

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND EIGHT OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, JUNE 11, 2018, FROM 4:30 PM – 6:00 PM, IN T102 A&B, OTTAWA CAMPUS

AGENDA		Presenter	Time
0.	Celebrating Student Success – Skills Ontario Competition	C. Brulé	10 m.
1.	Constitution of the Meeting and Approval of the Agenda	P. Nadeau	1 m.
2.	Declarations of Conflict of Interest	P. Nadeau	1 m.
3.	APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA	P. Nadeau	5 m.
	3.1 Minutes of the Board of Governors’ meeting of April 16, 2018	P. Nadeau	1 m.
	3.2 Board Executive Committee Report	P. Nadeau	5 m.
	3.3 Academic and Student Affairs Committee Report	S. Fournier	5 m.
	3.4 Audit and Risk Management Committee Report	N. Cheng	5 m.
	3.5 Governance Committee Report	J. Robblee	5 m.
	3.6 Foundation Report	M. Waters	5 m.
4.	BUSINESS ARISING FROM THE MINUTES		
	4.1 Learning Management System Update	C. Brulé P. Devey	15 m.
	4.2 Workday Enterprise Resource Planning System Implementation Update	D. Wotherspoon L. Pollock	20 m.
5.	NEW BUSINESS		
	There are no agenda items under New Business		
6.	DECISION ITEMS AND REPORTS		
	6.1 Fourth Quarter 2017-2018 Financial Report	D. McNair G. Perry	10 m.
	6.2 Investment Case - Solar Photovoltaic Plan	D. McNair/ T. Schonewille	10 m.
	6.3 2018-2019 New Governor Appointment	J. Robblee	5 m.
7.	ITEMS FOR INFORMATION		
	7.1 Fourth Quarter 2017-2018 Business Plan Update	D. Wotherspoon	0

	7.2 Annual Report 2017-2018 and progress against Strategic Plan 2017-2022 Click on this link to view the Annual Report 2017-2018	S. Anderson	0
	7.3 Freedom of Information and Protection of Privacy Act 2017 Annual Report	D. McNair	0
	7.4 Report from the Board Chair	P. Nadeau	1 m.
	7.5 Report from the President	C. Jensen	0
	7.6 Board of Governors Management Summary Report	Executive Team	0
8.	UPCOMING EVENTS	Date	
	• 2018 Perth Convocation	June 14, 2018	
	• 2018 Ottawa Spring Convocation	June 18-20, 2018	
	• President's End-of-Year Dinner: Board of Governors and Foundation Board	June 26, 2018	
9.	IN CAMERA Meeting		
10.	MEETING WITHOUT MANAGEMENT		
11.	MEETING ADJOURNMENT		

2017-18 BOG Work Plan

ROLE OF THE BOARD	MEETING DATES					
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.	RESPONSIBLE AREA /PERSON	Oct 16 2017	Dec 11 2017	Feb 26 2018	Apr 16 2018	Jun 11 2018
<ul style="list-style-type: none"> ASAC Report to BOG (New/ Suspended and Cancelled Academic Programs) 	S. Fournier, C. Brulé	X	X	X	X	X
<ul style="list-style-type: none"> ARM Report to BOG (Major Capital Projects, Workday) 	D. McNair	X	X		X	X
<ul style="list-style-type: none"> Healthy Living Education Initiative 	C. Brulé		tbc		tbc	
<ul style="list-style-type: none"> Five Year Capital Investment Plan 	D. McNair		X			
<ul style="list-style-type: none"> International Education Strategy Refresh 	D. Wotherspoon		X		X	
<ul style="list-style-type: none"> Major Capital Projects (included in ARM Report) 	D. McNair	X			X	X
<ul style="list-style-type: none"> People Plan 	C. Frederick	X				
<ul style="list-style-type: none"> Executive Compensation Framework 	C. Jensen, C. Frederick		X			
<ul style="list-style-type: none"> Executive compensation 	C. Jensen			X	X	
<ul style="list-style-type: none"> Approval of 2018-2019 Business Plan and Budget 	D. Wotherspoon D. McNair			tbc		
<ul style="list-style-type: none"> Strategic Mandate Agreement – Present at September 2017 Board Retreat 	C. Brulé					
<ul style="list-style-type: none"> Lean Management Plan (defer to April 16, 2018) 	D. Wotherspoon		✗	✗	X	
<ul style="list-style-type: none"> IT Modernization Plan 	D. Wotherspoon				X	
<ul style="list-style-type: none"> Applied Research Plan (<i>deferred to Oct. 22, 2018 Board</i>) 	D. Wotherspoon					✗
<ul style="list-style-type: none"> Innovation and Entrepreneurship Plan 	D. Wotherspoon				X	
<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 	Algonquin College Executive team	X	X	X	X	X
<p>PERFORMANCE MONITORING – The Board ensures that management has identified appropriate measures of performance, and has plans in place to address variances from expected/planned performance.</p>						
<ul style="list-style-type: none"> Annual Report 2017-2018 and progress against Strategic Plan 2017-2022 	S. Anderson					X
<ul style="list-style-type: none"> Quarterly 2017-2018 Business Plan Update (Bring to ARM teleconference meeting in January 2018 – to be scheduled) 	D. Wotherspoon	Q1	Q2	Q3		
<ul style="list-style-type: none"> Fourth Quarter 2017-2018 Business Plan Update 	D. Wotherspoon					Q4
<ul style="list-style-type: none"> Program Advisory Committee’s Annual Report (ASAC Report) 	C. Brulé		X			
<ul style="list-style-type: none"> Employee Engagement Update (presentation for Information) 	C. Frederick	X				

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.	RESPONSIBLE AREA /PERSON	Oct 16 2017	Dec 11 2017	Feb 26 2018	Apr 16 2018	Jun 11 2018
• 2018-2019 Budget Assumptions and three-year pro forma	D. McNair		X			
• 2018-2019 Tuition and Fees Schedules	L. Stanbra		X			
• Banking Officers’ resolution	D. McNair					X
• Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors <i>(distribute separately to BOG)</i>	C. Jensen					X
• Endowment Fund Performance Report	D. McNair					X
• Five Year Capital (this is already included in section above)	D. McNair		X			
• Learner Driven Space Investment Case	L. Stanbra	X				
• Learner Driven Space - Budget	D. McNair			X		
• Indigenous Gathering Circle Investment Case	R. McLester	X				
• Learning Management System approval in principle	C. Brulé/D. Wotherspoon					X
• Quarterly 2017-2018 Financial Projection	D. McNair	Q 1	Q2	Q3		
• Fourth Quarter Financial Results and Audited Financial Statements	D. McNair					Q4
RISK IDENTIFICATION AND OVERSIGHT – The Board oversees management’s risks program, and identifies unusual risks in the organization and ensures plans are in place to manage and prevent such risks.						
• 2017 Corporate Risk Profile	D. McNair		X			
• Freedom of Information Annual Report	D. McNair					X
• Cybersecurity Audit	D. Wotherspoon D. McNair					X
• IT Automation and Process Improvement Audit (included in ARM Report to Dec. 11 BOG)	D. Wotherspoon D. McNair		X			
STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY – The Board ensures the organization appropriately contributes to strong stakeholder relationships, and advocates on behalf of College stakeholders in support of the mission, vision, values and strategic directions.						
• Strategic Plan 2017-2022 Communications Roll-Out	S. Anderson	X				
• Board of Governors’ Summer Key Message	S. Anderson	X				X
• Board of Governors’ Fall Key Message	S. Anderson		X			
• Board of Governors’ Winter Key Message	S. Anderson			X		
• Board of Governors’ Spring Key Message	S. Anderson				X	

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.	RESPONSIBLE AREA /PERSON	Oct 16 2017	Dec 11 2017	Feb 26 2018	Apr 16 2018	Jun 11 2018
• Review and adoption of the Governors’ Code of Ethical Conduct	P. Nadeau					
• Structure of Effective Board Meetings generative discussion	P. Nadeau					
• Board Committee reports (Academic & Student Affairs; Audit & Risk Management; Governance)	V. Tiqui-Sanford	X	X	X	X	X
• Foundation Board Report	L. Stanbra	X	X	X	X	X
• Appointment of new Governors for 2017-2018	P. Nadeau				X	
• Governance Committee Report to include 2018-2019 Board Chair and Board Executive Committee Succession, BGI-01 Report Card; Governor Reappointments	J. Robblee				X	BGI-01 Report Card
• Governance Committee report to include BOG Officers & Committee Memberships, Board Evaluation Report	J. Robblee					X
LEGAL COMPLIANCE – The Board ensures that appropriate processes are in place to effect compliance with legal requirements.						
• Confirmation of mandatory Government remittances	D. McNair	X	X	X	X	X

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND SEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, APRIL 16, 2018, AT 4:00 PM, IN ROOM T102 A&B, OTTAWA CAMPUS.

<p><u>Present:</u> Peter Nadeau, Board Chair Jim Brockbank, Board Vice Chair Cheryl Jensen, President Audrey Claire Lawrence Cyril McKelvie Gail Beck Jay McLaren Jim Robblee Michael Waters Naina Kansal Nancy Cheng Shellee Fournier Stephen Heckbert Steve Barkhouse Valerie Sayah</p> <p><u>Regrets:</u> Kelly Sample Krisha Stanton</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Assistant to the Board of Governors</p>	<p><u>Algonquin College Executive Team:</u> Cathy Frederick, Human Resources Claude Brulé, Academic Doug Wotherspoon, Innovation & Strategy Duane McNair, Finance & Administration Laura Stanbra, Student Services Ron Deganadus McLester, Indigenous Initiatives Scott Anderson, Communications, Marketing & External Relations Tracy McDougall, President’s Office</p> <p><u>Guests/Presenters:</u> Patrick Devey, Dean, Centre for Continuing and Online Learning Michelle Tait-Eburne, Senior Manager, Student Engagement and Initiatives, Student Support Services Cassandra Louise Atchison, Second Year Student, Business Management and Entrepreneurship Dalton McGuinty, Special Advisor to the President, D2L Jon Krochmalnek, Senior Manager, Implementation Services, D2L Jessica Abbott, Engagement Director, PwC Brian Pratt, Partner Workday Practice, PwC Simon Miller, Director, Customer Success, Workday Canada</p>
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WELCOME REMARKS

Board Chair, P. Nadeau welcomed members and guests to the meeting at 4:01 p.m.

0. CELEBRATING STUDENT SUCCESS – Community Impact Award Recipient

Board Chair, P. Nadeau, introduced L. Stanbra, Vice President, Student Services who introduced M. Tait-Eburne, Senior Manager, Student Engagement and Initiatives, and student C. L. Atchison, Second Year Business Management & Entrepreneurship program. M. Tait-Eburne provided members with a brief synopsis of C. L. Atchison. Ms. Atchison volunteered over 600 hours with the Sexual Assault Support Centre of Ottawa, an education-based community group that centres around developing a strong anti-oppressive community and reducing harm while engaging in active affirmative consent

practice. Ms. Atchison developed strong support work skills that enabled her to form trusting relationships with the women she supported.

Ms. Atchison was described as an individual who exhibits trust and honesty in her relationships, and values the uniqueness of others on the campus, and in the greater Ottawa Community. She is a natural leader in her class and always goes above and beyond to ensure her classmates achieve success. Ms. Atchison is a Senior Student Leader with the AC Hub Student Leadership Program.

Board Chair, P. Nadeau congratulated Ms. Atchison on her achievements and presented her with the Changemaker Award.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Board Chair, P. Nadeau constituted the meeting at 4:14 p.m. and asked whether any Governors wished to remove or add an item to the agenda. Board Chair Nadeau informed members that the Board Office received three submissions requesting an opportunity to speak at today's Board meeting regarding the 2018 Fall Program Intake Suspensions. One request will be presented under agenda item 3.3: Academic and Student Affairs Committee Report.

RESOLUTION

MOVED & SECONDED: J. McLaren & A. Lawrence

THAT the Board of Governors approves the request for presentation and the meeting agenda of April 16, 2018.

CARRIED.

2. DECLARATION OF CONFLICT OF INTEREST

Board Chair, P. Nadeau asked members to declare any conflicts of interest with items on the agenda. There were no conflicts of interest declared.

3. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA

3.1 Minutes of the Board of Governors' meeting of February 26, 2018

The meeting minutes of February 26, 2018 will be amended, at the request of Governor V. Sayah, who confirmed that her intent was to support the resolution of agenda item 4.1 Learning Management System (LMS) Investment Case and not to abstain from the vote.

RESOLUTION

MOVED & SECONDED: G. Beck & J. Brockbank

THAT the Board of Governors approves the meeting minutes of February 26, 2018 as amended.

CARRIED.

3.2 Board Executive Committee Report

Board Chair, P. Nadeau provided verbal information from the Executive Committee meeting held on March 19, 2018.

3.3 Academic and Student Affairs Committee Report

Board Chair, P. Nadeau informed members that the Board Office received three requests to speak at today's meeting regarding agenda item 5.4: 2018 Fall Program Intake Suspensions (Perth &

Pembroke Campuses) that was tabled at the March 22, 2018 Academic and Student Affairs Committee. He introduced K. Denham, Program Assistant at the Adult Learning & Training Centre, Lanark County. K. Denham provided members with information and position that Algonquin College not suspend the Program Intakes. She provided the Board with excerpts that she received from students stating why these programs matter to them.

Board Chair, P. Nadeau thanked Ms. Denham for her presentation. Members accepted this presentation for information.

Governor S. Fournier, Chair, Academic and Student Affairs Committee, provided members with information from the meeting held on March 22, 2018. Enrolment updates have been highlighted in the report.

Members accepted this report for information.

Board of Governors approvals are requested for the following:

Program Proposal: Film and Media Production, Ontario College Diploma

RESOLUTION

MOVED & SECONDED: J. McLaren & G. Beck

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Film and Media Production, Ontario College Diploma program, effective Fall 2019, with the caveat that external funding/sponsorship must be in place to partially offset the capital expenditures and support start-up as a condition of final approval.

CARRIED.

Program Title Modification – Carpentry and Joinery - Heritage

RESOLUTION

MOVED & SECONDED: A. Lawrence & N. Kansal

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the program title modification from Carpentry and Joinery - Heritage, Ontario College Diploma to Heritage Carpentry and Joinery, Ontario College Diploma, effective Fall 2019.

CARRIED.

3.4 Audit and Risk Management Committee Report

Governor N. Cheng, Chair of Audit and Risk Management Committee, provided members with information from the meeting held on March 8, 2018. Members accepted this report for information.

Board of Governors approval is requested for the following:

Investment Policy for College Operating Funds - Annual Review and Amendments

RESOLUTION

MOVED & SECONDED: N. Cheng & M. Waters

THAT the Audit and Risk Management Committee recommends to the Board of Governors the approval of the College Funds Investment Policy as presented.

CARRIED.

3.5 Governance Committee Report

Governor J. Robblee, Chair of Governance Committee, provided members with information from the meeting held on March 28, 2018. Members accepted this report for information. Board of Governors approval is requested for the following:

Terms of Reference all Board Committees (Review)

RESOLUTION

MOVED: J. Robblee

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

and,

THAT the Governance Committee endorses the amended Terms of Reference for the Academic and Student Affairs Committee to the Board of Governors for approval with the following language addition under the Responsibilities Section 1:

In addition, exceptional circumstances such as significant impacts on a school or campus, are to come to the Academic and Student Affairs Committee for a discussion in a timely manner in advance of any public announcement.

CARRIED.

Questions from members were answered.

2018-2019 Board Chair & Board Executive Committee Succession

RESOLUTION

MOVED & SECONDED: J. Robblee & G. Beck

THAT the Governance Committee recommends to the Board of Governors approval of the appointment of Governor Jay McLaren for the position of Chair, Academic and Student Affairs Committee effective September 1, 2018.

CARRIED.

3.6 Foundation Report

Governor M. Waters, Governor Representative to the Foundation provided members with an update on the Foundation Board activities.

Members accepted this report for information.

4. BUSINESS ARISING FROM THE MINUTES

4.1 Ratification of Execution of Demand Operating Facility Agreement

Board Chair, P. Nadeau referred members to the Ratification of Execution of Demand Operating Facility Agreement. The report requested for the Board of Governors ratify, confirm, and approve the April 10, 2017 execution of the loan documents by the President, and Vice President, Finance and Administration to activate the \$15,000,000 Line of Credit.

RESOLUTION

MOVED & SECONDED: S. Heckbert & N. Cheng

THAT the Board of Governors ratifies, confirms, and approves the following:

BE IT RESOLVED that:

- The execution on behalf of the Corporation by the President and Vice-President, Finance and Administration on April 10, 2017 and subsequent delivery of a Demand Operating Facility Agreement dated February 9, 2017 between the Corporation and the Toronto Dominion Bank with a credit limit in the amount of \$15,000,000 is hereby ratified, confirmed and approved;
- The President and Vice-President, Finance and Administration be and they are hereby authorized and directed to do all acts and things and to execute or otherwise deliver for and on behalf of the Corporation such documents and instruments as may be necessary or desirable to give effect to the foregoing.

CARRIED.

4.2 Learning Management System Update

C. Brulé, Senior Vice President, Academic introduced Patrick Devey, Dean, Centre for Continuing and Online Learning, Dalton McGuinty, Special Advisor to the President, D2L, and Jon Krochmalnek, Senior Manager, Implementation Services, D2L, who presented members with updates on the Learning Management System.

The Algonquin College Board of Governors approved the expenditure of up to \$3.05 million over a five-year period for the adoption of the new Learning Management System at the February 26, 2018 Board of Governors meeting. The agreement with Desire2Learn was finalized on March 6, 2018. The entire College will migrate to one learning management system, Brightspace™ by the start of the Fall 2018 term. Brightspace will modernize the College's learning management system and will provide a reliable, flexible, and fully maintained tool for students and faculty members. The system will be fully operational for the start of the fall term.

An update will be provided to the Board of Governors at the June 11, 2018 Board of Governors meeting.

Questions from members were answered. Members accepted this report for information.

4.3 Workday Enterprise Resource Planning System Implementation

D. Wotherspoon, Vice President, Innovation and Strategy presented the progress of the Workday Enterprise Resource Planning System Implementation. On March 29, 2018, Management entered into a contract with Ottawa-based PricewaterhouseCoopers (PwC) to complete the Workday implementation. The revised total proposed budget for the Workday implementation project is \$18.8 million. D. Wotherspoon provided a high-level overview of the changes to the management and implementation of the project. The new implementer has been secured and changes to the governance, project management, and Workday relationship will ensure that the implementation successful.

D. Wotherspoon introduced B. Pratt, Partner Workday Practice, PwC, who informed members of Workday's active participation in the project, and the commitment of PwC's Project Team to the

success of the project. S. Miller, Director, Customer Success, Workday Canada, provided members of the following Workday long-term commitments to the project:

- Revalidate Initial Prototype Configuration;
- Enhanced Delivery Assurance Support; and
- Engaged Workday Canada Leadership.

Governor N. Cheng informed members that there is an expectation from the Project Team to provide project key milestones as a standing item at all Audit and Risk Management Committee meetings and Board of Governors meetings.

Questions from members were answered. Members accepted this for information.

5. NEW BUSINESS

There are no agenda items under new business.

6. DECISION ITEMS & REPORTS

6.1 New Governors Appointment 2018-2019

Governor J. Robblee, Chair of Governance Committee provided members with an overview of the Governor Recruitment process and a brief biography of Governor-elect, Jeff Darwin.

RESOLUTION

MOVED & SECONDED: J. Robblee & G. Beck

THAT the Board of Governors approves the appointment of Jeff Darwin to the Board of Governors for a three year term of office, effective September 1, 2018.

CARRIED.

7. ITEMS FOR INFORMATION

7.1 Lean Management Plan

The report provided members with an update to the Board of Governors on the College's effort to move from the use of Lean methodologies and practices for project improvement to daily continuous improvement.

Members accepted this report for information.

7.2 International Education Strategy Refresh

The report provided members with an update on progress being made on Algonquin College's International Education Strategic Plan refresh.

Members accepted this report for information.

7.3 Report from the Board Chair

Highlights from the report included the 2018 Spring Board of Governors Retreat that was held on March 24, 2018, and the New Governor Recruitment Campaign that ran from February 5 to 15. A second campaign was launched in the Perth area late March that closed on April 13 to fill the vacancy of Governor Fournier effective August 31, 2018. The internal 2018 Board of Governors Election was launched on March 26 for an Academic and Student representative. The effective start date for governors elect is September 1, 2018. It is anticipated that the governors-elect will join the Board as guests at the June 11, 2018 Board meeting.

The Board Performance Evaluation surveys were circulated to all board members on April 6. The President's End of Year Dinner is scheduled for June 26, 2018 and will be held at the Royal Ottawa Golf Club. Members accepted this report for information.

7.4 Report from the President

President C. Jensen informed members that on April 6, 2018, the Ministry of Advanced Education and Skills Development announced that the province of Ontario has appointed former Ontario Deputy Minister Sue Herbert to chair the College Task Force, which includes faculty, college representatives and students, along with industry and postsecondary education experts. C. Jensen has been appointed to this task force.

The Committee of Presidents approved policy priorities for colleges to champion in the upcoming June election.

On College Day March 26, 2018, college presidents and board chairs met with cabinet ministers and Members of Provincial Parliament at Queen's Park, in Toronto to discuss the sector's priorities for the upcoming election. Algonquin students were present at the Tech Showcase and the reception. Members accepted this report for information.

7.5 Management Summary Report

Members accepted this report for information.

7.6 Confirmation of mandatory Government remittances (hand out)

Members accepted the remittances for information.

8. UPCOMING EVENTS

Board Chair P. Nadeau provided highlights of upcoming events.

The Regular meeting adjourned at 5:53 p.m. Observers exited the regular meeting.

9. IN CAMERA

An In Camera session was not held.

10. MEETING WITHOUT MANAGEMENT

10.12018-2019 Board Meeting Dates

10.2 April 16, 2018 Board Meeting Evaluation

Members were provided with the Evaluation forms to complete.

11. MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 6:55 p.m.

APPENDIX A: Observers:

Chris Carroll, Communications
Christopher Hahn, Dean, Perth Campus
Chris Jansen, Dean, Faculty of Technology and Trades
Connor Wilkie, Algonquin Times
Cristy Montgomery, Academic Operations & Planning
Elizabeth Tyrie, Executive Assistant, Innovation and Strategy
Enrico DeFrancesco, Professor, School of Hospitality & Tourism
Grant Perry, Acting Director, Finance and Administrative Services
Jack Wilson, Professor
Janet Hunter, Workday
Jennifer Thurston, Banquet Catering and Conference Manager, Food Services
Karen Davies, Dean, Pembroke Campus
Krista Pearson, Registrar
Lois Pollock, Chief Digital Officer
Maggie Cusson, Dean, Academic Development
Mark Leduc, Executive Director, Academic Planning
Pat Kennedy, President, OPSEU 415
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Ruth Dunley, Communications Officer, Public Relation
Shelley Styles, Director, Student Support Services

MEMO

DATE: June 11, 2018

TO: Board of Governors

FROM: Governor Shellee Fournier, Chair, Academic & Student Affairs Committee

SUBJECT: **Academic & Student Affairs Committee meeting of May 28, 2018**

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose Academic and Student Affairs Committee, May 28, 2018 folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

1) Cooperative Education Option – Energy Management, Ontario College Graduate Certificate
Members were referred to the Energy Management, Ontario College Graduate Certificate cooperative education option. College management plans to offer a cooperative education delivery option of the Energy Management program beginning in Spring 2019.

RESOLUTION

MOVED & SECONDED: S. Heckbert & J. McLaren

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of a cooperative education delivery option for the Energy Management, Ontario College Graduate Certificate program, effective Spring 2019.

CARRIED.

2) Cooperative Education Option – Environmental Management and Assessment, Ontario College Graduate Certificate

Members were referred to the Environmental Management and Assessment, Ontario College Graduate Certificate cooperative education option. College management plans to offer a cooperative education delivery option of the Environmental Management and Assessment program beginning in Spring 2019.

RESOLUTION

MOVED & SECONDED: P. Nadeau & S. Heckbert

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of a cooperative education delivery option for the Environmental Management and Assessment, Ontario College Graduate Certificate program, effective Spring 2019.

CARRIED.

3) Cooperative Education Option - Electrical Engineering Technician, Ontario College Diploma
Members were referred to the Electrical Engineering Technician, Ontario College Diploma cooperative education option. College management plans to offer a cooperative education delivery option of the Electrical Engineering Technician program beginning Fall 2018.

RESOLUTION

MOVED & SECONDED: S. Heckbert & J. McLaren

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of a cooperative education delivery option for the Electrical Engineering Technician, Ontario College Diploma program, effective Fall 2018.

CARRIED.

4) Cooperative Education Option – Electrical Engineering Technology, Ontario College Advanced Diploma

Members were referred to the Electrical Engineering Technology, Ontario College Advanced Diploma cooperative education option. College management plans to offer a cooperative education delivery option of the Electrical Engineering Technology program beginning in Fall 2018.

RESOLUTION

MOVED & SECONDED: J. McLaren & S. Heckbert

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of a cooperative education delivery option for the Electrical Engineering Technology, Ontario College Advanced Diploma program, effective Fall 2018.

CARRIED.

5) Program Proposal: Addictions and Mental Health, Ontario College Graduate Certificate

Members were presented with the Addictions and Mental Health, Ontario College Graduate Certificate program proposal. This online program is primarily designed to enhance and further develop the skills of individuals who currently work in health care or the social services field and who are interested in specializing in addictions and mental health.

RESOLUTION

MOVED & SECONDED: J. McLaren & N. Kansal

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Addictions and Mental Health, Ontario College Graduate Certificate effective September 2018.

CARRIED.

6) Program Proposal: Cardiovascular Technology, Ontario College Diploma

Members were presented with the Cardiovascular Technology, Ontario College Diploma program proposal. This two-year intensive Ontario College Diploma program prepares students

with the essential knowledge and technical skills required to perform electrocardiograms, exercise tolerance tests, and ambulatory monitoring in the role of a cardiovascular technologist.

RESOLUTION

MOVED & SECONDED: S. Heckbert & J. McLaren

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Cardiovascular Technology, Ontario College Diploma, effective Fall 2019.

CARRIED.

7) Program Proposal: Therapeutic Recreation, Ontario College Graduate Certificate

Members were presented with the Therapeutic Recreation, Ontario College Graduate Certificate program proposal. Recreation therapists work with individuals facing health issues, cognitive, physical and/or mental health challenges across the lifespan from children, youth, and adults to seniors.

RESOLUTION

MOVED & SECONDED: S. Heckbert & J. McLaren

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Therapeutic Recreation, Ontario College Graduate Certificate, effective Fall 2019.

CARRIED.

8) Program Proposal: Business Fundamentals, Ontario College Certificate

Members were presented with the Business Fundamentals, Ontario College Certificate program proposal. Students combine theory and hands-on learning to gain practical business knowledge in the areas of business management, marketing, human resources management, document production, accounting/financial reporting, professional communications and the use of business application software.

RESOLUTION

MOVED & SECONDED: S. Heckbert & N. Kansal

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Business Fundamentals, Ontario College Certificate program, effective Fall 2019.

CARRIED.

9) Program Proposal: Business – Agriculture, Ontario College Diploma

Members were presented with the Business - Agriculture, Ontario College Diploma program proposal. Students can leverage and experience agriculture through a business point of view through the involvement of a wide variety of farm producers, specialties, technologies, and strategies throughout the program.

RESOLUTION

MOVED & SECONDED: J. McLaren & S. Heckbert

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Business-Agriculture, Ontario College Diploma program effective Fall 2019.

CARRIED.

10) Program Proposal: Interdisciplinary Studies in Human-Centred Design, Ontario College Graduate Certificate

Members were presented with the Interdisciplinary Studies in Human-Centred Design, Ontario College Graduate Certificate program proposal. The skills gained in this program complement many professional backgrounds, from designers, computer programmers, and engineers to public servants and social scientists.

RESOLUTION

MOVED & SECONDED: S. Heckbert & J. McLaren

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Interdisciplinary Studies in Human-Centred Design, Ontario College Graduate Certificate program, effective Fall 2019.

CARRIED.

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

1) 2018 Fall Program Intake Suspension - Motive Power Technician Program

Guest speaker Mark Stevens, Professor, Motive Power Technician Program, Pembroke Campus presented his synopsis on the 2018 Fall program intake suspension of the Motive Power Technician Program.

Members accepted this presentation for information.

2) 2018 Fall Program Intake Suspension - Heritage Masonry Program

Guest speaker Rodney Bain, Professor, Heritage Masonry, Perth Campus, presented his synopsis regarding the 2018 Fall program intake suspension of the Heritage Masonry Program.

Members accepted this presentation for information.

3) 2018-2019 New Program and Cooperative Education Option Approval Pipeline – Workplan

Members were referred to the 2018-2019 New Program and Cooperative Education Option Approval Pipeline Workplan. The report informed members of new program development and program cooperative education option modifications activities that are planned and will be coming forward for review and recommendation to the Board of Governors in the 2018-2019 academic year.

Members accepted this report for information.

MEMO

4) Enrolment Update Report

The report provided an update on current enrolment information for the Spring 2018 and Fall 2018 terms. Details of the Enrolment Update is provided in Appendix A: Enrolment Update. Members accepted the report for information.

5) 2017-2018 Students' Associations Annual Priorities - Results Report

Members were presented with the results report of the 2017-18 Students' Associations Annual Priorities. The Students' Association has identified five main priorities, listed in order of importance. The Students' Association priorities are identified with a goal of enhancing student life, student satisfaction with the Students' Association, and student retention. Details of the results report are provided in Appendix B: SA Priorities 2017-18 Year-End report. Members accepted the report for information.

6) Review of Academic and Student Affairs DRAFT 2018-2019 Workplan

Members were referred to the Review of Academic and Student Affairs DRAFT 2018-2019 Workplan. Members accepted this for information.

Enrolment Update

For the Academic and Student Affairs Committee

Prepared by Academic Operations and Planning
and the Registrar's Office

May 28, 2018

Enrolment Dashboard – Spring 2018

COLLEGE ENROLMENT - 2018 SPRING

(Post Secondary & Graduate Certificates)

	Actual (at May 18, '18)	2018 Spring			Previous Year (at May 19, '17)		
		Over / (Under) #	Over / (Under) %	Status	YoY #	YoY %	Status
Total Registered	4,400	692	18.7%	■	1,069	32.1%	■
Level 01	778	217	38.7%	■	291	59.8%	■
Returning	3,622	475	15.1%	■	778	27.4%	■
Domestic	3,412	417	13.9%	■	698	25.7%	■
International	988	275	38.6%	■	371	60.1%	■
Withdrawals	186				7	3.9%	■
As % of Total Registered	4.1%					(1.0%)	■

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

Admission Dashboard – Fall 2018

COLLEGE ENROLMENT - 2018 FALL (Intake)

(Post Secondary & Graduate Certificates)

Previous Year

(at May 19, '17)

	Actual (at May 18, '18)	YoY #	YoY %	Status
Applications (Total)				
Domestic	35,631	(1,011)	(2.8%)	■
International	4,856	1,035	27.1%	■
Total	40,487	24	0.1%	■
Distinct Applicants				
Domestic	20,577	302	1.5%	■
International	4,143	945	29.5%	■
Total	24,720	1,247	5.3%	■
1st Choice				
Domestic	13,661	188	1.4%	■
Confirmed / Paid / Reg.				
Domestic	8,671	178	2.1%	■
Paid (Full / Partial) / Reg.				
Domestic	1,814	(153)	(7.8%)	■
International	935	272	41.0%	■
Total	2,749	119	4.5%	■

Variance Analysis:

- Domestic applications flat or lower across all Schools except for Centre for Continuing and Online Learning
- International applications increase primarily in the following areas: Technology & Trade, Business, and Hospitality

Variance Analysis:

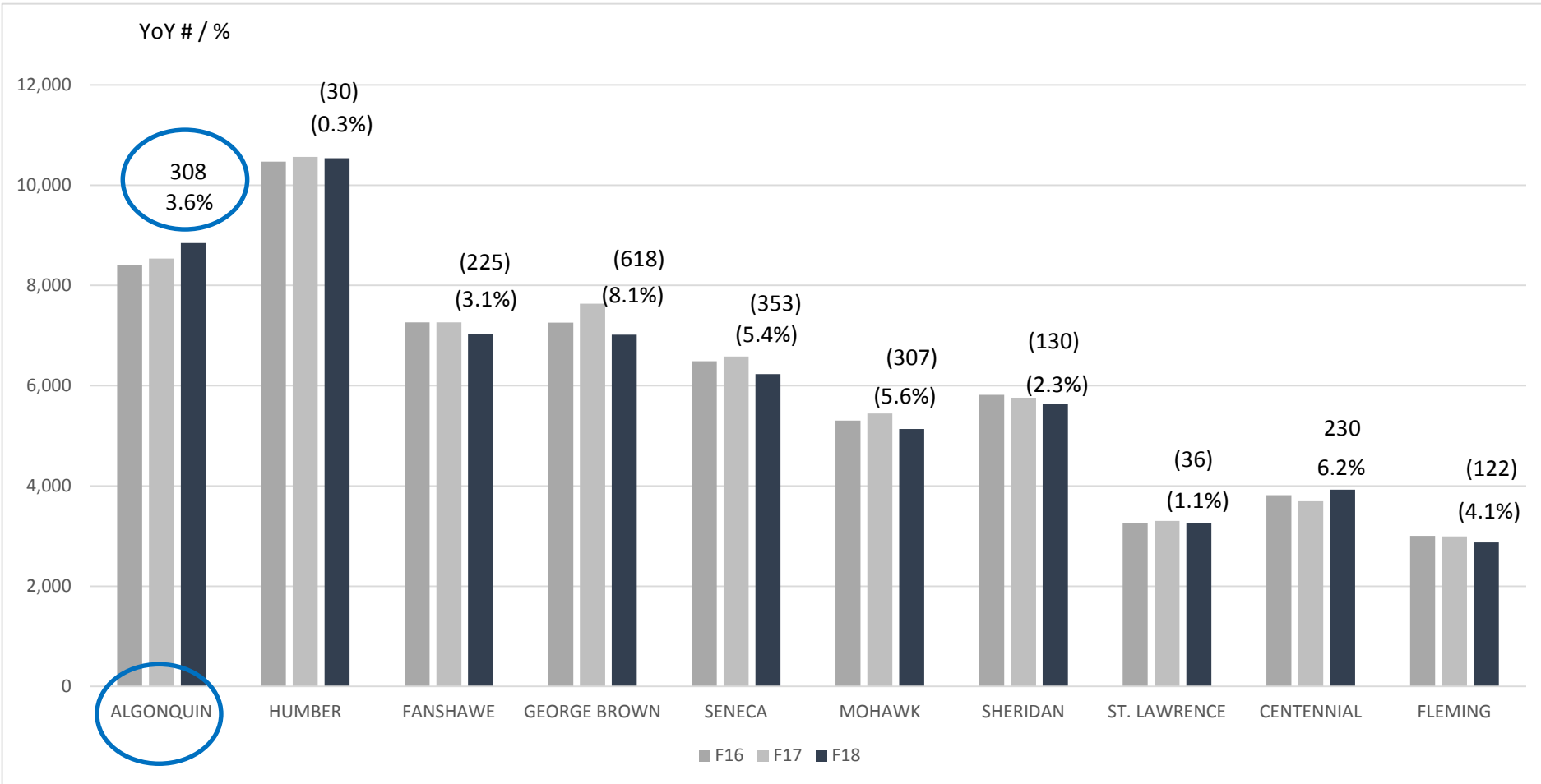
- Domestic confirmed / paid trending well for majority of Schools

Variance Analysis:

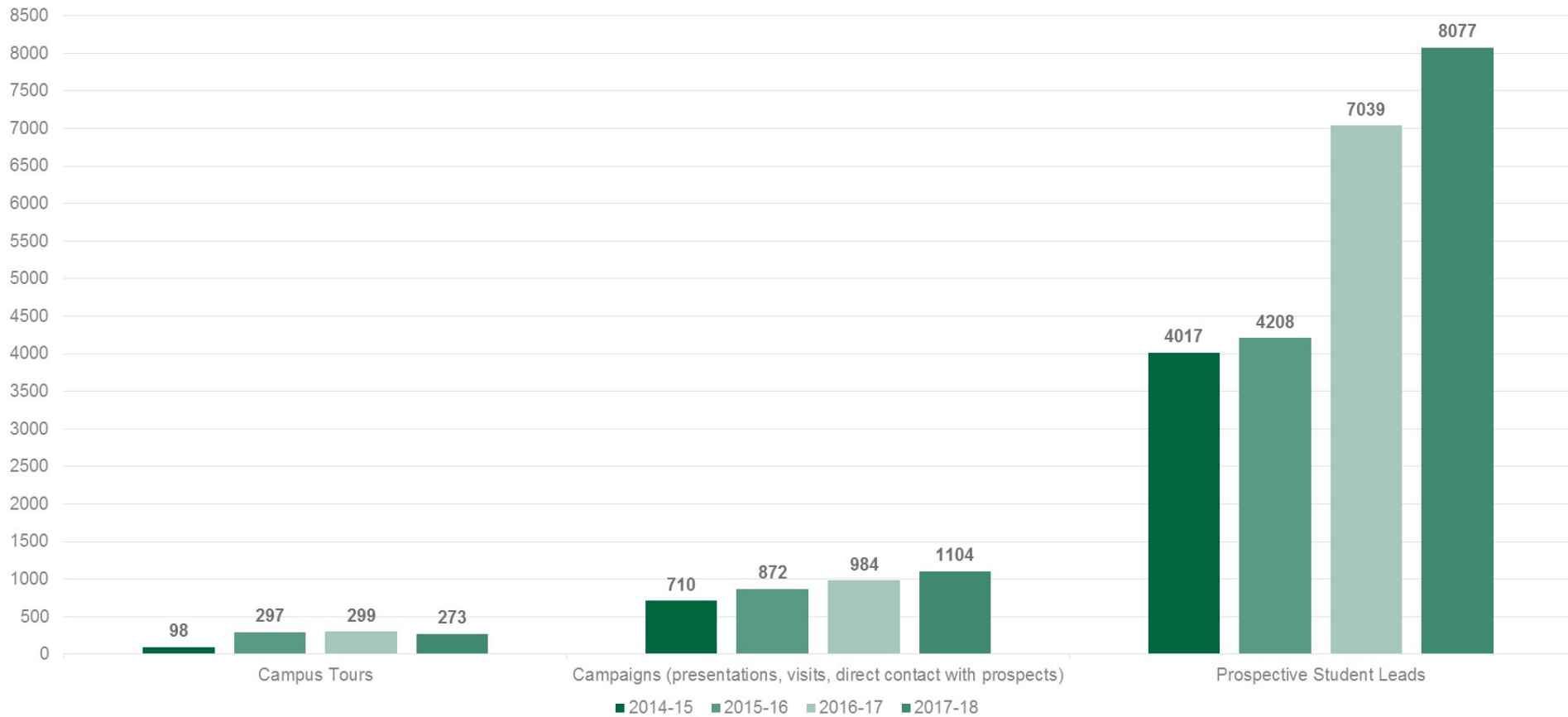
- First week that Domestic Paid status is showing red (all other weeks = green status)
- Most likely timing given Domestic confirmed / paid is showing year-over-year increase and trending higher than last week

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

Fall '18 Confirmations: Large colleges and local (OCAS as at May 24, 2018, Level 01 domestic)



Recruitment Activity for 18F (Sept 1 to present) Four Year Comparison, as of May 22, 2018



SA Board of Directors

2017-2018 Priorities

End-of-Term Progress Report



Algonquin

Students'
ASSOCIATION

Priority 1:

An Algonquin College
community that
prioritizes the health,
safety and
well-being of its
members.

Priority 1:

- a. Advocate for the implementation of a week-long study break in each semester.
- b. Audit mental health support services and consult students to identify gaps.
- c. Participate in the implementation of the Sexual Violence Prevention and Harm Reduction program.
- d. Advance the Athletics Recreation Complex project.

Priority 1:

- Reading week being implemented into each semester, beginning Fall 2019
- Class Rep meeting on topic of “Mental Health” held on Ottawa & Perth campuses in Feb. 2018
- \$5.5 million in funding for ARC project approved by Board of Governors in June 2017
- SA has secured loan financing in April 2018
- ARC Steering Committee has formed and had its first meetings



Priority 2:

Technology as a facilitator,
rather than a barrier,
for learning.

Priority 2:

- a. Secure a user-friendly LMS.
- b. Continue to monitor the performance and value of the e-Text program.
- c. Support the learner-centred strategy by providing choice of learning materials (e-Text, hardcopy, OERs).
- d. Work with the College to meet their commitment to reduce printing demand.

Priority 2:

- Brightspace announced as new LMS to replace Blackboard and Canvas
- SA Board has been vocal about the importance of students having authentic choice when it comes to course materials
- Exploring definitions of what makes resources required or “mandatory” (and thus assessed within the eText fee) through College Academic Council
- Through SA/CCC, continuous improvements to student printing experience are underway

Priority 3:

A college that fulfills the demand for available and appropriate study spaces across all campuses.

Priority 3:

- a. Develop a system that allows students to use vacant classrooms as study space.
- b. Craft a building policy that allows for the creation of study space in proportion to the addition of academic space.

Priority 3:

- The SA committed to reserving our SA spaces as study spaces whenever possible
- SA Board received education on College space utilization & history of study spaces on campus. Working towards developing a set of “guiding principles” rather than a building policy to inform future builds of academic space.
- The DARE District will alleviate many concerns about lack of study space.

Priority 4:

Safe, affordable and
available housing
options for all Algonquin
students.

Priority 4:

- a. Begin the conversation with the College regarding housing at each campus as it pertains to access to education.

Priority 4:

- Largely Perth campus centred priority.
- With the intake suspensions, the high demand of student housing in Perth has subsided.
- The SA worked on improvements to student housing lists, as well as awareness campaigns on tenant's rights, etc.



Priority 5:

Algonquin students as active
and responsible citizens of
their community.

Priority 5:

- a. Improve the Class Rep system to give students more voice and sense of ownership.
- b. Encourage students to exercise their democratic rights in an informed manner.

Priority 5:

- Changes coming to Class Rep Program
 - Moving communications over to the LMS
 - Offering School/Faculty-specific meetings to make discussions easier during Class Rep meetings
- The SA held a variety of voter registration tables throughout winter semester – in residence, commons, etc.



Opportunities and Recommendations:

1. Mental Health Services:
Awareness & Capacity
2. Define “Required” Course
Resources
3. Support Different Learning
Styles with Authentic Choice of
Textbook Format



Thankyou

MEMO

DATE: June 11, 2018

TO: Board of Governors

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

SUBJECT: **Audit & Risk Management Committee meeting of May 24, 2018**

For documentation in support of the agenda items, please visit the Board's SharePoint site, choose the Audit & Risk Management Committee, May 24, 2018 meeting folder.

A. ANNUAL GENERAL MEETING REQUIRING BOARD OF GOVERNORS APPROVAL

1) 2017-2018 Draft Audited Financial Statements

Members were referred to the 2017-2018 Draft Audited Financial Statement included in their meeting materials. The report included the draft financial statements for Algonquin College for the year ended March 31, 2018, the audited financial statements for the Algonquin College Foundation for the year ended March 31, 2018, the audited financial statements for 2364193 Ontario Inc. for the year ended March 31, 2018, and the related 2018 Audit Results report from Deloitte. These financial statements will be presented at the June 11, 2018 Annual General Meeting of the Board of Governors.

RESOLUTION

MOVED & SECONDED: M. Waters & P. Nadeau

- a. **THAT** the Audit and Risk Management Committee recommends the approval of the 2017-2018 Draft Audited Financial Statements of Algonquin College (Appendix A: 2017-2018 Audited Financial Statements – Algonquin College) to the Board of Governors on June 11, 2018,
AND
- b. **THAT** the Audit and Risk Management Committee recommends the approval of the transfer of \$100,143 from internally restricted net assets to unrestricted net assets to the Board of Governors on June 11, 2018,
AND
- c. **THAT** the Audit and Risk Management Committee accepts for information the 2017-2018 Audited Financial Statements of the Algonquin College Foundation (Appendix B: 2017-2018 Audited Financial Statements – Algonquin College Foundation),
AND
- d. **THAT** the Audit and Risk Management Committee accepts for information the 2017-2018 Audited Financial Statements for 2364193 Ontario Inc. (Appendix C: 2017-2018 Audited Financial Statements – 2364193 Ontario Inc.).

CARRIED.

B. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

1) Investment Case - Solar Photovoltaic Plan

Members were presented with the Investment Case - Solar Photovoltaic Plan. The array and battery storage would yield an estimated \$200,000 per year of utility cost savings. In early December of 2017, Algonquin College submitted a \$6.8 million proposal entitled the Moving to Net Zero – Solar Photovoltaic Plan in response to the Ministry of Advanced Education and on March 9, 2018, Minister Chiarelli announced the awarding of a \$6.8 million grant to fully fund the initiative.

RESOLUTION

MOVED & SECONDED: M. Waters & C. McKelvie

THAT the Audit and Risk Management Committee recommends that the Board of Governors approve the following Board motion on June 11, 2018:

THAT the Algonquin College Board of Governors approves an expenditure of \$6.8 million fully funded from the Ministry of Advanced Education and Skills Development – Greenhouse Gas Campus Retrofit Program to implement a solar photovoltaic array and battery storage infrastructure on the Ottawa campus in 2018-2019.

CARRIED.

2) Investment Policy for College Endowment Funds – Annual Review

Members were referred to the Investment Policy for College Endowment Funds – Annual Review. As required under the Terms of Reference of the Audit and Risk Management Committee, Section 4b, the Committee is required to conduct an annual review of the Investment Policy for College Operating Funds and of the Investment Policy for College Endowment Funds. This report reviews the Investment Policy for College Endowment Funds, provided in Appendix A: BG-II-03-Investment-Policy-for-College-Endowment-Funds.

RESOLUTION

MOVED & SECONDED: P. Nadeau & M. Waters

THAT the Audit and Risk Management Committee recommends to the Board of Governors approval of the Investment Policy for College Endowment Funds as presented.

CARRIED.

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

1) Cyber Security

Members were presented with the 2018-2018 Cyber Security Internal Audit. The reports are in response to a request from the Audit and Risk Management Committee for the College to undertake an audit of Cyber Security in 2017-2018 and to provide an annual Cyber Security report. The Algonquin College Executive Team is satisfied with Ernst and Young's findings and recommendations.

RESOLUTION

MOVED & SECONDED: P. Nadeau & M. Waters

THAT the Audit and Risk Management Committee approves the 2017-2018 Cyber Security Internal Audit Report as presented,

AND

THAT the Audit and Risk Management Committee accepts the 2017-18 Algonquin College Security Incident and Data Breach Reports for information.

CARRIED.

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

1) Residence Monetization Update

Members were referred to the Residence Monetization Update. The update provided the Committee on the Board of Governors approved initiative to investigate the potential to monetize the Algonquin College Student Residence. The College issued a public Request for Expression of Interest and Qualification on March 2, 2018. Three proponents submitted proposals. A final recommendation will be brought to the Board for approval at the October 22, 2018 meeting.

Members accepted this update for information.

2) March 2018 Audit Results and Year-End Communication

Members were referred to the 2017-2018 Audit Results and Year-End Communication report. The auditors informed members that the audit results had no disclosure misstatements pertaining to the latest period reported.

Members accepted this report for information.

3) 2017-2018 Management Discussion and Analysis Report

Members were referred to the 2017-2018 Management Discussion and Analysis Report. The Management Discussion and Analysis Report is to provide a narrative explanation, from management's perspective, of how the entity has performed in the past, its financial condition, and its future prospects. The report provides additional information that may not be apparent in the financial statements.

Members accepted this report for information.

4) Fourth Quarter 2017-2018 Major Capital Projects Report

The report provided members with a brief financial overview and update on the progress of the College's major capital projects underway in 2017-2018. In 2017-2018, the College committed to continuing progress on existing projects such as the DARE District, Enterprise Resource Planning-Project Workday, and various infrastructure renewal projects. A summary of Major Capital Projects are provided in Appendix B: Fourth Quarter 2017-2018 Major Capital Projects Report.

Members accepted this report for information.

5) Workday Project Update

Members were provided with the Workday Project updates since the last presentation to the Audit and Risk Management Committee and an overview of ongoing and upcoming key activities, deliverables and milestones required to successfully deploy the Workday application. The team worked together throughout April to develop a master implementation plan for the consolidation of the current tenants and development of the additional configuration required. Management continues to closely monitor the implementation and will continue to report project status and risks to the Algonquin College Executive Team, Audit and Risk Management Committee.

Members accepted this update for information.

6) Fourth Quarter 2017-2018 College Operating Funds Investment Report

Members were referred to the Fourth Quarter 2017-2018 College Operating Funds Investment Report results for the quarter ended March 31, 2018. The Yorkville Asset Management team reported that the fund produced a return of 0.20% for the fourth quarter, over performing the benchmark which returned 0.27%. The operating investments' one-year return was 0.20% compare to benchmark index which was 0.18%. As at March 31, 2018, the market value of the fund was reported at \$66.1 million, compared to \$66 million at March 31, 2017. Details of the report is provided in Appendix C: Fourth Quarter 2017-18 College Operating Funds Investment Report.

Members accepted this report for information.

7) Fourth Quarter 2017-2018 Endowment Funds Investment Report

Members were referred to the Fourth Quarter 2017-2018 Endowment Funds Investment Report. The endowment funds' one-year return for the period is 6.51% surpassing the benchmark index of 4.93%. Excluding the transactions associated with the Kivuto options and realized gain, the quarterly return would have been 1.20% and the one-year return at 5.06%. In the 2017-2018 fiscal year, \$932,966 was disbursed to fund student bursaries and scholarships. As at March 31, 2018, the market value of the fund was reported at \$26 million, compared to \$24.3 million at March 31, 2017. Details of the report is provided in Appendix D: Fourth Quarter 2017-2018 Endowment Funds Investment Report.

Members accepted this report for information.

8) Exemption - Exception Report on 2017-2018 Non-Competitive Procurement Activity

Members were referred to the report included in their packages. The report provided the Audit and Risk Management Committee with an Exemption - Exception Report on Limited Tendering Procurement for purchases with values greater than \$100,000 for the year ended March 31, 2018.

Members accepted these report for information.

9) Fourth Quarter 2017-2018 Enterprise Risk Management Report

Members were presented with the Fourth Quarter 2017-2018 Enterprise Risk Management Report. The report provided an update on the risk mitigation strategies undertaken to manage

College risks identified in the Corporate Risk Profile, provide information on the incidents of fraud and provide a summary of insurance and legal cases.

Members accepted this report for information.

10) Algonquin College Talent Dashboard

Members were presented with the Algonquin College Talent Dashboard. The Talent Dashboard identifies and provide insight of potential risks, monitor progress, and helps make decisions related to the College's human resources. The Talent Dashboard will be provided annually to the Audit and Risk Management Committee for information.

Members accepted this report for information.

11) Cannabis on Campus

Members were provided with an overview of the Cannabis Act of Ontario and the preparations the College is making to accommodate necessary changes in policy and practices. The Federal legislation to decriminalize certain offenses related to the possession and consumption of cannabis, Ontario Bill 174 (Cannabis, Smoke-Free Ontario and Road Safety Statute Law Amendment Act, 2017) received Royal Assent and was passed into law as the Cannabis Act, 2017 on December 12, 2017. Once the legislation comes into force and changes have been adopted in policies, communication of these changes to the College community will occur.

Members accepted this presentation for information.

12) Audit and Risk Management Committee 2018-2019 Workplan

Members were referred to the 2018-2019 Workplan and accepted it for information.

Board Governance Policy

BG II-03 Investment Policy for College Endowment Funds

Policy Category :	Finance		
Date First Approved:	February 8, 1999	Date Last Reviewed	April 11, 2016
Board Meeting Number:	496	Mandatory Review Date	April 2017

PURPOSE

This Policy provides guidelines within which the College's Endowment Funds are to be effectively maintained, managed and enhanced. The Board of Governors of Algonquin College has responsibility for approving the investment policies of the College and for monitoring the performance of the Endowment Funds' investments relative to established benchmarks.

The Algonquin College Endowment Funds have the following objectives:

- to provide a steady flow of income, in perpetuity, to meet expenditure requirements as defined in section 3 of this policy. Ideally 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 Funds.

To meet the above objectives, the College invests its Endowment Funds in a diversified portfolio of Canadian and Global equities and Canadian and US Fixed Income instruments.

Endowment Funds are invested in accordance with this policy, unless otherwise bound by contract or by donor specifications.

POLICY

1. GENERAL GUIDELINES

- 1.1. Endowment Funds are to be held by the College in perpetuity, with the primary objective for the portfolio to achieve a rate of return sufficient to meet their annual obligations as defined in section 3 of this policy and grow at a rate greater than inflation to ensure maintenance of their value.

- 1.2. An asset mix policy of 65% in Equities and 35% in Fixed Income will provide an investment strategy that will balance the competing needs of a stable income stream and long term growth of the Endowment Funds.
- 1.3. External investment counsel will manage the Endowment Funds. The Investment Counsel will report to the Finance and Administrative Services Department of the College on the performance of the Endowment Funds no less frequently than quarterly. The performance of the Endowment Funds will be reported at least annually to the Board of Governors of the College.
- 1.4. All investment activities must be conducted in accordance with the Code of Ethics and Standard of Professional Conduct adopted by the CFA Institute.
- 1.5. It is intended that this policy comply with all relevant government legislation and regulations. Investment of Endowment Funds must comply with the Ontario Colleges of Applied Arts and Technology Act, 2002 and specifically the Banking and Investments Minister's Binding Policy Directive with reference to the Trustee Act.
- 1.6. Assets held in the Endowment Funds will be classified and accounted for at fair value (Per CPA Canada Handbook PS 3450).

2. ASSET MIX POLICY AND ITS PRACTICAL IMPLICATIONS

- 2.1. The table below lists the asset classes that may be used and it presents the total fund asset mix policies, referred to as the Benchmark, together with the maximum and minimum exposures for each asset class, based on market value.

	Benchmark	Range
Cash or Cash Equivalents	3%	0-20%
Fixed Income	35%	25-45%
Canadian Equities	22%	12-32%
Global Equities	40%	30-50%

- 2.2. If investments in an asset class fall outside the minimum or maximum exposure as per section 2.1, the College must ensure that the asset mix is adjusted to be compliant within 90 days after the non-compliance is reported.
- 2.3. If more than one investment counsel is employed, each will be given an asset mix (which may differ from one investment counsel to another), such that the aggregate of the delegated asset mixes will be the mix defined above for the total Endowment Funds.
- 2.4. The asset mix above should be the one followed by the Endowment Funds, in the absence of any opinion on the part of investment counsel that any asset class offers particularly favorable opportunities at any time. If such opinions are approved, the Endowment Funds should deviate

approximately from the asset mix policy, within limits to be prescribed to each investment counsel.

3. EXPENDITURE RATE

- 3.1. The College maintains separate general ledger accounts for all sources of Endowment Funds.
- 3.2. An expenditure rate set by the Board of Governors (currently 5%) of the Endowment Funds' Book Value at the end of the previous fiscal year shall be applied as follows:
 - 4% to all Endowments listed at that date; and
 - 1% to cover a portion of fundraising costs.
- 3.3. The difference between the total Endowment Funds' rate of return and the expenditure rate will be reinvested. This is intended to preserve the real value of the Endowment Funds over time. In the event that there is a significant accumulated surplus in the Endowment Funds, the Board of Governors may elect to use a portion of surplus funds to either increase current listed Endowments or increase donations (eg. through a donor matching program) to the Endowment Funds.
- 3.4. Notwithstanding the above, where required by donor specification, the expenditure rate will be in accordance with the specific goals of the program or donor.
- 3.5. The expenditure rate will be reviewed by the Board of Governors of the College every five years for appropriateness.

4. INVESTMENT PERFORMANCE BENCHMARKS

- 4.1. Given the asset mix policy of the Endowment Funds, the return of the Endowment Funds will be measured against the sum of the benchmarks for each asset class multiplied by the performance of the indices as follows:

Canadian Equities	S&P/TSX Composite Index
Global Equities	MSCI World (ex Canada) Index
Fixed Income	FTSE TMX Canada Universe Bond Index
Cash & Cash Equivalents	FTSE TMX Canada 30 day T-Bill Index

- 4.2. Professional investment counsel have been selected in the expectation that their combined judgments will, over time, enable the Endowment Funds to earn a return in excess of the neutral return specified above, after payment of transaction costs and investment management fees.
- 4.3. Accordingly, the most important performance benchmark against which the Endowment Funds' actual performance will be compared is the neutral return specified above.

- 4.4. Over a 5-year rolling average of the Fund's market value, a target rate of return of 5.6% is required to fund the expenditures including a 2% factor for inflation.
- 4.5. While the total performance of the Endowment Funds is the main consideration, the Finance and Administrative Services Department will also monitor the performance of each money manager's ability to make sound judgment calls and investment decisions for the performance of the Endowment Funds.

5. REVIEW PROCEDURES

- 5.1. The Finance and Administrative Services Department of the College shall review the performance of each investment counsel against the relevant benchmarks and objectives on a quarterly basis, with a view to measuring progress towards the relevant investment objectives.
- 5.2. The Finance and Administrative Services Department of the College shall meet with each investment counsel at least annually to discuss their performance and investment strategy.

6. VOTING RIGHTS

- 6.1. When Endowment Funds investments are made, voting rights may be acquired. The exercise of these voting rights is delegated to the Investment Counsel, with the instruction that they should be cast in favour of any proposals which, in the opinion of the Investment Counsel, secure or enhance the investment value of the relevant security, and against any proposals which, in the opinion of the Investment Counsel, expose to risk or reduce the investment value of the relevant security.
- 6.2. If the Investment Counsel or any of their officers has any pecuniary interest, direct or indirect, in any matter on which the Endowment Funds has a right to vote, the Investment counsel shall bring this to the attention of the Finance and Administrative Services Department, who is given discretion to,
 - 6.2.1. instruct the Investment Counsel to exercise the voting right in line with the principles described in section 6.1 above, on the grounds that the relevant pecuniary interest is not material; or
 - 6.2.2. instruct the Investment Counsel how to cast the Endowment Funds' vote, having considered the principles described in section 6.1 above.

7. PERMITTED INVESTMENTS

7.1. In general and subject to the restrictions noted below, the Endowment Funds may be invested in any of the investment instruments listed below:

7.1.1. Equities

This asset class is defined as being made up of common shares, mutual funds, convertible bonds, convertible and/or preferred shares and index funds. Derivative holdings (option contracts) may not be purchased under any circumstance. Equity instruments representing individual corporations or equity related indices must be listed on New York, American, National Association of Securities Dealers Automated Quotes (NASDAQ), Chicago or Toronto.

7.1.2. Fixed Income

This asset class may include bonds (Canada and the United States), debentures, GICs, strip bonds and investment grade corporate debt instruments as listed below:

7.1.2.1. Provincial bonds and provincial guaranteed bonds, must have a minimum credit rating of BBB (as rated by the Dominion Bond Rating Service).

7.1.2.2. Residual or strip coupon instruments representing direct debt obligations to the Government of Canada or a Province of Canada must have a minimum credit rating of BBB.

7.1.2.3. Corporate bonds or debentures, when purchased, must have a minimum credit rating of BBB with the limitation that holdings of such bonds may not exceed 50% of the market value of the bond portion of the portfolio.

7.1.3. Cash or Cash Equivalent

7.1.3.1. This asset class is defined as being made up of cash deposits, money market securities, Canada Savings Bonds, GICs, bonds with maturity of one year or less, Government of Canada Treasury Bills, bankers' acceptances and term deposits. Money market securities must be rated R-1 or/and may include mutual fund money market instruments offered by Canadian Mutual Fund Companies.

7.2. If an investment is reported to be below the standards required in sections 7.1.2 or 7.1.3 above, then the College is to sell the investment within 90 days after the day the non-compliance is reported.

7.3. The portfolio should hold a prudently diversified exposure to the intended market.

7.4. Investments may be made in the above asset classes either directly, or by holding units of a pooled, segregated or mutual fund investing in one or more of the asset classes.

8. RISK MANAGEMENT POLICY FOR ENDOWMENT FUNDS

The following risk statement is part of an overall risk policy framework to be adopted by Algonquin College's Endowment Funds to manage and control all known risks that could have an effect on these assets. The Algonquin College Endowment Funds ("Endowment Funds") is exposed to risks that are knowingly assumed and are necessary to implement its long-term investment objectives. While certain risks are unavoidable (for example market risk), other risks (or even subsets of the broader market risk) can be managed through proper planning, monitoring and implementation of various controls outlined in the Algonquin College Endowment Funds Statement of Investment Policies and Goals ("Investment Policy Statement").

The investment plan of the Endowment Funds as well as the Funds itself are exposed to the following risk factors:

- The assets of the Endowment Funds are not sufficient to support its related liabilities and commitments;
- The expected needs of Algonquin College (i.e. what the Endowment Funds are expected to finance) outpace the growth of the assets that are needed to fund these needs;
- The assets of the Endowment Funds do not behave as expected and fail to deliver their expected long-term return objective. **This is the primary focus of this risk policy statement.** This risk statement does not address internal risks such as governance or strategic risks.

8.1. Risk Policy

8.1.1. Asset Return Risk

This is the primary risk and encompasses the possible risk that the return needed to grow the Endowment Funds and support the College's mission is not produced due to unexpected behaviour (i.e. higher than the knowingly assumed risk) of the investment vehicles chosen.

The specific risks that may cause assets to not behave as expected can be placed into three categories:

8.1.1.1. Asset Class Return Risk

This is the risk that the long-term expectations of any asset class turns out to be significantly different than expected due to unforeseen market, economic or political factors. These deviations from expectations may result from changes in expected returns, changes in volatilities or changes in asset class correlations or behaviours in relation to other asset classes. For example, the Great Credit Crisis of 2008 altered market correlation expectations between asset classes and challenged the previous norm; namely, almost all asset classes became highly correlated at the height of the crisis.

8.1.1.2. Risk Mitigation Strategy

College management meets at least annually with the appointed investment manager to review long-term return objectives for approved asset classes. Additionally, on a minimum five-year cycle, the College management seeks input from the existing portfolio manager on existing asset class allocations. The purpose of this review is to examine the appropriateness of approved asset classes, while considering new asset classes for inclusion or exclusion in managing the Endowment Funds.

Market risk is controlled through proper diversification across various asset classes. Expected allocations and control ranges are outlined in the Investment Policy Statement and are reviewed with the investment manager on annual basis.

8.1.2. Inherent Investment Risks

All investments are subject to one or more types of inherent risk. It is necessary and expected for the Endowment Funds to assume some level of risk to achieve needed returns and to meet its statutory obligations under the Ontario Trustee Act. For example, some inherent risk present in common investments include:

8.1.2.1. Capital Risk: The risk of losing part of the original investment.

8.1.2.2. Credit Risk: The risk that bond issuer will default on their obligation.

8.1.2.3. Inflation Risk: The risk that investment returns will be lower than the rate of inflation.

8.1.2.4. Interest Rate Risk: The risk that a change in interest rates will decrease the value of bonds, equities and all other asset classes.

8.1.2.5. Liquidity Risk: The risk that investments cannot be readily converted into cash at prevailing prices. (While this risk is low due to the nature of the Endowment Funds' investments, the Great Credit Crunch proved that Liquidity Risk exists even on a portfolio of bonds issued by the Canadian Government and the Provinces).

8.1.2.6. Market Risk: The risk that adverse volatilities will cause losses.

8.1.2.7. Risk Mitigation Strategy

The above risks are knowingly assumed by the Endowment Funds in order to generate the required rate of return that will fund annual withdrawals while preserving the real value of invested capital in the long run.

The Investment Policy Statement therefore identifies investment return objectives, approved asset classes and any limitations to control risks within each

asset class. For example the Investment Policy Statement should include references to:

- 8.1.2.7.1. Investments in Equities and clearly distinguish as being comprised only of the investments permitted as detailed in the Investment Policy Statement, and be listed on the exchanges as detailed in the Investment Policy Statement.
- 8.1.2.7.2. Investment in Fixed Income should clearly identify investable markets (Canadian bonds, U.S., International Developed Markets or Emerging Market debt) within the allocation. Likewise, limits are established and reviewed on the type of credit quality that will be ideal for the policy or investment cycle.
- 8.1.2.7.3. In the event that investments in Alternative Asset Classes (AAC) such as REITS, Private Equities, and other investments are held, they should be reviewed quarterly and limits should be placed within the Investment Policy Statement to control the commonly inherent risks they are exposed to (and any specific risks that are unique to this asset class).
- 8.1.2.7.4. The Investment Policy Statement that is subject to an annual review and possible amendments will detail what are approved and what are not approved asset classes and will establish limits to control the exposure to the specific risk factors outlined above.

8.1.3. Implementation Risks

Implementation risks are those that the Endowment Funds are exposed to in selecting the right manager or the right investment style (active vs. passive). Likewise implementation risk could include excluding a specific set of asset classes for the wrong reasons or a biased review due to a benchmark misfit during volatile economic or political times.

8.1.3.1. Risk Mitigation Strategy

The Investment Policy Statement reflects the need for a continuous review of these long-term implementation risks. Major elements of exposed implementation risk are reviewed on a five-year cycle. Likewise, the Audit and Risk Management Committee reviews of performance, meetings with the Investment Manager, and regular engagement and education in the investment business are the primary means for addressing this implementation risk.

8.1.4. Performance Shortfall

The assets of the Endowment Funds are expected to be invested to generate a target rate of return that will preserve the fund's capital and provide the necessary income to fund the College's annual obligations.

The expenditure rate is controlled by the Board of Governors while the rate of inflation is driven by uncontrollable market and economic factors.

To manage the risk of diluting the long-term capital of the Endowment Funds and to avoid excessive benchmark risk, the Endowment Funds will establish an investment return objective. This rate may be adjusted higher or lower based on changes to the expenditure rate or expected volatilities in inflation.

Performance shortfall is the measurement of the achieved long-term rate of return vs. the target rate of return (outlined above). For example, if the shortfall on a four-year rolling period exceeds 3%, corrective action may be required. These actions include but are not limited to:

- Changing the approved expenditure rate;
- Changing the approved asset classes and/or allocation limits within the Investment Policy Statement;
- Changing the existing Investment Manager.

Market benchmark performance can be used as a secondary benchmark but can lead to higher risks than desired and can inherently cause an unintended and natural performance shortfall.

8.1.5. Administration

8.1.5.1. All investment limits and risk controls such as maximum or minimum exposure by asset class or security and credit limits are included in the Investment Policy Statement and are not part of this Risk Policy. The limits in the investment policy should be reviewed annually with the asset manager for accuracy, completeness and appropriateness.

8.1.5.2. This Risk Management Policy is reviewed on an annual basis by the Audit and Risk Management Committee and the review should include the appropriateness of approved asset classes, desired long-term rate of return, the expenditure rate and other relevant risk policy issues.

PROCEDURE

The management of the assets of the Endowment Funds is delegated to the Finance and Administrative Services Department of the College, who will engage a professional investment consultant through a competitive process to act on the College's behalf with quarterly due diligence monitoring.

RELATED MATERIALS

- Ontario Ministry of Advanced Education and Skills Development, Minister's Binding Policy Directive 2.0 Banking, Investments and Borrowing
- Ontario Colleges of Applied Arts and Technology Act, 2002

Fourth Quarter 2017-2018 Major Capital Projects Report

Summary of Major Capital Projects

Page	Project	Board of Governors Approved Project Value \$M	Percentage of Current Major Capital Projects
2	Energy Service Company Project - (ESCO 2)	\$51.1	27%
5	Enterprise Resource Planning (ERP) - Project Workday	18.4	10%
7	DARE District (previously Innovation Centre)	44.9	25%
9	Transformer Replacement Project	2.85	2%
11	Algonquin College Students' Association Athletics Recreation Complex	49.9	26%
13	Pedestrian Bridge to Bus Rapid Transit Station	3.1	2%
15	Student One Stop Space	7.2	4%
17	Indigenous Gathering Circle	1.6	1%
19	Learning Management System	3.0	2%
21	Net Tuition Project	0.9	1%
	Total Approved <u>Current</u> Projects Value	\$183	100%
23	Summary of Projects <u>Completed</u> Since Fiscal 2011-2012	\$199.8	

Fourth Quarter 2017-2018 Major Capital Projects Report

Energy Service Company Project - (ESCO 2)

Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: M. Levesque

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 Energy Service Company Project (ESCO 2).	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 co-generator installed (revised date from original: Winter 2016-2017)	April 2018
Implementation of thermal pipeline network completed (revised date from original: Winter 2016-2017)	August 2018

Approved Project Funding	Gross Project Costs	Less Incentives & Contributions	Net Project Costs for Financing
ESCO 2 (Phase 1)	\$14.0 million	\$0.3 million	\$13.7 million
ESCO 2 (Phase 2)	4.1 million	0.6 million	3.5 million
ESCO 2 (Phase 3)	14.2 million	0.3 million	13.9 million
ESCO 2 (Phase 4)	28.2 million	8.2 million	20 million
Total	\$60.5 million	\$9.4 million	\$51.1 million

Fourth Quarter 2017-2018 Major Capital Projects Report

Energy Service Company Project (ESCO 2) - continued

Projected Annual Savings Phase (Post-Construction) per the Detailed Feasibility Study	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 (Construction Still in Progress) Realized to Date/Projected	Value
Realized Savings to March 31, 2015	\$0.6 million
Realized Savings in Fiscal Year 2015-2016	1.4 million
Realized Savings in Fiscal Year 2016-2017	2.9 million
Realized Savings in Fiscal Year 2017-2018	2.0 million
Projected Savings in Fiscal Year 2018-2019	3.8 million
Total	\$10.7 million

Total Payments to Manulife (Construction Still in Progress)	Value
Actual Payments to March 31, 2015	\$0 million
Actual Payments in Fiscal Year 2015-2016	1.5 million
Actual Payments in Fiscal Year 2016-2017	2.8 million
Actual Payments in Fiscal Year 2017-2018	3.2 million
Projected Payment in Fiscal Year 2018-2019	3.4 million
Total	\$10.9 million

Fourth Quarter 2017-2018 Major Capital Projects Report

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 is in place.
Y	Scope Management	All remaining scope changes have been identified and have been confirmed to fit within project budget and latest approved schedule.
Y	Cost Management	The College is actively working through the final scope changes and financial close out of the project with Siemens to ensure alignment with the original contract and containment of all change orders within the overall budget.
Y	Schedule Management	A combination of technical and intentional strategic delays associated with the installation of both cogeneration units and associated infrastructure and equipment has resulted in these last elements of the ESCO2 project to now be commissioned over the coming months with the final elements online by Q3 of 2018-2019. With the major contracts associated with the remaining scope of work now awarded and confirmation regarding the scheduling of testing required to be done by external parties (Hydro One) now received, risk of further delays has been substantially mitigated.
G	Project Resources	No significant issue.
Y	Risk Management	All remaining scope changes have now been identified and associated costs have been confirmed through tendering of these remaining scopes of work. This serves to mitigate risks associated with both schedule and capital costs. While some project delays have impacted energy savings commitments, several electricity incentive programs have largely served to mitigate these short term losses until all elements of the ESCO2 project is fully operational.
G	Stakeholder Engagement	Active stakeholder engagement continues on a targeted basis in consideration of the impact of the outstanding construction activities.

Fourth Quarter 2017-2018 Major Capital Projects Report

Enterprise Resource Planning (ERP) - Project Workday

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

Algonquin College Executive Team Sponsor: D. Wotherspoon
Algonquin College Leadership Team Project Dean/Director: L. Pollock
Project Manager: A. Fobert (Algonquin) and J. Abbott (PWC)

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
Meeting #506 – Board of Governors approve \$6.7 million in funding to complete the implementation phases of the Human Resources, Finance, and Payroll portions of Project Workday.	February 2018

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
Finalization of Contract Negotiation with New Implementation Partner	March 2018
Completion of Plan Phase	April 2018
Completion of Design Confirmation Phase 1	May 2018
Completion of Design Confirmation Phase 2 (Timelines will be re-evaluated and committed to upon completion of the Architect phases)	June 2018
Prototype Tenant (1 of 2)	July 2018
Prototype Tenant (2 of 2)	August 2018
End-to-End Testing	September 2018
Parallel Pay Cycle (1 of 2)	October 2018
Parallel Pay Cycle (2 of 2)	November 2018
Cutover to Production Tenant	December 2018

Fourth Quarter 2017-2018 Major Capital Projects Report

Approved Algonquin Project Funding	Approved Value
Algonquin College Funds – Planning and Preparation Phase – Approved October 2015	\$1.4 million
Algonquin College Funds – Implementation Phase – Approved December 2015	10.7 million
Algonquin College Funds – Project Extension Phase – Approved February 2018	6.7 million
Total	\$18.8 million

Project Contingency	Value
Approved project contingency	\$712,000
Contingency balance as at March 31, 2018	\$712,000

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
Expenditures in 2017-2018	3.2 million
Projected Expenditures in 2018-2019	7.0 million
Total	\$18.8 million

Total Project Variance	\$0.0
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Enterprise Resource Planning (ERP) - Project Workday continued

Project Risk and Status Dashboard * Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance changes have been made and are now in place.
G	Scope Management	Project Scope defined in contract.
G	Cost Management	Board of Governors approved \$6.7M in additional funding at the February 26, 2018 meeting. Contract with new implementation partner includes a milestone-based payment schedule. Project is currently on budget.
G	Schedule Management	Project is currently on schedule. Completion of Plan Phase milestone achieved target date of April 30, 2018.
Y	Project Resources	Additional resourcing requirements have been identified and the Project has received approval to proceed with hiring of new project resources. High demand for talent in the market may cause delays in hiring and onboarding new project resources.
G	Risk Management	The project risk register has been updated to reflect new project plan and implementation partner. Mitigations have been developed for all risks. Risks are reported on to Project Workday Steering Committee
Y	Stakeholder Engagement	Active stakeholder engagement underway, however change management continues to be a risk due to the significant amount of change. This will be mitigated by weekly reports to the President by the Project Manager and Executive Sponsor
Y	Operational Readiness	Operational readiness planning underway. Workday presents significant process changes to the College.

Project Risk and Status Dashboard * Green Good, Red Trouble, Yellow Warning

Fourth Quarter 2017-2018 Major Capital Projects Report

DARE District

The DARE District project is a major renovation, expansion and modernization of 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.

Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: L. Smith (Colliers International)

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. The Board 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	August 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
Grand opening celebrations	May 3, 2018
Operationalizing, deficiencies close-out, and final commissioning	July 15, 2018

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

Project Contingency	Value
Approved project contingency	\$5.7 million
Contingency balance as at March 31, 2018	\$0 million

Fourth Quarter 2017-2018 Major Capital Projects Report

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$6.6 million
Expenditures in 2017-2018	29.3 million
Projected Expenditures in 2018-2019	9.0 million
Total	\$44.9 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 completed.
G	Scope Management	Minor opportunity for revision to scope due to high level of completion.
G	Cost Management	Budget pressures on project contingency are likely to continue until project completion.
G	Schedule Management	The project is currently on schedule.
G	Project Resources	No significant issue.
G	Risk Management	Remaining risks being actively managed.
G	Stakeholder Engagement	Active stakeholder engagement concluded.
G	Operational Readiness	Operational readiness planning is ongoing.

Fourth Quarter 2017-2018 Major Capital Projects Report

Transformer Replacement Project

The high voltage (44kV) transformers (T1/T2) at the Ottawa 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 Algonquin Centre for Construction Excellence building, is fed through one of these transformers. Replacement of the transformers will also remove a hazardous chemical from the campus. The major scope of this project which included the replacement of the transformers and removal of hazardous chemicals is complete. Minor electrical switching to accommodate phases 3 and 4 of the Energy Services Company project (ESCO 2) took place in December 2017.

Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: M. Levesque

Board of Governors Key Approval Dates	Dates
Meeting #495 - Board of Governors approves the Transformer Replacement Project in the amount of \$2.85 million with funding from the College’s Internally Restricted Net Assets.	February 2016

Project Milestones	Dates
Project start date	July 2016
Substantial completion date	December 2017

Approved Project Funding	Approved Value
Algonquin College Contribution	\$2.85 million

Project Contingency	Value
Approved project contingency	\$750,000
Contingency balance as at March 31, 2018	\$570,000

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$1.45 million
Expenditures in 2017-2018	0.48 million
Projected Expenditures in 2018-19	0.16 million
Total	\$2.1 million

Total Project Variance	\$750,000
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Fourth Quarter 2017-2018 Major Capital Projects Report

Transformer Replacement Project (continued)

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Effective governance of the project was achieved.
G	Scope Management	Scope ladder was utilized throughout the project.
G	Cost Management	Project was completed under budget.
G	Schedule Management	Work is complete - commissioning and third party verification is underway.
G	Project Resources	No significant risks outstanding.
G	Risk Management	No significant risks outstanding.
G	Stakeholder Engagement	Stakeholder engagement was completed.
G	Operational Readiness	Work is complete - commissioning and third party verification is underway.

Fourth Quarter 2017-2018 Major Capital Projects Report

Algonquin Students' Association Athletics Recreation Complex

The Algonquin Students' Association has entered into an agreement with Algonquin College to collaborate in the construction of a new Athletics Recreation Complex with an estimated size of 100,000 gross square feet. The proposed recreation complex will replace current recreation infrastructure in an area of the College constructed in the early 1960s and would significantly increase the physical capacity of student fitness, increase athletic opportunities, and offer student unlimited access to state-of-the-art recreational facilities. The current proposed location for this newest infrastructure build is on the north-west corner of the College's main parking (lot 8).

Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: To be assigned

Board of Governors Key Approval Dates	Dates
Meeting #503 – 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: <ul style="list-style-type: none"> • All regulatory and legislative requirements, including Section 28 of the Financial Administration Act, are met; and • A favourable operating agreement between the Algonquin Students' Association and Algonquin College has been reached, and • The Algonquin Students' Association acquires suitable loan financing. 	June 2017

Project Milestones	Dates
Project start date	March 27, 2018
Substantial completion date	May 2021

Project Funding	Value
Algonquin College capital contribution	\$5.5 million
Algonquin Students' Association reserves	\$14.0 million
Algonquin Students' Association loan financing	\$30.4 million
Total	\$49.9 million

Project Contingency	Value
Approved project contingency	Not yet defined
Contingency balance as at March 31, 2018	Not applicable

Projected Project Cost	Value
Fiscal 2018-2019	\$3.2 million
Fiscal 2019-2020	\$11.7 million
Fiscal 2020-2021	\$30.0 million
Fiscal 2021-2022	\$5.0 million
Total	\$49.9 million

Total Project Variance	\$0 million
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Fourth Quarter 2017-2018 Major Capital Projects Report

Algonquin College Students' Association Athletics Recreation Complex (ARC) - continued

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Steering Committee membership and Executive sponsors have been determined. Terms of reference for committee has been drafted by committee secretariat and are pending review and approval. Steering Committee meetings will commence shortly.
G	Scope Management	Draft functional program has been developed. Project scope will be managed within allowed budget.
G	Cost Management	Final budget to be determined once design completed and financing is in place. Cash flow will be impacted by delivery mode chosen.
G	Schedule Management	A baseline schedule has been developed with consideration for due process and stakeholder engagement.
G	Project Resources	Campus Development Consortium of technical resources will be engaged to further develop functional program and ultimately develop design sufficient for procurement process.
G	Risk Management	A project risk register will be developed in the coming months.
G	Stakeholder Engagement	The Algonquin Students' Association has already had extensive engagement with key stakeholders, the students. Further consultation will take place during the development of the Project Vision Principles (PVP) and detailed design charrettes.
G	Operational Readiness	To be evaluated once project scope and design is further defined.

Fourth Quarter 2017-2018 Major Capital Projects Report

Pedestrian Bridge to Bus Rapid Transit Station

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 (ACCE) facility with a new OC Transpo rapid transit station being built as part of the Light Rapid Rail Transit Stage 2 project. 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.

Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: To be assigned

Board of Governors Key Approval Dates	Dates
Meeting #503 – The 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.	June 2017

Project Milestones	Dates
Anticipated project start date	2018
Substantial completion date	2023

Project Funding	Value
Algonquin College reserve funds	\$3.1 million

Project Contingency	Value
Approved project contingency	Not yet defined
Contingency balance as at March 31, 2018	Not applicable

Projected Project Cost	Value
Financial close of the light rail contract – scheduled for June 2018	\$0.78 million
Commencement of pedestrian bridge – projected for 2021	1.55 million
Substantial completion of the bridge – projected for 2023	0.77 million
Total	\$3.1 million

Total Project Variance	\$0.0
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Fourth Quarter 2017-2018 Major Capital Projects Report

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Project governance is being negotiated and defined through a formal agreement with the City of Ottawa.
G	Scope Management	Discussions underway to clearly define scope for each party and will be formalized in the agreement.
G	Cost Management	College contribution has been defined and will be captured in the cost share agreement with the city.
G	Schedule Management	Schedule management being presided over by the Light Rail Transit (LRT) Stage 2 team.
G	Project Resources	College resources required to support this project will be determined at a later date.
G	Risk Management	A project risk register will be developed once the project is further advanced.
G	Stakeholder Engagement	Stakeholder engagement will occur once detailed design activities commence.
G	Operational Readiness	To be evaluated once project scope and design is further defined.

Fourth Quarter 2017-2018 Major Capital Projects Report

Student One Stop Space (previously Learner Driven Student Space)

This initiative aims to dramatically improve the accessibility and usability of student enrolment and retention services by creating a one-stop hub of services based in the lower-level of the DARE District with an estimated size of 24,000 gross square feet. It will incorporate larger and more comfortable waiting areas, service with assistance kiosks, sit-down in-person service desks, reimagined service delivery integration by the six areas identified for co-location in the space, as well as to encourage the increased use of the College’s on-line registration and academic services. The focus of the space is to offer a learner-focused service experience that shifts from transaction to meaningful interactions based on what students want and need. The space will also support the College’s learner driven goals by maximizing space utilization with 24-7 access to students of bright, inviting and comfortable lounge space, break-out rooms and other working areas.

Algonquin College Executive Team Sponsor: L. Stanbra
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: L. Smith (Colliers International)

Board of Governors Key Approval Dates	Dates
Meeting #504 – The Board of Governors approves the allocation of up to \$8 million from the College’s reserve fund for future capital expansion to complete the renovation of the lower level of the Building C DARE District and create a learner driven space.	October 2017
Meeting #506 - The Board of Governors approves the budget of \$7.2 million to complete the renovation of the lower level of the Building C DARE District, funded 50% from the Strategic Investment Priorities budget and 50% from the College’s reserve fund for future capital expansion.	February 2018

Project Milestones	Dates
Project start date	November 2017
Construction start	January 2018
Design completion	April 2018
Substantial completion date	August 2018

Project Funding	Value
Algonquin College reserve funds	\$3.6 million
Algonquin College Strategic Investment Priorities funds	3.6 million
Total	\$7.2 million

Project Contingency	Value
Approved project contingency	\$0.6 million
Contingency balance as at March 31, 2018	\$0.6 million

Actual/Projected Project Cost	Value
Expenditure in 2017-2018	\$0.2 million
Projected Expenditure in 2018-2019	7.0 million
Total	\$7.2 million

Total Project Variance	\$0.0
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Fourth Quarter 2017-2018 Major Capital Projects Report

Student One Stop Space - continued

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate sponsorship and governance implemented with refinement as required during project development.
G	Scope Management	Design development well underway with validation to budget. Scope ladder established with design to manage potential creep items.
G	Cost Management	Refinement of costing with stakeholder input and design detail.
Y	Schedule Management	Critical schedule milestones identified and initial activities detailed to meet a tightly constrained project deadline. Actively managing design activities in a sequential manner to support critical path construction activities.
G	Project Resources	Necessary resources secured or identified for inclusion as required in specific roles or to provide needed skills.
G	Risk Management	Draft Risk Register development for refinement with stakeholders and project definition. Contingency being reviewed against remaining risks.
G	Stakeholder Engagement	Stakeholders being engaged in rigorous program of functional development
G	Operational Readiness	Operational planning is ongoing for refinement during program development.

Fourth Quarter 2017-2018 Major Capital Projects Report

Indigenous Gathering Circle

Located in the Building C inner courtyard, the Indigenous Gathering Circle will serve as a modern and respectful interpretation of a significant Indigenous cultural icon. It will create a welcoming venue that is culturally rich and a student experience that can benefit from Indigenous teachings, heritage and history. It will provide a space culturally appropriate and inclusive for the entire Algonquin College community.

Algonquin College Executive Team Sponsor: R. D. McLester
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: L. Smith (Colliers International)

Board of Governors Key Approval Dates	Dates
Meeting #504 – The Board of Governors approves an expenditure of up to \$1.6 million from the College’s Strategic Investment Priorities budget over the fiscal years 2017-2018 and 2018-2019 to fund the landscaping of the Building C inner courtyard with greenspace and native horticulture and to construct an Indigenous Gathering Circle.	October 2017

Project Milestones	Dates
Project start date	October 2017
Hard landscaping completed	June 2018
Gathering Circle structure started	August 2018
Substantial completion date	November 2018

Project Funding	Value
Algonquin College Strategic Investment Priorities funds	\$0.6 million
Algonquin College Students’ Association contribution	1.0 million
Total	\$1.60 million

Project Contingency	Value
Approved project contingency	\$0.4 million
Contingency balance as at March 31, 2018	\$0.0

Actual/Projected Project Cost	Value
Expenditure in 2017-2018	\$0.3 million
Projected Expenditures in 2018-2019	1.46 million
Total	\$1.76 million

Total Project Variance	(\$160,000)
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Fourth Quarter 2017-2018 Major Capital Projects Report

Indigenous Gathering Circle (continued)

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Sponsorship and governance provided as part of DARE District oversight.
G	Scope Management	Scope defined in design documents. Remaining scope changes managed on case-by-case basis with consideration of budget and schedule.
Y	Cost Management	Budget established based on initial costing with refinement during design development. Cost for hard landscaping and civil works exceeding initial estimates.
Y	Schedule Management	Scheduling of major elements performed around construction seasons. Challenges regarding fabrication and delivery of the feature element encountered and being negotiated.
G	Project Resources	No issues identified or anticipated.
G	Risk Management	Risk Management Plan in development. Overall level of risk decreasing with design completion and construction activities.
G	Stakeholder Engagement	Extensive stakeholder engagement is reflected in current design and associated indigenous references.
G	Operational Readiness	Requirement to define operational readiness is limited in scope and scale due to the nature of the mandate.

Fourth Quarter 2017-2018 Major Capital Projects Report

Learning Management System Upgrade

Algonquin College’s main Learning Management System (currently Blackboard Learn™) is a crucial online learning environment used by students and faculty. It serves as a portal for all digital materials associated with courses and programs of study. It fosters a community of learners through its communication and activity/engagement tools, provides a platform to perform assessments, and it allows faculty and management to assess the progress of learners to better serve their learning needs. The new Learning Management System will serve as a major upgrade and should provide the entire Algonquin College community with the necessary stability required to “transform hopes and dreams into lifelong success”.

Algonquin College Executive Team Sponsor: Claude Brule
Algonquin College Leadership Team Project Dean/Director: Patrick Devey
Project Manager: B. Baxter

Board of Governors Key Approval Dates	Dates
Meeting #506 – Board of Governors approves the Learning Management System Project in the amount of \$0.8 million with approved funding from Internally Restricted Net Assets and up to \$2.2M from the base operating budget to adopt and support the new Learning Management System for a period of no less than five years.	February 2018

Major Milestones	Completion Date
Initiation Phase	
Establish LMS Steering Committee membership and core team	February 9, 2018
Define Migration and Implementation Strategy/Approach	February 9, 2018
Project Kick-Off meeting internally	February 20, 2018
Sign contract with selected vendor	February 27, 2018
Planning Phase	
Project Kick-off with Vendor	March 5, 2018
Complete Discovery Sessions/ Requirement Workshops	March 26, 2018
Develop and document Training Campaign	March 8, 2018

Determine Support model	March 15, 2018
Complete LMS Implementation/Migration Planning	March 30, 2018
Execution	
Complete LMS Configuration	April 20, 2018
Configure and Implement Integrations (SSO, SIS, BI, CCOL ePortal)	April 27, 2018
Complete Migration (May 1 st launch)	April 27, 2018
Validate Course Migration (May 1 st launch)	April 27, 2018
Execute Training Campaign	March 2018 – May 2019
Implement new LMS Support Model	April 2018
May 1 Go-live (early phase-in)	May 1, 2018
September Go-live	September 3, 2018
Close-out	
Decommission and Archive LMS Data	March 2019

Fourth Quarter 2017-2018 Major Capital Projects Report

Learning Management System - continued

Approved Project Funding	Approved Value
Strategic Investment Priorities Budget and Internally Restricted Net Assets	\$0.8 million
Base Operating Budget – Operational and Support Costs	\$2.2 million
Total	\$3.0 million

Project Contingency	Value
Approved project contingency	\$124,500
Contingency balance as at March 31, 2018	\$81,000

Actual/Projected Funding	Value
Expenditures in 2018-2019	\$0.8 million
Estimated Operating and Support Expenditures 2018-2019 through 2022-2023	\$2.2 million
Total	\$3.0 million

Total Project Variance	\$0.0
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Risk and Status Dashboard

*Green Good, Red Trouble, Yellow Warning

G	Governance	Project governance is being negotiated and defined.
G	Scope Management	Discussions underway to clearly define scope and will be finalized in the LMS Project Charter.
G	Cost Management	Project will be completed on budget.
G	Schedule Management	Project will be completed on schedule. College Senior Project Manager and Project Manager assigned to the project will manage the project schedule in conjunction with the successful vendor.
G	Project Resources	College resources needed to support this project are being identified along with external resources. No significant issues have been identified.
G	Risk Management	Risk register is being managed for the project within the Project and Portfolio Management tool Eclipse.
G	Stakeholder Engagement	Stakeholder engagement has been initiated and will continue throughout the life of the project.
G	Operational Readiness	Operational readiness planning ongoing.

Fourth Quarter 2017-2018 Major Capital Projects Report

Net Tuition Project

In spring 2016, the Government of Ontario announced a major redesign of the Ontario Student Assistance Program (OSAP) starting in 2017-2018. The major changes to OSAP will provide students with access to financial assistance through bursaries and grants at the start of the semester to reduce the upfront costs to students. As a result, the Ministry of Advanced Education and Skills Development introduced the OSAP Transformation and Net Tuition Project and requires the College to produce a “Net View” for students so that they can see the total cost of tuition and the potential funding options they may have.

Algonquin College Executive Team Sponsor: L. Stanbra
Algonquin College Leadership Team Project Dean/Director: K. Pearson
Project Manager: Juliana Hendriks / Krista Marsden

Board of Governors Key Approval Dates	Dates
Meeting #506 – Board of Governors approves the Net Tuition Project in the amount of \$0.9 million with approved funding from the College’s Strategic Investment Priorities budget.	February 2018

Project Milestones	Dates
Project start date	August 2016
Projected substantial completion date	December 2018

Approved Project Funding	Approved Value
Strategic Investment Priorities Budget allocation	\$0.9 million

Project Contingency	Value
Approved project contingency	\$0
Contingency balance as at March 31, 2018	\$0

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$0.03 million
Expenditures in 2017-2018	0.30 million
Projected Expenditure in 2018-19	0.57 million
Total	\$0.9 million

Total Project Variance	\$0.0
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Fourth Quarter 2017-2018 Major Capital Projects Report

Risk and Status Dashboard

*Green Good, Red Trouble, Yellow Warning

G	Governance	Effective governance of the project was achieved.
G	Scope Management	Scope ladder was utilized throughout the project.
G	Cost Management	Project will be completed on budget. Although no project contingency exists, any change in project scope will be funded through the Ontario government.
G	Schedule Management	Project will be completed on schedule.
G	Project Resources	No significant issues have been identified.
G	Risk Management	No major risks have materialized.
G	Stakeholder Engagement	Stakeholder engagement was completed.
G	Operational Readiness	Operational readiness planning ongoing.

Fourth Quarter 2017-2018 Major Capital Projects Report

Summary of Projects Completed Since Fiscal 2011-2012

Project	Final Project Value \$M	Fiscal Year Completed
Algonquin Centre for Construction Excellence (ACCE)	\$77	2011-2012
Student Commons	51	2012-2013
Pembroke Campus	34	2012-2013
Perth Campus	12	2011-2012
Digital College	12	2014-2015
Healthy Living Education Phase 1A – Renovations	6	2014-2015
B Building Window Replacement	1.1	2016-2017
F Building Renovation	1.6	2016-2017
Equipment Renewal and Electrical Lab Alterations Project in ACCE	2.3	2017-2018
Welding Lab Project at the College's Transportation Technology Centre – Building S	2.8	2017-2018
Total	\$199.8	

Fourth Quarter 2017-2018 College Operating Funds Investment Report

Period ended March 31, 2018

Fund Balance

	Book Value	Market Value*
Fund Balance December 31, 2017	\$ 66,559,440	\$ 66,075,622
Deposits	-	-
Withdrawals	-	-
Accrued Interest from Buys/Sells	(138,514)	(138,514)
Fees	(76,189)	(76,189)
Investment Income (Loss)	1,969,861	1,969,861
Accrued Interest already reported in beginning Market Value	-	(1,519,005)
Realized Gain/Loss	(1,042,127)	-
Market Value Gain/Loss	-	(180,634)
Fund Balance as per Yorkville March 31, 2018	\$ 67,272,471	\$ 66,131,141

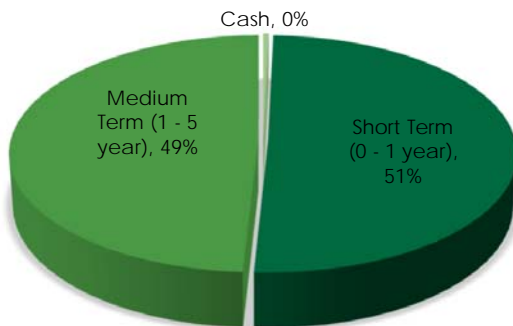
* includes accrued interest

Fund Balance March 31, 2018	Cost	% of Cost	Market & Accrued Interest	% of Market	Target	Min/Max
Cash	\$ 248,814	0%	\$ 248,814	0%	0%	n/a
Short Term (0 - 1 year)	33,941,552	51%	33,808,090	51%	50%	40% - 100%
Medium Term (1 - 5 year)	33,082,105	49%	32,074,237	49%	45%	0% - 50%
Long Term (5 - 10 year)	-	0%	-	0%	5%	0% - 10%
Total	\$ 67,272,471	100%	\$ 66,131,141	100%	100%	

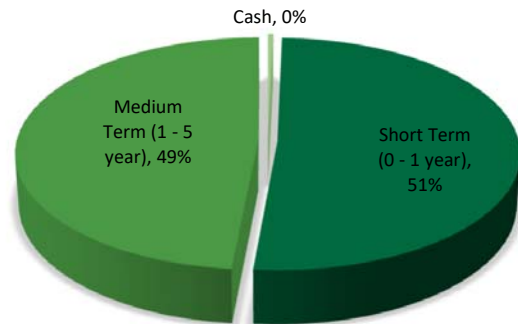
Asset Allocation

	Cost	Percentage	Market & Accrued Interest	Percentage	Target	Min/Max
Cash	\$ 248,814	0%	\$ 248,814	0%	0%	n/a
Short Term (0 - 1 year)	33,941,552	51%	33,808,090	51%	50%	40% - 100%
Medium Term (1 - 5 year)	33,082,105	49%	32,074,237	49%	45%	0% - 50%
Long Term (5 - 10 year)	-	0%	-	0%	5%	0% - 10%
Total Portfolio	\$ 67,272,471	100%	\$ 66,131,141	100%	100%	

Asset Allocation - Cost



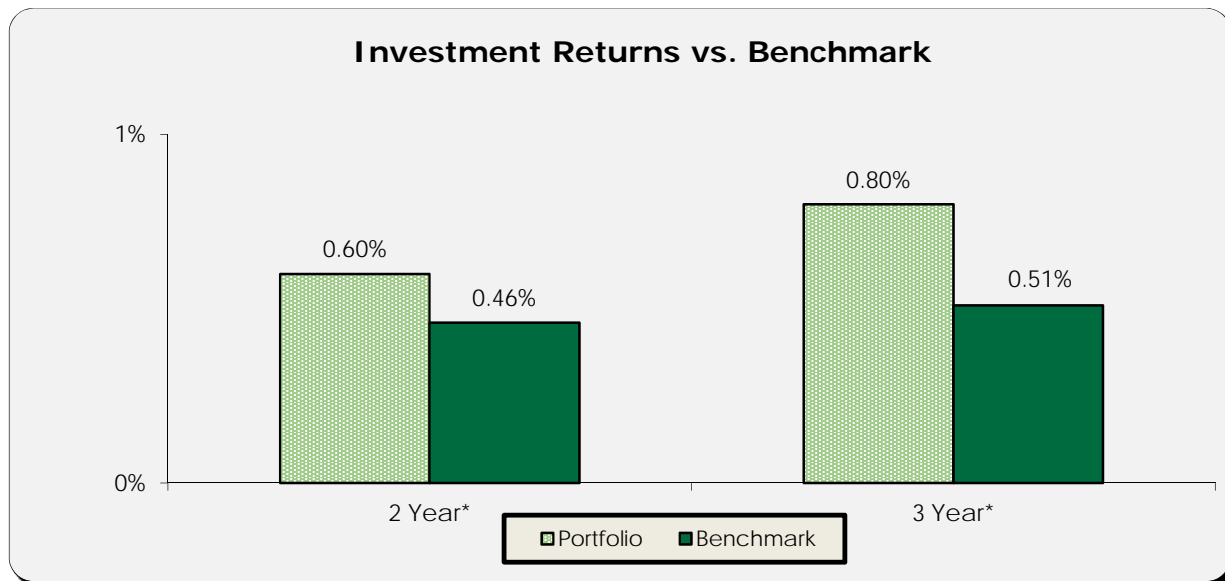
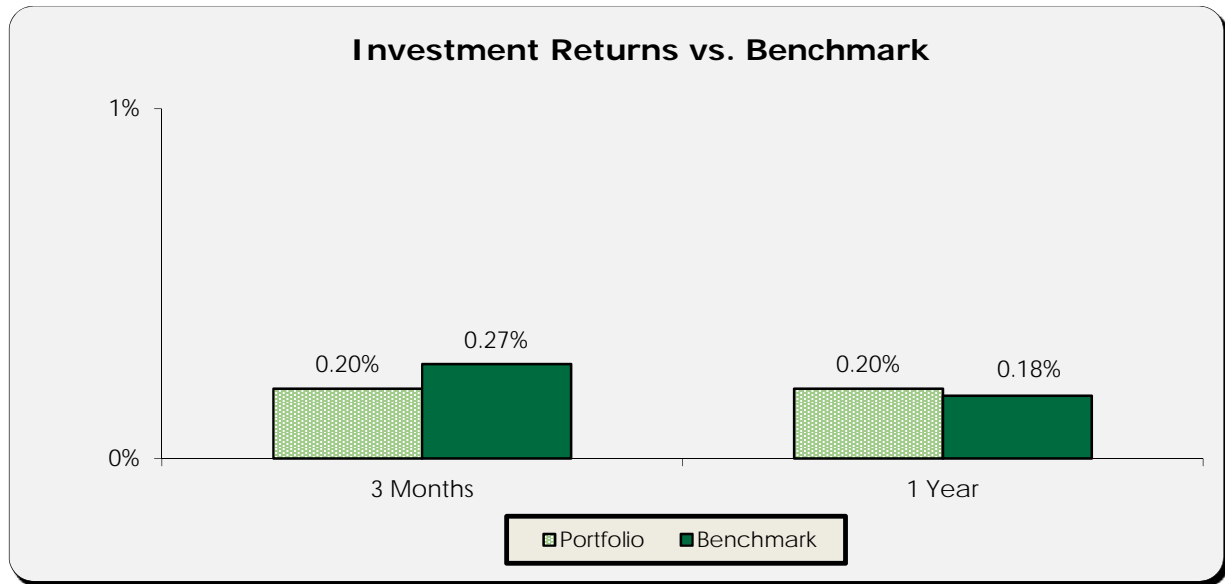
Asset Allocation - Market & Accrued Interest



Performance Review

	Portfolio Performance	Benchmark *	Relative Performance
FY 2015	2.00%	2.50%	-0.50%
FY 2016	1.20%	0.86%	0.34%
FY 2017	0.90%	0.91%	-0.01%
Q1 2018	-0.30%	-0.19%	-0.11%
Q2 2018	-0.20%	-0.43%	0.23%
Q3 2018	0.40%	0.28%	0.12%
Q4 2018	0.20%	0.27%	-0.07%
Annual Return			
Four-year Compounded Return	1.05%	1.05%	0.00%

Performance Review

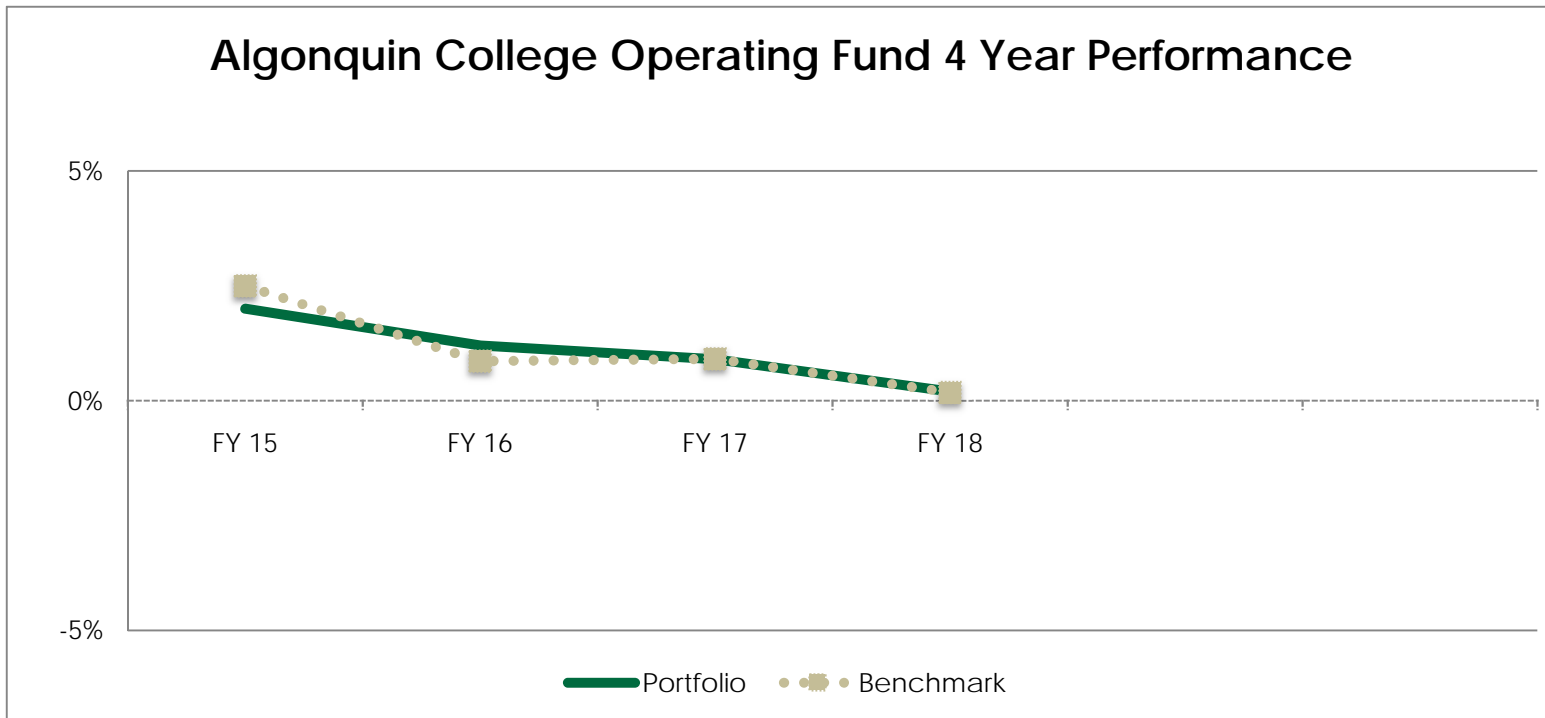


Investment Returns

	3 Months	1 Year	2 Year*	3 Year*
Portfolio	0.20%	0.20%	0.60%	0.80%
Benchmark	0.27%	0.18%	0.46%	0.51%

* Compounded Annual Return

Algonquin College Operating Fund 4 Year Performance



3.4 Appendix D - Fourth Quarter 2017-2018 Endowment Funds Investment Report

Period ended March 31, 2018

Fund Balance

	Cost	Market*
Fund Balance March 31, 2017	\$ 22,140,099	\$ 24,395,367
Deposits	590,408	590,408
Withdrawals	(932,966)	(932,966)
Investment Fees	(100,539)	(100,539)
Investment Income (Loss)	1,703,517	1,567,479
Fund Balance as per Yorkville March 31, 2018	23,400,519	25,519,749
Deposits in Transit	500,854	500,854
Fund Balance as per College March 31, 2018	\$ 23,901,373	\$ 26,020,603

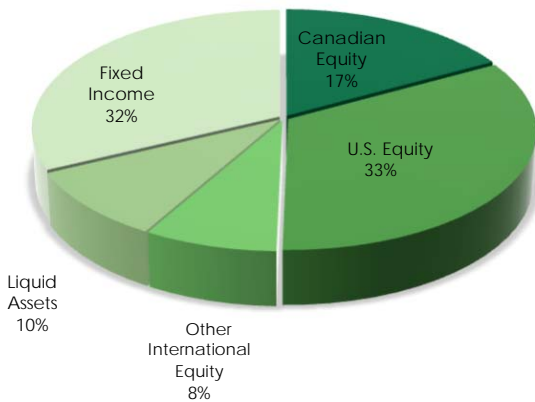
* excludes accrued interest

Fund Balance March 31, 2018	Cost	% of Cost	Market	% of Market	Benchmark	Policy Range
Cash	\$ 2,238,746	10%	\$ 2,240,828	9%	3%	0-20%
Fixed Income	7,523,892	32%	7,458,927	29%	35%	25-45%
Canadian Equity	3,976,206	17%	4,453,579	17%	22%	12-32%
US Equity	\$ 7,806,545	33%	\$ 9,568,487	37%		
Other International Equity	1,855,130	8%	1,797,929	7%		
Total Global Equity	9,661,675	41%	11,366,416	44%	40%	30-50%
Total	\$ 23,400,518	100%	\$ 25,519,749	100%	100%	100%

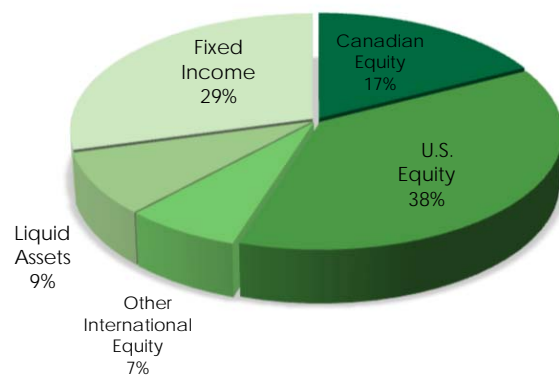
Asset Allocation

	Cost	Percentage	Market	Percentage	Benchmark (effective 04/11/16)
Canadian Equity	\$ 3,976,206	17.0%	\$ 4,453,579	17.5%	22.0%
U.S. Equity	\$ 7,806,545	33.4%	\$ 9,568,487	37.5%	
Other International Equity	\$ 1,855,130	7.9%	\$ 1,797,929	7.0%	
Global Equity	\$ 9,661,675	41.3%	\$ 11,366,416	44.5%	40.0%
Total Equity	\$ 13,637,881	58.3%	\$ 15,819,995	62.0%	62.0%
Liquid Assets	\$ 2,238,746	9.6%	\$ 2,240,828	8.8%	3.0%
Fixed Income	\$ 7,523,892	32.2%	\$ 7,458,927	29.2%	35.0%
Total Portfolio	\$ 23,400,518	100.0%	\$ 25,519,749	100.0%	100.0%

Asset Allocation - Cost



Asset Allocation - Market



Performance Review

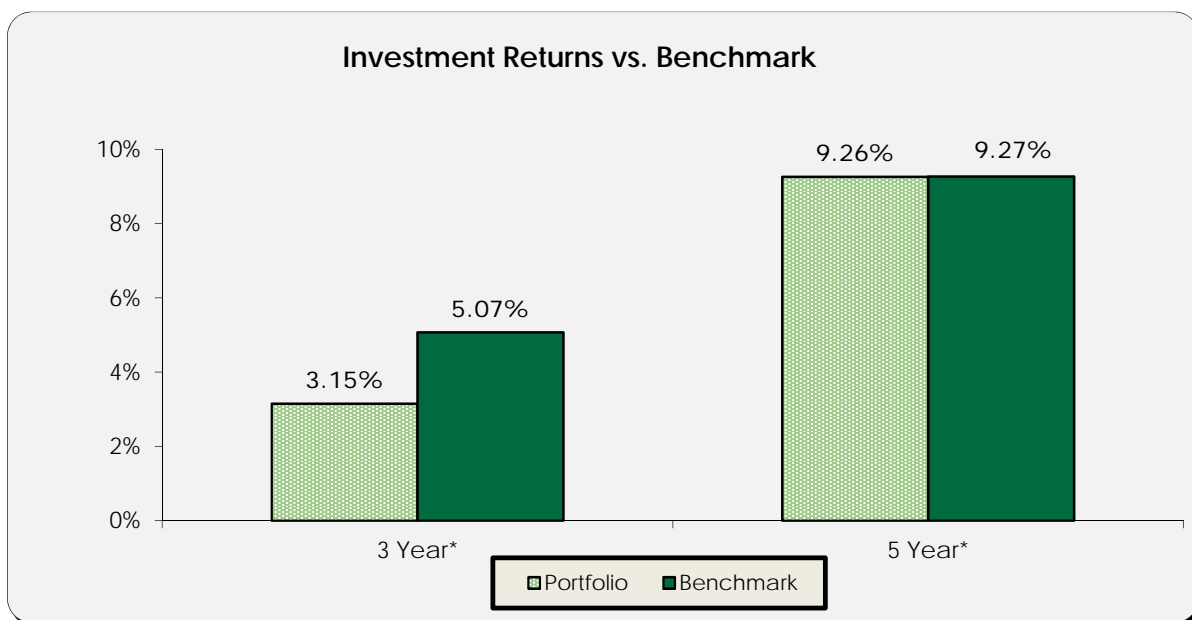
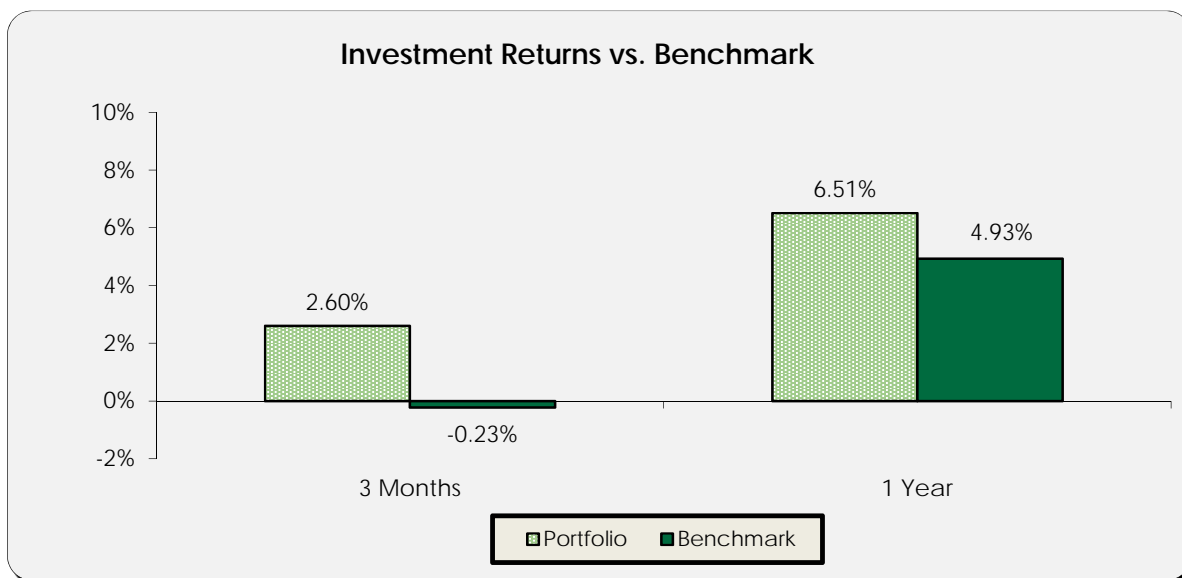
	Cash & Equivalents**	FTSE TMX 30-day T-bill	Relative Performance	Fixed Income	FTSE TMX Universe	Relative Performance	Canadian Equity	TSX Composite	Relative Performance	Global Equity	MSCI World (ex-Cda)	Relative Performance	Portfolio Totals	Benchmark Totals	Relative Performance
Fiscal 2000 (9 mths)				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%
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%
Fiscal 2018	0.20%	0.75%	-0.55%	1.68%	1.41%	0.27%	0.13%	1.69%	-1.56%	10.49%	10.12%	0.37%	6.51% ***	4.93%	1.58%
Annual Return ** 2-year compounded 18.75 year compounded	0.30%	0.64%	-0.34%	5.56%	5.39%	0.17%	9.62%	6.85%	2.77%	5.80%	3.76%	2.04%	7.36%	6.43%	0.92%

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 2 years.

Performance Review

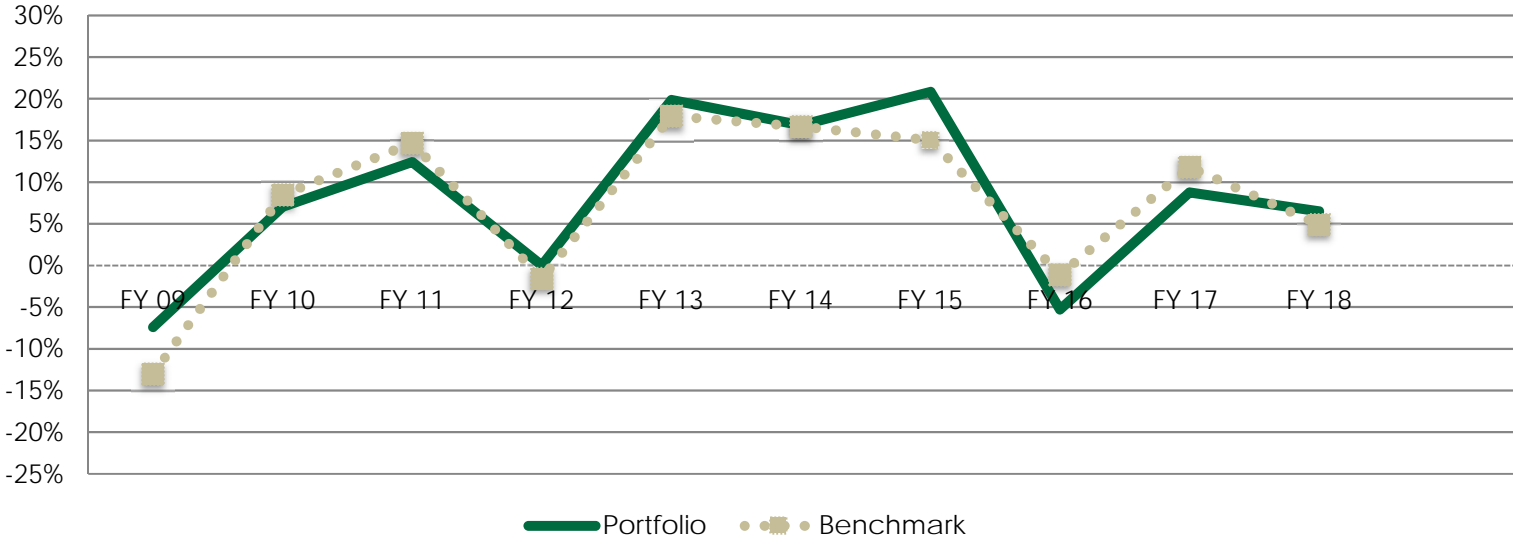


Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	2.60%	6.51%	3.15%	9.26%
Benchmark	-0.23%	4.93%	5.07%	9.27%

* Compounded Annual Return

Algonquin College Endowment Fund 10 Year Performance



Schedule of Cumulative Realized Investment Income/(Loss) Available for Distribution

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Amount available for future distribution, beginning 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
Realized investment income/(loss)	\$ (546,374)	\$ 387,189	\$ 594,826	\$ 240,716	\$ 966,012	\$ 3,302,409	\$ 1,363,388	\$ 1,182,259	\$ 1,830,019	\$ 1,703,517
Investment fees	\$ (32,735)	\$ (37,072)	\$ (46,260)	\$ (51,690)	\$ (56,572)	\$ (49,974)	\$ (80,721)	\$ (97,448)	\$ (87,257)	\$ (100,539)
Amount distributed	\$ (335,000)	\$ (437,000)	\$ (508,115)	\$ (556,978)	\$ (639,179)	\$ (657,139)	\$ (852,856)	\$ (882,393)	\$ (898,722)	\$ (932,966)
Amount available for future distribution, end of year	\$ (383,968)	\$ (470,851)	\$ (430,400)	\$ (798,352)	\$ (528,091)	\$ 2,067,205	\$ 2,497,016	\$ 2,699,434	\$ 3,543,474	\$ 4,213,486

Schedule of Unrealized Investment Income/ (Loss)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Unrealized income/(loss)	\$ (1,316,128)	\$ 1,808,247	\$ 660,041	\$ (237,912)	\$ 738,307	\$ (318,027)	\$ 2,869,617	\$ (2,440,923)	\$ 168,461	\$ (136,038)

Fund Balance as per Yorkville

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Cash	2%	6%	6%	6%	2%	5%	3%	6%	6%	9%
Fixed Income	33%	29%	29%	30%	32%	39%	37%	38%	27%	29%
Canadian Equity	51%	50%	50%	49%	22%	14%	16%	18%	23%	17%
Global Equity*	14%	15%	15%	15%	44%	43%	44%	37%	44%	45%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

* combined U.S. & international

Asset Mix - Market

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Cash	\$ 152,669	\$ 734,213	\$ 876,587	\$ 923,830	\$ 394,277	\$ 933,791	\$ 738,663	\$ 1,396,853	\$ 1,511,625	\$ 2,240,828
Fixed Income	\$ 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	\$ 7,458,927
Canadian Equity	\$ 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	\$ 4,453,579
Global Equity*	\$ 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	\$ 11,366,416
Total	\$ 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	\$ 25,519,750

* combined U.S. & international

MEMO

DATE: June 11, 2018
TO: Board of Governors
FROM: Governor Jim Robblee, Chair, Governance Committee
SUBJECT: **Governance Committee meeting May 14, 2018**

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose the Governance Committee meeting folder, May 14, 2018.

A. ANNUAL GENERAL MEETING REQUIRING BOARD OF GOVERNORS APPROVAL

1) 2018-2018 Board Officer and Committee Membership Appointments

Members were referred to the transmittal included in the meeting materials for the appointment of Board Officers and committee memberships, effective September 1, 2018.

RESOLUTION

MOVED & SECONDED: K. Stanton & V. Sayah

THAT the Governance Committee recommends to the Board of Governors approval of the appointment of Officers of the Board and membership on Board Committees with terms beginning September 1, 2018 to August 31, 2019.

CARRIED.

B. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

1) Succession Plan

C. Frederick, Vice President, Human Resources presented the Success Plan to members. The lack of a succession plan was identified as a risk for the College through a scheduled internal audit in 2012. A further audit in 2016 found no major risks related to talent processes, including succession planning.

An updated succession plan framework, and the required supporting elements, have been incorporated in the People Plan with a target date of completion of fiscal year 2019-2020.

RESOLUTION

MOVED & SECONDED: G. Beck & A. Lawrence

THAT the Governance Committee recommend approval of the Board Directive Succession Plan to the Algonquin College Board of Governors.

CARRIED.

2) 2018-2019 New Governor Appointment

Members were informed that on Monday, May 7, 2018, two very strong candidates from the Perth area for Governor Fournier's vacancy were interviewed. The selection committee recommended Wayne Johnson as governor-elect for the June 11, 2018 Board of Governors meeting.

RESOLUTION

MOVED & SECONDED: G. Beck & V. Sayah

THAT the Governance Committee recommends to the Board of Governors approval of the appointment of Wayne Johnson to the Board of Governors for a three-year term of office, effective September 1, 2018.

CARRIED.

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

1) BGI-01 Responsibilities of the Board – Compliance Report Card

Members were referred to BGI-01 Responsibilities of the Board – Compliance Report Card. President Jensen informed members that the Algonquin College Executive Team have updated BGI-01 Responsibilities of the Board – Compliance Report Card to ensure that the board responsibilities are current and reflects the 2018-2019 Board of Governors Workplan. The report card will be updated and reviewed on annual basis.

Members accepted this report for information.

2) 2018 Spring Board of Governors Retreat March 24 – Survey Results

Members were informed that the 2018 Spring Board of Governors Retreat survey results were positive. Governor Robblee pointed out that most members did not have a clear understanding of the Truth and Reconciliation Commission. President Jensen advised members that Ron McLester, Truth, Reconciliation and Indigenization, Executive Director will provide information at the October 22, 2018 Board meeting on how the Truth and Reconciliation Commission recommendations are aligned to the work in progress on the Indigenous strategic plan.

Members accepted the survey results for information.

3) 2017-2018 Board of Governor's Evaluation Survey Results

Members were referred to the 2017-2018 Board of Governors' Evaluation Survey Results. Governor Robblee informed members that overall, the survey results were positive and, that governors understood the board's responsibilities and its leadership. Details of the survey results are provided in Appendix A: 2017-2018 Board of Governor's Evaluation Survey Results.

Members accepted the survey results for information.

4) Lieutenant Governor in Council (LGIC) Nominations

Members were referred to the Board Appointment Protocol that provided background on Lieutenant Governor in Council appointment of external governor's process.

5) Current Lieutenant Governor in Council (LGIC) Members.

Members were informed that, following the Ministry of Advanced Education and Skills Development Protocol for Board Nominations and Appointments, one third of the external governors shall be LGIC appointed. A vacancy must be filled with the departure of Governor Fournier. President Jensen suggested preparing the applications for submission after the provincial election for the three governors.

Members accepted this report for information.

6) Policy: BG I-02 Appointment/Reappointment of External Governors (Mandatory Review)

Members were referred to the Policy: BG I-02 Appointment/Reappointment of External Governors (Mandatory Review). Members were informed that this policy was due for review on March 2018. No changes to the policy are required.

Members accepted this mandatory policy review for information.

7) 2018-2019 Governance Committee Workplan

Members were referred to the 2018-2019 Governance Committee Workplan.

Members accepted the workplan for information.

8) Results of Internal Election

President Jensen provided members with the results of the 2018 Election of internal governors. The Board Electoral Committee completed the 2018 Election process for the election of internal Governors on April 19. Enrico De Francesco is the governor-elect representing the Academic Staff and Shubham Paudel will be the student representative to the Board of Governors.

Members accepted this for information.

9) Review of Bylaw #3 - For the Election of College Constituent Groups to the Board of Governors

Members reviewed Bylaw #3 and no changes are required to be made.

10) April 16, 2018 Board Meeting Survey Results - Verbal

Governor Robblee provided members with the April 16, 2018 board meeting survey results.

Members accepted this for information.

11) New Governors Orientation Part 1 – DRAFT Agenda

Members accepted the DRAFT Agenda for information.

12) New Governors Orientation Part 2 – DRAFT Agenda

Members accepted the DRAFT Agenda for information.

2017-18 Board Evaluation

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		9.1%	1
4. Agree		27.3%	3
5. Strongly agree		63.6%	7
		Total Responses	11

Comments

#	Response
1.	The Board strongly supports the mandate of the college.
2.	I am not sure if the Board fully understands the role in a rapidly changing environment

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		18.2%	2
4. Agree		54.5%	6
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

#	Response
1.	Board retreats, and Ontario Colleges seminars equip the Board members in understanding and implementing their responsibilities.

2. There are many topics that are in "the grey zone" but many discussions are clearly operational. Some of these are mandated by the government. The Board should identify these and mount opposition to the intrusions
3. Management is clearly in charge -- the board is merely a backstop to process decisions it doesn't really have a choice in making




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

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		9.1%	1
3. Neither agree nor disagree		0.0%	0
4. Agree		27.3%	3
5. Strongly agree		63.6%	7
		Total Responses	11

Comments

#	Response
1.	These are regularly made available to the Board members and reviewed.
2.	Note: Circumstances often interfere with the annual work plans e.g. Workday discussion on the day the Budget was presented.
3.	Events have overwhelmed the board's agenda in both of the last two years
4.	Yes- but should leave room for having to adapt to changing requirements

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

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		9.1%	1
3. Neither agree nor disagree		0.0%	0
4. Agree		54.5%	6
5. Strongly agree		36.4%	4
		Total Responses	11

Comments

#	Response
1.	Most certainly. Management staff are very supportive of this work.
2.	Last strategic plan included excellent Board input. The Board must be increasingly aware of the dynamic nature of strategy, particularly in a rapidly changing environment.
3.	The board should be setting the strategy -- it should have a direct employee tasked with strategic direction who reports to the chair and the president jointly

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		9.1%	1
4. Agree		36.4%	4
5. Strongly agree		54.5%	6
		Total Responses	11

Comments

This process is also greatly supported by the management team.

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		27.3%	3
4. Agree		36.4%	4
5. Strongly agree		36.4%	4
		Total Responses	11

Comments

#	Response
1.	Each project is assessed by its' performance against the goals of the college.
2.	I think we do not spend sufficient time reviewing the performance of annual business plans
3.	There is no independent measurement of those plans
4.	It is not clear to me what the monitoring consists of beyond updates or reports at meetings; which sometimes come after the fact

7. The Board sets annual performance objectives effectively with the CEO through the Board 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		0.0%	0
4. Agree		63.6%	7
5. Strongly agree		36.4%	4
		Total Responses	11

Comments

Algonquin College is fortunate to have an excellent management team and CEO.

8. The Board, through the Board 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		63.6%	7
4. Agree		9.1%	1
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

#	Response
1.	The Board continues to struggle with metrics to evaluate the performance of the CEO
2.	I have no line of sight into that process
3.	I am not on the exec and do not recall seeing an evaluation.
4.	I have not seen this process at work sufficiently to be able to evaluate this.
5.	I am not aware of what this process looks like, but have no reason to think it isn't happening

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		9.1%	1
4. Agree		54.5%	6
5. Strongly agree		36.4%	4
		Total Responses	11

Comments

#	Response
1.	Risk management is an integral part of each procedure undertaken by the Board and management team.
2.	Risks are rapidly changing, particularly as it relates to changing government demands. The Chair and Executive are reasonably well informed, but many Governors hear of risks at the Board meeting.
3.	Agree to the nature of risk, but sometimes not sure about the extent of risk; again timing of information

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		0.0%	0
4. Agree		63.6%	7
5. Strongly agree		36.4%	4
		Total Responses	11

Comments

#	Response
1.	Details of risk assessment are regularly provided to the Board with any initiative undertaken by management.
2.	Strong Audit and Risk Management Committee
3.	However there may need to be different reporting required to Board

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

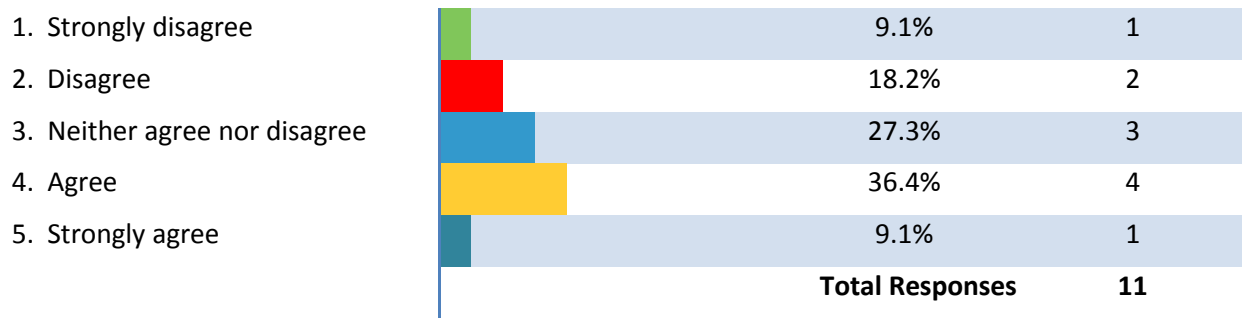
Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		9.1%	1
3. Neither agree nor disagree		0.0%	0
4. Agree		63.6%	7
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

#	Response
1.	The management team does an excellent job of reviewing any programs that are presented to the board. Each project that is brought to the board is thoroughly and expertly reviewed in detail.
2.	This is one area of weakness -- I would like to see an annual report mechanism where deans discussed their own five-year plan for their individual schools

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

Response	Chart	Percentage	Count
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Comments

#	Response
1.	Board members certainly know and respect the members of the management team. My experience to date has not included succession planning.
2.	As long as I've been on the Board succession planning, SMT members coming or going have never been brought to our attention.
3.	It is my considered opinion that the CEO should present a talent management plan to the Board and update annually.
4.	My governance education has always promoted the view that the Board has 1 employee - the President, in this case. The parameters of the Board's involvement in succession planning would have be clearly delineated, and incorporated as part of the President's work plan, for me to be completely comfortable with this. Perhaps I need more education in this regard to understand how this would work.
5.	I feel I know the Senior Management team but am not aware of succession planning or how/when or if it has happened; but gain no reason to assume it's not happening

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

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		54.5%	6
5. Strongly agree		45.5%	5
Total Responses			11

Comments

Algonquin College Board members are an excellent group of individuals. Each displays an example of "living" the code of conduct.

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		0.0%	0
4. Agree		27.3%	3
5. Strongly agree		72.7%	8
		Total Responses	11

Comments

Most definitely and especially through the Colleges of Ontario annual seminars.

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		36.4%	4
5. Strongly agree		63.6%	7
		Total Responses	11

Comments

There are no responses to this question.

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		0.0%	0
4. Agree		36.4%	4



5. Strongly agree

	63.6%	7
Total Responses		11

Comments

I agree that the committee is effective assuming they are given timely and accurate information which I am not sure this has been the case for larger projects.





17. I am satisfied with the performance and information from the Academic and Student Affairs 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		36.4%	4
5. Strongly agree		63.6%	7
Total Responses			11

Comments

I personally enjoy and appreciate serving on this committee.

18. 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		9.1%	1
3. Neither agree nor disagree		9.1%	1
4. Agree		54.5%	6
5. Strongly agree		27.3%	3
Total Responses			11

Comments

#	Response
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1. Yes. However, the massive amounts of material to review are very difficult to absorb.
2. Often, (especially recently) the Board only receives information when projects have gone south. Then, there is limited measures the Board can take other than to approve significant financial overages. Example: Saudi Arabia and Workday.
3. There is plenty of information but sometimes feel it's not the right information or the most accurate or up to date; sometimes feel agenda is not set by the Board but by management which potentially means we may not be looking at the right things all of the time

19. 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		18.2%	2
4. Agree		54.5%	6
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

I receive almost immediate response to any questions of the Senior Management team.

20. 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		27.3%	3
4. Agree		45.5%	5
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

#	Response
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1. Not sure of this one. Management is quite transparent relating to major issues but some issues that are reputational or resource allocation in nature are communicated late to the Board.
2. I also have no line of sight to see this in action

21. 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		18.2%	2
4. Agree		54.5%	6
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

#	Response
1.	This is one of the fundamental responsibilities of the Board.
2.	I don't sense a lot of strategic advice from the discussions I have witnessed -- the retreats have all had agendas focused on issues management wants to raise, not on issues the board highlights
3.	Mostly, and when it is in a position to do so
4.	The best examples of this have been in camera discussions and retreats





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

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		18.2%	2
3. Neither agree nor disagree		18.2%	2
4. Agree		36.4%	4
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

#	Response
1.	We have raised our concerns during our in camera sessions however these are words only, nothing tangible.
2.	On many files, the Board does hold management accountable, but on others, information with respect to a problem is often delayed.
3.	But not sure how it is managed or controlled

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



Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		9.1%	1
3. Neither agree nor disagree		36.4%	4
4. Agree		27.3%	3
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

#	Response
1.	The Management Team is an excellent and very professional group.
2.	I have concerns with the "timely" manner. Again, we only hear when projects have gone south at the 11th hour. We also hear about significant cancelled program intakes, after the decision has been made by management.
3.	As above
4.	There has been situations where this should have happened and did not

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

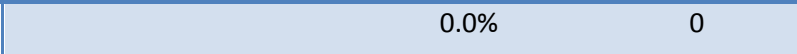
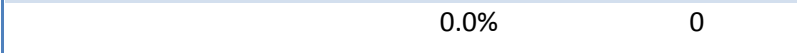


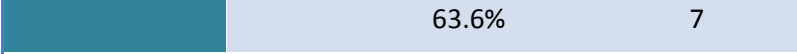
Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		0.0%	0

4. Agree		63.6%	7
5. Strongly agree		36.4%	4
		Total Responses	11

Comments

#	Response
1.	Always in a knowledgeable manner.
2.	Management responds well to the Board.

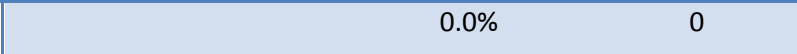
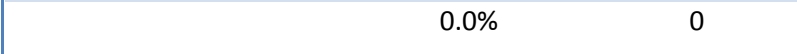


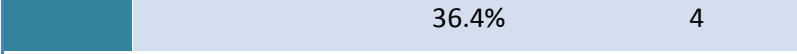
25. I am satisfied with the Board's current involvement in the identification of candidates for governor positions.

Response	Chart	Percentage	Count
1. Strongly disagree		0.0%	0
2. Disagree		0.0%	0
3. Neither agree nor disagree		9.1%	1
4. Agree		27.3%	3
5. Strongly agree		63.6%	7
		Total Responses	11

Comments

Recruits are excellent.

26. 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		27.3%	3
4. Agree		36.4%	4
5. Strongly agree		36.4%	4
		Total Responses	11

Comments

#	Response
1.	I've often suggested an orientation for using "share point" which has yet to happen.
2.	Many comments in the evaluation this year. Specifically related to the splitting of the orientation.

27. 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		9.1%	1
4. Agree		63.6%	7
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

#	Response
1.	Student achievement initiative is welcome. Board should consider an educational session at each board meeting
2.	Willingness to send Governors to the Annual Colleges Ontario Conference in November is a great indication of the support for Governor development





28. 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		18.2%	2
4. Agree		54.5%	6
5. Strongly agree		27.3%	3
		Total Responses	11

Comments

#	Response
1.	These provide an opportunity for open and candid discussion.
2.	I feel there needs to be more opportunities for all Board members to meet, review and discuss important global challenges facing the College prior to public meetings
3.	The may be an opportunity to have more discussion prior to voting in an in camera setting ; where a discussion is warranted we shouldn't feel the pressure to vote because of timelines

29. 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		36.4%	4
3. Neither agree nor disagree		18.2%	2
4. Agree		27.3%	3
5. Strongly agree		18.2%	2
		Total Responses	11

Comments

#	Response
1.	Especially from the CEO.
2.	I don't receive feedback.
3.	There has been no feedback since I joined the Board. This may change with the self-evaluation introduced this year.
4.	I'm not sure I've really had any feedback ...
5.	I have not undergone this part of the process yet. Some general comments are that Algonquin's Board is very high functioning and I have learned a great deal from my fellow Governors and the staff. The material is well-considered and the staff have been very understanding with my extensive "New Governor" questions. Most of my answers above are "Strongly Agree" and this is because I am so impressed by this Board, and honoured to serve.
6.	This is an area that I would suggest one on ones with the Chair would be helpful both in terms of feedback to each governor and also allow for candid comments that will help advance a governor

30. 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		9.1%	1
4. Agree		36.4%	4
5. Strongly agree		54.5%	6
		Total Responses	11

Comments

The Board Chair is very skilled and has managed a number of difficult meetings than ran overtime, not through any fault of his but because of the huge interest in some of the topics.

31. 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		18.2%	2
4. Agree		45.5%	5
5. Strongly agree		36.4%	4
		Total Responses	11

Comments

But see comments above; the Chair should remind us to postpone action if we feel we cannot have the right information or discussion

32. 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		0.0%	0
4. Agree		54.5%	6
5. Strongly agree		45.5%	5
		Total Responses	11

Comments

#	Response
1.	Having experience attending a board meeting via conference call, I recognize the importance of frequently asking on lime callers for input.
2.	Fine line between encouraging participation and running meeting efficiently is well managed.
3.	The Chair has worked very hard to ensure that all Governors understood issues in difficult and lengthy agendas so that the best decisions were being made.

33. 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		9.1%	1
4. Agree		45.5%	5
5. Strongly agree		45.5%	5
		Total Responses	11

Comments

#	Response
1.	Perhaps less so with conference call attendees. As a caller, it is very difficult to know when to offer an opinion or ask a question, unless you are asked. As a result it is very important for the chair to frequently ask a caller for an opinion or for a question.
2.	I might be agreeing here because I am always happy to ask questions ...
3.	Sometimes seems like if we are getting to far behind; tries to limit comments/questions

34. 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		9.1%	1
4. Agree		72.7%	8
5. Strongly agree		18.2%	2
		Total Responses	11

Comments

#	Response
1.	With very long meetings, it is important for the chair to manage discussion.
2.	Several meetings have had packed agendas and were excessively long. It may be necessary to add 1 meeting to focus completely on the budget.
3.	tough one
4.	see above



35. 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		0.0%	0
4. Agree		27.3%	3
5. Strongly agree		72.7%	8
		Total Responses	11

Comments

There are no responses to this question.




36. 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		0.0%	0
4. Agree		54.5%	6
5. Strongly agree		45.5%	5
		Total Responses	11

Comments

There are no responses to this question.

37. 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		27.3%	3
4. Agree		36.4%	4
5. Strongly agree		36.4%	4
		Total Responses	11

Comments

#	Response
1.	I have no direct experience with this question.
2.	No experience here
3.	Not aware of what this process looks like; but I assume it happens

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

#
1.

Several new facilities. A number of new courses.

2.	DARE district
3.	Governance of the major capital projects.
4.	oversight of multiple major projects simultaneously
5.	Navigating the minefield imposed by Government actions.
6.	Good question -- I'm not sure I can identify that
7.	Supporting the goals of the college
8.	1. Fostering an atmosphere in which Indigenous people can have an important stake in Algonquin College. This will be an important example for the rest of Canada.
9.	Very Comprehensive New Governor Orientation Process and continuing to hire competent Board members and
10.	support the withdrawal and closure of the Saudi Campus
11.	To ask for more frequent updates and have more understanding of Workday issues and project delays

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

#	Response
1.	The work stoppage caused severe damage to our college. Understandably the Board had to stay out of negotiations. Perhaps between now and the next round of union negotiations, the Board could express concerns and priorities to provincial officials.
2.	Having a Board member assigned to be the liaison on major projects.
3.	Continue to be prepared and engaged at the meetings.
4.	Requiring that management provide more information about potential deadline and budget misses for major projects on a timelier basis.
5.	Education of the board in 1) college activities 2) strategic issues 3) governance issues 4) risk issues. Each committee could be responsible for 1 educational session/ year
6.	Retreats focused more on dealing with current challenges of the organization
7.	focus on key issues and provide for/encourage more full participation
8.	Spend more regular time in generative discussions.
9.	Contributing more to Board meeting Agenda setting in consultation with Board members
10.	Introduce Director education sessions at the start of every Board meeting. These would be 20 minute presentations from key areas of the College that would help Governors to expand their familiarity with the breadth of the operations
11.	Drive the agenda, insist on more frequent updates on large projects

MEMO

DATE: June 11, 2018
TO: Board of Governors
FROM: Algonquin College Foundation Board of Directors
SUBJECT: **Foundation Report**

A. DONATIONS AND GIFTS IN KIND

1) As of April 1, 2018, the Foundation realized \$4,028,956 from fundraising revenue and endowment contributions. This represents a 13% increase over the \$3,470,778 revenue goal for 2017-2018.

B. ENDOWMENT AND DONATION HIGHLIGHTS

1) The Foundation received a very generous bequest of \$450,000 from the estate of a donor that will generate close to \$18,000 a year in endowed bursaries for students facing financial challenges. The donor made similar bequests to all post-secondary institutions in Eastern Ontario.

2) The Foundation confirmed a gift of a Messerschmitt-Bolkow-Blohm (MBB) 105 Helicopter from Transport Canada that was originally used by the Canadian Coast Guard. This equipment donation was valued at \$288,000 and is an instructional tool for the Aircraft Maintenance Technician program.

3) The Pembroke Campus received a wood chipper valued at \$18,000 from Hydro One to be used in the Forestry Technician program.

C. ALUMNI AND FRIENDS NETWORK

1) Alumni at Work Events

The following organizations participated in Alumni at Work events from mid-March to early May:

o Pembroke Campus

There are many Algonquin College alumni employed at the Pembroke Campus, all helping to offer Algonquin College students exceptional learning opportunities. An Alumni at Work coffee break on campus hosted 25 alumni with many stating how proud

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they were to work for the same place that provided them with the education and tools they needed to succeed in their careers.

- Euro Tile & Stone

Originally founded 1987 as Euro Ceramics, Euro Tile & Stone has grown to be a leading importer, wholesale distributor and retailer of quality products. Fifteen Algonquin College graduates attended a recent coffee break at their head office.

- Marianhill

For over 70 years, Marianhill has been a care provider for the Renfrew County community. The organization has 200 beds offering long-term care as well as services and programs providing innovative support for seniors. Over 34 Algonquin College alumni employed at Marianhill who are valuable members of the health care and operational support teams attended a recent coffee break.

2) Seventh Annual Perth Student/Staff/Alumni Hockey Game

The Students' Association hockey game sponsored by Alumni & Friends Network in Perth, ended in a student victory, eight to seven with over ten alumni participating.

3) Alumni Mixer - Advertising and Marketing Communications Management

More than 70 students and guests attended the Algonquin College Annual Portfolio Review with new graduates mixing with industry leaders. Over 85% of guests were Algonquin College alumni.

4) Alumni Mixer - Biotechnology Networking Event

Students from the Biotechnology program had the chance to meet with industry professionals and more than 40 alumni at the annual Biotechnology Networking Event.

D. OTHER EVENTS

1) Foundation Board of Directors Retreat

The Foundation Board of Directors held their first retreat since their inception in 2013. The keynote speaker was Jamie McCracken, former Director of the Ottawa Catholic School Board and currently the Chair of the Ottawa Hospital Foundation. Peter Nadeau, Chair of the Board of Governors was also in attendance. The Foundation Board of Directors had a facilitated session on the vision and purpose of the Foundation, revisited the 2014-2019 Strategic Fundraising Plan, and set the stage for the new Foundation 2019-2022 strategic plan that will be developed over the course of 2018.

MEMO

2) Black-tie Beanfest

Over 450 people joined co-chairs Michael O’Byrne, CTV News and Algonquin College Foundation Board Director, and Scott Anderson, Executive Director, Communications, Marketing and External Relations, at Algonquin’s Ottawa campus for the Black-Tie Beanfest Revival. This gala was in honour of Moe Atallah. This event raised over \$52,000 for the Moe Atallah Bursary in the School of Hospitality and Tourism and the South East Ottawa Community Health Centre’s children and youth programs. The highlight of the evening was when Moe Atallah received the key to the City of Ottawa by Mayor Jim Watson to honour his charitable work over the years.

3) Algonquin College 50th Anniversary Gala

On May 3, 2018, over 350 attendees enjoyed a night to remember that highlighted the College’s history, programs and graduates. The event raised over \$90,000 for the DARE District.

There were roaming emcees, including alumni Mauler & Rush from HOT 89.9, Stuntman Stu and Angie Poirier of Majic 100.3, Gord Wilson, Senators colour commentator from TSN 1200 and Patricia Boal, CTV Ottawa News Anchor. These emcees helped immerse guests in the College’s history, and showcasing memorabilia.

Music was provided by Steinway Canada and Music Industry Arts alumnus Justin Lavigne. The Algonquin College duo of Elijah Woods, a graduate of the Music Industry Arts program and Jamie Fine, a graduate of the Culinary Arts program, made a surprise visit. Both alumni have acquired a growing reputation for their music-making talents after winning an episode of CTV’s ‘The Launch’.

Innovative dishes were prepared by alumni celebrity chefs, featuring Imrun Texeira of Stofa Restaurant, Michael Moffat of Thyme & Again, Katie Ardington of Beckta/Gezellig/Play, Mitch Lacombe of ARC The Hotel, David Godsoe from Restaurant E18hteen, Jordan Holley of Riviera and Marie-Cecile Nottaway of Wawatay Catering and the College’s Culinary and Baking program.

Sponsors for the event included Yorkville Asset Management, Campus Living Centre, Johnson Insurance, Tony Graham Automotive Group, Cuhaci, Diamond Schmitt, Students’ Association, Nelson, Coca-Cola, KPMG, Robert Half, Pearson Canada, Colliers Project Leaders, Akran Marketing, Wealth Creation Preservation and Donation, First Air and Via Rail.

MEMO

4) Arnie Vered Honourary Gala Dinner Celebrates Farber Family

Rodney Wilson, Chair of the Algonquin Foundation Board of Directors had the chance to honour one of Algonquin College’s original partners – the Farber Family at the Annual Arnie Vered Honourary Gala Dinner at the Chateau Laurier. This event was hosted by the Ottawa Chapter of the Family Enterprise Exchange (FEX), representing strong family businesses in Eastern Ontario.

The Gala featured a keynote family story featuring Michelle Taggart, Director, Planning & Development, Taggart Group of Companies. Complementing the evening were two special “Community Recognition Moments” one for the Farber family by Rodney Wilson, and the other for the Cotnam Family from the Fireplace Centre and Patio Shop who were honoured by United Way Ottawa. The Cotnam Family has a special connection to Algonquin College through their recent donation of the beautiful gas fireplace in the new Indigenous Learning Commons in the DARE District.

Several years ago, the Farber family, through the Leikin Family Charitable Foundation, established the Zena and Harry Leikin Bursary, which has been supporting students in financial need transforming their hopes and dreams into lifelong success. It was fitting that the Arnie Vered Honourary dinner was held on the late Harry Leikin’s birthday.

Upcoming Foundation Events

Algonquin College Alumni of Distinction Awards Gala	Thursday, September 27, 2018
Colleges Ontario Premier’s Awards Gala (Toronto)	Monday, November 26, 2018

Report title:	Learning Management System Update
Report to:	Board of Governors
Date:	June 11, 2018
Author/Presenter:	Claude Brulé, Senior Vice-President, Academic Patrick Devey, Dean, Centre for Continuing and Online Learning

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this presentation is to provide a report on the status of the Learning Management System Renewal Project.

3. BACKGROUND:

Following an iterative selection process overseen by the Procurement Office, the Learning Management System Steering Committee recommended the adoption of Brightspace™ by Desire2Learn as the new Learning Management System for the College. Founded in 1999, Desire2Learn, also known as D2L (www.d2l.com), is a Canadian company with headquarters in Kitchener, Ontario, employing over 750 people. It is used by over half of the colleges in Ontario.

The Algonquin College Board of Governors approved the expenditure of up to \$3.05 million over a five-year period for the adoption of the new Learning Management System at the February 26, 2018 Board of Governors meeting. The agreement with Desire2Learn was finalized on March 6, 2018.

In accordance with a proclamation made in Fall 2017 by President Cheryl Jensen, and Students' Association President Victoria Ventura, the goal of the Learning Management System Renewal Project is to consolidate all course activity onto one Learning Management System by the start of the Fall 2018 term.

4. DISCUSSION:

The following section focuses on the update of the LMS Renewal Project activities since the last transmittal to the Board of Governors on April 16, 2018.

As a first foray with the new Learning Management System, 12 programs with Level 01 intakes in Spring 2018 volunteered to use Brightspace™ as part of the early adoption. This provided an opportunity to evaluate the results of the migration of course content and the training of faculty with a smaller group (Phase 1) prior to the larger migration that followed (Phase 2).

Once the Fall 2018 term begins, all course activity will have migrated to Brightspace™ and the focus will turn to archiving older course content, decommissioning former servers, and augmenting student and faculty support to leverage Brightspace™. Figure 1 below provides the timeline of the implementation of Brightspace™.

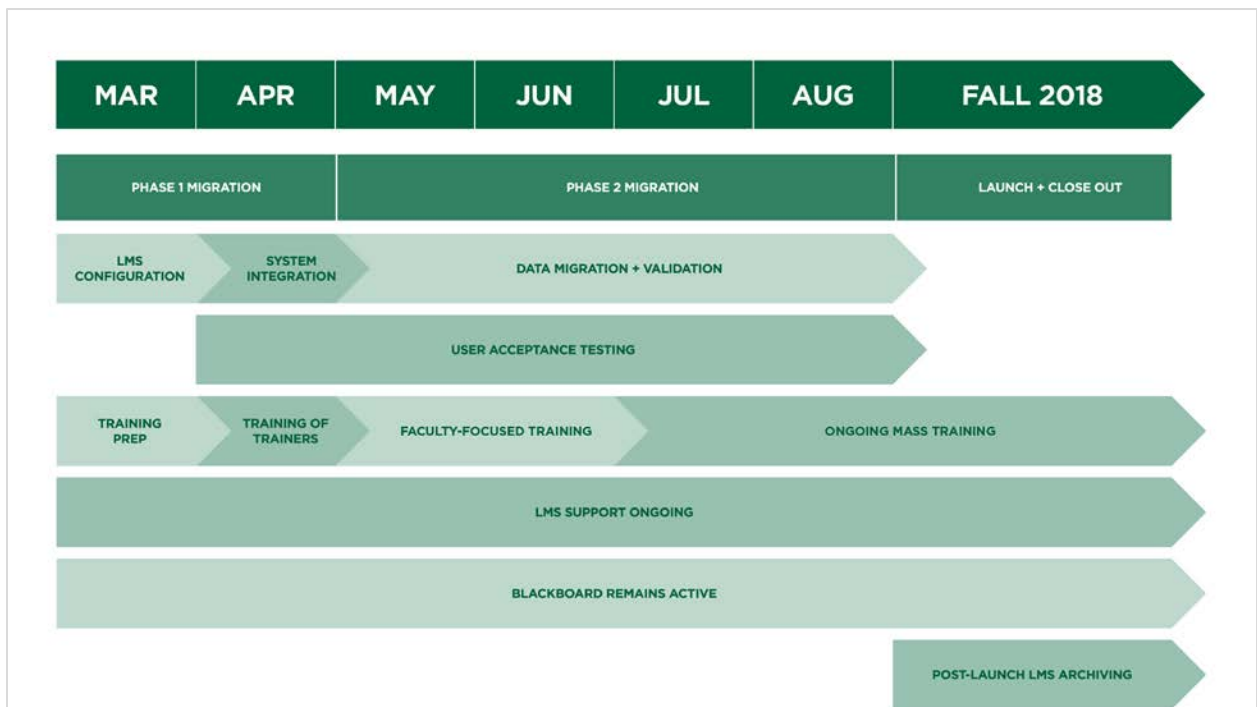


Figure 1: Brightspace™ Implementation Timeline

The implementation plan for Brightspace™ includes three main activities as outlined below:

1. Content and Data Migration
2. User Training
3. Archiving and Phasing out current Learning Management Systems (Blackboard and Canvas)

1. Content and Data Migration

- Course content from several active Learning Management Systems will be merged to Brightspace™;
- Two years of content will be moved to Brightspace™ (over 4,800 courses);
- All Spring 2018 courses were migrated by April 30, 2018 and early adopter courses went live on May 1, 2018;
- As of May 24, all Blackboard course content from Fall 2016 to Winter 2018 had been migrated to Brightspace™; and
- The target date for the completion of the migration of the remaining course content (from Blackboard and Canvas) to Brightspace™ is May 30th, 2018.

2. User Training

- Training will be delivered to approximately 2,200 faculty members by September 2018:
 - As of May 14, 35% of full-time faculty had been trained, 10% of other-than-full-time faculty have been trained. Most of the other-than-full-time training will occur in August as courses are assigned; and
 - Satisfaction rate of 86.5% with the training thus far.
- Early adopter faculty member training was carried out in April (for programs that went live in Spring 2018); and
- Additional training and one-on-one support is available throughout the year;

3. Archiving and Phase Out

- Licenses for the current Learning Management System (Blackboard) have been extended to March 2019 to provide necessary time to clean and archive content;
- Canvas license expires August 31, 2018. All 2000 courses will be migrated to Brightspace™ by August 24, 2018 (on production server, not archived);
- Blackboard will remain the primary Learning Management System for the College until August 31, 2018; and
- All Blackboard course content from prior to 2016 will be archived.

For up-to-date information about the progress of the new Learning Management System Renewal Project, consult the website: <http://algonquincollege.com/lms>.

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 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 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:

During the 2016-17 academic year, the college community experienced several unscheduled outages of the Blackboard Learn™ Learning Management System. Despite best efforts to resolve, this eroded stakeholder confidence in the system, and resulted in both students and faculty indicating clearly the existing system’s inability to meet their teaching and learning needs. A renewal of the Learning Management System was of critical importance in ensuring continuing student success.

The results from a series of student focus groups, as well as a survey issued in Spring 2017, identified five key requests from students for the new Learning Management System (Figure 2):

STUDENTS	
Improved Communication and Tools	1
Improved Reliability	2
Streamlined Modern User Interface	3
Improved Gradebook	4
Streamlined Course Design and Access	5

Figure 2: Desired Features of a new Learning Management System¹

7. FINANCIAL IMPACT:

The cost to implement the new Learning Management System is estimated to be \$829,500 during the 2018-2019 fiscal year. The total five-year operating cost including the noted 2018-2019 migration cost is estimated at \$3,050,641.

There is an existing annual operating budget provision for the College’s current Learning Management System, which over a five-year period is budgeted at \$3,820,000. When comparing this cost against the estimated annual budget for the new Learning Management System solution, over a five-year period, a benefit of \$770,000 is expected.

¹ <http://www.algonquincollege.com/lms/files/2018/01/LMS-Survey-Report-January-2018.pdf>

8. HUMAN RESOURCES IMPACT:

This project will have a significant positive impact on all faculty members and staff members who rely on the Learning Management System for reporting, tracking, and monitoring student success.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project does not have an impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

A comprehensive communications plan has been developed that includes a dedicated website, email communications, and digital signage across the College to ensure frequent and transparent communication with all stakeholders during the migration and training phases of the project.

11. CONCLUSION:

Brightspace™ will modernize the College's learning management system and will provide a reliable, flexible and fully maintained tool for students and faculty members. The system will be fully operational for the start of the fall term. An update will be provided to the Board of Governors at the June 11, 2018 Board of Governors meeting.

Respectfully submitted:



Claude Brulé
Senior Vice President, Academic

Approved for submission:



Cheryl Jensen
President

Report title:	Workday Enterprise Resource Planning System Implementation - Update
Report to:	Board of Governors
Date:	June 11, 2018
Authors/Presenters:	Doug Wotherspoon, Vice President, Innovation and Strategy Lois Pollock, Chief Digital Officer, Information Technology Services

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The Workday implementation is a major business transformation initiative for Algonquin College’s Human Resources, Finance, and Payroll functions. The catalyst for this transformation is the replacement of the existing enterprise systems with an integrated enterprise resource planning solution, using a software-as-a service approach.

This report provides a project update since the last presentation to the Audit and Risk Management Committee on May 24, 2018 and an overview of key activities, deliverables and milestones required to deploy the Workday application.

3. BACKGROUND:

On February 26, 2018, the Board of Governors approved additional funding for the Workday Enterprise Resource Planning implementation. This decision paved the way for the project team to move forward with the recommended approach to engage with a new implementation partner. Following the completion of procurement activities, a new contract was established as scheduled on April 2, 2018 with PricewaterhouseCoopers LLP (PwC).

On March 29, 2018, Algonquin entered into a contract with Ottawa-based PwC to complete the Workday implementation.

On April 4, 2018, the Algonquin Workday Project Team, Steering Committee, and the President along with representatives from PwC and Workday met to re-launch the implementation effort.

4. DISCUSSION:

Throughout April, the team worked to develop a master implementation plan for the consolidation of the current tenants and development of the additional configuration. The

project team also developed a number of sub-plans to ensure the overall success of the project. These included plans for communications and engagement, training, data migration, and the creation and implementation of the support model. The critical path was presented to Steering Committee on April 24, 2018 and on May 1, 2018 the first key PwC contract milestone was delivered.

1.	Plan: Project Plan completed <i>(Completed May 1, 2018)</i>	<ul style="list-style-type: none"> • Project plan delivered • Data conversion strategy finalized and delivered • Design confirmation sessions agenda delivered
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The next key milestones include;

2.	Architecture: Design Confirmation <i>(Deadline, June 30, 2018)</i>	<ul style="list-style-type: none"> • Human Capital Management and Payroll design confirmation sessions completed • Final design documentation and workbooks completed and delivered including changes to configuration that currently exists in the system. <p>*Following completion of the Design Confirmation stage a new go-live date will be communicated to the College community.</p>
3.	Configuration & Prototype: Prototype Tennant	<ul style="list-style-type: none"> • Data conversion Mock Cycle 2 loaded successfully into tenant with 100% of workbooks loaded without issue. • Data Conversion issues documented and communicated with Client for improvement on future mocks.
4.	Test: End-to-End Testing	<ul style="list-style-type: none"> • Completion of End-to-End testing with a test case pass rate of 95% with no blocking or critical issues • Parallel tenant build 100% complete without loss of configuration or data • Completed Delivery Assurance (DA) Review for entry into Parallel Testing.
5.	Test: Parallel Pay Cycle (Phase 2)	<ul style="list-style-type: none"> • Minimum FT Pay Pass rate of 99% • Minimum PT Pay Pass rate of 99% • Completion of parallel testing with a pass rate of 99% with no blocking or critical issues • All variances explained, documented and resolved where possible

6.	Deploy: Cutover to Production tenant (Go-live)	<ul style="list-style-type: none"> • Gold tenant build/load 100% complete without loss of configuration or data • All modules within scope fully functional and available to business users in production/live environment • Completed Delivery Assurance (DA) Review for Gold build/go-live to be rated pass/green in all areas • Readiness checklist reviewed and signed off by all parties (Client, PricewaterhouseCoopers and Workday).
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Project Risks

The reset of the project provided an opportunity for the project team to review and revise the Workday risk register. The revised register was approved by Steering Committee on May 1, 2018, identifying the two top risks outlined below:

#	Risk Title	Risk Description	Mitigation Strategies	Risk
1.	Human Resources/Access to Workday Talent	<p>Composition of project team creates risk for a number of resource gaps that could delay project timelines due to inability to complete project deliverables on time.</p> <ul style="list-style-type: none"> • Finance and HR functional leads are currently over allocated based on required level of effort identified by PwC. Over allocation of work could increase likelihood of reduced staff engagement, lower productivity and/or unanticipated leave by project team members. • Lack of retention strategy for fixed-term employees increases risk of turnover due to high market demand for Workday skills. • Current knowledge of project team members does not include expertise in Workday Talent. Opportunity to receive formal training is limited 	<ul style="list-style-type: none"> • Reduce pressure on the Project Team by supplementing with new hires (Human Resources Business Analysts) and pulling in operational staff to support project activities where appropriate (data validation). • Improved Terms and Conditions for fixed-term administrative employees have been implemented and job levels/pay bands adjusted following re-evaluation for support model resources. • Opportunities for Workday Talent training are being assessed for identified team resources. 	High

#	Risk Title	Risk Description	Mitigation Strategies	Risk
		due to competing priorities.		
2.	Change Readiness of Employees	Competing operational or academic priorities may limit employee ability to participate in change management activities (training, engagement, communications) that are required to ensure a successful implementation.	<ul style="list-style-type: none"> • Comprehensive consultation with key stakeholders and completion of an impact assessment has informed change management, communications and training plans that identify strategies, approaches and activities for different employee groups. • Increase participation of Project Workday Executives in change management activities to reduce pressure on Transformation Managers • Communicate in-classroom training requirements (medium and high impact) early and distribute invitations 5-8 weeks in advance to secure time in calendars. • Assess current training plan to determine if some sessions can be postponed to post-go live (i.e. expense submissions) to reduce impact on operations. • Use multiple channels for communications and various options for employee self-service resources. 	Medium

Audit and Risk Management Review

A project update was presented to the May 24, 2018 Audit and Risk Management Committee meeting. Executives from PwC and Workday joined the meeting via teleconference. The Audit and Risk Management Committee reviewed the key milestones and the proposed milestone payment plan. The Committee asked that the Workday team submit regular updates to the Board of Governors Executive Committee at its July 10 Retreat and develop a method for keeping Audit and Risk Management Committee members up to date through the summer period.

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 checked="" type="checkbox"/>

6. STUDENT IMPACT:

Employees at the College will experience efficiencies in time devoted to completing many administrative activities. These efficiencies will enable a redirection of effort towards value-added services that focus on the student experience at the College.

7. FINANCIAL IMPACT:

On February 26, 2018, the Board of Governors approved \$6.7M in additional funding for the Workday project to reflect the increased funding and contract with PwC. These additional costs will be funded from the College’s specific reserves for enterprise resource planning upgrades.

8. HUMAN RESOURCES IMPACT:

The delay in the project has resulted in lengthened secondments of staff to the Workday project.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The delay has provided the College with an opportunity to increase the scope of the project to include the implementation of the amended Employment Standards Act (Bill 148).

10. COMMUNICATIONS:

Following the February 26, 2018 Board meeting, the decisions approved were communicated broadly across the College.

11. CONCLUSION:

The Workday implementation met its May 1, 2018 Project Plan milestone and is on track to complete its June 29, 2018 Design Confirmation milestone. Following the completion of the Design Confirmation phase the College will set and announce a new go-live date no later than mid-July. Management continues to closely monitor the implementation of Workday and regularly reports project status and risks to the Algonquin College Executive Team, Audit and Risk Management Committee and the Board of Governors.

Respectfully submitted:



Doug Wotherspoon
Vice President, Innovation and Strategy

Approved for submission:



Cheryl Jensen
President

Report title:	Fourth Quarter 2017-2018 Financial Report
Report to:	Board of Governors
Date:	June 11, 2018
Author/Presenter:	Duane McNair, Vice President, Finance and Administration Grant Perry, Acting Director, Finance and Administrative Services

1. RECOMMENDATION:

THAT the Board of Governors accepts the Fourth Quarter 2017-2018 Financial Report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the Fourth Quarter 2017-2018 Financial Report, including a summary of funded positions, and to provide an updated compliance status of policy BG11-02 Board Financial Management.

3. BACKGROUND:

When the budget is approved, management must make estimates of several factors affecting the revenue and expenditure forecasts. The quarterly financial reporting process provides updated projections based on current information. The fourth quarter report presents the actual results for the year.

On February 13, 2017, the Board of Governors approved the 2017-2018 Annual Budget with an overall net contribution of \$5.6 million. In compliance with both the Board of Governors' direction and the Ministry of Advanced Education and Skills Development's Operating Directive, the 2017-2018 Approved Annual Budget returns a net surplus on Funded Activity/ College Operations of \$11.6 million and maintains the College's commitment to balancing student tuition revenues and government funded activities with associated operating expenditures.

4. DISCUSSION:

The Fourth Quarter 2017-2018 Financial Report provides a detailed financial summary of the results achieved for the fiscal year ended March 31, 2018, with a comparison of those results

to the 2017-2018 Approved Annual Budget. Variances to the 2017-2018 Approved Annual Budget that 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 2017-2018 Approved Annual Budget which are less than \$500,000 are detailed throughout the Fourth Quarter 2017-2018 Financial Report, attached as Appendix A: Fourth Quarter 2017-2018 Financial Report.

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

- Post-Secondary Activity revenue increased by \$1.5 million over the Approved Annual Budget. This was primarily due to the new \$1.3 million eCampus Ontario program, and a number of smaller increases such as \$90,000 received as a new mental health grant and an \$80,000 increase in the Bachelor of Nursing collaborative program grant.
- Full-Time Post-Secondary Tuition revenues decreased by \$2.3 million. \$1.7 million of the decrease was due to the impact of 2,111 enrolment withdrawals due to the five week work stoppage. An additional \$648,000 decrease in revenue, also attributable to the work stoppage, was due to an increase in the deferral of tuition revenues due to the shortened winter semester (28.6% deferral rate versus a budgeted rate of 26.7%).
- Student IT and Mobile Computing Fees revenue decreased by \$568,000 due to the five week academic work stoppage.
- Corporate and Other Program revenues increased by \$1.0 million due to increased enrolment in collaborative programs resulting in an additional \$812,000 in revenue, and an additional \$226,000 in program revenue for the Ontario Council on Articulation and Transfer (ONCAT) initiative.
- Miscellaneous revenues increased by \$3.0 million primarily due to a \$1.2 million increase in internal recoveries, and \$994,000 increase in distance education hosting fees. Other smaller increases included \$345,000 of revenue as a result tax recoveries from a Harmonized Sales Tax (HST) audit, a \$246,000 accounting adjustment to deferred capital contributions as a result of a prior year error, and \$200,000 in other minor variances.
- Contract and Other Non-Funded Activity revenues increased by \$3.6 million as a result of the following:
 - Flow through contracts increased by \$863,000, with the School College Work Initiative making up \$722,000 of this amount;
 - Language Institute revenues grew by \$824,000;
 - Corporate Training revenues increased by \$728,000;
 - School contracts revenues increased by \$463,000 due to additional funding for Literacy and Basic Skills contracts, as well as new contract revenues for the Credit Transfer Institutional Grant and other small grants;
 - \$461,000 in additional funding for the Autism Spectrum Disorder grant and other mental health grants; and

- \$226,000 in additional other contract revenues.
- College Ancillary Services revenues decreased by \$4.4 million. \$2.2 million of the decrease is due to the five week work stoppage with significant revenue decreases in Food Services (\$1.2 million) and the Bookstore (\$634,000). Lower than budgeted e-text sales also reduced Bookstore revenues by an additional \$1.7 million, and lower than budgeted food sales resulted in an additional \$613,000 in lower revenues.
- International Education Centre had increased revenues of \$5.5 million as a result of a 28.8% increase in enrolment over the 2017-2018 Approved Annual Budget.
- Revenue has increased in Strategic Investment Priorities by \$2.6 million as a result of:
 - Receipt of a 50th Anniversary Commemoration Grant of \$2.9 million announced by the Province after the budget was prepared (offset by equivalent expenditures);
 - Funding of \$2.3 million of the Post-Secondary Institutions Strategic Investment Fund Grant revenue was deferred in 2017-2018, and will be recognized in 2018-2019;
 - Additional funding of \$731,000 was received in support of the Welding Lab and Smart Apartment;
 - Funding of \$556,000 was recognized in 2017-2018 under the Apprenticeship Enhancement Fund Grant. The recognition of this funding was deferred at the end of the 2016-2017 fiscal year as the equipment of the Electrical Lab renovations had not yet been received;
 - Funding of \$501,000 was recognized in 2017-2018 under the Facilities Renewal Grant. This additional funding was not properly projected during the preparation of the 2017-2018 Approved Annual Budget; and
 - \$200,000 was received from the Students' Association in support of the Indigenous Gathering Circle.

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

- Salaries and Benefits expenditures came in \$6.8 million below the 2017-2018 Approved Annual Budget. The five week work stoppage resulted in salary savings of \$8.2 million. However, this was offset by an additional \$2.1 million in additional labour costs resulting from the extension of the fall semester and the return to work payments. \$681,000 in additional savings was realized as a result of ongoing vacancy savings.
- Mandated Student Aid expenditures were \$1.3 million above the Approved Annual Budget. An additional \$155,000 in student aid was issued as a result of the provincially mandated Student Strike Relief Fund to support students following the five week work stoppage. In addition, College management decided at the third quarter to allocate an additional \$1.0 million of student aid to help offset any hardships incurred by students as a result of the five week work stoppage.

- Contract Services expenses increased by \$2.4 million. The variance is primarily due to an \$855,000 increase in facilitator costs that was incurred to support distance education programs and a \$611,000 increase in contract services to support the eCampus Ontario contract. Other increases include a \$238,000 increase in facilitation costs due to a rate increase of \$2 per student, \$222,000 increase in Information Technology contract and consulting costs, and \$473,000 in other small variances.
- Building Maintenance and Utilities expenses decreased by \$2.2 million. The variance is due to a \$1.4 million reduction in energy savings expenses as the co-generators were not operational during the fiscal year reducing the College's energy savings. An additional \$800,000 in savings were also realized in both natural gas and electricity as compared to the 2017-2018 Approved Annual Budget.
- Contract and Other Non-Funded Activity expenses increased by \$2.7 million as a result of the increases in contract revenues. Expenditures for flow-through contracts increased by \$902,000, including increased School College Work Initiative expenditures of \$722,000. Applied Research also had increased expenditures of \$709,000 above the Approved Annual Budget to support ongoing activities and innovation initiatives. Corporate Training expenditures increased by \$690,000 to support additional contracts such as the AZ Truck Driver contract. An additional \$363,000 of other minor expenditures were incurred to support other contract growth.
- College Ancillary Services expenditures were \$3.2 million below the 2017-2018 Approved Annual Budget. \$930,000 of the favourable variance was due to cost of goods sold savings as a result of the five week work stoppage. The remaining \$2.2 million favourable variance was the result of a \$1.4 million savings in e-text cost of goods sold related to lower than budgeted sales, \$237,000 in lower food costs as a result of reduced summer revenues and purchasing processes, and \$116,000 in utility savings at the Residence.
- International Education Centre expenditures increased by \$4.7 million over the approved annual budget. \$2.4 million of the increase was due to additional expenditures required to support the 28.8% enrolment growth. This increase includes a \$1.3 million transfer to Funded Activity revenue. In addition, a \$2.3 million payment was made to the College of Excellence for early contract termination.
- Strategic Investment Priorities expenditures resulted in a \$552,000 favourable variance to the 2017-2018 Approved Annual Budget as a result of:
 - \$4.8 million decrease in the DARE District expenditures due to the timing of construction costs incurred in 2017-2018;
 - \$1.5 million increase in Apprenticeship Enhancement expenditures due to \$556,000 in costs for the electrical lab which were deferred in 2016-2017, and an additional \$492,000 in enhancements to the welding lab project. An additional \$500,000 of expenses was incurred for other Apprenticeship Enhancement Projects in alignment with available funding;
 - \$1.0 million in savings were realized in College Space and Infrastructure projects;

- \$956,000 in additional expenditures in Academic Equipment were made as a result of needs identified during the first quarter review;
- \$890,000 in additional expenditures in Initiatives and Opportunities were made as a result of carry-forward balances from the prior year and in-year adjustments;
- \$645,000 in additional expenditures for College Ancillary Services were made as a result of carry-forward balances and in-year adjustments;
- \$299,000 increase due to expenditures on the Indigenous Gathering Circle approved by the Board of Governors after the 2017-2018 Approved Annual Budget; and
- \$221,000 increase due to expenditures on the Student One Stop Space approved by the Board of Governors after the 2017-2018 Approved Annual Budget.

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:

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 Postsecondary Institutions Strategic Investment Fund.

7. FINANCIAL IMPACT:

The 2017-2018 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 benchmark.

8. HUMAN RESOURCES IMPACT:

The 2017-2018 Approved Annual Budget and the Fourth Quarter 2017-2018 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 2017-2018 Annual Budget and the Fourth Quarter 2017-2018 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 2017-2018 Financial Report is provided to the Board of Governors to present actual results compared to budgeted revenues and expenses supporting the Annual Business Plan and Strategic Plan.

Respectfully submitted:



Duane Mc Nair
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Fourth Quarter 2017-2018 Financial Report Appendix B: Fourth Quarter 2017-2018 Compliance Schedule



FOURTH QUARTER 2017-2018
FINANCIAL REPORT



**Presentation to the Board of
Governors June 11, 2018**



Fourth Quarter 2017-2018 Financial Report

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Fourth Quarter 2017-2018 Financial Report
SUMMARY
 (all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	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	\$ 238,674	\$ 240,260	\$ 240,349	\$ 240,119	\$ 240,718	\$ 2,044	1%
Expenditures	227,058	226,558	229,757	223,750	222,409	4,649	2%
Net Contribution	11,617	13,702	10,592	16,369	18,309	6,693	58%
Contracts & Other Non-Funded Activity							
Revenue	27,358	27,358	27,910	27,910	30,923	3,565	13%
Expenditures	26,306	26,306	26,306	26,306	28,970	(2,664)	-10%
Net Contribution	1,052	1,052	1,604	1,604	1,953	901	86%
College Ancillary Services							
Revenue	44,991	43,843	40,753	40,512	40,612	(4,379)	-10%
Expenditures	36,945	36,046	34,745	33,850	33,782	3,163	9%
Net Contribution	8,046	7,797	6,008	6,662	6,830	(1,216)	-15%
International Education Centre							
Revenue	24,014	27,963	29,758	28,658	29,482	5,467	23%
Expenditures	18,228	20,491	24,674	24,434	22,949	(4,721)	-26%
Net Contribution	5,786	7,472	5,084	4,224	6,533	746	13%
Strategic Investment Priorities							
Revenue	20,585	25,497	25,697	24,801	23,232	2,647	13%
Expenditures	54,211	62,537	61,644	56,832	53,659	552	1%
Net Contribution	(33,626)	(37,040)	(35,947)	(32,031)	(30,427)	3,199	10%
Non-Cash Revenue Adjustments							
Capital Grants recorded as Deferred Capital Contributions	(19,000)	(24,000)	(25,000)	(24,500)	(21,413)	(2,413)	-13%
Amortization of Deferred Capital Contributions	8,000	8,000	8,000	8,000	6,944	(1,056)	-13%
Non-Cash Expenditure Adjustments							
Expenditures to be Capitalized	40,000	43,500	46,200	44,900	38,119	(1,881)	-5%
Amortization Expense	(16,500)	(15,000)	(14,600)	(14,300)	(13,301)	3,199	19%
Change in Vacation, Sick Leave & Post-Employment Benefits	185	185	185	185	(31)	(216)	-117%
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 5,559	\$ 5,668	\$ 2,126	\$ 11,113	\$ 13,516	\$ 7,956	

	Year-End Actual March 31, 2017	March 31, 2018 Approved Annual Budget	March 31, 2018 Q1 Projected	March 31, 2018 Q2 Projected	March 31, 2018 Q3 Projected	Year-End Actual (Unaudited)	Year-End vs. Approved Variance
ASSETS							
Current Assets							
Cash	\$ 52,733	\$ 26,723	\$ 35,314	\$ 33,339	\$ 44,195	\$ 55,204	\$ 28,481
Accounts Receivable	17,917	22,000	20,000	20,000	20,000	25,803	3,803
Inventory	1,527	2,000	1,650	1,650	1,650	1,544	(456)
Prepaid Expenses	2,153	2,500	2,500	2,500	2,500	2,807	307
	74,330	53,223	59,464	57,489	68,345	85,358	32,135
Investments	66,829	49,629	65,584	61,917	65,548	66,505	16,876
Endowment Assets	24,395	23,996	24,995	25,295	25,295	26,020	2,024
Capital Assets	263,459	288,599	291,959	295,059	294,059	288,608	9
TOTAL ASSETS	\$ 429,013	\$ 415,447	\$ 442,002	\$ 439,760	\$ 453,247	\$ 466,491	\$ 51,044
LIABILITIES & NET ASSETS							
Current Liabilities							
Accounts Payable & Accrued Liabilities	\$ 26,017	\$ 19,000	\$ 22,800	\$ 22,800	\$ 27,800	\$ 29,544	\$ 10,544
Accrued Salaries & Employee Deductions Payable	9,291	8,200	8,600	8,600	8,600	10,009	1,809
Deferred Revenue	32,257	27,400	30,000	30,000	30,000	39,709	12,309
Current Portion of Long Term Debt	2,927	3,106	3,106	3,106	3,106	3,107	1
	70,492	57,706	64,506	64,506	69,506	82,369	24,663
Long Term Debt	48,275	45,168	45,168	45,168	45,168	45,168	-
Vacation, Sick Leave & Post-Employment Benefits	18,948	18,215	18,763	18,763	18,763	18,979	764
Deferred Capital Contributions	148,260	158,424	164,260	165,260	164,760	161,728	3,304
Interest Rate Swaps	8,472	7,391	8,472	8,472	6,219	5,732	(1,659)
Net Assets							
Unrestricted	1,000	1,000	1,000	1,000	1,000	1,000	-
Investment in Capital Assets	64,960	81,901	79,425	81,525	81,025	78,606	(3,295)
Vacation, Sick Leave & Post-Employment Benefits	(18,948)	(18,215)	(18,763)	(18,763)	(18,763)	(18,979)	(764)
Internally Restricted	73,285	47,252	64,302	58,660	68,147	73,186	25,934
Endowment Fund	24,395	23,996	24,995	25,295	25,295	26,020	2,024
	144,692	135,934	150,959	147,717	156,704	159,833	23,899
Accumulated Remeasurement Losses	(10,126)	(7,391)	(10,126)	(10,126)	(7,873)	(7,318)	73
	134,566	128,543	140,833	137,591	148,831	152,515	23,972
TOTAL LIABILITIES & NET ASSETS	\$ 429,013	\$ 415,447	\$ 442,002	\$ 439,760	\$ 453,247	\$ 466,491	\$ 51,044

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	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	\$ 107,213	\$ 107,203	\$ 106,887	\$ 106,887	\$ 108,754	\$ 1,541
Apprentice	5,136	5,136	4,554	4,554	4,677	(459)
Flow-Through Student Aid	1,659	1,659	1,659	1,659	1,734	75
TOTAL GRANTS	114,008	113,998	113,100	113,100	115,165	1,157
Tuition Fees						
Full-Time Post Secondary	73,246	73,246	72,446	72,446	70,898	(2,348)
Part-Time	10,272	10,272	10,051	10,051	9,915	(357)
Adult Training	1,234	1,234	1,102	1,102	891	(343)
Student IT & Mobile Computing Fees	7,471	7,471	7,157	7,157	6,903	(568)
TOTAL TUITION FEES	92,223	92,223	90,756	90,756	88,607	(3,616)
Contract Educational Services						
Corporate & Other Programs	4,524	4,524	6,076	6,076	5,554	1,030
TOTAL CONTRACT EDUCATIONAL SERVICES	4,524	4,524	6,076	6,076	5,554	1,030
Other						
Early Learning Centre	1,012	1,012	1,011	1,011	1,010	(2)
Student Ancillary Fees	6,023	6,023	5,816	5,316	5,570	(453)
Investment Income	1,165	1,165	1,165	2,165	760	(405)
Transfer from International Education Centre ¹	8,825	10,421	10,406	9,966	10,171	1,346
Miscellaneous	10,894	10,894	12,019	11,729	13,881	2,987
TOTAL OTHER	27,919	29,515	30,417	30,187	31,392	3,473
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	238,674	240,260	240,349	240,119	240,718	2,044
CONTRACTS & OTHER NON-FUNDED ACTIVITY	27,358	27,358	27,910	27,910	30,923	3,565
COLLEGE ANCILLARY SERVICES	44,991	43,843	40,753	40,512	40,612	(4,379)
INTERNATIONAL EDUCATION CENTRE	24,015	27,963	29,758	28,658	29,482	5,467
STRATEGIC INVESTMENT PRIORITIES	20,585	25,497	25,697	24,801	23,232	2,647
TOTAL REVENUE	\$ 355,623	\$ 364,921	\$ 364,467	\$ 362,000	\$ 364,967	\$ 9,344

¹ 40% of the International Fee Premium is shared with Academic Services (part of Funded Activity/College Operations).

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ 1,541	Favourable variance due to the following: \$1.3M New eCampus Ontario program (with partially offsetting related expenses), \$90K New mental health grant (with partially offsetting related expenses) within Student Support Services, \$80K Higher than planned grant revenue for Bachelor of Nursing collaborative program, \$70K Other minor grant adjustments.
Apprentice	\$ (459)	The five week academic work stoppage and the cancellation of 11 classes, has resulted in a \$459K reduction in apprentice revenue from the Approved Annual Budget. Prior to the work stoppage, apprentice enrolments had increased by 52 planned apprenticeship seats from the Approved Annual Budget.
Full-Time Post Secondary Tuition Fees	\$ (2,348)	Unfavourable variance is due to the following: (\$1.7M) Although the audit date enrolment reports indicate an increase in overall enrolment of 3.5% over Approved Annual Budget, this does not include the impact of the 2,111 withdrawals due to the five week academic work stoppage. The net result is an overall decrease in enrolment of 2.1% as compared to Approved Annual Budget, (\$648K) Impact of an increased winter fee deferral due to the shortened winter semester (28.6% deferral rate vs. budgeted deferral rate of 26.7%).
Part-Time Post Secondary Tuition Fees	\$ (357)	Unfavourable variance is due to the following: (\$159K) Declining enrolments in part-time non-funded offerings such as First Aid and CPR, Basic Electrical, Ministry of Transportation Driver's Instructor and Motorcycle (weather-related) programs, (\$108K) Decrease in Continuing Education incidental fees due to fewer enrolments mainly within the School of Hospitality, (\$53K) Decrease in part-time funded enrolments, (\$37K) Other minor variances.
Adult Training	\$ (343)	Reallocation of funds from Institution Funded Special Bursary Program (supporting Students in Academic Upgrading and Academic Assistance for Adults with Developmental Disabilities) to Mandated Student Aid. This reallocation of funds still maintains the "soft" targets set by the Ministry of Advanced Education and Skills Development for this group of students.
Student IT & Mobile Computing Fees	\$ (568)	As a result of the five week academic work stoppage, the revenue from Student IT and Mobile Computing fees was lower than budgeted.

Description	Variance Favourable/ (Unfavourable)	Comments
Corporate & Other Programs	\$ 1,030	Favourable variance is due to the following: \$812K Increase in collaborative program (Bachelor of Nursing, Nipissing University Bachelor of Commerce and Bachelor of Information Technology) revenue due to increased enrolment, \$226 New unanticipated program revenue from Ontario Council on Articulation and Transfer (ONCAT), (\$8K) Other minor variances.
Student Ancillary Fees	\$ (453)	The five week academic work stoppage resulted in lost revenue from late fees (\$246K), Continuing Education service fee (\$126K) and various other fees (\$210K) such as Information Technology for Distance Education, Student Experience, Health Services, Testing, Prior Learning Assessment and Convocation. A \$129K increase over Approved Annual Budget for various withdrawal fees have partially offset these losses.
Investment Income	\$ (405)	Net unfavourable variance is a result of the realization of cumulative investment losses of (\$1.6M) and an increase of \$1.2M in interest income over Approved Annual Budget due to higher cash balances coupled with a higher interest rate with the TD Bank.
Transfer from International Education Centre	\$ 1,346	Increased international fee premiums allocated to funded activity as a result of a 28.8% increased enrolment in international education over the Approved Annual Budget. This increase is net of the impact of the five week work stoppage, which is equivalent to 32 two-semester full-time international students.
Miscellaneous	\$ 2,987	Favourable variance is due to the following: \$1.2M Increase in internal recoveries mainly within the Academic area, partially offset by increase in internal charges within Funded Activity, \$994K Increase in Distance Education hosting fees (unbudgeted) partially offset by increase in contract services related to hosting distance education services for Ontario colleges, \$345K Increase in revenue as a result of an HST audit that resulted in additional input tax credits related to general and administrative expenses incurred in fiscal year 2016, \$246K Increase in revenue as a result of a correction for prior years' over contribution to deferred capital related to the Algonquin Centre for Construction Excellence, \$65K Unanticipated funding received from eCampus Ontario for digital inclusion, \$49K Increased funding from the Ontario Colleges Library Service for design and development services for the learning portal (with offsetting expenses), \$88K Other minor variances.

Description	Variance Favourable/ (Unfavourable)	Comments
Contract and Other Non-Funded Activity	\$ 3,565	<p>Net favourable variance due to:</p> <ul style="list-style-type: none"> \$863K Increased revenue in Flow Through Contracts - School College Work Initiative making up the largest portion (\$722K) of the variance, with offset in expenses, \$824K Increased revenue in Language Institute as a result of a 36% increase in course enrolment in English for Academic Purposes (\$350K), additional funding for Language Instruction for Newcomers to Canada (\$269K) (partially offset in expenses) and additional revenue due to increased testing done by the International English Language Testing System, \$728K Increased revenue in Corporate Training mainly as a result of an unanticipated increase in revenue from an AZ Truck Driver training contract signed later in the year, \$463K Increased revenue in School Contracts due to additional funding for Literacy and Basic Skills as well as new and unanticipated contract revenue (Credit Transfer Institutional Grant, Career Ready Fund Stream One Initiative and Sector Partnership Planning Grant), partially offset in expenses, \$461K Increased revenue in Other Contracts - due to new funding for Autism Spectrum Disorder and other mental health grants, partially offset in expenses, \$226 Various other revenue increases. <p>These increases have been netted by the impacts of the five week work stoppage.</p>
College Ancillary Services	\$ (4,379)	<p>Of the (\$4.4M) net unfavourable variance, (\$2.2M) is due to the work stoppage from lost revenues of (\$634K) in Bookstore, (\$147K) in Parking Services, (\$1.2M) in Food Services, (\$195K) in Student Residence and (\$100K) in lost Print Services revenues. The remaining (\$2.2M) net unfavourable variance is due to:</p> <ul style="list-style-type: none"> (\$1.7M) Reduction in Bookstore revenue from reduced e-text sales, (\$107K) reduction in budgeted Parking revenue due to delays in implementing new evening and weekend parking rates, (\$613K) Reduction in budgeted Food Services revenue due to lower than anticipated summer and early fall performance, a (\$304K) decrease in Residence maintenance fee revenue offset by a \$440K increase in Student Residence summer rental revenue above the Approved Annual Budget as a result of the Canada 150 impact on summer hotel rentals.
International Education Centre	\$ 5,467	<p>A 28.8% unbudgeted increase in international student enrolment resulted in increased international fee premiums to the International Education Centre. Of the net increase in international fee premiums, \$1.3M is transferred to Funded Activity as identified above. Increased OnShore and OffShore contract activity in Kuwait, Denmark, Mexico, and China has also contributed to the favorable variance to the Approved Annual Budget.</p>
Strategic Investment Priorities	\$ 2,647	<p>See <i>Strategic Investment Priorities Variances</i> page for details.</p>
Total Explained Variances	\$ 9,271	
Other Minor Variances	\$ 73	
Total Variance	\$ 9,344	

Fourth Quarter 2017-2018 Financial Report
EXPENDITURES SCHEDULE

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	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	\$ 160,905	\$ 160,905	\$ 153,047	\$ 154,682	\$ 154,124	\$ 6,781
Other Operating Costs						
Mandated Student Aid	6,693	6,693	11,193	7,893	8,016	(1,323)
Contingencies	5,528	5,028	7,993	3,826	5,474	54
Long Term Debt Interest	813	813	813	813	817	(4)
Contract Services	8,789	8,789	11,309	11,134	11,188	(2,399)
Instructional Supplies & Equipment	4,569	4,569	4,698	4,698	4,326	243
Information Technology	7,819	7,819	8,046	8,046	7,519	300
Promotion	2,385	2,385	2,443	2,443	2,436	(51)
Building Maintenance & Utilities	13,519	13,519	13,648	13,648	11,301	2,218
Flow-Through Student Aid	1,659	1,659	1,659	1,659	1,724	(65)
Cost of Goods Sold	1,122	1,122	1,166	1,166	1,156	(34)
Other	13,257	13,257	13,742	13,742	14,328	(1,071)
TOTAL OTHER OPERATING	66,153	65,653	76,710	69,068	68,285	(2,132)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	227,058	226,558	229,757	223,750	222,409	4,649
CONTRACTS & OTHER NON-FUNDED ACTIVITY	26,306	26,306	26,306	26,306	28,970	(2,664)
COLLEGE ANCILLARY SERVICES	36,945	36,046	34,745	33,850	33,782	3,163
INTERNATIONAL EDUCATION CENTRE	18,228	20,491	24,674	24,434	22,949	(4,721)
STRATEGIC INVESTMENT PRIORITIES	54,211	62,537	61,644	56,832	53,659	552
TOTAL EXPENDITURES	\$ 362,748	\$ 371,938	\$ 377,126	\$ 365,172	\$ 361,769	\$ 979

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ 6,781	Favourable variance is due to the following: \$8.2M Salary savings as a result of the work stoppage, (\$2.1M) Additional labour costs for extension of fall semester and return to work, \$681K Net additional salary savings as a result of ongoing vacancies, offset by costs related to the Employment Standards Act changes requiring payment for statutory vacation pay for part-time staff.
Mandated Student Aid	\$ (1,323)	Unfavourable variance resulting from additional costs for the Student Support Fund as a result of the communication from the Ministry of Advanced Education and Skills Development in response to the academic work stoppage.
Contract Services	\$ (2,399)	Net unfavourable variance is due to the following: (\$855K) Increase in expense related to additional facilitator costs for the Distance Education programs (offset by additional Host Fee revenue), (\$611K) Increase in contract services relating to new eCampus program contract to support the Open Textbook Initiative with the Ontario Online Learning Consortium (offset by additional revenue), (\$238K) Overall rate increase in facilitation costs, (\$222K) Increase in contract and consulting services in information technology relating to Workday implementation assessment and information technology re-engagement project, (\$143K) Increase in contract services relating to additional grants for Interpreting Fund as a result of student need (offset by additional grant revenue), (\$104K) Increased contract services costs related to entrepreneurship initiatives within Applied Research, (\$54K) Increase in consulting fees relating to contingencies for leave replacement in Pembroke and (\$172K) Other minor variances.
Instructional Supplies & Equipment	\$ 243	Favourable variance is due to the following: \$153K Decrease from Approved Annual Budget for gifts in kind, \$90K Other minor variances.

Description	Variance Favourable/ (Unfavourable)	Comments
Information Technology	\$ 300	Net favourable variance is due to the following: \$285K Decrease to Approved Annual Budget for hardware maintenance costs within Information Technology, \$336K Decrease to Approved Annual Budget for software licenses within Information Technology and other departments, (\$315K) Offsetting increase to administrative information technology equipment purchases as compared to Approved Annual Budget, (\$6K) Other minor variances.
Building Maintenance & Utilities	\$ 2,218	Favourable variance is a result of not achieving the budgeted energy savings as the co-generators were not operational during the year. This variance was approximately \$1.4M with an additional \$800K savings in both natural gas and electricity as compared to the Approved Annual Budget.
Other	\$ (1,071)	Net unfavourable variance is due to the following: (\$266K) Increase in bad debt expense as a result of adjustment to allowance for doubtful accounts, (\$230K) Unbudgeted increase in internal charges within Academic Development and the Centre for Continuing and Online Learning for the new eCampus program as well as various Ontario Council on Articulation and Transfer programs, (\$221K) Additional legal fees within Labour Relations, Risk Management and for Freedom of Information requests, (\$123K) Higher than budgeted costs for credit and debit card merchant fees, (\$116K) Increase in internal charges related to 5% administration fee on Tuition Set-Aside bursaries due to increase in amount of bursaries distributed to students, (\$100K) Increase in internal charges within various other departments, (\$15K) Other minor variances.

Description	Variance Favourable/ (Unfavourable)	Comments
Contract and Other Non-Funded Activity	\$ (2,664)	Additional expenses primarily as a result of the various sources of increased contract revenue as detailed in the revenue variances explanation. The unfavourable variance is also driven by a (\$419K) variance within Applied Research for part-time academic, part-time administration and students' salaries for staff engaged in department's Lean Initiatives and other Applied Research projects.
College Ancillary Services	\$ 3,163	Of the \$3.2M net favourable variance, \$930K is due to the work stoppage as follows: \$467K in reduced cost of goods sold in the Bookstore , \$110K in reduced salary costs in Parking Services and \$353K in reduced Food Services cost of goods sold. The remaining \$2.2M net favourable variance is due to: \$1.4M lower cost of goods sold in the Bookstore related to reduced e-text sales, \$237K in reduced cost of goods sold in Food Services due to reduced summer revenue and changes to current menu and buying processes, \$140K in cost savings in operational expenses for Parking Services, \$116K savings in Residence electricity costs due to reduced hydro rates, \$340K in other minor variances unrelated to the work stoppage.
International Education Centre	\$ (4,721)	The unfavourable variance is due to the following: (\$2.4M) In increased expenditures required to support a 28.8% unbudgeted increase in international enrolment over the Approved Annual Budget. The variance amount includes the transfer of \$1.3M to Funded Activity revenue. (\$2.3M) payment to Colleges of Excellence for contract termination.
Strategic Investment Priorities	\$ 552	See <i>Strategic Investment Priorities Variances</i> page for details.
Total Explained Variances	\$ 1,079	
Other Minor Variances	\$ (100)	
Total Variance	\$ 979	

	Approved Annual Budget	Q1 Year-End Projection	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	\$ 966	\$ 1,467	\$ 1,467	\$ 1,467	\$ 1,467	\$ 501
College Equipment Renewal Fund Grant	560	560	560	560	560	-
Apprenticeship Enhancement Fund Grant	2,338	2,894	2,894	2,894	2,895	557
Capital Campaign	87	87	87	87	142	55
Alumni Affinity Sponsorship Donation for DARE District	-	-	-	50	50	50
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	16,634	17,596	17,596	16,650	14,294	(2,340)
Students' Association Contribution	-	-	200	200	200	200
50th Anniversary Commemoration Grant	-	2,893	2,893	2,893	2,893	2,893
Miscellaneous	-	-	-	-	731	731
TOTAL SOURCE OF FUNDS	20,585	25,497	25,697	24,801	23,232	2,647
EXPENDITURES:						
<i>Campus Expansion</i>						
DARE District	34,103	36,162	36,507	34,135	29,290	4,813
Apprenticeship Enhancement Fund Electrical Lab	-	556	556	556	556	(556)
Apprenticeship Enhancement Fund Welding Lab	1,838	1,838	1,838	1,838	2,330	(492)
Indigenous Gathering Circle	-	-	473	220	299	(299)
Student One Stop Space	-	-	2,200	1,776	221	(221)
<i>Total Campus Expansion</i>	35,941	38,556	41,574	38,524	32,696	3,245
<i>Other</i>						
College Technologies	6,215	8,064	6,856	6,772	6,501	(286)
College Space & Infrastructure	4,754	7,792	5,796	5,364	3,796	958
New Program Initiatives	610	687	1,232	1,232	1,050	(440)
Academic & Other Equipment	575	1,315	1,633	1,633	1,531	(956)
Initiatives & Opportunities	5,333	8,388	7,085	7,312	6,223	(890)
College Ancillary Services	683	1,689	1,422	1,449	1,328	(645)
Apprenticeship Enhancement Fund (AEF)	-	500	500	500	500	(500)
Appropriations	100	34	34	34	34	66
Adjustment for Anticipated Underspend	-	(4,488)	(4,488)	(5,988)	-	-
<i>Total Other</i>	18,270	23,981	20,070	18,308	20,963	(2,693)
TOTAL EXPENDITURES	54,211	62,537	61,644	56,832	53,659	552
TOTAL NET CONTRIBUTION	\$ (33,626)	\$ (37,040)	\$ (35,947)	\$ (32,031)	\$ (30,427)	\$ 3,199

Description	Variance Favourable/ (Unfavourable)	Comments
Facilities Renewal Grant	\$ 501	Additional Facilities Renewal Grant funding not originally included in 2017-2018 Approved Annual Budget.
Apprenticeship Enhancement Fund Grant	\$ 557	2016-2017 Electrical Lab contract revenue deferred to the current year for equipment which was not received by March 31, 2017.
Alumni Affinity Sponsorship Donation for DARE District	\$ 50	New donation for the DARE District from the Alumni Affinity Sponsorship.
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	\$ (2,340)	Grant funding adjusted to reflect changes to 2017-2018 spending for the DARE District project.
Students' Association Contribution	\$ 200	New cash contribution for 2017-2018 from the Students' Association for the Indigenous Gathering Circle. The Students' Association has pledged a \$1M contribution over five years.
50th Anniversary Commemoration Grant	\$ 2,893	Additional one-time funding announced by the Ministry of Advanced Education and Skills Development in March 2017 after the 2017-2018 Approved Annual Budget had been finalized.
Miscellaneous Funding	\$ 731	Donations for Welding Lab, Smart Apartment and BIM Lab as well as funding for the Net Tuition project not originally included in the 2017-2018 Approved Annual Budget.
DARE District (partially funded through PSISIF as above)	\$ 4,813	Variance due to timing of construction costs incurred in 2017-2018.
Apprenticeship Enhancement Fund Electrical Lab	\$ (556)	Cost of equipment from 2016-2017 Electrical Lab contract that was not received prior to March 31, 2017.
Apprenticeship Enhancement Fund Welding Lab	\$ (492)	Enhancements to the project identified after initial projection and offset by additional funding.
Indigenous Gathering Circle	\$ (299)	Costs related to the Indigenous Gathering Circle approved by the Board of Governors October 16, 2017.
Student One Stop Space	\$ (221)	Renovation of the lower level of Building C, DARE District approved by the Board of Governors October 16, 2017.

Description	Variance Favourable/ (Unfavourable)	Comments
College Technologies	\$ (286)	Reflects revised project costs, provision adjustments, and carry forward budgets from projects in progress at the end of fiscal year 2016-2017.
College Space & Infrastructure	\$ 958	Reflects revised project costs, provision adjustments, and carry forward budgets from projects in progress at the end of fiscal year 2016-2017.
New Program Initiatives	\$ (440)	Variance is due to the following: (\$145K) increase in expenses due to the Robotics and Mechatronics program, (\$75K) reflects a carry forward budget for the Centre for Continuing and Online Learning from projects in progress at the end of fiscal year 2016-2017, (\$220K) increase is due to additional new program initiatives in hybrid and curriculum services development.
Academic & Other Equipment	\$ (956)	Increase in planned academic equipment expenditures to address needs as identified in the first quarter.
Initiatives & Opportunities	\$ (890)	Reflects revised project costs, provision adjustments, and carry forward budgets from projects in progress at the end of fiscal year 2016-2017.
College Ancillary Services	\$ (645)	Reflects revised project costs, provision adjustments, and carry forward budgets from projects in progress at the end of fiscal year 2016-2017.
Apprenticeship Enhancement Fund (AEF)	\$ (500)	Reflects revised project costs, provision adjustments, and carry forward budgets from projects in progress at the end of fiscal year 2016-2017.
Appropriations	\$ 66	Reduction of unutilized appropriation budgets to support 2017-2018 fiscal year expenses.
Total Explained Variances	\$ 3,144	
Other Minor Variances	\$ 55	
Total Variance	\$ 3,199	



Fourth Quarter 2017-2018 Financial Report
INTERNALLY RESTRICTED NET ASSETS SCHEDULE
 (all figures in \$ 000's)

	Year-End Actual March 31, 2017	Actual In-Year Use of Funds (2017-2018)	Actual Year-End Adjustments (2017-2018)	Year-End Actual March 31, 2018
Appropriations	\$ 100	\$ 66	\$ 66	\$ 100
Specific Reserves:				
Other Projects & Initiatives	25,524	5,798	7,489	27,215
Ancillary Services Reserve Fund	4,873	775	1,111	5,209
Employment Stabilization Funds	552	-	18	570
	<u>30,949</u>	<u>6,573</u>	<u>8,618</u>	<u>32,994</u>
Contingency Reserve Fund	8,471		419	8,890
Reserve Funds:				
Future Capital Expansion	33,765	4,966	2,403	31,202
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 73,285	\$ 11,605	\$ 11,506	\$ 73,186
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000			\$ 1,000
Investment in Capital Assets	64,960		13,646	78,606
Vacation, Sick Leave & Post-Employment Benefits	(18,948)		(31)	(18,979)
Interest Rate Swaps	(10,126)		2,808	(7,318)
Endowment Fund	24,395		1,625	26,020
TOTAL NET ASSETS	\$ 134,566	\$ 11,605	\$ 29,554	\$ 152,515

* 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 2017-2018. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

	Approved Annual Budget 2017-2018				Position Changes			Total Staffed at Mar 31, 2018	Total Vacant at Mar 31, 2018
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred		
President & Board of Governors									
Indigenous Services and Partnerships ³				-			4	4	-
President's Office	4	-	-	4				4	-
Total	4	-	-	4	-	-	4	8	-
Human Resources									
Labour Relations ²				-			4	4	-
Talent Management & Organizational Development ²				-			5	5	-
Vice President Human Resources ²	23	2	1	26			(9)	15	2
Total	23	2	1	26	-	-	-	24	2
Finance and Administration									
Vice-President's Office	2	-	-	2				2	-
College Ancillary Services	17	74	-	91				88	3
Finance & Administrative Services	10	27	-	37				37	-
Risk Management	9	1	-	10				10	-
Physical Resources	10	39	-	49	3	(3)		39	10
Total	48	141	-	189	3	(3)	-	176	13
Student Services									
Vice-President's Office	2	-	-	2				2	-
Aboriginal Services & Partnerships ³	1	2	1	4			(4)	-	-
Student Support Services	10	45	18	73				71	2
Algonquin College Foundation	3	4	-	7		(1)		5	1
Registrar	11	66	-	77				75	2
Total	27	117	19	163	-	(1)	(4)	153	5
Innovation and Strategy									
Vice-President's Office	4	-	-	4		(1)		3	-
International & Strategic Planning	12	10	20	42	1			39	4
Applied Research & Development ¹	1	2	-	3				3	-
Business Development & Corporate Training ¹	4	7	-	11				11	-
Information Technology Services ¹	19	87	-	106	5	(7)	(1)	86	17
Total	40	106	20	166	6	(8)	(1)	142	21

	Approved Annual Budget 2017-2018				Position Changes			Total Staffed at Mar 31, 2018	Total Vacant at Mar 31, 2018
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred		
Academic Services									
Vice-President's Office	3	-	10	13		(8)	(2)	3	-
Academic Operations and Planning	10	12	4	26	1	(4)		22	1
Faculty of Arts, Media & Design	8	33	114	155		(3)		148	4
School of Business	5	8	88	101	3	(3)		92	9
School of Hospitality & Tourism	3	9	41	53	3	(1)	1	51	5
Faculty of Technology & Trades	6	27	151	184	9		1	182	12
Algonquin College Heritage Institute	4	10	13	27	1			25	3
Faculty of Health, Public Safety & Community Studies	8	30	122	160				145	15
Centre for Continuing and Online Learning	7	16	-	23	1		1	23	2
Personal Development Institute	-	1	-	1				1	-
Algonquin College in the Ottawa Valley	7	32	29	68				66	2
Total	61	178	572	811	18	(19)	1	758	53
Communications, Marketing, and External Relations									
Marketing	2	21	-	23			(1)	20	2
Communications	3	3	-	6	1	(2)	1	6	-
Total	5	24	-	29	1	(2)	-	26	2
COLLEGE TOTAL	208	568	612	1,388	28	(33)	-	1,287	96

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

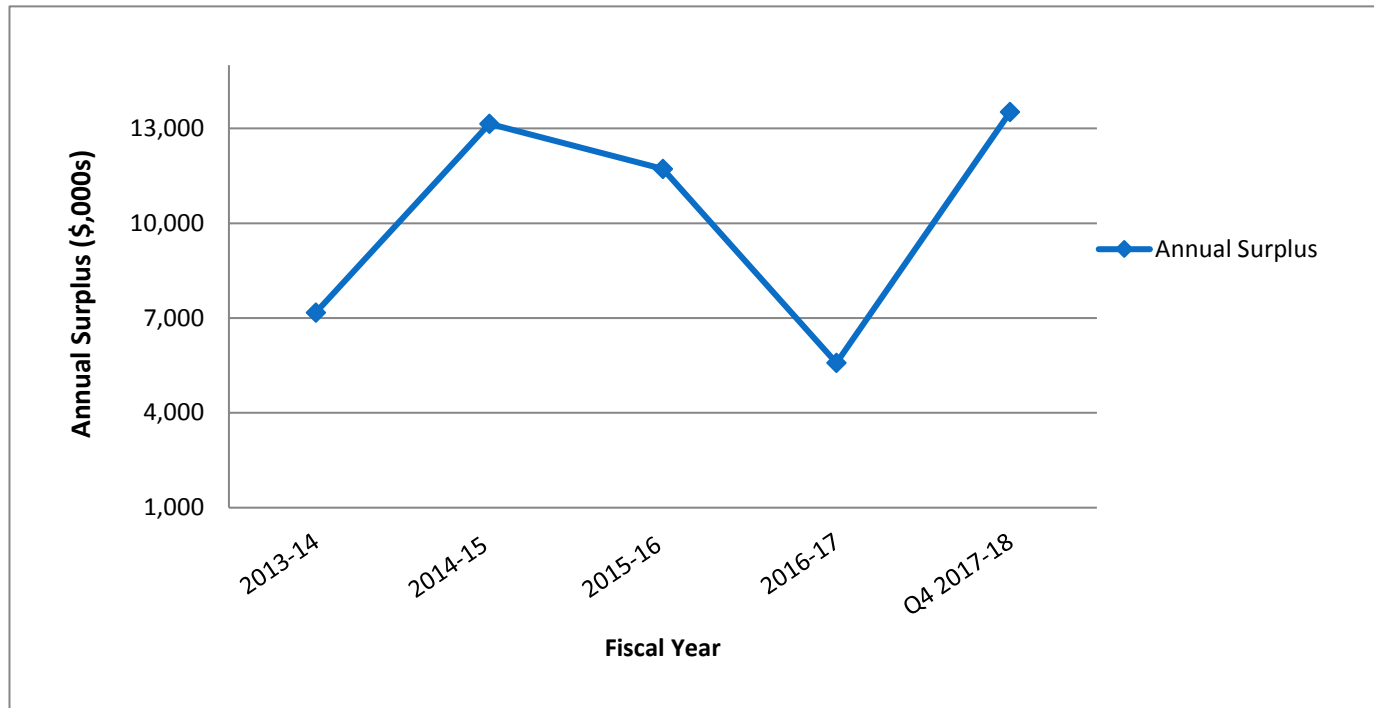
Not all positions are 100% funded in the budget as some positions are vacant at the start of the year and other positions have a start date projected for other than April 1st.

1 - Digital Technologies and Innovation is included under Innovation and Strategy for 2017-2018 as Information Technology Services, Applied Research and Development, and Business Development and Corporate Training.

2 - Human Resources area has been reorganized into Labour Relations, Talent management & Organizational Development and Vice President Human Resources

3 - Aboriginal Services and Partnerships sector moved from Student Services area to President and Board of Governors area and renamed Indigenous Services and Partnerships

Operating Results: Annual Surplus



Objective:

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

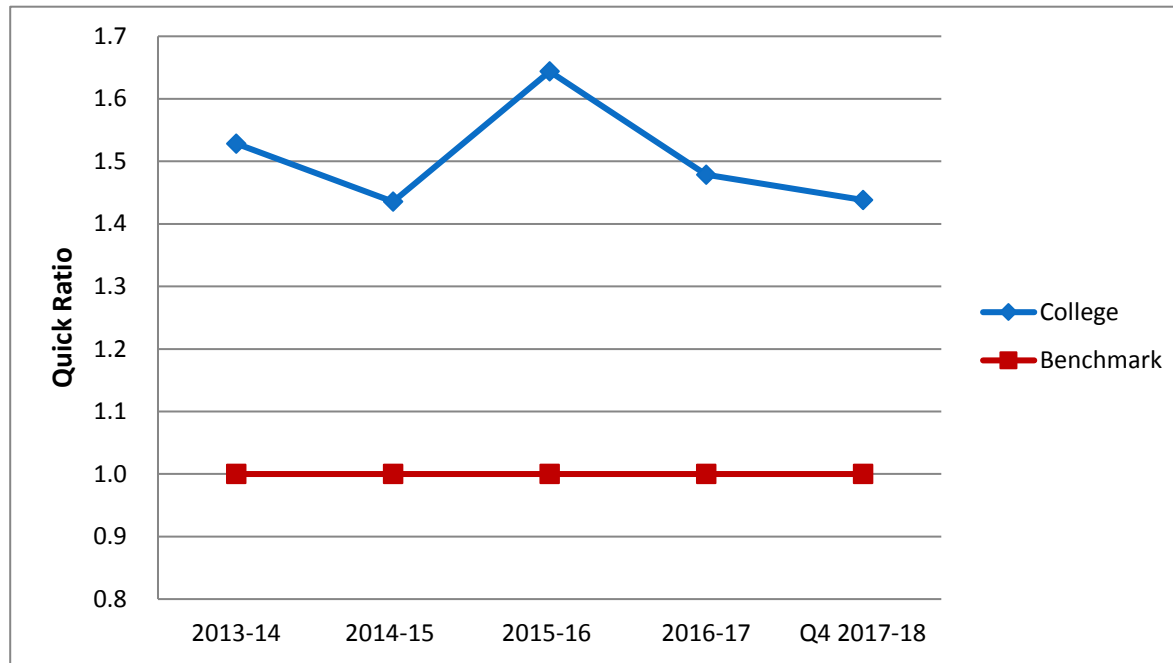
Benchmark:

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:

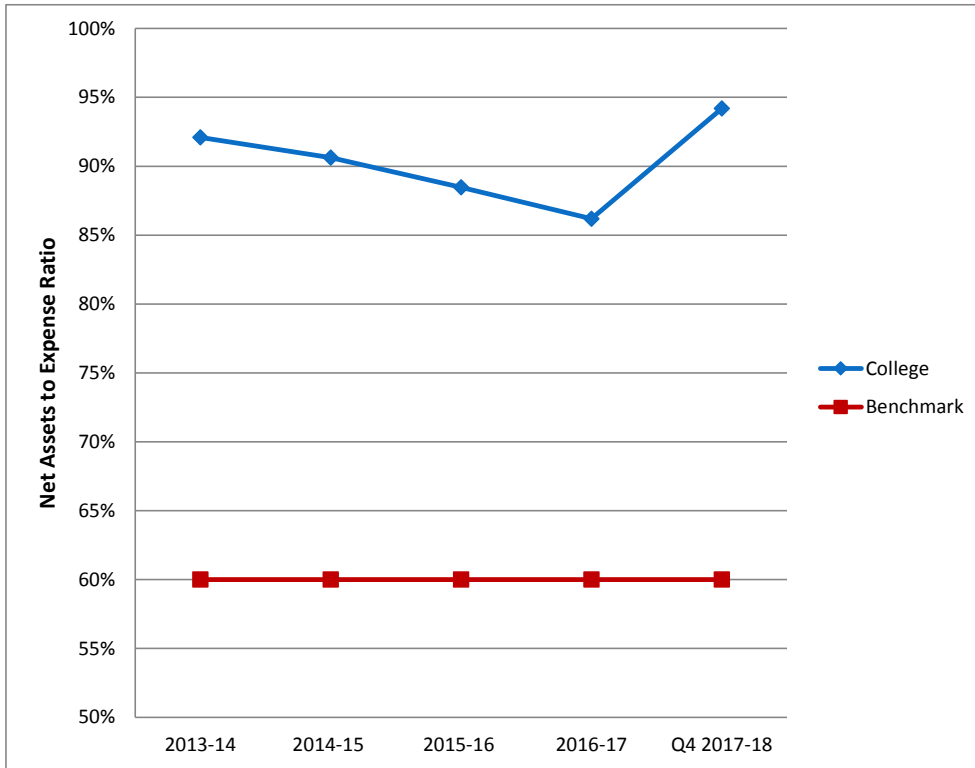
Fiscal performance indicator testing the college's ability to pay its short-term maturing obligations (e.g. biweekly payroll payments).

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 is at 1.84 for Q4 2017-2018.

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.

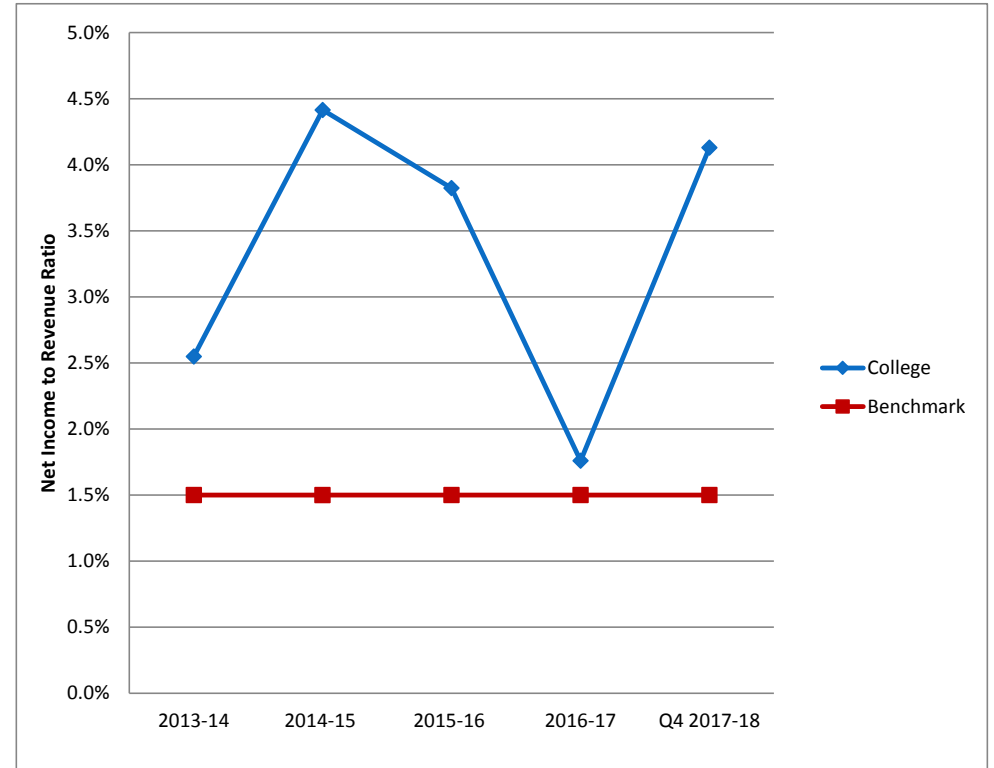
Benchmark:

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.

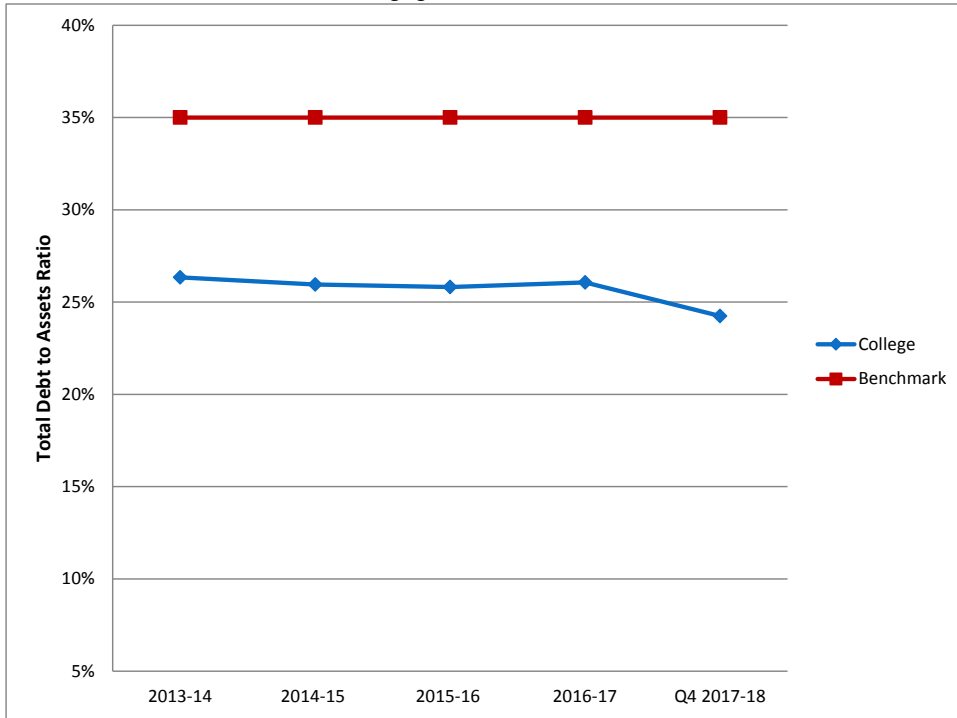
Benchmark:

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.

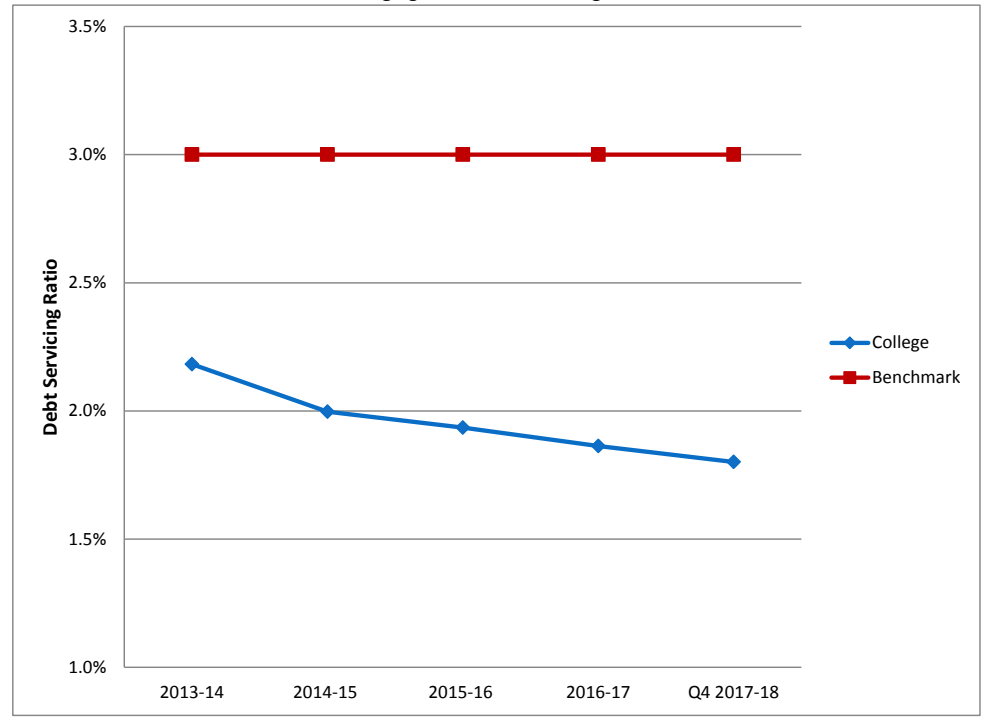
Benchmark:

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 .

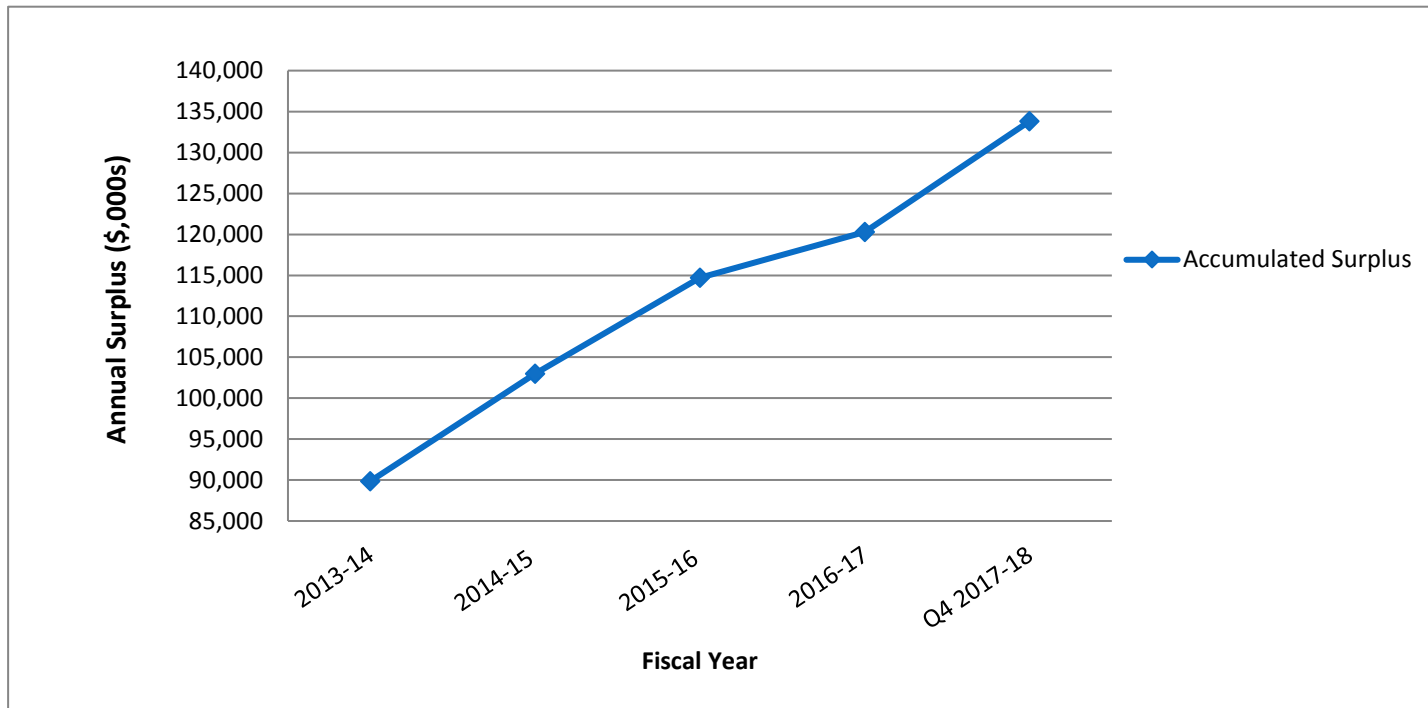
Benchmark:

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 2017-2022	'Goal 5 - Enhance Algonquin's global impact and community social responsibility' -we must ensure we maintain strong financial health indicators	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:	Investment Case - Solar Photovoltaic Plan
Report to:	Board of Governors
Date:	June 11, 2018
Authors/Presenters:	Duane McNair, Vice-President, Finance and Administration Todd Schonewille, Director, Physical Resources

1. RECOMMENDATION:

THAT the Algonquin College Board of Governors approves an expenditure of \$6.8 million, fully funded from the Ministry of Advanced Education and Skills Development – Greenhouse Gas Campus Retrofit Program, to implement a solar photovoltaic array and battery storage infrastructure on the Ottawa campus in 2018-2019.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this transmittal and appended Investment Case is to provide information to the Audit and Risk Committee regarding a College initiative that would construct a significant solar photovoltaic array and battery storage infrastructure. The array and battery storage is expected to yield an estimated \$200,000 per year of utility cost savings. This investment is fully funded by the Ministry of Advanced Education and Skills Development.

3. BACKGROUND:

In early December of 2017, College staff submitted a proposal in response to the Ministry of Advanced Education and Skills Development’s - Greenhouse Gas (GHG) Campus Retrofits Program.

A total of \$67.8M of funding was available to all Ontario Colleges and awards were determined through a competitive application process.

The intention of this fund is to support projects that demonstrate innovative plans and approaches to reduce Greenhouse Gas emissions and increase campus sustainability, while supporting institutional and Strategic Mandate Agreement priorities.

Colleges were required to provide detailed information on project costing, supplementary funding sources, performance milestones, estimated Greenhouse Gas emission reductions, sustainability plan details and the potential of co-benefits. Supporting materials included Greenhouse Gas estimation methodologies, calculations (including spreadsheets) and references.

Algonquin College submitted a \$6.8 million proposal entitled the Moving to Net Zero – Solar Photovoltaic Plan. The investment case is attached as Appendix A: Moving to Net Zero – Solar Photovoltaic Plan Investment Case.

On Friday March 9, 2018, Minister Chiarelli announced the awarding of a \$6.8 million grant to fully fund the initiative.

4. DISCUSSION:

This “Moving Algonquin College to Net Zero – Solar Photovoltaic Plan” represents a behind-the-meter solar energy and power storage project that will be an integral part of the Algonquin College’s energy management plan, in development since 2012.

This development phase will integrate well into the College’s District Energy System cogeneration plant and Micro-grid controller.

The “Moving Algonquin College to Net Zero – Solar Photovoltaic Plan” initiative has been planned and designed to set a foundation upon which the College can initiate a scalable Electrical Battery Storage facility. As the College moves the Campus Sustainability Plan and Master Campus Development Plan forward, the intent is to maximize the electrical “Peak-Shaving” capability. Algonquin College envisions becoming an exemplar to take full advantage of collecting and storing no-cost and low-cost carbon neutral energy.

This Solar Photovoltaic Plan is a crucial component of Algonquin College’s existing 2015-2020 Sustainability strategy.

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 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 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 elements of sustainable design are integrated into the College's academic programming and are the essential components to achieving LEED Leadership in Energy and Environmental Design certification. This initiative enables students to connect training in construction design and building systems to the requirements of the Leadership in Energy and Environmental Design pointing system. Upon graduation, students can evaluate and analyze current practices in building design and assume a leadership role in the planning and application of complex, non-routine technologies related to architecture.

This initiative will evolve as new and emerging solar photovoltaics and battery storage innovations become available.

Both Algonquin College Technology and Trades students and staff from the Physical Resources department take advantage of the sustainability courses and programs that are integrated with experiential learning. As Algonquin College continues to move towards a Net Zero Campus, students learn hands-on within Living Laboratory building infrastructure.

7. FINANCIAL IMPACT:

This initiative is fully funded through an investment of \$6.8 million from the Ministry of Advanced Education and Skill Development – Greenhouse Gas Campus Retrofit Program.

The Solar Photovoltaic Plan is estimated to yield cost savings of \$65,000 per year. The inclusion of the power storage component of this proposal is estimated to yield cost savings of \$135,000 per year.

8. HUMAN RESOURCES IMPACT:

Physical Resources staff will assume full responsibility for the execution and delivery of this initiative. GOVERNMENT / REGULATORY / LEGAL IMPACT:

As this project represents a "behind the meter" power generation project, it will require regulatory approvals from building permit and electrical safety authorities, the municipal power authority, and Hydro One.

9. COMMUNICATIONS:

College staff will develop and initiate an effective communication strategy that will deliver information updates to the College community on this strategic initiative.

11. CONCLUSION:

The production and storage of solar electrical energy will enhance the College's reputation within the community and demonstrate a commitment environmental sustainability. Updates on the status of the initiative will be provided through the Capital Projects report.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Moving to Net Zero – Solar Photovoltaic Plan Investment Case
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Algonquin Centre Moving to Net Zero - Solar Photovoltaic Plan

Investment Case

March 2018



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Executive Summary

Algonquin College aims to become carbon neutral and be a leader in the education, research and in the adoption of environmentally sustainable practices. We continuously adopt new sustainable business practices and work to retrofit and regenerate our physical infrastructure.

This Moving Algonquin College to Net Zero – Solar Photovoltaic Plan represents a behind-the-meter solar energy and power storage project that will be an integral part of the Algonquin College’s energy management plan (in development since 2012). This development phase will integrate well into the College’s District Energy System (cogeneration plant and Micro-grid controller).

This initiative enables a number of financial and environmental efficiencies including:

- Increased cogeneration efficiency during higher thermal loads to charge batteries
- The potential to take advantage of low cost “low peak hours” utility pricing
- Enabling conversion of a portion of existing Natural Gas load to clean renewable electric resulting in both utility cost savings and lower greenhouse gas emissions – a key strategy of Ontario’s Climate Change Action Plan
- Supporting significant utilities cost savings by avoiding the Global Adjustment (a major portion of electricity costs) through a Peak Demand Limiting strategy
- Improving utilization and lifecycle value of the College’s cogeneration plant operations, machinery and equipment
- Providing temporary campus power during power outages, allowing transition from cogeneration plant to “island” mode
- Providing backup to cogeneration during machinery and equipment servicing

The Solar Photovoltaic Plan is estimated to yield cost savings of \$65,000 per year. The inclusion of the power storage component of this proposal is estimated to yield cost savings of \$135,000 per year.

The “Moving Algonquin College to Net Zero – Solar Photovoltaic Plan” initiative has been planned and designed to set a foundation upon which the College can initiate a scalable Electrical Battery Storage facility. As the College continues moving our Campus Sustainability Plan and Master Campus Development Plan forward, we intend to maximize our electrical “Peak-Shaving” capability. Algonquin College envisions becoming an exemplar to take full advantage of collecting and storing no-cost and low-cost carbon neutral energy.

This initiative will evolve as new and emerging solar photovoltaics and battery storage innovations become available. Using this initiative as a Solar Photovoltaic – Electrical Storage base case, Algonquin College will continue to adopt and incorporate innovations within our physical infrastructure and through experiential learning we will adapt our academic programming.

Board Motion:

That the Algonquin College Board of Governors approves an expenditure of \$6.8 million fully funded from the Ministry of Advanced Education and Skills Development – Greenhouse Gas Campus Retrofit Program to implement a solar photovoltaic array and battery storage infrastructure on the Ottawa campus in 2018-2019.

Problem Statement

Our sustainability commitment to the College's facilities and infrastructure is anchored in our Campus Master Development Plan. It details our commitment to sustainable infrastructure renewal, it targets reduction to the College's Greenhouse Gas emissions and it fully supports Ontario's Climate Change Action Plan.

Ontario requires all College's to create sustainability plans that will achieve provincial greenhouse gas reduction targets through to 2050. These targets include campus greenhouse gas reductions of 37% by 2030 and 80% by 2050.

We submit that:

In order to achieve the Government of Ontario's 2020, 2030, and 2050 Greenhouse Gas emission targets, Algonquin College needs to move forward with a comprehensive strategy of conventional and innovative technologies that will reduce our dependency on Natural Gas.



Investment Objectives

Algonquin College recognizes that commitment to innovation and quality are core to our continued success. In achieving our Strategic Mandate Agreement, we recognize our responsibility for good stewardship of our facilities and infrastructure to provide students, faculty and staff with quality environments that are sustainable.

This initiative aligns directly with Ontario's Climate Change Action Plan and represent a significant step forward with Algonquin College's Net Zero Carbon Transition Plan.

Approval of the construction of Algonquin College's Moving to Net Zero - Solar Photovoltaic Plan will enable the following initiatives:

- A significant Solar Photovoltaic array (roof mounted)
 - Significant improvement to the College's ability to engage in sustainable energy work integrated learning
- Fuel conversion and Dual Fuel (Gas to Electricity)
 - Savings of \$200k per year
 - GHG reduction potential of 589 tonnes of Co2 per year
- The introduction of scalable electrical Battery Storage
- A New Roof (with high insulating factors)



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.

When Algonquin College of Applied Arts and Technology opened to students in 1967, Woodroffe Campus was surrounded by agricultural lands. Since then, the area has been absorbed by the city of Ottawa and forms a transportation, commercial, and institutional anchor to the city's western suburbs.

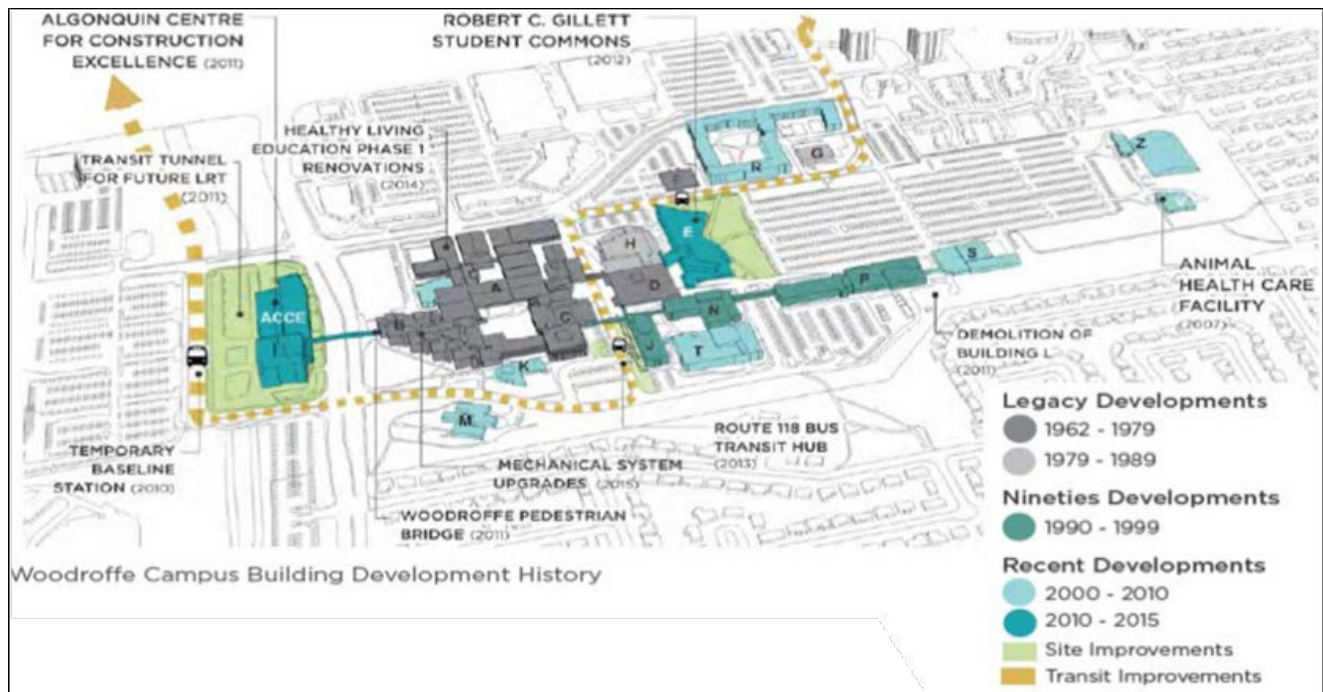
In 2012, Algonquin College opened its Algonquin Centre for Construction Excellence facility at the Ottawa campus on the west side of Woodroffe Avenue. As part of this project, the City built a sub-grade transit tunnel adjacent to the new Algonquin facility to be put in service in the future as part of the City's light rail transit plans.

As the surrounding city continues to develop, light rail rapid transit will be realized at Baseline station and as the Centrepointe Town Centre is further developed, the area is poised to transform into a vibrant urban hub, with Algonquin College's Ottawa campus at its centre.

Algonquin College's Master Development Plan focuses on delivering student success in a sustainable campus designed for excellence in healthy learning environments that attract and retaining students, faculty, staff, and community partners. With a campus population of approximately 20,000 students, the Ottawa Campus is one of the largest campuses in the Ontario College system. As such, each percentage increase in enrollment represents a significant increase in population and facility needs.

Algonquin College's strategy to optimize digital and physical space before building new physical space has positioned its Ottawa campus as among the most efficient in the College system. There is limited excess capacity in the existing space portfolio.

Algonquin College's Ottawa Campus (located at Woodroffe Avenue)



Internal Environment

The elements of sustainable design are integrated into our academic programming and are the essential components to achieving LEED “Leadership in Energy and Environmental Design” certification. Our academic programming enables students to connect training in construction design and building systems to the requirements of the LEED “pointing” system. Upon graduation, students can evaluate and analyze current practices in building design and assume a leadership role in the planning and application of complex, non-routine technologies related to architecture.

Algonquin College has a strong record of innovation through applied research in the Ottawa region. The College has enabled innovation and development for more than 1,700 technology firms and 400 manufacturers through applied research activities and skills training programs.

The College's strategy for encouraging innovation includes:

- Utilize our infrastructure and resources to attract innovation and applied research partnerships with industry
- Leverage the expertise of our professors and ensure students benefit from industry-driven research

The Faculty of Technology and Trades approaches and leverages the entire Ottawa campus as a “living laboratory” where healthy living and work environments are designed, constructed and where their impacts are measured and studied.

Both Algonquin College Technology and Trades students and staff from our Physical Resources department take advantage of our sustainability courses and programs that are integrated with experiential learning. As Algonquin College continues to move towards a Net Zero Campus, our students learn hands-on within “Living-Laboratory” building infrastructure.

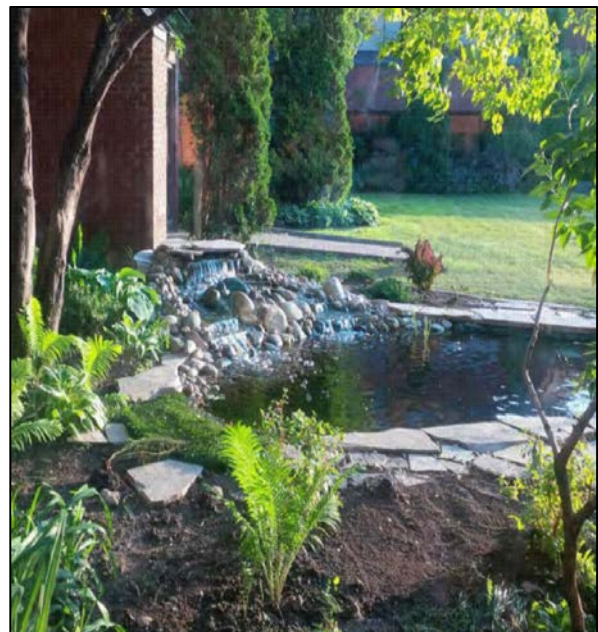
Our Faculty of Technology and Trades delivers outstanding academic programming in Building Science, Green Architecture, Building Automation and Controls, Energy Management and Building Information Modeling. These programs focus on instilling Technology and Trades students with the importance of understanding that the environmental impact of sustainable buildings is synonymous with the human-impact of sustainability.

The Faculty of Technology and Trades prides itself on incorporating applied research and experiential learning within academic programming. Innovation and an entrepreneurial spirit are embedded values across our entire Faculty. Working in teams, students analyze architectural designs and propose opportunities to increase the potential for a building achieving LEED certification. Students also explore the potential for improving energy performance through passive renewable energy production technologies.

Our Green Architecture program exposes students to a specialized range of technologies that reduce the environmental impact of human habitation and commercial activity. Students learn about construction materials and methods designed to provide sustainable energy conservation, reduce reliance on fossil fuels, and harness the energy resources of the sun, wind and water.

A RESPONSIBILITY TO RENEW AND ADAPT

- Prioritize space optimization, renewal, renovation of space before considering new facilities. Develop a space assignment policy and establish targets for assignable space per student
- Identify significant seismic upgrade requirements and deferred maintenance liabilities and develop a financially sustainable strategy of renewal, demolition, and redevelopment
- Enhance social and recreational spaces to encourage students, employees and visitors to lead healthy, active lifestyles
- All new buildings, major renovations, and tenant fit ups will be designed, built, and/or renovated according to the relevant LEED Gold standard



External Environment

The Algonquin College Campus Master Development Plan has served to guide the recommendations within this proposal.

The team of engineers and planners leading the Algonquin College Physical Resources department have leveraged consultation from external designers, architects, engineers, and environmentalists to arrive at an optimal solution. Algonquin College believes this solution will best serve the interests of the College's academic mandate, our Strategic Mandate Agreement for market driven academic differentiation, the community which we serve and most importantly – Our Students.

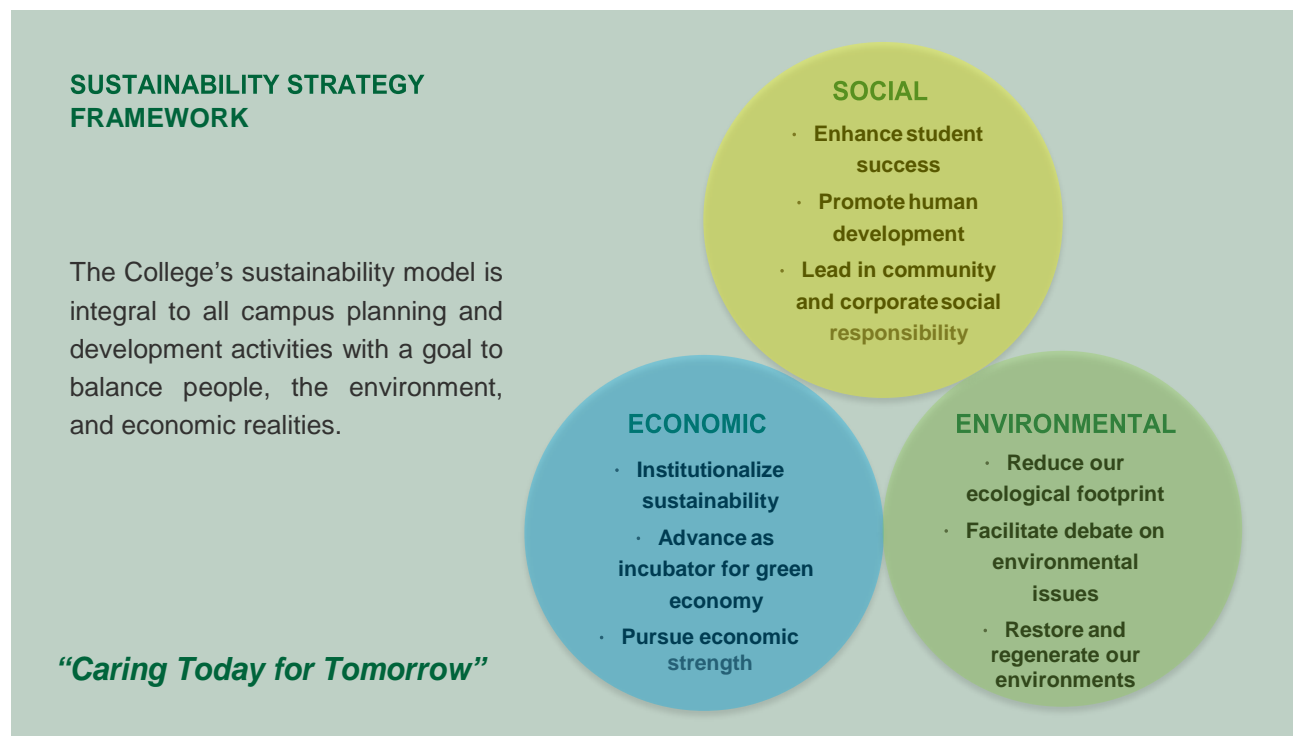
The principle objective of Algonquin College's proposal is to actively demonstrate our commitment to environmental sustainability. Over the past ten years, the College has implemented many initiatives designed to conserve energy, raise awareness, lower greenhouse gas emissions, utilize innovative energy production, and leverage low carbon technologies.

These initiatives include:

- High efficiency lighting including controls and occupancy sensors
- High efficiency heating, ventilation and air conditioning building automations including control upgrading
- High efficiency motors, chillers, pumps
- Real-time energy monitoring including meters and software
- Electrical vehicle charging stations
- Creation of a Net Zero Carbon Transition Plan that embeds sustainability practices College-wide

Elements of sustainable design are integrated into our academic programming and are essential components to achieving LEED "Leadership in Energy and Environmental Design" certification and competitive advantage.

Our academic programming enables students to connect training in construction design and building systems to the requirements of the LEED "pointing" system. Working in teams, students analyze sustainable architectural designs and propose opportunities to increase the potential for buildings to achieve LEED certification. Students also explore the potential for improving energy performance through passive renewable energy production technologies.



This Solar Photovoltaic Plan is a crucial component of Algonquin College's existing 2015-2020 Sustainability strategy.

Time Period	Solar Photovoltaic Plan Estimated Total GHG Reduction Potential (Tonnes of CO ²) SCOPE 1
Up to 2020/2021	1,178.08
2021/2020 to 2030/2031	5,890.38
2031/2032 to 2050/2051	11,780.75
After 2050/2051	16,493.05
TOTAL	35,342.25

GHG Emission Reduction Plan 2015-2020

The initial phase of the multi-year partnership with the Ontario government will focus on known strategies to reduce emissions.

Greenhouse Gas Reduction Strategies	GHG Reduction Estimates	# of Projects to be Deployed	Estimated Tonnes of CO ₂ e Reduced
Boiler Upgrades	591	2	1183
HVAC and Controls	34	27	925
Lighting	6	3	17
Renewables (Solar Photovoltaic, Geothermal, Wind)	16	6	49
TOTAL		38	2,174

GHG Emission Reduction Plan 2020-2030

Algonquin College has developed a pilot project that is targeted to produce a renewable, clean natural gas to power the College's cogeneration plant, and reduce campus emissions by up to 20%.

As power storage technologies improve, converting hydrogen through electrolysis becomes viable. By further integrating biogas sourced from organic waste, Renewable Natural Gas can be produced to displace Natural Gas.

Algonquin College's vision blends leading-edge energy storage technology with a carbon capture process to provide a clean renewable source of energy for our campus. In addition to pursuing our GHG reduction targets and creating invaluable experiential learning tools for our students, the implications for the success of our project would be significant for other large institutions throughout Ontario and Canada.

GHG Emission Reduction Plan 2030-2050

Between 2030 and 2050 we envision a clean energy future, one where all our campuses benefit from:

- Our highly efficient District Energy System
- Multiple sources of energy generation (solar PV, geothermal, wind, power storage)
- Integrated clean Renewable Natural Gas production

Financial Analysis

This initiative includes a roof mounted 500 Kilowatt solar photovoltaic array with a scalable electrical battery storage.

Operational Impact

Electrical energy produced by the 500 Kilowatt solar photovoltaic array will be ready for College use immediately upon capture. It is estimated that the Moving to Net Zero - Solar Photovoltaic Plan will yield cost savings of \$65,000 per year through solar energy **capture and use** by reducing the College's need to purchase natural gas (used in the College's natural gas electrical generators).

The associated electrical battery storage will enable the College to **capture and store** carbon neutral solar electrical energy for use when immediate **capture and use** is not possible.

The inclusion of the power storage component of this proposal is estimated to yield cost savings of \$135,000 per year.

The net operational cost reduction to the College is estimated at \$200,000 per year.

Capital Impact

Space impacted by the retrofit/project	
Total Gross Area - Roofing Surface Area (square feet)	50,000
Net Assignable Area (square feet)	N/A

Capital Project Costs	
Base Capital (Design, Enabling Work, Major Construction Contract, renovation/lease costs)	\$ 6,000,000
Allowance for professional fees and disbursements	600,000
Estimated Project Gross Costs	\$ 6,600,000
Land and/or building acquisition cost, if applicable (i.e., no nominal land or building donation or development charges)	N/A
Site servicing cost, if applicable	N/A
Total Cost Before Taxes	\$ 6,600,000
Non-recoverable Federal and Provincial HST (i.e., using a rate of 3.41% of the total cost before taxes)	225,060
Total Cost After Taxes	\$ 6,825,060

Note:

The data used in preparing these calculations, has included electrical and natural gas consumption data derived from the College's utility invoicing from 2015. Performance data for Solar Photovoltaic – Electrical Storage equipment has been derived through external consultation from Energy Service Company Leaders including: Siemens Energy Management (see attestation letter for GHG calculations and methodology), Isolara (for Solar Photovoltaic equipment and performance) and Stantec (Sustainable Planning and Design). Further, a typical Canadian weather year for energy calculation as at the Ottawa Airport was used as the data set for the simulation.

Recommendation

The Algonquin College Moving to Net Zero – Solar Photovoltaic Plan initiative has been planned and designed to set a foundation upon which the College can initiate a scalable Electrical Battery Storage facility. As the College continues moving our Campus Sustainability Plan and Master Campus Development Plan forward, we intend to maximize our electrical “Peak-Saving” capability. Algonquin College envisions becoming an exemplar for taking full advantage of collecting and storing no-cost and low-cost carbon neutral energy.

Some of Algonquin College’s many cost efficiencies will include:

- Increased cogeneration efficiency during higher thermal loads to charge batteries
- The potential to take advantage of low cost “low peak hours” utility pricing
- Enabling conversion of a portion of existing Natural Gas load to clean renewable electric resulting in both utility cost savings and lower greenhouse gas emissions – a key strategy of Ontario’s Climate Change Action Plan
- Supporting significant utilities cost savings by avoiding the Global Adjustment (a major portion of electricity costs) through a Peak Demand Limiting strategy
- Improving utilization and lifecycle value of the College’s cogeneration plant operations, machinery and equipment
- Providing temporary campus power during power outages, allowing transition from cogeneration plant to “island” mode
- Providing backup to cogeneration during machinery and equipment servicing

This initiative will evolve as new and emerging solar photovoltaics and battery storage innovations become available. Using this initiative as a Solar Photovoltaic – Electrical Storage base case, Algonquin College will continue to adopt and incorporate innovations within our physical infrastructure and through experiential learning, adapt our academic programming.

The technology and materials underlying the College’s Moving to Net Zero – Solar Photovoltaic Plan, though innovative - are readily available and the College clearly has the internal project management, construction and engineering expertise to successfully accomplish the project’s objectives. In fact, Algonquin has already incorporated these technologies into our award-winning LEED Platinum Centre for Construction Excellence.

Board Motion:

That the Algonquin College Board of Governors approves an expenditure of \$6.8 million fully funded from the Ministry of Advanced Education and Skills Development – Greenhouse Gas Campus Retrofit Program to implement a solar photovoltaic array and battery storage infrastructure on the Ottawa campus in 2018-2019.



Action Plan

As with all campus development recommendations that require the investment of financial and human resources, significant attention has been undertaken to ensure that with an investment recommendation, the College and our students derive the highest and best use of physical resources. In achieving this goal, Algonquin College takes a holistic campus approach. Further, our engineers and planners have included into this proposal, any embedded deferred maintenance liability and the energy efficiency impact of aging infrastructure.

The following details the project work plan, including milestones, project activities and the project's start and completions dates.

Key Milestones	Target Date
Project Predevelopment submission Concept design (30% level - location, sizing, roof and structural assessment...), Power Storage modeling and integration into Algonquin's existing Micro-grid/Cogeneration plan, budget cost and savings, preliminary schedule.	November 30, 2017
Detailed Feasibility Study (DFS) submission 90% design for all technical parameters, Utilities review, detailed schedule, resources & communications, student/staff engagement plan, tenders, final cost, savings, draft contract, College review and approval processes.	May 31, 2018
Construction Start	August 1, 2018
Contract execution, mobilization, permits (city, utilities) and site preparation	August 7, 2018
Final design and scheduling, approval to proceed	August 14, 2018
Sub-contracts award, material procurement (<i>lead times are critical</i>)	August 21, 2018
Site work (roofing, structural, building preparation, trenching...)	September 15, 2018
Solar PV, Power Storage equipment install, connections, commissioning	December 31, 2018
Integration to Micro-grid, Utilities connection approvals	February 28, 2019
Training and Substantial Completion	March 15, 2019
Project Start Date	April 1, 2018
Final Completion Date	March 15, 2019

Governance and Oversight

Organizational Capacity

The Algonquin College department of Physical Resources will assume full responsibility for the execution and delivery of this project. Our team is a strong and integrated group of planning, project management and facilities management professionals, with an enviable track record of delivering large and complex projects. Further, Algonquin College has a standing contractual relationship with a broad range of construction, design consultants, and subject matter experts which we draw upon to ensure projects achieve the best potential value and return on investment.

Algonquin College Project Team

Name	Project Team	Role
Duane McNair	Vice President Finance and Administration	Executive Sponsor
Todd Schonewille	Director, Physical Resources	Project Manager
Scott McDermott	Facilities Development Manager	Planning and Management
Phil Rouble	Associate Director, Facilities Planning and Sustainability	Planning and Management
Christopher Janzen	Dean, Faculty of Technology and Trades	Academic Alignment

This project will be overseen by the Project Team as listed above. The responsibilities of the Team include:

- Final decision on Project changes to scope, budget and schedule
- Review any arising risks and determine mitigation actions
- Ensure the Project is continuing to meet the College's and the Ministry's goals and objectives

Algonquin College has a long standing strategic partnership with Siemens, a global leader in energy conservation and optimization projects. This partnership is in the final stages of delivering a \$50M+ energy conservation project (ESCO2) which will yield in excess of \$3M in annual energy savings, 12% reduction in GHG emissions, while improving the resiliency of the college as it relates to its dependence on external sources of energy. The proposed project is a natural fit for this partnership to further build upon the knowledge and expertise of this foundational project.

Key individuals from Siemens that would be leveraged for the successful delivery of this project are listed in the table below.

Name	Organization	Role
Ray Rochefort	Siemens Canada	Energy Business Leader
Jay Doshi	Siemens Canada	National Energy Engineer
Thomas Falk	Siemens Canada	Project Manager & Senior Designer

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:

Statement:

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

Response:

The Solar Photovoltaic project fits extremely well within this risk appetite statement. As a fully funded project, concerns for impact on financial health are negligible. Moreover, this project will directly enhance academic excellence and student experience through the creation of an opportunity to augment work integrated learning opportunities for students related to the introduction of the solar voltaic array. As such, it is assessed that this initiative poses a very little risk while allowing the College to embark on innovative program development.

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 anticipated that this project has high potential to introduce technological advancements in the fields of Building Science, Green Architecture, Building Automation and Controls, Energy Management and Building Information Modeling. Pursuing the Moving to Net Zero - Solar Photovoltaic Plan carries negligible risk concerning the privacy and security of personal or corporate data.

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:

The Board of Governors acknowledges a high-risk appetite for innovative initiatives that will contribute to the College's financial health. This initiative targets advances the construction and operation of a large Solar Photovoltaic array. This initiative will contribute to the College's financial and environmental sustainability, as such, this initiative introduces negligible risk to our long term capability of delivering mission centric programs and services.

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:

With the construction and operation of the of the Moving to Net Zero – Solar Photovoltaic Plan, negligible risk is assessed to the College being able to sustain positive relationships with internal and external stakeholders. Moreover, the production and storage of solar electrical energy would serve as a positive influence upon the College's reputation within the community and demonstrate our commitment environmental sustainability and our core values.

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.

Appendix A: College 5 Year Capital Plan/Sources of Funds

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	\$ 27,900,469	\$ 24,251,162	\$ 25,206,673	\$ 21,897,061
Interest ¹	542,404	337,655	279,005	242,512	252,067	218,971
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	\$ 30,179,474	\$ 26,493,673	\$ 27,458,740	\$ 24,116,032
Innovation Centre ²		-7,314,688	-2,225,312			
Pedestrian Bridge to Light Rail ³			-646,000		-1,678,679	-774,893
Athletics Recreation Complex ⁴			-330,000	-1,287,000	-3,883,000	
Student One Stop Space ⁵		-888,000	-2,727,000			
Closing Balance	\$ 33,765,502	\$ 27,900,469	\$ 24,251,162	\$ 25,206,673	\$ 21,897,061	\$ 23,341,139

Notes:

¹ Interest projected at 1% annually	
² Innovation Centre total	\$ 6,557,400
³ Pedestrian Bridge to Light Rail total	\$ 3,099,572
⁴ Athletics Recreation Complex	\$ 5,500,000
⁵ Student One Stop Space (50% Reserve Funded)	\$ 7,230,000

Five Year Capital Investment Plan Definitions

Version: February 2, 2018

Purpose:

The purpose of the Five Year Capital Investments Report is to identify the investment requirements of the College over a five year period, and to identify potential source of funds to support the College's development plans and other Strategic Investment Priorities.

Definitions:

Term	Definition
Base Ongoing Maintenance Costs	Annual investment requirements to repair or replace information communications and technology infrastructure, physical infrastructure and equipment.
Base Recurring Development Needs	Annual investment requirements for the development of new programs, curriculum renewal, adaptations and renovations of existing learning and administrative spaces, and other initiatives in support of strategic priorities.
Approved Major Capital Projects	Major capital projects which have received approval from the Board of Governors.
Potential Capital Projects	Future major capital projects that are still in the concept design phase or advocacy phase that the College may present for full approval by the Board of Governors once it is determined there is strategic advantage to be realized and adequate sources of funding.
Advocacy Stage	Major capital projects which have been approved in principle by the Board of Governors, and adequate funding sources are currently being sought. Once funding sources have been identified, these projects will be brought back to the Board of Governors for approval of the project plan.
High Assurance Funds	High assurance funds include funding sources which have either been approved by the Board of Governors; have a high likelihood of realization (such as Facilities Renewal Grant from the Ministry of Advanced Education and Skills Development); or funds which could be realized with a low impact to the College's Financial Health Indicators (such as some additional debt).
Moderate Assurance Funds	Moderate assurance funds include funding sources which could be realized by the College, but would have a greater impact on the Financial Health Indicators of the College, and would restrict the College's ability to respond to unknown future events (such as greater levels of debt, or increased usage of College reserve funds).
Low Assurance Funds	Low assurance funds include funding sources which have a low likelihood of realization.

Report Format:

Three reports are included as part of the Five Year Capital Investments Report:	
Summary of Five Year Capital Investment Requirements	This report outlines the investment requirements of the College in order to support the College's development plans and the Strategic Plan. The report is broken into four main categories of investments: Base Ongoing Maintenance; Base Recurring Development Needs; Approved Major Capital Projects; and Potential Major Capital Projects.
Summary of Five Year Capital Investment Potential Sources of Funding	This report outlines the potential sources of funding that have been identified to support the investment requirements of the College. The funding sources have been broken down into three categories which identify the amount of certainty the College has in realizing these funding sources: High Assurance Funds Moderate Assurance Funds Low Assurance Funds
Summary of Sources of Revenue and Shortfall	This report details the potential revenue sources and compares them with the investment requirements. The shortfall of funding sources to requirements is shown at each level of funding assurance.

SUMMARY OF FIVE YEAR CAPITAL INVESTMENT REQUIREMENTS

CATEGORY	Class Estimate	Actuals 2016-2017	FORECAST					Five Year Total
			Q3 Projection 2017-2018	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021	Forecast 2021-2022	
Base Ongoing Maintenance Costs								
Information Technology Infrastructure Renewal		\$ 2,658,054	\$ 1,481,491	\$ 2,100,000	\$ 3,475,000	\$ 3,775,000	\$ 2,775,000	\$ 13,606,491
Equipment - Academic		1,559,162	1,725,372	1,010,000	1,800,000	1,800,000	1,800,000	8,135,372
Equipment - Non-Academic		155,447	113,396	140,000	165,000	165,000	165,000	748,396
Physical Infrastructure Maintenance		3,268,893	3,892,331	2,392,058	11,750,000	14,000,000	14,000,000	46,034,389
College Ancillary Services (Maintenance)		1,234,335	1,111,854	-	450,000	450,000	450,000	2,461,854
Appropriations		-	34,000	100,000	100,000	100,000	100,000	434,000
Total Base Ongoing Maintenance Costs		8,874,681	8,358,444	5,742,058	17,740,000	20,290,000	19,290,000	71,420,502
Base Recurring Development Needs								
Initiatives & Opportunities		4,857,499	6,888,025	7,731,692	3,300,000	3,500,000	3,700,000	25,119,717
New Program Development		904,671	901,240	863,675	906,859	952,202	999,012	4,623,795
Apprenticeship Enhancement Fund Investments		501,028	500,000	1,000,000	655,000	655,000	655,000	3,465,000
College Ancillary Services (Development) Investments		921,294	337,526	420,875	750,000	750,000	750,000	3,008,401
Information Technology Development Projects - General								
Information Technology Development Projects		1,413,492	999,710	540,000	3,447,000	3,347,000	1,950,000	10,283,710
Student Information System - Preliminary Design and Planning		129,438	510,966	406,103	-	-	-	917,069
Learning Management System - Preliminary Design and Planning		-	345,000	-	-	-	-	345,000
Customer Relationship Management - Preliminary Design and Planning		-	54,902	-	-	-	-	54,902
Campus Expansion Projects / Physical Resources Development								
Healthy Living Education Development - Advocacy and Preliminary Design and Planning		475,012	235,674	45,388	-	-	-	281,062
Integrated College Development Planning (ICDP)		269,793	65,000	100,000	100,000	100,000	100,000	465,000
Adaptations and Renovations		1,617,401	1,106,093	4,134,800	2,500,000	3,000,000	3,000,000	13,740,893
Total Base Recurring Development Needs		11,088,619	11,944,144	15,242,533	11,658,859	12,304,202	11,154,812	62,304,549
Subtotal Base Maintenance & Development Needs		19,963,300	20,302,588	20,984,591	29,398,859	32,594,202	30,444,812	133,725,051
Approved Major Capital Projects								
Innovation Centre and Institute for Indigenous Entrepreneurship		6,771,344	34,134,604	4,149,604	-	-	-	38,284,208
Workday Finance and Human Resources System Implementation		5,906,366	2,935,000	-	-	-	-	2,935,000
Equipment Renewal and Electrical Lab Alterations		1,670,126	555,859	-	-	-	-	555,859
Welding Lab Project at the College's Transportation Technology Centre		459,966	1,838,034	-	-	-	-	1,838,034
Energy Savings Contract II Phase 4 (ESCO2)		1,474,677	390,000	2,183,616	-	-	-	2,573,616
Building F Renovation		1,568,562	89,573	-	-	-	-	89,573
Athletics & Recreation Revitalization (Students' Association Funded)		-	-	3,000,000	11,700,000	30,000,000	-	44,700,000
Pedestrian Bridge to Bus Rapid Transit Station		-	-	646,000	-	1,678,679	774,893	3,099,572
Student One Stop Space		-	1,776,000	5,454,000	-	-	-	7,230,000
Indigenous Gathering Circle		-	220,000	1,358,000	-	-	-	1,578,000
Total Approved Major Capital Projects		17,851,040	41,938,870	16,791,220	11,700,000	31,678,679	774,893	102,863,662
Potential Major Capital Projects - Estimated Costs <i>(these items are not included in the 2017/18 Approved Projects)</i>								
Advocacy Stage:								
Healthy Living Education / Net Zero Facility	Class G	-	-	-	20,705,764	36,123,324	46,750,000	103,579,088
Investment Case Under Development:								
Ontario Student Assistance Program (OSAP) Transformation And Net Tuition Project		31,962	578,766	328,000	-	-	-	906,766
Student Information System (SIS)	Class G	-	-	-	3,500,000	17,500,000	14,000,000	35,000,000
Learning Management System Upgrade (LMS)	Class G	-	-	829,500	-	-	-	829,500
Customer Relationship Management System (CRM)	Class G	-	-	-	1,500,000	-	-	1,500,000
Total Major Potential Capital Projects - Estimated Costs		-	578,766	1,157,500	25,705,764	53,623,324	60,750,000	141,815,354
Total Major Capital Project Costs		17,851,040	42,517,636	17,948,720	37,405,764	85,302,003	61,524,893	244,699,016
GRAND TOTAL PROJECT COSTS		\$ 37,814,340	\$ 62,820,224	\$ 38,933,311	\$ 66,804,623	\$ 117,896,205	\$ 91,969,705	\$ 378,424,067

SUMMARY OF FIVE YEAR CAPITAL INVESTMENT SOURCES OF FUNDS

CATEGORY	Forecast					Five Year Total
	Q2 Projection 2017-2018	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021	Forecast 2021-2022	
High Assurance Funds						
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities	\$ 8,218,992	\$ 16,896,000	\$ 18,759,000	\$ 19,436,000	\$ 20,000,000	\$ 83,309,992
Students' Association Contribution - Athletics & Recreation Complex		2,670,000	10,413,000	26,700,000	-	39,783,000
Students' Association Contribution - Indigenous Initiatives	200,000	200,000	200,000	200,000	200,000	1,000,000
Monetization of Assets - Other Assets					3,000,000	3,000,000
Monetization of Assets - Residence			11,750,000	28,250,000		40,000,000
Post Secondary Institutions Strategic Investment Fund Grant (Federal)	16,650,000	946,000				17,596,000
Fundraising for Innovation Centre	380,000	500,000				880,000
Specific Purpose Grants (Facilities Renewal Program, Apprenticeship Enhancement Fund, Colleges Equipment Renewal Fund)	4,365,000	2,205,000	2,205,000	2,208,000	2,041,000	13,024,000
50th Anniversary Grant - Innovation Centre	2,892,600					2,892,600
Anticipated Underspend & Repayment of Fundraising Loan from Reserves	6,582,560		- 500,000	- 500,000		5,582,560
Additional Debt						
Healthy Living Education Enabling Costs			985,000			985,000
Approved Drawdown from Internally Restricted Net Assets						
Innovation Centre and Institute for Indigenous Entrepreneurship	7,314,688	2,225,312				9,540,000
ESCOII	390,000	2,183,616				2,573,616
Workday Finance and Human Resources System Implementation	2,935,000					2,935,000
Information Technology and Physical Infrastructure Renewal Projects	3,127,000	1,411,000				4,538,000
Academic and Administrative Equipment	500,000	500,000				1,000,000
Approved Multi-year Strategic Investment Priorities Expenditures	8,376,384	5,493,383				13,869,767
Athletics and Recreation Complex		330,000	1,287,000	3,300,000	-	4,917,000
Pedestrian Bridge to Bus Rapid Transit Station		646,000	-	1,678,679	774,893	3,099,572
Proposed Drawdown from Internally Restricted Net Assets						
Student One Stop Space	888,000	2,727,000				3,615,000
Total High Assurance	62,820,224	38,933,311	45,099,000	81,272,679	26,015,893	254,141,107
Moderate Assurance Funds						
Additional Debt - Student Information System					19,203,872	19,203,872
Fundraising for Innovation Centre			500,000	500,000		1,000,000
Additional Unapproved Withdrawal from Internally Restricted Net Assets						
Customer Relationship Management			500,000			500,000
Total Moderate Assurance	-	-	1,000,000	500,000	19,203,872	20,703,872
Low Assurance Funds						
Ministry of Advanced Education and Skills Development Grant Funding for Healthy Living Education			9,317,594	16,255,496	21,037,500	46,610,590
Federal Grant Funding for Healthy Living Education			11,388,170	19,867,828	25,712,500	56,968,498
Total Low Assurance	-	-	20,705,764	36,123,324	46,750,000	103,579,088
Grand Total - Sources of Funds	\$ 62,820,224	\$ 38,933,311	\$ 66,804,764	\$ 117,896,003	\$ 91,969,765	\$ 378,424,067

Summary of Sources of Revenue and Shortfall

POTENTIAL SOURCE OF FUNDS AVAILABLE FOR STRATEGIC INVESTMENT PRIORITIES (from page 3)	
2017-2018 : 2021-2022	
High Assurance of Funds / Low Risk	
Additional Debt	\$ 985,000
Approved Drawdown from Internally Restricted Net Assets	46,087,955
Specific Purpose Grants (FRP, AEF, CERF)	13,024,000
Funded & Non-Funded Activity Contributions to SIP	83,309,992
Students' Association Contribution - Athletics and Rec Complex	39,783,000
Students' Association Contribution - Courtyard	1,000,000
Monetization of Assets	43,000,000
PSISIF Grant (Federal) for Innovation Centre and Institute for Indigenous Entrepreneurship	17,596,000
Fundraising for Innovation Centre and Institute for Indigenous Entrepreneurship	880,000
50th Anniversary Grant - Innovation Centre	2,892,600
Anticipated Underspend & Payback of Reserve Loans (donations)	5,582,560
	254,141,107
Moderate Assurance of Funds / Medium Risk	
Additional Debt	19,203,872
Fundraising for Innovation Centre and Institute for Indigenous Entrepreneurship	1,000,000
Withdrawal from Internally Restricted Net Assets	500,000
	20,703,872
Low Assurance of Funds / High Risk	
MTCU Grant Funding for HLE	46,610,590
Federal Grant Funding for HLE	56,968,498
Monetization of Other Assets / Alternative Financing (to be determined)	-
	103,579,088
TOTAL IDENTIFIED AND POTENTIAL SOURCES OF FUNDS	378,424,067
CUMULATIVE 5 YEAR CAPITAL INVESTMENT REQUIREMENTS (from page 2)	
Base Ongoing Maintenance Costs	71,420,502
Base Recurring Development Needs	62,304,549
Approved Major Capital Projects	102,883,662
Potential Major Capital Projects	141,815,354
TOTAL 5-YEAR CAPITAL PROFORMA CURRENT PRELIMINARY ESTIMATES	378,424,067
HIGH ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	(124,282,960)
HIGH & MODERATE ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	(103,579,088)
ALL AVAILABLE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	\$ (0)

Report title:	2018-2019 New Governor Appointment
Report to:	Board of Governors
Date:	June 11, 2018
Author/Presenter:	J. Robblee, Chair, Governance Committee

1. RECOMMENDATION:

THAT the Governance Committee recommends to the Board of Governors approval of the appointment of Wayne Johnson to the Board of Governors for a three year term of office, effective September 1, 2018.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide information on the governor candidate recruitment and selection process that was completed on May 7, 2018.

3. BACKGROUND:

Every year, the Governance Committee acts as the Board's Nomination Committee to review governors' terms of office and to recruit candidates to fill vacancies that occur on the Board.

Governor Fournier, member of the Board of Governors since 2015 come to the end of her term of office as of August 31, 2018. The Governance Committee was constituted as the Board's Nominating Committee in March to launch an open and transparent recruitment campaign in the Perth, Ontario, area. The recruitment campaign ran from March 29 to April 13, 2018, resulting in two candidate applications. Candidates were ranked by a sub-group of the Governance Committee, and interviews were held on May 7, 2018. The results of the interviews were communicated to the Governance Committee, and after consideration, a recommendation to appoint governor-elect Wayne Johnson to the Board of Governors was made.

4. DISCUSSION:

It is the Board of Governors' responsibility to ensure the Board membership reflects and represents the stakeholders of the local community, the overall strategic direction of the College, and the Board's succession plans as given in Policy BGI-02, #4. The Governance

Committee took into account the skills and expertise currently on the Board, and the gaps that will result from the planned vacancies. The governor-elect profile is given in Appendix A: Governor-Elect Profile.

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 appointment of Governors from local communities benefits students. Governors 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 Governors to the Board.

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In accordance with Algonquin College’s corporate Bylaw No. 1, the Board of Governors is responsible for the appointment of external governors as follows:

Section 4.2.2

“Eight (external) governors are to be appointed by the members of the Board holding office at the time of appointment; “

10. COMMUNICATIONS:

After the appointment of Wayne Johnson to the Board of Governors, information will be circulated to the broader College community. The Board’s public website will be updated with candidate’s biography after September 1, 2018.

11. CONCLUSION:

This report provides details associated with the Board’s recruitment campaign and selection process for Spring 2018, which has resulted in a recommendation to appoint governor-elect to the Board of Governors.

Respectfully submitted:



Cheryl Jensen
President

Appendices:

Appendix A: Governor-Elect Profile

Wayne Johnson

Employment History

2011 - present WJ Consulting

Sole proprietorship - work included three courses taught at the Kemptville Campus of the University of Guelph (Leadership, Human Resources and Business Processes), organization development analyses, labour relations coaching and interim executive work. During 2015/16, served as the Federal Returning Officer for the Lanark, Frontenac Kingston electoral district.

1996 - 2010 SVP & Chief Human Resources Officer, Maple Leaf Foods

Full accountability for all aspects of Human Resources, Labour Relations and OH&S worldwide

1994 - 1995 Managing Director, Human Resources, Stentor Resource Centre (a BELL/TELUS subsidiary)

Full accountability for all aspects of Human Resources & Labour Relations

1993 - 1994 Vice President, Human Resources Integration, Royal Bank

Led the post merger integration of RBC/Royal Trust

1987 - 1993 Vice President Human Resources, Royal Trust

Full accountability for all aspects of Human Resources

1986 - 1987 Director Training & Development, Royal Trust

Full accountability for all employee development

1985 - 1986 Manager Productivity, Royal Trust

Conducted efficiency/effectiveness projects for line operations

1980 - 1985 Principal, Deloitte Management Consulting

Conducted over 100 engagements in the areas of organizational effectiveness, employee development and related disciplines

1977 – 1980 Research Consultant, Canadian Police College

Led major projects aimed at improving policing effectiveness, taught leadership courses

1975 - 1977 Post-Graduate Teaching Assistant, University of Waterloo

1973 - 1975 Graduate Student at the University of Waterloo

1971 - 1973 Base Personnel Selection Officer, Canadian Forces Base Kingston

**1970 - 1971 Personnel Selection Officer, Canadian Forces Personnel Selection Unit,
Halifax**

1968 - 1970 Assistant Weapons Officer, H.M.C.S. Margaree based in Halifax

1964 - 1968 Officer Cadet, Royal Canadian Navy

Community

2011 – present Board of Directors, Perth and Smiths Falls District Hospital

Currently Vice Chair of the Board and Chair of the Governance Committee. Past Chair of the Quality Committee. Finance Committee member for the entire tenure.

**2013 – Present Board Member, Lanark County Mental Health Community
Advisory Board**

Also serve on the Quality Improvement Committee

Education

Bachelor of Science (Psychology) McGill University

**Master of Applied Science (Industrial & Organizational Psychology) University of
Waterloo**

Report title:	Fourth Quarter 2017-2018 Business Plan Update
Report to:	Board of Governors
Date:	June 11, 2018
Author/Presenter:	Doug Wotherspoon, Vice President, Innovation and Strategy

1. RECOMMENDATION:

THAT the Board of Governors accepts the Fourth Quarter 2017-2018 Business Plan Update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

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

3. BACKGROUND:

The Board of Governors is provided with quarterly updates on progress being made against the annual Business Plan using a Business Plan Dashboard and Exceptions Report.

Dashboard

A minor change has been made to the Dashboard legend for fiscal year 2017-2018 Quarterly Report. This is given in Appendix A: Fourth Quarter 2017-2018 Dashboard. A fourth colour of orange has been added. The legend reads as follows:

- *Green – Completed/In Progress:* Identifies targets or initiatives completed or on-track to be completed within the originally established quarter of the fiscal year.
- *Yellow – Delayed:* Identifies targets or initiatives that are delayed in being reached, but are on track to be completed within the fiscal year.
- *Orange – At Risk:* Identifies targets or initiatives that may be at risk of being completed within the fiscal year.
- *Red – Not Completed:* Identifies targets or initiatives that will not be completed within the fiscal year.

Exceptions Report

A minor change has also been made to the Exception Report for the fiscal year 2017-2018. Each Exceptions Report will report out on those targets and initiatives identified for delivery within each quarter that are noted as delayed, at risk, or not completed. The Exceptions Report for the Fourth Quarter covers the period January 1 through to March 31, 2018, provided in Appendix B: Fourth Quarter 2017-2018 Exception Report.

4. DISCUSSION:

Contingency action plans are implemented for all targets and initiatives that have a yellow, orange, or red status.

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:

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

7. FINANCIAL IMPACT:

No current financial impact is identified at this time.

8. HUMAN RESOURCES IMPACT:

No current human resources impact is identified at this time.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

The fourth quarter update is made available to the public on the Board of Governors website prior to the Board of Governors June 11, 2018 meeting.

11. CONCLUSION:

The fourth quarter Dashboard and Exceptions Reports are presented for information. Targets and initiatives identified in yellow indicate they are delayed, in orange that they may be at risk, and in red that they are not expected to be completed. In each exception, the responsible Executive Team member has been asked to provide additional detail, including proposed new timelines or mitigation strategies expected to be implemented to return the item to green.

Respectfully submitted:



Doug Wotherspoon
Vice President, Innovation and Strategy

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Fourth Quarter 2017-2018 Dashboard Appendix B: Fourth Quarter 2017-2018 Exception Report

2017-18 Business Plan Quarterly Update
Fourth Quarter Dashboard Report

7.1 Appendix A

Goal 1: Establish Algonquin as the leader in personalized learning across all Ontario colleges. (Customer)

Student Retention

- AS/SS 1.0 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- ◆ 1.0 b) Learner Driven Plan led by working group co-chaired by the Senior Vice President Academic and Vice President Student Services, that defines and measures personalized learning at Algonquin College, drafted and presented to College's Board of Governors by Q4.

At-risk Learners Supported

- ◆ AS 1.1 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- ◆ 1.1 b) Current state benchmarks established by Q1.
- 1.1 c) Software systems for collecting and tracking at-risk learner related data investigated by Q2.
- ◆ 1.1 d) Employee training program established by Q2.

Learning Management System (LMS) Logins

- AS 1.2 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 1.2 b) Learning Management System policy AA42 reviewed by Q1.
- 1.2 c) Learner Management System user requirements analysis completed by Q2.
- 1.2 d) Comprehensive faculty support plan for key education technologies in use at the College developed and implemented by Q4.
- 1.2 e) Request for Proposal issued and single College-wide Learning Management System selected by Q4.

Class Attendance

- AS 1.3 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 1.3 b) Current state and benchmarks established by Q1.
- 1.3 c) Future state and targets established by Q2.

Goal 2: Lead the college system in Co-op and experiential learning. (Internal Business Process)

Students Enrolled in Co-op

- IS 2.0 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 2.0 b) Benefits of applying for Canadian Association for Co-Operative Education (CAFCE) accreditation reviewed by Q2.
- ▲ 2.0 c) Applied Research, Innovation and Entrepreneurship strategy updated and presented to ACET by Q2.
- ▲ 2.0 d) Applied Research Annual Report presented to ACET by Q2.
- 2.0 e) Tool to assess the quality of Co-op and Work Integrated Learning (WIL) activities in programs of study developed by Q3.

Programs with a Co-op Stream

- ◆ AS 2.1 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- ◆ 2.1 b) Current state and benchmarks established by Q2.
- ◆ 2.1 c) Future state and targets established by Q3.

Enrolled Co-op Students Completing a Work Term within the Year

- IS 2.2 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 2.2 b) Framework for the creation of co-op positions at Algonquin College completed, in consultation with union partners by Q2.
- 2.2 c) Co-op hiring process reviewed by Q2.
- 2.2 d) Employer focused Co-Op marketing campaign.
- 2.2 e) New Learning Enterprise in the Academic Area created by Q4.

Employer Leads Passed on to the Co-op Office by College Employees

- ◆ IS 2.3 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 2.3 b) Employee training program for identifying and passing on leads to the Co-op Office developed and launched by Q2.
- 2.3 c) System for employees to pass on leads to the Co-op Office developed by Q2.

Legend

- Completed and in progress to reach target
- ▲ Measures that may be delayed in reaching target
- Measures that may be at risk in reaching target
- ◆ Measures that will not reach target by

- AS Academic Services
- SS Student Services
- IS Innovation and Strategy
- FA Finance and Administration

- HR Human Resources
- CME Communications, Marketing & External Relations
- II Indigenous Initiatives

2017-18 Business Plan Quarterly Update
Fourth Quarter Dashboard Report

Goal 3: Attain national standing in quality, impact, and innovation by each school and service. (Internal Business Process)

Willingness to Recommend (Net Promoter Score)

- IS 3.0 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 3.0 b) Enterprise level "Willingness to Recommend" survey tool researched and costed for recommendation to ACLT by Q2.
- AS 3.0 c) Program Advisory Committee 2016-2017 Review recommendations implemented by Q3.
- 3.0 d) Five-year cyclical quality audit site visit of June 2016 recommendations implemented by Q4.
- CME 3.0 e) 50th Anniversary Plan implemented by Q4.

Process Improvements Implemented/Value Stream Maps Completed

- IS 3.1 a) A3 - Plan Do Study Adjust Plan completed by Q1. 200 Process improvements implemented.
- b) Lean Management Strategy developed and presented to the Board of Governors by Q1.
- ◆ 3.1 c) Information Technology Plan completed by Q2.
- 3.1 d) Customer Relationship Management (CRM) Plan developed by Q1.
- 3.1 e) Business Intelligence Plan, with a focus on Lean Management and enrolment activity completed by Q2.
- FA 3.1 f) Internal Control over Financial Reporting Plan developed by Q4.
- 3.1 g) E-texts Plan and Risk Assessment completed by Q2.
- SS 3.1 h) Class Scheduling Solutions (Infosilem) launched in Q2.
- 3.1 i) Student Information System requirements gathering completed by Q3.
- 3.1 j) Net Tuition implementation, including Student Awards Management System completed by Q4.

Goal 4: Become an integral partner to our alumni and employers. (Customer)

Alumni Engagement

- SS 4.0 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 4.0 b) Existing alumni interactions across the College audited to identify areas for improvement by Q3.
- 4.0 c) System to track and manage alumni interactions implemented by Q4.
- 4.0 d) Plan for increasing awareness of alumni engagement opportunities further enhanced and implemented by Q4.

Alumni Contacts Passed on to the Alumni Office by College Employees

- SS 4.1 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 4.1 b) System for employees to pass on leads to the Alumni Office developed by Q2.

Goal 5: Enhance Algonquin's global impact and community social responsibility. (Financial)

Net Contribution

- FA 5.0 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 5.0 b) Opportunities to improve productivity identified, assessed and prioritized by Q1.
- ◆ 5.0 c) Implementation of Project Fusion/Workday completed on time and on budget with process efficiency metrics developed by Q4.
- IS 5.0 d) Potential framework and process for measuring productivity investigated and tested by Q4.
- 5.0 e) Potential framework and process for measuring time saved through process improvement and lean initiatives presented to ACET by Q4.

Domestic Post Secondary Education Enrolments

- AS 5.1 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 5.1 b) Marketing, recruitment, admissions, academic advising and early alert/intervention processes enhanced through Lean methodology, under the guidance of Strategic Enrolment Management (SEM) by Q4.
the guidance of Strategic Enrolment Management (SEM) by Q4.

2017-18 Business Plan Quarterly Update
Fourth Quarter Dashboard Report

Aboriginal Post Secondary Education Enrolments

- II 5.2 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 5.2 b) Process for collecting and reporting Aboriginal learner self-identification completed by Q4.
- 5.2 c) Indigenous initiatives multi-year strategic plan, that includes caring for community partnerships and an environmental scan to understand their needs, completed by Q4.

International Post Secondary Education Enrolments

- IS 5.3 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 5.3 b) First year of India Market Entry Strategy implemented by Q1.
- 5.3 c) International Digital Marketing position created and filled by Q1.
- 5.3 e) International Marketing Plan updated Q3.

Revenue: Funded Activity, College Ancillary Services, International Education Centre, Contract and Other Non-Funded Activity

- ◆ FA 5.4 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- ▲ 5.4 b) College Ancillary Services Strategic Plan updated and presented to ACET by Q4.
- IS 5.4 c) Contract Training revenue-share model investigated and options for improvement identified and presented to ACLT by Q4.
- CME 5.4 d) Government Relations Plan implemented by Q4.

Foundation Revenue

- ◆ SS 5.5 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 5.5 b) Prospect lists for all solicitations established and prospect plan launched (target number of visits per week) by Q1.
- 5.5 c) Fundraising projects prioritized by Q2.
- 5.5 d) Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship campaign launched by Q2.

Goal 6: Be recognized by our employees and the community as an exceptional place to work. (Learning & Growth)

Employee Engagement

- HR 6.0 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- ◆ 6.0 b) Communication Plan in support of AC People Plan developed by Q2.
- 6.0 c) Approved recommendations from 2016 Part-time Task Force and Employee Mobility Task Force implemented by Q4.
- 6.0 d) College-wide Employee Engagement Plan and Department Level Plans to address findings of the 2017 Employee Engagement Survey developed by Q4.
- ◆ 6.0 e) Review conducted and resourcing plan developed to reduce vacancy rate and optimize the ratio of full-time to non-full time employees by Q4.

Annual Performance Reviews Completed On-time, including the Development of Professional Development Plans. (Note: In the first year the focus will be on Administrative employees, expanding to Support Staff and Faculty in future years.)

- HR 6.1 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- ◆ 6.1 b) College-wide Employee Performance Development Framework and supporting programs created by Q1.
- ◆ 6.1 c) Standard operating procedure/process established and confirmed by ACLT by Q2.
- ◆ 6.1 d) Accountability framework established by Q2.
- 6.1 e) Cross-over plan from current Employee Performance Development Program tracking systems to Workday confirmed by Q2.

Employee Communication Matrix

- CME 6.2 a) A3 - Plan Do Study Adjust Plan completed by Q1.
- 6.2 b) Coat of Arms revealed and implementation plan drafted by Q1.
- 6.2 c) Conduct employee research to understand user expectations, needs and requirements by Q2.
- ◆ 6.2 d) Internal employee communications plan developed and implemented by all departments by Q3.
- 6.2 e) President Messaging Plan drafted and implemented by Q3.

**2017-18 Business Plan
Fourth Quarter Exception Report**

7.1 Appendix B

2017-22 Strategic Goals	2017-18 Metric	2017-18 Target	2017-18 Initiative/Leveraged Action	ACET Member	Status	Comments for First Quarter
Learner Driven Goal #1: Establish Algonquin as the leader in personalized learning across all Ontario colleges. (Customer)	Student Retention	87.5%	1.0 b) Learner Driven Plan, led by working group co-chaired by the Senior Vice President Academic Services and Vice President Student Services, that defines and measures personalized learning at Algonquin College, drafted and presented to the College's Board of Governors by Q4.	C. Brulé /L. Stanbra		b) Not Completed. Due to the Academic Employee labour disruption, the Learner Driven Plan development was postponed. The Board has approved this as a deliverable for the 2018-2019 Business Plan.
Learner Driven Goal #1: Establish Algonquin as the leader in personalized learning across all Ontario colleges. (Customer)	At-risk Learners Supported	NA	1.0 a) A3 - Plan Do Study Adjust Plan completed by Q1.	C. Brulé		a) Not Completed. Due to the Academic Employee labour disruption, this initiative is deferred to 2018-2019.
Learner Driven Goal #1: Establish Algonquin as the leader in personalized learning across all Ontario colleges. (Customer)	At-risk Learners Supported	NA	1.1 b) Current state benchmarks established by Q1.	C. Brulé		b) Not Completed. Due to the Academic Employee labour disruption, this initiative is deferred to 2018-2019.
Learner Driven Goal #1: Establish Algonquin as the leader in personalized learning across all Ontario colleges. (Customer)	At-risk Learners Supported	NA	1.1 d) Employee training program established by Q2	C. Brulé		d) Not Completed. Employee training program deferred to 2018-2019.
Innovation and Quality Goal #2: Lead the college system in Co-op and experiential learning. (Internal Business Process)	Students enrolled in Co-op	20%	2.0 c) Applied Research, Innovation and Entrepreneurship strategy updated and presented to ACET by Q2.	D. Wotherspoon		c) Not Completed. Due to the Academic employee labour disruption, this initiative is deferred to 2018-2019.
Innovation and Quality Goal #2: Lead the college system in Co-op and experiential learning. (Internal Business Process)	Students enrolled in Co-op	20%	2.0 d) Applied Research Annual Report presented to ACET by Q2.	D. Wotherspoon		Delayed. This initiative will be completed by the end of Q1 2018-2019.
Innovation and Quality Goal #2: Lead the college system in Co-op and experiential learning. (Internal Business Process)	Programs with a Co-op Stream	33	2.1 a) A3 - Plan Do Study Adjust Plan completed by Q1.	C. Brulé		a) Not Completed. Due to the Academic Employee labour disruption, this initiative is deferred to 2018-2019.
Innovation and Quality Goal #2: Lead the college system in Co-op and experiential learning. (Internal Business Process)	Programs with a Co-op Stream	33	2.1 b) Current state and benchmarks established by Q2.	C. Brulé		b) Not Completed. Due to the Academic Employee labour disruption, this initiative is deferred to 2018-2019.

2017-22 Strategic Goals	2017-18 Metric	2017-18 Target	2017-18 Initiative/Leveraged Action	ACET Member	Status	Comments for First Quarter
Innovation and Quality Goal #2: Lead the college system in Co-op and experiential learning. (Internal Business Process)	Programs with a Co-op Stream	33	c) Future state and targets established by Q3.	C. Brulé		c) Not Completed. Due to the Academic Employee labour disruption, this initiative is deferred to 2018-2019.
Innovation and Quality Goal #2: Lead the college system in Co-op and experiential learning. (Internal Business Process)	Employer Leads Passed on to the Co-op Office by College Employees	500	2.3 a) A3 - Plan Do Study Adjust Plan completed by Q1.	D. Wotherspoon		a) Not Completed. Due to the Academic Employee labour disruption and a shift in priorities the target was not achieved. The number of leads provided to the co-op department increased from 25 to 101.
Innovation & Quality Goal #3: Attain national standing in quality, impact, and innovation by each school and service. (Internal Business Process)	Process Improvements Implemented Value Stream Maps Completed	200 40	3.1 a) A3 - Plan Do Study Adjust Plan completed by Q1.	D. Wotherspoon		Not Completed. Over 200 process improvements were implemented however, only twelve value stream maps were completed by March 31, 2018.
Innovation & Quality Goal #3: Attain national standing in quality, impact, and innovation by each school and service. (Internal Business Process)	Process Improvements Implemented Value Stream Maps Completed	200 40	3.1 c) Information Technology Plan completed by Q2.	D. Wotherspoon		d) Not completed. Due to the Academic Employee labour disruption this initiative is deferred to 2018-2019.
Sustainable Goal #5: Enhance Algonquin's global impact and community social responsibility. (Financial)	Net Contribution	3.3%	5.0 c) At risk. Updates on Workday to be provided in separate report to the Board of Governors.	C. Frederick		c) Not completed. To be completed in 2018-2019.
Sustainable Goal #5: Enhance Algonquin's global impact and community social responsibility. (Financial)	a) Funded Activity	\$236.9M	5.4 a) A3 - Plan Do Study Adjust Plan completed by Q1.	D. McNair		a) Not Completed. To be completed in 2018-2019.
Sustainable Goal #5: Enhance Algonquin's global impact and community social responsibility. (Financial)	Foundation Revenue	\$3.47 M	5.5 a) A3 - Plan Do Study Adjust Plan completed by Q1.	L. Stanbra		a) Not completed. To be completed in 2018-2019 to align with the new 2019-2022 Fundraising Strategic Planning Process.
People Goal #6: Be recognized by our employees and the community as an exceptional place to work. (Learning & Growth)	Employee Engagement	62%	b) Communication Plan in support of AC People Plan developed by Q2.	C. Frederick		b) Not Completed. Communication Plan to be developed with the Communications department support in 2018-2019.

2017-22 Strategic Goals	2017-18 Metric	2017-18 Target	2017-18 Initiative/Leveraged Action	ACET Member	Status	Comments for First Quarter
People Goal #6: Be recognized by our employees and the community as an exceptional place to work. (Learning & Growth)	Employee Engagement	62%	6.0 e) Review conducted and resourcing plan developed to reduce vacancy rate and optimize the ratio of full-time to non-full-time employees by Q4.	C. Frederick		e) Not Completed. The ratio of full-time to non full-time employees was questioned by the Academic bargaining unit. A Provincial Task Force was established and tasked with the review of appropriate staffing models, faculty complement.
People Goal #6: Be recognized by our employees and the community as an exceptional place to work. (Learning & Growth)	Annual Performance Reviews Completed On-time, including the Development of Professional Development Plans (Note: In the first year the focus will be on Administrative employees, expanding to Support Staff and Faculty in future years)	75%	b) College-wide Employee Performance Development Framework and supporting programs created by Q1.	C. Frederick		b) Not Completed. Work is continuing and will be completed in 2018 -2019.
People Goal #6: Be recognized by our employees and the community as an exceptional place to work. (Learning & Growth)	Annual Performance Reviews Completed On-time, including the Development of Professional Development Plans (Note: In the first year the focus will be on Administrative employees, expanding to Support Staff and Faculty in future years)	75%	c) Standard operating procedure/process established and confirmed by ACLT by Q2.	C. Frederick		c) Not Completed. Work is continuing and will be completed in 2018 -2019.
People Goal #6: Be recognized by our employees and the community as an exceptional place to work. (Learning & Growth)	Annual Performance Reviews Completed On-time, including the Development of Professional Development Plans (Note: In the first year the focus will be on Administrative employees, expanding to Support Staff and Faculty in future years)	75%	d) Accountability framework established by Q2.	C. Frederick		d) Not Completed. Work is continuing and will be completed in 2018 -2019.
People Goal #6: Be recognized by our employees and the community as an exceptional place to work. (Learning & Growth)	Annual Performance Reviews Completed On-time, including the Development of Professional Development Plans (Note: In the first year the focus will be on Administrative employees, expanding to Support Staff and Faculty in future years)	75%	d) Internal employee communications plan developed and implemented by all departments by Q3.	S. Anderson		d) Not completed. Delayed until 2018-19.

METRICS DEFINITION

#	Goal	Metric	Definition	Cadence	Data System and Field Source	ACET Responsibility	Manager Responsibility
1.0	Goal #1: Learner Driven	Student Retention	Percentage of eligible Post-Secondary Education students enrolled at the College Day 10 of the Fall term who remain enrolled Day 10 in the following term across all levels. Eligible students are domestic and international full-time and part-time students registered in certificate, diploma, advanced diploma, degree and graduate certificate programs.	Term	GeneSIS, Term_ Comp Report from RO	Sr. VP Academic	ED Academic Operations and Planning
1.1	Goal #1: Learner Driven	At-risk Learners Supported	Percentage of unique at-risk students who are supported over the total number of at-risk students identified. <ul style="list-style-type: none"> At-risk learner is defined as a level 01 (first term) student who self-identifies or whose administrator and/or faculty identifies as more likely than typical students to withdraw from Algonquin during their first term. Supporting - defined as an interaction in which an institutional representative gives insight, advice, or direction to a student about an academic or professional development matter. The nature of this interaction may be to inform, counsel, coach or mentor. 	Weekly	A. At-risk learner attributes may include (but not limited to): a) High school English and math grades (OCAS-Cognos) b) Program choice (OCAS - Cognos) c) AC Start and AC Day 1 orientation attendance (data system / source TBD) d) Class attendance (Learning Management System - attend_value) e) Learning Management System login activity (LMS - last_login) f) Grades for assignments (Learning Management System - grade) g) Fees outstanding or financial encumbrance (GeneSIS) C. Reporting of counselling events (TBD - currently there is no system to track and report counselling events. Possible options are Salesforce or a future student success and retention system).	Sr. VP Academic	ED Academic Operations and Planning
1.2	Goal #1: Learner Driven	Learning Management System (LMS) Logins	The ratio of students who entered their user name and password to login to the Learning Management System as a whole (not just to access the Learning Management System for a particular class / course) compared to the total number of students, expressed as a percentage.	Weekly	Learning Management System (for faculty), COGNOS (for Administrators) Fact_Students_LMS_user_access	Sr. VP Academic	ED Academic Operations and Planning
1.3	Goal #1: Learner Driven	Class Attendance	The sum of the individual percentage of class attendance divided by the total classes for the day. <ul style="list-style-type: none"> A Class is a scheduled activity or event (irrespective of length of time) for a course section. Class registrations are the number of FT & PT students registered in a course section. Attendance is the percentage of FT & PT students who attended a class compared to the total class registration. 	Daily	Learning Management System (Fact_Student_Attendance via BlackBoard) Syllabus (Software used by RO for timetabling)	Sr. VP Academic	ED Academic Operations and Planning
2.0	Goal #2: Quality and Innovation	Students Enrolled in Co-op	Percentage of all Full-time students who are registered in certificates, diplomas, advanced diplomas, degrees and graduate certificates with a co-op option.	Monthly	Cognos Business Intelligence Tools / Genesis	VP Innovation and Strategy	Manager Co-op Education
2.1	Goal #2: Quality and Innovation	Programs with a Co-op stream	Number of post-secondary vocational programs that have one or more co-operative education semester(s) as part of, or a stream of the program of study.	Term	GeneSIS, Field "03" in Program Code (e.g. 0150X03FWO)	Sr. VP Academic	Dean Academic Development
2.2	Goal #2: Quality and Innovation	Enrolled Co-op Students Completing a Work Term within the Year	Percentage of all Full-time students registered in certificates, diplomas, advanced diplomas, degrees and graduate students with a co-op option who completed a minimum of one co-op work term within the year.	Monthly	Cognos Business Intelligence Tools / Genesis	VP Innovation and Strategy	Manager Co-op Education
2.3	Goal #2: Quality and Innovation	Employer Leads Passed on to the Co-op Office by College Employees	Number of Co-op leads passed on to Co-op Office by College employees.	Monthly	Cognos Business Intelligence Tools. ITS to support creation of tracking tool for use in 2017/18.	VP Innovation and Strategy	Manager Co-op Education

#	Goal	Metric	Definition	Cadence	Data System and Field Source	ACET Responsibility	Manager Responsibility
3.0	Goal #3: Innovation & Quality	Willingness to Recommend (Net Promoter Score)	Recorded annually as part of the Colleges Ontario Key Performance Indicators (KPI) survey.	Annually	COGNOS, Report KPI0001	Sr. VP Academic	ED Academic Operations and Planning
3.1	Goal #3: Innovation & Quality	Process Improvements Implemented	Number of process improvements submitted as implemented to the Lean Office	Daily	ITS to support creation of tracking tool for use in 2017/18.	VP Innovation and Strategy	Manager Business Process Review
3.2	Goal #3: Innovation & Quality	Value Stream Maps Completed	Number of Value Stream Maps submitted to the Lean Office	Daily	ITS to support creation of tracking tool for use in 2017/18.	VP Innovation and Strategy	Manager Business Process Review
4.0	Goal #4: Connected	Alumni Engagement	Percentage of Alumni with contactable data with whom the College interacts, including; <ul style="list-style-type: none"> ● On-campus (meetings, visits, committees, lectures/panels, events) ● Off-campus (meetings, events, activities, ad hoc discussion) ● Donations, pledges or sponsorship ● College initiated outreach (feature story, award nomination, etc.) ● Alumni Customer Service –interaction from alumni through web, twitter, LinkedIn, phone, drop in when they are looking for information or support 	Daily	1) Raiser's Edge is possible 2) Raiser's Edge is possible 3) Raiser's Edge 4) Raiser's Edge, Marketo, Outlook, Phone 5) Excel, Raiser's Edge	VP Student Services	Manager Alumni Relations
#	Goal	Metric	Definition	Cadence	Data System and Field Source	ACET Responsibility	Manager Responsibility
4.1	Goal #4: Connected	Alumni Contacts Passed on to the Alumni Office by College Employees	Number of Alumni contacts passed on to Alumni Office - A combination of: Names, year of graduation, email, work address etc. <ul style="list-style-type: none"> ● Self-declaration (contact us to provide their information) ● College initiated information (a department or an employee provides found information) 	Daily	1) Raiser's Edge 2) Raiser's Edge	VP Student Services	Manager Alumni Relations
5.0	Goal #5: Sustainable	Net Contribution	Operating revenues less operating expenditures on a modified cash flow basis. *Under a modified cash flow basis the following cash outflows are treated as expenditures: - principal portion of debt service payments - contributions to reserves - purchases of assets that will be capitalized on the balance sheet The following cash inflows are treated as revenues: - capital grants that will be recorded as deferred capital contribution on the balance sheet The following items are excluded from the calculation: - depreciation expense, amortization of deferred capital contributions, change in vacation liability, impact of capitalizing assets and capital grants *NOTE: this portion of the definition is required for Finance Dept staff only - applies at the College roll-up level, not required knowledge for other administrators	Monthly	Cognos Business Intelligence Financial Reporting Tool: - Funded Activity - College Ancillary Services - International Education Centre - Contract and Other Non-Funded Activity	VP Finance and Administration	Director Finance and Administrative Services
5.1	Goal #5: Sustainable	Domestic Post Secondary Education Enrolments	Full-Time students registered in certificates, diplomas, advanced diplomas, degrees and graduate certificates, whose status in Canada is Citizen, Landed Immigrant, Diplomat, or any other status requiring Canadian fees assessment. This excludes part-time, apprenticeship, tuition short (or equivalent) and joint collaborative degree program student registrations.	Daily	GeneSIS, RO Report Reg001	Sr. VP Academic	ED Academic Operations and Planning

#	Goal	Metric	Definition	Cadence	Data System and Field Source	ACET Responsibility	Manager Responsibility
5.2	Goal #5: Sustainable	Aboriginal Post Secondary Education Enrolments	Full-Time students registered in certificates, diplomas, advanced diplomas, degrees and graduate certificates, who self identify as Aboriginal. This excludes part-time, apprenticeship, tuition short (or equivalent) and joint collaborative degree program student registrations.	Daily	GeneSIS, RO Report	ED Indigenous Initiatives	Manager, Indigenous Initiatives
5.3	Goal #5: Sustainable	International Post Secondary Education Enrolments	Full-Time students registered in certificates, diplomas, advanced diplomas, degrees and graduate certificates whose status in Canada is International Student, Temporary Visitor, or any other status requiring Non-Canadian fees assessment. This excludes part-time, apprenticeship, tuition short (or equivalent) and joint collaborative degree program student registrations.	Daily	GeneSIS, RO Report Reg001	VP Innovation and Strategy	Director International Education Centre
5.4	Goal #5: Sustainable	Revenues	Operating revenues associated with: - Funded Activity - College Ancillary Services - International Education Centre - Contract and Other Non-Funded Activity	Daily	Cognos Business Intelligence Financial Reporting Tool: - Funded Activity - College Ancillary Services - International Education Centre - Contract and Other Non-Funded Activity	VP Finance and Administration	Acting Director Finance and Administration
5.5	Goal #5: Sustainable	Foundation Revenue	Funds received from: - cash donations - fair market value of in-kind donations - endowment revenues - sponsorship revenues from Foundation events - affinity partner revenue	Daily	Raiser's Edge	VP Student Services	Executive Director, Algonquin College Foundation
6.0	Goal #6: People	Employees Engagement	Percentage of engaged employees as measured in the employee engagement survey (AON Hewitt)	Every 2 years (Annually being explored)	Engaged employees are those whose average response to the six specific questions (which assess "Say, Stay, Strive") in AON Hewitt survey is 4.5 or more (i.e., on average, they agree or strongly agree with the six questions).	VP Human Resources	Manager Organizational Effectiveness
6.1	Goal #6: People	Annual Performance Reviews Completed On-time, Including the Development of Professional Development Plans	Percentage of all eligible Administrative employees who have an annual performance review completed on-time, including the development of professional development plans (Note: In the first year the focus will be on Administrative employees, expanding to Support Staff and Faculty in future years).	Quarterly	Tracking of Admin employees in Halogen for first half of 2017-18, transitioning to all employees in Workday in Q3 2017/18.	VP Human Resources	Manager Organizational Effectiveness
6.2	Goal #6: People	Employee Communication Matrix	Matrix measure combining number of MyAC posts & time on posts	Monthly	The number of myAC posts submitted by employees as tracked through Salesforce Communities	ED Communications, Marketing and External Relations	ED Communications, Marketing and External Relations
		Metrics for future consideration ● Case response time ● Productivity ● Time saved ● Daily Huddles held ● Daily Huddles employee satisfaction					

Report title:	Annual Report and Progress Against Strategic Plan 2017-2022
Report to:	Board of Governors
Date:	June 11, 2018
Author/Presenter:	Scott Anderson, Executive Director, Communications, Marketing, and External Relations

1. RECOMMENDATION:

THAT the Board of Governors approves the 2017-2018 Algonquin College Annual Report.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors fulfills its annual requirement to the Ministry of Advanced Education and Skills Development by submitting an Annual Report. This 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 an annual report. The report must be approved by the Board of Governors and submitted to the Ministry. It also must be made available to the public.

Further guidance for the Annual Report content and prescribed layout is provided in the Ministry of Advanced Education and Skills Development Annual Report Operating Procedure. This Procedure is given in Appendix B: Ministry of Advanced Education and Skills Development 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 supporting student and employee success. The draft Annual Report is attached as Appendix A: 2017-2018 Draft Annual Report.

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:

In alignment with 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
- Initiatives for Indigenous learners
- Student awards and achievements

7. FINANCIAL IMPACT:

Ministry guidelines require College staff to include audited financial statements as well as a narrative on College financial sustainability efforts.

8. HUMAN RESOURCES IMPACT:

The Annual Report highlights the College’s efforts to improve labour relations and outlines the People Plan and the Employee Engagement Survey. It also notes updates on Workday, employee awards, and employee philanthropy. Notably, the fact that the College has been named a top 25 employer of the National Capital Region for the fifth consecutive year is included.

Charts included in the report identify the following 2017-2018 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:

Upon approval, the Annual Report will be posted to the reporting section of the College's website and posted to myAC, the College's internal communications portal, for review by 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: 2017-2018 Draft Annual Report
Appendix B: Ministry of Advanced Education and Skills Development Annual Report Operating Procedure



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

Report title:	Freedom of Information and Protection of Privacy Act 2017 Annual Report
Report to:	Board of Governors
Date:	June 11, 2018
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 2017 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 2017.

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 provides the right to request access to recorded information held by government organizations subject to specific exemptions.

4. DISCUSSION:

In 2017, there were 11 Freedom of Information requests received. Of those requests, nine were processed within the statutory time limit. Two requests were not processed within the statutory time limit due to the volume of records being greater than anticipated and this was communicated appropriately to the requesters.

The report includes three incidents of inconsistent use of information. These related to a lost cell phone, a stolen laptop off campus and an incident involving the inappropriate use of protected information from another institution by one of our faculty for teaching purposes. Further, the report includes an instance of a late response. This related to a complex retrieval for which only minimal time was available for response. In this case, both the Information and Privacy Commissioner Office and counsel were advised in advance.

Details of the annual report are provided in Appendix A: Freedom of Information and Protection of Privacy Act 2017 Annual Report.

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 net of \$980 in fees have been collected from requesters, not including \$105 in waived fees. Fees cover only a portion of the costs associated with responding to requests.

One request consumed considerable staff and legal resources to complete and involved a release of over 6,000 pages of documentation. The requester, an Algonquin College student, asked that any fees beyond the \$930 deposit be absorbed by the College, which was agreed to by the College.

8. HUMAN RESOURCES IMPACT:

Impacts to human resources are minor when considering the overall College business activity.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This report addresses the regulatory requirement for the Freedom of Information and Protection of Privacy Act. The completion of the Information and Privacy Commissioner’s 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 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 2017 has been completed and submitted as required.

Respectfully submitted:



Duane McNair
Vice President, Finance & Administration

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Freedom of Information and Protection of Privacy Act 2017 Annual Report



The Year-End Statistical Report
for the
Information and Privacy Commissioner of Ontario

**Statistical Report of
Algonquin College
for the Reporting Year 2017**

under the
Freedom of Information and Protection of Privacy Act

Section 1: Identification

1.1	Organization Name	Algonquin College
	Head of Institution Name & Title	Peter Nadeau, Chair of Algonquin College Board of Governors
	Head of Institution E-mail Address	nadeaup@algonquincollege.com
	Management Contact Name & Title	Duane McNair, VP Finance and Administration
	Management Contact E-mail Address	mcnaird@algonquincollege.com
	Primary Contact Name & Title	Peter Leland, Risk Manager
	Primary Contact Email Address	lelandp@algonquincollege.com
	Primary Contact Phone Number	6137274723 ext. 2110
	Primary Contact Fax Number	
	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.	3
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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 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
3	8
3	7

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
2	3
1	1
0	0
0	1
0	0
0	1
0	1
0	0
3	7

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
3	6
0	1
0	0
0	0
3	7

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:

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.

Section 6: Compliance with the Act

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

- 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.
- 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.
- 6.3** Total requests (Add Boxes 6.1 + 6.2 = 6.3)

	Personal Information	General Records
6.1	3	5
6.2	0	1
6.3	3	6

B. Both a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) Issued

- 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)).
- 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)).
- 6.6** Total requests (Add Boxes 6.4 + 6.5 = 6.6)

	Personal Information	General Records
6.4	0	1
6.5	0	0
6.6	0	1

C. Only a Notice of Extension (s.27(1)) Issued

- 6.7** Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)).
- 6.8** Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)).
- 6.9** Total requests (Add Boxes 6.7 + 6.8 = 6.9)

	Personal Information	General Records
6.7	0	0
6.8	0	0
6.9	0	0

D. Only a Notice to Affected Person (s.28(1)) Issued

- 6.10** Number of requests completed within the time limits permitted under both the Notice to Affected Person (s.28(1)).
- 6.11** Number of requests completed in excess of the time limit permitted by the Notice to Affected Person (s.28(1)).
- 6.12** Total requests (Add Boxes 6.10 + 6.11 = 6.12)

	Personal Information	General Records
6.10	0	0
6.11	0	0
6.12	0	0

E. Total Completed Requests (sections A to D)

- 6.13** Total requests (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = 6.13)

	Personal Information	General Records
6.13	3	7

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.

Freedom of Information responsibilities were transferred to a new member within the institution. Training caused delays in meeting the statutory time limit. Over 100 complex records, responsive to this request, were processed and the expected delay was mentioned to the IPC during medication process. Further training and adjustments were made to ensure future requests are processed within the statutory time limit.

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	3	3
7.2 Information disclosed in part	0	1
7.3 No information disclosed	0	2
7.4 No responsive records exists	0	1
7.5 Request withdrawn, abandoned or non-jurisdictional	0	1
7.6 Total requests (Add Boxes 7.1 to 7.5 = 7.6)	3	8

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	1
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	1
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	2
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	4

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	2	2
9.2.1 Total dollar amount of application fees collected	\$0.00	\$30.00	\$30.00
9.2.2 Total dollar amount of additional fees collected	\$0.00	\$950.00	\$950.00
9.2.3 Total dollar amount of fees collected (Add Boxes 9.2.1 + 9.2.2 = 9.2.3)	\$0.00	\$980.00	\$980.00
9.3 Total dollar amount of fees waived	\$15.00	\$90.00	\$105.00

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	950	950
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	950	950

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 from the Chair
Board of Governors Meeting
June 11, 2018**

One Day – Three Great Events, May 3, 2018

On May 3, Algonquin College celebrated the Grand Opening of the DARE District and the College's 50th Anniversary Birthday Bash in the afternoon, and the 50th Anniversary Fundraising Gala in the evening. Three hundred and fifty people attended the fundraising gala, which was staged by the Algonquin College Foundation with the support of nearly a dozen sponsors.

Welcome to all Governors Elect

I am pleased to welcome our new Governors-elect:

EXTERNAL

Jeff Darwin

Jeff is a proud graduate of Algonquin College, and the President and CEO of Darwin Management consulting. A former Board of Director for the Algonquin College Foundation, Jeff is a polished executive connector with many years of operational, revenue development, and stakeholder engagement experience in local professional service environments. He has held various commercial banking and business development roles for Scotiabank where he led a large, multi-disciplined teams of up to 420 people as Vice President. Jeff is a recipient of the Queen Elizabeth II Diamond Jubilee Medal. Other major personal charitable affiliations are the Queensway Carleton Hospital Foundation, Ottawa Sport Council, and Habitat for Humanity, Global Village.

Wayne Johnson

Wayne is a resident of Perth, Ontario and is the Sole Proprietor of WJ Consulting. He is the former Senior Vice President and Chief Human Resources Officer at Maple Leaf Foods where he was accountable for all aspects of Human Resources and Labour Relations worldwide. He is currently a Board of Director for the Perth and Smiths Fall District Hospital and a board member at the Lanark County Mental Health Community advisory Board. In 2015-2016, he served as the Federal Returning Officer for the Lanark, Frontenac, and Kingston electoral district.

INTERNAL GOVERNORS

Enrico De Francesco – Academic Staff Representative

Enrico is a Professor at the School of Hospitality and Tourism and has been an employee of the college since 1989. He teaches and coordinates the Hotel and Restaurant operation management, Bartending, and Sommelier programs. In 2010, he was elected to sit on the College Academic Council and served as Chair for two years. He is a member of the Local Executive Committee and have been a union representative in his area for the past eight years.

Shubham Paudel - Student Representative

Shubham is an international student of Algonquin College in the Business Management and Entrepreneurship program. His goal is to connect the College community by bridging cultural differences through respect and professionalism.

Reminders:

- **President's Board Dinner**

The President will host the end-of-year Board Dinner on Tuesday, June 26 at the Royal Ottawa Golf Club, 1405 Alymer Road, Gatineau, QC. 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.

- **2018 Spring Convocation Ceremonies**

Convocation dates are as follows:

Pembroke – June 01

Perth – June 14

Ottawa – June 18, 19, 20, 2018. I thank all Governors in advance for their active participation in these important student and family celebrations.

- **September Board Retreat - September 16-17, 2018**

Governors are reminded of the September Board Retreat, which will be held in Perth, Ontario. The Retreat will begin at midday on Sunday, September 16 and will end at approximately 4:00 p.m. on Monday, September 17. The Board Office will book overnight accommodation for Governors at the Best Western Plus Perth Parkside Inn & Spa.

- **Colleges Ontario 2017 Higher Education Summit**

The 2018 Higher Education Summit will be in Toronto at the Sheraton Centre Hotel from November 24 to 26. The College Centre for Board Excellence will be hosting their Governor Orientation Session prior to the conference on November 24. 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 10 to develop the agenda for the September Board Retreat. The Governance Committee will finalize the Orientation Sessions for new Governors, scheduled for August 23 and September 16, and the Board Office will be busy with logistics for the Board and Committee meetings and activities that occur throughout the year.

2018-2019 Board Meeting Schedule

The schedule of Board meetings from September 2018 to June 2019 will be posted on the Board's SharePoint site. The 2018-2019 Board meetings, retreats and special events are as follows:

Meeting Schedule				
	Meeting #	Date	Location	Time
1.	509	Monday, October 22, 2018	T102 A&B	4:00 – 6:00 pm
2.	510	Monday, December 10, 2018	TBD	4:00 – 6:00 pm
3.	511	Monday, February 25, 2019	T102 A&B	4:00 – 6:00 pm
4.	512	Monday, April 15, 2019	T102 A&B	4:00 – 6:00 pm
5.	513	Monday, June 10, 2019 & AGM	T102 A&B	4:00 – 6:00 pm

Event Schedule	
Event	Date
Board of Governors Christmas Dinner	Mon. Dec. 03, 2018
Board of Governors' Spring Retreat	Sat. Mar. 23, 2019 (Tentative)
President's End-of-Year Dinner	Thu. Jun. 13, 2019

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:

Nancy Cheng (2012-2018) was elected to the Board of Governors in 2012, completing a six-year term of office. Nancy served as Chair of the Audit and Risk Management Committee from 2013-2018. We thank Nancy for her in-depth contribution to the Board and to the Audit and Risk Management Committee.

Shellee Fournier (2015-2018) was elected to the Board of Governors in 2015, completing a three year term of office. She was an active member of the Governance Committee from 2016 to 2017 and served as Chair of the Academic and Student Affairs Committee from 2017-2018.

Steven Heckbert (2015-2018) was elected as the Academic representative on the Board as of September 2017 and served on the Academic & Student Affairs Committee. We thank Steven for his dedicated service to the College and for the issues of interest to Faculty that he brought to the Board's attention.

Naina Kansal (2017-2018) was elected to the Board as the student representative in September 2017. Naina ensured that the student's voice was heard at the Board table and we thank Naina for her service to our Board and to the College community.

A BIG Thank you to all!

**Report from the President
Board of Governors Meeting
June 11, 2018**

Pre-budget submission

In the event the June election leads to a change in government, Colleges Ontario will prepare a submission to government for a possible provincial budget or economic update that could be tabled in the fall.

Position statements will be developed in areas such as deferred maintenance, funding equivalency for part-time activity, additional funding for small, northern, rural and mid-sized colleges, apprenticeship reform, and the provincial tuition policy for colleges. The document will be refined to align with the next government's goals and commitments.

Strategic Mandate Agreements – Algonquin led additional projects

Strategic mandate agreements for all Colleges and Universities have been submitted and accepted by the Ministry of Advanced Education and Skills Development.

Algonquin College management worked with the Ministry to develop two system wide projects. Both projects were accepted and funded to assist with administrative costs. Final progress reports will be submitted to the Ministry at the time of the development of the next Strategic Mandate Agreement.

The Projects are:**1. Education City**

All four postsecondary institutions in Ottawa submitted agreements containing the same statements about Education City. Algonquin College, Carleton University, La Cité Collégiale, and the University of Ottawa will engage collaboratively to create the "Education City with a Capital Advantage" – a unique collaboration of colleges and universities in the Ottawa region. This pilot project is intended to develop a unique learner-driven partnership focusing on the exploration and development of flexible, personalized education delivery and career pathways. The recipient and its partners will focus on:

- a. Joint promotion of the Education City with a Capital Advantage,
- b. Innovation in joint diploma/degree educational opportunities,
- c. Creation of a network of "research shops" across Ottawa, and
- d. Indigeneity and Indigenous ways of knowing.

Project Objectives

The recipient and its partners will work collectively on student recruitment and promotion of Ottawa as a destination for higher education. This project will offer college and university courses in Canada's two official languages and serve as a "living lab" for the collaborative model and exploration of flexible, personalized postsecondary education program delivery and career

pathways. Faculty members from each institution will be brought together to better understand the curricula of each institution and develop ideas for innovative approaches to joint diploma/degree education with laddering between qualifications. New educational opportunities (for example, stackable, non-degree credential offerings) will focus on developing the skills required to meet the highly skilled workforce needs of business and industry in Ottawa and Eastern Ontario.

Through the Education City, a network of research hubs will provide project-based work for students (supervised by faculty) in disciplines related to partner institutions' areas of strength with regard to occupational clusters. Each hub, or "research shop," will engage for-profit and not-for-profit businesses, community groups and organizations, and government in the Ottawa region.

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.

Desired Outcomes

Promotion

Joint promotion of the project is expected to increase enrolment for all four institutions, demonstrate new and existing opportunities for transfer from diploma to degrees and for post-degree diploma training, and improve retention and graduation rates.

Joint Educational Opportunities

Exploring and developing joint diploma/degree and laddering opportunities will identify innovations for the Education City to build upon. One possible area of exploration may be short, outcomes-based delivery providing stackable badges and certificates.

Research Shops

Education City will develop a network of research shops in key areas across the city of Ottawa. The recipient anticipates a significant increase in the number of projects that will engage students in experiential learning opportunities. Students' projects will be used to advertise the activities and abilities of the research shops to provide a service; and longer-term tangible financial benefits to the sponsoring organizations, the College/University involved, Education City, and the inventors through royalty revenue.

Knowledge Dissemination

The development and pilot for the Ottawa Education City concept will be documented and accompanied by research projects. The findings and knowledge gained will be disseminated via formal project reports, articles, webinars, conference presentations, and workshops. Where the Education City's work aligns with the goals of the Ontario Council on Articulation and Transfer (ONCAT), the recipient will share findings accordingly.

The recipient will develop working relationships with postsecondary education stakeholders outside of the Ottawa region during the development of the Education City concept. Relevant

stakeholders to consult include ONCAT, eCampus Ontario, and the Northern Colleges Collaborative Project.

2. Hub and Spoke Model

Algonquin College is planning to partner with Northern College and one other northern college to co-create a framework for a collaboration model for applied education. The framework would guide system design changes to support the long-term financial sustainability of postsecondary institutions and investment in deliberate experiments that can create new models for teaching and learning. The framework will seek to offer consistent quality, choice, and pathways to Algonquin, Northern and one other colleges' students. The model will better serve learners by offering an education that combines the strengths of different institutions and emphasizes hands-on, experiential learning with pathways to higher credentials that contribute to a learner's life-long learning goals and career progression.

Project Objectives:

1. Access for learners to a breadth of courses [programs?] delivered with consistent quality and applied research and experiential learning opportunities.
2. Avoid duplication and share the cost of expenses incurred for academic development and program delivery.
3. Pathways developed through advanced standing opportunities.
4. Inter-institutional use of resources.
5. Partnerships and potential sharing of resources and other efficiencies in all areas of operation of the colleges.
6. Reduced administrative burden and duplication in all areas of the colleges.

Project Scope:

1. Development of an agreement between Algonquin College, Northern and others that allow co-delivery of key program(s) either on-site or online specific to their regional needs and institutional strengths.
2. Identification of programs for pathway development through a review of affinity programming, mapping, existing pathway agreements, and labour market demand.
3. Explore establishing an incubator for faculty to experiment with a variety of technologies and pedagogies to support learning.
4. Develop a framework that would guide the implementation of the collaboration in all operations of the colleges.
5. Develop a work plan for submission to the Province.

Updates of the projects will be provided to the Board of Governors.

BOARD MANAGEMENT SUMMARY REPORT

June 11, 2018

<p>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.</p>	
<p>Strategic Direction</p>	
<p>Reporting Timeframe: March 13, 2018 to May 7, 2018</p>	
<p>LEARNER DRIVEN Goal 1: Establish Algonquin as the leader in personalized learning across all Ontario colleges.</p>	
<p>Summary Report from:</p>	<p>Activity</p>
<p>Academic</p>	<ul style="list-style-type: none"> • More than 150 incoming students attended Destination AC on May 4, 2018 at the Pembroke Campus. The event provided an experiential learning opportunity for students that included one-on-one meetings with program coordinators, as well as an opportunity to build a relationship with new students that prepares them for the start of the school year in September. • The faculty of the Electrical Apprenticeship program have implemented and incorporated digital learning into the program, allowing Interactive classes using iPads. This digital learning allows realtime data and feedback for faculty enabling them to adjust the curriculum quickly. • Two new Bachelor of Technology degrees, Digital Health and Business Systems Development, completed Postsecondary Education Quality Assessment Board Site Visits on March 20, 2018, receiving positive reviews. These programs will be jointly administered by the Faculty of Technology and Trades, the Faculty of Health and Community Studies, and the School of Business. • On April 26, 2018 as part of a digital inclusion research project funded by eCampus Ontario, Pat Lychak, Academic Manager, Online Learning, and Robert Jerome, Project Researcher, Kitigan Zibi Anishinabeg First Nation, engaged a focus group of six youths from the Wasa-Nabin, Urban Aboriginal Youth Program in Ottawa. This focus group is one of three held in April and May which informed an online delivery and wrap-around support model for Indigenous learners on- and off-reserve.
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> • Algonquin College hosted VIP guests at the Public Policy Forum Testimonial Dinner on April 12, 2018. This event is an excellent opportunity to network with business partners as well as provincial and federal politicians and office staff.
<p>Indigenous Initiatives</p>	<ul style="list-style-type: none"> • April 28, 2018, marked the tenth Anniversary for the Indigenous Post-Secondary Graduates Honouring Ceremony. Algonquin College, La Cite Collegiale, University of Ottawa, Carleton University, Heritage College, and the Cree

BOARD MANAGEMENT SUMMARY REPORT

June 11, 2018

	<p>Schoolboard, celebrated Indigenous graduates at The Canadian Museum of History. The ceremony culturally celebrates Indigenous learners’ successful educational journey before their family and friends.</p>
<p>Innovation and Strategy</p>	<ul style="list-style-type: none"> • Corporate Training staff developed a dashboard to serve as a learner driven initiative providing clients with a “real time” status of their progress through a corporate training credential. • International Education Centre staff hosted 85 new Level-1 students for spring orientation demonstrating a 50% increase over the same period last year. • With support from the Students’ Association/College Collaborative Committee, the Student Print Experience Huddle Team equipped with student empathy maps, developed actions to address students’ concerns. A roving huddle board visually represents progress against targets and is showcased weekly at student printer locations across campus. The aim is to positively influence student satisfaction with on campus printing (Willingness to recommend).
<p>Student Services</p>	<ul style="list-style-type: none"> • The Spring Open House was held on March 17, 2018. There was a 66% increase in registrations compared to the same time in 2017 (from 1,963 to 3,270). This increase reflects the demand following : <ul style="list-style-type: none"> ○ the cancellation of the 2017 Fall Open House due to the academic work stoppage, ○ the investment of marketing resources, and ○ enhanced promotional efforts for the Spring Open House. • Student Recruiters completed 170 presentations, 78 tours, and collected 1,770 prospective student leads. This represents a 12.2% increase in recruitment activities from last year and a 5.7% decline in leads. The activity increase includes more personalized outreach to improve the conversion rate of lead to applicant, with results in fewer leads per event. • The “Connections” recruitment event was held in Ottawa on May 2 to 4, 2018. This event showcased Algonquin College programs, services, and student life to students in grades 8, 10 and 11. On May 2 and 3, five school boards, 57 schools, 778 students, and 23 College programs participated in the two days of Grade 10 and 11 Connections events. On May 4, the grade eight connections event welcomed over 350 Ottawa students from the two local school boards to learn about 30 participating Algonquin College programs. This event continues to receive attention and interest from Algonquin College’s School Board partners and has achieved maximum registration each year since 2016. • Cumulatively, 33.6% more Algonquin students (from 9,603 to 12,833) received Ontario Student Assistance Program funding compared to the same time in 2017. This is greater than the 27% provincial increase in Ontario Student Assistance Program applications during the same period last year. This increase is attributed to College’s efforts to promote financial aid and student awards along with provincial promotion of net tuition, which results in receipt of non-repayable grant funding at the beginning of studies.

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	<ul style="list-style-type: none"> • Every year, the AC Hub honours student volunteers by recognizing the time, effort, and skills they donated to the all campuses of Algonquin College and global communities throughout the year. The seventh annual Student Volunteer Gala took place on March 27 at the Minto Hall of the Algonquin Centre for Construction Excellence. The event drew approximately 100 students, 30 community partners, and 20 employees from the Ottawa, Pembroke, and Perth communities, which is consistent with previous years. • Counsellors facilitated and supported multiple workshops/training sessions to staff and students. Five Health and Wellness Workshops were held with 78 staff and 138 students in participation; Counselling Services participated in Aspire AC events, with 125 Ottawa-Carleton District School Board students in attendance; and Counselling Services information booths were hosted at Make the Cut, Day of Pink, and Harm Reduction Awareness Week. • Harm Reduction Awareness Week was held during the week of March 12, with activities, events, information booths and guest speakers. • The Umbrella Project facilitated overdose prevention training at the Perth campus. Fifteen students and six staff completed their training. The Umbrella Project also facilitated three classroom presentations at the Ottawa campus, with 118 students in attendance. • Project Lighthouse facilitated classroom presentations at the Ottawa, Perth, and Pembroke campuses to 215 students. The initiative focused on sexual violence as well as facilitated campus events at all campuses with 155 students in attendance. The team also facilitated: <ul style="list-style-type: none"> ○ five workshops and programming across all campuses with 222 students in attendance;and ○ sexual violence response training to eight staff at the Ottawa campus. • Over 3,400 students from all three campuses completed the provincial Student Voices on Sexual Health Survey.
<p>INNOVATION AND QUALITY Goal 2: Lead the college system in co-op and experiential learning. Goal 3: Attain national standing in quality, impact and innovation within each school and service.</p>	
<p>Summary Report from:</p>	<p>Activity</p>
<p>Academic</p>	<ul style="list-style-type: none"> • On April 27, 2018, students in the Outdoor Adventure program made presentations about their final expeditions to family, college staff and members of the community. This year some of the student destinations included Peru, Texas, Mexico, and the Bay of Fundy. • Students and faculty in the Building Construction Technician, Mechanical Techniques, and Electrical Apprenticeship programs have joined to build a 'Cook's Cabin' for Camp Smitty located on Mink Lake near Eganville, operated by the Boys and Girls Club of Ottawa.

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	<ul style="list-style-type: none"> • Five hundred student observation visits took place in the Early Learning Centre since mid-March, and six students completed their Early Childhood Education placements at the centre. • Ten second-year Occupational Therapy Assistant/Physiotherapy Assistant students participated in ten days of Community Falls Prevention Screening activities with the Champlain Local Health Integration Network during their final clinical placement in April.
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> • Communications staff coordinated sponsorships to highlight co-op opportunities at the Mayor’s Breakfast on March 20 and April 24, as well as at the Autonomous Vehicle Summit on April 4. • The Marketing Web Team updated 181 sites, during the reporting timeframe, to embed the new branded design header, colours, and fonts. Additionally, the Web Team updated the Contact Card plugin creating a user-friendly, consistent interface to feature College contacts across the site. Faculty bios will now follow a familiar outline and key contacts will also be displayed uniformly. • The first email newsletter to all website content owners was created by the Marketing Team and shared this period allowing College Web Developers to communicate with employees responsible for content on the Algonquin College website. This in effect creates a community of employees engaged in sharing, learning, and website improvement.
<p>Finance and Administration</p>	<ul style="list-style-type: none"> • Parking Services made campus life easier for students and campus visitors by allowing the payment for parking through the Honk Mobile app. This year’s usage was up 110% with a total of 25,000 transactions. • Retail Services ended the year with a record \$1.31 million in online sales representing a 20% increase in growth.
<p>Indigenous Initiatives</p>	<ul style="list-style-type: none"> • On May 3, the Mamidosewin staff welcomed guests to the DARE District’s Grand Opening ceremony and contributed to the event by providing Elders, Indigenous singers, drummers, and a hoop dancer. There were cultural events in the new Indigenous commons including drum stick making and medicine teachings.
<p>Innovation and Strategy</p>	<ul style="list-style-type: none"> • Over 641 co-op work-placements were realized for the 2018 summer semester representing a 13% increase over the same period last year. • Cooperative Education sponsored and organized the Algonquin Centre for Construction Excellence Industry Networking Event on April 11 bringing together employers, students, and College employees to deepen relationships within the construction sector. • The new Digital College Research Lab program launched its first research project, “Students at Risk Detection project” in collaboration with IBM, Salesforce, and Bluewolf. • On April 30, 2018, Algonquin was named the winner of the international ‘Create or Expand Internal and External Teams Dedicated to Entrepreneurship’ award. Algonquin was the only Canadian nominee and winner.

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	<ul style="list-style-type: none"> The College experienced a surge in departmental huddles growing to 19 across the College. Huddles promote employee engagement and serve to initiate the conversation around continuous process improvement.
Student Services	<ul style="list-style-type: none"> On April 9, a proposal for the Ontario Post-Secondary Access and Inclusion Program (OPAIP) was submitted to the Ministry of Advanced Education and Skills Development for consideration. The new Ministry of Advanced Education and Skills Development initiative utilizes repurposed First Generation Program Funding within the province. On May 7, confirmation was received from the Ministry of Advanced Education and Skills Development policy branch in Toronto, that Algonquin College was successful in securing \$500,000 for the first year with the possibility of extension for the second and third year for a total of \$1.5 million, which was the full amount requested within this proposal.
CONNECTED	
Goal 4: Become an integral partner to our alumni and employers.	
Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> On April 11, 2018, students from the Construction and Civil Engineering programs, guided by a part-time professor Tammie Vallee, hosted the second Algonquin Centre for Construction Excellence Annual Industry Networking event. More than 80 companies from all aspects of the construction industry participated. Many students were able to complete interviews on site, and some of them received job offers. The ripple effect of this event was noted at the Ottawa Construction Association Board Meeting in April. Students continue to be offered either summer jobs or full-time jobs as a result of this event. Faculty and students in the Biotechnology program hosted their annual networking night on April 4, 2018, attended by over 75 industry partners and alumni to network with current students. Community Employment Services hosted a Community Job Fair in Perth on March 21, 2018. Twenty seven employers were present with close to 200 job seekers in attendance.
Innovation and Strategy	<ul style="list-style-type: none"> Local Employment Planning Council hosted the annual “Building Connections Conference” on April 10, with 400 community partners, employers, employment service providers and educators. An inaugural International Alumni Speaker Series was held on May 9 with Algonquin International alumni members; Athul Arun, Ismael Sonou, and Rio Koeswan. They presented to 120 students, and shared their experiences transitioning into the workforce and their success in conquering challenges along the way.
SUSTAINABLE	
Goal 5: Enhance Algonquin’s global impact and community social responsibility.	
Summary Report from:	Activity

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<p>Academic</p>	<ul style="list-style-type: none"> • On May 2, 2018, the School of Hospitality and Tourism hosted the first annual 2018 Seniors Housing Spring Summit. This was an event for retirement communities and other senior living sector providers to come together, learn and network. Over 50 participants attended. • On April 25, 2018, students in the Outdoor Adventure Naturalist (Pembroke) program held a campus-wide Sustainability Day with displays and information sessions. • The Applied Science and Environmental Technology Department, in partnership with Physical Resources, organized and hosted Sustainability Day on April 17, 2018 at the Ottawa Campus. The event engaged students from across campus and provided options for students to engage in sustainable actions at the College. • The International Education Office and the Construction Trades Building Systems Department are in discussions with Colleges and Institutes Canada to deliver training to residents of Dominica whose intent are to rebuild the island following the devastation of Hurricane Maria. • The Perth Campus was the site of the Century 21 Perth Tiny House & Green Home Festival on April 21, 2018. Two tiny houses were on-site along with a gypsy caravan. The event promoted the social shift towards affordable housing that is well designed , energy efficient and ecologically sustainable. Hundreds visited the campus to view the tiny homes and listened to the guest speakers. • Third year Dental Hygiene students provided free preventive oral health care to clients referred by Ottawa Public Health as part of the capstone project called Heart of the Matter which focuses on increasing access to care for the marginalized, working poor in the community. • The Dental Clinic offered free oral cancer screening to the Algonquin College community during the 2nd Annual Oral Cancer Screening Event. The event took place in partnership with Argyle and Associates, Clyde Prosthodontics, and third year Dental Hygiene students. Young adults are increasingly being diagnosed with oral cancer relating to Human Papillomavirus (HPV) and other risk factors. The event offered a venue for free screening while introducing a unique experiential learning for students.
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> • New leads generated through the website have increased by 101.2% (from 3,639 to 7,321) year-over-year for the months of the reporting period. New leads generated through marketing campaigns also increased by 206% (from 525 to 1,607) year-over-year for the months of the reporting period. In addition to seeing a positive return on our lead generation efforts, the increase in leads can also be attributed to efforts in improving tracking processes.
<p>Innovation and Strategy</p>	<ul style="list-style-type: none"> • Additional funding of \$375,000 was secured as part of a pilot extension to March 2019 for the Local Employment Planning Council from the Ministry of Advanced Education and Skills Development. Funding of \$238,000 was also secured to lead <i>Ready to Work New Grad and Student Talent Concierge Service</i> in partnership with three Chambers of Commerce, post-secondary institutions and employment services across Ottawa.

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	<ul style="list-style-type: none"> Focusing on English for Academic Purposes program delivery, four Language Institute working groups were created and are using the A3 framework along with lean methodology to guide the Language Institute towards viability and sustainability.
Student Services	<ul style="list-style-type: none"> May 1, 2018 is the Ontario College system report date for students to confirm the choice for Fall studies. Confirmations to Algonquin for fall 2018 through the Ontario College Application Service are up 2.7% compared to the confirmation date last year (from 7,972 to 8,190).
PEOPLE	
Goal 6: Be recognized by our employees and the community as an exceptional place to work.	
Summary Report from:	Activity:
Academic	<ul style="list-style-type: none"> The Upper Ottawa Valley Chamber of Commerce awarded Algonquin College’s Pembroke Campus with an Excellence in Education award at its 60th Anniversary Awards night celebration on April 28, 2018.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> There were 156 marketing projects opened during the reporting timeframe supporting key College events and initiatives including the DARE District opening, the 50th Anniversary Birthday Bash and Gala, the Net Tuition Project, and the Annual Report. Marketing staff launched a Faculty recruitment advertising campaign using print and digital mediums to communicate the significant number of available opportunities.
Human Resources	<ul style="list-style-type: none"> New Employee Orientation & Mentoring - 20 full and part-time employees attended Orientation and assigned mentors. Part-Time Faculty Orientation Program – Staff registered 71 part-time faculty for the Spring 2018 program. Professional Development workshops - Ten workshop offerings were available to all employees, supporting 88 employee registrants. These workshops are in collaboration with Learning and Teaching Services, the Centre for Accessible Learning, Human Resources (Employee Assistance Program), and Risk Management. Department Specific Training - Ongoing computer software training occurred with nine Physical Resources employees in the Technical Services and Energy Conservation Team. Leadership Development for Women - 37 registrants were welcomed to the <i>Get Real Authentic Leadership</i> session. Algonquin College Leadership in Education Institute (ALEI) – Twenty-eight participants completed ALEI I. Two cohorts will start in the Fall 2018 and Winter 2019. CAAT Pension - Three workshops were offered, with 149 registrants. The session titles were <i>Thinking about Purchasing Service from CAAT Pension</i> and <i>Thinking about Retirement Planning from CAAT Pension</i>.

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	<ul style="list-style-type: none"> • Management Academy - 13 workshops were offered for 143 registrants. The workshops included, Change Management-A Practical Approach Using a New Framework, Engaged Teams-Building Relationships and Trust, Support Services for our Students-Where to Find Them! AC Management System-Lean Bronze, Salary Calculations, Building Collaborative Union-Management Relationships, Courageous Conversations Performance Management, Financial Literacy, Standard Workload Formula (SWF's), Program Costing, Program Development and Program Quality Assurance. • Teaching Adult Lifelong Learners (TALL) - <i>Course Assessment & Evaluation Techniques</i> was offered to 11 registrants and <i>Professional Standards of Practice</i> had 14 registrants at the Ottawa campus.
<p>Innovation and Strategy</p>	<ul style="list-style-type: none"> • Four Algonquin staff members completed the Lean Management Certificate Program. This seven-course program includes Lean theory and methodology, with real-work applied learning that fulfills The Lean AC Way's principle of "learning-by-doing".
<p>STUDENT & EMPLOYEE SUCCESSES:</p>	<p>Activity</p>
<p>Academic</p>	<ul style="list-style-type: none"> • Congratulations to Sandy Ouellette, Professor, Event Management, for receiving the Meeting Professionals International <i>2018 Prix Prestige Mentor of the Year Award</i>. The Meeting Professionals International Ottawa Prix Prestige Awards are designed to recognize excellence in active chapter members for their commitment, service and involvement in the chapter or industry and community at large. • Congratulations to Chef Cindy Toffanello for being one of three 2018 Canadian Association of Foodservices Professionals finalists for Food Executive of the Year. This award is presented at the branch level and nationally to members in recognition of outstanding ability and contribution to the foodservice and hospitality industry. • Culinary Arts students, Brent Thornton and Chris Welsford, participated in the 2018 College Day at Queen's Park in Toronto, with faculty instructor Chef Ric Lee on March 23-26, 2018. • On April 14, 2018, 15 New Canadian students graduated from the Assistant Baker program and 15 New Canadian students from the Cook program. • Cabinetmaking and Furniture Technician students, Justine Robles, Julie Tetreault and Don Bennett, built two beehives for the Culinary Arts Department so that they can harvest honey. • John Masson, Professor, Electrical Engineering programs, received a certificate of Appreciation from the Canadian Forces for his involvement with the Canadian Forces recruitment effort. • The Perth Campus hosted a succesful Student Maker's Market open to the public on March 24, 2018 with items crafted by students, alumni and faculty available for sale.

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	<ul style="list-style-type: none"> • The Perth Campus held its Annual Spring Open House on April 7, 2018 with 29 potential students attending and an overall total of close to one hundred visitors. Visitors were able to speak with faculty and staff, as well as visit the shops to observe trades students working on projects and the classrooms for demonstrations by Personal Support Worker and Early Childhood Education students. • Crush Improv Tenth Anniversary Special was shot and livestreamed by Broadcasting-Televisions students. The show was nominated for Best Taped Live Performance at the Canadian Comedy Awards. • The Spring 2018 Achievement Awards ceremony was held on April 2018 with 56 Academic and Career Entrance Certificates (Grade 12 equivalency) recognized for successful completion of the program. Honoured guests included Connie Burns, Employment and Training Consultant, Ministry of Advanced Education and Skills Development and Cathy Frederick, Vice President, Human Resources. • First year Child and Youth Care students raised \$8,265.05 through their Community Service Learning projects which was donated to the Salvation Army, SchoolBOX, and St. John Bosco Achievement Center. • The second year and Intensive Social Service Worker students raised \$4,273.30 and was donated to Kind Space Ottawa, Overdose Prevention Ottawa, and Capital Rainbow Refuge.
<p>Finance and Administration</p>	<ul style="list-style-type: none"> • Physical Resources hired an interior design student to work with the Facilities Development Team beginning mid-May 2018. It is expected that this position may qualify as a co-op position and an application will be made in September.