPROVEMENT

Every employee at Algonquin College has the ability and deserves the opportunity to improve the way we work so that we can focus as much time as possible on enhancing the learner experience. That's why we will foster an innovative workplace culture and support the operationalization of our strategic focus on quality and innovation by adapting Lean management principles to the post-secondary education environment. This will give us a common lens, language, and tools for implementing improvements to our programs and practices, to advance collaboration across groups and departments. Initial training has already begun and will continue over the next several years, with an increasing focus on applying the methodology and tools and building our in-house expertise.

We will also provide employees an opportunity to connect and share best practices through the creation of Communities of Practice.

In 2017-18, we will take a significant step forward in streamlining many human resources and financial processes with the introduction of the enterprise resource planning software, Workday. Workday will give employees immediate access to information, such as the ability to view their vacation and sick-leave banks and pension information. It will also allow the submission of leave requests, and direct access to applications for opportunities.

Managers and teams will have increased access to data and reports necessary for evidence-based decision-making.

The second phase of Workday, scheduled for implementation in 2018-19, will streamline the registration process for employee-learning programs and create a record of employees' learning completion as well as other professional development opportunities.

By 2020 we will have a College-wide core competency framework in place and use it as the integrating foundation for our talent processes and programs. We will review and update the current leadership competency framework with the competencies needed to achieve our mission, mandate and strategic plan, and identify the behaviours associated with each competency for professional, faculty and other roles at the College. We will then use the competencies in employee recruiting, selection, performance development, and learning, to provide us with a solid and integrated foundation for moving forward.

Measure of Success

- Learning investment as a % of payroll
- Time to hire employees
- User/client satisfaction with HR processes

STRATEGIC FOCUS #3: BUILD A LEARNING WORKPLACE THAT IS RESPECTFUL, DIVERSE, INCLUSIVE AND HEALTHY

Respect for people is a central principle of everything we do. We will continue to build a respectful workplace and inclusive workplace culture, one that values the unique strengths of each individual, and take action to support employee resiliency and wellness.

Change is a constant in the current post-secondary environment. Our ability to adapt to change – in the way we work and the way we interact with each other – will become an increasingly important determinant of success. As well, significant planned change is on the near-term horizon. The Innovation Centre, Workday and a new Learning Management System, are but few of these planned changes. We will introduce a standardized, scalable change-management methodology and tools that will become part of the way we approach business transformation projects at the College. The methodology – which will be used initially in the implementation of Workday – will be customized for the College and available to assist managers in leading projects and supporting teams through change.

We will continue to conduct scans of workplace issues and, starting in 2018-19, conduct internal and external research into employee wellness indicators and best practices, in order to enhance the resources in place to support and promote employee wellness.

We will focus on increasing our proficiency in finding solutions to issues before they become serious problems through evidence-based problem-solving discussions with our union locals, and implementing practical solutions to recurring issues.

In 2017-18, we will extend the use of our Employment Equity Self-Identification form to Part-time employees and external applicants so we gain an informed understanding of the diversity in our workforce. We will also conduct a review of our human resources programs and practices to identify impediments to workforce diversity and inclusion. The insights from these activities will assist in developing a strategy to strengthen the diversity and inclusiveness of our workplace.

Measure of Success

- Workforce diversity
- Resolution of issues tabled by the union in problem-solving sessions
- Employee wellness

How will we be different five years out?**2017-18 Accomplishments****We will have...**

- ✓ Framework to employ Co-op Students
- ✓ Workday Phase I implemented and adoption support underway
- ✓ Lean strategy defined; additional training and supporting tools deployed
- ✓ Employee Career Hub
- ✓ College-wide and Departmental plans based on 2017 employee engagement survey results
- ✓ Pre-screened talent pools for PT Faculty
- ✓ 360-degree performance feedback and coaching for the College executive team

2018-19 Accomplishments**We will have...**

- ✓ Workday Phase II (Professional development module) implemented and adoption support underway
- ✓ Standardized scalable change-management methodology and tools
- ✓ Orientation module for new managers
- ✓ Performance-feedback tool for PT Admin and Support
- ✓ Pulse surveys on employee-engagement issues
- ✓ Process for matching internal candidates with short-term (<4 months) assignments
- ✓ Online and blended learning methodologies introduced into leadership and management Professional Development

2019-20 Accomplishments**We will have...**

- ✓ Core competency framework refined for management role levels
- ✓ Departmental orientation framework in place
- ✓ Updated succession planning framework
- ✓ Workforce diversity and inclusion strategy
- ✓ Wellness assessment and updated resources
- ✓ 360-performance feedback and coaching for Deans and Directors

2020-21 Accomplishments

We will have...

- ✓ Core competency framework expanded to non-management role levels
- ✓ Performance feedback tool for PT Academic

2021-22 Accomplishments

We will have...

- ✓ College core competencies used in talent recruitment, selection, performance development and learning processes