Mission: *To transform hopes and dreams into lifelong success.*
Vision: *To be a global leader in personalized, digitally connected, experiential learning.*
Values: *Caring, Integrity, Learning, Respect*

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND TWENTY-FIVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, OCTOBER 25, 2021 FROM 4:00 PM – 6:00 PM, BY ZOOM WEBINAR:

Register in advance for this Board Meeting:
https://algonquincollege.zoom.us/webinar/register/WN_qrqLzKuSS72ZqP7IOx_BBw

AGENDA		Presenter	Time
Indigenous Teachings: *Bringing Our Minds Together*		Ron McLester	5 m. 4:00-4:05
0.	**Celebrating Student Success – Changemaker Award** • ***Aim for Change*** *- New Ways to Address Youth and Gun Violence*	Chris Janzen	10 m. 4:05-4:15
1.	**CONSTITUTION OF THE MEETING AND APPROVAL OF THE AGENDA**	Jay McLaren	1 m.
2.	**DECLARATIONS OF CONFLICT OF INTEREST**	Jay McLaren	1 m.
3.	**APPROVAL OF PREVIOUS MEETING MINUTES AND CONSENT AGENDA ITEMS**		
	3.1 Minutes of the Board of Governors' meeting of June 7, 2021	Jay McLaren	1 m.
4.	**COMMITTEE REPORTS**		
	4.1Board Executive Committee Report (verbal)	Jay McLaren	5 m. 4:20-4:25
	4.2 Academic and Student Affairs Committee Report Appendix A: Enrolment Update	Cyril McKelvie	10 m. 4:25-4:35
	4.3 Audit and Risk Management Committee Reports <u>June 14, 2021 Meeting</u> Appendix A: Fourth Quarter 2020-21 College Endowment and Operating Funds Investment Report Appendix B: Fourth Quarter 2020-21 Major Capital Projects Report <u>September 22, 2021 Meeting</u> Appendix C: First Quarter 2021-22 College Endowment and Operating Funds Investment Report Appendix D: First Quarter 2021-22 Major Capital Projects Report	Ikram Zouari	5 m. 4:35-4:40
	4.4 Governance Committee Report **For Approval:** Governor in-Waiting: Wind-down Practice	Jamie McCracken	5 m. 4:40-4:45

5.	**BUSINESS ARISING FROM THE MINUTES**		
	5.1 R3 Project Update	Laura Stanbra Lois Pollock Krista Pearson Francis Quinn	20 m. 4:45-5:05
6.	**NEW BUSINESS**		
	There is no new business		
7.	**DECISION ITEMS AND REPORTS**		
	7.1 First Quarter 2021-22 Financial Projection Appendix A: First Quarter 2021-22 Financial Projection Appendix B: First Quarter 2021-22 Compliance Schedule	Grant Perry	15 m. 5:05-5:20
8.	**ITEMS FOR INFORMATION**		
	8.1 First Quarter 2021-22 Business Plan Performance Appendix A: First Quarter 2021-22 Business Plan Dashboard Appendix B: First Quarter 2021-22 Business Plan Exceptions Report	Mark Savenkoff	0
	8.2 People Plan – Year Five Update Appendix A: The Journey Towards Inclusion and Diversity in the Algonquin College Workforce – Annual Report 2020-21 Appendix B: 2021-22 First and Second Quarter Activities	Diane McCutcheon	0
	8.3 Report from the Board Chair	Jay McLaren	5 m. 5:20-5:25
	8.4 Report from the President	Claude Brulé	5 m. 5:25-5:30
	8.5 Board of Governors Management Summary Report	Executive Team	0
	8.6 2021-22 Board of Governors Workplan	Jay McLaren	0
	8.7 2021-22 Board of Governors Meeting Schedule	Jay McLaren	0
	8.8 Confirmation of Mandatory Government Remittances	Grant Perry	0
9.	**UPCOMING EVENTS**	**Date**	
	• Algonquin Centre for Construction Excellence 10th Anniversary (virtual)	November 2, 2021	
	• Remembrance Day Ceremony (Hybrid)	November 11, 2021	
	• 2021 Premier's Awards (virtual)	November 18, 2021	
	• Board of Governors Meeting (virtual)	December 6, 2021	
	• 2021 Colleges Ontario Higher Education Summit (in-person)	November 28 & 29, 2021	
	• Board of Governors Holiday Dinner (in-person)	December 10, 2021	
	• Board of Governors Meeting	February 28, 2022	
	• 2022 Spring Board of Governors Retreat	March 26, 2022	
	• Board of Governors Meeting	April 25, 2022	
	• Pembroke Campus Convocation	June 3, 2022	
	• Board of Governors Meeting	June 6, 2022	

	• Board of Governors Meeting & Annual General Meeting	June 6, 2022	
	• Ottawa Campus Spring Convocation	TBD	
	• President's End of Year Dinner – For Board of Governors	June 10, 2022	
	• 2022 New Governors Orientation Part 1	August 18, 2022	
	• 2022 New Governors Orientation Part 2	September 11, 2022	
	• 2022 Fall Board of Governors Retreat	September 11 & 12, 2022	
10.	**REGULAR MEETING ADJOURNMENT**		
Indigenous Closing		Ron McLester	5 m. 5:35-5:40

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWENTY-FOUR OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, JUNE 7, 2021 AT 4:00 PM, BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

Present: Jay McLaren, Board Chair Claude Brulé, President & CEO Gail Beck, Board Vice Chair Andre O'Bonsawin Audrey Claire Lawrence Cyril McKelvie Enrico DeFrancesco Ikram Zouari Jamie McCracken Jeff Darwin Rodney Wilson Sheilagh Dunn Stephen Tudor Steve Barkhouse Valerie Sayah Wayne Johnson **Regrets:** Shivang Dhawan **Recorder:** Victoria Tiqui-Sanford, Executive Assistant, Board of Governors **Algonquin College Executive Team:** Chris Janzen, Senior Vice President, Academic Diane McCutcheon, Vice President, Human Resources Duane McNair, Vice President, Finance & Administration Laura Stanbra, Vice President, Student Services Mark Savenkoff, Vice President, Advancement Ron Deganadus McLester, Vice President, Truth, Reconciliation and Indigenization Tracy McDougall, Director, Communications & President's Office	**Presenters/Guests:** Alison Feather, Strategic Exercise to Restore Financial Sustainability, Project Manager Grant Perry, Chief Financial Officer Keltie Jones, Dean Pembroke Campus Lois Pollock, Executive Technical Lead – R3 Project Sam Wong, Senior Project Manager, R3 Yen Do, Acting, Chief Digital Officer **Changemaker Awards:** Jane Trakalo, Dean, Faculty of Health, Public Safety and Community Studies, Academic Services Jill Reeves, Professor, Coordinator, & Academic Advisor, Police Foundations **Student:** William Bourgault, Police Foundations, Ontario College Diploma **External Guests:** Martin Aquilina, International Business Lawyer, HazloLaw **Deloitte Team:** Nathalie Mejia, Stakeholder Engagement Consultant, Senior Consultant, Higher Education Transformation Eric McIntosh, Project Lead, Manager, Higher Education Transformation Mark Dinello, Engagement Partner, Partner, Higher Education Transformation Craig Robinson, National Director Higher Education

WELCOME REMARKS

Governor McLaren, Board Chair, welcomed members and observers to the meeting at 4:01 p.m. and welcomed Rebecca Wakelin & Cyan Shields, Governors elect whose terms of office will begin on September 1, 2021.

0. Celebrating Student Success – Changemaker Award: *Footwear 4 Kids Charity*

C. Janzen, Senior Vice President Academic informed Board members that Footwear 4 Kids Charity is about a new charitable project run entirely by volunteers and works in collaboration with the Caldwell Family Centre, who also helps provide clothing, bedding, and small household items to those in need. J. Reeves, Professor, Coordinator, and Academic Advisor, Police Foundations provided a brief overview of the project and introduced student presenter, W. Bourgault, Police Foundations, Ontario College Diploma. It all started when Bourgault was emptying his closet and had a few pairs of running shoes that he wanted to donate to families that were in need. After doing some research, the only option he found was a website where you could post items you wanted to give away for free. Soon after posting, he explained, "I was overwhelmed by private messages from newcomers to Canada and those who had lost their jobs due to COVID-19." He chose one family to give the shoes to, but said he wanted to find a way to support the others as well, so he reached out to family and friends, and on Instagram, and the effort grew from there. Footwear 4 Kids now has 30 volunteers, including six family support workers, 22 volunteer drivers (to pick up and drop off goods), and four fellow Algonquin Police Foundations classmates.

Bourgault's goals for Footwear 4 Kids for the future are to become a registered charity, to continue to grow their sponsors and supporters, and to pursue funding to offset mileage and gas costs. For those interested in donating, the following website was provided: footwear4k.com.

Questions from members were answered.

Board Chair McLaren and President and CEO Brulé congratulated Bourgault and thanked him for all the work and leadership through this initiative. Chair McLaren informed Bourgault that he will receive a Changemaker Award certificate in the coming days.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor McLaren, Chair Board of Governors, constituted the meeting at 4:19 p.m. and asked whether any Governors wished to remove or add an item to the agenda. No items were removed or added.

RESOLUTION
MOVED & SECONDED: A. O'Bonsawin & V. Sayah
THAT the Board of Governors approves the meeting agenda of June 7, 2021.
CARRIED.

2. DECLARATION OF CONFLICT OF INTEREST

Governor McLaren 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 April 19, 2021

Approval of the Board of Governors Meeting minutes of April 19, 2021.

RESOLUTION
MOVED & SECONDED: G. Beck & A. Lawrence
THAT the Board of Governors approves the April 19, 2021 meeting minutes.
CARRIED.

3.2 Board Executive Committee Report (verbal)

Governor McLaren provided members with a verbal report of agenda items discussed at the May 31, 2021 Board Executive Committee meeting. Meeting highlights included an update on the status update of the new 2022-25 Strategic Plan which was presented later in the agenda under 5.1 Algonquin College 2022-25 Strategic Plan. The next Board of Governors and Algonquin College Executive Team Generative Discussion will be held on October 20, 2021 a topic for this session is still being selected. The Committee also discussed the planning of the 2021 Fall Board Retreat. If in person, the retreat will be held locally at the Woodroffe Campus in room T102.

Members accepted this report for information.

3.3 Academic & Student Affairs Committee Report

Members accepted this report for information. Board of Governors approvals were requested for the following:

Program Proposal: Bachelor of Applied Science (Building Conservation - Honours)
RESOLUTION
MOVED & SECONDED: C. McKelvie & J. McCracken
THAT the Board of Governors approves of the Bachelor of Applied Science (Building Conservation - Honours) effective Fall 2023.
CARRIED.

Program Proposal: Bachelor of Child and Youth Care, Honours
RESOLUTION
MOVED & SECONDED: C. McKelvie & W. Johnson
THAT the Board of Governors approves of the Bachelor of Child and Youth Care, Honours program effective Fall 2023.
CARRIED.

Board of Governors Bylaw 4 – Amendment
RESOLUTION
MOVED & SECONDED: C. McKelvie & S. Barkhouse
THAT the Board of Governors approves of the amended Board of Governors Bylaw 4.
CARRIED.

3.4 Audit & Risk Management Committee Report

Members accepted this report for information. Detailed presentations and Board of Governors approvals were requested separately later in the agenda for the following items:

- 5.3 Salesforce Stabilization Project – Investment Case, now called: Salesforce Lightning Upgrade – Investment Case;
- 5.5 Resolution of the Board of Governors to Liquidate and Dissolve Algonquin College – Saudi Arabia; and
- 6.2 2020-21 Draft Audited Financial Statements (approval was requested at the Annual General Meeting).

Governor Barkhouse informed members that the Auditors from BDO presented Committee members with the March 2021 Audit Results and Year-End Communication. The auditors provided details of their audit results and information of their audit findings. The audit focused on the risks specific to the College's operations and significant financial statement areas. College management addressed all auditors' findings in a timely manner. Committee members accepted this for information.

Governor Barkhouse informed members that the Committee also reviewed the following information items and a separate detailed presentation was provided:

- 5.4 Financial Sustainability Roadmap; and
- 6.1 Fourth Quarter 2020-21 Financial Report

3.5 Governance Committee Report

Members accepted this report for information. Board of Governors approvals were requested for the following:

2021-22 BOG Officer Position and Committee Memberships

Governor Lawrence informed members that approval will be requested at the Annual General Meeting.

A. Lawrence thanked everyone and announced that she is stepping down from the Governance Chair position.

Governor Darwin joined the meeting at 4:30 p.m.

4. BUSINESS ARISING FROM THE MINUTES

There was no business arising from the minutes.

5. NEW BUSINESS

5.1 Algonquin College 2022-25 Strategic Plan

President Brulé introduced the following Deloitte team members who supported the development of the strategic plan and were in attendance for the presentation and approval of the Algonquin College 2022-25 Strategic Plan: Craig Robinson; Nathalie Mejia; Eric McIntosh; Mark Dinello; and he also gave recognition to members of the advisory team who provided their support and expertise during the development of the strategic plan.

President Brulé informed members that after presenting to the Executive of the Board in early Fall 2020, it was agreed that due to a number of factors, one being the COVID-19 pandemic and the uncertainty about the future, a shorter-term plan would be developed, one that focused on recovery from the pandemic, in order to thrive in a post-pandemic future. Goals for the 2022-2025 Strategic

Plan are built around the strategic directions of Learner-driven and People, with the expectation that the foundational themes will inform and be integrated in all College activities. K. Jones, Dean, Pembroke Campus, provided further details on the following three Goals:

- Goal 1: Provide flexible, personalized, and lifelong learner experiences;
- Goal 2: Empower our people to foster a high-quality, innovative, learner-driven culture; and,
- Goal 3: Create an equitable, diverse, and inclusive work environment.

The new 2022-2025 Strategic Plan flows from the College's 2017-2022 50+5 Strategic Plan, and will take effect on 1 April 2022.

Following the Board of approval of the new strategic plan, the College will initiate its communication and its implementation plans.

Questions from members were answered.

RESOLUTION
MOVED & SECONDED: S. Tudor & A. O'Bonsawin
THAT the Board of Governors approves the Algonquin College 2022-2025 Strategic Plan.
CARRIED.

5.2 Transforming Indigenization Initiatives Update

R. McLester, Vice President, Truth, Reconciliation and Indigenization presented an update on Transforming Indigenization Initiatives. He provided details on is following presentation items:

- Creating a Foundation – Research and Promising Practices;
- Considering the Creation Story;
- A *Knew* Way to Understand Indigenization; and
- Small But Mighty Team – A Reflection on 2021.

R. McLester informed members that the Office of the Truth, Reconciliation, and Indigenization will continue to explore and acquire traditional Indigenization knowledge for the College community, and initiate a multi-model approach to create the new multi-year Indigenization Plan – *Standing Up the Tree*. Office of the Truth, Reconciliation, and Indigenization will invite College community members to express their interest in helping develop the plan.

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

5.3 Salesforce Lightning Upgrade – Investment Case

Governor Barkhouse provided a brief overview of the Salesforce Lightning Upgrade – Investment Case. The Audit & Risk Management Committee endorsed the Investment Case to proceed with the Salesforce Lightning Upgrade from the "Classic" to the "Lightning" version, and will request Board approval to proceed with the Salesforce Lightning Upgrade with an estimated multi-year cost up to $5.5 million. D. McNair, Vice President, Finance and Administration informed members that following the presentation of the Five-year Capital Investment Requirements Plan at the December 7, 2020 Board meeting, this investment case was developed. He introduced L. Pollock, Executive Technical Lead – R3 Project and Y. Do, Acting Chief Digital Officer who provided members with the

following details in support of the investment case: Overview; Internal Environment; Options and Financial Analysis. Algonquin College has been using the Salesforce Customer Relationship Management platform since 2009 and the current "Classic" version will no longer be supported by the Vendor. The anticipated sunset date of the Classic version was February 2021, but was postponed due to the COVID-19 pandemic. L. Pollock emphasized that critical College business will be at risk if the platform is not upgraded. In summary, the upgrade will bring invaluable benefits to the College community and will improve the learner experience by delivering personalized messaging offering one-stop service for students.

Questions from members were answered.

RESOLUTION
MOVED & SECONDED: S. Barkhouse & R. Wilson
THAT the Board of Governors approve the expenditure of up to $5.5 million over the fiscal years 2021-22 to 2023-24, to upgrade the College's Salesforce Customer Relationship Management system from the "Classic" version to the current "Lightning" version with 50% of the funds drawn from College reserves and 50% from in-year Strategic Investment Priorities budgets.
ABSTAINED: J. Darwin
CARRIED.

5.4 Financial Sustainability Roadmap

D. McNair informed members that over this past Fall and Winter 2020, the Strategic Exercise to Restore Financial Sustainability working group developed the Vision, Goals, and Objectives for eight key themes, and, Financial Sustainability Measures and Strategic Financial Conditions necessary to achieve the College's long-term sustainability. A. Feather, Strategic Exercise to Restore Financial Sustainability Project Manager, informed members that the College has increased its activities and business units but many externally imposed factors have constrained the College's ability to grow revenue in the same pace as the growth of expenses. The business operations of the College must be realigned to the new strategic direction that reflects post COVID-19 pandemic realities in order to assure financial sustainability. D. McNair provided in-depth details of the following eight Financial Sustainability Roadmap themes:

1. Revenue Grown;
2. Cost Containment;
3. Capital Asset Strategy;
4. Human Capital Strategy;
5. Portfolio Analysis;
6. Continuous Improvement;
7. Financial Management Policy Framework; and
8. Partnership Strategy.

In 2022, D. McNair will lead the project team in the development and refinement of key initiatives including: Clear scope and objectives; Implementation timelines; and Resource requirements.

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

5.5 Resolution of the Board of Governors to Liquidate and Dissolve Algonquin College – Saudi Arabia

G. Perry, Chief Financial Officer informed members that in 2013 Algonquin College set up a College in Saudi Arabia and entered into an agreement with the Colleges of Excellence Company in the Kingdom of Saudi Arabia for Algonquin College to deliver training. Effective September 6, 2016, Algonquin College terminated the agreement with Saudi Arabia and as part of the termination and exit out of Saudi Arabia, the College agreed to keep the entity up and running until the agreement expired in August 2018. As this entity of the College is no longer required and there are no assets or liabilities left in Saudi Arabia, it is being recommended that the Company be dissolved.

M. Aquilina from HazloLaw was in attendance to answer questions.

RESOLUTION
MOVED & SECONDED: S. Barkhouse & R. Wilson
THAT the Board of Governors approves:

a) Algonquin College – Saudi Arabia (AC-SA) be liquidated and dissolved pursuant to the prescriptions of the laws of Saudi Arabia (including the Companies Act); and

b) Each of Duane McNair and Grant Perry, are and they are hereby authorized to do all things and sign for and on behalf of the College and, as counsel may advise, of AC-SA, any and all documents necessary to procure the liquidation and dissolution of AC-SA including the Power of Attorney and Shareholders resolutions attached as Schedule "A", as well as take all actions that may be necessary, desirable or useful to give full effect to these Resolutions.

CARRIED.

6. DECISION ITEMS & REPORTS

6.1 Fourth Quarter 2020-21 Financial Report

G. Perry, Chief Financial Officer presented the Fourth Quarter 2020-21 Financial Projection. The report is provided to present actual results compared to budgeted revenues and expenses supporting the Annual Business Plan and Strategic Plan. The fourth quarter report detailed an overall $2.9 million surplus achieved, a $21.9 million increase over the first quarter projection. Overall enrollment increased by approximately 2% over the first quarter projection which is attributed to an increase of 1% in domestic enrollments and 4% in international enrollments. The Internally Restricted Funds of $16.3 million was used to fund Strategic Investment Priorities and Operations such as the Athletics and Recreation Centre, R3 Project (Student Information System), COVID-19 Reserve Fund, and Contingency Reserve Fund. This is a draw-down from the maximum $19 million approved by the Board in the first quarter. The College will continue to strive for financial stability and will endeavor to reduce the projected $10 million deficit approved by the Board at the April 19, 2021 Board meeting through refined projections and ongoing implementations of mitigation strategies.

E. Woods, Director, Corporate Planning was in attendance to help answer questions form members.

Members accepted this for information.

6.2 2020-21 Draft Audited Financial Statements

G. Perry presented the 2020-21 Draft Audited Financial Statements. The Draft Audited Financial Statements of Algonquin College are prepared in the format required by the Ministry of Colleges and Universities that complies with financial reporting standards set by the Public Sector Accounting Board. The 2020-21 Financial Results highlights included:

- $2.9 million surplus in 2020-21 ($14.7 million: 2019-20);
- Enrolment was 4% less than 2019-20 enrolment levels;
- $8.3 million in one-time funding received from the Ministry of Colleges and Universities' Support Fund for Post-Secondary Institutions;
- $19.4 million invested in Strategic Investment Priorities projects; and
- Six of seven "financial health" indicators are above benchmark.

Current assets have increased by $23 million primarily due to an increase in short-term investment holdings of $9 million, transferred in from long-term investments, and an increase in accounts receivable of $16.6 million. Long-term assets have decreased by $7 million primarily due to a transfer of investments to short-term assets, and a decrease in Capital Assets balance reflecting depreciation expenses for the year, with minimal capital additions. There were several factors contributing to the surplus achieved, including one-time funding of $8.3 million received from the Ministry of Colleges and Universities through a COVID Support Fund, a two per cent increase in enrolment over the Q1 Financial Projection, and cost savings achieved through reduced campus activities, and college-wide austerity measures implemented at the outset of the pandemic. Additionally, spending through some of the Strategic Investment Priorities Projects was less than budgeted, and there were savings realized in the current year because of minor delays in the delivery of construction projects.

Questions from members were answered.

Board approval for the 2020-21 Draft Audited Financial Statements was requested at the Annual General Meeting following the regular meeting.

7. ITEMS FOR INFORMATION

7.1 Fourth Quarter 2020-21 Business Plan Performance

L. Stanbra, Vice President, Student Services presented the Fourth Quarter 2020-21 Business Plan Performance. In 2020-21, there were 27 business initiatives and 22 (81%) were completed, four will be carried over in 2021-22, and one was not fully accomplished. Given the impact of the COVID-19 pandemic, the breadth and depth of the College's business operations and the highly dynamic nature of the College system, it is not unusual to have some business plan initiatives incomplete or delayed at the conclusion of the fiscal year.

Members accepted this report for information.

7.2 2020-21 Annual Report and Progress against Strategic Plan 2017-22

T. McDougall, Director, President's Office and Communications presented the 2020-21 Annual Report and Progress against Strategic Plan 2017-22. There are ten measures outlined in the Business Plan Scorecard and nine exceeded the target, and one with no specific target. The 2020 Winter to 2021 Fall terms retention exceeded the restated target by 3%. The year-over-year retention decreased by 1.3%, resulting in a lower than the anticipated impact on learner persistence due to the COVID-19

pandemic. The overall student satisfaction results exceeded the restated target by 7% attributed to the mitigation efforts made by College employees to lessen the impacts of the pandemic on the learners' overall College experience.

RESOLUTION
MOVED & SECONDED: S. Tudor & A. O'Bonsawin
THAT the Board of Governors approves the 2020-21 Algonquin College Annual Report.
CARRIED.

7.3 AC Way Update
Members accepted this update for information.

7.4 Freedom of Information and Protection of Privacy Act – 2020 Annual Report
Members accepted this report for information.

7.5 People Plan - Year Four Update
Members accepted this update for information.

7.6 Report from the Board Chair
Governor McLaren provided highlights of the following from his report:

- Virtual 2021 Spring Convocation – June 23, 2021;
- 2021 Fall Board Retreat – September 12 & 13, 2021; and
- 2021 Higher Education Summit – November 28 & 29, 2021 (in-person attendance to be confirmed by Colleges Ontario).

Governor McLaren thanked the following retiring Governors for their commitment, dedication, and for providing industry expertise to the Board of Governors and to the College: Wayne Johnson, Enrico DeFrancesco, and Shivang Dhawan.

Members accepted this report for information.

7.7 Report from the President
Members accepted this report for information.

7.8 Board of Governors Management Summary Report
Members accepted this agenda item for information.

7.9 2021-22 Board of Governors Meeting Schedules and Workplan
Members accepted this agenda item for information.

8. UPCOMING EVENTS

Board Chair McLaren informed members that some upcoming events have been cancelled or postponed until the College returns to normal operations.

9. REGULAR MEETING ADJOURNMENT

There being no further business, the motion to adjourn the meeting was moved and seconded by Governors McCracken and O'Bonsawin at 7:15 p.m.

The regular meeting adjourned at 7:15 p.m.

The Annual General Meeting began at 7:15 p.m.

10. <u>IN CAMERA</u>

An In Camera session was held for Governors only at 7:35 p.m.

11. MEETING WITHOUT MANAGEMENT

12. IN CAMERA MEETING ADJOURNMENT

Jay McLaren, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Alanna McDonell, Director of Marketing, Student Services
Anna Labelle, Professor, Design Studies
Annette Bouzi, Professor, Business Administration and Service Courses, School of Business
Barb Nauth, Algonquin College Retiree
Ben Bridgstock, Director, Student Support Services, Student Services
Brett Thoms, Student/Journalist, School of Media and Design
Christine Trauttmansdorff, Consultant, Willow Green Group
Christopher Hahn, Dean, Perth Campus
Cindy Harrison, Acting Chair, Police & Public Safety Institute
Colin Bonang, Director, Risk Management
Cristina Holguin-Pando, Director, Applied Research, Innovation and Entrepreneurship
Cyan Shields, Student, Computer Systems Technician Program
Dan Pihlainen, Chair, Media Studies, Faculty of Arts, Media and Design
David Soltis, Director, People Culture, Human Resources
Doreen Jans, Manager, Financial Planning, Finance and Administrative Services
Emily Woods, Director, Financial Planning, Finance and Administrative Services
Eric Marois, Dean, School of Advanced Technology, Academic Services
Erin Langevin, Director, Labour Relations, Human Resources
Ernest Mulvey, Director, International Education Centre
Fatima Matar, Executive Support Clerk, Board of Governors
Gail Lafleur, Manager, Mamidosewin Centre
Guy Ashby, CRM Technical Lead, Enterprise Applications - Salesforce
Ian Lewer, Director of Philanthropy, Advancement
Jamie Bramburger, Manager, Community and Student Affairs, Pembroke Campus
Janet Hunter, Communications Manager, Registrar's Office
Jennifer Thurston, Supervisor, Enrolment and Student Financial Support
Jeremy Morse, Student/Journalist, School of Media and Design
Jessica Devries, Chair, Academic Development
Jessica Traynor, Executive Assistant to Vice President, Advancement
John Ellis, Manager, Learning Resource Centre, Student Support Services
John Weerdenburg, (Governor in-waiting)
Katherine Leyton, Communications Officer
Kelli Doucet, Financial Services Supervisor, Financial Services
Kina Simmonds, Administrative Assistant, Finance & Administrative Services
Krista Pearson, Registrar, Registrar's Office
Larry Fisher, Manager, Facilities and Operations, Pembroke Campus
Lisbet Paulovich, Manager, IT Application Development, IT Service Delivery
Louise Boudreault, Professor, Nursing Studies
Lynn Cummings, Professor, Academic Development, Chair's Office
Marina Spivak, Senior Financial Analyst, Financial Services
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services
Maureen Castella, Senior Manager, Total Compensation, Employee and Labour Relations
Michael Qaqish, Manager, Government Relations and Special Advisor to the President, President's Office
Michelle Tait Eburne, Manager, Business Relationship Management, ITS Delivery
Nathaniel Parant, Activity and Events Representative, Mamidosewin Centre
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services

Rebecca Volk, Manager, Centre for Organizational Learning
Rebecca Wakelin, Professor, Learning and Teaching Services
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Ryan Southwood, Acting Executive Director, Facilities Management
Sandra Larwill, Academic Chair, Academic Operations and Planning
Susan Mainse, Manager, Risk Management
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning
Wadhah Al-monaifi, Coordinator, Student Learning Centre, Academic Manager
Zachary Deorksen, Support Analyst, Financial Services

4.2

MEMO

ALGONQUIN COLLEGE

President/Board of Governors

DATE: October 25, 2021

TO: Board of Governors

FROM: Governor Cyril McKelvie, Chair, Academic & Student Affairs Committee

SUBJECT: **Academic & Student Affairs Committee (ASAC) meeting of September 29, 2021**

Board members can review meeting materials from the September 29, 2021 meeting by accessing the Board of Governors 'Teams site' Academic & Student Affairs Committee – September 29, 2021.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

1) Cooperative Education Option: Business – Management Entrepreneurship, Ontario College Diploma

The Business – Management & Entrepreneurship program plans to offer a cooperative education delivery option to students beginning in Fall 2022. The proposed cooperative education option will address feedback from the Entrepreneurship Program Advisory Committee, industry partners, and students. The program also seeks to align with the College's efforts to increase the number of work integrated learning opportunities offered to students.

RESOLUTION
MOVED & SECONDED: C. Shields & R. Wilson
THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of a cooperative education delivery option for the Business – Management & Entrepreneurship, Ontario College Diploma program, effective Fall 2022.
CARRIED.

2) Program Proposal: Financial Services – Canadian Context, Ontario College Graduate Certificate

The Financial Services - Canadian Context, Ontario College Graduate Certificate is a two-year program specifically designed to support learners transitioning into the Canadian work environment in the customer sales and service areas of:

- Banking;
- Insurance;
- Financial planning; and
- Wealth management.

In this program, learners build knowledge and skills to evaluate and recommend financial products and services based on clients' individual needs. They develop techniques to collect and analyze client information to create and present customized financial plans. Sales strategies and

relationship building techniques are applied while adhering to legal and ethical practices and industry standards. Throughout the program, learners develop a professional competencies portfolio to document marketable skills. The fourth semester of the program focuses on experiential learning within a variety of real-world scenarios.

RESOLUTION
MOVED & SECONDED: R. Wilson & R. Wakelin
THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Financial Services - Canadian Context, Ontario College Graduate Certificate program, effective Fall 2022**.**
CARRIED.

3) Public College – Private Partnership Update

Members were presented with the Public College Private Partnership (PCPP) update. A detailed presentation will be provided under IN CAMERA agenda item 11.1 Public College Private Partnership (PCPP) at the October 25, 2021 Board of Governors meeting with a recommendation for approval.

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

1) Student Marketing and Recruitment Report

Members were presented with an update on student marketing and recruitment plans for 2021-22 in support of overall enrolment goals. The presentation outlined targets and tactics to be leveraged in the 2021-22 fiscal year that will look to optimize 2022-23 enrolment and sustain institutional financial health.

2) Academic and Student Affairs Committee Terms of Reference (Review)

Members were referred to the Academic and Student Affairs Committee Terms of Reference for review. There were no changes required to be made to the Terms of Reference.

3) Enrolment Update Report

The report provided a status update on Fall 2021 term. Details of the Enrolment Update are provided in Appendix A: Enrolment Update.

4) 2020-21 Academic Program Performance Review Dashboard Report

Members were presented with the 2020-21 Academic Program Performance Review Dashboard Report. The annual report covered the 2020-21 Fiscal Year, and identified the top and lower performing programs.

5) 2021-22 Students' Associations Annual Priorities

E. Ferguson, President, Students' Association presented members with the 2021-22 Students' Association Annual Priorities. This year, the Students' Association's annual priorities total six items. The priority list is shared with the College community on an annual basis.

6) 2021-22 Academic and Student Affairs Committee Workplan

Members were referred to the 2021-22 Academic and Students Affairs Committee Workplan for information.

7) 2021-22 Academic and Student Affairs Committee Meetings Schedule

Members were referred to the 2021-22 Academic and Student Affairs Committee Meeting Schedule for information.

ALGONQUIN COLLEGE

Enrolment Update

Academic and Student Affairs Committee

Sep. 29, 2021

Academic Operations and Planning

And the Registrar’s Office

Summary

- Spring 2021 term enrolment exceeded approved budget target by 1,300 students
- Fall 2021 enrolment shortfall of nearly 1,000 students
- Winter 2022 admission indicators appear good on a year-over-year basis however continued risk to achieve budget targets due to potential pandemic impact on enrolment and flow through impact of Fall term shortfall
- At present time, fiscal 2021-22 enrolment is on track to achieve the Approved Budget target

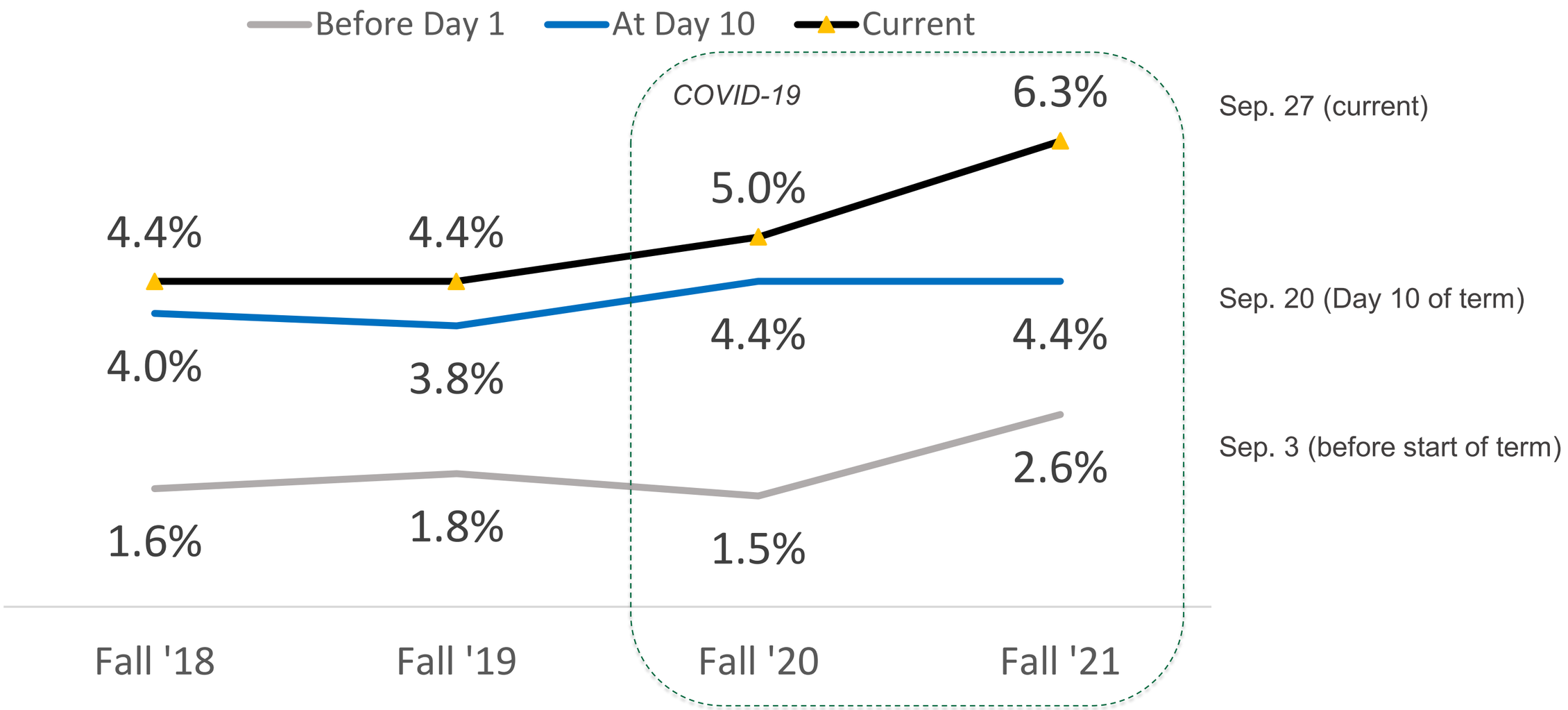
Enrolment Update – Fall 2021 (at Sep. 20, 2021 = Day 10 of term)

COLLEGE ENROLMENT - 2021 FALL

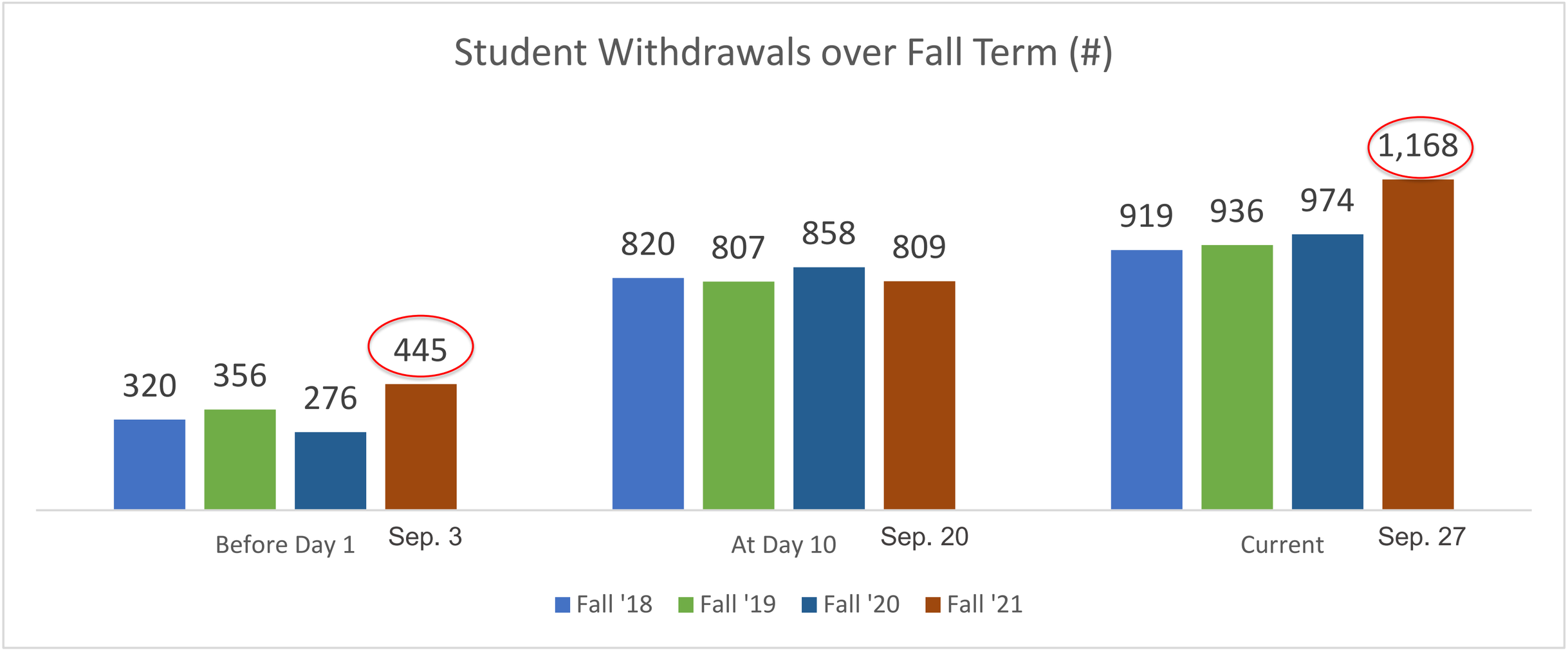
(Post Secondary & Graduate Certificates)

	Actual (at Sep. 20, '21)	Approved Budget Over / (Under) #	Approved Budget Over / (Under) %	Approved Budget Status	Previous Year (at Sep. 21, '20) YoY #	Previous Year YoY %	Previous Year Status
Total Registered	17,606	(961)	(5%)	◆	(1,049)	(6%)	◆
Level 01	9,322	(645)	(6%)	◆	330	4%	●
Returning	8,284	(316)	(4%)	◆	(1,379)	(14%)	◆
Domestic	14,981	(671)	(4%)	◆	(589)	(4%)	◆
International	2,625	(290)	(10%)	◆	(460)	(15%)	◆
Withdrawals	809				(49)	(5.7%)	
As % of Total Registered	4.4%					0.0%	●

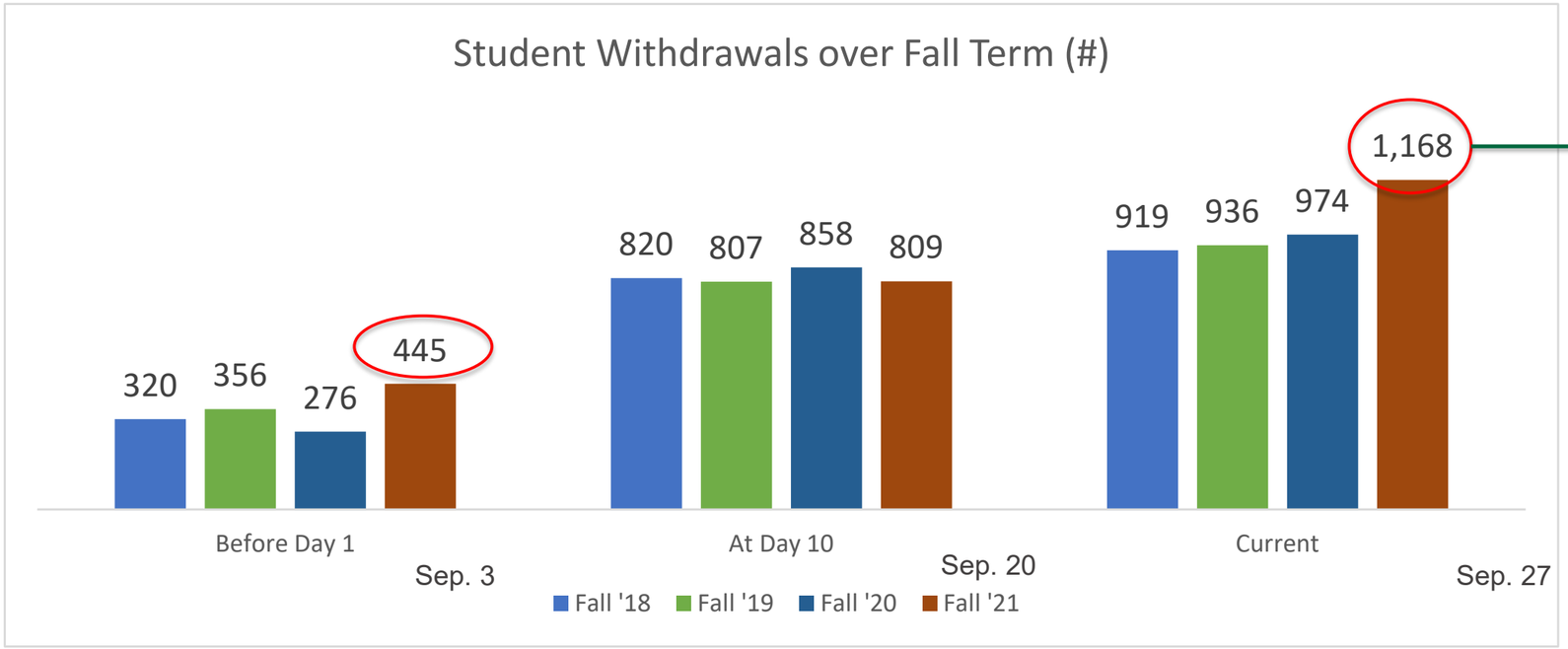
Fall Withdrawal Trends (as % of Total Registered)



Fall Withdrawal Trends (# of Students)



Fall Withdrawal Trends (# of Students)

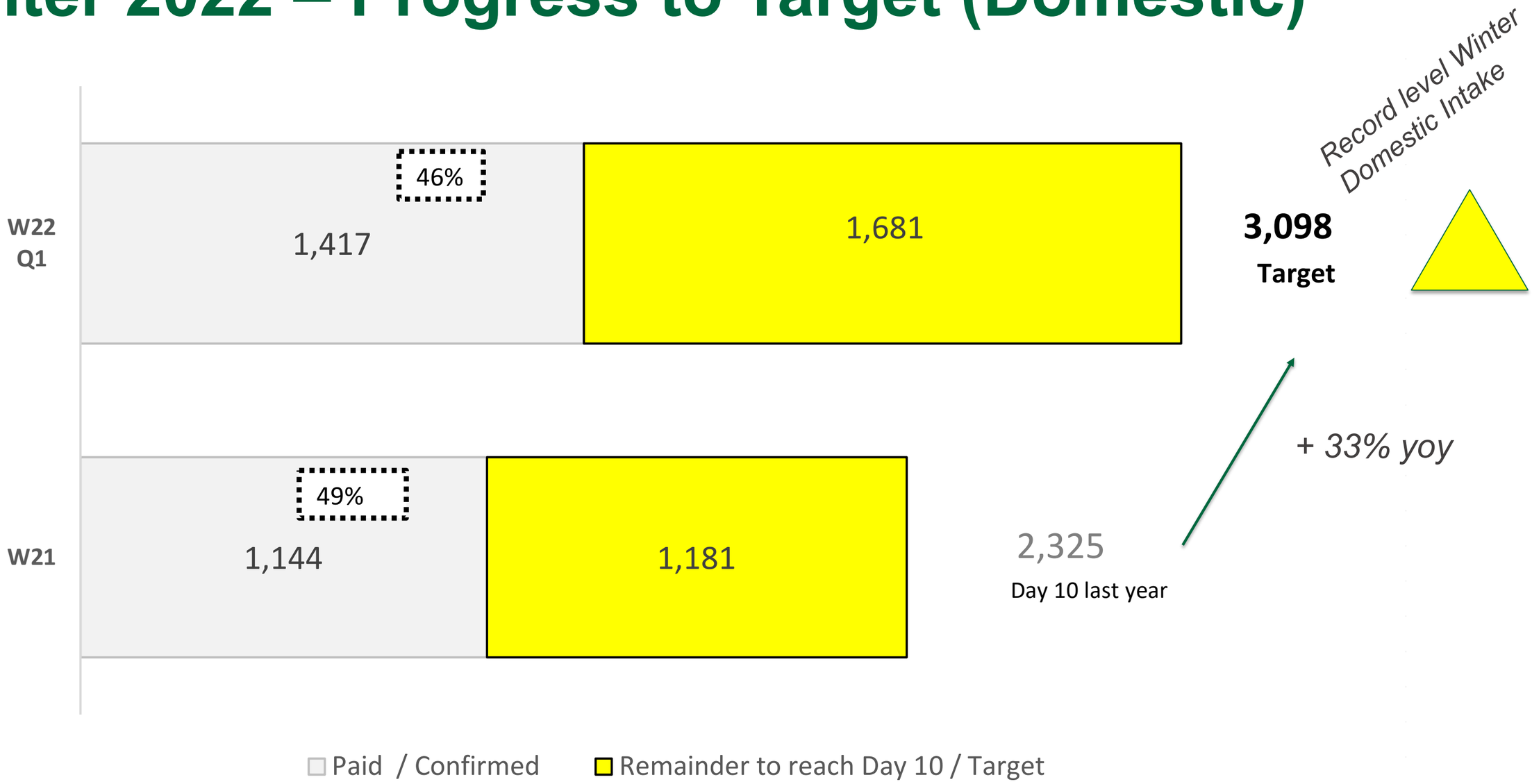


Rank	Withdrawal Reason Codes	F21 #	F21 %	Rank F20	YoY %
1	Personal	234	18%	1	(4%)
2	Taking Another Program	172	13%	5	54%
3	Other	171	13%	4	36%
4	Unknown	135	10%	3	(7%)
5	Career Goals changed	133	10%	8	183%
6	College - Initiated (Other)	104	8%	7	112%
7	Financial Pressures	76	6%	9	73%

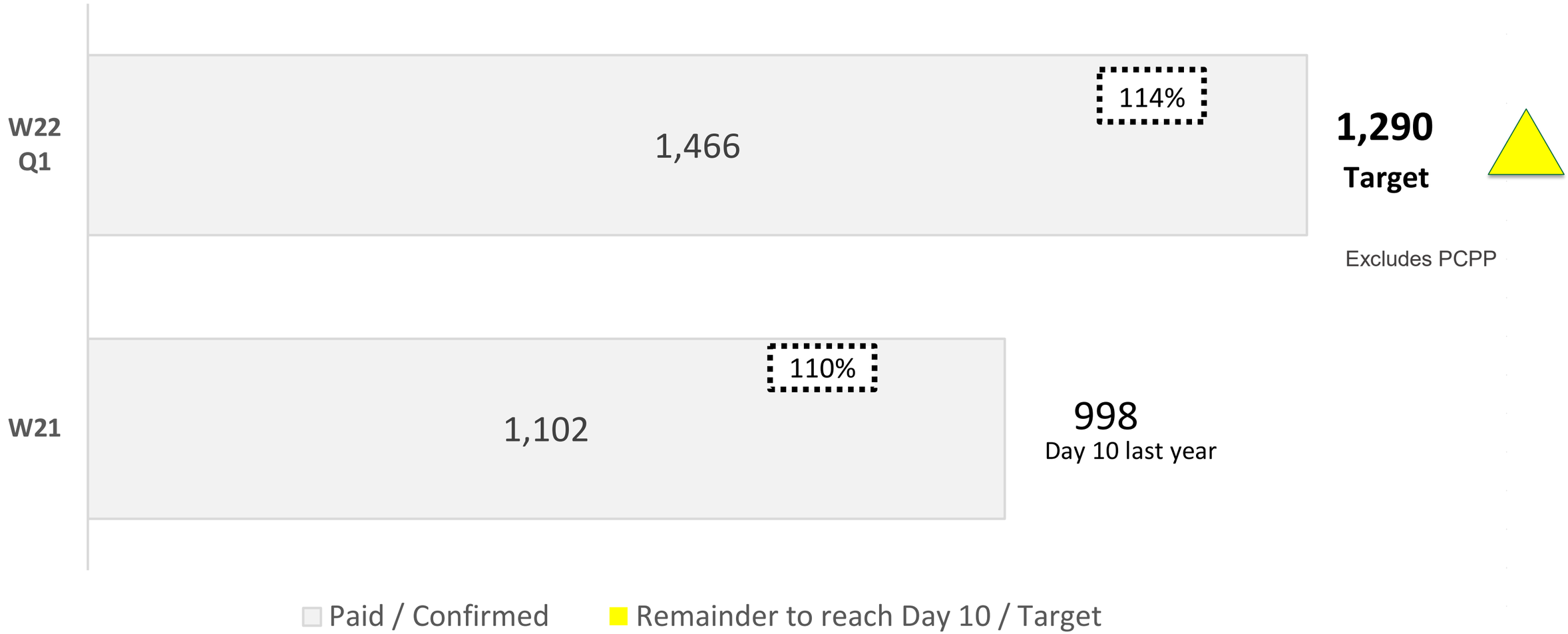
Winter 2022 versus Winter 2021 (as at Sep. 27, 2021)

Type	Actual	Previous Year	YoY #	YoY %
Applications (Total)				
Domestic	7,609	7,229	380	5.3%
International	3,130	2,391	739	30.9%
Total	**10,739**	**9,620**	**1,119**	**11.6%**
1st Choice				
Domestic	2,160	2,292	(132)	(5.8%)
International	2,983	2,239	744	33.2%
Total	**5,143**	**4,531**	**612**	**13.5%**
Accepted				
Domestic	898	491	407	82.9%
International	144	116	28	24.1%
Total	**1,042**	**607**	**435**	**71.7%**
Confirmed/Paid/Reg.				
Domestic	1,417	1,144	273	23.9%
International	1,466	1,102	364	33.0%
Total	**2,883**	**2,246**	**637**	**28.4%**

Winter 2022 – Progress to Target (Domestic)

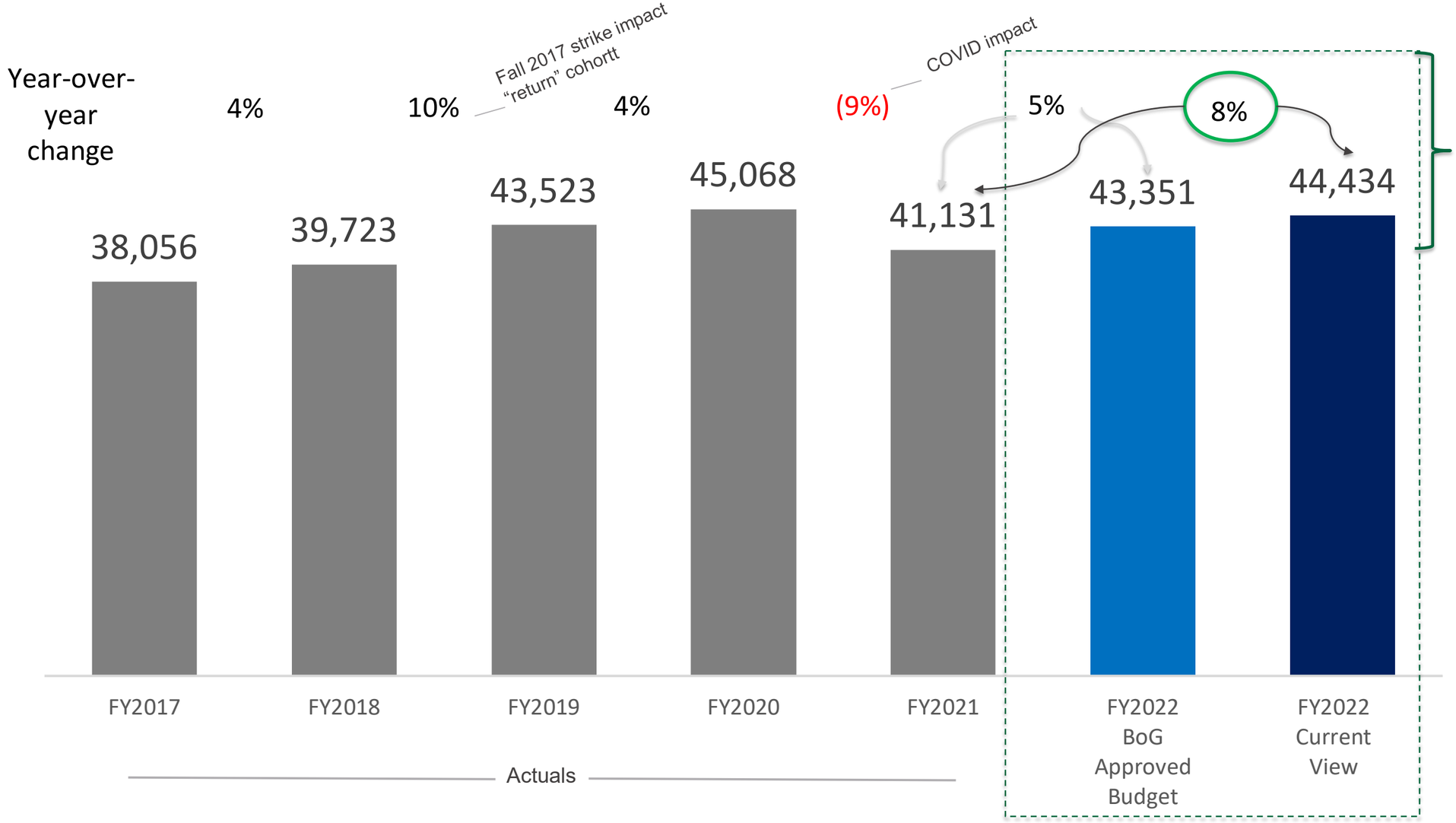


Winter 2022 – Progress to Target (Int'l)



Enrolment: 2021-22 Current View versus Budget

(“Current View” = Spring, Fall actuals + Winter Q1 forecast: total domestic and Int’l)



- Fiscal 2022 “Current View” predicting 8% yoy versus FY 2021 (Approved Budget was + 5% yoy)
- Strength in Spring 2021 enrolment helped offset Fall 2021 shortfall
- On track to Approved Budget enrolment target however there is risk

4.3

MEMO

ALGONQUIN COLLEGE

President/Board of Governors

DATE: October 25, 2021

TO: Board of Governors

FROM: Steve Barkhouse, Chair, Audit & Risk Management Committee

SUBJECT: **Audit & Risk Management (ARM) Committee meeting of June 14, 2021**

Board members can review meeting materials from the June 14, 2021 meeting by accessing the Board of Governors 'Teams site' Audit & Risk Management Committee, June 14, 2021.

A. ITEM(S) THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD

1) Jack Doyle Athletics and Recreation Centre – Project Update

Members were presented with an update on significant changes of the project since its last update at the February 9, 2021 Audit and Risk Management Committee meeting. Partial occupancy approval was achieved on March 26, 2021. The North Service Road design is complete and the construction management contract has been competitively awarded. The scope required to restore the North Service Road and Parking Lot South of the Jack Doyle Athletics and Recreation Centre has been contained to the established budget and the work has commenced. It is anticipated that the work will be completed by August 31, 2021.

2) R3 Project Update

Members were presented with an update on the project since its last update at the March 30, 2021 Audit and Risk Management Committee meeting. In support of the contractual commitment for the Student Information System implementation, a human resourcing plan aligned with the project deliverables and proposed budget was prepared and presented to the Algonquin College Executive Team. Consideration was made with respect to the current financial sustainability efforts underway as a result of the COVID-19 pandemic.

3) Fourth Quarter 2020-21 Major Capital Projects Report

The report provided members with a financial overview and update on the progress of the College's major capital projects ongoing in 2020-21. The College committed to continuing progress on existing projects such as the Jack Doyle Athletics and Recreation Centre, Solar Photovoltaic Plan, and R3 – Student Information System. A summary of Major Capital Projects is provided in Appendix B: Fourth Quarter 2020-21 Major Capital Projects Report.

4) Management's Response to KPMG Recommendations: Internal Audit Results – Management of Major Capital Projects

Members were provided with Management's response to KPMG's recommendation on the Internal Audit Results. The biggest deliverable & recommendation is the establishment of an Enterprise Project Management Office which would require significant time and resources. Some of the remaining six recommendations will be implemented as soon as possible.

5) Fourth Quarter 2020-21 Advancement Report

Members were presented with the Fourth Quarter 2020-21 Advancement Report. It has been an incredibly challenging year for both the College and the students from an alumni engagement and donor centered perspective. Members were provided with a summary of the 2020-21 donations for postsecondary institutions and direct donations to the College. Details and definitions were provided for the different types of donors such as Major Gifts, Gift in Kind, and annual fund donors.

6) Fourth Quarter 2020-21 College Endowment and Operating Funds Investment Report

Members were referred to the Fourth Quarter 2020-21 College Endowment and Operating Funds Investment Report for information. Details of the report are provided in Appendix A: Fourth Quarter 2020-21 College Endowment and Operating Funds Investment Report.

7) Fourth Quarter 2020-21 Enterprise Risk Management Report

Members were presented with the Fourth Quarter 2020-21 Enterprise Risk Management Report. The report provided updates on high-risks and risk mitigation planning, incidents of fraud, legal and insurance cases, and violence-related security incidents. In addition, the new Internal Control Three-Year Business Plan was presented.

8) Exemption – Exception Report on 2020-21 Non-competitive Procurement Activity

The report provided the Audit and Risk Management Committee with an Exemption - Exception Report for purchases with values greater than $100,000 where limited tendering or exceptions to public tendering were made during the 2020-21 fiscal year. Additional information is also provided on the procurement of legal services that fall under Broader Public Sector Exemption.

9) 2020-21 Bi-Annual Report on Cyber Security

The report provided members with updated highlights since the last report presented at the November 17, 2020 Committee meeting. Ernst and Young identified ten key findings with corresponding recommendations with the goal of improving the College's current state security maturity rating. The College has a target of 2.50 on a five-point scale to effectively manage cyber risk. Members were provided with details of significant progress made on six of the ten recommendations.

10) Credit Facility Covenants Compliance Checklist 2020-21

Members were informed that the College is in compliance with its Credit Facility Covenants and will continue to maintain good business practices.

11) 2021-22 Audit and Risk Management Committee Workplan (upcoming year)

Members accepted for information.

12) 2021-22 Audit and Risk Management Committee Meeting Schedule

Members accepted for information.

13) 2020-21 Audit and Risk Management Committee Workplan

Members accepted for information.

Fourth Quarter 2020-2021 Investment Reports

College Endowment Fund - Page 2

College Operating Fund - Page 9

Period ended March 31, 2021

ALGONQUIN COLLEGE

Fourth Quarter 2020-2021 College Endowment Funds Investment Report

Period ended March 31, 2021

ALGONQUIN COLLEGE

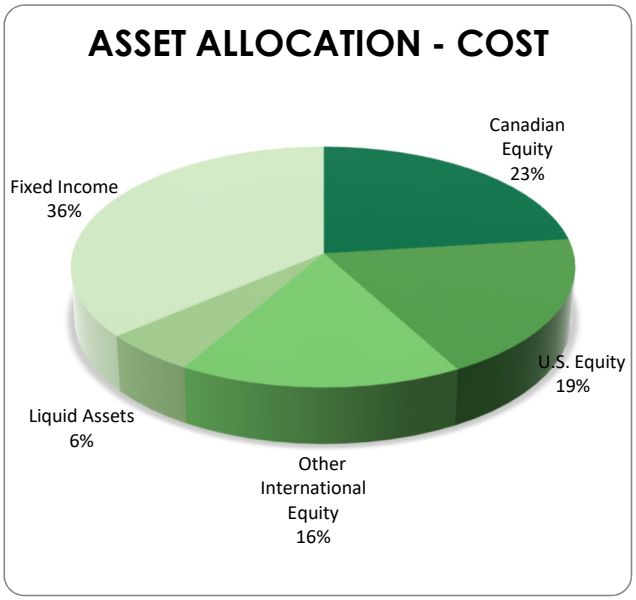
Endowment Fund Balance

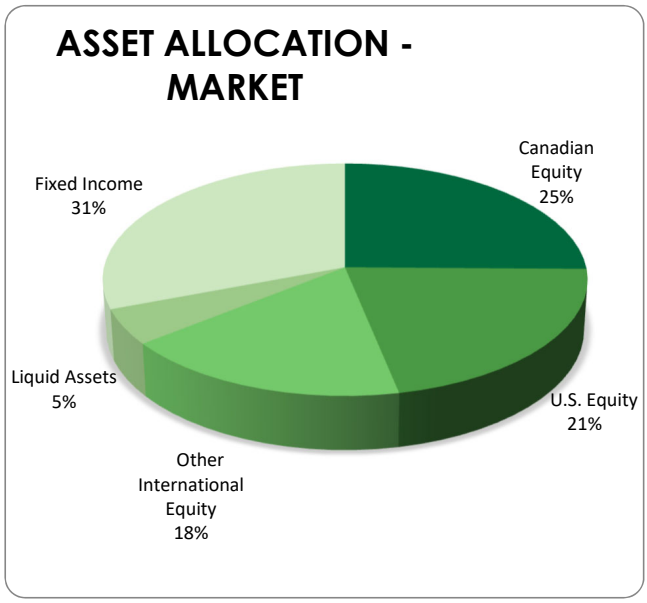
	Book Value	Market*
Fund Balance March 31, 2020	$ **24,805,228**	$ **26,596,274**
Deposits	673,001	673,001
Withdrawals	(1,036,565)	(1,036,565)
Accrued Interest from Buys/Sells		
Investment Fees	(121,872)	(121,872)
Investment Income (Loss)	6,433,494	6,433,495
Unrealized Gain/Loss		1,587,698
Fund Balance March 31, 2021	$ **30,753,286**	$ **34,132,030**

* excludes accrued interest

Asset Allocation-Endowment

Endowment Fund Balance - Breakdown March 31, 2021		Cost	% of Cost		Market*	% of Market	Benchmark	Policy Range
Cash	$	1,679,335	5%	$	1,689,732	5%	3%	0-20%
Fixed Income	$	11,130,667	36%	$	10,488,101	31%	35%	25-45%
Canadian Equity	$	7,093,252	23%	$	8,608,693	25%	22%	12-32%
US Equity	$	5,840,043	19%	$	7,355,053	22%		
Other International Equity	$	5,009,989	16%	$	5,990,451	18%		
Total Global Equity	$	10,850,032	35%		13,345,504	39%	40%	30-50%
Total	**$**	**30,753,286**	**100%**	**$**	**34,132,030**	**100%**	**100%**	**100%**



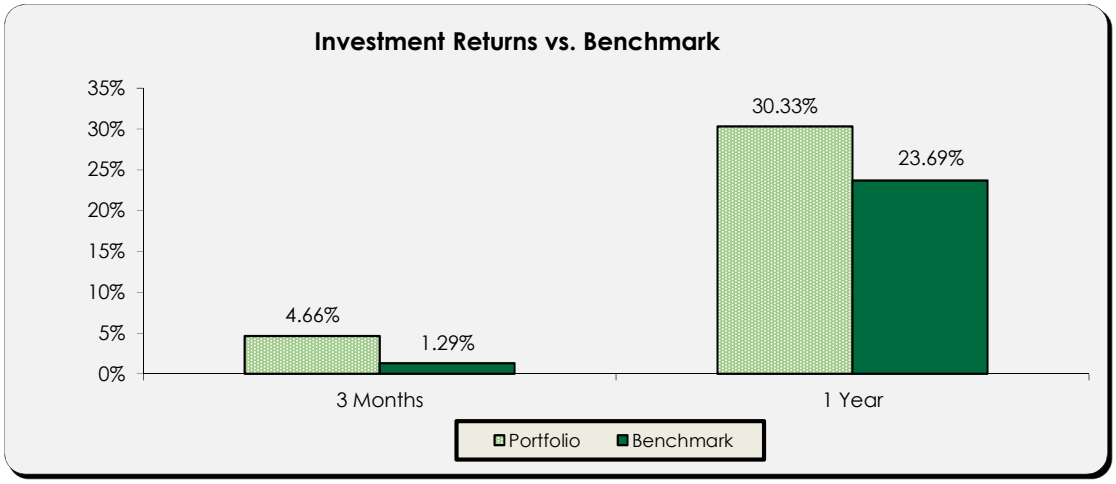


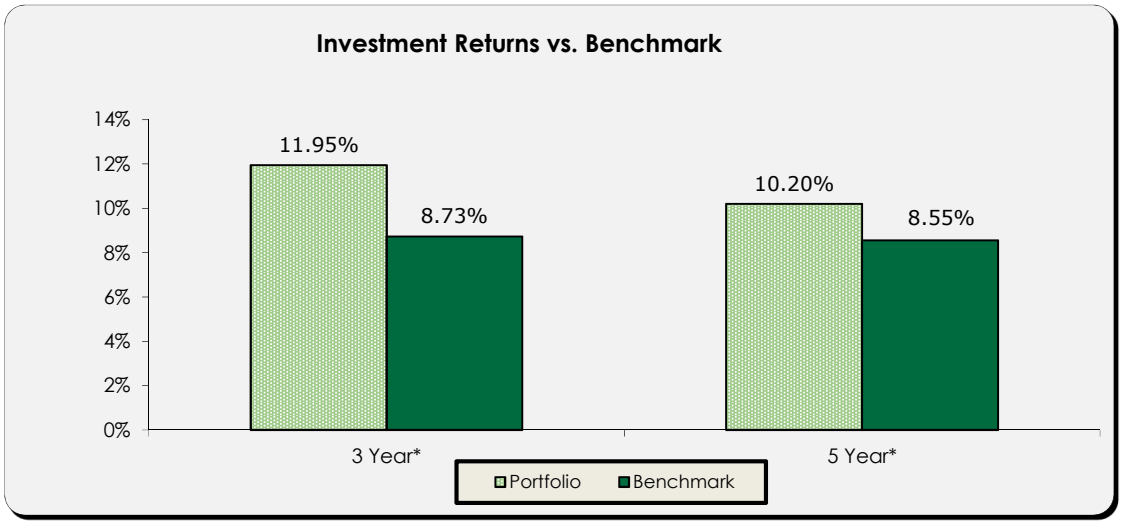
Performance Review - Endowment

	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 2011				5.25%	5.13%	0.12%	14.67%	20.42%	-5.75%	6.70%	8.26%	-1.56%	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%	15.91%	3.83%	37.95%	31.40%	6.55%	16.82%	17.30%	-0.48%
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%
Fiscal 2019	3.13%	1.77%	1.36%	5.66%	4.99%	0.67%	4.36%	8.10%	-3.74%	10.12%	7.82%	2.30%	7.30%	6.98%	0.32%
Fiscal 2020	**1.81%**	**2.17%**	**-0.36%**	**7.37%**	**4.39%**	**2.98%**	**-8.46%**	**-14.22%**	**5.76%**	**1.67%**	**-4.16%**	**5.83%**	**0.45%**	**-2.93%**	**3.38%**
Q1 2021	0.10%	0.13%	-0.03%	4.20%	5.91%	-1.71%	5.70%	16.97%	-11.27%	18.30%	14.19%	4.11%	9.30%	11.48%	-2.18%
Q2 2021	0.10%	0.08%	0.02%	0.20%	0.45%	-0.25%	4.90%	4.73%	0.17%	8.90%	5.90%	3.00%	4.60%	3.56%	1.04%
Q3 2021	0.07%	0.03%	0.04%	0.67%	0.51%	0.16%	13.29%	9.39%	3.91%	17.36%	9.31%	8.06%	8.93%	5.77%	3.16%
Q4 2021	0.01%	0.03%	-0.02%	-4.74%	-5.04%	0.30%	11.48%	8.05%	3.43%	9.18%	3.51%	5.67%	4.66%	1.29%	3.37%
Fiscal 2021	**0.28%**	**0.27%**	**0.01%**	**0.32%**	**1.83%**	**-1.50%**	**35.37%**	**39.14%**	**-3.76%**	**53.75%**	**32.91%**	**20.84%**	**30.33%**	**23.69%**	**5.39%**
Annual Return **															
4.75 year compounded	**1.22%**	**1.15%**	**0.07%**												
21.50 year compounded				**5.47%**	**5.22%**	**0.25%**	**9.65%**	**7.21%**	**2.43%**	**8.00%**	**4.82%**	**3.18%**	**8.08%**	**6.85%**	**1.23%**

Returns are before fees.
*New benchmark effective 08/31/12
** Cash & Equivalent target added on approved investment policy as of June 11, 2018. Cash & Equivalents compounded return for 1.25 years.
*** Fiscal 2018 total portfolio performance includes the Kivuto shares trade which increased total annual return by 1.45%. Excluding the Kivuto shares trade, the annual portfolio return would have been 5.06%.

Performance Review-Endowment

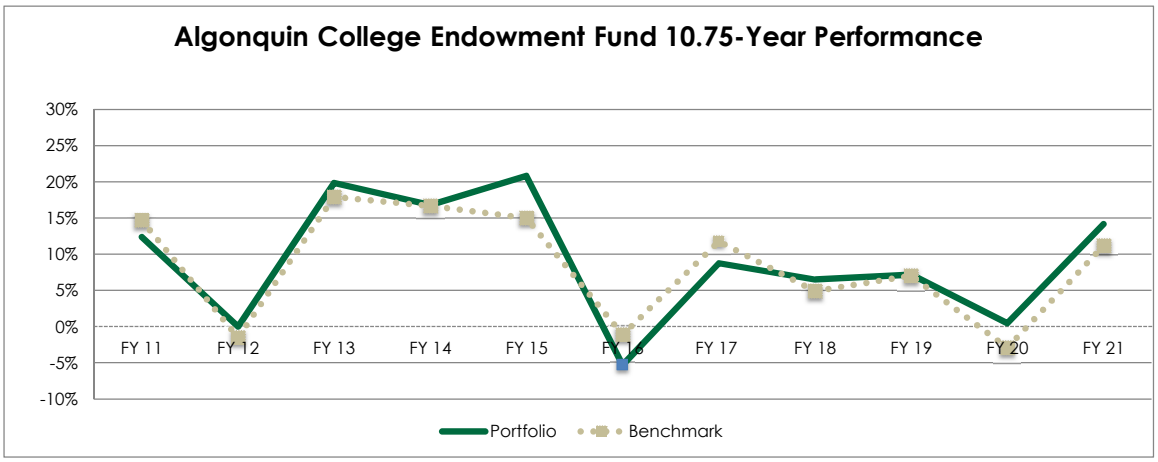




Endowment Fund - Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	4.66%	30.33%	11.95%	10.20%
Benchmark	1.29%	23.69%	8.73%	8.55%

* Compounded Annual Return



Sharpe Ratio

Sharpe Ratio Endowment Funds Equity Portfolio vs Benchmark			
Period Ending	1 Year Equity Portfolio Sharpe Ratio	1 Year Equity Benchmark Sharpe Ratio	Relative Performance
30-Jun-17	8.79	7.78	1.00
30-Sep-17	5.98	5.82	0.16
31-Dec-17	4.78	5.66	-0.88
31-Mar-18	2.56	2.24	0.32
30-Jun-18	5.25	6.05	-0.80
30-Sep-18	7.82	5.55	2.27
31-Dec-18	-0.85	-1.01	0.16
31-Mar-19	1.65	0.98	0.67
30-Jun-19	0.76	0.98	-0.22
30-Sep-19	0.00	0.48	-0.48
31-Dec-19	8.27	5.71	2.56
31-Mar-20	-0.62	-0.98	0.36
30-Jun-20	1.78	1.09	0.70
30-Sep-20	3.24	1.72	1.52
30-Dec-20	1.17	0.56	0.61
31-Mar-21*	11.56	5.35	6.21

The Sharpe Ratio is the average return earned in excess of the risk-free rate per unit of volatility or total risk. Generally, the greater the value of the Sharpe ratio, the more attractive the risk-adjusted return.

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

	2016	2017	2018	2019	2020	2021
Amount available for future distribution, beginning of year	$ 2,497,016	$ 2,699,434	$ 3,543,474	$ 4,213,486	$ 3,755,820	$ 3,587,707
Realized investment income/(loss)	$ 1,182,259	$ 1,830,019	$ 1,703,517	$ 622,076	$ 1,792,398	$ 6,433,494
Investment fees	$ (97,448)	$ (87,257)	$ (100,539)	$ (97,112)	$ (126,534)	$ (121,872)
Amount distributed	$ (882,393)	$ (898,722)	$ (932,966)	$ (982,630)	$ (1,833,977)	$ (1,036,565)
Amount available for future distribution, end of year	$ 2,699,434	$ 3,543,474	$ 4,213,486	$ 3,755,820	$ 3,587,707	$ 8,862,764

Schedule of Unrealized Investment Income/ (Loss)

	2016	2017	2018	2019	2020	2021
Unrealized income/(loss)	$ (2,440,923)	$ 168,461	$ (136,038)	$ 1,255,147	$ (1,583,331)	$ 1,587,698

Fund Balance as per Leith Wheeler

	2016	2017	2018	2019	2020	2021
Cash	6%	6%	9%	13%	7%	5%
Fixed Income	38%	27%	29%	29%	33%	31%
Canadian Equity	18%	23%	17%	15%	17%	25%
Global Equity*	37%	44%	45%	43%	43%	39%
Total	100%	100%	100%	100%	100%	100%

* combined U.S. & international

Asset Mix - Market

	2016	2017	2018	2019	2020	2021
Cash	$ 1,396,853	$ 1,511,625	$ 2,240,828	$ 3,594,267	$ 1,780,221	$ 1,689,732
Fixed Income	$ 8,747,242	$ 6,521,153	$ 7,458,927	$ 7,941,402	$ 8,851,991	$ 10,488,101
Canadian Equity	$ 4,168,105	$ 5,681,573	$ 4,453,579	$ 3,957,871	$ 4,428,934	$ 8,608,693
Global Equity*	$ 8,419,248	$ 10,644,332	$ 11,366,416	$ 11,561,129	$ 11,535,128	$ 13,345,504
Total	$ 22,731,448	$ 24,358,683	$ 25,519,750	$ 27,054,668	$ 26,596,274	$ 34,132,030

* combined U.S. & international

Fourth Quarter 2020-2021 College Operating Funds Investment Report

Period ended March 31, 2021

ALGONQUIN COLLEGE

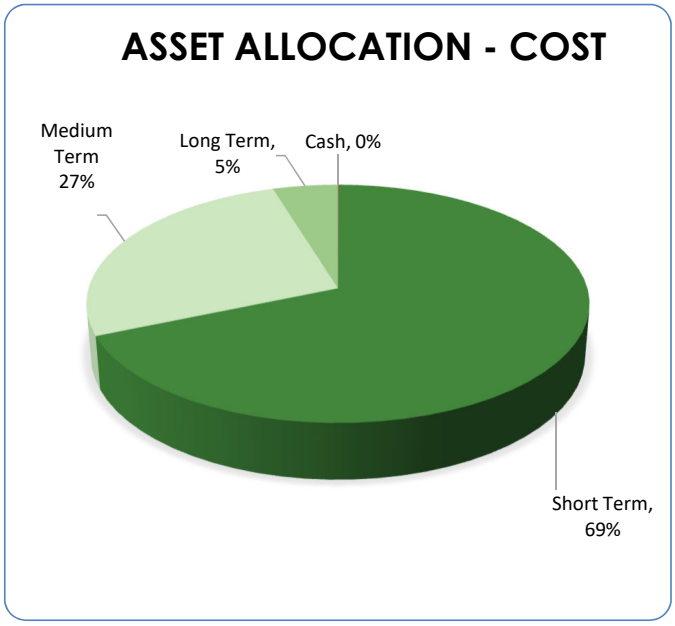
Operating Fund Balance

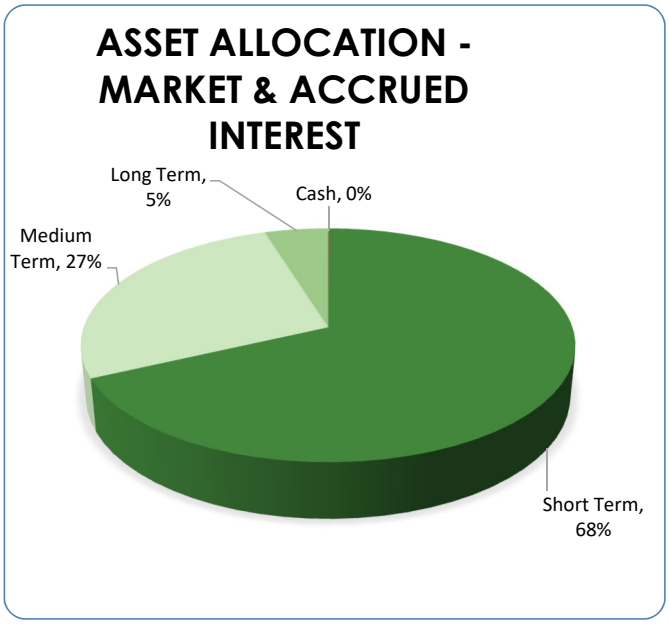
	Book Value	Market**
Fund Balance March 31, 2020	**$ 62,115,644**	**$ 62,750,012**
Deposits		
Withdrawals	-	
Accrued Interest from Buys/Sells	(117,871)	(117,871)
Investment Fees	(88,104)	(88,104)
Investment Income (Loss)	1,475,108	1,709,485
Unrealized Gain/Loss		
Realized Gain/Loss	(383,811)	
Accrued Interest already reported in beginning Market Value		11,195
Market Value Gain/Loss		(949,528)
Fund Balance March 31, 2021	**$ 63,000,967**	**$ 63,315,189**

** includes accrued interest

Asset Allocation-Operating

Fund Balance March 31, 2021	Cost	% of Cost	Market & Accrued Interest	% of Market & Accrued Interest	Target	Min/Max
Cash	$ 28,909	0%	$ 28,909	0%	0%	n/a
Short Term (0 - 1 year)	43,233,154	69%	43,096,073	68%	50%	40% - 100%
Medium Term (1 - 5 years)	16,749,132	27%	17,138,129	27%	45%	0% - 50%
Long Term (5 - 10 years)	2,989,772	5%	3,052,078	5%	5%	0% - 10%
Total Portfolio	**$ 63,000,967**	**100%**	**$ 63,315,189**	**100%**	**100%**	

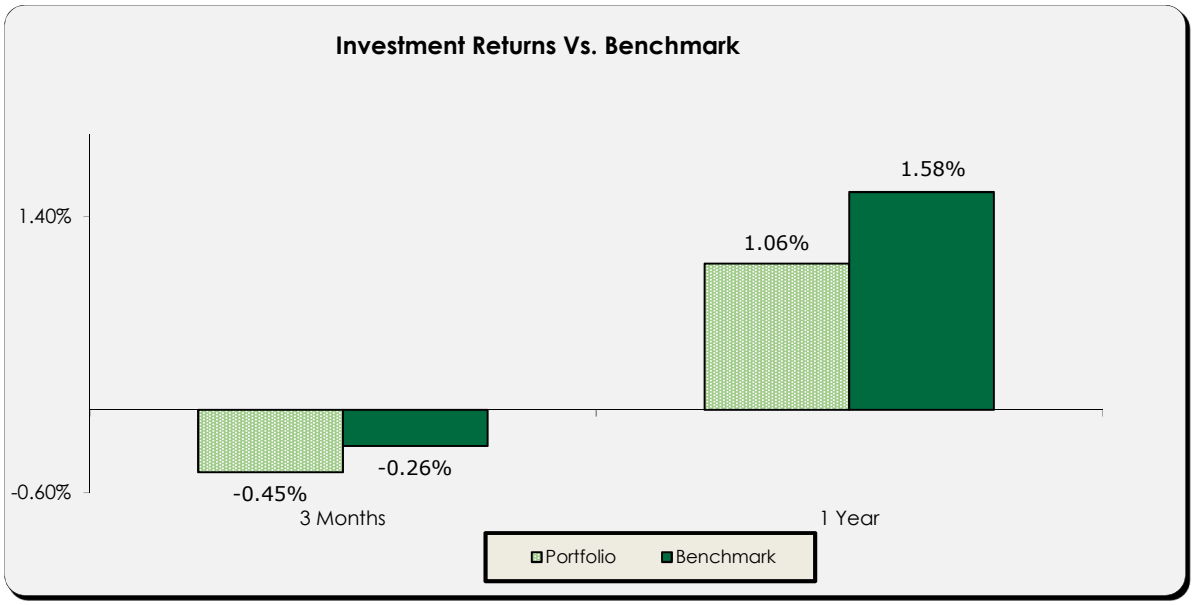


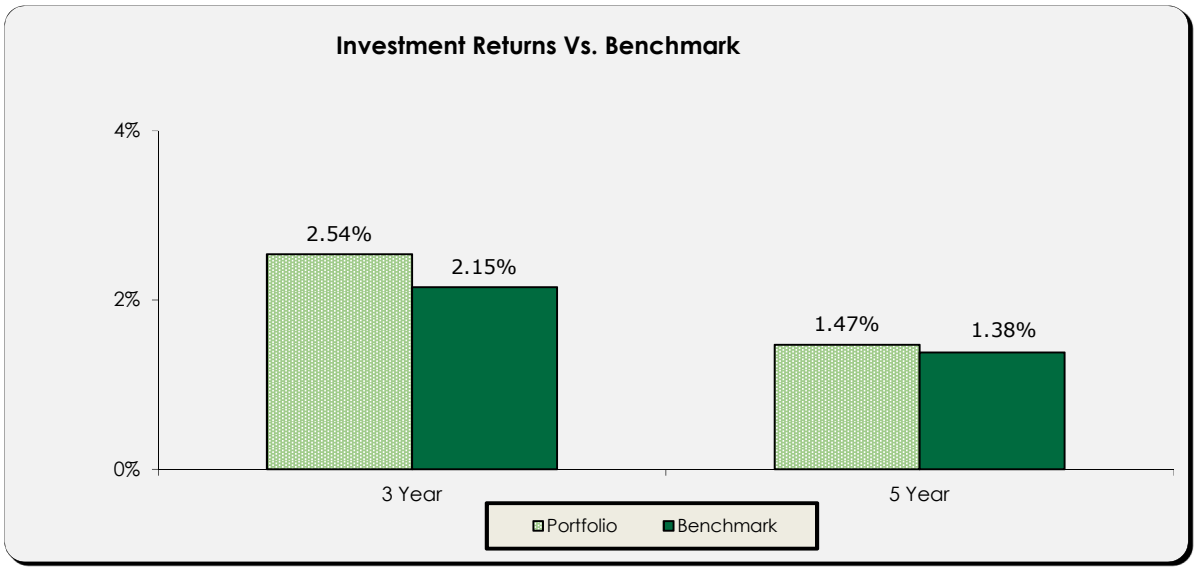


Performance Review - Operating

		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%
FY 2018		0.20%	0.18%	0.02%
FY 2019		3.00%	2.61%	0.39%
FY 2020		3.40%	2.69%	0.71%
Q1 FY 2021		1.10%	1.14%	-0.04%
Q2 FY 2021		0.30%	0.40%	-0.10%
Q3 FY 2021		0.11%	0.30%	-0.19%
Q4 FY 2021		-0.45%	-0.26%	-0.19%
Annual Return		1.06%	1.58%	-0.52%
6.75-year Compounded Return		**1.80%**	**1.74%**	**0.06%**

Performance Review-Operating

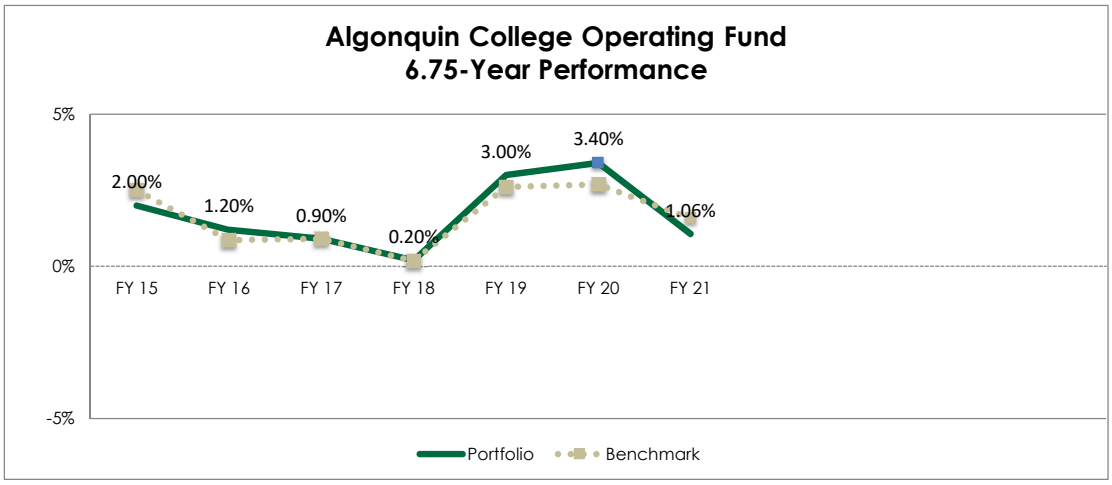




Investment Returns

	3 Months	1 Year	3 Year	5 Year
Portfolio	-0.45%	1.06%	2.54%	1.47%
Benchm	-0.26%	1.58%	2.15%	1.38%

* Compounded Annual Return


Algonquin College Operating Fund
6.75-Year Performance
5%
0%
-5%
2.00%
1.20%
0.90%
0.20%
3.00%
3.40%
1.06%
FY 15
FY 16
FY 17
FY 18
FY 19
FY 20
FY 21
Portfolio
Benchmark

4.3 APPENDIX B
Fourth Quarter 2020-21
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	38%
5	Jack Doyle Athletics and Recreation Centre (ARC)	61.8	47%
9	Pedestrian Bridge to Bus Rapid Transit Station	3.1	2%
11	Solar Photovoltaic Plan	8.0	6%
14	R3 (Student Information System)	9.5	7%
	Total Approved Current Projects Value	$133.5	100%
17	**Summary of Projects Completed Since Fiscal 2011-12**	$278.44	

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report

Energy Service Company Project - (ESCO 2)

The Energy Service Company Project 2 (ESCO2) was delivered in four phases in partnership with Siemens. Phases 1 and 2 focused on conservation measures, specifically water and energy conservation. Phase 3 added a limited thermal and electricity co-generation capability. Phase 4 expanded on both conservation and co-generation, introduced energy management systems, and addressed our growing deferred maintenance challenges. In addition, the project expanded the on-site power generation (both cogeneration and solar photovoltaic) and included the introduction of a power storage capability. All phases of the project guaranteed to achieve specific levels of energy savings. These savings are committed to pay for the project costs over the period of the agreements. At the completion of all phases of the project, estimated annual savings are to be a minimum of $3.3 million annually.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked / Manon 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 2016-17)	April 2018
Installation of underground thermal pipeline network completed (revised date from original: Winter 2016-17). Delays associated with the award of the prime contracts to complete this scope of work.	December 2018
Thermal network vertical risers and tie-in to associated mechanical systems complete and coordinated with building operation requirements.	October 2019
Heating loop construction completed.	March 2020

Energy Service Company Project (ESCO 2) - continued

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	20.0 million
Total	**$60.5 million**	**$9.4 million**	**$51.1 million**

Projected Annual Savings Phase (Post-Construction) per 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 2015-16	1.4 million
Realized Savings in Fiscal Year 2016-17	2.9 million
Realized Savings in Fiscal Year 2017-18	2.0 million
Realized Savings in Fiscal Year 2018-19	3.9 million
Realized Savings in Fiscal Year 2019-20	3.5 million
Realized Savings in Fiscal Year 2020-21	3.6 million
Projected Savings in Fiscal 2021-22 through 2035-36	**62.0 million**
Total	**$79.9 million**

Total Payments to Manulife (Construction Still in Progress)	Value
Actual Payments to March 31, 2015	$0 million
Actual Payments in Fiscal Year 2015-16	1.5 million
Actual Payments in Fiscal Year 2016-17	2.8 million
Actual Payments in Fiscal Year 2017-18	3.2 million
Actual Payments in Fiscal Year 2018-19	3.4 million
Actual Payments in Fiscal Year 2019-20	3.5 million
Actual Payments in Fiscal Year 2020-21	3.6 million
Projected Payment Fiscal 2021-22 through 2035-36	**61.0 million**
Total	**$79.0 million**

4.3 APPENDIX B
Fourth Quarter 2020-21
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.
G	**Scope Management**	The first cogeneration plant was restarted on November 1, 2019. The second cogeneration plant is operating based on demand for electricity.
Y	**Cost Management**	The College and Siemens continue to work through the final scope changes and financial close out of the project to ensure alignment with the original contract, containment of all change orders within the overall budget, finalizing close out discussions, and resolving any cost increases related to risk mitigation. The monitoring and verification period for the remaining grant funding started in December 2019. The College electrical load requirements are currently insufficient to meet the mandated efficiency and amount of power to be generated to receive the full grant. This situation is further exacerbated by the pandemic and the limited on-campus presence. Ottawa Hydro is willing to change the monitoring and verification period to start no later than June 2021 to accommodate the lower electrical load caused by the COVID-19 pandemic.
Y	**Schedule Management**	A combination of technical and intentional strategic delays associated with the installation of both cogeneration units and associated infrastructure and equipment resulted in these last elements of the ESCO2 project being completed in Q3 of 2019-20. Further delay occurred due to the discovery of asbestos in the dust in the boiler room and tunnels which the College addressed with Siemens and its sub-contractors. The College and Siemens successfully worked together and achieved a November 1, 2019 completion date. Further delays associated with the second absorption chiller are related to the pandemic. Due to the border closure between Canada and the USA, the manufacturer representative that oversees the commissioning process of the second absorption chiller could not travel to Canada, therefore delaying the start-up of the second absorption chiller.
G	**Project Resources**	Asbestos cleaning has been completed in areas related to project scope. The College is working with Siemens to close out the project.
Y	**Risk Management**	The discovery of asbestos containing materials in the plant area has increased project and financial risk. While these project risks 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 are fully operational. Due to the COVID-19 pandemic, electricity load has been reduced which has impacted the monitoring and verification requirements for one of the incentive grants. The College is working with respective stakeholders to monitor and mitigate this situation.
G	**Stakeholder Engagement**	Active stakeholder engagement continues on a targeted basis in consideration of the impact of the operation of the cogeneration plants. Algonquin College and Siemens discussed and agreed to a settlement for associated delay claims and counter-claims.

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report

Jack Doyle Athletics and Recreation Centre (ARC)

The Algonquin Students' Association has entered into an agreement with Algonquin College to collaborate in the construction of a new Athletics and Recreation Centre with a size of approximately 122,800 gross square feet. The proposed recreation centre will replace current recreation infrastructure in an area of the College constructed in the early 1960s. The new facility will significantly increase the physical capacity for student fitness, increase athletic opportunities, and offer students unlimited access to state-of-the-art recreational facilities. The location for this newest infrastructure build is on the north-west corner of the College's main parking (lot 8).

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked (Algonquin College) & L. Smith (Colliers Project Leaders)

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 and Recreation Centre provided that the following conditions are met: • 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
Meeting #514 – The Board of Governors approves the construction of an Athletics and Recreation Centre, pedestrian link and related enabling works on the Ottawa campus with a 50-year land lease to the Algonquin Students' Association, and the transaction structure and the associated governing implementation agreements, with a total cost of construction up to $61.8 million over the fiscal years 2019-20 to 2021-22. This project will be financed as follows: • Algonquin College will contribute $5.5 million to the construction costs of the Centre from College reserves in 2019-20; and • Algonquin College will contribute up to $11.9 million to the construction costs of the pedestrian link and enabling works funded 50% from College reserves and 50% from the College's Strategic Investments Priorities budgets in fiscal years 2019-20 to 2021-22; and • Algonquin Students' Association will contribute $30.5 million financed from a major Canadian bank loan and $13.9 million from the Association's reserves. Final approval of this construction project is contingent on the following conditions being met: • The College meeting all regulatory and legislative requirements including Section 28 of the Financial Administration Act; and • The Algonquin Students' Association acquiring suitable loan financing.	October 2019

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

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report

Algonquin Students' Association Athletics and Recreation Centre (ARC) - continued

Project Funding	**Value**
Algonquin College reserves	$11.45 million
Strategic Investment Priorities Budget allocation, 2019-20 & 2020-21 funding	5.95 million
Algonquin Students' Association reserves	13.9 million
Algonquin Students' Association loan financing	30.5 million
Total	**$61.8 million**

Project Contingency	**Value**
Approved budget project contingency	$4.7 million
Contingency balance remaining as at March 31, 2021	1.9 million

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2018-19	$0.4 million
Expenditures in Fiscal 2019-20	12.6 million
Expenditures in Fiscal 2020-21	39.1 million
Estimated Expenditures Fiscal 2021-22	9.5 million
Estimated Expenditures Fiscal 2022-23	0.2 million
Total	**$61.8 million**

Total Project Variance	**$0 million**

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report
Algonquin Students' Association Athletics and Recreation Centre (ARC) - continued

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

G	**Governance**	Steering Committee membership and Executive sponsors established. Terms of reference for Committee finalized and approved by the Steering Committee. Regular Steering Committee meetings and updates to the Audit and Risk Management Committee and Algonquin College Executive Team are ongoing. Agreements between the Students' Association and College were approved previously. Section 28 approvals were received from the Ministry.
G	**Scope Management**	Final functional program validated against the original program concept. Project scope being managed within allowed budget. Deferred works (Students' Association fit-up) to be funded from Students' Association reserves with its management under discussion with the Students' Association. Final detailing of building elements is complete. Pedestrian link achieved occupancy on March 26, 2021 with remaining construction underway. Design of North Service Road completed pending final reviews. Request for Proposal for Construction Manager issued.
G	**Cost Management**	Final budget confirmed and Students' Association financing is in place. Currently tracking to initial forecast after previous application of cost reduction strategies. Students' Association fit-up items costed. Strategy for recovery of pedestrian link shortfall mostly realized. Initial pandemic implications reduced to zero and no additional costs forecast for "3rd wave" unless a second shutdown is ordered by the Province of Ontario. Remaining contingency limited but levels reasonable to address final scope commitments and risks. Estimate for the full North Service Road scope exceeds budget; a scope ladder was implemented to align with available funds.
G	**Schedule Management**	Baseline schedule developed with consideration for due process and stakeholder engagement. Currently tracking to overall substantial completion milestone despite impacts of the pandemic on construction activities. Integration between project timelines and Algonquin College/Students' Association agreements completed. Continue to forecast project completion ahead of grand opening. Partial occupancy of the ARC and pedestrian link was achieved on March 26, 2021 with full occupancy following Students' Association fit-up items. The pedestrian link completion extended to May 2021 due to design coordination issues impacting envelope details. Design completion of the North Service Road is consistent with construction in the 2021 season. Substantial completion of the ARC and Link is concurrent with the "Occupancy Trigger" as defined in agreements between the College and Students' Association; earliest date is June 30, 2021
G	**Project Resources**	Campus Development Consortium developed functional program. Project Manager, Prime Design Consultant, Construction Manager and various other technical service providers retained. Trade contractors retained. Student's Association and College resources identified. IT support personnel to be retained for delivery of Algonquin College/Students' Association coordinated items.
G	**Risk Management**	A project risk register has been developed for ongoing update with input

		from various team members. Risks are being reviewed with the Steering Committee on an ongoing basis. Risks due to the pandemic have been mitigated and developments are monitored closely. Remaining risks addressed by contingency allocations.
G	**Stakeholder Engagement**	The Algonquin Students' Association performed extensive engagement with key stakeholders, the students. The Project Vision Principles were finalized. Detailed consultation took place with stakeholders during design development. Design Project Review Team meetings are conducted on a monthly basis. *Algonquin Wolves* branding chosen. Engagement of College FOMES and ITS ongoing for controls and operational coordination. Engagement for the North Service Road improvements mostly completed.
G	**Operational Readiness**	Commissioning, operation and training of building systems continued for completion by end of May 2021.

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report

Pedestrian Bridge to Bus Rapid Transit Station

In partnership with the City of Ottawa, this investment will construct an above-grade pedestrian bridge that will 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 (LRT2) 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.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: City of Ottawa (lead) – A. Waked (Algonquin College)

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**
Project start date	2019
Anticipated construction start date	2022
Substantial completion date	2023

Project Funding	**Value**
Algonquin College reserve funds	**$3.1 million**

Project Contingency	**Value**
Approved project contingency	Not required

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2018-19	$0.02 million
Expenditures in Fiscal 2019-20	0.66 million
Expenditures in Fiscal 2020-21	0.00 million
Fiscal 2021-22	1.26 million
Fiscal 2022-23	1.16 million
Total	**$3.1 million**

Total Project Variance	**$0.0 million**

Pedestrian Bridge to Bus Rapid Transit Station - continued

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

G	**Governance**	Project governance has been negotiated and is defined through a formal agreement with the City of Ottawa.
G	**Scope Management**	Scope for each party has been identified and is formalized in the agreement. Algonquin College is procuring a consultant team to develop internal work within the ACCE building and to review the city proposed design to the Pedestrian Link including the building connection and envelope design.
G	**Cost Management**	College contribution has been defined and has been captured in the cost share agreement with the City. Once the Algonquin College consultant is engaged, a design will be completed for the connection and the interior work required in the Algonquin Centre for Construction Excellence. A cost estimate will be provided for this scope.
G	**Schedule Management**	Schedule management being presided over by the Light Rail Transit (LRT) Stage 2 team. Algonquin College is currently coordinating with the City project manager to define clear milestones for construction.
G	**Project Resources**	The College has assigned an internal project manager to lead the implementation.
G	**Risk Management**	A project risk register will be developed once the project is further advanced.
G	**Stakeholder Engagement**	Stakeholder engagement started with ACCE building end users and the College community.
G	**Operational Readiness**	To be evaluated once project scope and design is further defined.

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report
Solar Photovoltaic Plan

Algonquin College aims to become carbon neutral and to be a leader in the education, research and adoption of environmentally sustainable practices. Algonquin College continuously adopts new sustainable business practices and work to retrofit and regenerate its physical infrastructure. Moving Algonquin College to Net Zero – Solar Photovoltaic Plan represents a behind-the-meter solar energy and power storage facility, and the targeted electrification of building infrastructure currently using natural gas as fuel 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).

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked (Algonquin College) & L. Smith (Colliers Project Leaders)

Board of Governors Key Approval Dates	**Dates**
Meeting #508 – Board of Governors approves the Moving Algonquin College to Net Zero - Solar Photovoltaic Plan project in the amount of $6,825,060, fully funded from the Ministry of Advanced Education and Skills Development – Greenhouse Gas Campus Retrofit Program (GGCRP) to implement a solar photovoltaic array, battery storage infrastructure, and infrastructure upgrades on the Ottawa campus in 2018-19.	June 11, 2018
Meeting #511 – Board of Governors approved an additional $1,200,000 of funding to be contributed by the College in relation to the scope change for the electrification component of the project.	February 25, 2019

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report
Solar Photovoltaic Plan - continued

Major Milestones	Completion Date
Planning and Development Phase	
Establish Solar Photovoltaic Plan Steering Committee membership & core team	July 2018
Define Implementation Strategy/Approach	August 2018
Project Kick-Off meeting internally	July 2018
Secure prime design consultant	July 2018
Define Implementation Strategy/Approach	August 2018
Procure long lead materials and equipment	Fall 2018
Secure Construction Manager	January 2019

Execution	
Installation of Solar Panels Substantially Completed	March 2019
Selected Building Upgrades Completed	August 2019
Battery Energy Supply System Installation	October 2019
Hot Water Electrification Substantially Complete (Modified Scope)	October 2019
Close-out	May 2021

Approved Project Funding	**Approved Value**
Greenhouse Gas Campus Retrofit Program (GGCRP)	$6.8 million
Additional College contribution	1.2 million
Total	**$8.0 million**

Project Contingency	**Value**
Approved project contingency	$0.6 million
Contingency balance as at March 31, 2021	0.0 million

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2018-19	$5.6 million
Expenditures in Fiscal 2019-20	1.8 million
Expenditures in Fiscal 2020-21	0.3 million
Estimated Expenditures Fiscal 2021-22	0.3 million
Total	**$8.0 million**

Total Project Variance	**$0 million**

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report
Solar Photovoltaic Plan – continued

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**	Scope for solar array and battery storage defined previously. Remaining scope changes managed on case-by-case basis with consideration of budget, schedule and code compliance for the battery storage component. Portion of specific electrification works scope deferred to ensure total cost compliance with budget. Electric Safety Authority engaged for successful completion of requirements. Hydro Ottawa requirements and map to completion identified. Remaining deficiencies or incomplete work identified including resolution of persistent ground fault issue. Hydro Ottawa retained to deliver remaining design and assist with final Hydro One requirements.
G	**Cost Management**	To ensure the project budget remains within the approved limit of $8.0 million, the scope of electrical conversion to heat water has been reduced from the previously reported approximate 12 building locations and the central plant to approximately 4 building locations and central plant. Any deferred maintenance items previously defined will be addressed through the College's Facilities Renewal Project.
Y	**Schedule Management**	Solar system installation is complete. Battery Energy Storage System installed. Electrification substantially completed. Existing plant room constraints resolved. Approvals, in whole or part, from Electrical Safety Authority and Hydro Ottawa received. Offer to Connect between Algonquin College and Hydro Ottawa/Hydro One was signed for the 1 megawatt (MW) total load. Design and implementation of connection infrastructure has been delayed due to the pandemic and coordination issues between Hydro One/Hydro Ottawa. Design of the connection was completed. Final connection of the system requires a campus electrical shutdown to reduce the risk to College support systems. This was planned for May 2021; however, it has been rescheduled for June 2021. Hydro Ottawa and Hydro One developed schedule for completing the remaining items with detailed coordination between parties required in April 2021.
G	**Project Resources**	College resources needed to support this project have been identified along with external resources. Restrictions on foreign travel to the College for commissioning due to pandemic restrictions impacting but being mitigated with domestic labour. Hydro Ottawa has involved a consultant to manage the transfer-trip scope required by Hydro One for a full implementation.
G	**Risk Management**	Project substantial performance date of October 31, 2019 was achieved.
G	**Stakeholder Engagement**	Required internal stakeholder engagement has taken place and will continue throughout the life of the project as required considering the scope of this project. Engagement with external stakeholders including electrical utilities continues as required for approvals.
G	**Operational Readiness**	Operational readiness planning and implementation continues.

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report

R3 (Student Information System) Project

Algonquin College's current Student Information System, GeneSIS, is over 25 years old and is based on an unsupported programming language. As a result, the ongoing use of GeneSIS poses a significant resource, development, maintenance and security risk. The requested funding supported the Request for Proposal Stage including the preparation of business architecture, identity and access management, as well as data governance to support long-term enterprise architecture. This initial investment is to complete the Analyze, Strategize and Plan, Architect, and Select Phases. The Request for Proposal process completed was at the end of the 2019-20 fiscal year.

Reviewed and approved by Algonquin College Executive Team Sponsor: L. Stanbra
Algonquin College Leadership Team Project Dean/Director: K. Pearson and L. Pollock
Project Manager: Sam Wong

Board of Governors Key Approval Dates	**Dates**
Meeting #511 – Board of Governors approves $3.1 million for the Student Information System, with 50% of funding from the College's internally restricted net asset account and 50% from the Strategic Investment Priorities budget in Fiscal year 2019-20.	February 25, 2019
Meeting #517 – Board of Governors approves a $4 million expenditure to continue development of the business architecture, identity and access management and data governance required to support implementation of a new Student Information System. These project expenditures will be funded 50% from the College's internally restricted net asset accounts and 50% from the Strategic Investment Priorities budget in fiscal year 2020-21.	April 20, 2020
Meeting #520 – Board of Governors approves the software company Unit4 as the software solution and implementer for the new Student Information System, as the second step in the two-step approach endorsed on April 20, 2020, including: (1) the procurements of a Software as a Services subscription contracts with Unit4 with a value up to $1.4 million per year for a five-year total of up to $7 million; and (2) the implementation services contract with Unit4 with a value of up to $13 million over the estimated three years of implementation (including contingency, proposed travel expense and net tax of 3.41%). The Board of Governors also approves the fourth quarter budget expenditure approval of $2.4 million for the 2020-21 fiscal year.	October 26, 2020
Meeting #523 - Board of Governors approves $21.8 million for the Student Information System for the 2021-22 fiscal year. The entire project will be funded to result in 50% of the total project funding to be drawn from the College's internally restricted net asset account and 50% to be allocated from the Strategic Investment Priorities budgets.	April 19, 2021

Project Milestones	**Dates**
Project start date	May 1, 2019
Board of Governors approve selection of implementation vendor and financial commitment	October 26, 2020

Approved Project Funding	**Approved Value**
Internally Restricted Net Assets	$4.75 million
Strategic Investment Priorities Budget allocation	$4.75 million

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report

Project Contingency	**Value**
Approved project contingency	$0.4 million
Contingency balance as at March 31, 2021	$0.4 million

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2019-20	$2.5 million
Expenditures in Fiscal 2020-21	$6.2 million
Approved Budgeted Expenditures Fiscal 2021-22	$21.8 million
Estimated Expenditures Fiscal 2022-23	$20.2 to $23.2 million
Estimated Expenditures Fiscal 2023-24	$13.7 to $15.8 million
Estimated Expenditures Fiscal 2024-25	$5.3 to $6.0 million
Total Estimated Costs	**$69.7 to $75.5 million**

Total Project Variance (to approved expenditures)	**$0.0 million**

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report
Student Information System Project - continued

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

G	**Governance**	Steering Committee active and expanded to include Communications Officer. Working Group also active and expanded to include additional technical resources.
G	**Scope Management**	Project deliverables identified with timeline and critical path.
G	**Cost Management**	Budget actuals and commitments on track.
G	**Schedule Management**	Schedule is on track.
G	**Project Resources**	Project Team established and secure, looking to expand the project team next quarter to initiate the identity and access management as well as data governance streams.
G	**Risk Management**	All potential risks and issues monitored and mitigated; no current risks to completion of fiscal year deliverables.
G	**Stakeholder Engagement**	Communications officer now engaged 100% for this project. Communications planning and stakeholder engagement activity development are continuing.
G	**Operational Readiness**	Change management plan to be developed during the fiscal year for implementation phase; advance preparation through process documentation and communications.

4.3 APPENDIX B
Fourth Quarter 2020-21
Major Capital Projects Report
Summary of Projects Completed Since Fiscal 2011-12

Project	Final Project Value $M	Fiscal Year Completed
Algonquin Centre for Construction Excellence (ACCE)	$77.0	2011-12
Student Commons	51.0	2012-13
Pembroke Campus	34.0	2012-13
Perth Campus	12.0	2011-12
Digital College	12.0	2014-15
Healthy Living Education Phase 1A – Renovations	6.0	2014-15
B Building Window Replacement	1.1	2016-17
F Building Renovation	1.6	2016-17
Equipment Renewal and Electrical Lab Alterations Project in ACCE	2.3	2017-18
Welding Lab Project at the College's Transportation Technology Centre – Building S	2.8	2017-18
Transformer Replacement Project	2.1	2017-18
Learning Management System	3.0	2018-19
Enterprise Resource Planning (ERP) – Project Workday	18.8	2018-19
Student Central	6.8	2018-19
Indigenous Gathering Circle	1.7	2018-19
DARE District	45.4	2019-20
Net Tuition Project	0.84	2019-20
Total	**$278.44**	

4.3

MEMO

ALGONQUIN COLLEGE

President/Board of Governors

DATE: October 25, 2021

TO: Board of Governors

FROM: Governor Ikram Zouari, Chair, Audit & Risk Management Committee

SUBJECT: **Audit & Risk Management (ARM) Committee meeting of September 22, 2021**

Board members can review meeting materials from the September 22, 2021 meeting by accessing the Board of Governors 'Teams site' Audit & Risk Management Committee, September 22, 2021.

A. ITEM(S) REQUIRING BOARD OF GOVERNORS APPROVAL(S)

1) Public College – Private Partnership Update

Members were presented with the Public College Private Partnership (PCPP) update. A detailed presentation will be provided under IN CAMERA agenda item 11.1 Public College Private Partnership (PCPP) at the October 25, 2021 Board of Governors meeting with a recommendation for approval.

B. ITEM(S) THE COMMITTEE HAS APPROVED – FOR INFORMATION TO THE BOARD

1) Algonquin Students' Association Branding Risk - Report Back

Members were provided a report back on the Algonquin Students' Association Branding Risk. At the March 30, 2021 Committee meeting, members raised a concern that due to the fact that the Board of Governors does not have oversight on the Algonquin Students' Association branding/naming changes, Algonquin College's brand may be at risk.

RESOLUTION
MOVED & SECONDED: J. McLaren & S. Tudor
THAT the Audit and Risk Management Committee endorse that College administration, in consultation with the Algonquin Students' Association, review and update policies concerning College Corporate Image and Naming of College Features to ensure that the College Board of Governors is made aware of upcoming changes or new names to College buildings and significant teams and activities delivered by the Algonquin Students' Association.
CARRIED.

C. ITEM(S) THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD

2) Jack Doyle Athletics and Recreation Centre – Project Update

Members were presented with an update on significant changes of the project since its last update at the June 14, 2021 Audit and Risk Management Committee meeting. The design of the Athletics and Recreation Centre, Pedestrian Link, and North Service Road have been completed. On August 3, 2021, the Students' Association took possession of the facility.

3) R3 Project Update

Members were presented with an update on the project since its last update at the June 14, 2021 Audit and Risk Management Committee meeting. Overall, the R3 Project is on time and on budget. As a part of the Familiarize Phase of the project, the detailed project schedule is being finalized. Before the end of the Familiarize Phase (November 30, 2021), any impacts or changes to the overall schedule and timeline will be known.

4) 2019 Facilities Condition Assessment

Member were provided with the 2019 Facilities Condition Assessment presentation. The College's deferred maintenance liability is growing, and steps are being taken to mitigate the risk to the College infrastructure. The audit is completed every five years as part of the Ministry of Colleges and Universities direction and the 2019 audit indicates that the deferred maintenance liability will continue to grow over the next decade. The College is working to address this liability by piloting an infrastructure maintenance strategy to transition from a reactive maintenance posture to a preventive maintenance posture.

5) First Quarter 2021-22 College Endowment and Operating Funds Investment Report

Members were referred to the First Quarter 2021-22 College Endowment and Operating Funds Investment Report for information. Details of the report are provided in Appendix C: First Quarter 2021-22 College Endowment and Operating Funds Investment Report.

6) First Quarter 2021-22 Advancement Report

The Advancement Division leads the planning and implementation of comprehensive fundraising plans that strategically and operationally support the current priorities of the College. Fundraising includes the identification of prospects, the cultivation of relationships with key individuals and organizations, the solicitation of support, and the recognition and stewardship of the partnerships.

7) First Quarter 2021-22 Financial Projection

Members were presented with the First Quarter 2021-22 Financial Projection. The full report will be presented under agenda 6.1 First Quarter 2021-22 Financial Projection at the October 25, 2021 Board of Governors meeting.

8) First Quarter 2021-22 Major Capital Projects Report

The report provided members with a financial overview and update on the progress of the College's major capital projects underway in 2021-22. The College committed to continuing progress on existing projects such as the Jack Doyle Athletics and Recreation Centre, Campus Accessibility, and Salesforce Lightning Upgrade. A summary of Major Capital Projects is provided in Appendix D: First Quarter 2021-22 Major Capital Projects Report.

9) First Quarter 2021-22 Enterprise Risk Management Report

Members were presented with the First Quarter 2021-22 Enterprise Risk Management Report. The report provided an update on legal and insurance cases, high-risks and risk mitigation planning and violence-related security incidents.

10) First Quarter 2021-22 Exemption – Exception Report on Non-competitive Procurement Activity over $250K

The report provided members with a quarterly Exemption - Exception Report for purchases with values greater than $250,000 where limited tendering or exceptions to public tendering directives were made during the first quarter of the 2021-22 fiscal year. Additional information is also provided on the procurement of legal services that fall under Broader Public Sector Exemption.

11) Annual Report: 2021-22 Management's Response to Internal and External Auditor's Recommendations

Members were referred to the 2021-22 Management's Response to Internal and External Auditor's Recommendations. Upon completing the annual audit of the financial statements of the College, along with the review of the College's system of internal controls, the College's external auditors provide the Audit and Risk Management Committee with a Letter of Recommendations, as required. The College's management team has responded to the annual letter of recommendations and has established plans to act on each of these recommendations. One external audit recommendation remains in this report. This final item is now complete and will be removed from the next version of this report.

12) Terms of Reference Review against annual Workplan

Members accepted for information.

13) 2021-22 Audit & Risk Management Workplan

Members accepted for information

14) 2021-22 Audit & Risk Management Committee Meeting Date

Members accepted for information.

4.3 Appendix C

First Quarter 2021-2022 Investment Reports

College Endowment Fund - Page 2

College Operating Fund - Page 9

Period ended June 30, 2021

ALGONQUIN COLLEGE

First Quarter 2021-2022 College Endowment Funds Investment Report

Period ended June 30, 2021

ALGONQUIN COLLEGE

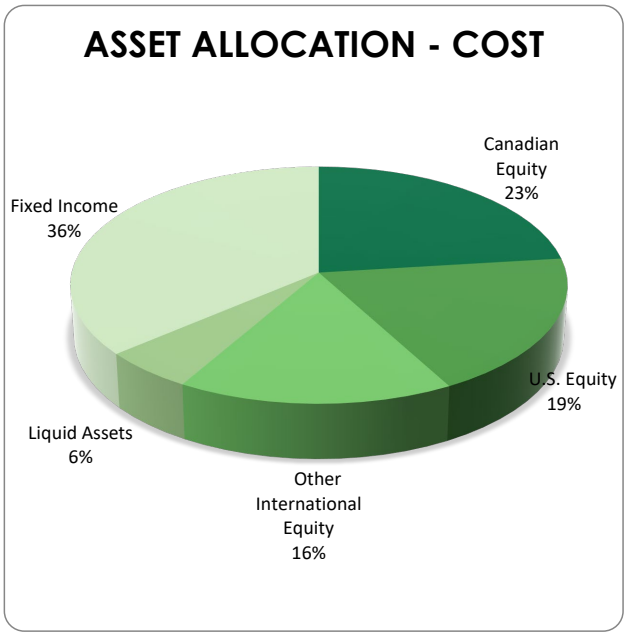
Endowment Fund Balance

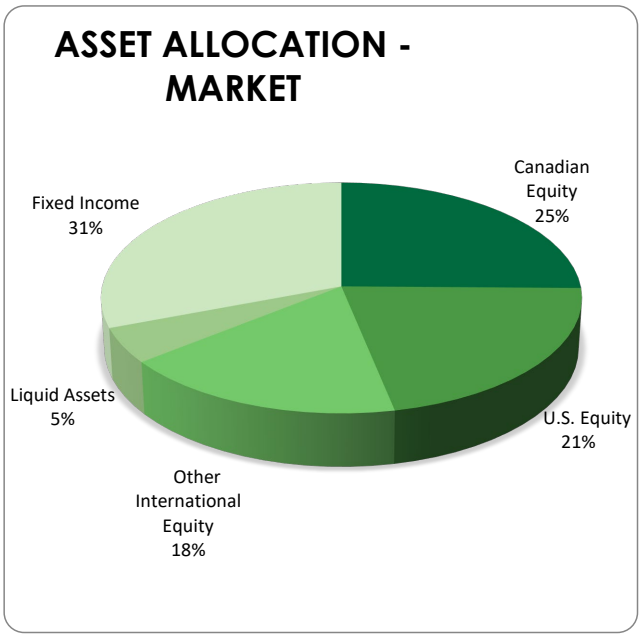
	Book Value	Market*
Fund Balance March 31, 2021	**$ 30,753,290**	**$ 34,132,030**
Deposits	974,423	974,423
Withdrawals	(2,022,309)	(2,022,309)
Accrued income from Buys/Sells	-	974
Investment Fees	(47,230)	(47,230)
Investment Income (Loss)	162,308	162,308
Unrealized Gain/Loss	-	739,264
Realized Gain/Loss	448,527	448,527
Fund Balance June 30, 2021	**$ 30,269,009**	**$ 34,387,987**

* excludes accrued interest

Asset Allocation-Endowment

Endowment Fund Balance - Breakdown June 30, 2021		Cost	% of Cost		Market*	% of Market	Benchmark	Policy Range
Cash	$	485,305	2%	$	503,258	1%	3%	0-20%
Fixed Income	$	11,653,760	39%	$	11,131,321	32%	35%	25-45%
Canadian Equity	$	6,334,247	21%	$	8,189,373	24%	22%	12-32%
US Equity	$	7,239,139	24%	$	8,978,787	26%		
Other International Equity	$	4,556,559	15%	$	5,585,248	16%		
Total Global Equity	$	11,795,698	39%		14,564,035	42%	40%	30-50%
Total	**$**	**30,269,010**	**100%**	**$**	**34,387,987**	**100%**	**100%**	**100%**



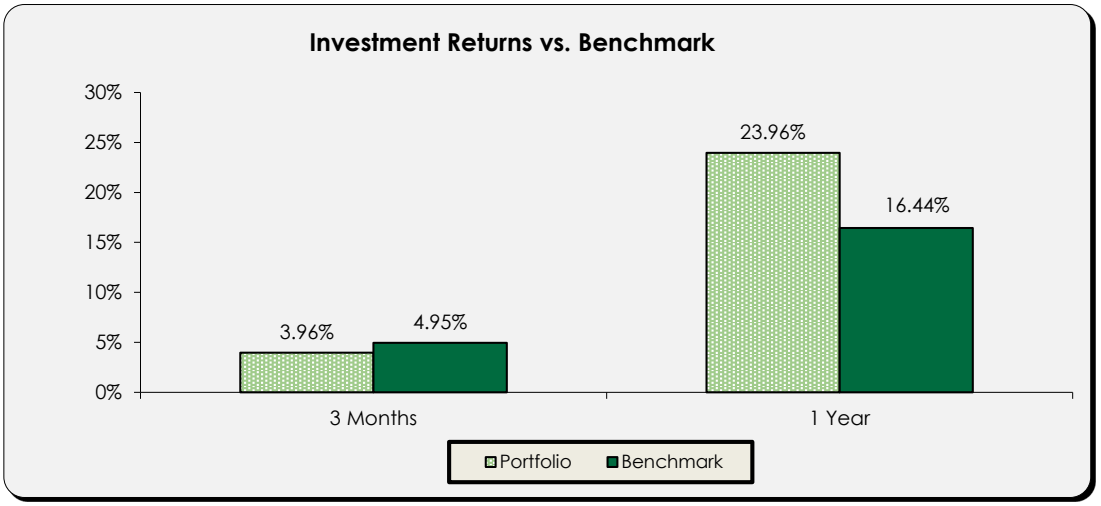


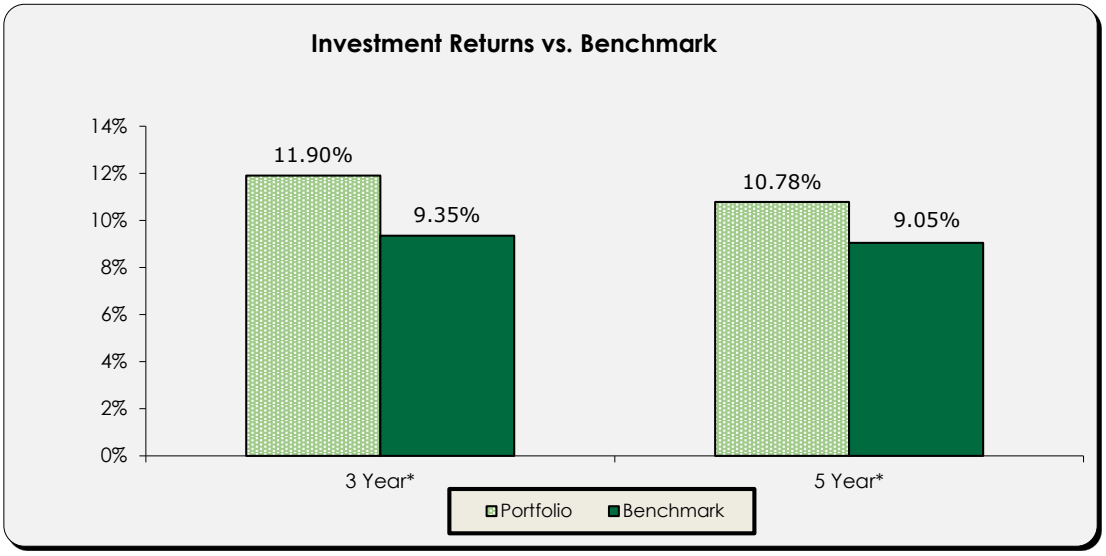
Performance Review - Endowment

	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%	5.16%	19.97%	-18.60%	38.57%	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%	-0.11%	42.25%	37.73%	4.52%	26.40%	30.95%	-4.55%	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%	0.17%	14.50%	11.42%	3.08%	15.99%	14.70%	1.29%	11.28%	9.99%	1.29%
Fiscal 2008				4.64%	5.79%	-1.15%	-1.64%	4.00%	-5.64%	-10.56%	-14.75%	4.19%	-1.99%	-0.38%	-1.61%
Fiscal 2009				4.29%	4.93%	-0.64%	-33.19%	-32.43%	-0.76%	-29.23%	-29.49%	0.26%	-20.33%	-20.19%	-0.14%
Fiscal 2010				8.44%	5.14%	3.30%	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%	-5.75%	6.70%	8.26%	-1.56%	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%	15.91%	3.83%	37.95%	31.40%	6.55%	16.82%	17.30%	-0.48%
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%
Fiscal 2019	3.13%	1.77%	1.36%	5.66%	4.99%	0.67%	4.36%	8.10%	-3.74%	10.12%	7.82%	2.30%	7.30%	6.98%	0.32%
Fiscal 2020	**1.81%**	**2.17%**	**-0.36%**	**7.37%**	**4.39%**	**2.98%**	**-8.46%**	**-14.22%**	**5.76%**	**1.67%**	**-4.16%**	**5.83%**	**0.45%**	**-2.93%**	**3.38%**
Fiscal 2021	**0.28%**	**0.27%**	**0.01%**	**0.32%**	**1.83%**	**-1.50%**	**35.37%**	**39.14%**	**-3.76%**	**53.75%**	**32.91%**	**20.84%**	**30.33%**	**23.69%**	**5.39%**
Q1 2022	0.33%	0.03%	0.30%	1.83%	1.66%	0.17%	7.81%	8.54%	-0.73%	3.72%	6.33%	-2.61%	3.96%	4.95%	-0.99%
Annual Return **	0.33%	0.03%	0.30%	1.83%	1.66%	0.17%	7.81%	8.54%	-0.73%	3.72%	6.33%	-2.61%	3.96%	4.95%	-0.99%
4.75 year compounded	**1.25%**	**1.10%**	**0.15%**												
21.75 year compounded				**5.56%**	**5.30%**	**0.25%**	**10.03%**	**7.62%**	**2.41%**	**8.18%**	**5.11%**	**3.07%**	**8.28%**	**7.09%**	**1.19%**

Returns are before fees.
*New benchmark effective 08/31/12
** Cash & Equivalent target added on approved investment policy as of June 11, 2018. Cash & Equivalents compounded return for 1.25 years.
*** Fiscal 2018 total portfolio performance includes the Kivuto shares trade which increased total annual return by 1.45%. Excluding the Kivuto shares trade, the annual portfolio return would have been 5.06%.

Performance Review-Endowment

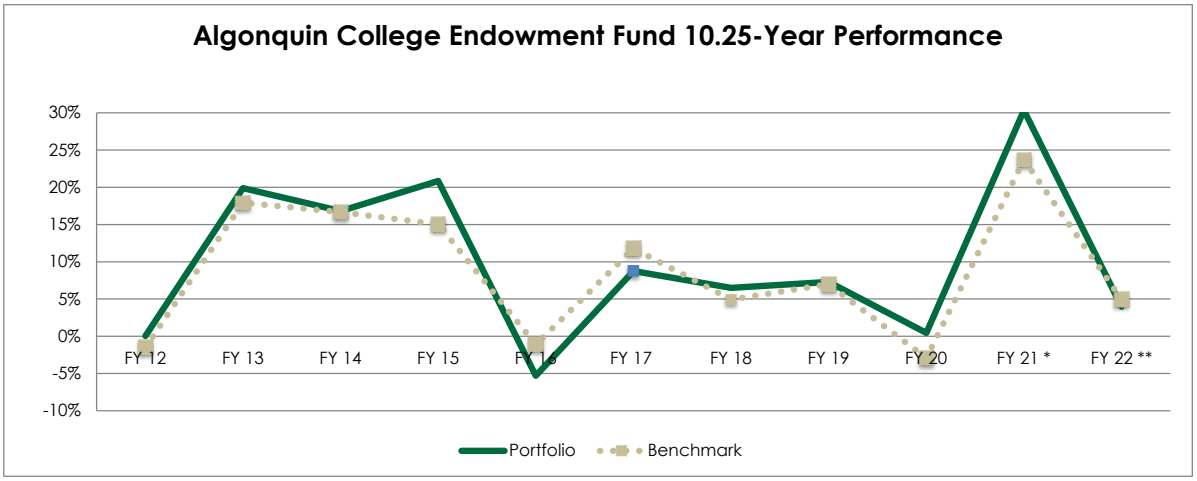




Endowment Fund - Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	3.96%	23.96%	11.90%	10.78%
Benchmark	4.95%	16.44%	9.35%	9.05%

* Compounded Annual Return



Sharpe Ratio

Sharpe Ratio Endowment Funds Equity Portfolio vs Benchmark			
Period Ending	1 Year Equity Portfolio Sharpe Ratio	1 Year Equity Benchmark Sharpe Ratio	Relative Performance
30-Jun-17	8.79	7.78	1.00
30-Sep-17	5.98	5.82	0.16
31-Dec-17	4.78	5.66	-0.88
31-Mar-18	2.56	2.24	0.32
30-Jun-18	5.25	6.05	-0.80
30-Sep-18	7.82	5.55	2.27
31-Dec-18	-0.85	-1.01	0.16
31-Mar-19	1.65	0.98	0.67
30-Jun-19	0.76	0.98	-0.22
30-Sep-19	0.00	0.48	-0.48
31-Dec-19	8.27	5.71	2.56
31-Mar-20	-0.62	-0.98	0.36
30-Jun-20	1.78	1.09	0.70
30-Sep-20	3.24	1.72	1.52
30-Dec-20	1.17	0.56	0.61
31-Mar-21	11.56	5.35	6.21
30-Jun-21	10.41	5.68	4.73

The Sharpe Ratio is the average return earned in excess of the risk-free rate per unit of volatility or total risk.

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

	2016	2017	2018	2019	2020	2021	2022
Amount available for future distribution, beginning of year	$ 2,497,016	$ 2,699,434	$ 3,543,474	$ 4,213,486	$ 3,755,820	$ 3,587,707	$ 8,862,764
Realized investment income/(loss)	1,182,258.59	1,830,019.24	1,703,516.62	622,075.96	1,792,397.70	6,433,494.25	610,835.00
Investment fees	$ (97,448)	$ (87,257)	$ (100,539)	$ (97,112)	$ (126,534)	$ (121,872)	$ (47,230)
Amount distributed	$ (882,393)	$ (898,722)	$ (932,966)	$ (982,630)	$ (1,833,977)	$ (1,036,565)	$ (2,022,309)
Amount available for future distribution, end of year	$ 2,699,434	$ 3,543,474	$ 4,213,486	$ 3,755,820	$ 3,587,707	$ 8,862,764	$ 7,404,060

Schedule of Unrealized Investment Income/ (Loss)

	2016	2017	2018	2019	2020	2021	2022
Unrealized income/(loss)	$ (2,440,923)	$ 168,461	$ (136,038)	$ 1,255,147	$ (1,583,331)	$ 1,587,698	$ 739,264

Fund Balance as per Leith Wheeler

	2016	2017	2018	2019	2020	2021	2022
Cash	6%	6%	9%	13%	7%	5%	1%
Fixed Income	38%	27%	29%	29%	33%	31%	32%
Canadian Equity	18%	23%	17%	15%	17%	25%	24%
Global Equity*	37%	44%	45%	43%	43%	39%	42%
Total	100%	100%	100%	100%	100%	100%	100%

* combined U.S. & international

Asset Mix - Market

	2016	2017	2018	2019	2020	2021	2022
Cash	$ 1,396,853	$ 1,511,625	$ 2,240,828	$ 3,594,267	$ 1,780,221	$ 1,689,732	$ 503,258
Fixed Income	$ 8,747,242	$ 6,521,153	$ 7,458,927	$ 7,941,402	$ 8,851,991	$ 10,488,101	$ 11,131,321
Canadian Equity	$ 4,168,105	$ 5,681,573	$ 4,453,579	$ 3,957,871	$ 4,428,934	$ 8,608,693	$ 8,189,373
Global Equity*	$ 8,419,248	$ 10,644,332	$ 11,366,416	$ 11,561,129	$ 11,535,128	$ 13,345,504	$ 14,564,035
Total	$ 22,731,448	$ 24,358,683	$ 25,519,750	$ 27,054,668	$ 26,596,274	$ 34,132,030	$ 34,387,987

* combined U.S. & international

First Quarter 2021-2022 College Operating Funds Investment Report

Period ended June 30, 2021

ALGONQUIN COLLEGE

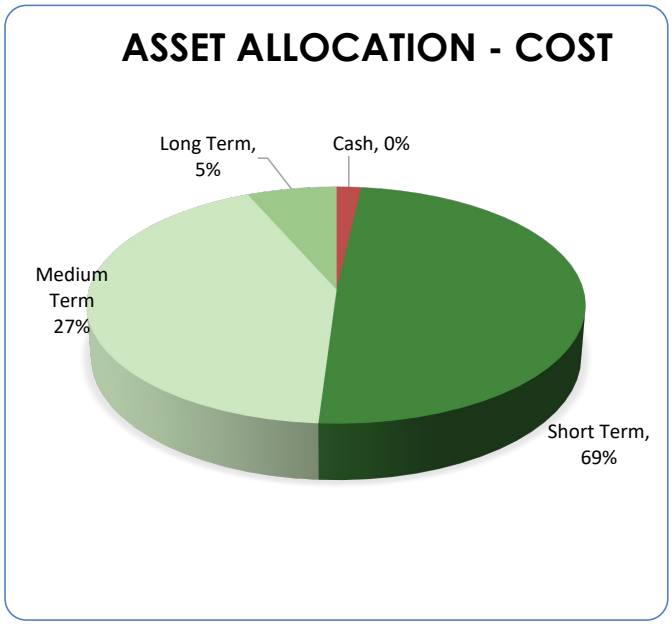
Operating Fund Balance

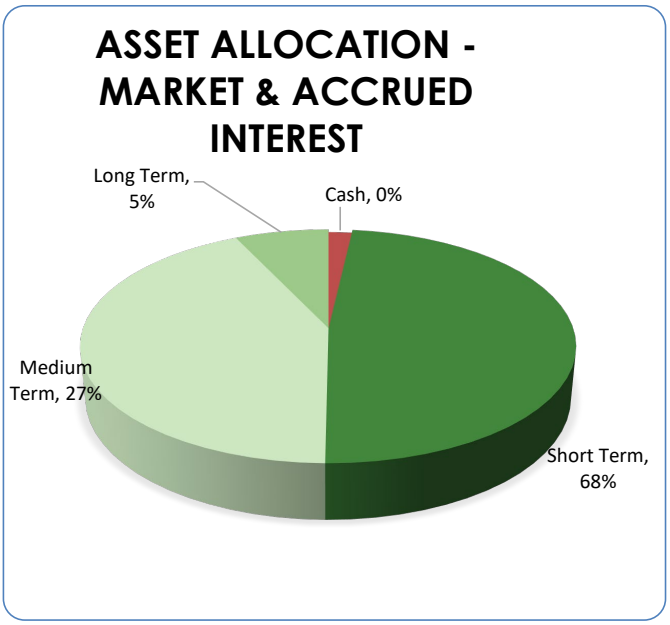
	Book Value	Market**
Fund Balance March 31, 2021	$ **63,000,967**	$ **63,315,189**
Deposits		-
Withdrawals	-	-
Accrued Interest from Buys/Sells	120,037	120,037
Investment Fees	(29,699)	(29,699)
Investment Income (Loss)	-	(196,312)
Interest Received	440,466	440,466
Unrealized Gain/Loss		(59,074)
Realized Gain/Loss	(277,759)	(277,759)
Market Value Gain/Loss		
Fund Balance June 30, 2021	$ **63,254,012**	$ **63,312,848**

** includes accrued interest

Asset Allocation-Operating

Fund Balance June 30, 2021	Cost	% of Cost	Market & Accrued Interest	% of Market & Accrued Interest	Target	Min/Max
Cash	$ 1,141,517	2%	$ 1,141,626	2%	0%	n/a
Short Term (0 - 1 year)	31,133,217	49%	30,630,250	48%	50%	40% - 100%
Medium Term (1 - 5 years)	26,813,489	42%	27,060,118	43%	45%	0% - 50%
Long Term (5 - 10 years)	4,165,789	7%	4,480,854	7%	5%	0% - 10%
Total Portfolio	**$ 63,254,012**	**100%**	**$ 63,312,848**	**100%**	**100%**	

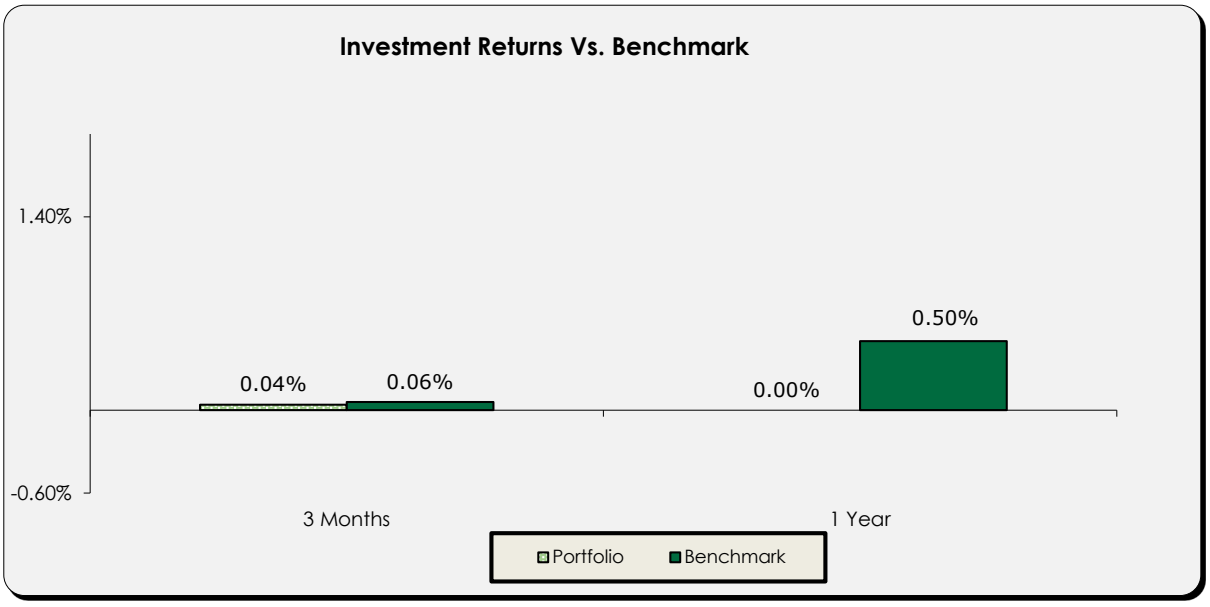


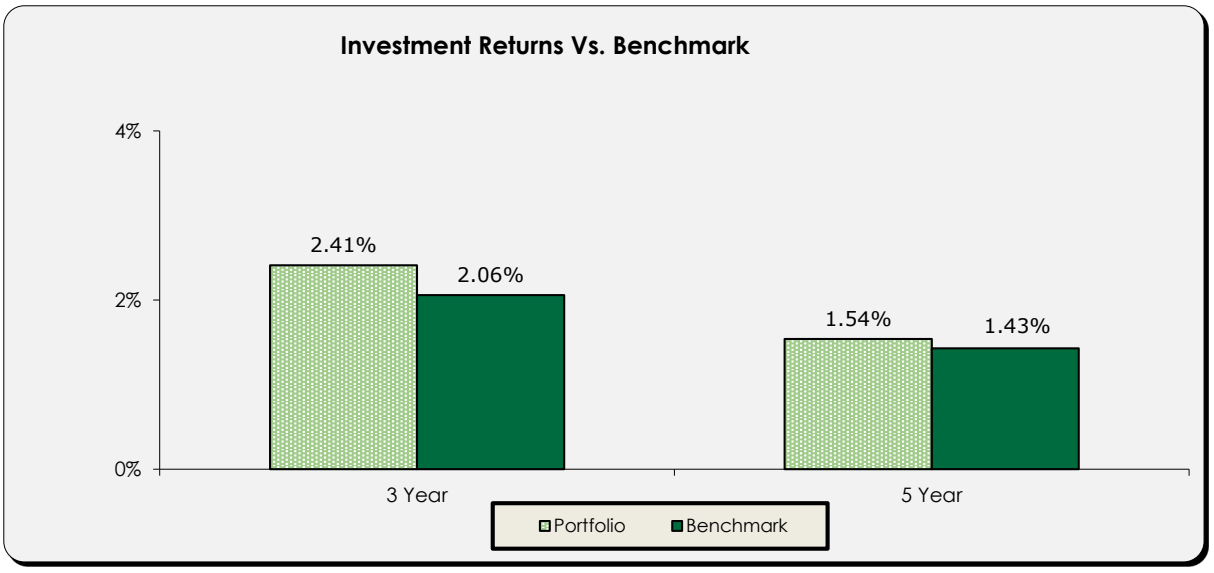


Performance Review - Operating

	Portfolio Performance	Benchmark *	Relative Performance
FY 2016	1.20%	0.86%	0.34%
FY 2017	0.90%	0.91%	-0.01%
FY 2018	0.20%	0.18%	0.02%
FY 2019	3.00%	2.61%	0.39%
FY 2020	3.40%	2.69%	0.71%
FY 2021	1.06%	1.58%	-0.53%
Q1 FY 2022	0.04%	0.06%	-0.02%
Annual Return	0.04%	0.06%	-0.02%
6.25-year Compounded Return	**1.56%**	**1.42%**	**0.14%**

Performance Review-Operating

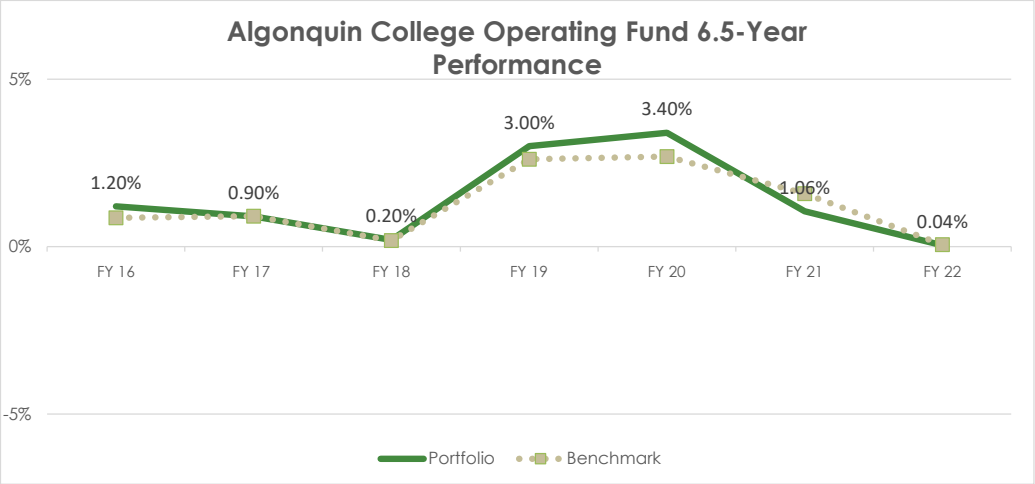




Investment Returns

	3 Months	1 Year	3 Year	5 Year
Portfolio	0.04%	0.00%	2.41%	1.54%
Benchm	0.06%	0.50%	2.06%	1.43%

* Compounded Annual Return



[Equity Portfolio Return - Risk Free Rate (Blended US & Canada)] / Portfolio Standard Deviation

	Portfolio	Benchmark
FY 16	1.20%	0.86%
FY 17	0.90%	0.91%
FY 18	0.20%	0.18%
FY 19	3.00%	2.61%
FY 20	3.40%	2.69%
FY 21	1.06%	1.58%
FY 22	0.04%	0.06%

* FY 2022 Q1 rate

4.3 APPENDIX D
First Quarter 2021-22
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	32%
5	Jack Doyle Athletics and Recreation Centre (ARC)	61.8	38%
9	Pedestrian Bridge to Bus Rapid Transit Station	3.1	2%
11	Solar Photovoltaic Plan	8.0	5%
14	Campus Accessibility	1.2	1%
16	Salesforce Lightning Upgrade	5.5	3%
18	R3 (Student Information System)	31.3	19%
	Total Approved Current Projects Value	**$162.0**	**100%**
21	**Summary of Projects Completed Since Fiscal 2011-12**	$278.44	

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Energy Service Company Project - (ESCO 2)

The Energy Service Company Project 2 (ESCO2) was delivered in four phases in partnership with Siemens. Phases 1 and 2 focused on conservation measures, specifically water and energy conservation. Phase 3 added a limited thermal and electricity co-generation capability. Phase 4 expanded on both conservation and co-generation, introduced energy management systems, and addressed our growing deferred maintenance challenges. In addition, the project expanded the on-site power generation (both cogeneration and solar photovoltaic) and included the introduction of a power storage capability. All phases of the project guaranteed to achieve specific levels of energy savings. These savings are committed to pay for the project costs over the period of the agreements. At the completion of all phases of the project, estimated annual savings are to be a minimum of $3.3 million. These estimated annual savings will be used to repay the net construction cost of $51.1 million (after accounting for incentive grants and College contributions), plus $28 million in interest and financing costs over a 25-year period, for a total of $79 million.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked / Manon 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). The projected investment for Phase 1 is $13.7 million.	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 2016-17)	April 2018
Installation of underground thermal pipeline network completed (revised date from original: Winter 2016-17). Delays associated with the award of the prime contracts to complete this scope of work.	December 2018
Thermal network vertical risers and tie-in to associated mechanical systems complete and coordinated with building operation requirements.	October 2019
Heating loop construction completed.	March 2020
Anticipated Project Closeout	December 2021

Energy Service Company Project (ESCO 2) - continued

Approved Project Funding	Gross Project Costs	Less Incentives & Contributions	Net Project Costs Financed
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	20.0 million
Total	**$60.5 million**	**$9.4 million**	**$51.1 million**

Projected Annual Savings Phase (Post-Construction) per 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 Realized to Date/Projected	Value
Realized Savings to March 31, 2015	$0.6 million
Realized Savings in Fiscal Year 2015-16	1.4 million
Realized Savings in Fiscal Year 2016-17	2.9 million
Realized Savings in Fiscal Year 2017-18	2.0 million
Realized Savings in Fiscal Year 2018-19	3.9 million
Realized Savings in Fiscal Year 2019-20	3.5 million
Realized Savings in Fiscal Year 2020-21	3.6 million
Projected Savings in Fiscal 2021-22 through 2035-36	62.0 million
Total	**$79.9 million**

Total Payments to Manulife (Construction, Financing and Interest)	Value
Actual Payments to March 31, 2015	$0 million
Actual Payments in Fiscal Year 2015-16	1.5 million
Actual Payments in Fiscal Year 2016-17	2.8 million
Actual Payments in Fiscal Year 2017-18	3.2 million
Actual Payments in Fiscal Year 2018-19	3.4 million
Actual Payments in Fiscal Year 2019-20	3.5 million
Actual Payments in Fiscal Year 2020-21	3.6 million
Projected Payment Fiscal 2021-22 through 2035-36	61.0 million
Total	**$79.0 million**

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Energy Service Company Project (ESCO 2) - continued

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

G	**Governance**	Appropriate Project Sponsorship and Governance is in place.
G	**Scope Management**	The first cogeneration plant was restarted on November 1, 2019. The second cogeneration plant is operating based on demand for electricity.
Y	**Cost Management**	The College and Siemens continue to work through the final scope changes and financial close out of the project to ensure alignment with the original contract, containment of all change orders within the overall budget, finalizing close out discussions, and resolving any cost increases related to risk mitigation. The monitoring and verification period for the remaining grant funding started in December 2019. The College electrical load requirements are currently insufficient to meet the mandated efficiency and amount of power to be generated to receive the full grant. This situation is further exacerbated by the pandemic and the limited on-campus presence. Ottawa Hydro is willing to change the monitoring and verification period to start no later than December 2021 to accommodate the lower electrical load caused by the COVID-19 pandemic.
R	**Schedule Management**	A combination of technical and intentional strategic delays associated with the installation of both cogeneration units and associated infrastructure and equipment resulted in these last elements of the ESCO2 project being completed in Q3 of 2019-20 compared to the original completion date of May 2017. Further delay occurred due to the discovery of asbestos in the dust in the boiler room and tunnels which the College addressed with Siemens and its sub-contractors. The College and Siemens successfully worked together and achieved a November 1, 2019 completion date. Further delays associated with the second absorption chiller are related to the pandemic. Due to the border closure between Canada and the USA, the manufacturer representative that oversees the commissioning process of the second absorption chiller could not travel to Canada, therefore delaying the start-up of the second absorption chiller. The second co-generation plant is commissioned and the second absorption chiller commissioning is to be completed by October 2021. The College is working with Siemens to complete controls systems implementation.
G	**Project Resources**	Asbestos cleaning has been completed in areas related to project scope. The College is working with Siemens to close out the project.
Y	**Risk Management**	The discovery of asbestos containing materials in the plant area has increased project and financial risk. While these project risks 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 are fully operational. Due to the COVID-19 pandemic, electricity load has been reduced which has impacted the monitoring and verification requirements for one of the incentive grants. The College is working with respective stakeholders to monitor and mitigate this situation.
G	**Stakeholder Engagement**	Active stakeholder engagement continues on a targeted basis in consideration of the impact of the operation of the cogeneration plants.

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Jack Doyle Athletics and Recreation Centre (ARC)

The Algonquin Students' Association has entered into an agreement with Algonquin College to collaborate in the construction of a new Athletics and Recreation Centre with a size of approximately 122,800 gross square feet. The proposed recreation centre will replace current recreation infrastructure in an area of the College constructed in the early 1960s. The new facility will significantly increase the physical capacity for student fitness, increase athletic opportunities, and offer students unlimited access to state-of-the-art recreational facilities. The location for this newest infrastructure build is on the north-west corner of the College's main parking (lot 8).

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked (Algonquin College) & L. Smith (Colliers Project Leaders)

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 and Recreation Centre provided that the following conditions are met: • 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
Meeting #514 – The Board of Governors approves the construction of an Athletics and Recreation Centre, pedestrian link and related enabling works on the Ottawa campus with a 50-year land lease to the Algonquin Students' Association, and the transaction structure and the associated governing implementation agreements, with a total cost of construction up to $61.8 million over the fiscal years 2019-20 to 2021-22. This project will be financed as follows: • Algonquin College will contribute $5.5 million to the construction costs of the Centre from College reserves in 2019-20; and • Algonquin College will contribute up to $11.9 million to the construction costs of the pedestrian link and enabling works funded 50% from College reserves and 50% from the College's Strategic Investments Priorities budgets in fiscal years 2019-20 to 2021-22; and • Algonquin Students' Association will contribute $30.5 million financed from a major Canadian bank loan and $13.9 million from the Association's reserves. Final approval of this construction project was contingent on the following conditions being met: • The College meeting all regulatory and legislative requirements including Section 28 of the Financial Administration Act; and • The Algonquin Students' Association acquiring suitable loan financing.	October 2019

Project Milestones	**Dates**
Project start date	March 27, 2018
Substantial completion date and turn over to Students' Association	August 3, 2021
Pedestrian Link Completion	August 3, 2021
Students' Association Soft Opening and Pedestrian Link Open for Use (TBC)	September 27, 2021
Exterior Landscaping Substantially Complete	October, 2021
North Service Road Work Substantially Complete	October, 2021

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report

Jack Doyle Athletics and Recreation Centre (ARC) – continued

Project Funding	**Value**
Algonquin College reserves	$11.45 million
Strategic Investment Priorities Budget allocation, 2019-20 & 2020-21 funding	5.95 million
Algonquin Students' Association reserves	13.9 million
Algonquin Students' Association loan financing	30.5 million
Total	**$61.8 million**

Project Contingency	**Value**
Approved project contingency	$4.7 million
Contingency balance remaining as at June 30, 2021	1.9 million

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2018-19	$0.4 million
Expenditures in Fiscal 2019-20	12.6 million
Expenditures in Fiscal 2020-21	39.1 million
Expenditures in Fiscal 2021-22 (April 1, 2021 to June 30, 2021)	(2.3 million)
Projected Expenditures remaining in Fiscal 2021-22	11.8 million
Projected Expenditures in Fiscal 2022-23	0.2 million
Total	**$61.8 million**

Total Project Variance	**$0 million**

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Jack Doyle Athletics and Recreation Centre (ARC) – continued

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

G	**Governance**	Steering Committee membership and Executive sponsors established. Terms of reference for Committee finalized and approved by the Steering Committee. Regular Steering Committee meetings and updates to the Audit and Risk Management Committee and Algonquin College Executive Team are ongoing. Agreements between the Students' Association and College were approved previously. Section 28 approvals were received from the Ministry.
G	**Scope Management**	Final functional program validated against the original program concept. Project scope being managed within allowed budget. Deferred works (Students' Association fit-up) to be funded from Students' Association reserves and managed by the Students' Association. Final detailing of building elements is complete. Pedestrian link achieved occupancy on March 26, 2021 and is substantially completed. Access to the pedestrian link has been provided to the Students' Association and will open to the general College in coordination with the soft opening of the facility. The North Service Road modifications were awarded and construction was initiated for completion by end September 2021.
G	**Cost Management**	Final budget confirmed and Students' Association financing is in place. Currently tracking to initial forecast after previous application of cost reduction strategies. Students' Association fit-up items costed. Strategy for recovery of pedestrian link shortfall has been realized. Initial pandemic implications reduced to zero and no additional costs forecast unless a second shutdown is ordered by the Province of Ontario. Remaining contingency limited but levels reasonable to address final scope commitments and risks. Estimate for the full North Service Road scope exceeded budget; a scope ladder was implemented to align with available funds.
G	**Schedule Management**	Baseline schedule developed with consideration for due process and stakeholder engagement. Currently tracking to overall substantial completion milestone for all project elements despite impacts of the pandemic on construction activities. Integration between project timelines and Algonquin College/Students' Association agreements completed. Project substantial completion date has been reached as of August 3, 2021. Additional work on the Students' Association Fit-Up is expected to continue until end September 2021.
G	**Project Resources**	Campus Development Consortium developed functional program. Project Manager, Prime Design Consultant, Construction Manager and various other technical service providers retained. Trade contractors retained. Student's Association and College resources identified. IT support personnel have been retained for delivery of Algonquin College/Students' Association coordinated items.
G	**Risk Management**	A project risk register has been developed for ongoing update with input from various team members. Risks are being reviewed with the Steering Committee on an ongoing basis. Risks due to the pandemic have been mitigated and developments are monitored closely. Remaining risks addressed by contingency allocations.

G	**Stakeholder Engagement**	The Algonquin Students' Association performed extensive engagement with key stakeholders, the students. The Project Vision Principles were finalized. Detailed consultation took place with stakeholders during design development. Design Project Review Team meetings are conducted on a monthly basis. Algonquin Wolves varsity team branding chosen. Engagement of College Facilities Operations Maintenance and Engineering Services, Security, and Information Technology Services ongoing for controls and operational coordination. Engagement for the North Service Road improvements completed.
G	**Operational Readiness**	Commissioning, operation and training of building systems continued for completion by August 2021 on the building turnover to the Students' Association.

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Pedestrian Bridge to Bus Rapid Transit Station

In partnership with the City of Ottawa, this investment will construct an above-grade pedestrian bridge that will link the Algonquin Centre for Construction Excellence (ACCE) facility with a new OC Transpo rapid transit station being built as part of the Light Rail Transit Stage 2 (LRT2) 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.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: City of Ottawa (lead) – A. Waked (Algonquin College)

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**
Project start date	2019
Anticipated construction start date	2022
Substantial completion date	2023

Project Funding	**Value**
Algonquin College reserves	**$3.1 million**

Project Contingency	**Value**
Approved project contingency	Not required

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2018-19	$0.02 million
Expenditures in Fiscal 2019-20	0.66 million
Expenditures in Fiscal 2020-21	0.00 million
Expenditures in Fiscal 2021-22 (April 1, 2021 to June 30, 2021)	0.00 million
Projected Expenditures remaining in Fiscal 2021-22	1.26 million
Projected Expenditures in Fiscal 2022-23	1.16 million
Total	**$3.1 million**

Total Project Variance	**$0 million**

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Pedestrian Bridge to Bus Rapid Transit Station – continued

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

G	**Governance**	Project governance has been negotiated and is defined through a formal agreement with the City of Ottawa.
G	**Scope Management**	Scope for each party has been identified and is formalized in the agreement. Algonquin College procured a consultant team to develop internal work within the ACCE building and to review the city proposed design to the Pedestrian Link including the building connection and envelope design. The College team is meeting with the City stakeholders on a monthly basis to review project updates.
G	**Cost Management**	College contribution has been defined and has been captured in the cost share agreement with the City. The Algonquin College consultant is engaged and the design will be completed by Fall 2021, pending receipt of additional design specifications from the City. Cost estimates will be provided at the completion of the design.
G	**Schedule Management**	Schedule management being presided over by the Light Rail Transit (LRT) Stage 2 team. Algonquin College is currently coordinating with the City project manager to define clear milestones for construction. The City is projecting start of construction in Summer 2022 after addressing relocation of existing utilities.
G	**Project Resources**	The College has assigned an internal project manager to lead the implementation and hired a consultant team
G	**Risk Management**	A project risk register will be developed once the project is further advanced.
G	**Stakeholder Engagement**	Stakeholder engagement started with ACCE building end users and the College community.
G	**Operational Readiness**	To be evaluated once project scope and design is further defined.

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Solar Photovoltaic Plan

Algonquin College aims to become carbon neutral and to be a leader in the education, research and adoption of environmentally sustainable practices. Algonquin College continuously adopts new sustainable business practices and work to retrofit and regenerate its physical infrastructure. Moving Algonquin College to Net Zero – Solar Photovoltaic Plan represents a behind-the-meter solar energy and power storage facility, and the targeted electrification of building infrastructure currently using natural gas as fuel 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).

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked (Algonquin College) & L. Smith (Colliers Project Leaders)

Board of Governors Key Approval Dates	**Dates**
Meeting #508 – The Board of Governors approves the Moving Algonquin College to Net Zero - Solar Photovoltaic Plan project in the amount of $6,825,060, fully funded from the Ministry of Advanced Education and Skills Development – Greenhouse Gas Campus Retrofit Program (GGCRP) to implement a solar photovoltaic array, battery storage infrastructure, and infrastructure upgrades on the Ottawa campus in 2018-19.	June 11, 2018
Meeting #511 – The Board of Governors approved an additional $1,200,000 of funding to be contributed by the College in relation to the scope change for the electrification component of the project.	February 25, 2019

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Solar Photovoltaic Plan - continued

Major Milestones	Completion Date
Planning and Development Phase	
Establish Solar Photovoltaic Plan Steering Committee membership & core team	July 2018
Define Implementation Strategy/Approach	August 2018
Project Kick-Off meeting internally	July 2018
Secure prime design consultant	July 2018
Define Implementation Strategy/Approach	August 2018
Procure long lead materials and equipment	Fall 2018
Secure Construction Manager	January 2019

Execution	
Installation of Solar Panels Substantially Completed	March 2019
Selected Building Upgrades Completed	August 2019
Battery Energy Supply System Installation	October 2019
Hot Water Electrification Substantially Complete (Modified Scope)	October 2019
Integration of Project Elements into College Power Generation	October 2021
Close-out	December 2021

Project Funding	Value
Greenhouse Gas Campus Retrofit Program (GGCRP)	$6.8 million
Additional College contribution	1.2 million
Total	**$8.0 million**

Project Contingency	Value
Approved project contingency	$0.6 million
Contingency balance remaining as at June 30, 2021	0.0 million

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2018-19	$5.6 million
Expenditures in Fiscal 2019-20	1.8 million
Expenditures in Fiscal 2020-21	0.3 million
Expenditures in Fiscal 2021-22 (April 1, 2021 to June 30, 2021)	0.01 million
Projected Expenditures remaining in Fiscal 2021-22	0.29 million
Total	**$8.0 million**

Total Project Variance	$0 million

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Solar Photovoltaic Plan – continued

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

G	**Governance**	Appropriate sponsorship and governance implemented with refinement as required during project development.
G	**Scope Management**	Scope for solar array and battery storage defined previously. Remaining scope changes managed on case-by-case basis with consideration of budget, schedule and code compliance for the battery storage component. Portion of specific electrification works scope deferred to ensure total cost compliance with budget. Electric Safety Authority engaged for successful completion of requirements. Hydro Ottawa requirements and map to completion identified. Remaining deficiencies or incomplete work identified including resolution of persistent ground fault issue. Hydro Ottawa retained to deliver remaining design and assist with final Hydro One requirements.
G	**Cost Management**	To ensure the project budget remains within the approved limit of $8.0 million, the scope of electrical conversion to heat water has been reduced from the previously reported approximate 12 building locations and the central plant to approximately 4 building locations and central plant. Any deferred maintenance items previously defined will be addressed through the College's Facilities Renewal Program Funding.
Y	**Schedule Management**	Solar system installation is complete. Battery Energy Storage System installed. Electrification substantially completed. Existing plant room constraints resolved. Approvals, in whole or part, from Electrical Safety Authority and Hydro Ottawa received. Offer to Connect between Algonquin College and Hydro Ottawa/Hydro One was signed for the 1 megawatt (MW) total load. Design of the connection was completed. Final connection of the system required a campus electrical shutdown to reduce the risk to College support systems and was completed in June 2021. The College is currently targeting October 2021 to integrate all project elements including the Micro Grid control scope.
G	**Project Resources**	College resources needed to support this project have been identified along with external resources. Restrictions on foreign travel to the College for commissioning due to pandemic restrictions impacting but being mitigated with domestic labour. Hydro Ottawa has involved a consultant to manage the transfer-trip scope required by Hydro One for a full implementation.
G	**Risk Management**	Project substantial performance date of October 31, 2019 was achieved.
G	**Stakeholder Engagement**	Required internal stakeholder engagement has taken place and will continue throughout the life of the project as required considering the scope of this project. Engagement with external stakeholders including electrical utilities continues as required for approvals.
G	**Operational Readiness**	Operational readiness planning and implementation continues.

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Campus Accessibility

Facilities Management previously completed an Accessibility Audit of all College-owned facilities which provided an extensive list of renovations to align with the Accessibility for Ontarians with Disabilities Act (AODA). This audit was supplemented with additional recommended renovations to further increase accessibility to meet best standards in accessibility. This major capital project will implement various renovations to College grounds and existing buildings to align best practices for built environment standards related to accessibility. This multi-year project is estimated to cost between $9 million and $10 million.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked

Board of Governors Key Approval Dates	**Dates**
Meeting #523 – The Board of Governors approves an expenditure of up to $1,200,000, funded 50% from internally restricted net assets and 50% from in-year Strategic Investment Priorities budget, for fiscal year 2021-22 to address non-mandatory campus infrastructure upgrades and select deferred maintenance liabilities to improve campus accessibility for learners and employees with disabilities.	April 19, 2021

Project Milestones	**Dates**
Project start date	April 30, 2021
Substantial completion date	October 31, 2021

Project Funding	**Value**
Algonquin College Reserves	$0.6 million
Strategic Investment Priorities Budget allocation, 2021-22 funding	0.6 million
Total	**$1.2 million**

Project Contingency	**Value**
Approved budget project contingency	$42,314
Contingency balance remaining as at June 30, 2021	$42,314

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2021-22 (April 1, 2021 to June 30, 2021)	$0.1 million
Projected Expenditures remaining in Fiscal 2021-22	1.1 million
Total	**$1.2 million**

Total Project Variance	**$0 million**

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Campus Accessibility – continued

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

G	**Governance**	The Board of Governors approved $1.2 million for fiscal year 2021-22 to complete the first phase of accessibility improvements. The project Steering Committee was established June 2021 and meets monthly.
G	**Scope Management**	The scope and extent of accessibility improvements has been previously established. The 2021-22 fiscal year scope is limited to selected washrooms renovation in buildings B and C and accessibility improvement for the pedestrian link connecting buildings A and D. Additional scope will be addressed on a case-by-case basis based on existing site conditions, technical constraints, design considerations or availability of materials. Site conditions were reviewed as part of the original site investigation and incorporated into the project construction cost estimates.
G	**Cost Management**	The current scope of work was tendered using a fixed fee approach to ensure all associated construction costs were carried out under a single contractor, reducing cost risk to the College. The scope of work was clearly defined to minimize the possibility of scope creep beyond the physical washrooms, while also incorporating provisions for future anticipated renovations.
G	**Schedule Management**	The washroom renovations project was successfully tendered July 2021 with on-site mobilization August 3, 2021. This work is scheduled to be substantially complete by late October 2021. The A-D pedestrian link accessibility upgrade was tendered and awarded in July 2021, with target completion in September 2021.
G	**Project Resources**	A prime consultant (architect) was retained by the College to complete the project design, site inspections and ongoing contract management. External project management resources have been previously assigned to the project. Review and monitoring of the progress is conducted on an ongoing basis by Facilities Management.
G	**Risk Management**	A risk log is updated and presented at each Steering Committee meeting and is a standing item as part of weekly reporting.
G	**Stakeholder Engagement**	Engagement is ongoing at the site-level to communicate disruptions to affecting the facilities, building occupants and the larger College community. In addition, the Steering Committee has engaged supporting resources to provide feedback on future scope priorities for the upcoming fiscal year(s).
G	**Operational Readiness**	Design was previously reviewed with operational staff. Final commissioning and closeout of the project will include necessary training, issuance of operations and maintenance manuals and incorporate any feedback from Facilities operators.

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Salesforce Lightning Upgrade

Algonquin College first implemented the Salesforce Classic Customer Relationship Management application twelve years ago. Since that time, this application has been rolled out to automate and support College processes across many departments including, but not limited to, Academic Services, International Education Centre and the Registrar's Office. This major capital project will upgrade the College's Salesforce Customer Relationship Management system from the "Classic" version to the current "Lightning" version.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: L. Pollock / Y. Do
Project Manager: To be determined – anticipated hire date September 2021

Board of Governors Key Approval Dates	**Dates**
Meeting #524 – The Board of Governors approves the expenditure of up to $5.5 million over the fiscal years 2021-22 to 2023-24, with 50% of the funds drawn from College reserves and 50% from in-year Strategic Investment Priorities budgets.	June 7, 2021

Project Milestones	**Dates**
Project start date	October 1, 2021
Substantial completion date	September 30, 2023

Project Funding	**Value**
Algonquin College reserves	$2.75 million
Strategic Investment Priorities Budget allocation	2.75 million
Total	**$5.5 million**

Project Contingency	**Value**
Approved project contingency	$594,000
Contingency balance remaining as at June 30, 2021	$594,000

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2021-22 (April 1, 2021 to June 30, 2021)	$0.0 million
Projected Expenditures remaining in Fiscal 2021-22	1.0 million
Projected Expenditures in Fiscal 2022-23	3.1 million
Projected Expenditures in Fiscal 2023-24	1.4 million
Total	**$5.5 million**

Total Project Variance	**$0 million**

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Salesforce Lightning Upgrade – continued

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

G	**Governance**	Steering Committee members identified; kick-off meeting anticipated for early October.
G	**Scope Management**	Project deliverables drafted; to be reviewed and approved a kick-off meeting.
G	**Cost Management**	Budget has been identified.
G	**Schedule Management**	Schedule has been drafted; to be reviewed and approved at kick-off meeting.
G	**Project Resources**	Hiring schedule has been drafted; hiring is currently underway for resources.
G	**Risk Management**	Potential risks have been drafted; to be reviewed and approved at kick-off meeting.
G	**Stakeholder Engagement**	Engaged a part-time Communications resource to assist with Communications planning and stakeholder engagement activity development.
G	**Operational Readiness**	Change management plan to be developed during implementation phase.

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
R3 (Student Information System) Project

Algonquin College's current Student Information System, GeneSIS, is over 25 years old and is based on an unsupported programming language. As a result, the ongoing use of GeneSIS poses a significant resource, development, maintenance and security risk. The requested funding supported the Request for Proposal Stage including the preparation of business architecture, identity and access management, as well as data governance to support long-term enterprise architecture. This initial investment is to complete the Analyze, Strategize and Plan, Architect, and Select Phases. The Request for Proposal process completed was at the end of the 2019-20 fiscal year.

Reviewed and approved by Algonquin College Executive Team Sponsor: L. Stanbra
Algonquin College Leadership Team Project Dean/Executive Director: K. Pearson and L. Pollock
Project Manager: Sam Wong

Board of Governors Key Approval Dates	**Dates**
Meeting #511 – The Board of Governors approves $3.1 million for the Student Information System, with 50% of funding from the College's internally restricted net asset account and 50% from the Strategic Investment Priorities budget in fiscal year 2019-20.	February 25, 2019
Meeting #517 – The Board of Governors approves a $4 million expenditure to continue development of the business architecture, identity and access management and data governance required to support implementation of a new Student Information System. These project expenditures will be funded 50% from the College's internally restricted net asset accounts and 50% from the Strategic Investment Priorities budget in fiscal year 2020-21.	April 20, 2020
Meeting #520 – The Board of Governors approves the software company Unit4 as the software solution and implementer for the new Student Information System, as the second step in the two-step approach endorsed on April 20, 2020, including: (1) the procurements of a Software as a Services subscription contracts with Unit4 with a value up to $1.4 million per year for a five-year total of up to $7 million; and (2) the implementation services contract with Unit4 with a value of up to $13 million over the estimated three years of implementation (including contingency, proposed travel expense and net tax of 3.41%). The Board of Governors also approves the fourth quarter budget expenditure approval of $2.4 million for the 2020-21 fiscal year.	October 26, 2020
Meeting #523 – The Board of Governors approves $21.8 million for the R3 Project for the 2021-22 fiscal year. The entire project will be funded to result in 50% of the total project funding to be drawn from the College's internally restricted net asset account and 50% to be allocated from the Strategic Investment Priorities budgets.	April 19, 2021

Project Milestones	**Dates**
Project start date	May 1, 2019
The Board of Governors approve selection of implementation vendor and financial commitment	October 26, 2020
Phase 1: Project Planning	January 11,2021
Phase 2: Familiarize Stage	March 1, 2021
Phase 3: Personalize Stage	December 1, 2021
Phase 4: Integrated System Testing	July 1, 2022
Phase 5: User Acceptance Testing	December 1, 2022
Phase 6: Deployment of System	April 1, 2023
Phase 7: Project Close-Out	July 1, 2023

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
R3 (Student Information System) Project – continued

Project Funding	**Value**
Algonquin College reserves	$15.65 million
Strategic Investment Priorities Budget allocation	$15.65 million
Total	**$31.3 million**

Project Contingency	**Value**
Approved project contingency	$0.4 million
Contingency balance as at June 30, 2021	$0.4 million

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2019-20	$2.5 million
Expenditures in Fiscal 2020-21	6.2 million
Expenditures in Fiscal 2021-22 (April 1, 2021 to June 30, 2021)	2.1 million
Projected Expenditures remaining in Fiscal 2021-22	19.7 million
Projected Expenditures Fiscal 2022-23	20.2 to 23.2 million
Projected Expenditures Fiscal 2023-24	13.7 to 15.8 million
Projected Expenditures Fiscal 2024-25	5.3 to 6.0 million
Total Projected Costs	**$69.7 to 75.5 million**

Total Project Variance (to approved expenditures)	**$0 million**

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
R3 (Student Information System) Project – continued

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

Y	**Governance**	Project controls continue to be high risk areas including lack of detailed project plan, RAID log, and project methodology.
Y	**Scope Management**	Reaching clarity around the depth of responsibilities is ongoing while ensuring contractual obligations are met.
G	**Cost Management**	Budget, actuals and commitments on track.
G	**Schedule Management**	Schedule has been re-baselined on August 31, 2021. Resource allocation remains outstanding.
Y	**Project Resources**	Unit4/Thesis' dedicated resource management/allocation at PMO level remains a risk.
G	**Risk Management**	All potential risks and issues are being tracked, monitored, and mitigation plans are being actioned accordingly.
G	**Stakeholder Engagement**	Clear vision, strong executive support is in place (AC). College-wide SpeakUp! Sessions to engage stakeholders are organized monthly and well-received.
G	**Operational Readiness**	Organizational Change Management (OCM) plan has been defined. There is a synchronized way of working, concise messaging and clear alignment between people at work stream levels, especially in technical domain of the project.

4.3 APPENDIX D
First Quarter 2021-22
Major Capital Projects Report
Summary of Projects Completed Since Fiscal 2011-12

Project	Final Project Value $M	Fiscal Year Completed
Algonquin Centre for Construction Excellence (ACCE)	$77.0	2011-12
Student Commons	51.0	2012-13
Pembroke Campus	34.0	2012-13
Perth Campus	12.0	2011-12
Digital College	12.0	2014-15
Healthy Living Education Phase 1A – Renovations	6.0	2014-15
B Building Window Replacement	1.1	2016-17
F Building Renovation	1.6	2016-17
Equipment Renewal and Electrical Lab Alterations Project in ACCE	2.3	2017-18
Welding Lab Project at the College's Transportation Technology Centre – Building S	2.8	2017-18
Transformer Replacement Project	2.1	2017-18
Learning Management System	3.0	2018-19
Enterprise Resource Planning (ERP) – Project Workday	18.8	2018-19
Student Central	6.8	2018-19
Indigenous Gathering Circle	1.7	2018-19
DARE District	45.4	2019-20
Net Tuition Project	0.84	2019-20
Total	**$278.44**	

MEMO

ALGONQUIN COLLEGE

President/Board of Governors

DATE:	October 25, 2021
TO:	Board of Governors
FROM:	Governor Jamie McCracken, Chair, Governance Committee
SUBJECT:	**Governance Committee meeting October 4, 2021**

Board members can review meeting materials from the October 4, 2021 meeting by accessing the Board of Governors 'Teams site' Governance Committee – October 4, 2021.

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

1) Governors in-Waiting – Discussion

Members were referred to the Briefing Notes included in their meeting materials. During the 2019 external Governor recruitment campaign, the Governor in-Waiting was established to maintain a pool of eligible candidates for future consideration, with no obligation on either party, but for whom there were no immediate positions. A Governor-In-Waiting practice was approved by the Board in 2019 on a recommendation from the Governance Committee. The change in government in 2018 brought about a change in the public appointment process with the Ministry of Colleges and Universities preferring to appoint individuals to Lieutenant Governor in Council (LGIC) positions themselves rather than taking nominations from Colleges. This impacted the Governor-In-Waiting practice and succession planning process relative to the four LGIC positions on the Board.

RESOLUTION
MOVED & SECONDED: S. Barkhouse & S. Tudor
THAT the Governance Committee endorse the following recommendations for Board approval at the October 25, 2021 meeting:

a. the Governance Committee of the Board winds down the Governor in-Waiting practice and associated processes effective immediately; and
b. the identified individuals be notified that their Governor in-Waiting term will come to an end immediately.

CARRIED.

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

1) Professional Development for Governors (for Approval)

Members of the Governance Committee approved eight governor applicants to attend the 2021 Higher Education Summit in Toronto from November 28 to 29, 2021. Attendance at the Higher Education Summit continues to be a beneficial professional development and networking opportunity for Board members.

RESOLUTION
MOVED & SECONDED: S. Tudor & J. McLaren
THAT the Governance Committee approves the eight Governor applications to attend the 2021 Higher Education Summit in Toronto.
CARRIED.

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

2) Lieutenant Governor in Council (LGIC) - Update
Members were informed that the four LGIC positions are now filled with the latest appointment of Gabrielle Berard to the Board of Governors effective September 1, 2021. The other three LGIC appointees are: Governors Sheilagh Dunn, Rodney Wilson, and Stephen Tudor.

3) Succession for Board Chair, Board Vice Chair and Executives of the Board
Members were referred to Appendix A: BG I-07 Board Succession Planning Policy and Appendix B: Board of Governors Succession Guidelines. The Committee Chair recommended amending the policy and procedure sections of the Policy for clarity, and to simplify the appointment process for the Board Chair/ Vice Chair positions, Committee Chairs/Vice Chairs positions, and Committee memberships. An amended version will be presented and reviewed at the November 15, 2021 Committee meeting.

4) Bylaw 1 – Review Size and Constitution of Board
Members were referred to Bylaw 1 for the purpose of review and amendment (if required). No amendment is required at this time.

5) Terms of Reference All Committees (Review)
Members were referred to the Terms of Reference of all Committees for review and amendment (if required) purposes. No amendment is required at this time.

6) Terms of Office and planning for the recruitment of new Governors
Members were referred to the Algonquin College Board of Governors Terms of Office document included in their meeting materials. A public recruitment campaign for an external Governor in the Pembroke area will be launched in early 2022 to fill retiring Governor McLaren's position whose term of office ends on August 31, 2022.

7) June 7, 2021 Board Meeting Evaluation (Verbal)
Overall, meeting evaluation results were positive with complimentary comments for the Board Chair.

8) 2021-22 Board of Governors Workplan
Members accepted the Board of Governors Workplan for information.

9) 2021-22 Governance Committee Workplan
Members accepted the Governance Committee Workplan for information.

10) 2020-21 Governance Committee Meeting Schedule
Members accepted Governance Committee Meeting Schedule for information.

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 5.1

Report title:	R3 (Rethink, Redesign, Reimagine) Project Update
Report to:	Board of Governors
Date:	October 25, 2021
Author/Presenter:	Laura Stanbra, Vice President, Student Services & R3 Project Executive Sponsor Krista Pearson, Registrar & Business Co-Lead of the R3 Project Lois Pollock, Chief Digital Officer & Business Co-Lead of the R3 Project

1. RECOMMENDATION:

   THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

   This report provides an update on the project's progress since the last presentation to the Board of Governors on April 19, 2021 where approval of a $21.8 million expenditure for fiscal year 2021-22 from College funds to continue the implementation work for the R3 Project was received.

   This update provides an overview of on-going and upcoming key activities, deliverables and milestones required to successful deploy the R3 project and an opportunity for the Board to meet the Executive Sponsor of the solution provider and implementor and learn about the company's methodology.

3. BACKGROUND:

   The R3 project will support Algonquin College in delivering on its mission by procuring and implementing the Thesis Student Information System solution to manage student data and serve as the core System of Record for student information for the College; preparing a business and an enterprise architecture; instituting an Identity and Access Management program; supporting data conversion/migration activities as well as putting a data governance model in place; and delivering an enterprise portal where learners and employees will access the digital technology they require. The business and enterprise architectures, identity and access management program, data governance model, and enterprise portal will ensure the College is ideally positioned to support the Student Information System initiative in the near term and other College initiatives over the long term.

The objectives of the R3 project are:

- **Improved student success and satisfaction:** As measured by the reduction in lead time and increase access to student supports and Student Net Promoter Scores.
- **Improved employee satisfaction and productivity:** As measured by the reduction of process cycle time, enabling employees to reinvest their time in more rewarding work and Employee Net Promoter Scores.
- **Improved data quality, security and resilience:** As measured by the reduction in free text fields, double entry of data, access of private and personal information (PPI), and integrations with systems such as Workday, Brightspace, and Salesforce.
- **Better, faster decision making:** As measured by the access of employees to dashboards and reports.
- **Growth in new markets:** As measured by the capacity of the Student Information System to track student success in "non-direct" markets including; continuing education, online education, in-the-workplace training, leisure learning, and corporate training.

The R3 Project continues to organize and report on activity through the project streams including the Communications, Change Management and Training project stream to highlight the importance of the business transformation initiative, to articulate the benefits realization, and strategically support people through the organizational transformation. Each project stream has a Project Manager that reports to either the Senior Project Manager, the Manager, R3 Implementation and Business Transformation or the Manager, R3 Implementation and Digital Transformation. All of these teams report into the Business Leads, Lois Pollock and Krista Pearson, who report directly to the Executive Sponsor, Laura Stanbra.

The seven project streams include:

1. Communications, Change Management and Training (also referred to as Organizational Change Management);
2. Student Information System solution implementation;
3. Data Governance (information management);
4. Identity and Access Management (security);
5. Integrations;
6. Business and Enterprise Architecture; and
7. Student Portal.

4. DISCUSSION:

Overall, the R3 Project is on time and on budget. Before the end of the Familiarize Phase (November 30, 2021), any impacts or changes to the initial overall schedule and timeline will be known.

Vendor Name Change

On July 1, 2021, Unit4's Student Information System business was rebranded to Thesis as a new entity operating under a different trademark. Thesis announced that it is now a separate business from Unit4, dedicated to student system solutions in global higher education markets. Thesis, the new company, brings together former Unit4 Student Information System team members from across departments into a single business that is purely focused on the design, delivery, and support of Student Information System solutions. Thesis will continue to be owned by Advent International, a leading global private equity investor.

Apart from a contractual change in the business entity from "Unit4 Student System Canada Corp." to "Thesis Systems Canada Corp.," that handles service delivery, the separation between Thesis and Unit4 has been seamless for Algonquin College. Thesis incorporates the same products, people, and other resources from the Unit4 Student Management team, as such, there has been no change to Unit4's / Thesis' project team resources on the R3 project.

Project Status Update

Algonquin College and Thesis continue work through joint discovery to understand the business, the solution, and the full functionality of the product which includes a series of system module workshops during the Familiarize Phase that began in March 2021 and will end in November 2021. The purpose of these workshops is to familiarize Thesis with Algonquin College's technical and non-technical business requirements and to provide Algonquin College's subject matter experts with hands-on experience in Thesis' Student Management System.

As of October 25, 2021, fourteen (14) workshops were complete. The final workshop is scheduled in November as the team nears the end of the Familiarize Phase. This reflects a total of sixteen (16) multi-day workshops over the course of the Familiarize Phase. Following joint discussions with Algonquin College and Thesis' technical teams, the Reports Design and Reporting workshops were postponed to the Personalize Phase. The Data Migration workshops were split into a monthly recurring meeting, running from August 2021 - February 2022.

Feedback from participants has been very positive. Commenters are enthusiastic about future capabilities and note an increased understanding of the student information system solution. These workshops also provide a real understanding of the scope of change ahead which supports organizational change management efforts. Continuous improvement method is applied to the overall workshop experience based on participant feedback, such as the creation of a pre-workshop preparation session for subject matter expert participants.

Quality Assurance Program Update

Algonquin College and Thesis are committed to Quality Assurance throughout the project. The approach includes objective third parties selected for and by each partner. Algonquin College has secured Gartner as the third-party provider; and Thesis has hired Steve Kish. The Quality Assurance providers, Gartner and Steve Kish, aim to coordinate reporting and, where possible, and establish complementary executive-level reporting with lead and lag measures throughout the project lifecycle. Each third party has equal access to the R3 project materials, resources, and meetings to inform assessments. In addition, Thesis and Algonquin College jointly maintain and regularly review, address and close items in the master Quality Assurance recommendations and actions tracking log.

Since April 2021, Gartner has completed monthly reports and a quarterly report. These reports are shared with the Executive Sponsor and Steering Committee and actions against the recommendations are tracked. The reporting highlights and tracking are also periodically shared with other stakeholders including the Algonquin College Leadership Team, Executive Team and Audit and Risk Management Committee.

For the first quarterly report, the overall project risk status was noted as "moderate" which is not unusual at this stage of a large implementation project. The report provided specific reference to items actively being addressed including the schedule and related planning impacts as well as Thesis resourcing.

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:

This project supports and aligns with the Learner-Driven Plan. One of the objectives of the Student Information System investment is to improve and modernize the student experience. This includes access to information and a system that supports the evolving needs of students in services and programming. Personalization and self-service are examples that support the Learner-Driven Plan objectives which the new Student Information System will be able to support once it is fully implemented.

7. FINANCIAL IMPACT:

The Algonquin College Board of Governors approved a $21.8 million expenditure including a 15% contingency for fiscal year 2021-22, which is aligned to the five-year forecast. This funding allows for the continuation of the implementation work for the R3 Project consisting of the contracted work by the third-party vendor, Thesis, and the supporting activities of developing the business and enterprise architectures, identity and access management program, data governance model, and enterprise portal required to support implementation of a new Thesis Student Management System.

The second quarter of fiscal year 2021-22 was projected at $6.61 million, with an actual spend of $4.63 million. The overall variance between the monthly projected spent versus actual spent is explained by invoices from various vendors not being delivered to Algonquin College in a timely fashion as well as changes in personnel hours impacting invoicing amounts. It is important to highlight that these amounts are committed pending receipt of invoices. The contingency available for the fiscal year 2021-22 is set at 15% or $2.85 million plus an additional $2.6 million projected savings for this fiscal year. The projected savings can be explained by vacancies and other salary savings e.g. certain roles being deferred to fiscal year 2022-23 resulting from information garnered through the Familiarize Phase. In addition, some hiring dates were delayed until the second and third quarters of fiscal year 2021-22. Due to the COVID-19 pandemic, there are vendor travel savings as well as subscription savings (based on number of enrolments). The projected savings may be required to offset potential additional costs related to project scope and current role assignment discussions with Thesis. In addition, the confirmation of the number of integrations included in the Thesis solution versus external solutions is still being explored. Hence, the Integrations plan will not be finalized until the new calendar year. A revised estimate of integration costs can not be determined until that time.

The R3 project is funded through a combination of net contribution from operations and from the College reserves. This project investment will require a significant draw on current and future years' reserves and in-year net revenues contributions. The approved 2021-22 Annual Budget demonstrates the College's plan to return to financial sustainability while funding this project. Early indications from the Spring 2021 term suggest a stronger than budgeted

enrolment and financial results for the 2021-22 fiscal year. This will help ensure the College's reserve balances are available to meet the financial investment requirements of the R3 project.

The budget and cost projection for this project is for the fiscal years 2019-20 to 2024-25 with a current estimated expenditure valued between $58 million and $78 million. Fiscal 2021-22 budget is trending positively and expected to continue with this positive trend for the remainder of the fiscal year.

8. HUMAN RESOURCES IMPACT:

Replacing the College's Student Information System will have significant impact on all areas of the College. GeneSIS is at the center of the College's enterprise level information system which is all the processes that enable core business, such as admissions, registration, progression, graduation, and curriculum management.

As a part of the Student Information System Project Plan, the project team has developed a multi-year human resource plan, including various employee categories (additional support staff opportunities, secondments, fixed term administration, student, and consultants), for the life of the project.

In support of the contractual commitment for the Student Information System implementation, a human resourcing plan aligned with the project deliverables and proposed budget was prepared and presented to the Algonquin College Executive Team. Consideration was made with respect to the current financial sustainability efforts underway as a result of the COVID-19 pandemic.

Recruitment continues, and is on track, for resources required to support the project for the fiscal year 2021-22.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The implementation of a new Student Information System solution will fully comply with information privacy, access, and data storage regulations.

As part of its due diligence, the College has confirmed that it is complying with relevant Provincial legislation, regulations, and directives. Throughout the process, Legal counsel was consulted for contract negotiations and reviews.

10. COMMUNICATIONS:

The project recognizes the importance of employee engagement, communications, and training. These components are included in the Organizational Change Management project stream. In August 2021, the Organizational Change Management Strategies and Roadmap were completed. Further detailed plans for both communication and training will be developed in the fall.

Fall 2021 communication and engagement activities will also include:

- **Subject Matter Experts.** Engagement of individuals with knowledge of the Algonquin business and academic processes is key to successful process redesign. Participation of Subject Matter Experts will continue throughout the project.

- **Implementation of a Change Champion network.** This is a new network of individuals, identified by their managers, to be early adopters. The Change Champions will be provided with early opportunities to learn the new Student Information System, provide feedback on training materials, and practice in test systems. Additionally, Change Champions can share project information with their home department or faculty and provide timely feedback to R3.

- **Resourcing for Organizational Change Management activities.** This may include developmental opportunities for staff to participate in the project throughout the project or on specific activities.

- **R3 Speak Up! Sessions** which provides employees an opportunity to ask questions and learn more about the Student Information System as information becomes available. These sessions are held approximately every other month, and are normally attended by approximately 150-160 employees. Feedback from sessions indicated that employees continue to want opportunities to ask questions and would like more demonstrations of the new Student Information System. The next R3 Project Speak Up! Session is scheduled for November 16, 2021.

11. CONCLUSION:

The R3 project is a major business transformation initiative for Algonquin College. It will replace the Student Information System functionality, but also address numerous other functions currently supported by GeneSIS. It will leverage current technology and best practices to enhance learner and employee experience and improve the security of personal and corporate data.

College Management continues to closely monitor the project 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:

Laura Stanbra
Vice President, Student Services

Approved for submission:

Claude Brulé
President and CEO

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 7.1

Report title:	First Quarter 2021-22 Financial Projection
Report to:	Board of Governors
Date:	October 25, 2021
Author/Presenter:	Grant Perry, Chief Financial Officer

1. RECOMMENDATION:

   THAT the Board of Governors approves the First Quarter 2021-22 Financial Projection with an overall increase to the net contribution of $8.1 million resulting in a $1.9 million deficit compared to the Approved Annual Budget net deficit of $10 million.

2. PURPOSE / EXECUTIVE SUMMARY:

   The purpose of this report is to present the First Quarter 2021-22 Financial Projection including a summary of funded positions, and to provide an updated compliance status of the Board Policy BGII-02: Financial Management.

3. BACKGROUND:

   On April 19, 2021, the Board of Governors approved the 2021-22 Annual Budget with an overall deficit net contribution of $10 million, in compliance with both the Board of Governors' Direction and Ministry of Colleges and Universities Operating Directive. The budget/projection requirements are provided in Appendix B: First Quarter 2021-22 Compliance Schedule.

4. DISCUSSION:

   The Quarterly Projections take into consideration any changes to the assumptions underlying the Approved Annual Budget including enrolment, funding and other operational and capital changes. Variance analysis for significant changes are included within the report. Increases in the projected net contribution of the College for the fiscal year are being realized from increasing enrolments, improved revenue outlooks in Campus Services, and reductions in capital spending projections. Report details are provided in Appendix A: First Quarter 2021-22 Financial Projection.

$M	Approved 2021-22 Net Contribution	Q1 2021-22 Net Contribution
Funded Activity / College Operations	$(7.7)	$(1.0)
Contract and Other Non-Funded Activity	5.4	5.2
Campus Services	(0.8)	(0.2)
International Education Centre	14.1	14.4
Net Contribution from Total College Operations	11.0	18.4
Net Strategic Investment Priorities	(32.0)	(35.3)
Non-Cash Adjustments: Capitalization & Depreciation	11.0	15.0
Net Contribution	$(10.0)	$(1.9)
Domestic & International Enrolment	**Approved Annual Budget 2021-22**	**Q1 2021-22 Projection**
	43,284	45,577

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 technology infrastructure, renovations and adaptations to learning spaces, maintenance of existing learning spaces, and investment in new program development, academic equipment, and new facilities.

Agenda Item No: 7.1

7. FINANCIAL IMPACT:

The First Quarter 2021-22 Financial Projection reports an increase in net contribution of $8.1 million from the 2021-22 Approved Annual Budget for a total projected deficit of $1.9 million.

8. HUMAN RESOURCES IMPACT:

The 2021-22 Approved Annual Budget provided required funding for all existing full-time permanent staff complement positions and other than permanent positions.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Quarterly Projections/Reports comply with the Ministry of Colleges and Universities' Business Plan Operating Procedure Directive.

10. COMMUNICATIONS:

All required communications will be administered through the Communications and External Relations Office.

11. CONCLUSION:

The Algonquin College First Quarter 2021-22 Financial Projection identifies resources supporting the Strategic Plan and Business Plan of the College while complying with Provincial government directives and ensuring the financial health of the College now, and into the future during these unprecedented times. College management will be monitoring enrolments, revenues, and expenditures closely and providing financial projection updates throughout this fiscal year.

Respectfully submitted:

Duane McNair
Vice President, Finance and Administration

Approved for submission:

Claude Brulé
President and CEO

Appendices:

Appendix A: First Quarter 2021-22 Financial Projection
Appendix B: First Quarter 2021-22 Compliance Schedule

Financial Projection

FIRST QUARTER
2021-22

Board of Governors
October 25, 2021

ALGONQUIN COLLEGE

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection

TABLE OF CONTENTS

First Quarter Financial Projection Summary 3
Statement of Financial Position 4
Revenue Schedule 5
Revenue Schedule Variance Analysis 6
Expenditures Schedule 8
Expenditures Schedule Variance Analysis 9
Strategic Investment Priorities Schedule 10
Strategic Investment Priorities Schedule Variance Analysis 11
Internally Restricted Net Assets Schedule 12
Summary of Funded Positions 13
Financial Sustainability Metrics – Annual Surplus 15
Financial Sustainability Metrics – Liquidity 16
Financial Sustainability Metrics – Operating 17
Financial Sustainability Metrics – Debt 18
Financial Sustainability Metrics – Accumulated Surplus 19

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
SUMMARY
(all figures in $ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Approved
Funded Activity/College Operations				
Revenue	$ 260,223	$ 268,607	$ 8,384	3%
Expenditures	267,926	269,643	(1,717)	-1%
Net Contribution	(7,703)	(1,036)	6,667	87%
Contracts & Other Non-Funded Activity				
Revenue	70,589	60,662	(9,927)	-14%
Expenditures	65,117	55,402	9,715	15%
Net Contribution	5,472	5,260	(212)	-4%
Campus Services				
Revenue	15,779	18,264	2,485	16%
Expenditures	16,604	18,502	(1,898)	-11%
Net Contribution	(825)	(238)	587	71%
International Education Centre				
Revenue	50,978	51,620	642	1%
Expenditures	36,850	37,197	(347)	-1%
Net Contribution	14,128	14,423	295	2%
Strategic Investment Priorities				
Revenue	8,903	11,140	2,237	25%
Expenditures	40,875	46,481	(5,606)	-14%
Net Contribution	(31,972)	(35,341)	(3,369)	-11%
Non-Cash Revenue Adjustments				
Capital Grants recorded as Deferred Capital Contributions	(1,300)	(1,300)	-	0%
Amortization of Deferred Capital Contributions	8,200	8,200	-	0%
Non-Cash Expenditure Adjustments				
Expenditures to be Capitalized (Moved to Balance Sheet)	19,600	23,700	4,100	21%
Amortization Expense	(16,100)	(16,100)	-	0%
Change in Vacation, Sick Leave & Post-Employment Benefits	500	500	-	0%
Net Contribution as per Public Sector Accounting Standards (PSAS)	**$ (10,000)**	**$ (1,932)**	**$ 8,068**	**81%**

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
STATEMENT OF FINANCIAL POSITION
(all figures in $ 000's)

	March 31, 2021 Year-End Actual	March 31, 2022 Approved Annual Budget	March 31, 2022 Q1 Projected	Q1 vs. Approved Variance
ASSETS				
Current Assets				
Cash and Short Term Investments	$ 96,027	$ 68,084	$ 82,596	$ 14,512
Accounts Receivable	45,533	26,000	26,000	-
Inventory	1,995	1,550	2,000	450
Prepaid Expenses	4,865	3,500	4,000	500
	148,420	**99,134**	**114,596**	**15,462**
Investments	25,349	23,700	30,979	7,279
Long Term Prepaid Asset	5,500	5,436	5,436	-
Endowment Assets	34,137	32,918	34,737	1,819
Capital Assets	289,122	296,827	296,722	(105)
TOTAL ASSETS	**$ 502,528**	**$ 458,015**	**$ 482,470**	**$ 24,455**
LIABILITIES & NET ASSETS				
Current Liabilities				
Accounts Payable & Accrued Liabilities	$ 28,656	$ 29,000	$ 29,000	$ -
Accrued Salaries & Employee Deductions Payable	9,924	9,500	9,500	-
Deferred Revenue	52,622	42,000	45,000	3,000
Current Portion of Long Term Debt	3,622	3,846	3,846	-
	94,824	**84,346**	**87,346**	**3,000**
Long Term Debt	36,185	32,338	32,338	-
Vacation, Sick Leave & Post-Employment Benefits	18,225	19,188	17,725	(1,463)
Deferred Capital Contributions	152,517	146,117	145,617	(500)
Interest Rate Swaps	4,203	5,200	4,203	(997)
Net Assets				
Unrestricted	1,000	-	1,000	1,000
Investment in Capital Assets	96,798	114,526	114,921	395
Vacation, Sick Leave & Post-Employment Benefits	(18,225)	(19,188)	(17,725)	1,463
Internally Restricted	86,835	47,978	66,279	18,301
Endowment Fund	34,137	32,918	34,737	1,819
	200,545	**176,234**	**199,212**	**22,978**
Accumulated Remeasurement Losses	**(3,971)**	**(5,408)**	**(3,971)**	**1,437**
	196,574	**170,826**	**195,241**	**24,415**
TOTAL LIABILITIES & NET ASSETS	**$ 502,528**	**$ 458,015**	**$ 482,470**	**$ 24,455**

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
REVENUE SCHEDULE

(all figures in $ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS			
Grants			
Post Secondary Activity	$ 105,843	$ 109,193	$ 3,350
Apprentice	4,932	4,758	(174)
Flow-Through Student Aid	1,530	2,944	1,414
TOTAL GRANTS	**112,305**	**116,895**	**4,590**
Tuition Fees			
Full-Time Post Secondary	79,028	83,022	3,994
Full-Time Non-Funded	257	257	-
Part-Time	10,255	10,237	(18)
Adult Training	1,405	1,336	(69)
Student Technology Fees	8,131	8,097	(34)
		-	
TOTAL TUITION FEES	**99,076**	**102,949**	**3,873**
Contract Educational Services			
Corporate & Other Programs	6,136	6,466	330
TOTAL CONTRACT EDUCATIONAL SERVICES	**6,136**	**6,466**	**330**
Other			
Early Learning Centre	808	808	-
Student Ancillary Fees	6,079	6,135	56
Investment Income	1,607	1,607	-
Transfer from International Education Centre [1]	23,785	24,259	474
Miscellaneous	10,427	9,488	(939)
TOTAL OTHER	**42,706**	**42,297**	**(409)**
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	**260,223**	**268,607**	**8,384**
CONTRACTS & OTHER NON-FUNDED ACTIVITY	**70,589**	**60,662**	**(9,927)**
CAMPUS SERVICES	**15,779**	**18,264**	**2,485**
INTERNATIONAL EDUCATION CENTRE	**50,978**	**51,620**	**642**
STRATEGIC INVESTMENT PRIORITIES	**8,903**	**11,140**	**2,237**
TOTAL REVENUE	**$ 406,472**	**$ 410,293**	**$ 3,821**

[1] 50% of the International Fee Premium is shared with Academic Services (part of Funded Activity/College Operations).

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	$ 3,350	Favourable variance due to $2.8M provincial funding for Personal Support Worker (PSW) Accelerated program, and $556K COVID-19 Support Fund unspent balance carried forward from fiscal year 2020-21.
Flow-Through Student Aid	$ 1,414	Favourable variance due to $1.4M provincial funding for the bursary fund for the Personal Support Worker Accelerated program.
Full-Time Post Secondary Tuition Fees	$ 3,994	Favourable variance due to 5.3% higher than projected total student enrolment from 2021-22 Approved Annual Budget.
Corporate & Other Programs	$ 330	Favourable variance due to higher than anticipated student enrolment in collaborative and other programs.
Transfer from International Education Centre	$ 474	Favourable variance due to increased International Fee Premiums allocated to Funded Activity as a result of a 1.6% increase in international student enrolment from the 2021-22 Approved Annual Budget.
Miscellaneous	$ (939)	Unfavourable variance due to a $658K decrease in revenue projections for facilities chargebacks related to lower operating costs, a $547K decrease in Virtual Learning Strategy (VLS) funding with a reclassification to Post Secondary Activity as well as $136K for other minor variances. These reductions are offset by a $188K increase due to the new Personal Support Worker Accelerated program and a $214K increase in internal revenue for reimbursement of salaries related to course adaptation costs, applied research costs and other projects.
Contract and Other Non-Funded Activity	$ (9,927)	Unfavourable variance of $9.2M due to the Skills Advance Ontario Steel and Aluminum contract not awarded as anticipated, $1.65M due to the delay in approvals of various Applied Research projects and $1.36M due to the postponement of the Public College Private Partnership to 2022. These reductions were partially offset by a $2.3M increase in various School Contracts and Truth, Reconciliation and Indigenization contracts. (See the Contract Activity Variances page for more details)
Campus Services	$ 2,485	Favourable variance due to anticipated increase in on-campus activities and events. Residence revenue increase of $973K due to 15% increase in occupancy rates. Bookstore revenue increase of $719K due to increase of computers, textbooks, drafting kits, clothing and e-texts sales related to the Personal Support Worker Accelerated program and other increased on-campus activity. A $549K increase in Food and Conference Services revenue due to increase in food sales, which includes higher demand in the residence meal plans and Conference Services activities. Parking revenue increase of $237K due to an increase in demand for short-term and long-term parking permits.

Description	Variance Favourable/ (Unfavourable)	Comments
International Education Centre	$ 642	Favourable variance due to 1.6% increase in international student enrolment from 2021-22 Approved Annual Budget.
Strategic Investment Priorities	$ 2,237	Favourable variance due to carry forward of revenue to cover the portion of budget carried forward from 2020-21 (offset by an increase in expenditures). Partially offset by an decrease in revenue for the College Equipment Renewal Fund Grant due to the new competitive portion. (See the Strategic Investment Priorities Variances page for more details)
Total Explained Variances	$ 4,060	
Other Minor Variances	$ (239)	
Total Variance	$ 3,821	

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
EXPENDITURES SCHEDULE

(all figures in $ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS			
TOTAL SALARIES & BENEFITS	$ 195,176	$ 193,959	$ 1,217
Other Operating Costs			
Mandated Student Aid	5,825	5,825	-
Contingencies	5,327	4,827	500
Long Term Debt Interest	658	658	-
Contract Services	16,725	16,908	(183)
Instructional Supplies & Equipment	5,065	6,920	(1,855)
Information Technology	12,009	12,200	(191)
Marketing and Promotion	1,684	1,599	85
Building Maintenance & Utilities	14,285	13,366	919
Flow-Through Student Aid	1,530	2,944	(1,414)
Cost of Goods Sold	171	171	-
Other	9,471	10,266	(795)
TOTAL OTHER OPERATING	72,750	75,684	(2,934)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	**267,926**	**269,643**	**(1,717)**
CONTRACTS & OTHER NON-FUNDED ACTIVITY	**65,117**	**55,402**	**9,715**
CAMPUS SERVICES	**16,604**	**18,502**	**(1,898)**
INTERNATIONAL EDUCATION CENTRE	**36,850**	**37,197**	**(347)**
STRATEGIC INVESTMENT PRIORITIES	**40,875**	**46,481**	**(5,606)**
TOTAL EXPENDITURES	**$ 427,372**	**$ 427,225**	**$ 147**

Description	Variance Favourable / (Unfavourable)	Comments
Salaries and Benefits	$ 1,217	0.6% favourable variance primarily due to full-time salary savings from the timing of new hires.
Contingencies	$ 500	Favourable variance due to lower than projected Special Contingency requirements.
Instructional Supplies & Equipment	$ (1,855)	Unfavourable variance due to the addition of a new provincially funded Personal Support Worker Accelerated program (offset by corresponding increases in revenue from the new program).
Building Maintenance & Utilities	$ 919	Favourable variance is primarily due to a decrease in estimated residence energy costs, and a reduction in contract cleaning projections for the fiscal year 2021-22.
Flow-Through Student Aid	$ (1,414)	Unfavourable variance due to the bursary distribution for the new provincially funded Personal Support Worker Accelerated program (offset by corresponding increase in revenue).
Other Costs	$ (795)	Unfavourable variance due to an increase in equipment rental costs, professional fees as well as an increase in recruitment and contract fees to fill staff vacancies.
Contract and Other Non-Funded Activity	$ 9,715	Favourable variance due to expense savings as the Skills Advance Ontario Steel and Aluminum contract was not awarded as anticipated as well as savings from the delays in approvals for various Applied Research projects, and the postponement of the Public College Private Partnership. The decrease in expenses aligns with corresponding decreases in revenue. (See the Contract Activity Variances page for more details)
Campus Services	$ (1,898)	Unfavourable variance due to increased operating costs of Campus Services as a result of the growth in on-campus activities. Higher than projected cost of goods sold for computer hardware and textbook sales within the Bookstore, and an increase in e-Text costs.
International Education Centre	$ (347)	Unfavourable variance mainly due to increase of International Fee Premiums allocated to Funded Activity as a result of the 1.6% increase in international student enrolment from the 2021-22 Approved Annual Budget.
Strategic Investment Priorities	$ (5,606)	*See Strategic Investment Priorities Variances page for details.*
Total Explained Variances	$ 436	
Other Minor Variances	$ (289)	
Total Variance	$ 147	

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
STRATEGIC INVESTMENT PRIORITIES SCHEDULE
(all figures in $ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)
SOURCE OF FUNDS:			
Facilities Renewal Grant	$ 4,000	$ 4,975	$ 975
College Equipment Renewal Fund Grant	1,503	1,003	(500)
Apprenticeship Capital Grant	1,000	1,323	323
Students' Association Contribution	2,400	3,839	1,439
TOTAL SOURCE OF FUNDS	**8,903**	**11,140**	**2,237**
EXPENDITURES:			
Major Capital Projects			
Athletics and Recreation Centre	2,200	3,639	(1,439)
Athletics and Recreation Centre Enabling Work / Pedestrian Link	1,800	5,886	(4,086)
Campus Accessibility [1]	1,200	1,200	-
Pedestrian Bridge to Bus Rapid Transit Station	1,260	1,260	-
R3 (Student Information System)	21,860	21,860	-
Salesforce Lightning Upgrade [1]	1,000	1,000	-
Solar Photovoltaic Plan	-	344	(344)
Total Major Capital Projects	**29,320**	**35,189**	**(5,869)**
Other			
Apprenticeship Capital Grant	1,000	1,323	(323)
Campus Services	345	345	-
College Technologies	1,706	1,775	(69)
College Space & Infrastructure	4,760	6,375	(1,615)
New Program Initiatives	702	702	-
Academic & Other Equipment	875	875	-
Initiatives & Opportunities	2,917	2,753	164
Adjustment for Anticipated Underspend	(750)	(2,856)	2,106
Total Other	**11,555**	**11,292**	**263**
TOTAL EXPENDITURES	**40,875**	**46,481**	**(5,606)**
TOTAL NET CONTRIBUTION	**$ (31,972)**	**$ (35,341)**	**$ (3,369)**

[1] Within the 2021-22 Approved Annual Budget, the Campus Accessibility project was captured under College Space & Infrastructure and the Salesforce Lightning Upgrade project was captured under College Technologies. Both projects received Board of Governors approval as Major Capital Projects in April and June 2021 respectively, and have therefore been recategorized under Major Capital Projects.

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
STRATEGIC INVESTMENT PRIORITIES SCHEDULE
Variance Analysis (all figures in $000's)

APPENDIX A

Description	Variance Favourable/ (Unfavourable)	Comments
Revenue		
Facilities Renewal Grant	$ 975	Favourable variance due to deferral of Facilities Renewal Grant from 2020-21 to complete projects in 2021-22 (offset by an increase in expenditures as detailed below).
College Equipment Renewal Fund Grant	$ (500)	Unfavourable variance due to new competitive portion of the College Equipment Renewal Fund (CERF) provincial funding.
Apprenticeship Capital Grant	$ 323	Favourable variance due to $231K deferral of provincial funding from 2020-21 as well as an additional $92K in funding from the Ministry for 2021-22 (offset by an increase in expenditures as detailed below).
Students' Association Contribution	$ 1,439	Favourable variance due to carry forward of project costs from 2020-21 (offset by an increase in expenditures as detailed below).
Expenditures		
Athletics and Recreation Centre	$ (1,439)	Unfavourable variance due to the carry forward of project costs from 2020-21 (offset by increase in revenue as noted above).
Athletics and Recreation Centre Enabling Work / Pedestrian Link	$ (4,086)	Unfavourable variance due to the carry forward of project costs from 2020-21.
Solar Photovoltaic Plan	$ (344)	Unfavourable variance reflects the carry forward budget from 2020-21 due to delays resulting from the COVID-19 pandemic.
Apprenticeship Capital Grant	$ (323)	Unfavourable variance due to the carry forward of budget from 2020-21 as well as an additional $92K in funding from the Ministry for 2021-22 (offset by an increase in revenue).
College Space & Infrastructure	$ (1,615)	Unfavourable variance reflects the carry forward budget from 2020-21 due to delays occurring on the Back Flow Preventer Upgrade and Upgrades to the Main Switchgear projects.
Adjustment for Anticipated Underspend	$ 2,106	Favourable variance reflects higher than anticipated underspend on projects based on historical trends.
Total Explained Variances	$ (3,464)	
Other Minor Variances	$ 95	
Total Variance	$ (3,369)	

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
INTERNALLY RESTRICTED NET ASSETS SCHEDULE
(all figures in $ 000's)

	Year-End Actual March 31, 2021	Actual In-Year Use of Funds (2021-22)	Actual Year-End Adjustments (2021-22)	Projected March 31, 2022
Specific Reserves:				
Other Projects & Initiatives	$ 46,552	$ 26,306	$ 12,958	$ 33,204
Campus Services Reserve Fund	660	345	(2,989)	(2,674)
Employment Stabilization Funds	595	-	7	602
COVID-19 Response Contingency	-	-	-	-
	47,807	26,651	9,976	31,132
Contingency Reserve Fund	8,873	-	-	8,873
Reserve Funds:				
Future Capital Expansion	27,731	4,203	292	23,820
Net Proceeds from Sale of March Road Land	2,424	-	30	2,454
	30,155	4,203	322	26,274
TOTAL INTERNALLY RESTRICTED NET ASSETS*	**$ 86,835**	**$ 30,854**	**$ 10,298**	**$ 66,279**
TOTAL UNRESTRICTED NET ASSETS	**$ 1,000**	**$ -**	**$ -**	**$ 1,000**
Investment in Capital Assets	96,798	-	18,123	114,921
Vacation, Sick Leave & Post-Employment Benefits	(18,225)	-	500	(17,725)
Interest Rate Swaps	(3,971)	-	-	(3,971)
Endowment Fund	34,137	-	600	34,737
TOTAL NET ASSETS	**$ 196,574**	**$ 30,854**	**$ 29,521**	**$ 195,241**

* Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Specific Reserves and Reserve Funds, and contributions to Reserve Funds for the fiscal year 2021-22.
The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
SUMMARY OF FUNDED POSITIONS

APPENDIX A

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
Academic Services												
Academic Development	8	6	2	6	6	-	10	9	1	24	21	3
Academic Operations & Planning	1	1	-	3	3	-	5	4	1	9	8	1
Algonquin College Heritage Institute	7	7	-	3	3	-	8	7	1	18	17	1
Algonquin College In The Ottawa Valley	29	28	1	7	7	-	39	39	-	75	74	1
Algonquin Centre for Construction Excellence	66	63	3	3	3	-	11	11	-	80	77	3
Experiential Learning and Innovation	-	-	-	4	2	2	21	21	-	25	23	2
Faculty Of Arts Media & Design	133	129	4	10	9	1	33	32	1	176	170	6
Faculty Of Health, Public Safety & Comm. Studies	123	117	6	8	8	-	32	31	1	163	156	7
Global, Online and Corporate Learning	-	-	-	25	20	5	46	44	2	71	64	7
School of Advanced Technology	111	104	7	7	7	-	17	17	-	135	128	7
School Of Business	86	77	9	4	4	-	8	6	2	98	87	11
School Of Hospitality & Tourism	42	41	1	4	4	-	8	8	-	54	53	1
Senior Vice-President Academic	11	-	11	3	3	-	-	-	-	14	3	11
Academic Services Total	**617**	**573**	**44**	**87**	**79**	**8**	**238**	**229**	**9**	**942**	**881**	**61**
Advancement												
Advancement Operations	-	-	-	7	7	-	5	5	-	12	12	-
Advancement Total	**-**	**-**	**-**	**7**	**7**	**-**	**5**	**5**	**-**	**12**	**12**	**-**
Finance & Administration												
Campus Services	-	-	-	13	12	1	41	41	-	54	53	1
Facilities Management	-	-	-	11	10	1	36	32	4	47	42	5
Finance And Administrative Services	-	-	-	13	12	1	26	26	-	39	38	1
Information Technology Services	-	-	-	25	23	2	93	91	2	118	114	4
Risk Management	-	-	-	10	10	-	1	1	-	11	11	-
Vice-President Finance and Administration	-	-	-	2	2	-	-	-	-	2	2	-
Finance & Administration Total	**-**	**-**	**-**	**74**	**69**	**5**	**197**	**191**	**6**	**271**	**260**	**11**
Human Resources												
Labour Relations	-	-	-	17	14	3	-	-	-	17	14	3
People and Culture	-	-	-	15	12	3	4	4	-	19	16	3
Vice-President Human Resources	-	-	-	2	2	-	-	-	-	2	2	-
Human Resources Total	**-**	**-**	**-**	**34**	**28**	**6**	**4**	**4**	**-**	**38**	**32**	**6**

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
SUMMARY OF FUNDED POSITIONS

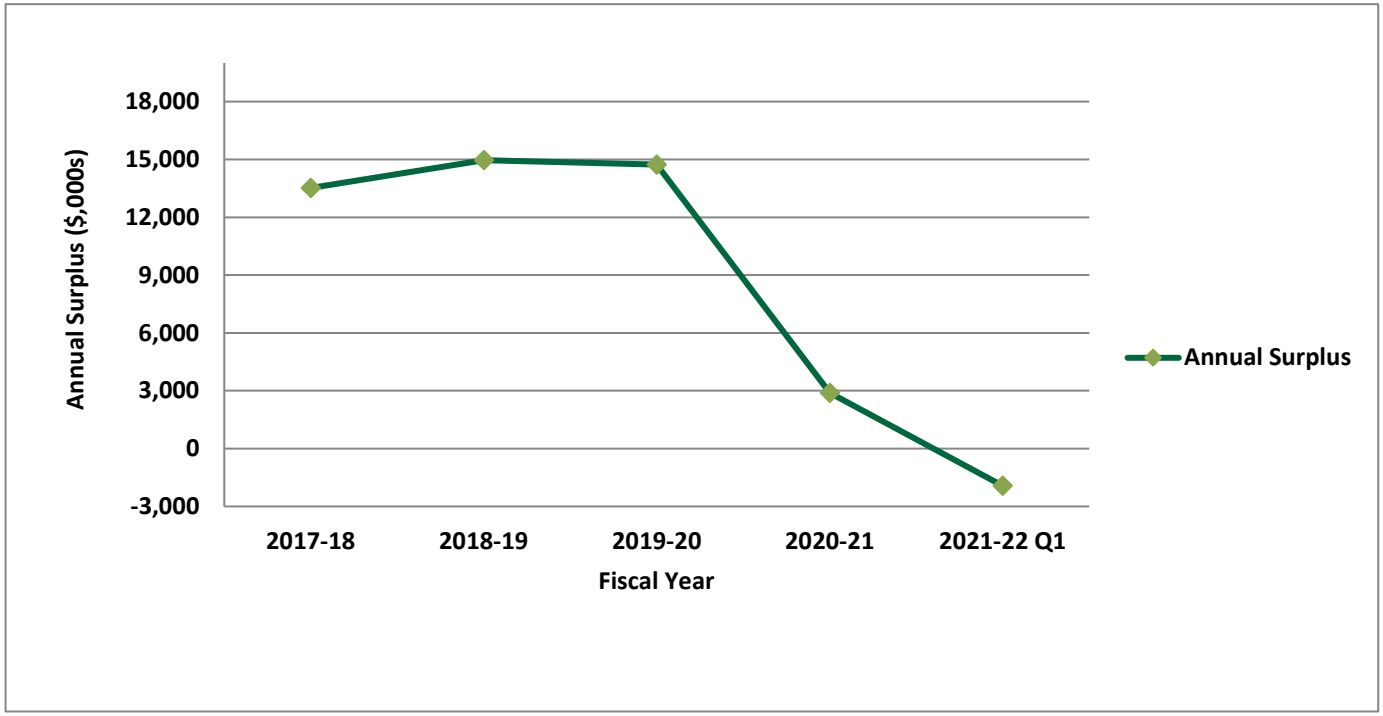
APPENDIX A

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
President And Board Of Governors												
Communications	-	-	-	4	4	-	5	5	-	9	9	-
President and Board Of Governors	-	-	-	4	4	-	-	-	-	4	4	-
President And Board Of Governors Total	**-**	**-**	**-**	**8**	**8**	**-**	**5**	**5**	**-**	**13**	**13**	**-**
Student Services												
Business Improvement Office	-	-	-	2	1	1	-	-	-	2	1	1
Marketing & Recruitment	-	-	-	3	2	1	28	27	1	31	29	2
R3 Executive Business Lead	-	-	-	-	-	-	5	3	2	5	3	2
Registrar	-	-	-	9	9	-	64	62	2	73	71	2
Student Support Services	20	20	-	11	11	-	39	39	-	70	70	-
Vice-President Student Services	-	-	-	2	2	-	-	-	-	2	2	-
Student Services Total	**20**	**20**	**-**	**27**	**25**	**2**	**136**	**131**	**5**	**183**	**176**	**7**
Truth, Reconciliation & Indigenization												
Indigenous Services And Partnerships	-	-	-	4	4	-	-	-	-	4	4	-
Truth, Reconciliation & Indigenization Total	**-**	**-**	**-**	**4**	**4**	**-**	**-**	**-**	**-**	**4**	**4**	**-**
College Totals	**637**	**593**	**44**	**241**	**220**	**21**	**585**	**565**	**20**	**1,463**	**1,378**	**85**
									Total % for the positions:	**100.0%**	**94.2%**	**5.8%**

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
Financial Health Indicators

Operating Results: Annual Surplus

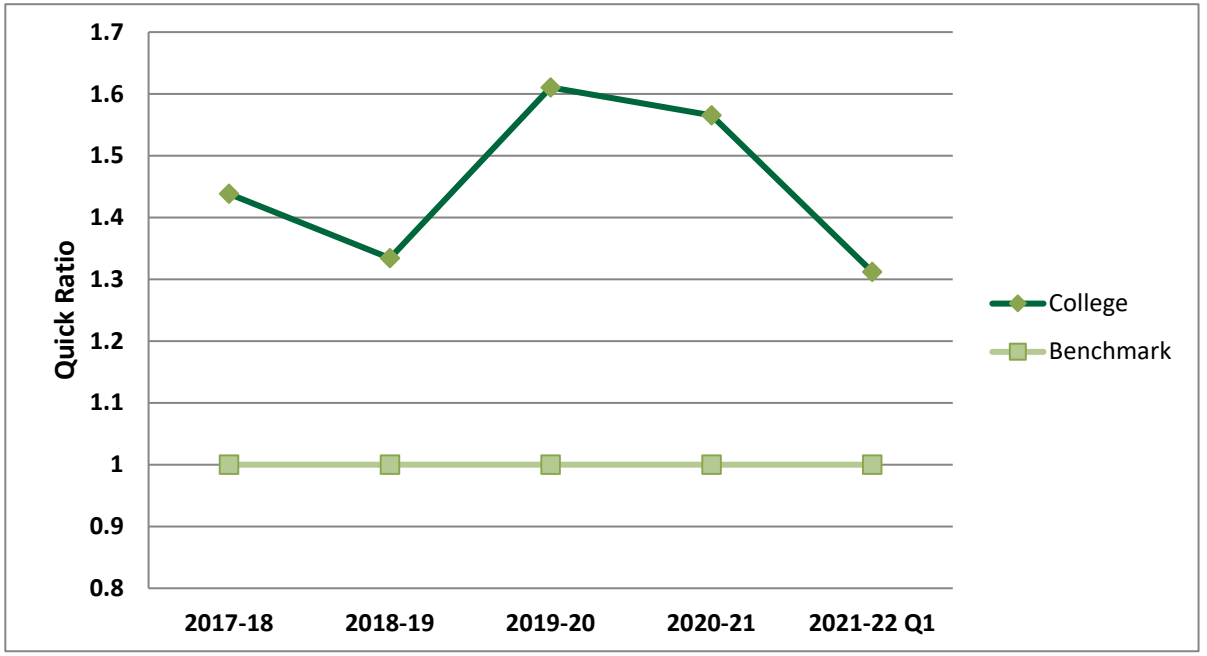


Objective:
Measures the excess of revenues over expenses in a given year.
Benchmark:
Must be greater than $0.
Rationale:
An annual deficit or declining surpluses may indicate a decline in an institution's financial health.

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
Financial Health Indicators

Measuring Liquidity: Quick Ratio



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

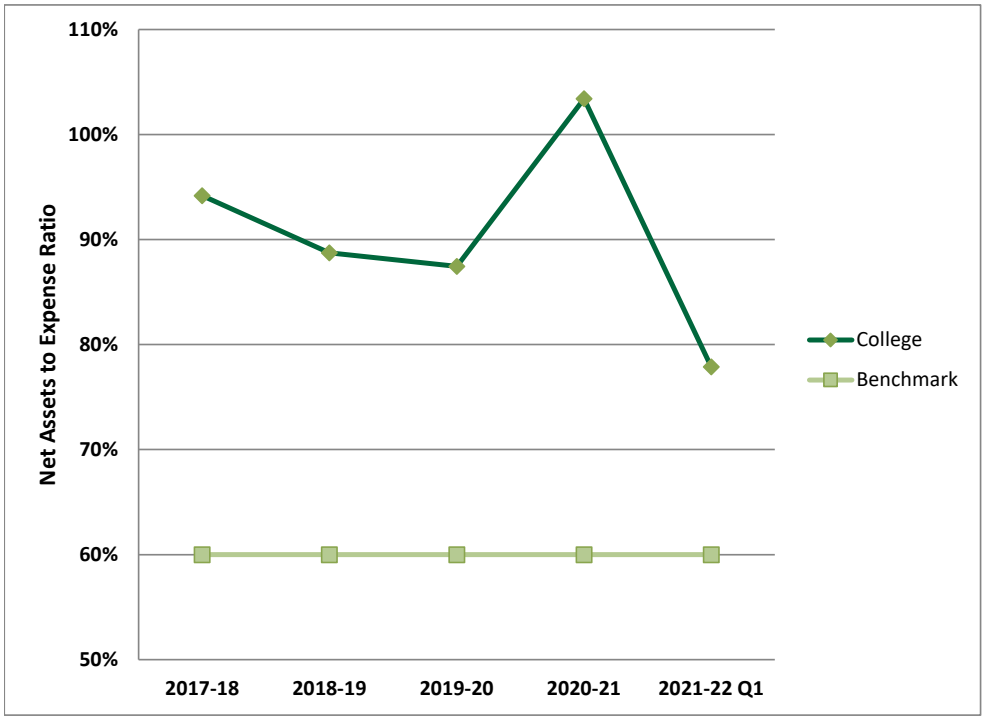
Benchmark:
A ratio of 1 or higher indicates that a college should be able to meet its short-term obligations.

Rationale:
A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short-term obligations. When including surplus cash invested in longer term investments (greater than 1 year) Algonquin's Quick Ratio was at 1.67 for Q1 2021-22.

ALGONQUIN COLLEGE

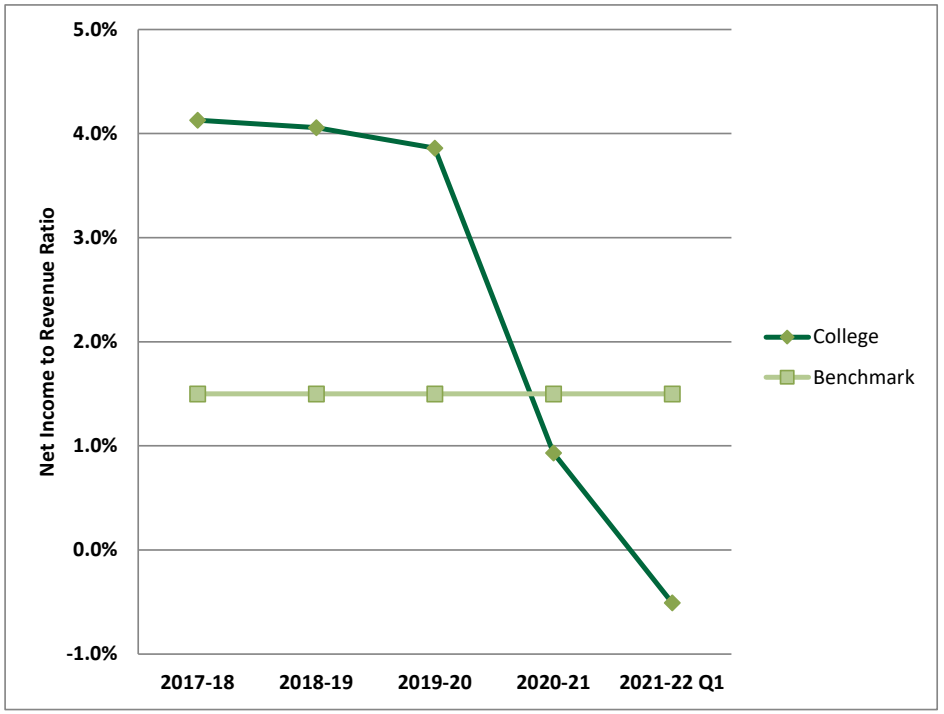
First Quarter 2021-22 Financial Projection
Financial Health Indicators

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

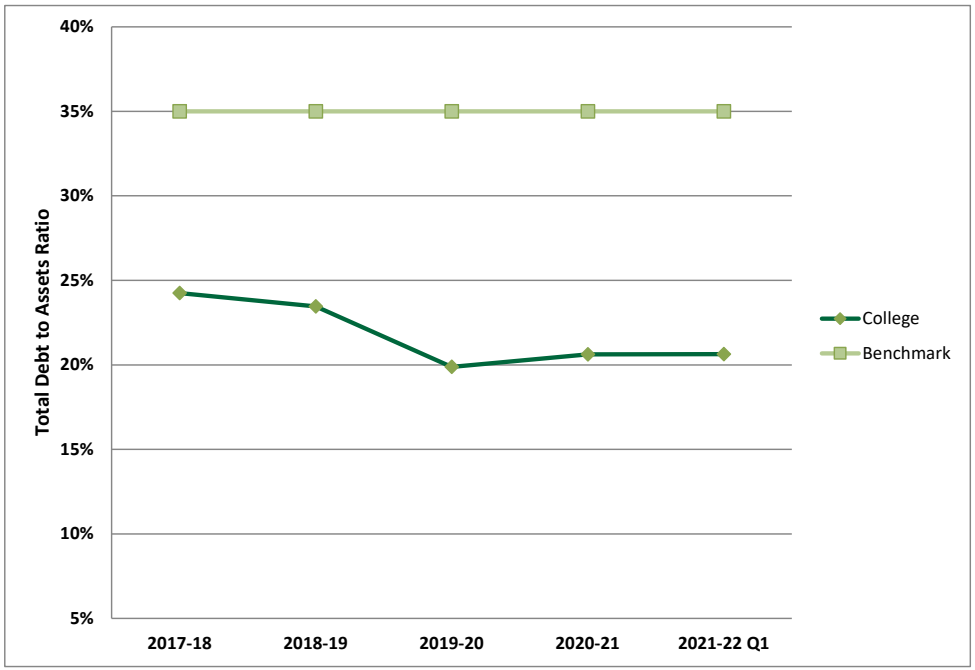


Objective:
This ratio measures the return an institution generates on each dollar of revenue.
Benchmark:
Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.
Rationale:
A surplus less than 1.5% of revenues indicates that small changes in expenses or revenues may result in annual deficits for the institution.

ALGONQUIN COLLEGE

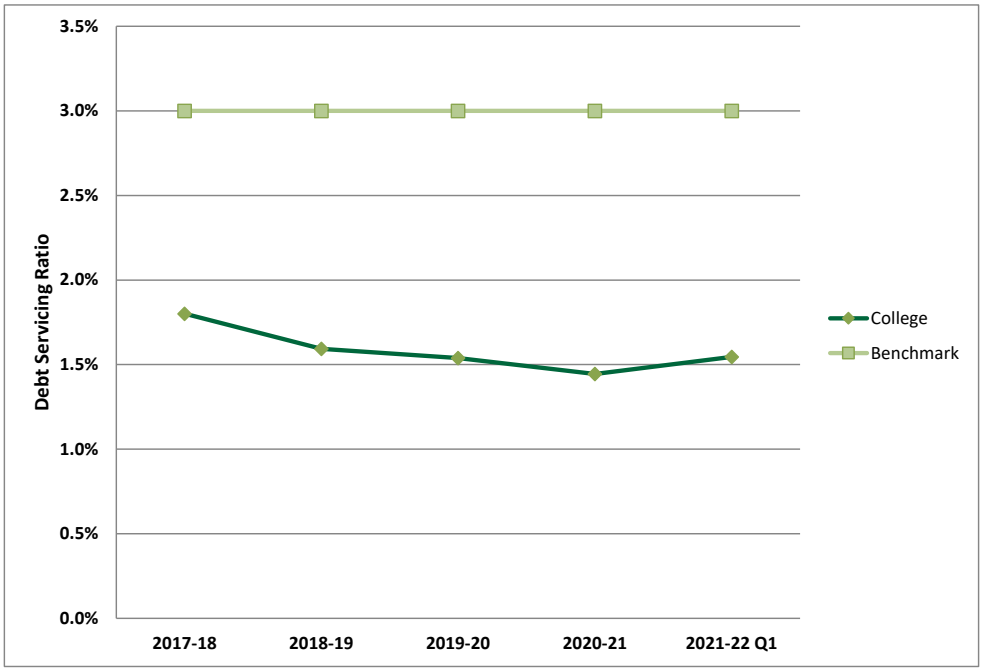
First Quarter 2021-22 Financial Projection
Financial Health Indicators

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

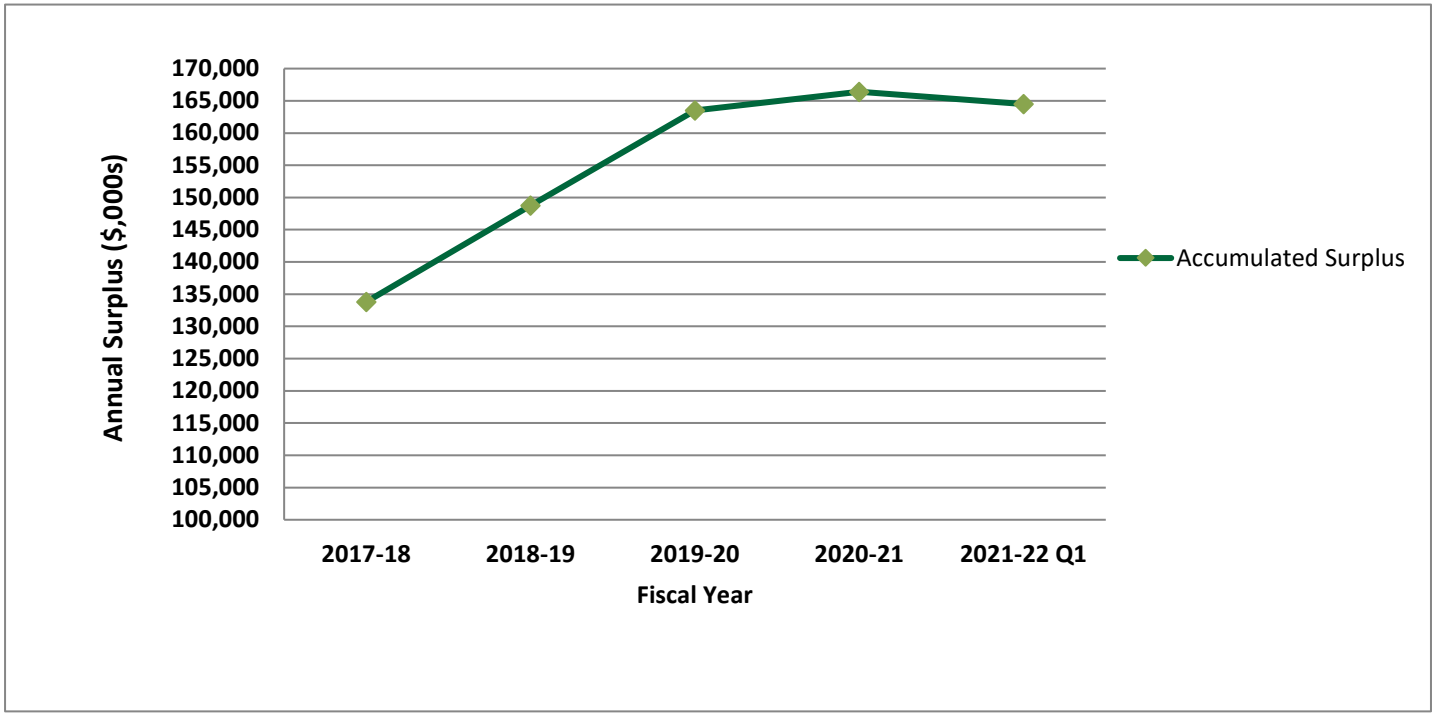


Objective:
This ratio measures the College's spending on servicing the debt portfolio .
Benchmark:
A ratio of 3% or lower, based on historical trend analysis and industry standard.
Rationale:
A ratio of greater than 3% may indicate a reduced or restricted cash flow as the College is spending less than 97% of revenues on core services.

ALGONQUIN COLLEGE

First Quarter 2021-22 Financial Projection
Financial Health Indicators

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.

7.1 Appendix B

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCHEDULE

	Source	Budget/Projection Requirement	Compliant (Y/N)
1	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] … shall: 1.2.2 Have expenditures not exceeding revenues unless the Board has approved … to spend from reserve funds;	Y (Board approval date: April 19, 2021)
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 (Board approval date: April 19, 2021)
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

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 8.1

Report title:	First Quarter 2021-22 Business Plan Performance
Report to:	Board of Governors
Date:	October 25, 2021
Author/Presenter:	Mark Savenkoff, Vice President, Advancement

1. RECOMMENDATION:

   THAT the Board of Governors accepts this 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 related to the institution'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. The Business Plan Dashboard for the First Quarter covers the period April 1 through to June 30, 2021, provided in Appendix A: First Quarter 2021-22 Business Plan Dashboard.

   Dashboard

   The legend for the dashboard reads as follows:

   - *Blue – Completed*: Identifies targets or initiatives completed within the originally established quarter of the fiscal year.
   - *Green – In Progress*: Identifies targets or initiatives in progress to be completed within the originally established quarter of the fiscal year.
   - *Yellow – Delayed/Anticipated Delay*: 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.

Agenda Item No: 8.1

Exceptions Report

The Exceptions Report for the First Quarter covers the period April 1 through to June 30, 2021 is provided in Appendix A: First Quarter 2021-22 Business Plan Exceptions Report.

4. DISCUSSION:

Fifteen of the 24 business plan initiatives have a green status, four initiatives are coded as blue, indicating they are complete, two initiatives are currently coded as yellow, indicating the initiative is delayed and three items are identified as red and will not be completed by fiscal year-end. There are no initiatives currently in an orange status. Contingency action plans are being implemented for all targets and initiatives that have a yellow 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.**	☒	**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:

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

7. FINANCIAL IMPACT:

There is no current financial impact identified at this time.

8. HUMAN RESOURCES IMPACT:

   There is no current human resources impact identified at this time.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

    Quarterly report updates are made available to the public on the Board of Governors website following each Board of Governors meeting.

11. CONCLUSION:

    The College is tracking well with 79 percent of the business plan objectives completed or on track for completion as originally anticipated. Eight percent of the current year business plan priorities are delayed but their completion is anticipated. The remaining 13 percent of business plan items will not be completed within this fiscal year. These results indicate an ambitious, but attainable yearly plan in support of the College's strategic objectives.

Respectfully submitted:

Mark Savenkoff
Vice President, Advancement

Approved for submission:

Claude Brulé
President and CEO

Appendices:

Appendix A: First Quarter 2020-21 Business Plan Dashboard
Appendix B: Exceptions Report

8.1 Appendix A

Business Plan Dashboard

Legend

Completed

In progress to reach completion

Measures that may be delayed in reaching target

Measures that may be at risk in reaching target

Measures that will not reach target by March 31, 2022

Executive Sponsor

AS	Academic Services	**HR**	Human Resources
SS	Student Services	**TRII**	Truth Reconciliation & Indigenous Initiatives
FA	Finance & Administration	**ADV**	Advancement
CER	Communications & External Relations		

LEARNER DRIVEN

Establish Algonquin as the leader in personalized learning across all Ontario Colleges. (Customer)

Goal	ACET Sponsor	2021-22 Metric	Q1 Status
Improve Student Retention			
1.1	**SS**	Response to communication gaps in content to prospective students and applicants completed by October 31, 2021.	
Improve Overall Student Satisfaction			
1.2	**SS**	Operational processes necessary to support and maintain delivery of micro-credentials developed by March 31, 2021.	
1.3	**SS**	AC Online and International nurture campaigns refreshed by March 31, 2022.	
1.4	**FA**	Mitigation plan for top presenting issue from student experience surveys in place by the start of the subsequent academic term to enhance student experiences and deepen learner-driven culture.	

CONNECTED

Become an integral partner to our alumni and employers			
Goal	**ACET Sponsor**	**2021-22 Metric**	**Q1 Status**
Build and steward strategic industry and community partnerships			
2.1	**ADV**	Partnership Development Framework implemented by July 15, 2021.	
2.2	**ADV**	External Partner Engagement and Needs Assessment Survey launched by October 15, 2021.	
Improve Willingness to Recommend External Community (Perception)			
2.3	**FA**	Ottawa Campus of Care shovel-ready and ready for design and development upon approval of government funding, by March 31, 2022.	

PEOPLE

Be recognized by our employees and the community as an exceptional place to work			
Goal	**ACET Sponsor**	**2021-22 Metric**	**Q1 Status**
Improve Employee Engagement			
3.0	**HR**	Employee Engagement Pulse survey and corresponding action framework launched by June 30, 2021.	

Innovation and Quality

We will be leaders and continuously improve the quality, impact and innovativeness of teaching, learning and service delivery			
Goal	**ACET Sponsor**	**2021-22 Metric**	**Q1 Status**
Reduce the risk of failure of information technology infrastructure and software applications.			
4.1	**SS**	Phase two of the R3 - Student Information System Transformation project milestones reached by March 31, 2022, including: 4.1) Organizational Change Management Plan completed by June 30, 2021.	
4.2	**SS**	Technical Design Phase of the Student Information System implementation completed by January 31, 2022.	
4.3	**SS**	Test Plan to validate configuration in subsequent project phases completed by March 31, 2022.	
Finalize a new three-year Strategic Plan for 2022-2025.			
5.0	**SS**	The 2022-2025 Strategic Plan finalized and approved by the Board of Governors by June 7, 2021.	

Sustainability

Pursue truth and reconciliation, social, environmental, and economic sustainability			
Goal	**ACET Sponsor**	**2020-21 Metric**	**Q1 Status**
Launch a partnership with a private college to recruit and educate international students			
6.1	**AS**	Minister of Colleges and Universities approval of Collaborative Education Agreement received by May 31, 2021.	
6.2	**FA**	Minister of Finance approval of Section 28 of the Financial Administration Act received by May 31, 2021.	
6.3	**AS**	Three Algonquin College programs launched with the private college partner by September 30, 2021.	
6.4	**AS**	Two additional Algonquin College programs launched with the private college partner by January 31, 2022.	
Grow enrolment to pre-COVID-19 levels by 2023-24			
7.1	**AS/SS**	Fall level 1 admission conversions increased from 19% to 21% by September 30, 2021.	
7.2	**AS**	Program capacity increased through Board of Governors approval of three two-year Ontario College Graduate Certificates by October 30, 2021.	
7.3	**AS**	Program capacity increased through the conversion of three existing programs for delivery through AC Online by June 30, 2021 and launched for the Winter 2022 term.	
Manage and preserve appropriate cash reserves as of March 31, 2021 for future College strategic investments			
8.1	**FA**	Draws on cash reserves to fund essential initiatives, programs and services limited to $28M by March 31, 2022.	
8.2	**FA**	Strategic initiatives, implementation timelines and resource required to restore financial sustainability developed by December 31, 2021.	
Engage members of the College community (students, employees and community members) in Truth and Reconciliation activities			
9.1	**TRII**	Year 3 of the Indigenization Strategy implemented: 9.1) Jidwá:doh – Let's Become Again Advisory Council established with an action plan presented and approved by the Algonquin College Executive Team by January 31, 2022.	
9.2	**TRII**	Indigenous Knowledge - 'Exploring Stories', hosted monthly with summary reports/videos presented to Algonquin College Leadership Team until March 31, 2022.	
9.3	**TRII**	New multi-year Indigenization strategic framework "Standing Up the Tree" developed by March 31, 2022.	

8.1 Appendix B

2021-22 Business Plan

First Quarter Exceptions Report

#	2017-22 Strategic Goals	2021-22 Metric	2021-22 Target	2021-22 Initiative/Leveraged Action	ACET Member	Status	Comments for First Quarter
Sustainability							
6.1	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Launch a partnership with a private college to recruit and educate international students	200 learners enrolled	Minister of Colleges and Universities approval of Collaborative Education Agreement received by May 31, 2021.	C. Janzen		Will not reach target. Approval of Collaborative Education Agreement delayed due challenges in obtaining approvals from provincial governments. An amendment to the application is underway with a change of location to mitigate the risks of an out-of-province partnership.
6.2				Minister of Finance approval of Section 28 of the Financial Administration Act received by May 31, 2021.	D. McNair		May be delayed. Amendments to the planned location for the partnership required a re-submission of some items for Section 28 approval. While this causes a delay, the process continues to move towards completion. Estimated date of Minister of Finance approval is now November 30, 2021.
6.3				Three Algonquin College programs launched with the private college partner by September 30, 2021.	C. Janzen		Will not reach target. Approval of Collaborative Education Agreement delayed due challenges in obtaining approvals from provincial governments. An amendment to the application is underway with a change of location to mitigate the risks of an out-of-province partnership.
6.4				Two additional Algonquin College programs launched with the private college partner by January 31, 2022.	C. Janzen		Will not reach target. Approval of Collaborative Education Agreement delayed due challenges in obtaining approvals from provincial governments. An amendment to the application is underway with a change of location to mitigate the risks of an out-of-province partnership.
7.3	Pursue truth, reconciliation, social environmental, and economic sustainability	Grow enrolment to pre-COVID-19 levels by 2023-24	44,500 3% year-over-year growth	Program capacity increased through the conversion of three existing programs for delivery through AC Online by June 30, 2021 and launched for the Winter 2022 term.	C.Janzen		May be delayed. One program launched in September 2021 (Addictions and Mental Health), one will launch in January 2022 (Intro to Healthcare in Canada), and one in Spring 2022 (TBD).

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 8.2

Report title:	People Plan – Year Five Update
Report to:	Board of Governors
Date:	October 25, 2021
Author/Presenter:	Diane McCutcheon, Vice President, Human Resources

1. RECOMMENDATION:

   THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

   The purpose of this report is to share the progress Algonquin College has made on the 2017-2022 People Plan.

3. BACKGROUND:

   The College identified the need for several high-level college-wide plans that ensure it is solidly positioned to realize the goals of the 2017-2022 Strategic Plan. The People Plan is the first of these plans. The need for a human resources strategy was also identified as part of the College Enterprise Risk Framework.

   A progress report on the development of the College's People Plan was provided to the Board of Governors for information at the June 7, 2021 meeting. This report provides an update on initiatives in the fifth year of the People Plan.

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

   The Plan identifies three strategic areas of focus, each with a series of associated actions and success measures in a multi-year implementation plan. The priority focus areas are:

   - Attract, develop, value, support and celebrate an exceptional learner-driven workforce;
   - Increase the capacity and capability of the learning organization through innovation and continuous improvement; and
   - Build a learning workplace that is respectful, diverse, inclusive and healthy.

The People Plan is prefaced by a People Promise, made up of a series of aspirational statements that reflect employees' expectations of the College, and the expectations managers have of themselves in leading and developing teams. These expectations surfaced during the consultations that took place in developing the plan.

The People Promise is built upon the College's core values of Caring, Learning, Integrity, and Respect.

The People Promise is that the College will:

- Engage the strengths of its employee community in support of the College's mission *To transform hopes and dreams into lifelong success*;
- Offer learning and development opportunities that will further employee performance and professional growth;
- Build a vibrant, resilient and diverse workforce as well as foster an inclusive workplace culture that values the unique strengths of each employee; and
- Provide caring, insightful leadership.

4. DISCUSSION:

Reflective in the 2021-22 Business Plan, the focus on people remain at the forefront in the fifth and final year of the College's People Plan. In Year Five, the College's accomplishments to date remain consistent with the planning document that include:

a) The College has undertaken a **Work Model Pilot Project** to gather insights, feedback, best practices and lessons learned that will serve as a key input to the College-wide rollout of the steady state work model. To implement this initiative, a cross- collaboration working team has been formed to oversee the creation of training, toolkits, **website** and key processes to support enabling flexibility for employees at the College. Currently, 13 areas of the College are participating in the pilot and data will be gathered through a robust evaluation strategy. A final report will be produced later in the year and will be shared with the Algonquin College Executive and Leadership Teams.

b) Following implementation of the employee engagement pulse survey and sharing of results in April, Human Resources developed and deployed a **Pulse Survey Action Plan Framework** to members of the Algonquin College Leadership Team to capture status, best practices and lessons learned related to employee engagement activities within their respective areas.

c) The College is currently implementing year-three of the **Inclusion & Diversity Blueprint (2021-22)** which included the following events and initiatives:

- Human Rights focused Infusions event on May 27, 2021, in partnership with the Canadian Association for the Prevention of Discrimination and Harassment in Higher Education.
- Infusions podcasts released on July 15, 2021 - 'What Makes an Inclusion Champion' features interviews with Algonquin College's first nominees for the Inclusion Champion Award.
- The pedestrian bridge over Woodroffe Avenue was lit in rainbow lights from August 22-29, 2021, to celebrate Capital Pride Week.
- The College launched its first all employee Inclusive Climate Survey in August. The purpose of the survey was to understand the experiences of—and barriers to—inclusion in the workplace. The insights from this survey will be used to support a refresh of the Inclusion and Diversity Blueprint.

- Details of the annual Inclusion & Diversity Blueprint report are provided in Appendix A: The Journey Towards Inclusion and Diversity in the Algonquin College Workforce – Annual Report 2020-21.

d) Following the rollout of the new **performance management model** to administrative employees, a feedback survey was distributed to solicit feedback on the new template and process. Overall, there was a positive response to the new model with 73% of respondents finding the new template easy to use and 78% indicating that the new performance management model was effective.

e) Employee learning remains a priority for the college to support the continuous professional learning and development of employees in their workflow. An **Integrated Learning and Development Working Team** was established with cross-functional representation from the Centre for Organizational Learning, AC Online, Corporate Training, and Learning and Teaching Services. The goal for this team will be to create and sustain a culture of employee learning and development focused on empowering life-long learning by enabling anywhere, anytime, anyhow opportunities so that employees are engaged and fulfilled to achieve the College mission. Additional detailed information on activities completed on the People Plan are provided in Appendix B: 2021-22 First and Second Quarter Activities.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN **Goal One** **Establish Algonquin as the leader in personalized learning across all Ontario colleges.**	☐	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☒

QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☐	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☐
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☐	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

   The objective of the People Plan is to foster an engaged, competent, and capable workforce. Engaged employees who are supported to be successful in their roles and have their contributions valued, will have a positive impact on learners and their college experience.

7. FINANCIAL IMPACT:

   Any additional financial resources needed to undertake individual initiatives from Year Five of the People Plan were scoped and identified during the annual budgeting process, the Strategic Investment Priorities project funding process, and the complement position request process.

8. HUMAN RESOURCES IMPACT:

   Each year of the People Plan, a qualitative and quantitative impact on human resources is undertaken during the scoping of individual initiatives in the People Plan. In 2021-22, a few of the original initiatives identified in the plan were deferred to the final year of the People Plan to ensure focus on the health and wellbeing of the College Employees during the COVID-19 pandemic.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

    A communication plan has been developed to support the following initiatives:

    - Internal and external facing websites have been created to support the rollout of the Work Model Pilots. The pilot initiative will also be a regular topic at Algonquin College Leadership Team meetings as well as Town Hall events.

11. CONCLUSION:

The People Plan is the first of the high-level college-wide enabling plans developed in support of the 2017-22 Strategic Plan. The Plan identifies three strategic areas of focus, clear actions, and measures for success in a multi-year implementation plan.

Respectfully submitted:

Diane McCutcheon
Vice President, Human Resources

Approved for submission:

Claude Brulé
President and CEO

Appendices:

Appendix A: The Journey Towards Inclusion and Diversity in the Algonquin College Workforce – Annual Report 2020-21
Appendix B: 2021-22 First and Second Quarter Activities

8.2 Appendix A

THE JOURNEY TOWARDS INCLUSION & DIVERSITY

in the Algonquin College Workforce

ANNUAL REPORT 2020-2021

ALGONQUIN COLLEGE | Human Resources

Our Values

Respect

We value the dignity and uniqueness of the individual. We value the equity and diversity in our community.

Our People Promise

People come to work at Algonquin College, and continue their careers here, because they have a strong commitment to service, life-long learning and helping our clients, the learners, become the leaders of tomorrow.

STRATEGIC FOCUS #3:

Build a learning workplace that is respectful, diverse, inclusive and healthy

ALGONQUIN COLLEGE | Human Resources

Our Vision in Action

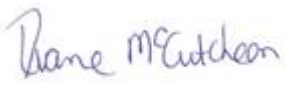
Over the past year we have learned to 'pivot, 'zoom', 'connect', 'be mindful' and 'resilient'. We have all experienced isolation and loss, and through it all we have proven that the spirit of our College community is strong. Part of that strength is in our diversity, but most importantly this year our strength comes from leaning into inclusivity. By creating a sense of connectedness and belonging through pandemic induced isolation we have found a myriad of new ways to demonstrate how we value one another and our individual uniqueness; and we have collectively promoted a working environment where everyone was able to bring their authentic selves (including their children, pets, partners and homes) to work.

We learned to deliver all of our inclusion and diversity programs remotely, creatively and in newly engaging ways. This brought opportunities to have conversations with experts from across the nation, and to bring together our College community with record numbers of employees and learners participating in virtual learning opportunities.

This year will forever be remembered for the broad societal awakening to the ongoing realities of racism, sparked internationally by the death of George Floyd, but also in our communities with the deaths of Anthony Aust, Joyce Echaquan, and the murder trial for Abdirahman Abdi. The College did not shy away from the conversation about systemic racism, but instead we again leaned into our value of respect. During the year we prepared our community to have difficult and uncomfortable conversations with wise words from diversity & inclusion expert Hamlin Grange in July, as well as launched our Ethical Upstander training to employees to call-in those who do harm in our community. Our work this year culminated in a week of pivotal and disruptive conversations about the experiences of racism within the Black and Indigenous members of the Algonquin College community with the 'Taking a Stand' week, which further strengthened our focus on inclusion.

This report reflects on Year Two of the College's Inclusion & Diversity Strategy and Blueprint, and we are just making progress towards sustainable culture change. We are seeing a rise in xenophobia and anti-Asian racism and we will meet this by living our commitment to value equity and diversity in our community, and to stand against hate in all its forms. Let us keep our momentum of change to embrace our culture of inclusion.

Sincerely,

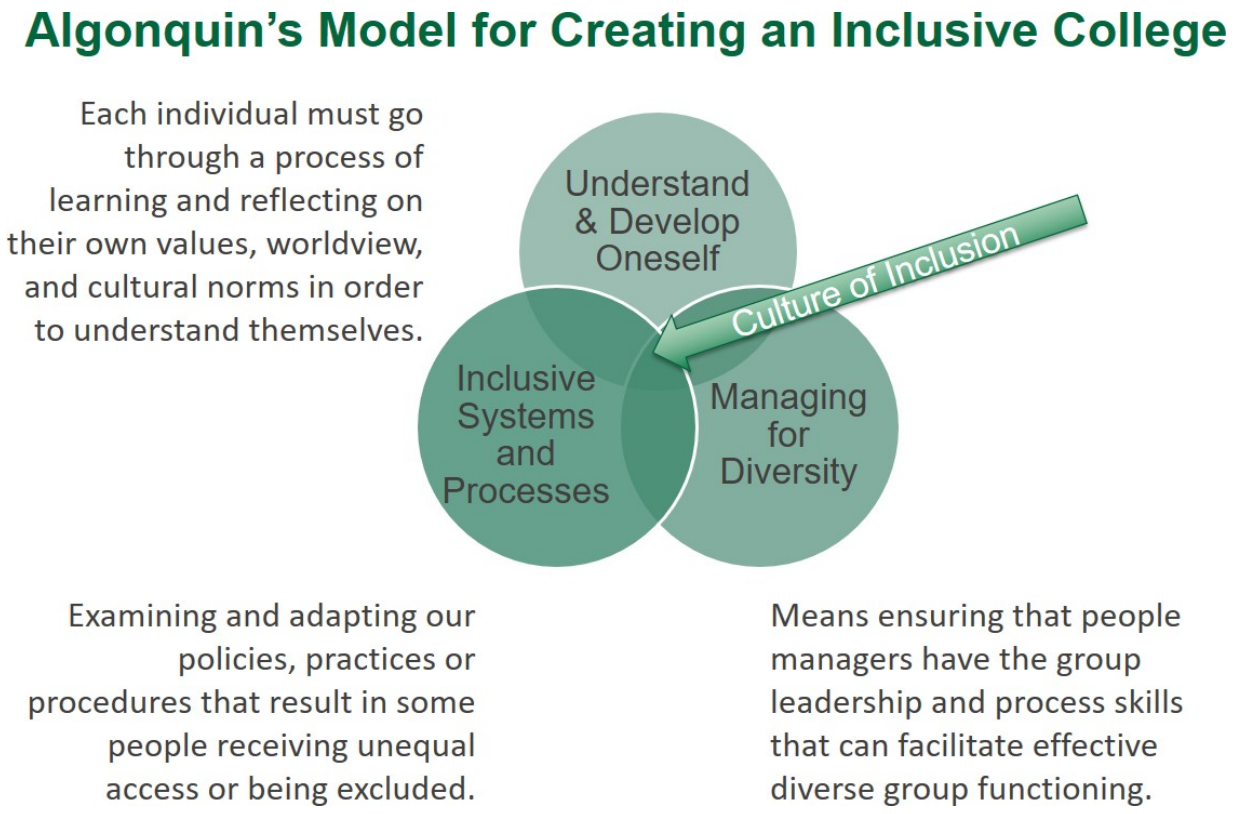


Diane McCutcheon
Vice President, Human Resources

ALGONQUIN COLLEGE | Human Resources

INTRODUCTION

This annual report of Algonquin College's employee focused activities is both a celebration of our actions and delivery on our commitment to transparency in those actions. This report is structured around the three areas of strategic focus from the 2019-2022 Inclusion & Diversity Blueprint:



Under each area of strategic effort this report documents the actions, outputs and outcomes that have been achieved during 2020-2021. This report meets our commitment to collecting, tracking and reporting on equity data to assess progress and regularly evaluate the effectiveness of equity, diversity and inclusion initiatives as required under Policy HR24 Inclusion & Diversity.

The reach of Algonquin College's commitment to equity, diversity and inclusion is broad, and as such, this report is not documenting the many efforts and activities that fall outside the scope of Human Resources or directly touch our employees. Specifically, our Student Support Services teams, Indigenization group, Academic Areas, and Students' Association, among others, have made ongoing shifts to creating an inclusive environment and culture on our campuses. We encourage you to reach out to those areas to learn more.

Achieving successful and sustainable inclusion and diversity is a continuing challenge. It must be seen as a journey, not a destination. We hope you enjoy reading about the progress we have made on our journey this year and are inspired to get involved in initiatives underway for 2021-2022.

Understand and Develop Oneself

At the individual level, it is important for employees at every level to understand and develop themselves; that is, for each individual to go through a process of learning and reflecting on their own values, worldview, cultural norms and communication and conflict styles in order to understand themselves. With this self-reflective knowledge, individuals are better equipped to recognize the breadth of each of those dimensions in others and their workplaces, identify their own strengths and weaknesses, and adapt their own behaviour. In the past year, we have delivered a record number of learning opportunities focused on equity, inclusion, diversity and intercultural competence, and a record number of employees engaged in personal and professional activities to understand and develop themselves.

Inclusion Infusions

Livestream Events with Expert Speakers: All of the events were recorded and can be found in the Employee Learning Catalogue as a library. **Eight live events, 840 attendees.**

- **Difficult Conversations in Difficult Times.** June 16th, 2020. This keynote address by speaker Hamlin Grange invited the College community to build understanding of the importance of continuing anti-racism work and the dynamics of inclusion and exclusion. He emphasized the individual's role and responsibilities in creating an inclusive classroom and workplace and encouraged attendees to take personal action through discomfort. 180 attendees live.
- **The Cultural Dimension of the Pandemic.** July 21, 2020. By comparing and contrasting different national responses to COVID-19, this webinar highlights the different mental models that people have of how the world works and provides concrete suggestions on what and how we can learn from this pandemic to support intercultural competence. Presenter Dr. Lionel Laroche specializes in helping professionals and organizations turn the challenges that cultural differences create initially in most organizations into a source of creativity and innovation. *Presented in partnership with Learning and Teaching Services and the International Office.* 34 attendees live.
- **Coping with Culture Change – What Can We Learn from Immigrants and International Students.** August 18, 2020. By looking at the experiences of foreign students and immigrants and comparing the long-term consequences of various approaches, we can identify best practices that everyone can apply when dealing with this pandemic and/or any rapid change that is thrust upon us. *Presented in partnership with Learning and Teaching Services and the International Office.* 45 attendees live with a Net Promoter Score of 21.
- **A Panel Discussion on Race in Education.** September 23, 2020. The Algonquin College community gathered for a candid conversation on Race in Education. The panel featured three experts: Meghan Wills, Chair for Parents for Diversity; Tim McCaskell, author of the book Race to Equity: Disrupting Educational Inequality; and Pascale Diverlus, co-founder of Black Lives Matter - Toronto; moderated by Annette Carla Bouzi, professor in the School of Business at Algonquin College and President of the faculty union. 74 attendees live with a Net Promoter Score of 60.
- **Orange Shirt Day - Economic Reconciliation viewing with the Filmmaker.** September 20, 2020. To honor Orange Shirt day virtually, the Algonquin College community was invited to a viewing of the film 'Economic Reconciliation' and a discussion with the filmmaker Andrée Cazabon, Elder

Barbara Hill, and Chief Duke Peltier of Wiikwemkoong Unceeded Territory, the largest Anishinabek community on Manitoulin Island. Produced on the heels of the Truth and Reconciliation Commission's (TRC) final report, Economic Reconciliation is the first film on this topic in Canada. The short film features Indigenous and non-Indigenous leaders, sharing their insights and a hopeful glimpse at a respectful and prosperous future. The film demonstrates that reconciliation is key to economic certainty and prosperity in Canada. *This event was hosted in partnership with Student Support Services, the Office of Truth, Reconciliation and Indigenization, and Human Resources.*

- **Building Belonging: Race, Allyship and Work in a Time of Crisis.** November 12, 2020. Revealing new research, case studies and practical applications that have diversity practitioners re-thinking old strategies, Ross shows how we can overcome unconscious bias to truly transform the way we work on both a personal and organizational level. This highly reflective and often inspiring presentation gives participants the opportunity to explore their own relationship with bias and its presence in their own organizations—beginning the journey toward self-discovery that is at the heart of inclusion. 81 attendees live with a Net Promoter Score of 45.
- **Can't Read, Can't Write, Here's My Book.** December 3, 2020. Can't Read, Can't Write, Here's My Book is told through the eyes of Michael Jacques, a compassionate and determined young adult with autism and an intellectual disability. He motivates college and university students to continue to be the best educators they can be. His presentations share what it's like to have autism and an intellectual disability and how it feels to live in today's society being different. *Presented in Partnership with Student Support Services – Centre for Accessibility Transition Support.* 110 attendees live with a Net Promoter Score of 56.
- **Keynote Address with Desmond Cole.** February 2, 2021. Journalist and activist Desmond Cole punctured the bubble of Canadian smugness about anti-racism in his bracing and provocative book The Skin We're In, which became 2020's national bestseller. The book takes an uncompromising look at the systemic inequalities that continue to exist in this country. Desmond shared his observations on systemic racism in Canadian education, and critiqued practices that put money and power above learning. 153 attendees live with a Net Promoter Score of 71.
- **Women's Courage: A Conversation with Irshad Manji.** March 8, 2021. To mark International Women's Day, the Leadership Development for Women Working Group hosted a dynamic and timely conversation with Irshad Manji. In this conversation with Irshad, she shared her journey about the ways in which the labels of woman, Muslim, immigrant and lesbian have impacted her path to reconcile seemingly polarizing aspects of her identity with her faith, her relationships and the world at large. 163 attendees live.

I really enjoyed this session - presenter was engaging and made reference to many tangible examples that were applicable to help me build my understanding of such a complex topic.

Helped me to see race in education from a new perspective.

This was an incredible panel, I loved their openness, their frankness with each other and on each topic, they were thought-provoking and I left feeling inspired to action (instead of simply allyship).

Michael Jacques' presentation was inspiring and uplifting. Understanding an individual's perspective, helps make a stronger community. The saying: "Think outside of the box" holds a new meaning for me.

Podcast: Listening to an Inclusion Infusions podcast is an opportunity to listen in on in-depth conversations on identity and inclusion with guests from all walks of life. On each episode the co-hosts engage in a conversation to draw from the guest their perspectives on equity, diversity, inclusion, exclusion, hardship and leadership, and link this to the reality facing employees in Ontario's colleges today. **Six episodes, 547 listens.**

1. Wisdom of Women Leaders. Episode 1, released May 28, 2020. This podcast features interviews with 10 women leaders from every discipline within our College. Listen in as each woman generously shares her leadership journey, experiences for inspiration, and provides advice for aspiring leaders in Ontario's college system.
2. In Conversation with Lionel Laroche. Episode 2, released June 25, 2020. This podcast is an invitation to listen in on an in-depth conversation on intercultural competence with expert Dr. Lionel Laroche. We discuss what intercultural competence actually is, why it matters, and how you can develop it as an introduction to the topic. This podcast ties the concept of intercultural competence to the college system in Ontario today, and how it benefits faculty, administrative and support staff.
3. The Reality of Virtual Inclusion with Laraine Kaminsky. Episode 3, released September 22, 2020. This podcast is an invitation to think critically about this new virtual world and workplaces we find ourselves in through the lens of inclusion and exclusion. This episode's expert thinker Laraine Kaminsky discusses the pivot to virtual classrooms and remote workplaces in the context of the Ontario college system.
4. A Discussion on Race in Education. Episode 4, released on October 8, 2020. This episode is a timely and candid conversation on the impacts of race in the Ontario education system - a difficult but important conversation on issues that need to be confronted in the College system to achieve educational inclusion, such as the trauma of racism and the challenges of performative allyship.
5. A Vision for Accessible Colleges. Episode 5, released on December 3, 2020. This podcast is an invitation to think critically about the challenges and opportunities of making our learning and working spaces work for everyone.
6. Finding Your Voice with Waubgeshig Rice. Episode 6, released on February 16, 2021. Bestselling author Waubgeshig Rice joins Algonquin College for a conversation on lived experiences and the role of culture in authentically finding your voice as an author, writer, chef or any other creative endeavour pursued by College learners.

Blogs: The Inclusion Infusion's Blog has become a staple in the Equity, Diversity and Inclusion (EDI) learning suite. Designed to be a short, informative and factual review of new research or other relevant topics foundational to EDI, it aims to connect the topics addressed to the College community. Each blog reaches over 300 individuals through the diversity website, an internal distribution list, on myAC, and on LinkedIn for the broader community to also use as a resource. Notable posts this year included: History of Xenophobia in Canada, Seek First to Understand, Leveling Up Your Inclusion Language and Addressing Anti-Asian Racism Supports.

26 blogs authored. 7,800 learning touchpoints.

Self-Directed Learning

Introduction to Inclusion & Diversity at Algonquin College

On September 25, 2020, the Introduction to Inclusion & Diversity at Algonquin College online course was launched. In this course, learners are exposed to the foundations of inclusion and diversity at the College. By the end of this course, learners will have demonstrated the ability to perform the following outcomes and receive a digital badge for their achievement:

- Identify and articulate the reasons why inclusion and diversity are a strategic imperative for Algonquin College and why inclusion and diversity are key competencies for all employees.
- Define and demonstrate Algonquin College's beliefs, values and commitment regarding inclusion and diversity in the workplace.
- Identify key concepts of diversity and inclusion as articulated in Algonquin College's Diversity and Inclusion policy (HR24).
- Articulate and enact by key Algonquin policies that are directly connected to creating a foundation for inclusive workplaces.
- Generate documents and converse with employees using inclusive terminology and behaviours to create and sustain an inclusive work environment.
- Engage in personal growth and learning in relation to diversity and inclusion by taking action.

To date, 302 employees have registered for the course, and 112 employees have received a digital badge signifying completion.

Building Relationships: Learning About Truth and Reconciliation

Led by the Office of Truth, Reconciliation and Indigenization, on February 11, 2021 the new course Building Relationships: Learning About Truth and Reconciliation was made available to all College employees. This self-paced multi-media course provides a basic, foundational knowledge on Truth and Reconciliation that nearly all Canadians missed during their education journey, and is intended for Indigenous and non-Indigenous learners. This 2.5 to 3 hour course offers a concise primer on the truths and implications of the historical and contemporary relationship between Indigenous Peoples and those who settled on their lands in Canada. **Seventy learners have enrolled in the course, and 17 learners have completed the learning and received a certificate from The First Nations University of Canada.**

Pride at Work Canada Webinars

Through dialogue, education and thought leadership, Pride at Work Canada empowers Canadian employers to build workplaces that celebrate all employees regardless of gender expression, gender identity and sexual orientation. All Algonquin College employees are invited to participate in the monthly

learning, networking and community events, connecting the most inclusive Canadian employers. Topics addressed this year include:

- Building Successful Pride Events
- Mapping the Inclusion Continuum
- Rethinking LGBTQ2+ Inclusion Training
- Queer Teachings from Black Lives Matter
- Decolonizing Inclusion & Diversity
- Inclusive Talent Acquisition
- Trans Inclusion in the Workplace
- Queer & Trans Women Leading the Way
- Exploring the Plus in LGBTQ2+
- Gender-Inclusive Workplace Policies: Where Are We in Canada? Where Could We Be?
- From Criminality to Celebration: The History of LGBTQ2+ People and Employment in Canada

AODA Training Update

AODA Accessibility in Teaching and Learning
Required

AODA Accessibility in Employment for Administrators
Required

AODA Accessibility in Customer Service
Required

The Accessibility for Ontarians with a Disabilities Act (AODA) Integrated Accessibility Standards Regulation section 7 requires that every obligated organization shall ensure that training is provided to all employees and volunteers on the requirements of the Act, on the Human Rights Code, and on providing appropriate customer service as it pertains to persons with disabilities. As an educational or training institution, Algonquin College must also provide educators with accessibility awareness training related to accessible program or course delivery and instruction. Prior to January 2021, the College had been providing this training via a custom built program on a third-party learning management system. In collaboration with the Centre for Organizational Learning and Learning and Teaching Services, the EDI team guided the adoption of a publicly available training program for customer service, administrators, an introduction to the Integrated Accessibility Standard and Human Rights. A newly built training was developed and launched for faculty. The training modules were migrated to the College's new employee Learning Management System to allow for more efficient training access and future compliance reporting.

Ethical Upstander Training

On October 6, 2020, Ethical Upstander Training became available for employees of the College. This is an advanced four-hour Inclusion and Diversity workshop that provides participants with the basic skills to become an active bystander. This training includes short videos, partner sharing, small group activities, templates for challenging discussions, scenarios and activities for practise. As the signature training offered by the Inclusion and Diversity Circle, six members are qualified to deliver the workshop to employees across the College: Martin Lee, Christopher Doré, Angela Lyrette, Jackie Tenute, Ian Pineau and Sarah Gauen. At the completion of workshop, participants are able to:

- Identify commonly targeted social identity groups
- Understand and counter the "bystander effect" psychology at the root of inaction
- Recognize the conditions which promote and inhibit bystander intervention
- Use a variety of strategies to effectively interrupt potentially harmful situations
- Respectfully support those who have been targeted
- Effectively "call in" those in our community who are doing the harm

A very important training opportunity. The information shared showed us how we can intervene respectfully, and the facilitators led by example. Much appreciated!

The role playing between instructors was excellent. The content was clear, easy to follow and I am grateful that the materials are available.

I really enjoyed this session as its application extended beyond the scope of our professional work environments to also include our personal lives and ways to improve moving forward.

During 2020-2021, five workshops were hosted, with 69 employee learners receiving a digital badge as Ethical Upstanders. The Net Promoter Score for the Workshop is 71. Monthly workshops will continue to be offered throughout 2021-22.

Taking a Stand: Disrupting Black and Indigenous Racism Week

The Inclusion and Diversity Circle, along with Indigenous and Black advisors and the support of the entire College community, planned and delivered the College's first **'Taking A Stand: Disrupting Black and Indigenous Racism'** week to 847 participants. Occurring from February 1-5, 2021, the 10 main events featured 24 speakers and performers; parallel actions such as fundraising, targeted outreach for employee mentoring and calling for support creating diversified course content and centering the wellness of Black and Indigenous learners and colleagues. The strong communications activities were highly effective in achieving the week's goals of:

- Building awareness and offering the opportunity to learn about racism and becoming anti-racist
- Providing visible commitment and support to the Black and Indigenous members of the Algonquin College community
- Celebrating Black and Indigenous cultures
- Encouraging the community to take action to foster an inclusive College

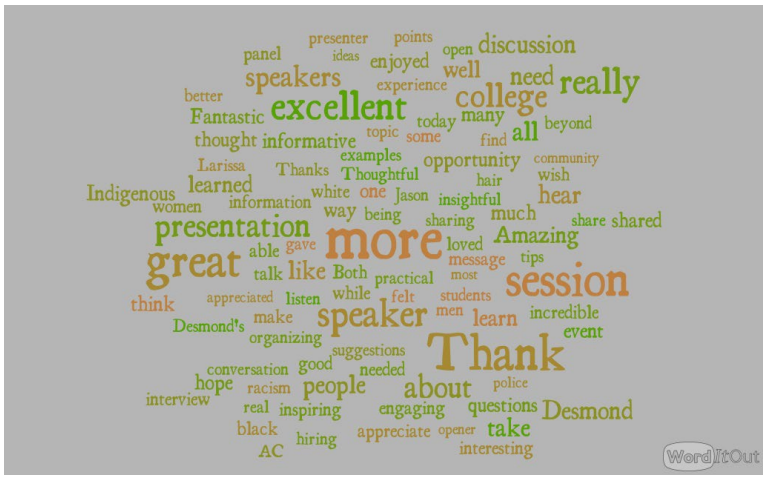
The programming was executed in a decentralized format, selected by Black and Indigenous employees at the College and delivered by each member of the Inclusion and Diversity Circle taking a lead role for one event. The Hub, Students' Association, Events, Information Technology and Communications teams all played important roles in seamless delivery. This is allyship – where a person of privilege works in solidarity and partnership with a marginalized group of people to help dismantle the systems that challenge that group's basic rights, equal access and ability to thrive in our society.

Attendance at the events was driven by invitation emails to all administrators, employees and students, as well as pre- and post-event coverage on myAC. Marketing and Communications work garnered significant external media and public attention. Feedback during and after the events was predominantly positive, but more importantly, was entirely respectful. The Net Promoter score for the week is 62, and each event is listed below:

- **Ceremonial Opening** - MC Ron (Degandus) McLester, Vice President – Truth, Reconciliation & Indigenization, drumming performances from Bear Nation and Soul Drums, and remarks from influential delegates including Elder Barbara Hill, President and CEO Claude Brulé, MP for Hull-Aylmer Greg Fergus, City Councillor Rawlson King, and current and former Students' Association Presidents Emily Ferguson and Deijanelle Simon.
- **White Fragility: What to Know and How to Combat it**. During this presentation, Larissa Crawford (Founder and Managing Director, Future Ancestors Services) discussed the definition of white fragility and the history behind it; understanding the impact of white fragility; how to respond to being called out on racist actions in a non-defensive way; and the harms that are done when we respond defensively.
- **Entrepreneurship as a Form of Self-Determination with Justin "Jah'kota" Holness.** Providing context and empowerment for the Indigenous and Black communities from the perspective of an Afro-Indigenized entrepreneur.
- **Hair, Culture, & Identity.** This session explored the cultural importance of hair, and its place as an artefact of oppression for Black and Indigenous people.
- **In Conversation with Blair Imani.**

- **Fireside Chat on Finding Your Voice with Waubgeshig Rice.** This was an informal and intimate conversation between Waubgeshig Rice, author and journalist, and Julie McCann, coordinator of the journalism program at Algonquin College, that explored the role culture and lived experiences play in creative work as a writer.
- **Creating Safer Classrooms for Black and Indigenous Learners.** This panel discussion sought to educate the Algonquin College community about the roles students and employees play in creating safer classroom environments for Black and Indigenous students, and to validate the experiences of Black and Indigenous learners with speakers with shared lived experiences who can offer insight and advice.
- **How Disrupting the Hiring Process Can Increase Representation.** This session lead by Jason Murray, BIPOC Executive Search, provided attendees with insights and best practices when working to attract diverse candidates, thereby increasing the likelihood of more diverse hires.
- **Twin Flames Performance.** Twin Flames take listeners on a musical journey across Canada and the Arctic, echoing the voices of their ancestors and depicting life on the land. Together, Chelsey June (Métis) and Jaaji (Inuk, Mohawk) represent the Indigenous groups in Canada (Inuit, First Nations and Métis).

Attendee Feedback:



Show Your Pride

In June 2020, Algonquin College and the Students' Association invited the entire College community to share our Pride and support for Algonquin's 2SLGBTQ+ community with Show Your Pride, our virtual Pride month. Click here to view a copy of the creative invitation to submit to the project. Pride celebrations started as an uprising against police violence. While celebrating Pride, we were also tuned in with current events in Canada and within our own community, which is why the College is supporting conversations to address anti-Black racism. **The final video of submissions below received nearly 200 views.**

This area of strategic impact produced more than 10,675 meaningful touchpoints with Algonquin College employees in order to better understand themselves and others during 2020-2021.

Managing for Diversity

Managing for Diversity means more than simply acknowledging that diversity is a fact in the workplace, it means ensuring that people managers have the group leadership and process skills that can facilitate effective diverse group functioning. Managing diversity to achieve inclusion requires the use of tools to effectively create an environment in which all members can contribute to their maximum potential and in which the 'value of diversity' can be fully realized. Only by including the tactical management of differences can the insights, skills, and experiences of all employees be used to positively leverage diversity.

The College's **Inclusion subject matter experts are available on demand** to provide advice and resources to our employee community. They are called upon weekly by faculty, Deans and Chairs to support creating an inclusive college community.

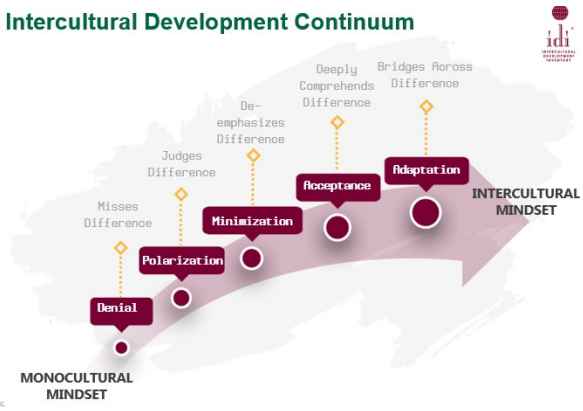
Algonquin College's EDI and Talent teams within Human Resources are **active in supporting and developing a talent pool full of members of equity deserving community members**. This specifically includes:

- Presentation to **Immigrant Women from World Skills Employment Centre on '**Career Success at Algonquin College' with a Talent Advisor during November 2020.
- Supporting a project with International department and Colleges and Institutes Canada for the Sustainable Agriculture in the Green Economy international development project, specifically leading the delivery of a gender-based analysis for two post-secondary educational institutions in St. Lucia.
- Participating on the **leadership committee and within working groups** to support our partners at **Employment Accessibility Resource Network (EARN)** whose role is to bring together employers, service providers and other stakeholders with the goal of increasing employment opportunities for people with disabilities and promoting inclusive and accessible workplaces.
- Maintaining a national network and leadership role, Algonquin College is also represented at the **board level with the Canadian Association for the Prevention of Discrimination and Harassment in Higher Education** (CAPDHHE). CAPDHHE provides professional development, presentation of research and the exchange of information, ideas and innovations for individuals employed at colleges and universities in the area of discrimination and harassment, including harassment as identified under human rights law.

In addition to all of the learning opportunities made available to all members of the College employees, there have been **activities directed at administrators with people management responsibilities**, including:

- **Book Clubs on 'Danger and Opportunity Bridging Cultural Diversity for Competitive Advantage'** were held on September 28 and October 2, 2020. Fifteen managers were in attendance, along with the author Dr. Lionel Laroche. *This was delivered in partnership with International programs.*

- **The Intercultural Development Inventory (IDI) Group Assessment and Planning Session:** The Intercultural Development Inventory® (IDI®) is the premier method to assess and build intercultural competence. Teams will complete an individual assessment, and work through the results to develop an action plan for personal and inter-personal development. In addition to the 2.5 hour workshop, each employee receives an individual assessment and individual personal development plan delivered one-on-one to improve their intercultural competence. This training was delivered to four intact teams this year at the request of their manager, as well as eight employees who independently requested this professional development opportunity. A total of 49 assessments were completed in 2020-2021.



Algonquin College is a trusted community and internal partner, who's administrators have demonstrated commitment to managing for inclusion.

Systems and Processes

Systems and processes are a foundational and often underestimated aspect of inclusion. They can also be the most difficult to change because they are often entrenched in the fabric of the organization. As we develop our people through the other two components (understand and develop oneself; manage for diversity), if we don't also change the structures under which they operate, the skills and knowledge for inclusion will be halted by processes that don't allow for equitable participation in the workplace. These challenges are also known as systemic barriers, which are the policies, practices or procedures that result in some people receiving unequal access or being excluded.

Activities undertaken in 2020-21 to challenge systems and processes to achieve greater inclusion were:

- On October 6, 2020, the College announced that the **Diversity Champion Employee Award** was added to the College employee recognition awards for 2020-21. It was identified as a priority by the Inclusion & Diversity Circle as a way to recognize excellence and action in demonstrating the value of equity and diversity in our College community. This will allow the College to identify and celebrate role models for the Algonquin College community. The inaugural winner was professor Kathryn Reilander, for her work fostering inclusion for women in STEM.

- Algonquin College has more then 130 washrooms across our three campuses. To ensure that our washrooms are safe spaces for gender diverse members of our community, HR and Student Support Services launched an awareness campaign placing posters in all the men's and women's washrooms across the three campuses in 2019. In 2020, after receiving feedback from members of the 2SLGBTQ+ community and the Students' Association, **the signage was updated, the Facilities department supported the program by renewing all the posters across the campuses.**

- The AC05 'Use of Authorized Animals on Campus' policy received an innovative update during 2020. The purpose of this policy is to regulate the presence of authorized animals and ensure the health and safety of the College community and authorized animals on campus. After receiving feedback from students who use service animals that in several instances inappropriate questions were asked regarding the validity of their animal, the EDI team collaborated with the Centre for Accessible Learning, Security Services and Campus Services to find a solution. It was identified that an optional **student/employee ID card could be issued to the animal**, which can be presented should the authorization of the animal ever be in question. The aim is to diffuse any situations quickly, and also build belonging for the animals and their handlers as a part of the community. Although due to the pandemic and limits on access to campus this year, no cards were issued.
    - *"Upon request of the student or employee, and with a complete Authorized Animal Registration form Appendix 1, the authorized animal may be eligible to receive an*

Algonquin College Student/Employee ID badge from Campus Services. This card can be displayed to any member of the College Community who is questioning the appropriateness of the animal under this policy."

- The College's Academic Development area is driving for greater equity and inclusion in all of its efforts. In early 2021, the Program Quality Assurance Committee (PQAC) acted on its mandate to solicit and evaluate proposals for new general education and degree-breadth courses, with a directive to develop new courses on *Indigenous Culture and History*, and *Diversity, Inclusion, and Anti-Racism.* The collaborative approach and close consultations taken by the PQAC with the Indigenization and EDI team resulted in the **addition of Inclusion & Diversity Circle members into the proposal review team, placing bias awareness at the centre of the review process, and an analysis of how the process itself may present barriers for equity-seeking groups to participate.**

Algonquin College implemented four changes to addressing systemic barriers found in our policies, practices, procedures, and physical spaces, creating the foundation upon which we live our commitments to inclusion and diversity.

All of these efforts speak to the value that Algonquin College places in its people, and in creating a culture where everyone can bring their fullest self to work to achieve our mission of *transforming hopes and dreams into lifeling success.*

8.2 Appendix B – People Plan

2021-2022 First and Second Quarter Activities

Learning and Development

- Updated HR04 Tuition Reimbursement policy to enhance access to the program for employees as well as rigour in tracking digital applications. Cross functional committee formed to evaluate applications for 2021-22 fiscal year.
- Launched a College-wide Employee Learning Moment Blog for all College employees with active 'subscribe' feature to support just-in-time employee learning. The Blog curates and catalogues Employee Learning Moment materials.

Diversity and Inclusion:

- Released Inclusion Infusions Podcast on Safe Washrooms on Campus, and five blogs.
- Provided one Ethical Upstanders Training Workshop, with 11 participants.
- Provided one Intercultural Competence Workshop to the Testing team in Student Support Services with 15 employees, and follow up one-on-one coaching.
- Provided one workshop on 'Gender and Sexual Diversity' to an intact team in the School of Advanced Technology.

Employee Engagement:

- Pulse survey results shared with employees on April 22, 2021 at Town Hall event including a review of the global results and question and answer period. Departmental area reports released to Algonquin College Leadership Team with focus on sharing results in their teams and formulation of employee engagement action plans for June 30, 2021.

Performance Management:

- New performance management model developed for full-time administrators and fixed-term administrators (greater than one year of service). Change management plan developed including focus on new performance management plan template, setting of Specific, Measurable, Achievable, Relevant, Timely 'SMART'objectives and key processes focused on employee feedback, growth and development.

Workday Enhancement:

- New employee type 'Sessional' added to Workday, improving our ability to properly classify and manage our Sessional workforce, improving the experience of Managers and Timekeepers who administer staffing activities, and the experience of Sessional employees by automating program.

08.2.2 Appendix B – People Plan

2021-2022 First and Second Quarter Activities

Wellness and Abilities:

- Offered a virtual session conducted by Dr. Bill Howatt focused on the impact of change, normalizing the impact of overwhelm, communicating with others and working on thoughts. Over 80 employees attended the virtual event.
- Four bi-weekly virtual wellness secessions were available for all staff to attend.
- One Morneau Shepell online webinar was conducted on "Staying Connected in Today's Digital World" to support mental health.
- A synopsis of short-term disability benefits, absence/accommodation process, Workplace Safety and Insurance Board (WSIB) requirements and wellness resources have been developed and implemented as part of the New Hire Orientation onboarding process. The sessions were delivered by the Wellness and Abilities team and took place monthly as part of the New Hire training.

Agenda item: 8.3

Report from the Chair
Board of Governors Meeting
October 25, 2021

2021 New Governor Orientation Part 1 & Part 2 Sessions

On August 19, 2021, Governors Cyril McKelvie, Chair, Academic and Student Affairs Committee, Ikram Zouari, Chair, Audit and Risk Management Committee, and Jamie McCracken, Chair, Governance Committee, presented their committee's responsibilities at the virtual session of the New Governors Orientation Part 1. Duane McNair, Vice President, Finance and Administration, Mark Savenkoff, Vice President, Advancement, and Claude Brulé, President and CEO provided a presentation on Board Monitoring and Oversight.

Members of the Algonquin College Executive Team, and the President of the Students' Association presented an overview of the College to new and some current Governors at the Orientation Part 2 session on September 12, 2021.

2021 Fall Board of Governors Retreat (September 12 & 13)

Thank you to Governors and the Algonquin College Executive Team for attending the Board's Fall Retreat held at the College and by Zoom video conference. Governors' engagement in discussions and active participation in activities ensured that the session was successful and rewarding for all. The Retreat agenda included topics such as: ''*Postsecondary in the Post-COVID-19 Landscape*'' presented by special guest speaker Linda Franklin, President and CEO Colleges Ontario, and *"Indigenous Teachings"* presented by Ron McLester, Vice President, Truth, Reconciliation & Indigenization; Governor Audrey Lawrence; and Governor Andre O'Bonsawin. The retreat was a success facilitated by President Claude Brulé.

Colleges Ontario 2021 Higher Education Summit – Professional Development

This year's Higher Education Summit in Toronto will take place on November 28 to 29, 2021 at the Sheraton Centre Toronto Hotel. This year's theme is Refocus with featured key note speakers Chantal Hébert, Toronto Star national affairs columnist, and Martin Ford, author and futurist.

The Board's Governance Committee approved eight Governors to attend the 2021 Higher Education Summit.

2021-22 Board Meeting Dates

The Board meeting dates from September 2021 to June 2022 are posted on the Board's public website and on SharePoint. They are as follows:

Monday, October 25, 2021 Board meeting
Monday, December 6, 2021 Board meeting
Monday, February 28, 2022 Board meeting
Monday, April 25, 2022 Board meeting
Monday, June 6, 2022 Board meeting and Annual General Meeting

2021-22 Board Dinners and 2022 Spring Board Retreat

- Board Holiday Dinner: Friday, December 10, 2021 – Ottawa Campus Restaurant International
- 2022 Spring Board Retreat: Saturday, March 26, 2022 – Ottawa Campus Room T102 ABC
- Board of Governors End of Year Dinner: Friday, June 10, 2022 – Ottawa Hunt and Golf Club

Agenda item: 8.4

Report from the President
Board of Governors Meeting

October 25, 2021

President Brulé met primarily virtually and occasionally in-person with the following key external contacts from the post-secondary education leaders, community leaders and elected officials with many more planned in the coming months:

- Minister of Colleges and Universities, Jill Dunlop;
- Minster of Education, Stephen Lecce;
- Minister of Long Term Care, Rod Phillips;
- Minister of Children, Community and Social Service, Merrilee Fullerton;
- Minister of Heritage, Sport, Tourism and Culture Industries, Lisa McLeod;
- Member of Provincial Parliament, Goldie Ghamari;
- Member of Provincial Parliament, Jeremy Roberts;
- Mayor, City of Ottawa, Jim Watson;
- President and CEO, La Cité, Lise Bourgeois;
- President and CEO, College of New Caledonia, Dennis Johnson
- President and Vice-Chancellor, Carleton University, Benoit-Antoine Bacon;
- President and Vice-Chancellor, University of Ottawa, Jacques Frémont;
- President and CEO, Colleges Ontario, Linda Franklin;President and CEO, Thesis, Paul McConville;
- Board Chair, Thesis, Randy Hendricks;
- President & CEO, GBA Group, Graham Bird; and President, Operation Come Home, Elspeth McKay;
- Depuity Medical Officer of Health, Ottawa Public Health, Brent Moloughney
- Medical Officer of Health, Ottawa Public Health, Dr. Vera Etches;
- Ottawa City Councillor, Ward of Barrhaven, Jan Harder;
- Professor and CEO, Palette Skills, Arvind Gupta; and Manager Palette Federal strategy, Samina Tajwar;
- Committee members for the Ottawa Campus of Care project;
- Board members of College Employer Council;
- Board members of Invest Ottawa;
- Project Manager, Education City, Alastair Summerlee;
- CEO of Polytechnics Canada, Srah Watts-Rynard;
- Board members of Polytechnics Canada;
- Ottawa Area Public Sector Leaders Forum Breakfast Meeting;
- Dean of the Sprott, School of Business, Carleton University, Dana Brown; and
- Ottawa Business Journal and Ottawa Board of Trade officials.

On June 10, 2021, President Brulé attended the virtual Community Gathering - Every Child Matters. The Algonquin College community gathered together to honour the lives of the 215 children whose remains were recently found buried at the Kamloops Residential School. Attendees included

members of the Algonquin College Board of Governors, Algonquin College Executive Team, and the Algonquin College community.

President Brulé attended the virtual Ningbo Polytechnic China Graduation ceremony. Attendees included but not limited to: Senior Vice President, Academic, Chris Janzen; Associate Vice-President, Global, Online and Corporate Learning, Patrick Devey; Director, International Education Centre, Ernest Mulvey; President, Ningbo Polytechnic, WU Xiangyang; Assistant President, Ceng Yong; General Supervisor of Quality Assurance, HE MingYou.

On June 11, 2021, President Brulé virtually attended the Kiwanis Club of Ottawa Virtual Meeting with guest speaker Roger Greenberg, Executive Chair, Minto Group. Roger Greenberg is the Chair of the Fundraising Campaign for the New Civic Campus of the Ottawa Hospital – the largest fundraising campaign in the history of Ottawa.

On June 16, 2021, President Brulé attended the Canadian Colleges for a Resilient Recovery meeting. Attendees included College Presidents from Ontario Colleges and College Presidents from other provinces who are member institutions of this consortium. The meeting was chaired by Mohawk College President and Committee Chair, Ron McKerlie.

On June 17, 2021, President Brulé met with the Office of the Auditor General of Ontario for the value-for-money interview. The Office of the Auditor General of Ontario regularly conducts value-for-money audits in areas that relate to provincial government programs, including the broader public sector such as school boards and colleges. The Office of the Auditor General of Ontario is currently auditing the oversight of public colleges in Ontario. Attendees included: Algonquin College, Board Chair, Jay McLaren; Algonquin College, Vice President, Finance and Administration, Duane McNair; Senior Auditor, Office of the Auditor General of Ontario, Mukith Kalam; Auditor Director, Office of the Auditor General of Ontario, Vivian Sin.

On June 21, 2021, President Brulé virtually attended the Ontario College Application Service (OCAS) Annual General Meeting. Attendees included Karen Creditor, President & CEO, OCAS, Presidents of Ontario Colleges, and Linda Franklin, President & CEO, Colleges Ontario.

On June 22, 2021, President Brulé attended the Annual General Meeting for Colleges & Institutes Canada. Attendees included Canadian College Presidents.

On June 23, 2021, President Brulé hosted the 2021 Spring Virtual Convocation.

From July 13-15, 2021, President Brulé attended several sessions from the Fusion 2021 virtual event. The D2L Fusion event provided optimum opportunity for professional learning such as: Made lasting connections with a community of peers, partners, and industry experts and discovered the latest trends, product innovations, and best practices. Keynote speakers included: President and CEO, D2L, John Baker; and Rocket Scientist, Technologist & STEM Educator, Aprielle Joy Ericsson.

On August 12, 2021, President Brulé hosted a tour of Algonquin College's Nursing Learning spaces for Minister of Long-term Care, Rod Phillips. During the tour of nursing classrooms, the Minister engaged in conversations with students from the Practical Nursing and Personal Support Worker programs.

On August 17, 2021, President Brulé attended the PCL Construction Recongintion event to recognize PCL Contruction's long-standing relationship with Algonquin College. Attendees included: Vice President and District Manager, PCL Construction, Paul Knowles; Vice President, Advancement, Mark Savenkoff; Senior Manager, Indigenous Partnership and Special Projects, Jeff Turner; and Director, Indigenization, Andre O'Bonsawin.

On September 10, 2021, President Brulé attended the Kiwanis Club of Ottawa – Virtual Meeting with guest speaker Founder and CEO of Nurse on Board, Susan Hagar. A Registered Nurse, Susan established a unique service where individuals and families can retain a highly experienced Registered Nurse to serve as a personal guide through the complexities of health care. As the largest body of regulated health professionals, Susan sees veteran nurses as the solution to the gaps in care that Canadians face. Her knowledge base is the result of 37 years of nursing in the areas of general surgery, urology, nephrology, cardiology, critical care, clinical research, and integrative medicine. Susan is Past President of the Canadian Association of Self-Employed Registered Nurses, through which she empowers nurses across the country to become nurse entrepreneurs to help change the face of healthcare.

On September 23, 2021, President Brulé attended the Mayor's Breakfast with guest speaker, President and Vice-Chancellor of the University of Ottawa, Jacques Frémont. The theme was Virtual Replay.

President Brulé also virtually attended the Business and Higher Education Roundtable (BHER) Annual General Meeting.

On September 24, 2021, President Brulé hosted the virtual Future of Health and Wellness Speaker Series with guest speaker Oasis Program Director, Sandy Hill Community Health Centre, Rob Boyd. Mr. Boyd discussed "What Now? Harm reduction and treatment with Ottawa's post pharmaceutical drug supply." Attendees included members of the Algonquin College Board of Governors, City Councillor, Ward 9 (Knoxdale/Merivale), Keith Egli and the Algonquin College community.

On September 30, 2021, President Brulé virtually attended the 2021 Alumni of Distinction Awards Event. Every year, Algonquin College celebrates the incredible achievements of its alumni through the Alumni of Distinction Awards. These awards honour the extraordinary contributions our graduates make to the community while achieving career success. Attendees includes members of the Algonquin College Board of Governors; Algonquin Students' Assoication Board of Directors; and the Alumni and Friends Network Advisory Committee.

2021 Fall Convocation Ceremonies - POSTPONED

After reviewing student feedback, it is clear that in-person Convocation is preferred over online Convocation; and therefore, the 2021 Fall Convocation has been postponed. The hope and expectation, with continued public health guidance, is to host graduates in-person from our 2021 Spring, 2021 Fall and 2022 Winter terms in June/July 2022. This is with every intention to provide all graduates with a preferred Convocation experience with the health and safety of learners as the College's top priority. Graduates from the 2021 Spring term will receive their Graduate status and their credentials mailed to their home address before the end of Fall. Congratulations to all Graduates!

On October 6, 2021, President Brulé virtually attended and was table captain for the 2021 Leaders for Mental Health Breakfast. Guest speakers included: Senior Writer, The Athletic, Ian Mendes; Senior Manager, KPMG (Ottawa/Kanata), Deirdre Hendrick; Real Estate Advisor, Zak Green; Recovery and Wellness Ambassador, Liz Vandenbygaart; Vice-President of Innovation & Transformation, Royal Ottawa Mental Health Centre, Dr. Kim Corace; and Clinical Director, Substance Use and Concurrent Disorders Program, Royal Ottawa Mental Health Centre, Dr. Melanie Willows. To support this event, members of the Algonquin College Board of Governors and Algoqnuin College Executive Team were in attendance.

On October 13, 2021, President Brulé provided a tour of Algonquin College for Minister of Colleges and Universities, Jill Dunlop; Member of Provincial Parliament for Carleton, Goldie Ghamari; and Member of Provincial Parliament for Ottawa West-Nepean, Jeremy Roberts. The tour/visit highlighted the important role Algonquin College has played in helping to move the government's agenda forward with regards to Personal Support Worker/Nursing training and addressing the labour shortages pertaining to skills and trades. The visit also provided an opportunity for the Algonquin College Executive Team to inform the Minister of the College's priorities.

In the evening, President Brulé attended a light social gathering at the private residence of Minister of Heritage, Sport, Tourism and Culture Industries, Lisa MacLeod, along with Minister of Education, Stephen Lecce and Minister of Colleges and Universities, Jill Dunlop.

On October 13, 2021, President Brulé provided closing remarks for the CEO Talk Series at the KIN Vineyards in Ottawa. The Ottawa Business Journal in collaboration with the Ottawa Board of Trade hosts this event twice a year as a professional development and networking opportunity for local CEOs and Business Executives. Attendees included: guest speaker, 2020 CEO of the Year; President and CEO, Kinaxis, John Sicard; Associate Vice-President, Global, Online and Corporate Learning, Algonquin College, Patrick Devey. Algonquin College is a proud sponsor of this CEO speaker series.

Committee of Presidents Meetings

The Committee of Presidents met more frequently in the lead-up to the start of the Fall 2021 Term to ensure effective coordination across the Ontario College System regarding vaccination policy development and implementation, the purpose of which was to address health and safety for in-person on-campus access to college premises and activities. The cross-college coordination also focused on Fall 2021 Term plans themselves, particular in regard to Ontario Government directives and Ontario Medical Officer of Health instructions to postsecondary institutions on COVID-19 restriction adjustments and their impact on College operations.

The Committee of Presidents also met for its regular business activities. Meetings were held in June, August and September. Topics discussed included:

- Approval of the College Ontario Business Plan;
- Approval of Colleges Ontario marketing plan to promote colleges;
- Advocacy strategy for credential reform (micro-credentials, three-year degrees, applied master's degrees);
- Relationship between Ministry of Colleges and Universities (MCU) and Ministry of Labour, Training and Skills Development (MLTSD), in particular as it pertains to apprenticeship, skills training programs, calls for proposals;

- Recommendations from Government regarding the Accessibility for Ontarians with Disability Act (AODA) and impact on colleges;
- Improvement to MCU consultation process with College sector;
- Collective approach regarding CICan Net Zero Protocol;
- International student strategy;
- Strategy regarding private career colleges; and
- Advocacy to MCU regarding Capital funding investments needed by colleges.

Finally, an orientation session for new (and newish) Presidents was hosted by Colleges Ontario in person in Toronto on September 28. This gave new Committee of Presidents members an opportunity to network and get to know one another. The orientation included time for conversation with the Deputy Ministers from MCU and MLTSD; and there were two panels organized: one with three former college presidents, and one with three current seasoned presidents.

ALGONQUIN COLLEGE

President/Board of Governors

BOARD MANAGEMENT SUMMARY REPORT
October 25, 2021

For Algonquin College to deliver on its Mission and Vision we have five Strategic Directions and six supporting goals. These commitments guide our strategic priorities and budget process.	
Strategic Direction	
Reporting Timeframe: May 4, 2021 to September 6, 2021	
LEARNER DRIVEN Goal 1: Establish Algonquin as the leader in personalized learning across all Ontario colleges.	
Summary Report from:	**Activity**
Academic	• Two new School-Within-A-College Pathways launched in September 2021 in partnership with the Ontario-Carleton District School Board. These are an opportunity for secondary students to participate in a collaborative learning experience. One focuses on Indigenous learners and the second targets English Language learners. • On August 2021, the International Education Centre and the School of Business delivered a four-week virtual study program abroad to the College's international partner institutions in Japan and China. Students were provided a multicultural, experiential and communicative learning experience. • On June 10, 2021, Algonquin College and Ningbo Polytechnic (China) held the graduating ceremony for the first cohort of students graduating from the Hospitality - Hotel and Restaurant Operations Management program at Ningbo. Unique in the COVID-19 world, the graduating ceremony was attended remotely by the Class of 2021, along with President Claude Brulé; President Xiangyang Wu, and staff and faculty from both institutions. • The International Education Centre and the School of Health, Public Safety and Community Studies jointly delivered an introductory course on early childhood education in June 2021 to a group of 30 students from Xinlu Vocational Technical School in Shanghai, China. • AC Online hosted five live Orientation Q&A sessions on September 14-16, 2021. Six hundred and thirty-two students registered and 245 attended. This is a 50% increase in participation compared to the 2020-21 academic year. • The Employment Support Centre in collaboration with the International Education Centre hosted a three-day virtual Job Readiness Bootcamp on August 30, 31 and September 1, 2021. These targeted workshops are designed to help international students access the Canadian job market at the start of the Fall term by providing customized tools and resources to meet immediate employment needs. This event attracted over 300 session participants; a considerable increase compared to 72 session participants who attended in the year prior. • Nursing Studies successfully planned and launched the Internationally Educated Nurses to Practical Nursing program following program certification by the College of Nurses of Ontario.

	• The Personal Support Worker – Accelerated program launched three intakes in May, June and August with a combined enrollment of 357 students. This program was funded through the Ministry of Health as a collaborative initiative with Ontario Colleges to fast-track Personal Support Worker graduates to meet the needs of the healthcare workforce. • The School of Advanced Technology, in collaboration with BioCanRX Network and the Ottawa Hospital Research Institute, launched the pilot of a unique part-time certificate program that prepares students to understand and apply the highest standards of Good Manufacturing Practices in specialized sterile environments for producing pharmaceuticals, food, vaccines, medical devices, cannabis, biologics, and research facilities. Demand for this one-of-a-kind practical training is very high among specialized professionals and recent graduates. • The Academic Access Centre had a 140% increase in new students placed in an academic upgrading course compared to the same time period last year. This was due to an increase in the number of new student orientation sessions being offered this summer which includes the creation of an individualized education plan for the student designed to help them meet their goals. • Since the launch of the Dual Credit program in 2006, Algonquin College has welcomed 10,215 unique student participants. Of those students, 5,320 have returned to Algonquin College to complete a postsecondary program.
Advancement	• Advancement received a Summer Employment Opportunities Program grant from the Postsecondary Accountability Branch. Algonquin College student Megan Chapman successfully completed her summer placement as Advancement Campaign Liaison on September 3, 2021.
Communications, Marketing and External Relations	• The Corporate Events team hosted a Virtual AC Day 1 for incoming students that included coordinating fully virtual orientation events and a virtual help desk in order to support new and returning students. Select sessions were recorded for those who could not attend live. • Corporate Events hosted and coordinated Spring Convocation including Special Convocation Events for Honourary Degree Recipients and access to a virtual help desk. • Communications aided this year's graduates virtually, with a combination of webinars, pre-recorded videos and social media posts on June 23, 2021. Algonquin College's convocation ceremonies began trending in the city, and continued to pop up on the trending radar (according to Trendsmap) throughout the day, hitting its peak at 11:30 a.m. The College created 156 personalized tweets congratulating graduates on their accomplishments, with the #Algonquin2021 hashtag being used 219 times on twitter. • Communications created convocation engagement on Instagram, where students were encouraged to comment on a post for a chance to win a graduate frame. This post received the most engagement the College has seen in over ten months. There were a number of local politicians and community members posting their congratulations,

	including Alex Munter, President and Chief Executive Officer of the Children's Hospital of Eastern Ontario, Anita Vandenbeld, Member of Parliament, and a retweet from Mayor Jim Watson on the College's Facebook post celebrating the day, which also broke the College record for 2021, seeing over 170 engagements.
Finance and Administration	• Campus Services has been focused on re-establishing service levels to meet the demands associated with increasing student activity on the Ottawa Campus. • To support a planned increase to campus operations for the Fall Term and contibute to the broader community COVID-19 Vaccine Rollout objectives, the College implemented a Mandatory COVID-19 Policy Addendum and the use of a vaccine passport-style system supported by the College Mobile Safety App provider. This effort in conjunction with existing infection prevention and control measures will enhance the safety of the College community as the fourth wave of the pandemic advances. • The Jack Doyle Athletics and Recreation Centre was handed over to the Students' Association on August 3, 2021. The soft opening occurred on September 27, 2021 and the exterior landscaping is scheduled to be completed in October 2021.
Human Resources	• An Integrated Learning and Development Working Team with cross-functional representation from the Centre for Organizational Learning, AC Online, Corporate Training and Learning and Teaching Services was established. The goal for this team will be to create and sustain a culture of employee learning and development focused on empowering life-long learning by enabling anywhere, anytime, anyhow opportunities so that employees are engaged and fulfilled to achieve the College mission. • Learner-centered modules were designed and curated for various programs to support the continuous professional learning and development of employees in their workflow. Curated readings, videos, exercises and activities support engagement in remote learning (synchronous & asynchronous) and adhering to Universal Design for Learning principles.
Student Services	• The Marketing and Student Recruitment department offered a variety of weekly and bi-weekly virtual sessions as well as one-on-one meetings with prospective students throughout the reporting period. Virtual session topics included: Virtual Tours of the Ottawa and Perth Campuses, How to Apply to College, Confirming your Offer, and Financing your Education. The department connected with 2,906 attendees (up 66% from 1,748 during the same period in 2020). • A new accelerated version of the Personal Support Worker program was launched and waitlisted for intakes in May, June, and August 2021. The total Personal Support Worker trained during this intake are as follows: 131 in May; 137 in June; and 34 in August.

	• The Student Learning Centre provided 785 online coaching sessions and 1,272 peer tutoring appointments during the reporting period. • Online Library and Student Learning Centre workshops (open to all students) were attended by 664 students over 102 sessions during the reporting period. • The Health Services team provided 2,682 face-to-face appointments and 3,986 virtual appointments (for a total of 6,668 individual appointments) for medical care and needs, including immunizations for medical clearance to program placements. • The Registrar's Office saw a 12% increase in call centre activity over the same time last year (from 60,086 to 67,321); and a 12% increase in Registrar's Office email inquiries over the same time last year (from 22,123 to 24,773). The increases are attributed to a 2.8% increase in fall 2021 applications (from 48,820 to 50,201) as well as pandemic related inquiries regarding fall delivery plans and the vaccination policy. • The Registrar's Office processed 2,956 international student applications; during the same period during the previous year, 1,045 international student applications were processed, which represents an increase of 65% in applications processed. The increase was expected given the travel and pandemic restrictions imposed at the same time during the previous year.
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.	
Summary Report from:	**Activity**
Academic	• The Social Innovation Lab was awarded several research grants including: $25,000 Engage grant from Natural Sciences and Engineering Research Council of Canada for a collaborative research project with industry partner Treehouse Medical; $21,863 from Compute Ontario for a Research Data Management project in collaboration with researchers at the Ottawa Hospital Research Institute (Algonquin College was the only participant from the College Sector among the six projects selected in this competition); $19,340 from the Information and Communications Technology Council to support five interns during the Fall Term as part of the Service Learning in Design and Engineering (SLiDE) initiative. • Algonquin College was selected to be a partner institute in the Virtu-WIL – Using Virtual Simulations to Enhance Healthcare Education project lead by Colleges and Institutes Canada and Simulation Canada. Algonquin College was chosen to be a Virtu-WIL Student Program Delivery Institution for Nursing and Paramedicine programs. • The Cardiovascular Technology program received approval from the Cardiovascular Technology National Accreditation body to offer a modified clinical placement experience to students that combined on site learning with

	laboratory instruction to meet required clinical hours. This partnership resulted in students, the first cohort, graduating on time. • To date, 463 cooperative education students are employed for Fall 2021 representing a 19.3% increase over the Fall 2020 term. This total is a new record for the number of cooperative education students working in the Fall term.
Advancement	• The Advancement Division received grant funding to host a Council for Advancement and Support of Education District II one-day conference for representatives from six Ontario colleges entitled, "The Ship and the Canoe: Navigating Advancement Through a Pandemic".
Communications, Marketing and External Relations	• Government Relations continued on-going meetings with project partners and Government officials, including Premier Doug Ford's Office, Member of Provincial Parliament, Jeremy Roberts and Ministry staff from the Ministry of Colleges and Universities and Ministry of Long-Term Care to advocate for the Ottawa Campus of Care. • Government Relations hosted a tour and discussion with Nursing and Personal Support Worker students with Minister of Long-Term Care, Rod Philips to help advocate support for these programs.
Finance and Administration	• The "RO CRM Project" involved implementation of a Customer Relationship Management (CRM) tool, Salesforce, across various areas of the Registrar's Office (RO). This tool will guide a seamless service experience for students as they move between different areas in the Registrar's Office; it will also be used to collect data about interactions that will provide insight for service improvements.
Student Services	• The Marketing and Student Recruitment department made updates to search keywords and strategies to increase campaign efficiency and drive more leads and digital clicks at a lower cost. Lead tracking in digital campaigns has improved allowing the department to more effectively optimize campaigns. During the reporting period, 4,141 leads were generated through pay-per click digital campaigns representing a 93% year-over-year increase. • The Virtual Tour, located on the College website, continues to be an essential tool allowing prospects to see and experience campus remotely as access to campus remains limited. This tool generates on average 2,500 users per month. With an increase of 23% in session duration year-over-year, the users are staying engaged longer with the content in the tool.
CONNECTED Goal 4: Become an integral partner to our alumni and employers.	
Summary Report from:	**Activity**
Academic	• In May 2021, the School of Business successfully offered the SUMMIT Entrepreneurship Boot Camp to its first cohort since 2018. SUMMIT is a free five-day program for all students and recent graduates who are interested in launching a new venture. The boot camp is funded by the Cowan Insurance Foundation.

	• In July 2021, the Ottawa Employment Hub published The Worker Impact Survey in partnership with five other work force development boards in Eastern Ontario. The project, funded by the Ministry of Labour, Training and Skills Development, included surveys conducted with 97 community partners; focus groups held with 48 participants; and an overall worker impact survey gathering input 1,004 workers. The Survey Project examined the effects of the COVID-19 Pandemic on employment. Link for the full document: https://ottawaemploymenthub.ca/wp-content/uploads/2021/09/WIS-Designed-Report.pdf • On June 7, 2021, John Yakabuski, Minister, Natural Resources and Forestry, announced $5 million in funding for the Pembroke Campus and Fleming College to collaborate on a SkillsAdvance Ontario project to support the forestry sector in Eastern Ontario. The partnership will provide training to 150 job seekers who are interested in a career in forestry and 300 existing forestry and wood manufacturing employees who require additional training to progress in their careers. • Business Developments Corporate Training group successfully worked with HealthCareCAN to finalize an agreement in July 2021 to extend the partnership established with Algonquin College in 2017 to deliver online training programs and build a virtual 'Campus of Care' for healthcare professionals across Canada and beyond. The updated agreement extends the College's collaboration with HealthCareCAN for at least three more years. The extension will further optimize the link between HealthCareCAN's pan-Canadian network of hospitals and healthcare providers and the program delivery expertise of Algonquin College Corporate Training, as well as direct access to an extensive catalogue of academic programs from the Ottawa, Perth, Pembroke, and Online campuses.
Advancement	• The College renamed the Alumni of Distinction Recent Graduate Award to honour and commemorate alumnus Brian Fraser. Brian, a CFRA technical producer, passed away after a two-year battle with leukemia. Carl Clergé, a proud alumnus and creator of the Empowering Black Students Bursary, was the recipient of the new award.
Finance and Administration	• Phase one of the site analysis for the Ottawa Campus of Care has been completed and a preferred site has been presented to the College Working Group.
Human Resources	• Ten employees at the New Employee College Orientation were identified as Algonquin College alumni and referred to Advancement's Alumni & Friends Network.
Student Services	• The Marketing and Student Recruitment department created a video for use at Convocation to promote the Alumni and Friends network. The department also connected with alumni through emails to promote selected graduate certificate programs and advanced standing opportunities into degree programs.
SUSTAINABLE Goal 5: Enhance Algonquin's global impact and community social responsibility.	
Summary Report from:	**Activity**

Academic	• An initiative by Bachelor of Interior Design program at Algonquin College, the Department of Interior Design at the University of Manitoba, and Canadian Centre for Mindful Habitats received a grant to collaboratively conduct a project called Mindful Modernism(s) as it applies to interior design. • Ben Roebuck, Victimology Research Centre, joined the project team on Investigating Tooth Structure as a Biomarker for Early Childhood Adversity, which is a Social Science and Humanities Research Council New Frontiers in Research Fund. The funded study is managed through Unity Health in Toronto ($248,855 over two years). • Business Development received confirmation of an additional $1.8 million in funding to have the special projects team deliver training to both job seekers and incumbent workers in the Health Care sector. This is now the fourth industry sector, along with Steel and Aluminum Manufacturing, Forestry, and Construction, for which Algonquin has received significant funding. • Twenty-three Forestry Technician students helped plant 30,000 trees in Algonquin Park and the Nipissing Forest. The trees are a living memorial, each planted in memory of someone who recently passed away. The project was sponsored by the Ontario Woodlot Association, the Canadian Institute of Forestry, Friends of the Petawawa Research Forest, Nipissing Forest Management Inc. and the Algonquin Forestry Authority. • For several weeks, a dedicated team of faculty, support staff and administrators volunteered at the COVID-19 vaccination clinics at the Pembroke Memorial Centre. They helped guide people who arrived for their vaccine appointments, input data, and for our nursing faculty and campus health nurse, they assisted with the administration of the vaccines.
Advancement	• The Blair H. Tetreault Memorial Award was established with a donation of $109,000 from David Tetreault to support a student entering their second year in the Broadcasting-Television Program. • EXFO supported the Optophotonics Lab by donating advanced testing technology equipment (100G), in the form of portable test modules, with a value of $336,000. • The Pembroke Campus received a $210,000 unrestricted bequest. • $35,000 was raised in support of the **We Saved You a Seat** initiative from the Fletcher Foundation ($15,000), The MATT Foundation ($10,000), and the Leacross Foundation ($10,000).
Communications, Marketing and External Relations	• Algonquin College's Safety and Security Services searched for different ways to encourage safe mask usage and other COVID-19 safety protocols. Working along side marketing, the Communications Team created a variety of graphics for use on social media and Campus TV monitors/screens. These messages demonstrated proper mask usage, social distancing guidelines, COVID-19 etiquette, and other safety-related information. Communications promoted the Vaccination Program at Algonquin College by advertising vaccination clinics for Learners and staff via email and social media, with ten posts made across three platforms, earning a total reach of 75,000.

	• Communications and Government Relations worked with the City of Ottawa to receive permission to light up the pedestrian bridge in full rainbow colours to help support Capital Pride Week. Images of the pedestrian bridge were also shared across all social media platforms.
Indigenous Initiatives	• May 5, 2021, Andre O'Bonsawin, Director of Indigenous Initiatives, delivered a two-hour session regarding the DARE District, innovation, entrepreneurship, and recruitment for other programs to over 280 Inuit high school students from the Northwest Territories. The session was delivered remotely. Working with the Northern Youth Abroad group and, the Government of the Northwest Territories who wanted Algonquin College to deliver some postsecondary exposure to grades 10, 11, and 12 students in their Northern Distance Learning Program. The vast majority were Indigenous learners from rural and remote communities. • On June 30, 2021, the Office of Truth, Reconciliation, and Indigenization completed the COVID Rapid Response Program funded by Employment and Social Development Canada. Over 300 Indigenous youths were provided support in résumé writing, interview skills, job training, health and safety, and a minimum of ten weeks of employment. Programs were delivered by 14 partners located across eight provinces and one Territory. • On August 31, 2021, the Office of Truth, Reconciliation, and Indigenization joined Indigenous Works' Luminary Planning Initiative as a partner to engage in thoughtful and respectful exchange and to develop a multi-year Strategy and Plan to advance Indigenous innovation. The Strategy and Plan identify developmental and foundational activities, services, and potential mechanisms that facilitate opportunities for increased research collaboration and coordination among Indigenous businesses and communities, Canada's post-secondary researchers, research agencies and other organizations.
Student Services	• The Marketing and Student Recruitment department's 2021 tuition contest, used as a lead generation tactic, closed on July 31, 2021. The contest generated 28% more leads than the previous year with 2,604 leads collected. Of note, 785 leads have since become registered students for the 2021-22 academic year. • The new Indigenous Cook – Pre-Apprenticeship program was featured in an "Ottawa at Home" magazine article in September 2021, as well as in a CTV interview with Chris Commandant in July 2021. A heartwarming student testimonial video was also launched in September 2021. • The Marketing and Student Recruitment department is actively promoting Algonquin College and its international programs on International Lead Generation sites including Educations.com and StudyinCanada.com while exploring other opportunities to promote the College abroad; this activity generated 503 leads (93% of which are new leads). • The Financial Aid and Student Awards Office had 9,407 active Ontario Student Assistance Program (OSAP) applications as of September 23, 2021, with $83.2 million awarded. Of the Ontario Student Assistance Program awarding, $54.9 million (66%) was in grant funding. Compared to 2020 at the same time, this is a 6% decrease in

	applications (from 9,982 to 9,407) and 16% decrease in funding (from $98.7 million to $83.2 million). Proportion of grant funding increased from 59% to 66%. This decrease in funding is a result of the Federal government removing the changes to the Federal program that were introduced for the COVID-19 pandemic in the 2020-21 academic year; this may have also contributed to the decrease in applications. The introduction of special funding for the Personal Support Worker-Accelerated program may have contributed to fewer OSAP applications.
PEOPLE Goal 6: Be recognized by our employees and the community as an exceptional place to work.	
Summary Report from:	**Activity:**
Advancement	• Barry Seller was profiled in a featured article for the Council for Advancement and Support of Education *Currents* Magazine for the September-October issue. The article was titled "New Routes".
Communications, Marketing and External Relations	• In addition to bi-weekly President's messages to the College community, Communications created and published several Algonquin College Blog posts as an additional means to engage staff and learners as well as provide helpful and important information to the College Community. Blog posts that were published over the summer months included: • Canadian Environment Week is May 30 – June 5 • Meet your Valedictorians – Part 1 • Prestigious Award the Latest Success for CTO of Dynamic Ottawa Tech Firm • A Different Kind of Pageant Winner • Meet your Valedictorians – Part 2 • Algonquin Convocation 2021: Valedictorian Speech Highlights • Algonquin College announces new Weston Family Scholars! • The AC Summer Market is coming up fast! • AC Summer Market Highlights • See the latest innovations coming out of AC this Friday! • Get Ready for Fall Orientation with Online Prep! • Corporate Events hosted a wide variety of virtual and hybrid events to ensure employees were able to stay engaged. A highlighted list of events included; three Town Halls, Convocation, President's Coffee Break, AC Summer Market, Future of Health and Wellness Speaker Series, and AC Engaged.
Finance and Administration	• Campus Services focused on hiring and onboarding employees after significant staffing reductions were required due to the COVID-19 pandemic over the past 18 months.

Human Resources	**Work Model Pilot** • Developed a strategy statement, guiding principles, pilot goals and objectives. Created a Work Model Collaboration Working Team with representation across the College to provide oversight and support for the implementation of Work Model Pilots including communication/change management strategies, policy and process updates, and evaluation methods. A website was developed to provide information on the Work Model Pilot. **Wellness and Abilities** • Eight bi-weekly virtual wellness sessions were hosted for all staff to attend including one Life Works online webinar was conducted on "Motivate, Recognize and Energize Employees". • Developed and implemented personal choice exemption arrangements and bona fide, protected ground accommodation options for employees in response to COVID-19 Mandatory Vaccine Policy. • Four sessions were conducted as part of new hire orientation training to provide employees with an overview of short-term disability benefits, absence/accommodation/Workplace Safety and Insurance Board process and available wellness resources. • One online webinar was conducted by Wellness and Abilities on "Creating and Promoting Mental Health". **Diversity and Inclusion** • Inclusion Infusions podcast released on July 15, 2021 - 'What Makes an Inclusion Champion' features interviews with Algonquin College's first nominees for the Inclusion Champion Award. • Inclusion Infusions Live event on May 27th was presented in partnership with the Canadian Association for the Prevention of Discrimination and Harassment in Higher Education, and featured a conversation with Ena Chadha, LL.B., LL.M., Chief Commissioner, Ontario Human Rights Commission, and Karen Sharma, Executive Director at the Manitoba Human Rights Commission. • To celebrate Capital Pride Week, the Woodroffe Bridge was lit in rainbow lights from August 22 to 29, 2021. The lighting event was attended by Claude Brulé, CEO and President, Algonquin College; Osmel B. Guerra Maynes, Executive Director of Capital Pride; Emily Ferguson, President, Algonquin College Students Association; Jeremy Roberts, MPP Ottawa West—Nepean; Quinn Blue, Wellness and Equity Centre Coordinator, Algonquin College Students' Association; Diane McCutcheon, Vice President, Human Resources; David Soltis, Director, People and Culture; and Sarah Gauen, Specialist, Inclusion and Diversity. • A total of 178 employees during this reporting period have participated in training to build skills in Inclusion & Diversity; training includes 'Introduction to Inclusion & Diversity at Algonquin College', 'Ethical Upstander Training for Inclusion Champions', and 'Introduction to Gender & Sexual Diversity'. A new training module for hiring managers on 'Fair and Effective Interviews' has been integrated into the Learning Management System.

	• From August 23 to September 10, 2021, the College launched its first all employee Inclusive Climate Survey. The purpose of the survey was to understand the experiences of—and barriers to—inclusion in the workplace. A response rate of 37% was achieved. Results and recommendations reporting will be available next quarter. **Learning and Development** • Provided course design, course scheduling, Learning Management System guidance and overall advice for the delivery of 50 employee learning and development sessions to 616 registrants. These sessions were offered in collaboration with the Centre for Accessible Learning, Finance, Human Resources, and Learning & Teaching Services as well as Sunlife Assurance. • Offered nine sessions from the Management Academy and the Support Staff Academy to 111 registrants. • Offered five New Employee College Orientation sessions hosting a total of 60 new employees. • Provided one-on-one support in the use of technology including MS Office and Teams. • Celebrated 19 graduates from Algonquin Leadership in Education Institute (ALEI) 2: *Leading with Others.* • Celebrated the graduation of 20 employees from the *Leadership Mentoring Program* (ten mentors and ten mentees). **Employee Engagement** • Developed and deployed a Pulse Survey Action Plan Framework to members of the Algonquin College Leadership Team to capture status, best practices and lessons learned related to employee engagement activities within their respective areas. A total of ten reports have been received within the reporting period with an average of three employee engagement initiatives identified per area. **Performance Management** • Achieved 100% adoption of new Performance Management Model for Administrative employees. Feedback collected via survey demonstrated a positive response from employees with 73% of respondents finding the new template easy to use and 78% indicating that the new performance management model was effective.
Indigenous Initiatives	• On June 17, 2021, Jeff Turner, Senior Manager Indigenous Partnerships and Special Projects, led a team of students from the Horticulture Program in creating a Three Sisters Garden on campus. Corn, beans, and squash were planted in traditional Indigenous fashion. Tobacco plants were included as well, the leaves to be dried for use in ceremonial fires. On July 16, 2021, children from the on-campus daycare facility visited the site and planted additional bean plants, as part of a nature series provided by Jason Vodden from the Horticulture Program. A very bountiful fall harvest was presented to Chef Russell Weir and staff in the culinary program. • On June 21, 2021, as part of the DARE6 partnership with PCL Constructors, the Office of Truth, Reconciliation, and Indigenization launched “Keeping the Fire” a quarterly series of engagement, Indigenous knowledge sharing, and

	storytelling with Ron McLester, Vice President, Truth, Reconciliation, and Indigenization. The session was live-streamed and accessible to all 360 PCL employees in the Ottawa region. The feedback was extremely positive.
STUDENT & EMPLOYEE SUCCESSES:	**Activity**
Academic	• Medical Radiation Technology graduating student results from the Canadian Association of Medical Radiation Technologist certification exam scored above the national average for the tenth year in a row. • Kevin Holmes, Project Manager for the Social Innovation Lab, has been elected to the Board of Directors of the Centre for Social Enterprise Development at the Innovation Centre at Bayview Yards. • Pembroke Campus Carpenter Apprenticeship students participated in the construction of a new hangar at the local airport. • Jodi Bucholtz, Manager, Local Immigration Partnership (Pembroke Campus), is sitting on the Diversity Advisory Committee for the City of Pembroke for the 2021-2022 term. • Tevis Gonyou-McLean, an Academic Upgrading student at the Pembroke Campus, was recently featured in the College Sector Committee magazine for Academic Upgrading. • The Wrightwood 659 Gallery Chicago is presently hosting an exhibition titled “Balkrishna Doshi: An Architecture for the People”. Pallavi Swaranjali, faculty, Bachelor of Interior Design program has been invited to speak about Balkrishna Doshi in"Jugalbadi": The Interplay Between Architect B.V. Doshi and Artist M.F. Husain’, at an international webinar unpacking the mythic and cultural aspects of the two Indian master’s collaboration on Amdavad ni Gufa. • Event Management students hosted several successful virtual fundraising events in July 2021 and raised $15,000 which was shared by Candlelighters and the Dave Smith Centre. • Mark Dottori, Professor in the Marketing and Management Studies, School of Business had two entries in the Encyclopedia of Sport Management, scheduled to be released in November. Mark also co-authored a chapter on sport gaming with Alex Sevigny of McMaster University in a textbook entitled *Understanding the Active Economy and Emerging Research on the Value of Sports, Recreation, and Wellness,* published in June by IGI Global. • Professor Paul Boudreau, Marketing and Management Studies, School of Business has published another book entitled *The Self-Driving Project: Using Artificial Intelligence to Deliver Project Success.* • Professor Kathlyn Bradshaw co-authored the article *Boundary Crossing between Formal and Informal Learning Opportunities: A Pathway for Advancing e-Learning Sustainability* published in the Canadian Journal of Learning & Technology.

	• On July 1, 202, Chef Chris Commandant, Coordinator, Indigenous Cook – Pre-Apprenticeship program, teamed up with Chef Kent Van Dyk at the Parkdale Food Centre for an event preparing bannock and sharing Indigenous cuisine while respecting traditions and acknowledging the land.
Advancement	• Barry Seller, Manager, Alumni Engagement was selected to participate in a nation-wide judging panel for the Canadian Council for Advancement in Education (CCAE) Prix d'Excellence 2021, Category 24. Award winners were announced May 17-20, 2021.
Communications, Marketing and External Relations	• Communications published a variety of student success stories reporting them to the College Community via myAC, as well as external media outlets: • Indigenous Cook – Pre-Apprenticeship Program Featured in Ottawa at Home Magazine | myAC (force.com) • AC in the News: Media & Design Professor Featured on CBC's All in a Day | myAC (force.com) • AC in the News: Student Featured for Work on Cash Can App | myAC (force.com)

8.6	2021-22 BOG Work Plan						
LEGEND: **D -** Discussion **I -** Information Item **P -** Presentation **V -** Verbal	**Total Meeting Time**		**MEETING DATES**				
ROLE OF THE BOARD OF GOVERNORS	**120**		**25-Oct-2021**	**6-Dec-2021**	**28-Feb-2022**	**25-Apr-2022**	**6-Jun-2022**
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**	**Remaining Time >>**	**40.0**	**-10.0**	**0.0**	**20.0**	**-5.0**
		Time Required					
2022-23 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2021-23 Business Plan	D. McNair, M. Savenkoff	30		P			
Approval of the 2022-24 Business Plan & 2022-23 Annual Budget	M. Savenkoff, D. McNair	60			P		
Major Capital Projects, Endowment Fund and Operating Fund Investment Reports, etc. **(Included in ARM Report to BOG, see row 42)**	D. McNair	0	I	I	I		I
New/Suspended and Cancelled Academic Programs **(Included in ASAC report to BOG, see row 42)**	C. McKelvie, C. Janzen	0					
Campus Tours for BOG (Before each Board meeting) will commence once the College is back to regular operations	C. Brulé						
Executive compensation	C. Brulé	0			I	I	
Five Year Capital Investment Plan (No updates required for 2021-22)	D. McNair	15		P			
Student Satisfaction and Engagement Report **(Included in ASAC Report, see row 42)**	C. Janzen	10					I
Learner-Driven Plan Implementation Update (Paused During COVID-19)	C. Janzen	20				P	
People Plan (Information item only October & June meetings)	D. McCutcheon	0	I				I
Employee Engagement Update (Information item for October meeting)	D. McCutcheon	0	I				
Public College Private Partnership - Update (IN Camera)	C. Janzen, D. McNair	20	P				
R3 Project (Rethink, Redesign, Reimagine) - Update	L. Stanbra	20		P		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.							
Board Oversight of the President's performance (IN Camera & Meeting Without Management)	C. Brulé J. McLaren	10	D	D	D	D	D
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.							
Annual Report 2021-22 and progress against Strategic Plan 2017-22	T. McDougall	10					P
Quarterly 2021-22 Business Plan Update (for information)	M. Savenkoff	0	I	I	I		
Fourth Quarter 2021-22 Business Plan performance	M. Savenkoff	10					P
Program Advisory Committee's Annual Report (ASAC Report)	C. Janzen	0		I			
Policy SA16 Sexual Assault/Sexual Violence update (**Approval** at the Feb. Board meeting, included in ASAC Report)					I		
2021-22 Sexual Assault/Sexual Violence Annual Report to the Board (**Approval** item ASAC Report)	L. Stanbra	5				I	
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.							
2022-23 Schedule of Tuition and Ancillary Fees	L. Stanbra	20		P			
Banking Officers' resolution (AGM agenda) if new officers are to be added, present at next meeting	D. McNair	5					V
Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors (emailed to Governors)	C. Brulé	0					I
College Accessibility Major Capital Project	D. McNair	10			P		
Quarterly 2021-22 Financial **Projection**	D. McNair	10	P	P	P		
Fourth Quarter Financial **Report**	D. McNair	10					P
Appointment of auditors (AGM agenda)	D. McNair	5					V
Draft Audited Financial Statements (AGM agenda)	D. McNair	20					P

			25-Oct-2021	6-Dec-2021	28-Feb-2022	25-Apr-2022	6-Jun-2022
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.							
Freedom of Information Annual Report	D. McNair	0					I
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.							
Board Management Summary Report (Information published in YourAC are not to be included in this Report)	Algonquin College Executive Team	0	I	I	I	I	I
Celebrating Student Success - Changemaker Awards	C. Janzen, N. Makila	10	P	P	P	P	P
GOVERNANCE – The Board is responsible for the quality of its own governance, establishes by-laws and governance policies to facilitate the performance of the Board's role and performance.							
Review and adoption of the Governors' Code of Ethical Conduct (Discussed at Fall Board Retreat)	J. McLaren	0					
Board Generative Discussion - Session to be held as required (separate meeting)	J. McLaren	0					
Board Committee reports (Academic & Student Affairs; Audit & Risk Management; Governance)	V. Tiqui-Sanford	30	V	V	V	V	V
Appointment of new Governors for 2022-23	J. McLaren	5				V	
Board Officer; Committee Appointments; BGI-01 Report Card; Governor Reappointments **(Included in Governance Committee Report, see row 42)**	J. McCracken	0				I	
BOG Officer & Committee Memberships (AGM agenda)	J. McCracken	0					V
2021-22 Board of Governors Evaluation Results **(Included in Governance Committee Report to the Board, see row 42)**	J. McCracken	0					I
Approval of previous year AGM Minutes	J. McLaren	5					V
LEGAL COMPLIANCE – The Board ensures that appropriate processes are in place to effect compliance with legal requirements.							
Confirmation of mandatory Government remittances (hand out to Board members at the meeting)	D. McNair	0	I		I	I	
Attestation of Section 28 Process (Memo to Minister, Colleges and Universities from Board Chair)	D. McNair	0					I

FOR ADMINISTRATORS ONLY >>

Current Total Time		80.0	130.0	120.0	100.0	125.0
Approx. in hours:minutes		1h:20m	2h:10m	2h	1h:50m	2h:05m
Approx. in minutes		80	130	120	100	125

ALGONQUIN COLLEGE

8.7

Board of Governors
2021-22

*Board meetings will be virtual until further notice.

Meeting Schedule		
Date	**Location**	**Time**
Monday, October 25, 2021	T102 A&B	4:00 – 6:00 pm
Monday, December 6, 2021	T102 A&B	4:00 – 6:00 pm
Monday, February 28, 2022	T102 A&B	4:00 – 6:00 pm
Monday, April 25, 2022	T102 A&B	4:00 – 6:00 pm
Annual General Meeting & Board Meeting Monday, June 6, 2022	T102 A&B	4:00 – 6:00 pm

***Meeting materials are available on the Board of Governors website:**
http://www.algonquincollege.com/bog/meeting-schedule-2/

8.8

ALGONQUIN COLLEGE

REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of June 30, 2021, in accordance with all Canada Revenue Agency and other various authorities' requirements and specified deadlines, the College has:

(a) Made all applicable source deductions and remittances including the Employer Health Tax, Canada Pension Plan, Employment Insurance and Federal Income Tax; and,

(b) All employee and employer benefit contributions have been remitted as required including Colleges of Applied Arts and Technology (CAAT) Pension Plan; and,

(c) All salary and wages have been paid to employees as required; and,

(d) The Harmonized Services Tax (HST) has been remitted, as required.

Grant Perry
Chief Financial Officer
Algonquin College

Duane McNair
Vice President, Finance and Administration
Algonquin College