

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND TWENTY-SIX OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE
TO BE HELD ON MONDAY, DECEMBER 6, 2021 FROM 4:00 PM – 6:30 PM, BY ZOOM WEBINAR:

Register in advance for this Board Meeting: [Webinar Registration - Zoom](#)

AGENDA		Presenter	Time
INDIGENOUS TEACHINGS: <i>Bringing Our Minds Together</i>		Ron McLester	5 m. 4:00-4:05
0.	Celebrating Student Success – Changemaker Award		
	Weston Family Scholarship	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 October 25, 2021	Jay McLaren	1 m.
4.	COMMITTEE REPORTS		
	4.1 Board Executive Committee Report (verbal)	Jay McLaren	5 m. 4:20-4:25
	4.2 Academic and Students Affairs Committee Report For Information: Appendix A: Enrolment Update Appendix B: Program Advisory Committee’s Annual Report	Cyril McKelvie	5 m. 4:25-4:30
	4.3 Audit and Risk Management Committee Reports For Information: Appendix A: Second Quarter 2021-22 College Endowment and Operating Funds Investment Report Appendix B: Second Quarter 2021-22 Major Capital Projects Report	Ikram Zouari	5 m. 4:30-4:35
	4.4 Governance Committee Report Approval: Appendix A: BG I-07 Board Succession Planning Policy (Clean) Appendix B: BG I-07 Board Succession Planning Policy (Tracked)	Jamie McCracken	5 m. 4:35-4:40
5.	BUSINESS ARISING FROM THE MINUTES		
	There is no business arising from the minutes		

6.	NEW BUSINESS		
	6.1 2022-23 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2022-24 Business Plan Appendix A: Draft Three-Year Pro Forma Budget Appendix B: 2022-23 Pro Forma Scenarios	Duane McNair Emily Woods Mark Savenkoff	30 m. 4:40-5:10
	6.2 Five- Year Capital Investment Plan Appendix A: Five-Year Capital Investment Plan 2022-23 to 2026-27	Duane McNair	15 m. 5:10-5:25
	6.3 2022-23 Schedule of Tuition and Ancillary Fees Appendix A: Executive Summary of Fee Information for the Draft 2022-23 Tuition and Fee Schedules Appendix B: Proposed 2022-23 Schedule of Fees Appendix C: Draft 2022-23 High Demand Program Calculation Appendix D: Students' Association Approval of Compulsory Ancillary Fees Appendix E: Draft 2022-23 Compulsory Ancillary Fees Appendix F: Sample 2022-23 Fee Comparison of Four Programs Appendix G: Sample 2022-23 Student Funding and Expenses	Laura Stanbra Krista Pearson	15 m. 5:25-5:40
	6.4 Campus Accessibility Major Capital Project	Duane McNair Ryan Southwood	15 m. 5:40-5:55
7.	DECISION ITEMS AND REPORTS		
	7.1 Second Quarter 2021-22 Financial Projection Appendix A: Second Quarter 2021-22 Financial Projection Appendix B: Second Quarter 2021-22 Compliance Schedule	Grant Perry	15 m. 5:55-6:10
8.	ITEMS FOR INFORMATION		
	8.1 Second Quarter 2021-22 Business Plan Update Appendix A: Second Quarter 2021-22 Business Plan Dashboard Appendix B: Second Quarter 2021-22 Exceptions Report	Mark Savenkoff	0 m.
	8.2 Report from the Board Chair	Jay McLaren	5 m. 6:10-6:15
	8.3 Report from the President	Claude Brulé	5 m. 6:15-6:20
	8.4 Board of Governors Management Summary Report	Executive Team	0
	8.5 2021-22 Board of Governors Workplan	Jay McLaren	0
	8.6 Confirmation of Mandatory Government Remittances	Grant Perry	0
9.	UPCOMING EVENTS		
	• Board of Governors Holiday Dinner (in-person)	Date December 10, 2021	
	• Board of Governors – Generative Discussion (hybrid)	January 19, 2022	
	• Board of Governors Meeting (hybrid)	February 28, 2022	
	• 2022 Spring Board of Governors Retreat (hybrid)	March 26, 2022	
	• Board of Governors Meeting (hybrid)	April 25, 2022	
	• Pembroke Campus Convocation	June 3, 2022	

	• Board of Governors Meeting & Annual General Meeting (hybrid)	June 6, 2022
	• Perth Campus Convocation	June 9, 2022
	• Ottawa Campus Spring Convocation	June 21-24, 2022
	• President's End of Year Dinner – For Board of Governors (in-person)	June 10, 2022
	• 2022 New Governors Orientation Part 1 (hybrid)	August 18, 2022
	• 2022 New Governors Orientation Part 2 (hybrid)	September 11, 2022
	• 2022 Fall Board of Governors Retreat (hybrid)	September 11 & 12, 2022
10.	REGULAR MEETING ADJOURNMENT	
INDIGENOUS CLOSING		Ron McLester 5 m. 6:25-6:30

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWENTY-FIVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, October 25, 2021 AT 4:00 PM, BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

<p><u>Present:</u> Jay McLaren, Board Chair Claude Brulé, President & CEO Gail Beck, Board Vice Chair Andre O’Bonsawin Audrey Claire Lawrence Cyan Shields Cyril McKelvie Gabrielle Berard Ikram Zouari Jamie McCracken Jeff Darwin Rebecca Wakelin Rodney Wilson Sheilagh Dunn Stephen Tudor Steve Barkhouse Valerie Sayah</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Executive Assistant, Board of Governors</p> <p><u>Algonquin College Executive Team:</u> 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</p>	<p><u>Presenters/Guests:</u> Charlene Miller, Project Manager, Private College Partnerships Ernest Mulvey, Director, International Education Centre Grant Perry, Chief Financial Officer Krista Pearson, Registrar & Business Co-Lead of the R3 Project Lois Pollock, Chief Digital Officer & Business Co-Lead of the R3 Project</p> <p><u>Changemaker Awards:</u> Sherryl Fraser, Chair, Design Studies Jed Looker, Professor, Design Studies Robyn Heaton, Dean, Faculty, Arts, Media and Design</p> <p><u>Students:</u> Amarjeet Singh (Computer Programming) Anna Ranger (Victimology) Cathy Matovu (Graphic Design) Shelby Richardson (Public Relations)</p> <p><u>External Guest Presenters:</u> Paul McConville, Chief Executive Officer, Thesis Francis Quinn, Vice President, Global Professional Services, Thesis</p> <p><u>External Guest Observers:</u> Curt Sawyer, Senior Director, Gartner Consulting Laura Lea Rand, Business Lead, Thesis Nicholas Lal, Senior Managing Partner, Gartner Consulting</p>
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WELCOME REMARKS

Governor McLaren, Board Chair, welcomed members, new Governors, and observers to the meeting at 4:01 p.m.

R. McLester, Vice President, Truth, Reconciliation, and Indigenization opened the meeting with Indigenous Teachings.

0. Celebrating Student Success – Changemaker Award: Aim for Change - New Ways to Address Youth and Gun Violence Campaign

C. Janzen, Senior Vice President Academic introduced J. Looker, Professor, Design Studies to provide a brief overview and introduce the student presenters. For the campaign, students A. Sing (Computer Programming), A. Ranger (Victimology), C. Matovu (Graphic Design) and S. Richardson (Public Relations) worked together to design after school programming that tasks youth with creating a zine that speaks to the gun violence they experience in their communities. The programming was developed for the International Action Network on Small Arms, which seeks to address gun violence and masculinity among youth. The team’s workshop was piloted in Cape Town, South Africa, with regional partners Gun Free South Africa, after which the team presented the project’s outcomes to the United Nations Programme of Action on Small Arms and Light Weapons. The team worked collaboratively and drew on their individual strengths to complete this project.

Board Chair McLaren and President and CEO Brulé congratulated and thanked students for all the work and leadership through this initiative. Chair McLaren informed students that they will each 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 4:18 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: S. Barkhouse & S. Tudor

THAT the Board of Governors approves the meeting agenda of October 25, 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 June 7, 2021

Approval of the Board of Governors Meeting minutes of June 7, 2021.

RESOLUTION

MOVED & SECONDED: A. Lawrence & J. McCracken

THAT the Board of Governors approves the June 7, 2021 meeting minutes.

CARRIED.

4. COMMITTEE REPORTS

4.1 Board Executive Committee Report (verbal)

Governor McLaren provided members with a verbal report of agenda items discussed at the October 12, 2021 Board Executive Committee meeting. Meeting highlights included:

- Board Members' Generative Discussions Opportunities;
- Debrief - 2021 Fall Board of Governors Retreat (September 12 & 13, 2021); and
- Planning for 2022 Spring Board Retreat (March 26, 2022).

Members accepted this report for information.

4.2 Academic & Student Affairs Committee Report

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

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

RESOLUTION

MOVED & SECONDED: C. McKelvie & S. Barkhouse

THAT the Board of Governors approves of a cooperative education delivery option for the Business – Management & Entrepreneurship, Ontario College Diploma program, effective Fall 2022.

CARRIED.

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

RESOLUTION

MOVED & SECONDED: C. McKelvie & R. Wilson

THAT the Board of Governors the approved of the Financial Services - Canadian Context, Ontario College Graduate Certificate program, effective Fall 2022.

CARRIED.

A detailed presentation and Board of Governors approval was requested separately in the In Camera meeting for the following agenda item:

- 11.1 Public College Private Partnership (PCPP) Update

4.3 Audit & Risk Management Committee Report

Members accepted the June 14 and September 22 reports for information. A detailed presentation and Board of Governors approval was requested separately in the In Camera meeting for the following agenda item:

- 11.1 Public College Private Partnership (PCPP) Update

4.4 Governance Committee Report

Members accepted this report for information. Board of Governors approval was requested for the following:

Governors in-Waiting – Wind-Down Practice

Governor McCracken provided members with a brief overview of the Governors in-Waiting practice and process, and its background.

RESOLUTION

MOVED & SECONDED: J. McCracken & S. Barkhouse

THAT the Board of Governors approves:

- 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.

5. BUSINESS ARISING FROM THE MINUTES

5.1 R3 Project Update

L. Stanbra, Vice President, Student Services informed members that the last update on the project's progress to the Board of Governors was 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. She introduced external guest presenters:

- F. Quinn, Vice President, Global Professional Services, Thesis;
- P. McConville, Chief Executive Officer, Thesis;

L. Pollock, Chief Digital Officer & Business Co-Lead of the R3 Project reported on key activities of the project and details of the quality assurance program that Gartner provided in May 2021. She provided a breakdown of the approved project budget of \$21.8 million which included a 15% contingency for fiscal year 2021-22. 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.

P. McConville and F. Quinn informed members that as of January 2021, Unit4 Student Information System was headed by a private equity firm Advent International. Advent sold its Unit4 Enterprise Resource Planning assets to TA Associates in March 2021. Thesis was established as the new brand name for Unit4 in July 2021. They provided members with their methodology, project plans/phases, and key factors for the project's success.

K. Pearson presented the R3-Thesis key milestones. The next milestone is on November 30, 2021 where the organization change management knowledge transfer plan is to be completed. The Functional Business Design and Technical Plan, along with the Personalized Assessment Readiness, both part of the project's Phase 2 – Familiarize Phase is also set to be completed on November 30, 2021. Phase 3 – Personalize Phase of the project will commence on December 1, 2021.

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

Governor Darwin joined the meeting at 4:50 p.m.

6. NEW BUSINESS

There is no new business.

7. DECISION ITEMS & REPORTS

7.1 First Quarter 2021-22 Financial Report

G. Perry, Chief Financial Officer presented the First Quarter 2021-22 Financial Projection. Overall, student enrolments have increased by 5.3% over the approved annual budget. 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. The Internally Restricted Funds of \$30 million was used to fund Strategic Investment Priorities and Operations such as two new major capital projects: Campus Accessibility Project and the Salesforce Lightning Upgrade. Overall, a \$20.5 million decrease in the College's reserve balances is anticipated for this year, and included are draws in other projects and initiatives such as the R3 Project. With the continuation of the pandemic, the College will continue to monitor a number of factors, including international travel and the impact of vaccine mandates.

Members accepted this for information.

8. ITEMS FOR INFORMATION

8.1 First Quarter 2021-22 Business Plan Performance

Members accepted this report for information.

8.2 People Plan – Year Five Update

Members accepted this report for information.

8.3 Report from the Board Chair

Governor McLaren provided the following highlights from his report:

- New Governor Orientation Part 1 & Part 2;
- 2021 Fall Board of Governors Retreat (September 12 & 13, 2021); and
- Governors attending the 2021 Higher Education Summit in Toronto (November 28 and 29).

Members accepted this report for information.

8.4 Report from the President

President Brulé provided the following highlights from his report:

- Ningbo Polytechnic China virtual graduation ceremony;
- Interview meeting with the Auditor General of Ontario as part of a province-wide value-for-money college audit; and
- Discussion points of significance from Committee of Presidents meetings.

Members accepted this report for information.

8.5 Board of Governors Management Summary Report

Members accepted this report for information.

8.6 2021-22 Board of Governors Workplan

Members accepted the Workplan for information.

8.7 2021-22 Board of Governors Meeting Schedule

Members accepted meeting schedule for information.

8.8 Confirmation of Mandatory Government Remittances

Members accepted this agenda item for information.

9. UPCOMING EVENTS

Board Chair McLaren informed members that the Board Holiday Dinner will be in-person and other details of upcoming events will be provided closer to its date.

Indigenous Closing

R. McLester provided the Indigenous closing.

10. REGULAR MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 5:27 p.m.

11. IN CAMERA

An In Camera session was held beginning at 5:46 p.m.

Jay McLaren, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Adele Yamada, Professor, Academic Access Centre
Alanna McDonnell, Director of Marketing, Student Services
Amarjeet Singh, Student, Computer Programming Program
Anna Ranger, Student, Victimology Program
Ben Bridgstock, Director, Student Support Services, Student Services
Bobbie Gormley, Budget Officer, School of Advanced Technology
Brett Thoms, Student/Journalist, School of Media and Design
Bruce Hickey, Support Officer, Communications
Bryan Eburne, Manager, Fees, Curriculum and Reporting, Enrolment Management Services
Carolyn McCluskey, Business Administrator, School of Advanced Technology
Cathy Matovu, Student, Graphic Design Program
Charlene Miller, Manager, Private College Partnerships, International Education Centre
Chris Lackner, Communications Manager, Communications
Cindy Verch, Instructor, Clinical Nursing, Health and Community Studies
Claire Ramsay, Manager, Workday Support, Information Technology Services
Colin Symonds, Employee and Labour Relations Specialist, Labour Relations
Cresdelle Zubrycki, Senior Financial Analyst, Financial Services
Curtis Sawyer, Senior Director, Gartner Consulting
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
Farbod Karimi, Chair, Learning and Teaching Services, Academic Development
Fatima Matar, Executive Support Clerk, Board of Governors
Francis Quinn, Vice President, Global Professional Services, Thesis
Grant Perry, Chief Financial Officer, Finance and Administration
Ian Lewer, Director of Philanthropy, Advancement
Jamie Bramburger, Manager, Community and Student Affairs, Pembroke Campus
Jane Trakalo, Dean, Faculty of Health, Public Safety and Community Studies
Janet Hunter, Communications Manager, Registrar's Office
Jed Looker, Professor, Design Studies
John Ellis, Manager, Learning Resource Centre, Student Support Services
John Weerdenburg, Governor in-waiting
Julie Beauchamp, Dean, School of Business
Katherine Leyton, Communications Officer, Communications
Keltie Jones, Dean, Pembroke Campus
Kina Simmonds, Administrative Assistant, Finance & Administrative Services
Krista Pearson, Registrar, Registrar's Office
Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation
Laura Lea Rand, Business Lead, Thesis
Linda Nguyen, Senior Financial Analyst, Academic Operations and Planning (Manager's Office)
Lois Pollock, Chief Digital Officer, Finance and Administration
Louise Boudreault, Professor, Nursing Studies
Maggie Cusson, Dean, Academic Development

Marina Spivak, Senior Financial Analyst, Financial Services
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services
Michael Qaqish, Manager, Government Relations and Special Advisor to the President, President's Office
Michelle Tait Eburne, Manager, Business Relationship Management, ITS Delivery
Nicholas Lal, Senior Managing Partner, Gartner Consulting
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services
Paul Kuchar, Senior Project Manager, ITS
Paul McConville, Chief Executive Officer, Thesis
Rahul Sharma, Business Solutions Advisor, Workday Support
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Ryan Southwood, Acting Executive Director, Facilities Management
Sasinthini Kanagaratnam, Treasury Analyst, Finance
Shelby Richardson, Student, Public Relations Program
Sherryl Fraser, Chair, Design Studies, Faculty of Arts, Media and Design
Tara Vicckies, Manager, Operational Accounting
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning
Vicki Marcille, Accounts Receivable Analyst, Operational Accounting
Wadhah Al-Monaifi, Coordinator, Student Learning Centre, Academic Manager
Yen Do, Associate Director, IT Service Delivery, Information Technology Services

DATE: December 6, 2021

TO: Board of Governors

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

SUBJECT: **Academic & Student Affairs Committee (ASAC) meeting of November 9, 2021**

Board members can review meeting materials from the November 9, 2021 meeting by accessing the Board of Governors [‘Teams site’ Academic & Student Affairs Committee – November 9, 2021](#).

A. ITEMS REQUIRING BOARD OF GOVERNORS’ APPROVAL

1) 2022-23 Schedule of Tuition and Ancillary Fees

Members were presented with the 2022-23 Schedule of Tuition and Ancillary Fees. A detailed presentation will be provided under agenda item 6.3 2021-22 Schedule of Tuition and Ancillary Fees at the December 6, 2021 Board of Governors meeting with a recommendation for approval.

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

1) Follow up from September 29 Meeting: Cooperative Education Option: Business – Management Entrepreneurship, Ontario College Diploma

Members were informed that faculty supervision of entrepreneurial co-operative work terms are the same as faculty supervision for a traditional co-operative education work term, and both adhere to the same course outline learning outcomes and guidelines. In each case, the Academic Chair assigns a faculty member to supervise and evaluate each program with students on a co-operative education work term in a particular term.

2) Truth, Reconciliation and Indigenization – Update

Members were introduced to Pìdàban, an Anishnaabe concept representing the time in early part of the day when night turns to morning, and signifies a point where past, present and future meet. Highlights presented included the ‘*Past*’ detailing research from five provinces utilizing Indigenous efforts and Promising Practices, and the details of initiatives representing the ‘*Present*’ “Where we are Now”. The Office of the Truth, Reconciliation and Indigenization’s ‘*Future*’ outlook involves:

- Campus wide engagement process in preparation for new multiyear Indigenous strategic plan;
- Establish Indigenous student leadership pack;
- Establish Jidwá:doh – College Leadership advisory group based on Indigenous governance;
- Continue to grow Burnt Water and increase resource generation; and
- Secure additional DARE6 partners.

3) Education City Initiative Update

Members were presented with an update on the Education City Initiative. Algonquin College, Carleton University, Collège La Cité and the University of Ottawa are collaborating on an initiative called Education City. The institutions are working together to share resources, develop more integrated “stackable” academic programs, and share research shops to help find solutions to challenges faced by businesses, non-profits, and governments. However, the prime objective of the project is to enhance employability and entrepreneurial skills for students to prepare them for the workforce of tomorrow.

4) Enrolment Update Report

The report provided a status update on the Winter 2022 term. Details of the Enrolment Update are provided in Appendix A: Enrolment Update.

5) 2020-21 Research Ethics Board Annual Report

Members were provided with the status of the Algonquin College Research Ethics Board for the 2020-21 academic year. The report included an overview of the work completed, the data and statistics of protocol reviews, and priorities for the 2021-22 academic year.

6) 2020-21 Program Advisory Committee Annual Report

Members were referred to the 2020-21 Program Advisory Committees Annual Report. The report provided an overview of the activities undertaken by the Program Advisory Committees during the 2020-21 academic year. Details of the report are provided in Appendix B: Transmittal 2020-21 Program Advisory Committees Annual Report.

7) 2021-22 Academic and Student Affairs Committee Workplan

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

Enrolment Update

Academic and Student Affairs Committee

Nov. 9, 2021










Academic Operations and Planning

And the Registrar's Office

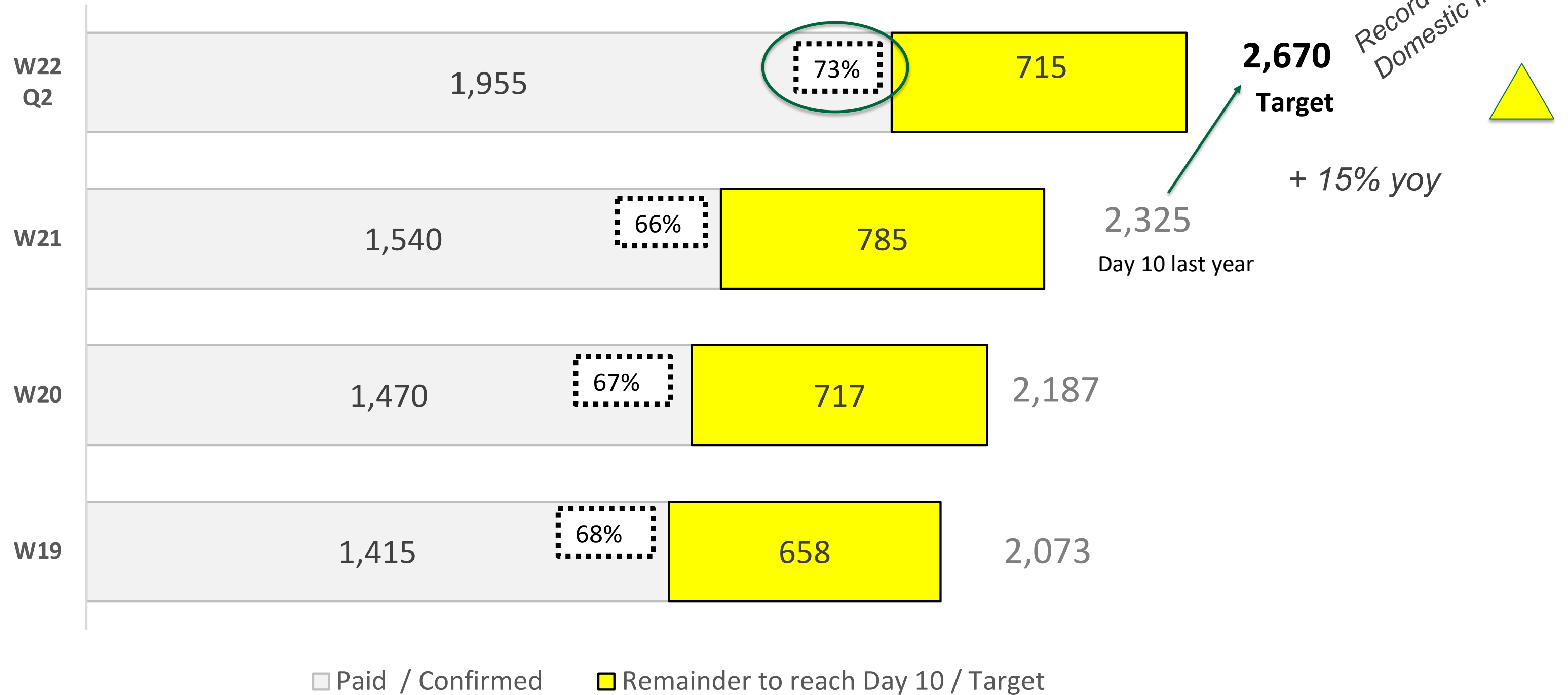
Summary

- Winter 2022 admission indicators trending well year-over-year
- At present time, fiscal 2021-22 enrolment is on track to achieve the Approved Budget target
- Continued risk to achieve budget targets due to potential pandemic impact on enrolment and flow through impact of Fall term shortfall

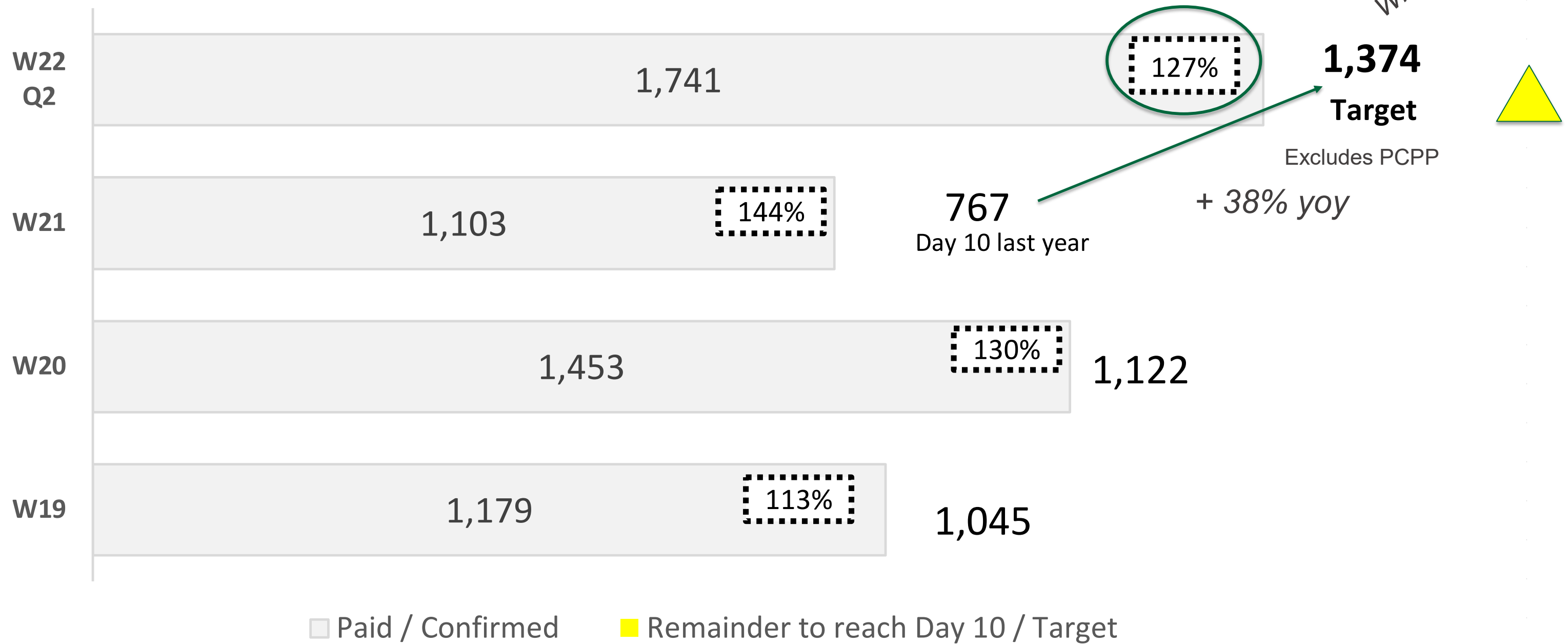
Winter 2022 versus Winter 2021 (as at Nov. 8, 2021)

Type	Actual	Previous Year	YoY #	YoY %
Applications (Total)				
Domestic	10,122	9,511	611	6.4% 
International	4,098	2,840	1,258	44.3% 
Total	14,220	12,351	1,869	15.1% 
1st Choice				
Domestic	3,244	3,311	(67)	(2.0%) 
International	3,843	2,658	1,185	44.6% 
Total	7,087	5,969	1,118	18.7% 
Confirmed/Paid/Reg.				
Domestic	1,955	1,540	415	26.9% 
International	1,741	1,103	638	57.8% 
Total	3,696	2,643	1,053	39.8% 

Winter 2022 – Progress to Target (Domestic)



Winter 2022 – Progress to Target (Int'l)



4.2 Appendix B



President/Board of Governors

Agenda Item No: 6.3

Report title:	2020-21 Program Advisory Committee Annual Report
Report to:	Academic and Student Affairs Committee
Date:	November 09, 2021
Author(s)/Presenter(s):	Chris Janzen, Senior Vice President Academic

1. RECOMMENDATION:

THAT the Academic and Student Affairs Committee accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Academic and Student Affairs Committee with an overview of the activities undertaken by the Program Advisory Committees during the 2020-21 academic year. This is an information item.

3. BACKGROUND:

The mandate of a program advisory committee is to assist the College in establishing and maintaining programs relevant to the needs of employers and in response to student demand. Membership on a program advisory committee is a voluntary activity on the part of members of the community. Each year, program advisory committees are asked to submit an annual report detailing the main activities they have undertaken during the year. If required, advisory committees can address recommendations to the Board of Governors on issues related to program delivery. However, in Fall 2000, the Board of Governors directed the College Administration to take immediate action on operational issues raised by the Program Advisory Committees and refer to the Board of Governors, only those issues requiring Board action.

As previously reported, during the five-year cyclical institutional quality assurance audit in June 2016, the College had identified in its self-study report in preparation for the assessment panel site visit that processes related to Program Advisory Committees were an area for improvement. The Program Advisory Committee Review Working Group was formed and its report has provided a framework for improvement. A Program Advisory Committee Procedural Guide was completed in 2018 to provide guidelines regarding the use of Program Advisory Committees during program development, ongoing program review and renewal, as well as templates and resources for agendas, managing conflicts of interest, and annual reports. This Guide is posted to a website created to promote the activities of Program Advisory Committees, as well as to provide resources to support faculty, academic

administrators and Program Advisory Committee members. In the most recent cyclical institutional quality assurance audit in 2021, the external reviewers identified further work necessary to ensure that members of the Program Advisory Committee were external to the College, as well as to increase the frequency of meetings in alignment with the College policy.

4. DISCUSSION:

During the 2020-21 academic year, the College had 126 program advisory committees (some providing advice for a single program and some for a cluster of programs). Twelve of the program advisory committees did not formally meet over the course of the year. The reasons included lack of quorum and preparing a plan to rebuild membership, program intake suspensions, and the planned suspensions of programs that fell under those Program Advisory Committees.

The Program Advisory Committees provide insights and guidance during the Program Quality Review process. Members provided input on their perception of the program, the program’s ability to meet employers’ needs, and trends affecting the future of the program. As well, members participated in the review and endorsed recommendations for curriculum changes, as appropriate, for implementation by the Programs as part of Annual Curriculum Review. During the 2020-21 academic year, program advisory committees participated in 39 such reviews. The majority of these reviews were conducted at formal Program Advisory Committee meetings, although two of the twelve committees that did not formally meet participated in an external stakeholder focus group as part of the Program Quality Review process.

The review of the Program Advisory Committee annual reports reveals that the following topics were of most interest to the members:

- Impact of the COVID-19 Pandemic on the delivery of curriculum, especially lab work;
- Impact of the COVID-19 Pandemic on the delivery of Work-Integrated Learning activities including Cooperative Education terms and Work/Clinical Placement;
- Impact of the COVID-19 Pandemic on industry needs, labour needs and soft skills; and
- Program Quality Review.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One	<input checked="" type="checkbox"/>	CONNECTED Goal Four	<input checked="" type="checkbox"/>

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

6. STUDENT IMPACT:

Supporting the overall viability and relevance of programming, Program Advisory Committees are established to assist the Board of Governors in the creation and maintenance of programs that meet the needs of the labour market and the communities served by Algonquin College. Strong Program Advisory Committees ensure that students benefit from relevant programming.

7. FINANCIAL IMPACT:

Program Advisory Committees provide advice to the program staff that contributes directly or indirectly to the financial viability of the programs.

8. HUMAN RESOURCES IMPACT:

There is no human resources impact.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In its binding policy directive *Framework for Programs of Instruction*, the Ministry of Colleges and Universities requires that the Board of Governors establishes an advisory committee for each program or cluster of programs made up of a cross section of persons external to the college who have a diversity of experience and expertise related to the particular occupational area addressed by the program or program cluster. Membership is drawn from industry, business, and professional organizations. Recent graduates are also invited to sit on advisory committees. College professors and academic administrators serve as resource persons to advisory committees. Each advisory committee has from eight to fifteen members.

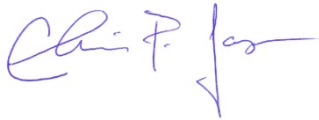
10. COMMUNICATIONS:

There is no communications plan or strategy required.

11. CONCLUSION:

All program-specific recommendations addressed to the Board of Governors by the Advisory Committees have been actioned by program staff.

Respectfully submitted:



Chris Janzen
Senior Vice President Academic

Approved for submission:



Claude Brulé
President and CEO

MEMO

DATE: December 6, 2021

TO: Board of Governors

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

SUBJECT: **Audit & Risk Management (ARM) Committee meeting of November 18, 2021**

Board members can review meeting materials from the November 18, 2021 meeting by accessing the Board of Governors [‘Teams site’ Audit & Risk Management Committee, November 18, 2021.](#)

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

1) Campus Accessibility Major Capital Project

Members were presented with the Campus Accessibility Major Capital Project. A detailed presentation will be provided later in the agenda under 6.4 Campus Accessibility Major Capital Project at the December 6, 2021 Board of Governors meeting with a recommendation for approval.

RESOLUTION

MOVED & SECONDED: S. Tudor & J. McCracken

THAT the Audit and Risk Management Committee endorse the following recommendation to the Board of Governors for approval:

THAT the Board of Governors approves an expenditure of up to \$2,100,000, funded 50% from internally restricted net assets and 50% from the in-year Strategic Investment Priorities budget for fiscal year 2022-23 to address campus infrastructure upgrades and select deferred maintenance liabilities to improve campus accessibility for learners and employees with disabilities.

CARRIED.

2) Second Quarter 2021-22 Financial Projection

Members were presented with the Second Quarter 2021-22 Financial Projection. The full report will be presented under agenda 7.1 Second Quarter 2021-22 Financial Projection at the December 6, 2021 Board of Governors meeting with a recommendation for approval.

RESOLUTION

MOVED & SECONDED: S. Tudor & J. McCracken

THAT the Audit and Risk Management Committee endorses the Second Quarter 2021-22 Financial Projection for presentation to the Board of Governors for approval on December 6, 2021.

CARRIED.

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

1) Computer Software Capitalization Policy

Members were referred to the Computer Software Capitalization Policy. The Committee approved the Computer Software Capitalization Policy recommendation by consensus.

RESOLUTION

APPROVED: Consensus

THAT the Audit and Risk Management Committee approve, without amendment, the Computer Software Capitalization Policy with the next review of this policy to be scheduled in five years.

2) 2021-22 Audit Plan Presentation

As part of the annual audit process, the external auditors provide the Audit and Risk Management Committee with an Audit Plan in advance of the year-end audit process. The annual audit process is conducted in accordance with Ministry of Colleges and Universities regulations and directives. The Audit Plan presented by BDO required Committee approval and will be monitored to support and enable the Audit and Risk Management Committee in carrying out its governance responsibilities.

RESOLUTION

MOVED & SECONDED: J. McCracken & S. Tudor

THAT the Audit and Risk Management Committee approves the 2021-22 Audit Plan as presented.
CARRIED.

3) Second 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 second 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. The Committee approved the reporting frequency for this report to be provided to the Audit and Risk Management Committee twice per fiscal year.

RESOLUTION

MOVED & SECONDED: J. McCracken & S. Tudor

THAT the Audit and Risk Management Committee accepts this report for information, and approves the change in frequency of the report presentation at Audit and Risk Management from quarterly to twice per fiscal year.

CARRIED.

C. 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 September 22, 2021 Audit and Risk Management Committee meeting. The design of the

Athletics and Recreation Centre, Pedestrian Link, and North Service Road have been completed including the rework at the residence entrance. On August 3, 2021, the Students' Association took possession of the facility and a soft opening was held on September 27, 2021.

2) R3 Project Update

Members were presented with an update on the project since its last update at the September 22, 2021 Audit and Risk Management Committee meeting. As the R3 Project nears the end of the Familiarize Phase (November 30, 2021), all of the planned workshops have been completed. The objective of the Familiarize Phase is for Algonquin College and Thesis to understand the business, the solution, and the full functionality of the product which includes integrations to other internal systems to the College such as Salesforce. Management continues to closely monitor the project and regularly reports project status and risks to the Audit and Risk Management Committee, and the Board of Governors. Management will report at the next Audit and Risk Management Committee meeting the result of a due diligence review and risk assessment concerning the vendor's recent ownership structure change initiated by the parent company.

3) 2022-23 Budget Assumptions and 3-year Pro Forma

Members were presented the 2022-23 Budget Assumptions and 3-year Pro Forma. A detailed presentation will be provided later in the agenda under 6.1 2022-23 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2022-24 Business Plan.

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

In October 2021, Management endorsed the establishment of a formal Enterprise Project Management Office and its primary focus will be on ensuring consistency of project management practice and standards. Until the office is established in 2023-24, Management will consider how the remaining six recommendations can be implemented to support the planned Enterprise Project Management Office.

5) Five- Year Capital Investment Plan

Members were informed that the Board of Governors Policy BGII-02 Financial Management requires the College's administration to maintain a long-term capital asset development planning framework also known as the Integrated College Development Plan. This plan will support the next iteration of the Algonquin College Campus Master Development Plan which is due to be updated shortly. The Five-Year Capital Investment Plan identifies current and future investment requirements and the anticipated sources of funds to support the Integrated College Development Plan, the Campus Master Development Plan, and other Strategic Investment Priorities.

6) Second Quarter 2021-22 College Endowment and Operating Funds Investment Report

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

7) Second Quarter 2021-22 Advancement Report

The Advancement Division partners with alumni and donors to support College priorities. Momentum continues to build as 94 first-time donors supported the College as of the end of the second quarter. Twelve new major gifts were also confirmed, representing a 71% increase when compared to the same timeframe in 2020-21. Advancement continues to work in partnership with academic colleagues to meet the needs of College learners and to support academic priorities.

8) Second 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 ongoing in 2021-22, including the Jack Doyle Athletics and Recreation Centre, the Campus Accessibility project, and the Salesforce Lightning Upgrade. Within each of the project status dashboards, consideration has been given to the impacts from the COVID-19 pandemic, such as impacts to project cost and schedule management. A summary of Major Capital Projects is provided in Appendix B: Second Quarter 2021-22 Major Capital Projects Report.

9) Second Quarter 2021-22 Enterprise Risk Management Report

Members were presented with the Second Quarter 2021-22 Enterprise Risk Management Report. The report provided an update on incidents of fraud, the internal control business plan implementation, legal and insurance cases, and violence-related security incidents. The Second Quarter high-risk dashboard report has been deferred to the next scheduled meeting, February 10, 2022.

10) Corporate Risk Profile Review

The review validated three existing high-risk areas for the College (Information Technology, Financial and Pandemic) against the external risk landscape and identifies specific related areas of emerging risk. As the Enterprise Risk Management program continues to evolve, updates are communicated to the College's employees, the Audit and Risk Management Committee and the Board of Governors.

11) 2021-22 Bi-Annual Report on Cyber Security and Information Privacy

Members were provided with details of the 2021-22 Bi-Annual Report on Cyber Security and Information Privacy update. As previously reported, Ernst & Young identified ten key findings with corresponding recommendations, with the goal of improving the College's current state security maturity rating with a target rating of 2.50 (on a 5-point scale) to effectively manage cyber risks, and the College is currently at a maturity level of 2.32 (self-assessed using the Ernst & Young formulas). Regular updates will be provided to the Audit and Risk Management Committee.

12) 2021-22 Audit & Risk Management Workplan

Members accepted the Workplan for information.

Second Quarter 2021-2022 Investment Reports

College Endowment Fund - Page 2
College Operating Fund - Page 9

Period ended September 30, 2021

Second Quarter 2021-2022 College Endowment Funds Investment Report

Period ended September 30, 2021



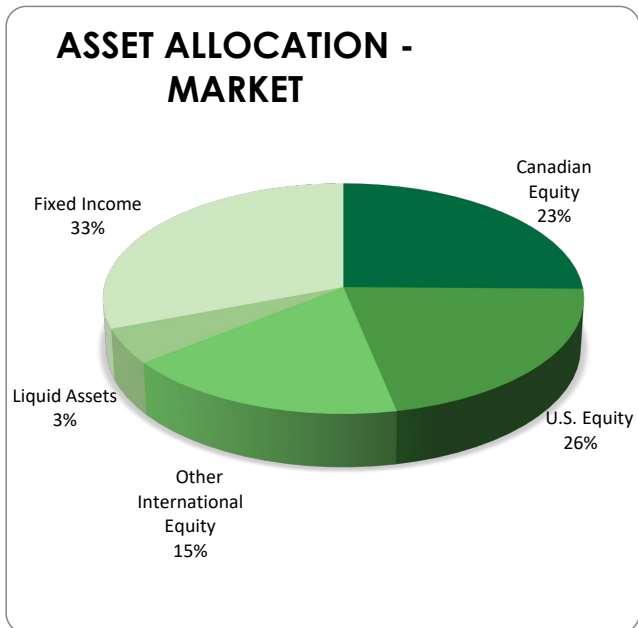
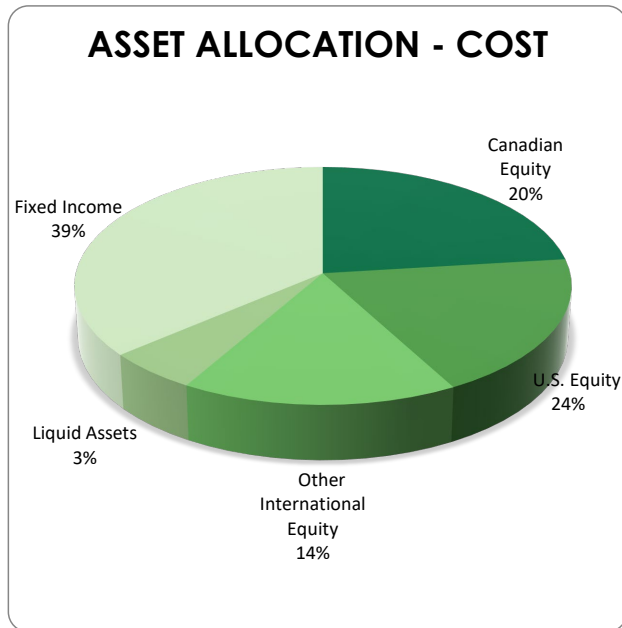
Endowment Fund Balance

	Book Value	Market*
Fund Balance March 31, 2021	\$ 30,753,290	\$ 34,132,030
Deposits	195,676	195,676
Withdrawals	(1,101,944)	(1,101,944)
Accrued income from Buys/Sells	-	6,349
Investment Fees	(95,127)	(95,127)
Investment Income (Loss)	353,855	353,855
Unrealized Gain/Loss	-	305,115
Realized Gain/Loss	794,043	794,043
Fund Balance September 30, 2021	\$ 30,899,793	\$ 34,589,997

* excludes accrued interest

Asset Allocation-Endowment

Endowment Fund Balance - Breakdown September 30, 2021	Cost	% of Cost	Market*	% of Market	Benchmark	Policy Range
Cash	\$ 969,467	3%	\$ 991,175	3%	3%	0-20%
Fixed Income	\$ 11,941,417	39%	\$ 11,287,393	33%	35%	25-45%
Canadian Equity	\$ 6,149,224	20%	\$ 7,938,186	23%	22%	12-32%
US Equity	\$ 7,489,465	24%	\$ 9,141,159	26%		
Other International Equity	\$ 4,350,221	14%	\$ 5,232,084	15%		
Total Global Equity	\$ 11,839,686	38%	\$ 14,373,243	42%	40%	30-50%
Total	\$ 30,899,793	100%	\$ 34,589,997	100%	100%	100%

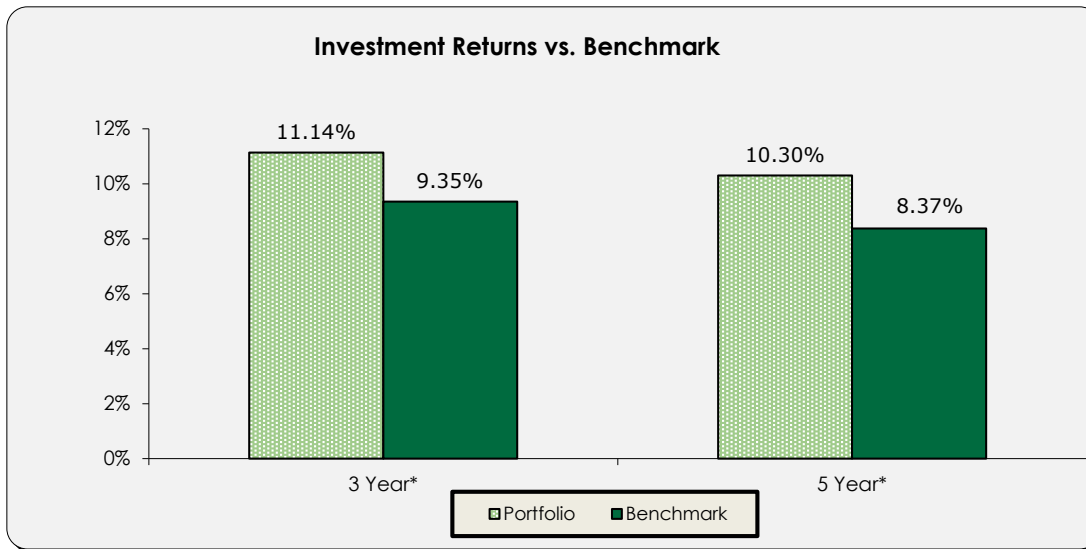
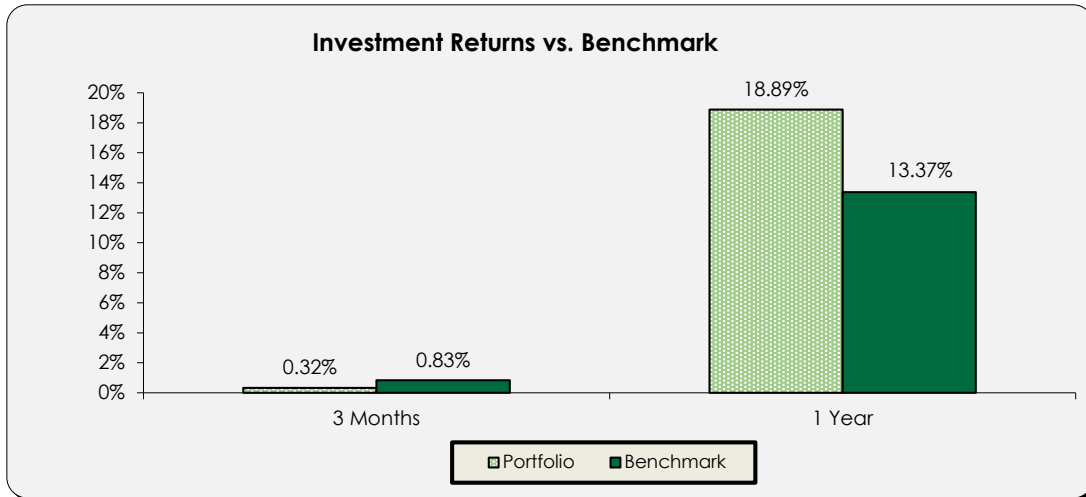


Performance Review - Endowment

	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%	6.65%
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%
Q2 2022	0.80%	0.06%	0.74%	-0.39%	-0.51%	0.12%	1.99%	0.17%	1.82%	-0.16%	2.30%	-2.46%	0.32%	0.83%	-0.51%
Annual Return **	1.13%	0.09%	1.04%	1.43%	1.14%	0.29%	9.96%	8.72%	1.23%	3.55%	8.78%	-5.22%	4.29%	5.82%	-1.53%
4.75 year compounded	1.39%	1.09%	0.31%												
21.75 year compounded				5.47%	5.21%	0.26%	10.01%	7.54%	2.47%	8.08%	5.16%	2.91%	8.19%	7.05%	1.15%

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

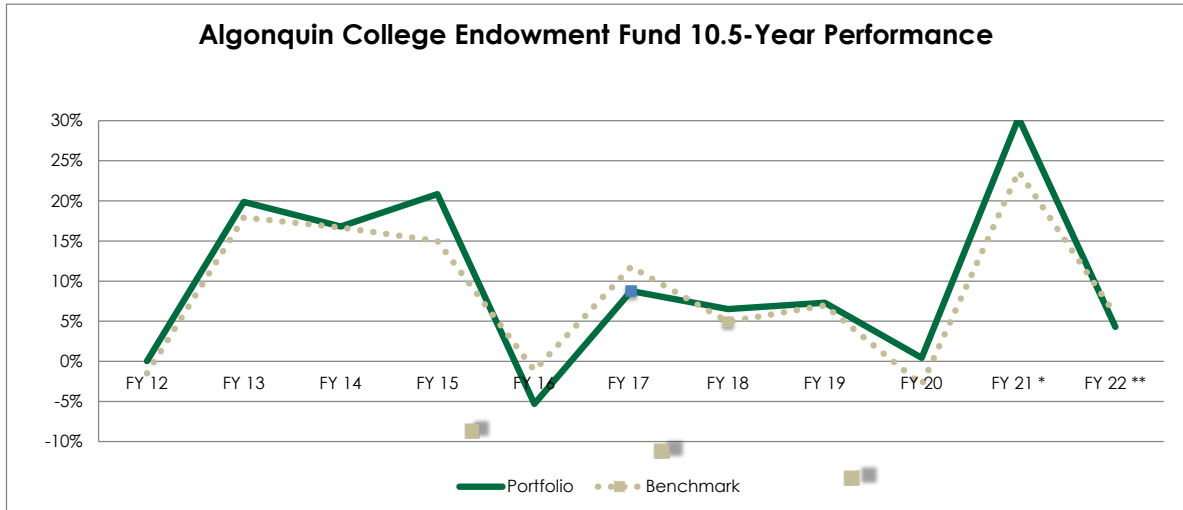


Endowment Fund - Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	0.32%	18.89%	11.14%	10.30%
Benchmark	0.83%	13.37%	9.35%	8.37%

* Compounded Annual Return

Second Quarter 2021-2022 College Endowment Funds Investment Report



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
30-Sep-21	7.88	6.24	1.64

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.

Formula for calculating the Sharpe ratio (for a rolling one year period)

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

Algonquin College Endowment Fund 10.5-Year Performance	Portfolio	Benchmark
FY 12	0.02%	-1.52%
FY 13	19.88%	17.93%
FY 14	16.82%	16.68%
FY 15	20.84%	15.01%
FY 16	-5.30%	-1.12%
FY 17	8.76%	11.78%
FY 18	6.51%	4.93%
FY 19	7.30%	6.98%
FY 20	0.45%	-2.93%
FY 21 *	30.33%	23.69%
FY 22 **	4.29%	5.82%

* FY 2021 Q4 one-year compounded rate

** FY 2022 Q1 & Q2

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	1,147,898.00
Investment fees	\$ (97,448)	\$ (87,257)	\$ (100,539)	\$ (97,112)	\$ (126,534)	\$ (121,872)	\$ (95,127)
Amount distributed	\$ (882,393)	\$ (898,722)	\$ (932,966)	\$ (982,630)	\$ (1,833,977)	\$ (1,036,565)	\$ (1,101,944)
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	\$ 8,813,591

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	\$ 305,115

Fund Balance as per Leith Wheeler

	2016	2017	2018	2019	2020	2021	2022
Cash	6%	6%	9%	13%	7%	5%	3%
Fixed Income	38%	27%	29%	29%	33%	31%	33%
Canadian Equity	18%	23%	17%	15%	17%	25%	23%
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	\$ 991,175
Fixed Income	\$ 8,747,242	\$ 6,521,153	\$ 7,458,927	\$ 7,941,402	\$ 8,851,991	\$ 10,488,101	\$ 11,287,393
Canadian Equity	\$ 4,168,105	\$ 5,681,573	\$ 4,453,579	\$ 3,957,871	\$ 4,428,934	\$ 8,608,693	\$ 7,938,186
Global Equity*	\$ 8,419,248	\$ 10,644,332	\$ 11,366,416	\$ 11,561,129	\$ 11,535,128	\$ 13,345,504	\$ 14,373,243
Total	\$ 22,731,448	\$ 24,358,683	\$ 25,519,750	\$ 27,054,668	\$ 26,596,274	\$ 34,132,030	\$ 34,589,997

* combined U.S. & international

Second Quarter 2021-2022 College Operating Funds Investment Report

Period ended September 30, 2021

Operating Fund Balance

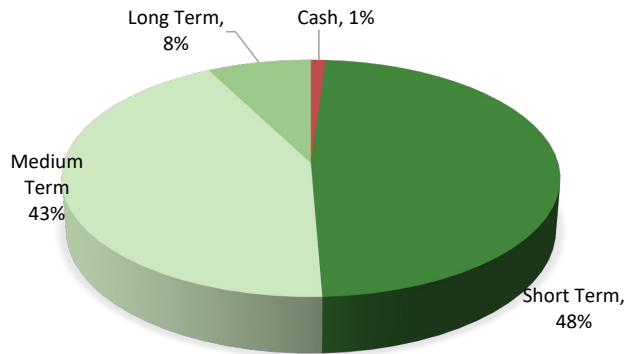
	Book Value	Market**
Fund Balance March 31, 2021	\$ 63,000,967	\$ 63,315,189
Deposits		-
Withdrawals	-	-
Accrued Interest from Buys/Sells	119,632	119,632
Investment Fees	(56,819)	(56,819)
Investment Income (Loss)	-	(82,431)
Interest Received	692,728	692,728
Unrealized Gain/Loss		(384,671)
Realized Gain/Loss	(230,613)	(230,613)
Market Value Gain/Loss		
Fund Balance September 30, 2021	\$ 63,525,895	\$ 63,373,015

** includes accrued interest

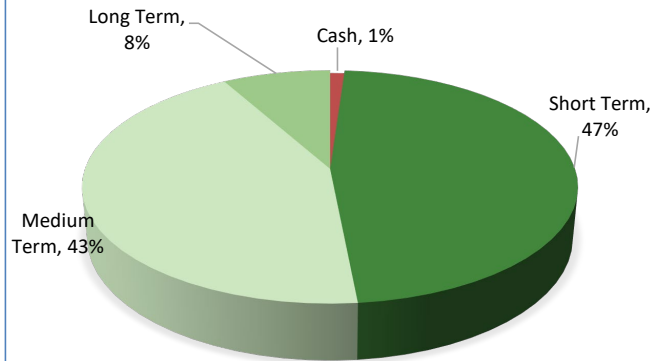
Asset Allocation-Operating

Fund Balance September 30, 2021	Cost	% of Cost	Market & Accrued Interest	% of Market & Accrued Interest	Target	Min/Max
Cash	\$ 690,186	1%	\$ 690,528	1%	0%	n/a
Short Term (0 - 1 year)	30,662,767	48%	30,026,333	47%	50%	40% - 100%
Medium Term (1 - 5 years)	27,321,819	43%	27,490,447	43%	45%	0% - 50%
Long Term (5 - 10 years)	4,851,123	8%	5,165,707	8%	5%	0% - 10%
Total Portfolio	\$ 63,525,895	100%	\$ 63,373,015	100%	100%	

ASSET ALLOCATION - COST



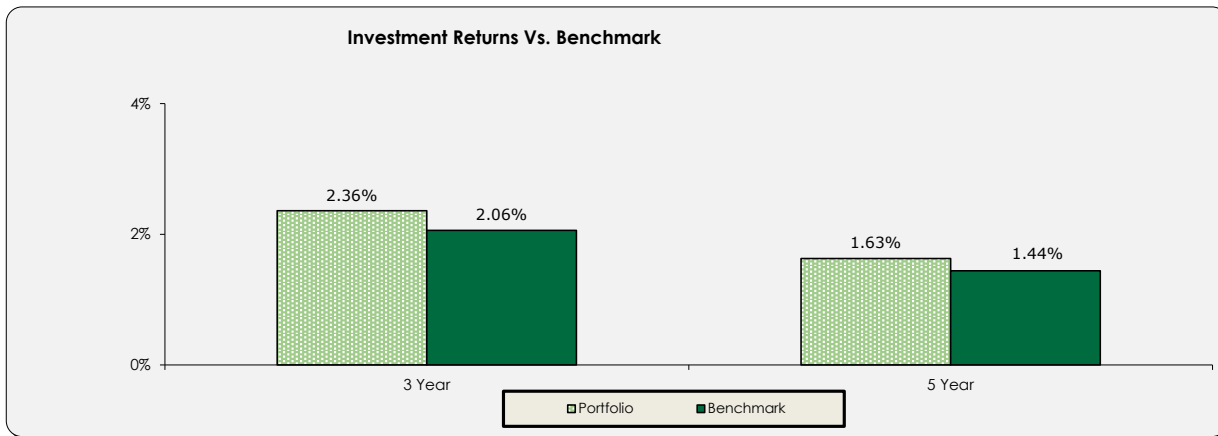
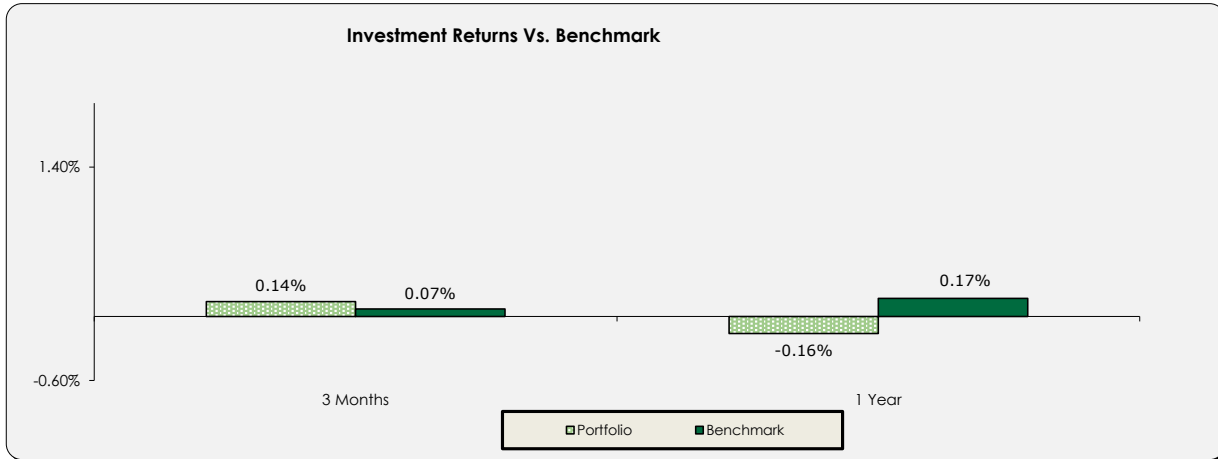
ASSET ALLOCATION - MARKET & ACCRUED INTEREST



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%
Q2 FY 2022	0.14%	0.07%	0.07%
Annual Return	0.18%	0.13%	0.05%
6.5-year Compounded Return	1.52%	1.37%	0.15%

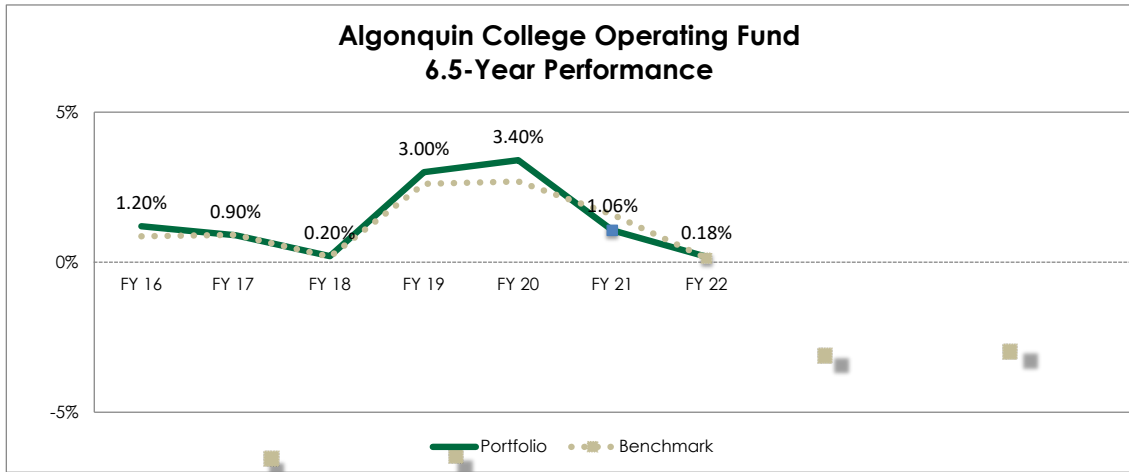
Performance Review-Operating



Investment Returns

	3 Months	1 Year	3 Year	5 Year
Portfolio	0.14%	-0.16%	2.36%	1.63%
Benchmark*	0.07%	0.17%	2.06%	1.44%

* Compounded Annual Return



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

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	0.18%	0.13%

* FY 2022 Q1 & Q2 rates

4.3 APPENDIX B –
 Second 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	<u>Energy Service Company Project - (ESCO 2)</u>	\$51.1	32%
5	<u>Jack Doyle Athletics and Recreation Centre</u>	61.8	38%
9	<u>Pedestrian Bridge to Bus Rapid Transit Station</u>	3.1	2%
11	<u>Solar Photovoltaic Plan</u>	8.0	5%
14	<u>Campus Accessibility</u>	1.2	1%
16	<u>Salesforce Lightning Upgrade</u>	5.5	3%
18	<u>R3 (Student Information System)</u>	31.3	19%
	Total Approved <u>Current</u> Projects Value	\$162.0	100%
21	<u>Summary of Projects Completed Since Fiscal 2011-12</u>	\$278.44	

**4.3 APPENDIX B –
Second 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

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
<u>Meeting #477</u> – 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
<u>Meeting #481</u> – 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
<u>Meeting #487</u> – 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
<u>Meeting #492</u> – 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

**4.3 APPENDIX B –
Second Quarter 2021-22
Major Capital Projects Report**

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
Payments to March 31, 2015	\$0 million
Payments in Fiscal Year 2015-16	1.5 million
Payments in Fiscal Year 2016-17	2.8 million
Payments in Fiscal Year 2017-18	3.2 million
Payments in Fiscal Year 2018-19	3.4 million
Payments in Fiscal Year 2019-20	3.5 million
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 –
Second 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 has changed 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	<p>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.</p> <p>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.</p> <p>The second co-generation plant is commissioned and the second absorption chiller commissioning is to be completed by December 2021. The College is working with Siemens to complete controls systems implementation.</p>
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 incentives 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 B –
Second Quarter 2021-22
Major Capital Projects Report
Jack Doyle Athletics and Recreation Centre**

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
<p>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:</p> <ul style="list-style-type: none"> • All regulatory and legislative requirements, including Section 28 of the Financial Administration Act, are met; and • A favourable operating agreement between the Algonquin Students' Association and Algonquin College has been reached, and • The Algonquin Students' Association acquires suitable loan financing. 	June 2017
<p>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:</p> <ul style="list-style-type: none"> • 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. <p>Final approval of this construction project was contingent on the following conditions being met:</p> <ul style="list-style-type: none"> • 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	September 27, 2021
Exterior Landscaping Substantially Completed	October 31, 2021
North Service Road Work Substantially Completed	October 31, 2021

**4.3 APPENDIX B –
Second Quarter 2021-22
Major Capital Projects Report**

Jack Doyle Athletics and Recreation Centre – 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 September 30, 2021	0.2 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 September 30, 2021)	(1.0 million)
Projected Expenditures remaining in Fiscal 2021-22	10.5 million
Projected Expenditures in Fiscal 2022-23	0.2 million
Total	\$61.8 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B –
Second Quarter 2021-22
Major Capital Projects Report
Jack Doyle Athletics and Recreation Centre – 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 substantial completion by end of October 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 of November 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.

**4.3 APPENDIX B –
 Second Quarter 2021-22
 Major Capital Projects Report
 Jack Doyle Athletics and Recreation Centre – continued**

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	Handover of facility is complete. Facilities Management providing support for warranty items and repairs in line with Operating Agreement. Contracted services are in place.

**4.3 APPENDIX B –
Second 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 September 30, 2021)	0.01 million
Projected Expenditures remaining in Fiscal 2021-22	1.25 million
Projected Expenditures in Fiscal 2022-23	1.16 million
Total	\$3.1 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B –
Second 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 Spring 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 B –
Second 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
<u>Meeting #508</u> – 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
<u>Meeting #511</u> – 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 B –
Second 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 September 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
Projected Expenditures in Fiscal 2021-22	0.3 million
Total	\$8.0 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B –
Second 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 December 2021 for completion of integration in conjunction with ESCO2 project elements.
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. Resolution of contractual items with a vendor is pending; risk of vendor not fulfilling contract for deficiencies.
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 –
Second 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
<u>Meeting #523</u> – 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 September 30, 2021	\$20,000

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22 (April 1, 2021 to September 30, 2021)	\$0.3 million
Projected Expenditures remaining in Fiscal 2021-22	0.9 million
Total	\$1.2 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B –
Second 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 constituted 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 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 December 2021. The A-D pedestrian link accessibility upgrade was tendered and awarded in July 2021. Substantial completion achieved October 31, 2021. Remaining deficiencies to be addressed when material arrives.
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 are 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 B –
Second 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 November 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 September 30, 2021	\$594,000

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22 (April 1, 2021 to September 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
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**4.3 APPENDIX B –
Second 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 November.
G	Scope Management	Project deliverables drafted; to be reviewed and approved a kick-off meeting.
G	Cost Management	Budget has been identified.
Y	Schedule Management	Schedule has been drafted; to be reviewed and approved at Project Steering Committee kick-off meeting. Schedule is delayed due to the challenges of obtaining project resources; there is much demand in the market for Salesforce talent.
Y	Project Resources	The hiring process is delayed due to the lack of resources in the market. We have gone through multiple interview rounds. Mitigation strategies are under development and may include leveraging existing College Salesforce employee resources and re-prioritizing other Salesforce projects.
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 B –
Second 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: S. Wong

Board of Governors Key Approval Dates	Dates
<u>Meeting #511</u> – 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
<u>Meeting #517</u> – 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
<u>Meeting #520</u> – 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
<u>Meeting #523</u> – 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 B –
 Second 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 September 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 September 30, 2021)	4.6 million
Projected Expenditures remaining in Fiscal 2021-22	11.6 million
Projected Expenditures Fiscal 2022-23	14.3 to 27.3 million
Projected Expenditures Fiscal 2023-24	13.7 to 19.8 million
Projected Expenditures Fiscal 2024-25	5.1 to 6.0 million
Total Projected Costs	\$58.0 to 78.0 million

Total Project Variance (to approved expenditures)	\$0 million
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**4.3 APPENDIX B –
Second 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 the Project Management Office 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 (Algonquin College). College-wide SpeakUp! Sessions to engage stakeholders are organized monthly and well-received.
G	Operational Readiness	Organizational Change Management 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 B –
Second 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
Perth Campus	12.0	2011-12
Student Commons	51.0	2012-13
Pembroke Campus	34.0	2012-13
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

DATE: December 6, 2021
TO: Board of Governors
FROM: Governor Jamie McCracken, Chair, Governance Committee
SUBJECT: **Governance Committee meeting November 15, 2021**

Board members can review meeting materials from the November 15, 2021 meeting by accessing the Board of Governors [‘Teams site’ Governance Committee – November 15, 2021](#).

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

1) Succession for Board Chair, Board Vice Chair and Executives of the Board

Governor McCracken referred members to Appendix A: BG I-07 Board Succession Planning Policy and provided details of the amendments made to the Policy and Procedure sections. Members were in agreement with the amendments and endorsed the policy as presented.

RESOLUTION

MOVED & SECONDED: A. Lawrence & S. Barkhouse

THAT the Governance Committee recommends to the Board of Governors approval of the amended BG I-07 Board Succession Planning Policy as presented with additional minor amendments.

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

1) Governors in-Waiting – Final Update

Members were informed that since the approval to wind-down the Governors in-Waiting practice at the October 25, 2021 Board meeting, the Governors in-Waiting practice and process is officially closed.

2) New Governor Orientation Survey Results (Fall 2021)

Members were informed that the survey results for the 2021 New Governor Orientation Part 1 & Part 2 were very positive with a suggestion to add more time for the Board Chair’s presentation in Orientation Part 1. The Committee suggested bringing this back to a future meeting for a fulsome discussion on the delivery format of the orientations and to incorporate Committee members’ suggestions for further improvements.

3) 5.2 2022 Internal Election of Governors (Student)

Members were referred to Appendix A: Board of Governors 2022 Internal Election Dates and Timeline included in their meeting package. The 2022 election will be for a Student representative to the Board of Governors and the Call for Nominations will be on January 24, 2022 with the election date on February 23, 2022. Following the close of the elections, results will be communicated College-wide on February 25, 2022, and presented at the April 4, 2022 Governance Committee meeting.

MEMO

4) 5.3 Spring 2022 Recruitment Campaign Planning

Members were informed that the external Governor recruitment for a representative from Pembroke region and surrounding areas will launch February 1, 2022. The search will be advertised in the Pembroke area local news outlet with a preference for a representative with a legal background. This recruitment will fill one vacancy currently held by Governor Jay McLaren. The successful candidate will be presented to the Board of Governors at the June 6, 2022 Annual General Meeting.

5) October 25, 2021 Board Meeting Evaluation (Verbal)

Overall, meeting evaluation results were positive with complimentary comments for the Board Chair.

6) 2021-22 Governance Committee Workplan

Members accepted the Governance Committee Workplan for information.

**4.4 Appendix A
(Clean version)**

Board Governance Policy

BG I-07 Board Succession Planning			
Policy Category :	Board Process		
Date First Approved:	2020-06-08 (yyyy-mm-dd)	Date Last Reviewed	2021-10-05 (yyyy-mm-dd)
Board Meeting Number:	518	Mandatory Review Date	2024-10-08 (yyyy-mm-dd)

PURPOSE

The purpose of this policy is to set out the Board Succession Planning process by which the Board, with the advice and assistance of the Governance Committee, approves appointments of External Governors to Board Leadership positions and Governors to Standing Committees at the Annual General Meeting.

POLICY

1. The Governance Committee is responsible for the ongoing succession planning of the Board leadership positions.
2. The Governance Committee will establish and codify by way of Policy, the process by which the positions of Board Chair, Vice-Chair, Secretary, Treasurer, Standing Committee Chairs, Vice Chairs (if required) and members of the Board’s Standing Committees will be selected and appointed annually at the Annual General Meeting.
3. An external member of the Board of Governors may at any time during their term of office express their interest in the position of Board Chair or Vice Chair to the incumbent Board Chair and/or President & CEO.
4. Normally, an external member of the Board who is interested in the position of Board Chair would have held the position of Board Vice Chair and/or served as a Board Committee Chair/Committee Vice Chair for two years in total prior to assuming the role of Board Chair. This governance experience provides the member of the Board with an enhanced understanding of the Board Chair role.
5. The Board Chair is approved annually at the Annual General Meeting and typically serves for two years during the last two years of their Board membership.
6. The Board Vice Chair is approved annually at the Annual General Meeting and typically serves a one-year term.
7. Normally, an external member of the Board who is interested in the position of Board Vice Chair will have served as a Standing Committee Chair/Vice Chair for at least one year.

MONITORING

The Governance Committee shall review this policy on an annual basis and provide recommendations to amend this policy or related materials.

PROCEDURE

Each year, the Chair of the Governance Committee will issue, via the Board Secretary, a “Call for Interest” to all external Governors for expressions of interest in the leadership positions of the Board and Committee membership. The Call for Interest occurs annually in January or February. The Call for Interest

will ask specifically whether the interest is for the coming academic year or more aspirationally, for subsequent years.

Based on the expressions of interest, skill sets, experience and the needs and requirements of the positions to be filled, the Governance Committee will prepare a list of potential qualified candidates for each noted position. Subsequently, the Governance Committee will set out a proposed draft for Board Chair, Board Vice Chair, Committee Chairs, Committee Vice Chairs, and Committee memberships.

The proposed recommendation will be endorsed by the Governance Committee for approval at the June Annual General Meeting of the Board.

Board Chair¹

1. The Governance Committee will canvass the external Governors for an expression of interest to be considered for the Board Chair position.
2. Where one or more other Governors has expressed interest in the pending vacancy in the Chair position, the Governance Committee will determine if the Governor qualifies for the Chair position. Candidates will be informed if there is more than one candidate for the position of Board Chair.
3. The Governance Committee will canvass the remaining Governors to obtain views (on a voluntary basis) on the perceived strengths and competencies of each of the qualified candidates.
4. Candidates for the Board Chair position who are members of the Governance Committee will excuse themselves from all committee duties and deliberations regarding the nomination process.
5. The Governance Committee will identify and select the best possible candidate for the position of Board Chair.

Board Vice Chair

1. The Governance Committee will canvass the External Governors for expressions of interest in being considered for the Vice Chair position.
2. Based on the information received, the Governance Committee will prepare a list of qualified candidates. Candidates will be informed if there is more than one candidate for the position of Board Vice Chair.
3. The Governance Committee will canvass the remaining Governors to obtain views (on a voluntary basis) on the perceived strengths and competencies of each of the qualified candidates.
4. Candidates for the Board Vice Chair position who are members of the Governance Committee will excuse themselves from all committee duties and deliberations regarding the nomination process.
5. The Governance Committee will identify and select the best possible candidate for the position of Board Vice Chair.

Standing Committee Chairs and Vice Chairs

1. Annually, the Governance Committee will canvass all External Governors to obtain expressions of interest in being considered for Standing Committee Chair and/or Vice Chair positions.
2. In selecting specific External Governors for Standing Committee Chair and Vice Chair positions as required, the Governance Committee, in consultation with the Board Chair, Board Vice Chair, and current Committee Chair, will take into consideration: preferences of Governors; skills and expertise; knowledge of Committee purpose; opportunity for each Governor to serve on a least two to three

¹ Where the incumbent Chair will not seek re-election or the normal two-year term is completed such that a new Governor must be appointed to the position.

Board Standing Committees over the six-year term on the Board; needs and requirements of the Board; and, any other relevant criteria determined by the Board.

3. The Governance Committee will identify and select the best possible candidate for the position of Committee Chairs and Vice Chairs.

Standing Committee Members

1. Annually, the Governance Committee will canvass all Governors to obtain expressions of interest in serving on specific Board Standing Committees.
2. The Governance Committee will try to ensure that each External Governor has an opportunity to serve on two to three of the Standing Committees during his/her six-year term on the Board, and that each Internal Governor has an opportunity to serve on one or two of the Standing Committees during his/her three-year term on the Board (one-year term for the Student Representative).
3. In selecting specific Governors for assignment to a Standing Committee, the Governance Committee, in consultation with the Board Chair, Board Vice-Chair, and current Committee Chairs will take into consideration: preferences of Governors; skills and expertise; knowledge of Committee purpose; opportunity for each Governor to serve on a number of Board Standing Committees over their entire term on the Board; needs and requirements of the Board; and, any other relevant criteria determined by the Board.
4. The Governance Committee will identify and select the best possible Committee memberships for each Standing Committee.

RELATED MATERIALS

Algonquin College By-law #1, Section 4- Board of Governors

Board Governance Policy BG I-05, Election of Internal Members to the Board of Governors

**4.4 Appendix B
(Tracked version)**

Board Governance Policy

BG I-07		Board Succession Planning	
Policy Category :	Board Process		
Date First Approved:	2020-06-08 (yyyy-mm-dd)	Date Last Reviewed	2020-08-05 2021-06-10- (yyyy-mm-dd)
Board Meeting Number:	518	Mandatory Review Date	2023-12-08 2024-06-10- (yyyy-mm-dd)

PURPOSE

The purpose of this policy is to set out the [Board Succession Planning](#) process by which the Board, with the advice and assistance of the Governance Committee, approves appointments of External Governors to Board Leadership positions and Governors to Standing Committees at the Annual General Meeting.

POLICY

1. The Governance Committee is responsible for the ongoing succession planning of the Board leadership positions.
2. The Governance Committee will establish and codify by way of Policy, the process by which the positions of Board Chair, Vice-Chair, Secretary, Treasurer, Standing Committee Chairs, Vice Chairs (if required) and members of the Board’s Standing Committees will be selected and appointed annually at the Annual General Meeting.
3. An external member of the Board of Governors may at any time during their term of office express their interest in the position of Board Chair or Vice Chair to the incumbent Board Chair and/or President & CEO.
4. Normally, an external member of the Board who is interested in the position of Board Chair would have held the position of Board Vice Chair and/or served as a Board Committee Chair/[Committee Vice Chair](#) for two years in total prior to assuming the role of Board Chair. -This governance experience provides the member of the Board with an enhanced understanding of the Board Chair role.
5. The Board Chair is approved annually at the Annual General Meeting and typically serves for two years during the last two years of their Board membership.
6. The Board Vice Chair is approved annually at the Annual General Meeting and typically serves a one-year term.
7. Normally, an external member of the Board who is interested in the position of [Board](#) Vice Chair will have served as a Standing Committee Chair/[Vice Chair](#) for at least one year.

MONITORING

The Governance Committee shall review this policy on an annual basis and provide recommendations to amend this policy or related materials.

PROCEDURE

Each year, the Chair of the Governance Committee will issue, via the Board Secretary, a “Call for Interest” to all external Governors for expressions of interest in the leadership positions of the Board and Committee membership. The Call for Interest occurs annually in January or February. [The Call for Interest will ask specifically whether the interest is for the coming academic year or more aspirationally, for subsequent years.](#)

Based on the expressions of interest, skill sets, experience and the needs and requirements of the positions to be filled, the Governance Committee will prepare a list of potential qualified candidates for each noted position. [Subsequently, the Governance Committee will set out a proposed draft for Board Chair, Board Vice Chair, Committee Chairs, Committee Vice Chairs, and Committee memberships.](#)

[The proposed recommendation will be endorsed by the Governance Committee for approval at the June Annual General Meeting of the Board.](#)

Board Chair¹

- ~~1. The Governance Committee will confirm that the Vice Chair, normally the intended successor to the Chair position, wishes to be considered for the Chair position. Upon confirmation they will review the performance of the Vice Chair.~~
- [1. The Governance Committee will canvass the external Governors for an expression of interest to be considered for the Board Chair position.](#)
- [2. Where one or more other Governors has expressed interest in the pending vacancy in the Chair position, the Governance Committee will determine if the Governor qualifies for the Chair position. Candidates will be informed if there is more than one candidate for the position of Board Chair.](#)
- ~~2.~~
3. The Governance Committee will canvass the remaining Governors to obtain views (on a voluntary basis) on the perceived strengths and competencies of each of the qualified candidates.
- ~~4. The candidate(s) will then be interviewed by the Board Chair and the Chair of the Governance Committee.~~
- ~~5.~~4. Candidates for the Board Chair position who are members of the Governance Committee will excuse themselves from all committee duties and deliberations regarding the nomination process.
- ~~6. In an In-Camera Board meeting prior to the Annual General Meeting, the Chair of the Governance Committee will invite each candidate to make a short presentation to the Board regarding their skills, competencies, and interests in assuming the role of the Chair.~~
- ~~7. The Chair of the Governance Committee will invite the Candidates to step out of the In-Camera meeting and provide the Board with a short briefing note (including an assessment of each of the candidate’s skills and competencies) and a recommendation for the Board’s consideration.~~
- ~~8. A vote will then be taken. All Governors will be required to vote either in-person or by absentee vote. Where there are two or more qualified candidates, the vote is by means of a secret ballot to be administered by the Board Secretary.~~
- [5. Subsequently, the Board Chair will meet with the candidate\(s\) who was\(were\) not selected to provide feedback regarding the Board’s decision.](#)
- [9.6. The Governance Committee will identify and select the best possible candidate for the position of Board Chair.](#)

Board Vice Chair

¹ Where the incumbent Chair will not seek re-election or the normal two-year term is completed such that a new Governor must be appointed to the position.

1. The Governance Committee will canvass the External Governors for expressions of interest in being considered for the Vice-Chair position.
2. Based on the information received, the Governance Committee will prepare a list of qualified candidates. [Candidates will be informed if there is more than one candidate for the position of Board Vice Chair.](#)
3. The Governance Committee will canvass the remaining Governors to obtain views (on a voluntary basis) on the perceived strengths and competencies of each of the qualified candidates.
- ~~4. The candidate(s) will be interviewed by the Board Chair and the Chair of the Governance Committee.~~
- ~~5.4. Candidates for the Board Vice Chair position who are members of the Governance Committee will excuse themselves from all committee duties and deliberations regarding the nomination process.~~
- ~~6. In an In-Camera Board meeting prior to the Annual General Meeting, the Chair of the Governance Committee will invite each candidate to make a short presentation to the Board regarding their skills, competencies, and interests in assuming the role of Vice Chair.~~
- ~~7. The Chair of the Governance Committee will invite the Candidates to step out of the In-Camera meeting and provide the Board with a short briefing note (including an assessment of each of the candidate's skills and competencies) and a recommendation for the Board's consideration.~~
- ~~8. A vote will then be taken. All Governors will be required to vote either in person or by absentee vote. Where there are two or more qualified candidates, the vote is by means of a secret ballot to be administered by the Board Secretary.~~
- ~~9. Subsequently, the Board Chair will meet with the candidate(s) who was(were) not selected to provide feedback regarding the Board's decision.~~
5. [The Governance Committee will identify and select the best possible candidate for the position of Board Vice Chair.](#)

Standing Committee Chairs and Vice Chairs

1. Annually, the Governance Committee will canvass all External Governors to obtain expressions of interest in being considered for Standing Committee Chair and/or Vice Chair positions.
2. In selecting specific External Governors for Standing Committee Chair and Vice-Chair positions as required, the Governance Committee, in consultation with the [Board Chair](#), ~~and the Board Vice-Chair,~~ [and current Committee Chair](#), will take into consideration: preferences of Governors; skills and expertise; knowledge of Committee purpose; opportunity for each Governor to serve on a least two to three Board Standing Committees over the six-year term on the Board; needs and requirements of the Board; and, any other relevant criteria determined by the Board.
- ~~3. The Chair of the Governance Committee will provide the Board with a short briefing note and a recommendation of Standing Committee Chair and/or Vice Chair assignments for the Board's consideration and approval.~~
3. [The Governance Committee will identify and select the best possible candidate for the position of Committee Chairs and Vice Chairs.](#)

Standing Committee Members

1. Annually, the Governance Committee will canvass all Governors to obtain expressions of interest in serving on specific Board Standing Committees.
2. The Governance Committee will try to ensure that each External Governor has an opportunity to serve on two to three of the Standing Committees during his/her six-year term on the Board, and that each Internal Governor has an opportunity to serve on one or two of the Standing Committees during his/her three-year term on the Board (one-year term for the Student Representative).
3. In selecting specific Governors for assignment to a Standing Committee, the Governance Committee, in consultation with the [Board Chair](#), ~~and the Board Vice-Chair,~~ [and current Committee Chairs](#) will take into consideration: preferences of Governors; skills and expertise; knowledge of Committee

purpose; opportunity for each Governor to serve on a number of Board Standing Committees over their entire term on the Board; needs and requirements of the Board; and, any other relevant criteria determined by the Board.

4. ~~The Chair of the Governance Committee will provide the Board with a short briefing note and a recommendation of Standing Committee assignments for the Board's consideration and approval.~~ The Governance Committee will identify and select the best possible Committee memberships for each Standing Committee.

RELATED MATERIALS

Algonquin College By-law #1, Section 4- Board of Governors

Board Governance Policy BG I-05, Election of Internal Members to the Board of Governors

Report title:	2022-23 Budget Assumptions, Draft Three-Year Pro Forma and First Draft Concepts of the 2022-24 Business Plan
Report to:	Board of Governors
Date:	December 6, 2021
Authors/Presenters:	Duane McNair, Vice President, Finance and Administration Mark Savenkoff, Vice President, Advancement

1. RECOMMENDATION:

THAT the Board of Governors accepts the 2022-23 Budget Assumptions and the Draft Three-Year Pro Forma budget for information and that the Board is advised of key concepts in the development of the 2022-24 Business Plan

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present to the Board of Governors the budget assumptions for 2022-23, a draft three-year pro forma for the period 2022-23 to 2024-25, as well as insight into the development of the 2022-24 Business Plan.

3. BACKGROUND:

For the foreseeable future, the College will be facing several challenges:

- Continued response to and recovery from the COVID-19 pandemic impacts.
- Changing demographics of our student population.
- Impacts of the corridor funding model and the Strategic Mandate Agreement 3 (SMA3).
- 10% tuition reduction introduced in 2019-20 and the ongoing tuition freeze that is anticipated to extend to the 2022-23 fiscal year.
- Increasing operating costs.
- Growing deferred maintenance requirements for physical and technological infrastructure.

Each of the above noted challenges impacts the College’s operating budget. The College Budget Committee, comprised of a cross-College team of Deans and Directors, has worked collaboratively since the Spring of 2021 to develop estimates and assumptions supporting the draft three-year pro forma.

The final 2022-23 Annual Budget and Business Plan will be presented to the Board of Governors for approval at the February 28, 2022 meeting.

4. DISCUSSION:

Preliminary estimates for the three-year pro forma from fiscal year 2022-23 to fiscal year 2024-25 are presented in Appendix A: Draft Three-Year Pro Forma Budget.

The draft pro forma includes the following general assumptions:

- Fixed provincial operating funding is projected as per the terms of the Strategic Mandate Agreement (SMA3) and the corridor funding model.
- Salaries and benefits have been estimated based on current and projected collective agreements, the impacts of Bill 124-Protecting a Sustainable Public Sector for Future Generations Act 2019 and existing compensation practices.
- Increases have been projected at 0% to 1.5% for most other operating expenditures.
- Strategic Investment Priorities projections include major capital project investments previously approved by the Board of Governors. Also included in the pro forma is an allocation of funding for a number of strategic projects and initiatives.

The draft three-year pro forma includes the following specific assumptions:

2022-23

- 3% total, full-time enrolment growth (excludes Public College Private Partnership enrolments) over the First Quarter 2021-22 Projection, comprised of:
 - 1.5% increase in domestic student growth over the First Quarter 2021-22 Projection.
 - 10% increase in international student growth over the First Quarter 2021-22 Projection.
- 0% tuition fee increase for full-time tuition, as an updated tuition framework has not been released by the Ministry of Colleges and Universities.
- \$0 increase to College operating grants.
- Public College Private Partnership enrolments of 840.
- Salaries and benefit wage increases do not exceed public sector increases and are based on collective agreements and legislation.
- Other operating expenses have been increased at a rate consistent with inflation where necessary, however most operating expenses remained constant or have been reduced relative to the prior year.
- Strategic Investment Priorities capacity is estimated at \$41 million, of which \$27 million will fund Major Capital Projects.
- Contributions to reserves are suspended.
- Overall College net contribution margin is budgeted at \$0.

2023-24

- 2% total, full-time enrolment (excluding Public College Private Partnership enrolments) growth over the 2022-23 Pro Forma, comprised of:
 - 1% increase in domestic student growth over the 2022-23 Pro Forma.

- 10% increase in international student growth over the 2022-23 Pro Forma.
- 1% tuition fee increase for full-time tuition. An updated tuition framework has not been released by the Ministry of Colleges and Universities, however we anticipate that an increase in tuition fees will be permitted in 2023-24.
- \$0 increase to College operating grants.
- Public College Private Partnership enrolment is 1,629.
- Salaries and benefit wage increases do not exceed public sector increases and are based on collective agreements and legislation.
- Other operating expenses have been increased at a rate consistent with inflation where necessary, however most operating expenses remained constant relative to the prior year.
- Strategic Investment Priorities capacity is estimated at \$45.4 million.
- Contributions to reserves are estimated \$4 million.
- Overall College net contribution margin is forecasted at a \$1.7 million surplus.

2024-25

- 3% total, full-time enrolment growth (excluding Public College Private Partnership enrolments) over the 2023-24 Pro Forma, comprised of:
 - 1% increase in domestic student growth over the 2023-24 Pro Forma.
 - 10% increase in international student growth over the 2023-24 Pro Forma.
- 1% tuition fee increase for full-time tuition. An updated tuition framework has not been released by the Ministry of Colleges and Universities, however we anticipate that an increase in tuition fees will be permitted in 2023-24.
- \$0 increase to College operating grants.
- Public College Private Partnership enrolment is 2,034.
- Salaries and benefit wage increases do not exceed public sector increases and are based on collective agreements and legislation.
- Other operating expenses have been increased at a rate consistent with inflation where necessary, however most operating expenses remained constant relative to the prior year.
- Strategic Investment Priorities capacity is estimated at \$42.2 million.
- Contributions to reserves are estimated at \$5 million.
- Overall College net contribution margin is forecasted at a \$4.1 million surplus.

Given the ongoing uncertainty caused by COVID-19, three scenarios have been prepared in Appendix B: 2022-23 Pro Forma Scenarios. The Most Likely Scenario mirrors the draft 2022-23 version presented in Appendix A and has been developed using the assumptions noted above. The assumptions for the Best and Worst Cases are as follows:

Best Case:

- International enrolments increase in alignment with the historical five-year average growth (18% increase over the Q1 2021-22 Projection); and

- Allowable tuition increase is 3% in alignment with historical annual increases prior to the tuition freeze and roll-back in 2010.

Worst Case:

- Domestic enrolment growth is reduced to 0.5% from the First Quarter 2021-22 Projection as a result of the lower than anticipated Fall 2021 enrolment.
- International enrolment growth is reduced to 10% from the First Quarter 2021-22 Projection due to further impacts of the COVID-19 pandemic.

2022-24 Business Plan

Given the need to focus on new realities resulting from the impact of the COVID-19 pandemic, the College continues to ensure that the Business Plan reflects institutional priorities, ensures the reduced available financial resources can fulfill institutional business plan objectives, and addresses risk.

Employee input is sought at all levels to inform Business Plan priorities, and those priorities are articulated in the two-year Business Plan. Draft concepts are presented to the Board in December and the final draft of the Business Plan is presented to the Board in February 2022.

Concepts for the 2022-24 Business Plan include:

- Flexible program options
Executive Sponsor: Chris Janzen, Senior Vice President, Academic
- Strategic enrolment management
Executive Sponsors: Chris Janzen, Senior Vice President, Academic;
Laura Stanbra, Vice President, Student Services
- Industry and community partnerships
Executive Sponsor: Mark Savenkoff, Vice President, Advancement
- Public College Private Partnership
Executive Sponsor: Duane McNair, Vice President, Finance and Administration
- Student Information System
Executive Sponsor: Laura Stanbra, Vice President, Student Services
- Strategic workforce planning project
Executive Sponsor: Diane McCutcheon, Vice President, Human Resources

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

The pro forma includes sufficient resources to maintain appropriate student service levels and academic program standards.

7. FINANCIAL IMPACT:

These budget assumptions and financial pro forma will result in the College projecting favorable financial health indicators for the indicators that are established with the Government of Ontario.

This financial pro forma includes projected drawdowns of internally restricted net assets to fund Board approved Strategic Investment Priorities including the Pedestrian Bridge to Rapid Transit, the Student Information System (R3), Campus Accessibility and Salesforce Lightning Upgrade.

8. HUMAN RESOURCES IMPACT:

The financial pro forma and business plan will include sufficient resources to staff full-time and other-than-full-time complement positions to support College programs and services.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The 2022-23 Pro Forma and following years presented adhere to the Ministry’s Business Plan Directive on Deficit Recovery plans and the College’s Board Financial Management Policy.

10. COMMUNICATIONS:

The budget estimates will inform the development of the College's Annual Budget and Business Plan that will be presented to the Board of Governors for approval on February 28, 2022.

11. CONCLUSION:

The budget assumptions and financial pro forma are projected based on the current information available to the College. The Business Plan concepts are reflective of current institutional priorities informed by the impact of the COVID-19 pandemic. Projected net contributions and reserves will be used to support the College's Strategic Plan, and the College's mission: To Transform Hopes and Dreams into Lifelong Success.

Respectfully submitted:

Approved for submission:



Duane McNair
Vice President, Finance and Administration

Claude Brule
President and CEO



Mark Savenkoff
Vice President, Advancement

Appendices:

Appendix A: Draft Three-Year Pro Forma Budget Appendix B: 2022-23 Pro Forma Scenarios
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6.1 Appendix A



DRAFT THREE YEAR PRO FORMA

(ALL figures in \$ 000's)

	Actuals 2019-20	Actuals 2020-21	Approved Budget 2021-22	Q1 2021-22	ProForma 2022-23	ProForma 2023-24	ProForma 2024-25
Funded Activity/College Operations							
Revenue	\$ 272,570	\$ 253,920	\$ 260,223	\$ 268,607	\$ 268,229	\$ 276,004	\$ 286,013
Expenditures	252,156	249,682	267,926	269,643	276,984	284,881	294,554
Net Contribution	20,414	4,238	(7,703)	(1,036)	(8,755)	(8,876)	(8,541)
Contract Activity & Other Non-Funded Activity							
Revenue	31,488	40,510	70,589	60,662	50,046	61,144	68,069
Expenditures	31,808	38,432	65,117	55,402	45,525	53,024	57,382
Net Contribution	(320)	2,078	5,472	5,260	4,521	8,120	10,687
Campus Services							
Revenue	39,388	14,547	15,779	18,264	35,911	39,388	40,175
Expenditures	32,163	17,102	16,604	18,502	28,565	30,371	32,293
Net Contribution	7,225	(2,555)	(825)	(238)	7,346	9,017	7,882
International Education Centre							
Revenue ²	60,303	48,282	50,978	51,620	58,118	64,156	70,915
Expenditures	38,649	32,565	36,850	37,197	41,500	45,694	50,081
Cash Net Contribution	21,654	15,717	14,128	14,423	16,618	18,462	20,834
Strategic Investment Priorities							
Revenue	9,796	39,304	8,903	11,140	6,503	6,503	6,503
Expenditures	49,585	58,707	40,875	46,481	41,119	45,439	42,167
Cash Net Contribution	(39,789)	(19,403)	(31,972)	(35,341)	(34,616)	(38,936)	(35,664)
Extraordinary Item							
Net Proceeds from Sale of March Road Land	2,403	-	-	-	-	-	-
Non-Cash Revenue Adjustments							
Capital Grants recorded as Deferred Capital Contributions	(2,120)	(439)	(1,300)	(1,300)	(1,200)	(1,200)	(1,200)
Amortization of Deferred Capital Contributions	7,721	7,638	8,200	8,200	8,000	8,000	8,000
Non-Cash Expenditure Adjustments							
Expenditures to be Capitalized	14,400	9,918	19,600	23,700	23,976	23,069	18,015
Amortization Expense	(15,838)	(16,321)	(16,100)	(16,100)	(16,000)	(16,000)	(16,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	(1,010)	2,022	500	500	110	110	110
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 14,740	\$ 2,893	\$ (10,000)	\$ (1,932)	\$ 0	\$ 1,765	\$ 4,124

6.1 Appendix B



PRO FORMA SUMMARY: SCENARIOS

(ALL figures in \$ 000's)

	Annual Budget 2021-22	Q1 2021-22	Most Likely 2022-23	Best Case 2022-23	Worst Case 2022-23
Funded Activity/College Operations					
Revenue	\$ 260,223	\$ 268,607	\$ 268,229	\$ 274,222	\$ 258,975
Expenditures	267,926	269,643	276,984	277,462	275,221
Net Contribution	(7,703)	(1,036)	(8,755)	(3,240)	(16,246)
Contract Activity & Other Non-Funded Activity					
Revenue	70,589	60,662	50,046	50,046	50,046
Expenditures	65,117	55,402	45,525	45,525	45,525
Net Contribution	5,472	5,260	4,521	4,521	4,521
Campus Services					
Revenue	15,779	18,264	35,911	36,346	34,305
Expenditures	16,604	18,502	28,565	28,817	27,635
Net Contribution	(825)	(238)	7,346	7,529	6,670
International Education Centre					
Revenue	50,978	51,620	58,118	61,586	47,591
Expenditures	36,850	37,197	41,500	43,554	35,260
Net Contribution	14,128	14,423	16,618	18,032	12,330
Strategic Investment Priorities					
Revenue	8,903	11,140	6,503	6,503	6,503
Expenditures	40,875	46,481	41,119	41,119	41,119
Net Contribution	(31,972)	(35,341)	(34,616)	(34,616)	(34,616)
Non-Cash Revenue Adjustments					
Capital Grants recorded as Deferred Capital Contributions	(1,300)	(1,300)	(1,200)	(1,200)	(1,200)
Amortization of Deferred Capital Contributions	8,200	8,200	8,000	8,000	8,000
Non-Cash Expenditure Adjustments					
Expenditures to be Capitalized	19,600	23,700	23,976	23,976	23,976
Amortization Expense	(16,100)	(16,100)	(16,000)	(16,000)	(16,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	500	500	110	110	110
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ (10,000)	\$ (1,932)	\$ -	\$ 7,112	\$ (12,454)

Report title:	Five-Year Capital Investment Plan
Report to:	Board of Governors
Date:	December 6, 2021
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

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

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Board of Governors with an overview of the College’s Five-Year Capital Investment Plan. This plan details current and future capital investment requirements and identifies the expected and/or potential sources of funds required.

3. BACKGROUND:

The Board of Governors Policy BGII-02 Financial Management requires the College’s administration to maintain a long-term capital asset development planning framework. This framework is titled the Integrated College Development Plan. This plan will support the next iteration of the Algonquin College Campus Master Development Plan which is due to be updated shortly. The Five-Year Capital Investment Plan identifies current and future investment requirements and the anticipated sources of funds to support the Integrated College Development Plan, the Campus Master Development Plan, and other Strategic Investment Priorities.

Before the COVID-19 pandemic, the College annually invested an average of \$20 million in Strategic Investment Priorities projects. In extraordinary years, the College invests greater amounts when responding to critical needs or projects of strategic importance.

Currently, the College has a number of significant investments underway, including the replacement of the College’s Student Information System, a pedestrian bridge from the College to the new Baseline Transit Station, the completion of the Athletics and Recreation Centre, the upgrading of the Salesforce software platform, and the undertaking of College accessibility improvement projects.

College administration must ensure that critical investment requirements continue while taking into consideration the financial sustainability of the College as measured by the financial health indicators prescribed in the College’s Strategic Mandate Agreement.

As a result of the COVID-19 pandemic, the College remains focused on returning to a state of financial sustainability. While the College will continue to invest in Major Capital Projects to mitigate corporate risks and support the development of new applications and services, care must be taken to ensure investments made during this critical period are essential and support the ongoing sustainability of the College.

Appendix A: Five-Year Capital Investment Plan 2022-23 to 2026-27 is maintained and available to inform decisions regarding capital project investments.

4. DISCUSSION:

In the Ontario college sector, projected requirements often exceed available resources. The College undertakes rigorous review and prioritization processes to ensure that the most critical investment needs are met. Fundraising and advocating for government capital grants are required activities to supplement the College’s limited sources of funds.

Five major capital projects have already been approved in whole, or in part by the Board of Governors and work continues on these projects. These projects are:

1. Athletics and Recreation Centre Enabling Works and Pedestrian Bridge (substantially complete)
2. R3 -Student Information System Replacement Project
3. Pedestrian Bridge from Algonquin College for Construction Excellence to Bus Rapid Transit Station
4. Salesforce upgrade to Salesforce Lightning, and
5. Campus Accessibility Project

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

- Regularly measuring and projecting of financial health indicators to ensure that the College strives to achieve established benchmarks for debt servicing, debt capacity, availability of cash to meet obligations, and net asset balances; and
- Ensuring that commitments to investments are made only after there is a high degree of assurance of sufficient sources of funds.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022		
LEARNER DRIVEN Goal One	<input checked="" type="checkbox"/>	CONNECTED Goal Four
	<input checked="" type="checkbox"/>	

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

6. STUDENT IMPACT:

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

7. FINANCIAL IMPACT:

The Five-Year Capital Investment Plan is the resourcing plan for the College’s Strategic Investment Priorities. Decisions on investments consider the need to maintain the College’s financial sustainability as measured by the seven financial health indicators that are monitored by the College.

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Section 28 of the Ontario Financial Administration Act requires Ontario colleges to obtain approval from the Ontario Minister of Finance before assuming additional debt or realizing contingent liabilities. In addition, the College must seek approval from the Minister of Finance if it wishes to utilize proceeds from sales of real estate assets to fund Strategic Investment Priorities.

10. COMMUNICATIONS:

The Five-Year Capital Investment Plan is validated by the administration of the College and presented to the Algonquin College Executive Team and Board of Governors on an annual basis.

11. CONCLUSION:

The College will continue to update and maintain the Five-Year Capital Investment Plan. College administration will continue to refine projections, develop investment cases, identify sources of funds, and prioritize investment requirements to support the Strategic Plan objectives and to mitigate risks to the College.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Five-Year Capital Investment Plan 2022-23 to 2026-27
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6.2 Appendix A

Five-Year Capital Investment Plan

2022-23 to 2026-27



ALGONQUIN
COLLEGE

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1. Introduction

This document presents Algonquin College's Five-Year Capital Investment Plan for the fiscal years 2022-23 to 2026-27. The purpose of the Plan is to guide the development of capital assets until the fiscal year 2026-27.

The Five-Year Capital Investment Plan is drafted in response to Algonquin College's Strategic Mandate Agreement, Five-Year Ottawa Campus Master Development Plan 2015-2020, Corporate Risk Profile and the 2022-2025 Strategic Plan. An updated Campus Master Development Plan has been delayed but will be developed and presented for approval to the Board of Governors in the next two to three years. The College is currently working on the execution of its updated Strategic Plan. The Five-Year Capital Investment Plan has identified current priorities while remaining responsive to the needs of the Ministry of Colleges and Universities and to shifting market opportunities.

At the time of the updated report, the College continues to navigate through the impacts of the COVID-19 pandemic on our learners and on the College's financial outlook. As reported in our Second Quarter 2021-22 Financial Projection Report, overall net contribution is a projected \$1.9 million deficit. Looking forward to the 2022-23 fiscal year, the College is targeting to achieve a break-even net contribution, as we chart a path to financial sustainability. As a result of the financial impacts of the pandemic, the College has temporarily suspended annual planned contributions to reserves. These reserve accounts represent accumulated surpluses from prior years that have been set aside to address the anticipated capital investment needs of the College, as detailed in this report. As such, this year's Five-Year Capital Investment Plan will need to maintain the flexibility required to respond to the financial impacts of the pandemic, while maintaining the ability to respond to the critical capital needs of the College.

Each year, the Five-Year Capital Investment Plan is presented to the Algonquin College Board of Governors for information. The role of the Board is to provide oversight and advice to the Algonquin College Executive Team in planning and proposing capital projects for approval over a five-year period.

The Capital Investment Plan provides an overview of the College's needs, issues, and projects in their various stages of development. The plan provides additional details for those projects in Advocacy and Approved status, and high-level information for those projects that are still in Planning status.

The Plan includes all capital initiatives at Algonquin College's three Ontario campuses, our international campuses, and includes our online educational platforms.

2. Budget Principle and Administrative Policy

In March of 2019, the [Major Capital Projects Budget Principle 1.10](#) was approved by the Algonquin College Executive Team. This principle aligns with [Board of Governors Policy BGII-02 for Financial Management](#). This policy states that the President shall not permit the purchase, sale or encumbrance of any college property or facility in excess of \$1,000,000 without prior Board approval. Further, this budget principle details that all project requests for approval must include an appropriate investment case that is objective and asserts the project's strategic importance and achievability.

[Administrative Policy AD 20 Enterprise Risk Management](#) states that "risk assessments must be completed for individual capital projects, initiatives, and strategic investment priorities with a total aggregate value greater than \$1,000,000 and that a sustained approach should be used to identify, assess and effectively mitigate risk that is consistent with the College risk appetite. Further, the responsibility for applying processes, practices, models and standards ultimately resides with the Algonquin College Executive Team.

3. Project Categories

The College's Investment Case Framework identifies the following categories for significant strategic investments:

1. CAPITAL EXPANSION

A major capital expansion or renovation that enhances the College's competitive leadership in the provision of academic programming and/or student services.

2. INTELLECTUAL PROPERTY

Development or acquisition of intellectual property that supports Algonquin College's Strategic Mandate Agreement, pursues differentiation and/or creates competitive advantage.

3. TECHNOLOGICAL INVESTMENT

An investment in technology that improves the delivery of academic programming, student services, and/or financial sustainability.

4. ENTREPRENEURIAL ACTIVITIES

A shareholder interest in a subsidiary or corporate entity that supports the College's educational mandate and complies with the Minister's Binding Policy Directive for Entrepreneurial Activities.

5. OTHER

An investment that will deliver a significant corporate advantage including College competitiveness, efficiency and/or a priority documented in the College's Strategic Plan or Business Plan.

4. Background

In March of 2016, the Algonquin College Board of Governors identified seven key value drivers that are of significant importance to the continued success of the College.

The seven key value drivers are:

1. Reputation
2. Financial Health
3. Student Experience
4. Stakeholder Relationships
5. Academic Excellence & Program Relevance
6. Our People
7. Technology

In December of 2017, the Board of Governors drafted four risk appetite statements to guide the College when considering capital projects. The risk appetite statements are as follows:

1. Algonquin College accepts a moderate level of risk to embark on innovative program development that supports academic excellence and program relevance in a technologically advanced landscape, as long as it does not compromise the student experience, program success metrics or financial health.
2. The College embraces technology as a value creation tool and has a high-risk appetite for technology advancement initiatives provided that they do not adversely affect our other value drivers or unduly put at risk the privacy and security of personal or corporate data.
3. The College is focused on creating the financial capacity to support a high-risk appetite for innovative initiatives that contribute to greater financial health, but a low appetite for financial risks that might threaten our capability to deliver mission-centric programs and services.
4. The College has a low appetite for risks that could significantly impact its reputation of committing to our core values and sustaining positive relationships with our students, our people and our strategic partners

5. Summary List of Current and Future Capital Projects and Projected Expenditures

#	Project Name	Stage ³ (Approved, Advocacy, Planning)	Start Date	Finish Date	Total Project Investment	Total Projected Expenditures (in millions)				
						2022-23	2023-24	2024-25	2025-26	2026-27
1	R3 (Student Information System)	Approved ¹ /Planning	2019-20	2024-25	\$58.0M to \$78.0M	\$14.3 to \$27.3	\$13.7 to \$19.8	\$5.1 to \$6.0		
2	Pedestrian Bridge to Bus Rapid Transit	Approved	2019-20	2023-24	\$3.1M	\$1.1				
3	Ottawa Campus of Care	Advocacy	2022-23	2026-27	\$76.0M to \$105.0M	\$0.25 To \$1.0	\$8.0 to \$14.0	\$7.0 to \$10.0	\$30.0 to \$40.0	\$30.0 to \$40.0
4	Cyber Security Audit Redress	Approved/ Advocacy/ Planning	2020-21	2024-25	\$3.4M	\$1.6	\$0.5	\$0.5		
5	Campus Accessibility	Approved ² /Planning	2021-22	2024-25	\$9M to \$10M	\$2.1	\$3.1	\$3.1		
6	Salesforce Lightning Transition Project	Approved	2021-22	2023-24	\$5.5M	\$3.1	\$1.4			
7	Data Centre Facility	Planning	2023-24	2024-25	\$1.5M to \$2.5M		\$0.7 to \$1.2	\$0.8 To \$1.3		
8	Infrastructure Renewal Project	Planning	2023-24	2027-28	\$100M to \$125M		\$20.0 to \$25.0	\$20.0 to \$25.0	\$20.0 to \$25.0	\$20.0 to \$25.0

¹ R3 Project: To date, \$31.3M of the total estimated expenditures have been approved by the Board of Governors.

² Campus Accessibility: To date, \$1.2M of the total estimated expenditures have been approved by the Board of Governors.

³ Projects may be identified as being in one or more of the following Stages:

Planning: The project's final schedule, cost, scope and outcomes are actively being developed to support advocacy and/or approval.

Advocacy: The concept and benefits for the project has been developed and is actively being promoted and evolved through consultations with the Provincial Government, other potential financiers, Board of Governors and internal and external stakeholders.

Approved: The project has received conditional or full approval from the Algonquin College Board of Governors.

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
1	Technological Investment	All	R3 (Student Information System)	Approved/ Planning	Krista Pearson Lois Pollock

1. Current Situation

The College’s Student Information System (SIS), known as GeneSIS, is a homegrown legacy system that has been in place for over 25 years. Common to in-house developed programs, there is little documentation of the coding and system architecture for the program available.

The current legacy system is incapable of delivering on learner and institutional expectations. To deliver on Algonquin College’s mission *to transform hopes and dreams into lifelong success* and pursue the vision of *being a global leader in personalized, digitally connected, experiential learning*, staff recommend an investment of up to \$70.0 million over a five-year period in a Student Information System replacement. This estimate is based on the experience of other Ontario colleges that have undertaken a student information system implementation in recent years.

On February 25, 2019, the College Board of Governors approved an expenditure of up to \$3,100,000, funded 50% from the College’s internally restricted net asset accounts and 50% from the Strategic Investment Priorities budget in fiscal year 2019-20 to Strategize and Plan, Architect and Select phases of the Student Information System project. On April 20, 2020, the College Board of Governors approved an additional \$4,000,000 to continue development of the business architecture, identity and access management and data governance to support the Student Information System. On October 26, 2020, the Board of Governors approved the next stage of the project to approve the awarding of the contract to the preferred vendor, Thesis (formerly Unit4), and the related expenditures of up to \$21,000,000 over the next five years. On April 19, 2021, the Board of Governors approved \$21.8 million in expenditures for the 2021-22 fiscal year.

2. Project Description

The R3 Project will modernize the ways that students, faculty, staff and administrators interact with the College. The initiative will support objectives of the Learner Driven Plan, improve student success and satisfaction, improve employee productivity and satisfaction, and address the security of personal and corporate data, while improving data access and self-administration for authenticated users.

3. Project Objectives

The four key objectives are:

1. Long-term viability of the Student Information System
2. Full integration with the College’s enterprise level software systems
3. No downtime, 24/7 access
4. Support the Algonquin College Digital Strategy 2.0

4. College Value Drivers

The R3 Projection will have a positive impact on student success and satisfaction by enabling student self-administration and access to academic records information at any

time of the day. Access and storage to College data and information will be safeguarded with modern technology and security features.

The initiative will result in a measured reduction to information re-processing and cycle time. Processes will be re-engineered to increase value to our learners, remove waste and enable employees to spend more time on value-add activities.

5. Project Outcomes

A new Student Information System will:

- Improve security and access to College information and enable ongoing continuous improvement of College processes
- Enable growth in online academic delivery - an area not restricted by physical infrastructure and therefore holds significant promise to improve the College's financial health.
- Be a 24/7 system that will enable two-way communication between the College and our learners and will accommodate continuous and varied program delivery models to anywhere around the globe and at any time of the day.
- Be designed for continuous intakes for on-campus and online learning rather than be limited to traditional intake models.

6. Project Cash Flow (Estimate)

Project Phase	Projected Expenditures (in millions)					
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
1. Planning	\$2.5					
2. Advocacy						
3. Implementation		\$6.2	\$16.2	\$14.3 to \$27.3	\$13.7 to \$19.8	\$5.1 to \$6.0
4. Closeout (training, moving, etc.)						TBD
5. Operationalize						TBD
6. Review						TBD

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
College Reserves (total approved as of April 19, 2021)	15,650,000	High
2019-20 to 2021-22 Strategic Investment Priorities (actuals and budgeted)	15,650,000	High
College Reserves (not approved-estimates)	\$13,350,000 to \$23,350,000	High
Strategic Investment Priorities (not approved-estimates)	\$13,350,000 to \$23,350,000	High
Total Estimated Range	\$58,000,000 to \$78,000,000	

8. Risk Management (mitigations)

- IT Strategy / Infrastructure/ Capabilities: The current legacy system has a character-based interface resulting in a poor user experience. The absence of a highly accessible SIS that is mobile friendly presents a risk when many of our competitors have implemented modern platforms. The best uptime possible is 83%.
- IT Strategy / Infrastructure/ Capabilities: International recruitment personnel unable to operate during their core business hours due to SIS nightly shutdown (11pm – 3am).
- IT Strategy / Infrastructure/ Capabilities: The look and feel of our SIS via the ACSIS web interface is poor; multiple record storage allows conflicting student information across multiple systems; if the system goes down over the weekend, it may not be accessible until the next business day; students cannot perform self-serve functions real-time and easily including changes to timetables and classes.
- IT Strategy / Infrastructure/ Capabilities: The SIS does not easily accommodate continuous and varied program delivery models; registration and student input from the SIS to other systems is delayed between 24 hours to 48 hours; the College needs a 24/7 system that can be accessed from around the globe any time; our SIS relies on overnight batch processing (instead of real time process) which creates data delays and creates security risks.
- IT Strategy / Infrastructure/ Capabilities: Corporate knowledge of coding and programming for the current SIS is at risk; the programming knowledge exists with only a few employees who know a great deal; error correcting and research within our SIS is difficult and time consuming; retirement of knowledgeable programmers is imminent. This initiative will require a long-term operational support model. As such, the financial operating impact of a new SIS should account for total cost of ownership.
- Resources / Financial / Capacity: Many manual, paper-based processes are required to work with the current system. System modifications have become complex and can take ITS employees weeks to complete. Replacing the SIS is a significant capital undertaking with many integrations and ancillary applications impacted. The SIS is relied upon to account for multiple student financial transactions amounting to tens of millions of dollars each year.

9. Project Schedule

Project Phases (shade boxes to indicate timing)	2019-20				2020-21				2021-22				2022-23				2023-24				2024-25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Planning																								
2. Advocacy																								
3. Implementation																								
4. Closeout																								
5. Operationalize																								
6. Review																								

	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
2	Capital Expansion	Ottawa	Pedestrian Bridge to Bus Rapid Transit	Approved	Ryan Southwood

1. Current Situation

The College and the City are collaborating to ensure that the new infrastructure at Baseline station provides safe, accessible and efficient movement of students and employees moving between the new (to be built) bus rapid transit station and the Algonquin Centre for Construction Excellence facility.

2. Project Description

The investment is for construction of an above-grade pedestrian walkway linking the Algonquin Centre for Construction Excellence facility with the new Baseline Rapid Transit Station. The City of Ottawa is executing the project.

The agreement with the City of Ottawa identifies that the capital cost of the pedestrian bridge construction would be shared (50% City of Ottawa - 50% Algonquin College) and that Algonquin College would be responsible for capital expenses associated with the bridges' connection to the Algonquin Centre for Construction Excellence. Algonquin College would also take responsibility for operational expenses associated with interior maintenance and security of the bridge.

On June 12, 2017, the College Board of Governors approved spending up to \$3.1 million from the College's Reserve Funds between 2018 and 2023 to support the construction of the pedestrian bridge.

3. Project Objectives

The three key objectives are:

- Provide a safe method for crossing College Avenue without the need for students and employees to interact with vehicle traffic at grade level.
- Create a rapid, accessible and efficient link for transit riders to enter Algonquin's Ottawa campus.
- Enable students to move between Algonquin College and Baseline transit station without concern for weather conditions.

4. College Value Drivers

This initiative will enhance our people's and our students' experience in utilizing the transit system and provide for reputational benefit associated with social and environmental sustainability.

This initiative is likely to increase public transit use with improved safety and access between Algonquin College and the transit system.

5. Project Outcomes

The investment will result in an above-grade pedestrian walkway linking the south end of the Algonquin Centre for Construction Excellence facility with the new (to be built) Baseline bus rapid transit station.

6. Project Cash Flow

Project Phase	Projected Expenditures (in millions)					
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
1. Planning						
2. Advocacy						
3. Implementation	\$0.7		\$1.3	\$1.1		
4. Closeout (training, moving, etc.)						
5. Operationalize						
6. Review						

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
College Reserves	3,100,000	High
Total	\$3,100,000	

8. Risk Management

Improving access to public transit may reduce demand for parking services resulting in modest loss of revenue for the College. The College will monitor demand and develop risk mitigations to respond to potential revenue loss.

9. Project Schedule

Project Phases (shade boxes to indicate timing)	2019-20				2020-21				2021-22				2022-23				2023-24				2024-25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Planning	■	■	■	■																				
2. Advocacy																								
3. Implementation									■	■	■	■	■	■	■	■								
4. Closeout (training, moving, etc.)																								
5. Operationalize																	■	■						
6. Review																						■		

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
3	Capital Expansion	Ottawa	Ottawa Campus of Care	Advocacy	Chris Janzen Duane McNair

1. Current Situation

Algonquin College and The Perley & Rideau Veteran's Health Centre are exploring opportunities in the general areas of long-term health care, academic training, collaborative research, applied research, student learning and/or work opportunities, and to identify funding opportunities in support of these initiatives.

The parties will work together to investigate opportunities to develop a new space together and determine the best location of such a development, and to explore how to fund and govern such an undertaking.

2. Project Description

In the spirit of mutual collaboration, for the purposes of increasing the capacity of seniors' long term care, as well as human health resources development, the institutions will work together. This work will aim to improve health of the community, increase housing capacity for seniors and ensure the next generation of allied health care practitioners are well prepared to face the needs and expectations of Ontario's aging population.

The strategic priorities of this initiative include improved: service delivery, space needs, curriculum, trainee placements and research opportunities.

3. Project Objectives

The key advocacy objectives are:

- Finalize the individual and collective program requirements, including type of space and square footage requirements for each party;
- Determine operational synergies between parties to determine space efficiencies;
- Determine the amenities required to meet the needs of the individual parties, and whether needs can be met by existing amenities in the surrounding community (including the campus);
- Agree to a concept design to test the footprint on the proposed development site;
- Summarize design parameters / considerations;
- Summarize functional parameters / considerations;
-
- Summarize required studies to validate the preferred development site;

4. College Value Drivers

- Technology: This initiative will incorporate diverse technologies to support experiential learning outcomes.
- Academic Excellence: Co-locating long term care with an academic facility will provide students with relevant experiences in community-based healthcare.
- Financial Health: This initiative will likely require significant funding support from the Ministries of Health and Colleges and Universities.
- Stakeholder Relationships: This initiative will require significant external legal and accounting support.
- Our People: If approved, the Ottawa Campus of Care undertaking will require

significant participation from many of the College departments including Academic Services, Facilities Management, Risk Management, Finance and Student Support Services.

5. Project Outcomes

- Preparation of a viable business model / case, identifying the unique needs and requirements for each party;
- Identifying other potential parties that could be engaged in the future, and for which space, access, synergy, etc., would need to be considered;
- Determining the best location for the project, considering the existing campus ;
- Developing a high-level functional program;
- Identifying funding opportunities, and approach, in the context of a collaborative effort, and
- Considering governance structures related to different operational phases of the project.

6. Project Cash Flow (Estimated – Algonquin Spaces Only)

Project Phase	Projected Expenditures (in millions)					
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
1. Planning			\$2.0 to \$5.0			
2. Advocacy	\$0.25	\$1.0				
3. Implementation (not approved-estimates)			\$6.0 to \$9.0	\$7.0 to \$10.0	\$30.0 to \$40.0	\$30.0 to \$40.0
4. Closeout (training, moving, etc.)						
5. Operationalize						
6. Review						

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
College Reserves (not approved-estimates)	\$7,000,000 to \$10,000,000	Moderate
Strategic Investment Priorities (not approved-estimates)	\$27,000,000 to \$30,000,000	Moderate
Capital Grants / Partnership Funding (not approved-estimates)	\$30,000,000 to \$40,000,000	Low
Debt Financing (not approved – estimates)	\$7,000,000 to \$15,000,000	Moderate
Fundraising (not approved – estimates)	\$5,000,000 to \$10,000,000	Moderate
Total Estimated Range (Algonquin Spaces Only)	\$76,000,000 to \$105,000,000	

8. Risk Management

- **Strategic / Reputation:** This initiative has the ability to highlight Algonquin College as an exemplar in experiential training for auxiliary healthcare workers. The proposed co-development and use model will result in co-risk – if a significant event occurs with one of the partners, all partners may be impacted.
- **Legal / Compliance:** This initiative is likely to pursue and introduce technological innovation in the field of healthcare. However, increased governance and oversight will be required as there will likely be information sharing between the co-developers and this will increase the risk to the privacy of personal and corporate information.
- **Operational / Hazard & Financial:** This initiative will likely require a long-term operational support. As such, its' financial model should account for College operating impacts including Facilities and Security requirements.

9. Project Schedule

Note: Advocacy work began in 2019-20 and 2020-21 but is excluded from the table below.

Project Phases (shade boxes to indicate timing)	2021-22				2022-23				2023-24				2024-25				2025-26				2026-27			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Planning																								
2. Advocacy																								
3. Implementation																								
4. Closeout (training, moving, etc.)																								
5. Operationalize																								
6. Review																								

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
4	Technological Investment	Ottawa	Cyber Security Audit Redress	Approved/ Advocacy/ Planning	Yen Do, Acting Chief Digital Officer

1. Current Situation

The implementation of security safeguards is required in order to reduce the College’s exposure to business interruption, class action lawsuits, legislative non-compliance, loss of enrollment capabilities, and brand damage. The College’s cyber insurance will not cover non-compliance costs, nor all breach-related costs. Further, the College is at increasing risk of financial penalties and regulator intervention due to security, legislation, and regulation non-compliance.

On March 2, 2017, the Audit and Risk Management Committee recommended that the College to undertake an audit of Cyber Security as part of their annual audit of business risks. The College contracted Ernst & Young to conduct the audit and on May 24, 2018 they delivered their findings and recommendations to the Audit and Risk Management Committee.

Their findings report identified ten key security requirements:

1. Cyber Security Awareness and Training
2. Policy and Standards Development
3. Legislative and Regulatory Compliance
4. Vulnerability Management
5. Endpoint Protection
6. Identity and Access Management (IAM)
7. Data Protection
8. Information Technology Disaster Recovery
9. Cloud Computing and Mobile Device Management
10. Cyber Incident Response Management

2. Project Description

Significant progress has been made on six of the ten requirements. The Cyber Security Audit Redress will address the remaining security requirements:

1. Vulnerability Management
2. Data Protection
3. Information Technology Disaster Recovery
4. Cloud Computing and Mobile Device Management

3. Project Objectives

The key objectives for this project are to address the need for:

- Deployment of network access control security technologies;
- Separating the College’s Microsoft cloud services (including data storage and email services) into three segments (learner, employee, Student Association) to provide better policy control and enhanced data protection;

- Implementation of Microsoft cloud services data loss prevention (DLP) technology to protect sensitive learner and employee information;
- Development of IT disaster recovery plan (DRP) elements including the conduct of a business impact assessment, development of a disaster recovery plan, and formal testing of the plan;
- Implementation of cloud access security brokerage (CASB) security technology to provide better security visibility into growing cloud-based applications; and
- Implementation of security software to protect sensitive information transmitted over mobile technologies.

4. Corporate Value Drivers

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

- Reputation: Improving the College's cyber security will reduce the risks associated with security incidents and data breaches, which could damage the College's brand. Additionally, improvement to legislative and regulatory compliance will result in more positive regulator relationships.
- Financial Health: Improvement to cyber security will reduce the financial risks associated with data centre shut-down, security attacks and data breaches.
- Student Experience: Improvement to information technology protection through the identification of cyber risks and risk mitigation strategies will help protect student data and academic program data.
- Stakeholder Relationships: Improvement to the security of the College's technology environment will provide greater protection of data shared between higher education and Ministry partners.
- Our People: Improvement to the College's information technology environment will provide greater protection over personal and corporate information due to cyber security attacks.

5. Project Outcomes

The Cyber Security Audit Redress will address the College's need for improved business resiliency. As the College and our Learners become increasingly dependent on transacting over digital technologies, this initiative becomes increasingly crucial.

As the College's requirement for defense against increasing domestic and international cyber risks grows, so does the need for the College to be able to seamlessly manage disaster recovery including data back-up and recovery. This initiative will reduce the College's exposure to security incidents and data breaches and in doing so, will help preserve learner, employee and stakeholder confidence.

6. Project Cash Flow (Estimate)

Project Phase	Estimated Cash Flow Requirement					
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
1. Planning		\$66,000	\$69,000	\$85,000	\$20,000	
2. Advocacy						
3. Implementation	\$377,500			\$1,430,000	\$480,000	\$490,000
4. Closeout (training, moving, etc.)				\$50,000	\$35,000	\$10,000
5. Operationalize				TBD	TBD	TBD
6. Review				TBD	TBD	TBD

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
2019-20 Strategic Investment Priorities (approved)	\$377,500	High
2020-21 Strategic Investment Priorities (approved)	\$66,000	High
2021-22 Strategic Investment Priorities (approved)	\$70,000	High
2022-23 to 2024-25 Strategic Investment Priorities (estimates - not approved)	\$1,035,000	Moderate
College Reserves (estimates - not approved)	\$1,565,000	Moderate
Total	\$3,362,500	

8. Risk Management

- IT Infrastructure Strategy / Infrastructure / Capabilities: The compliance and back-up capability of College’s digital environment has been recognized as requiring improvement. If a significant incident were to occur, the College’s reputation might suffer.
- IT Infrastructure Strategy / Infrastructure / Capabilities: Without adequate security, the current technology environment hinders the ability for newly implemented technologies to realize their full corporate benefit.
- IT Infrastructure Strategy / Infrastructure / Capabilities: Given current major initiatives underway (including the Student Information System), the Information Technology Services (ITS) team does not have the resources to support the deployment and maintenance of the required new technologies. Due to capacity limitations, increased operational investment will be required in order to manage the planned and any new technology projects.

9. Project Schedule

Project Phases (shade boxes to indicate timing)	2019-20				2020-21				2021-22				2022-23				2023-24				2024-25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Planning																								
2. Advocacy																								
3. Implementation																								
4. Closeout (training, moving, etc.)																								
5. Operationalize																								
6. Review																								

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
5	Capital Expansion	Ottawa Perth Pembroke	Campus Accessibility	Approved/ Planning	Ryan Southwood

1. Current Situation

The Government of Ontario has mandated that all public institutions across the province be fully compliant with the Accessibility for Ontarians with Disabilities Act (AODA) by January 1, 2025 when undertaking a major renovation or construction of a new facility. This project is designed to ensure that all of Algonquin College’s campuses are compliant with the Act, and in some cases exceeding the Act, eliminating all physical and architectural barriers for those with disabilities. On April 19, 2021, the Board of Governors approved investing \$1.2 million for fiscal year 2021-22 with future year spending to be approved at upcoming Board of Governor meetings.

2. Project Description

Facilities Management previously completed an Accessibility Audit of all College-owned facilities which provided an extensive list of renovations to align with the 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.

3. Project Objectives

The key objectives are:

- Life Safety Upgrades related to access to defibrillators, fire pull stations, washroom grab bars, emergency call buttons and visual alarms.
- Automatic door openers and levers, detectable warning surfaces at stairs, service counters, various washroom adjustments, new signage, lighting enhancements, parking lot requirements.
- Widening door openings, directional/accessible signage, automatic flush toilets and faucets, handrails for ramps, colour contrasting slip-resistant strips at stair nosing.
- Staff area upgrades, including automatic doors, access to doors, and washrooms.

4. College Value Drivers

- Reputational: This initiative will allow the College to be a leader in accessibility, not just complacency with the provincial AODA legislation.
- Student Experience: Allows for full participation by all students, both academically and socially across the physical campuses of the College.
- Our People: This initiative will also provide an accessible workplace for our staff and faculty as well as our students, which can lead to increased retention and recruitment

opportunities.

5. Project Outcomes

To provide a barrier-free environment at the College with improved overall accessibility, that is not only compliant with the AODA legislation taking effect by January 1, 2025, but exceeds the minimum accessibility standards. Adopting accessibility standards beyond the minimum requirements will position the college as a leader in Ontario Colleges and demonstrate our commitment to inclusivity and our core values of Caring, Integrity, Learning, and Respect.

This Project holds the potential of positively impacting student enrollment and the College's ability to attract talented staff and faculty. Due to the wide-ranging scope of work which will impact every building on campus, it is expected implementing this Project will reduce the College's deferred maintenance and emergency-based repairs. This will be confirmed upon completion of the final design.

6. Project Cash Flow

Project Phase	Projected Expenditures (in millions)				
	2021-22	2022-23	2023-24	2024-25	2025-26
1. Planning	\$0.4				
2. Advocacy					
3. Implementation (not approved-estimates)	\$0.8	\$2.1	\$3.1	\$3.1	
4. Closeout (training, moving, etc.)					
5. Operationalize					
6. Review					

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
College Reserves (approved to date)	\$600,000	High
Strategic Investment Priorities (approved to date)	\$600,000	High
Total (approved to date)	\$1,200,000	
College Reserves (additional estimates not approved)	\$4,150,000	Moderate
Strategic Investment Priorities (additional estimates not approved)	\$4,150,000	Moderate
Total Additional Estimated Range	\$8,300,000	

8. Risk Management

- Reputational: This initiative has the risk of reputational damage if the College does not

rectify some grandfathered AODA compliance issues, which is why the College will focus on exceeding the minimum requirements.

- Operational / Hazard: There is a risk that the project will encounter unknown hazardous materials and/or structure deficiencies. This risk will be mitigated with conducting reviews/investigations prior to commencement of significant construction as well as allocating a portion of the budget to address the need for abatement or encapsulation.

9. Project Schedule

Project Phases (shade boxes to indicate timing)	2020-21				2021-22				2022-23				2023-24				2024-25				2025-26			
	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1. Planning																								
2. Advocacy																								
3. Implementation																								
4. Closeout (training, moving, etc.)																								
5. Operationalize																								
6. Review																								

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
6	Technological Investment	Ottawa	Salesforce Lightning Upgrade	Approved	Yen Do, Acting Chief Digital Officer

1. Current Situation

Algonquin College uses Salesforce as its preferred Customer Relationship Management platform. Salesforce has announced that it will sunset its current “Classic” version and all solutions built in “Classic” will be required to be upgraded to the “Lightning” version. However, Salesforce has yet to announce when they will officially stop supporting the College’s “Classic” version of Salesforce but the company has indicated that the loss of support is imminent.

The College relies heavily on a Customer Relationship Management platform that will be unsupported in the near future. If this platform is not upgraded, the College will run the risk of not being able to provide critical College business operations such as, for example, recruitment of international students.

The Board of Governors approved the expenditure of up to \$5.5 million over the fiscal years 2021-22 to 2023-24 to support this project.

2. Project Description

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. The migration of current applications to the newer Lightning version will allow Information Technology Services to comply with Salesforce best practices, configuration and customization standards.

3. Project Objectives

The key objectives for this project are the following:

- Process improvement and automation;
- Improving operating efficiencies;
- Use of more configuration and less custom coding leading to quicker time to market and lower development cost for internal Salesforce solutions;
- Improve data quality and platform stability and scalability;
- Improve services for learners in order to support retention and enrolment; and
- Improve Student Engagement (e.g. use of mobile devices).

4. Corporate Value Drivers

- Reputational: Improve Platform Stability, Look and Feel Ease of Use of Salesforce both for Students and Faculty.

- Financial Health and Capacity: A newer version improves and streamlines the student application pipeline for better decision making (domestic and international); better and quicker service to applicants and agents; improve student retention and engagement; Better alignment with departments and data sharing.
- Student Experience: Improved Student Engagement through use of mobile devices; 360 Degree View of Student’s Journey at Algonquin; Improved Student Services.
- Academic Excellence & Program Relevance: Program Life Cycle Management - track outcomes of Program Quality Reviews and Domestic, International and Public College Private Partnership applications.

5. Project Outcomes

The key deliverables of the Salesforce Lightning Upgrade:

- Data clean-up to improve the data quality within the Salesforce.
- Revising the platform’s security roles and permissions to improve the security controls within Salesforce.
- Improve the stability of the Customer Relationship Management data architecture to allow an efficient software migration.
- Strengthening Customer Relationship Management governance measures.
- Strengthening Customer Relationship Management integration with Algonquin College’s new Student Information System (Unit4), Brightspace and Workday as well as the migration of all existing applications to the new Lightning version.

6. Project Cash Flow (Estimate)

Project Phase	Estimated Cash Flow Requirement					
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
1. Planning	\$205,000	\$625,000	\$278,000			
2. Advocacy						
3. Implementation	\$822,000	\$2,502,000	\$1,010,000			
4. Closeout (training, moving, etc.)			\$100,000			
5. Operationalize						
6. Review						

10. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
Strategic Investment Priorities	\$2,750,000	High
College Reserves	\$2,750,000	Moderate
Total	\$5,500,000	

11. Risk Management

- Inability to continue to do business as normal if we do not migrate to Lightning.
- Students would continue to feel unsupported in certain situations.
- If a Student advisor link would go down there would be a significant impact on operations and/or reputation.
- If International Student Portal goes down then we cannot pay our education agents.
- Inability to capture leads and generate new opportunities.
- Inability to support students and employees with existing services.
- IT Infrastructure Strategy / Infrastructure / Capabilities: The compliance capability of College’s digital environment has been recognized as requiring improvement. Without this upgrade, the ability for Algonquin College to continue to facilitate lead generation, manage academic activities would be greatly reduced could result in damaging the College’s reputation.
- IT Infrastructure Strategy / Infrastructure / Capabilities: Without improved data quality, security controls, and improved stabilization of the data architecture, the current technology environment hinders the ability for current and new solutions to realize their full corporate benefit.
- IT Infrastructure Strategy / Infrastructure / Capabilities: Given current major initiatives underway (including the Student Information System), the Information Technology Services (ITS) team does not have the resources to support the upgrade of Salesforce without capital investment.

12. Project Schedule

Project Phases (shade boxes to indicate timing)	2021-22				2022-23				2023-24				2024-25				2025-26				2026-27			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Planning																								
2. Advocacy																								
3. Implementation																								
4. Closeout (training, moving, etc.)																								
5. Operationalize																								
6. Review																								

Projects in Planning / Advocacy Status

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
7	Technological Investment	Ottawa	Data Centre Facility	Planning	Lois Pollock

The implementation of security safeguards is required in order to reduce the College's exposure to business interruption, legislative non-compliance, loss of enrollment capabilities, and brand damage. The College's cyber insurance will not cover non-compliance costs, nor all breach-related costs. Further, the College is at increasing risk of financial penalties and regulator intervention due to security, legislation, and regulation non-compliance.

On March 2, 2017, the Audit and Risk Management Committee required the College to undertake an audit of Cyber Security as part of their annual audit of business risks. The College contracted Ernst & Young to conduct the audit and on May 24, 2018 they delivered their findings and recommendations to the Audit and Risk Management Committee. One of the ten key security requirements identified was Information Technology Disaster Recovery.

While significant progress has been made on the audit findings, there are still remaining security requirements around the Disaster Recovery Plan which would consist of a duplicate data center facility. The previous Chair of the Audit and Risk Management Committee provided direction that all of the recommendations from the audit are to be addressed. As a result, this project is being added to the Five-Year Capital Plan with an estimated cost of approximately \$1.5 to \$2.5 million.

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
8	Capital Expansion	Ottawa	Infrastructure Renewal	Planning	Ryan Southwood

Algonquin College conducted Facility Condition Audits on its campuses in 2010, 2014, and 2019. Each of the audits has indicated an increasing growth in the College's deferred maintenance backlog. Deferred maintenance is work that is deferred on a planned or unplanned basis due to a lack of funds in an annual budget cycle. Deferred maintenance includes existing major repairs and replacements; it does not include future maintenance, capital improvements or grandfathered code issues. The 2019 audit has estimated the current replacement value of Algonquin College facilities to be approximately \$690M. The current estimate of deferred maintenance in 2022 is approximately \$46M across the three campuses. Based on the audit forecast the deferred maintenance backlog will reach \$252M by 2032. This increased deferred maintenance backlog has a direct impact on the learning and working environment through health and safety issues and sudden system failures. It will also have an impact on the College achieving its strategic goals as the facilities lose their curb appeal, which may impact student enrolment. Algonquin College is developing a strategy to mitigate this increasing deferred maintenance liability. The intent is to determine the human and financial resources required to address the deferred maintenance backlog and keeping the facility condition at its current level.

Schedule A: Five-year Capital Investment Plan

Five Year Capital Investment Plan

Definitions

Version: June 15, 2021

Purpose:

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

Definitions:

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

Report Format:

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

SUMMARY OF FIVE YEAR CAPITAL INVESTMENT REQUIREMENTS

Version Date: October 22, 2021

CATEGORY	Class Estimate	Approved Budget 2021-22	Five Year Forecast					Five Year Total
			Forecast 2022-23	Forecast 2023-24	Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	
Base Ongoing Maintenance Costs								
Information Technology Infrastructure Renewal		\$ 1,706,000	\$ 1,706,000	\$ 3,100,000	\$ 3,193,000	\$ 3,288,790	\$ 3,387,454	\$ 14,675,244
Equipment - Academic		875,000	1,000,000	1,200,000	1,236,000	1,273,080	1,311,272	6,020,352
Equipment - Non-Academic		-	-	204,000	208,080	212,242	216,486	840,808
Physical Infrastructure Maintenance		4,000,000	2,800,000	2,884,000	2,970,520	3,059,636	3,151,425	14,865,580
Campus Services (Maintenance)		-	-	1,823,650	680,000	11,017,125	741,250	14,262,025
Residence Maintenance		345,000	-	5,756,710	10,647,659	8,708,850	7,669,902	32,783,121
Total Base Ongoing Maintenance Costs		6,926,000	5,506,000	14,968,360	18,935,259	27,559,722	16,477,789	83,447,130
Base Recurring Development Needs								
Initiatives & Opportunities		2,277,212	5,120,000	3,018,425	3,039,701	3,061,297	3,083,216	17,322,640
New Program Development		702,000	800,000	980,000	1,009,400	1,039,682	1,070,872	4,899,954
Apprenticeship Capital Grant Fund		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Campus Expansion Projects / Physical Resources Development								
Adaptations and Renovations		400,000	1,049,000	1,450,000	1,493,500	1,538,305	1,584,454	7,115,259
Total Base Recurring Development Needs		4,379,212	7,969,000	6,448,425	6,542,601	6,639,284	6,738,543	34,337,853
Subtotal Base Maintenance & Development Needs		11,305,212	13,475,000	21,416,785	25,477,860	34,199,006	23,216,332	117,784,984
Approved Major Capital Projects								
Jack Doyle Athletics and Recreation Centre (ARC)		2,200,000	-	-	-	-	-	-
Athletics and Recreation Centre Enabling Work		1,800,000	-	-	-	-	-	-
Pedestrian Bridge to Bus Rapid Transit Station		1,260,000	1,161,000	-	-	-	-	1,161,000
R3 - Student Information System (SIS)		21,860,000	20,175,161	13,739,725	5,300,000	-	-	39,214,886
Cyber Security Redress Audit		-	1,565,000	535,000	500,000	-	-	2,600,000
Campus Accessibility		1,200,000	2,157,000	3,145,000	3,136,000	-	-	8,438,000
Salesforce Lightning Upgrade Project		1,000,000	3,154,000	1,388,000	-	-	-	4,542,000
Total Approved Major Capital Projects		29,320,000	28,212,161	18,807,725	8,936,000	-	-	55,955,886
Potential Major Capital Projects - Estimated Costs								
<i>(these items are not included in the 2021-22 Approved Projects)</i>								
Advocacy Stage:								
Ottawa Campus of Care (HLE)	Class G	250,000	1,000,000	10,000,000	8,500,000	35,000,000	35,000,000	89,500,000
Provisioning a Data Centre Facility	Class G	-	-	900,000	1,100,000	-	-	2,000,000
Infrastructure Renewal Project	Class G	-	-	20,000,000	20,000,000	20,000,000	20,000,000	80,000,000
Total Major Potential Capital Projects - Estimated Costs		250,000	1,000,000	30,900,000	29,600,000	55,000,000	55,000,000	171,500,000
Total Major Capital Project Costs		29,570,000	29,212,161	49,707,725	38,536,000	55,000,000	55,000,000	227,455,886
GRAND TOTAL PROJECT COSTS		\$ 40,875,212	\$ 42,687,161	\$ 71,124,510	\$ 64,013,860	\$ 89,199,006	\$ 78,216,332	\$ 345,240,870

SUMMARY OF FIVE YEAR CAPITAL INVESTMENT SOURCES OF FUNDS

Version: October 22, 2021		Five Year Forecast					
CATEGORY	Approved Budget 2021-22	Forecast 2022-23	Forecast 2023-24	Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	Five Year Total
High Assurance Funds							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities	\$ 4,379,212	10,905,500	\$ 27,602,900	\$ 30,662,050	\$ 33,475,550	\$ 37,008,150	\$ 139,654,150
Students' Association Contribution - Athletics & Recreation Centre	2,200,000	-	-	-	-	-	-
Students' Association Contribution - Indigenous Initiatives	200,000	-	-	-	-	-	-
Specific Purpose Grants (Facilities Renewal Program, Apprenticeship Capital Grant Fund, Colleges Equipment Renewal Fund)	6,503,000	6,503,000	6,503,000	6,503,000	6,503,000	6,503,000	32,515,000
Approved Drawdown from Internally Restricted Net Assets							
Information Technology and Physical Infrastructure Renewal Projects	3,228,000	3,303,985	4,652,000	5,825,744	6,913,006	7,956,927	28,651,662
Athletics and Recreation Centre & Enabling Works	900,000	-	-	-	-	-	-
Pedestrian Bridge to Bus Rapid Transit Station	1,260,000	1,161,000	-	-	-	-	1,161,000
R3 - Student Information System (SIS)	21,860,000	5,043,790	2,747,945	762,117	-	-	8,553,852
Campus Services Reserves	345,000	-	-	-	-	-	-
Total High Assurance	40,875,212	26,917,275	41,505,845	43,752,911	46,891,556	51,468,077	210,535,664
Moderate Assurance Funds							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities		1,283,000	3,247,400	3,607,300	3,938,300	4,353,900	16,429,900
Potential Additional Debt							
Ottawa Campus of Care			-	-	6,807,405	500,000	7,307,405
Infrastructure Renewal Project			16,947,565	1,150,000	6,650,000	13,160,000	37,907,565
Capital Grants / Partnership Funding							
Ottawa Campus of Care - Potential Grants		-	7,800,000	11,700,000	14,942,595	4,557,405	39,000,000
Fundraising							
Ottawa Campus of Care - Potential Fundraising		-	-	2,000,000	3,000,000	-	5,000,000
Additional Unapproved Withdrawal from Internally Restricted Net Assets							
Ottawa Campus of Care - Future Capital Expansion		-	-	-	5,000,000	2,000,000	7,000,000
Cyber Security Audit Redress		1,565,000	-	-	-	-	1,565,000
Total Moderate Assurance	-	2,848,000	27,994,965	18,457,300	40,338,300	24,571,305	114,209,870
Low Assurance Funds							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities		641,500	1,623,700	1,803,650	1,969,150	2,176,950	\$ 8,214,950
Additional Unapproved Withdrawal from Internally Restricted Net Assets							
Base Development Needs		12,280,386	-	-	-	-	12,280,386
Total Low Assurance	-	12,921,886	1,623,700	1,803,650	1,969,150	2,176,950	20,495,336
Grand Total - Sources of Funds	\$ 40,875,212	\$ 42,687,161	\$ 71,124,510	\$ 64,013,861	\$ 89,199,006	\$ 78,216,332	\$ 345,240,870

Summary of Sources of Revenue and Shortfall

POTENTIAL SOURCE OF FUNDS AVAILABLE FOR STRATEGIC INVESTMENT PRIORITIES 2022-23 : 2026-27	
High Assurance of Funds / Low Risk	
Approved Drawdown from Internally Restricted Net Assets	\$ 38,366,514
Specific Purpose Grants (FRP, ACG, CERF)	32,515,000
Funded & Non-Funded Activity Contributions to SIP	139,654,150
	210,535,664
Moderate Assurance of Funds / Medium Risk	
Additional Debt	45,214,970
Funded & Non-Funded Activity Contributions to SIP	16,429,900
Fundraising - Ottawa Campus of Care	5,000,000
Withdrawal from Internally Restricted Net Assets	8,565,000
	75,209,870
Low Assurance of Funds / High Risk	
Funded & Non-Funded Activity Contributions to SIP	8,214,950
Withdrawal from Internally Restricted Net Assets	12,280,386
Potential Capital Grants - Ottawa Campus of Care	39,000,000
	59,495,336
TOTAL IDENTIFIED AND POTENTIAL SOURCES OF FUNDS	345,240,870
CUMULATIVE 5 YEAR CAPITAL INVESTMENT REQUIREMENTS	
Base Ongoing Maintenance Costs	83,447,130
Base Recurring Development Needs	34,337,853
Approved Major Capital Projects	55,955,886
Potential Major Capital Projects	171,500,000
TOTAL 5-YEAR CAPITAL PROFORMA CURRENT PRELIMINARY ESTIMATES	345,240,870
HIGH ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	(134,705,207)
HIGH & MODERATE ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	(59,495,337)
ALL AVAILABLE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	\$ (0)

Report title:	2022-23 Schedule of Tuition and Ancillary Fees
Report to:	Board of Governors
Date:	December 6, 2021
Author/Presenter:	Laura Stanbra, Vice President, Student Services Krista Pearson, Registrar

1. RECOMMENDATION:

THAT the Board of Governors approve of the proposed 2022-23 Tuition and Fees Schedules.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to review the Proposed 2022-23 Tuition and Ancillary Fees Schedules as established in accordance with the Ministry of Colleges and Universities' Binding Policy Directive on Tuition and Ancillary Fees. Please refer to Appendix A for the Executive Summary of Fee Information.

3. BACKGROUND:

Each year the Tuition and Fees Schedules for the upcoming academic year are presented to the Board of Governors. The proposed 2022-23 Tuition and Fees Schedules apply to the academic year beginning September 1, 2022 and ending August 31, 2023.

On January 17, 2019 for the 2019-20 academic year and continuing onto the 2020-21 academic year, the Government of Ontario announced a reduction of 10% from the 2018-19 tuition rate. Following this announcement, the Ministry of Colleges and Universities released a new Tuition Fee Framework effective September 1, 2019 to August 31, 2021. The Tuition Fee Framework for 2022-23 has not yet been released by the Ministry of Colleges and Universities. Requests for a release date have been sought from the Ministry, however, the Ministry is not currently able to provide an anticipated date; therefore, the Schedule of Tuition and Ancillary Fees may be subject to change upon receipt of Ministry direction.

Principles of the tuition fee framework for establishing 2022-23 schedule of fees include:

- a) A continued freeze on tuition fees for the 2022-23 academic year at 2019-20 tuition rates as outlined in Appendix B: Proposed 2022-23 Schedule of Fees.

- b) As per Ministry guidelines, High Demand domestic enrolment must be not be greater than 15.0% of the College’s post-secondary domestic enrolment. Graduate Certificate and Degree Programs are excluded from this calculation as outlined in Appendix C: Draft 2022-23 High Demand Program Calculation.

The draft 2022-23 Tuition and Fees Schedules were developed in consultation with Academic Operations and Planning, Academic Areas, the International Education Centre, the Students’ Association, the City of Ottawa (Universal Bus Pass), Campus Services, Information Technology Services, Registrar’s Office and Student Support Services.

The draft 2022-23 Compulsory Ancillary Fees were endorsed by the College Budget Committee on May 12, 2021, presented to the Students’ Association on June 14, 2021, and approved by the Algonquin College Executive Team on June 29, 2021. On October 15, 2021, the Protocol Agreement, in alignment with Ministry of Colleges and University policy, was signed by the Students’ Association and is included as Appendix D, the Students' Association Approval of Compulsory Ancillary. The Compulsory Ancillary Fees are detailed in Appendix E.

The 2022-23 Schedule of Tuition and Ancillary Fees preparation assumptions were endorsed by the College Budget Committee on August 31, 2021 and approved by the Algonquin College Executive Team on September 16, 2021. On October 13, 2021, the College Budget Committee endorsed the draft 2022-23 Schedule of Fees and subsequently approved by the Algonquin College Executive Team on October 27, 2021 and endorsed by the Academic and Student Affairs Committee on November 9, 2021.

4. DISCUSSION:

The preparation details for the proposed Tuition and Fees Schedules are summarized in Appendix A: Executive Summary of Fee Information for the Draft 2022-23 Tuition and Fee Schedules. All changes to fees have been highlighted in yellow in the enclosed fee tables in Appendix B: Proposed 2022-23 Schedule of Fees.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two	<input type="checkbox"/>	SUSTAINABLE Goal Five	<input checked="" type="checkbox"/>

Lead the college system in co-op and experiential learning.		Enhance Algonquin’s global impact and community social responsibility.	
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

Tuition fees support the overall health of College financial resources, which, in turn, contributes to the efficient delivery of programs and services for students. Every effort is made to securitize fees and maintain a balance of financial impact on students with the need to support program instruction. Student tuition fees contribute to the College’s ability to continue to provide quality education.

Algonquin College’s Standard Tuition Fee is comparable to other Ontario Colleges. Since 2019-20, within the existing Tuition Fee Framework and application of a tuition fee freeze, the estimated variance is \$75 per term between the highest provincial College annual tuition rate and the lowest. Algonquin College’s Standard Tuition Fee is expected to stay within \$20.00 of most of the Ontario Colleges, and within a \$5.00 of thirteen of the twenty-four Colleges. In this way, Algonquin is competitive and comparable within the Ontario college system. For sample program fees and affordability context, please refer to Appendix 6 Sample 2022-23 Fee Comparison of Four Programs and Appendix 7 Sample 2022-23 Student Funding and Expenses. The four sample scenarios presented a modest, positive balance related to the cost of education and estimated access to funding.

7. FINANCIAL IMPACT:

The Draft 2022-23 Tuition and Fees Schedules are in alignment with provincial practice and the College’s budgetary planning. Tuition and Ancillary Fees augment the General Purpose Operating Grant from the province to support program delivery.

8. HUMAN RESOURCES IMPACT:

The Draft Schedule of Tuition and Ancillary Fees does not have an impact on human resources.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Tuition and Fees Schedules have been prepared in compliance with the existing Government of Ontario’s Ministry of Colleges and Universities Tuition Fee Framework as articulated in the Tuition and Ancillary Fees Minister’s Binding Policy Directive, and the

Tuition and Ancillary Fees Reporting Operating Procedure. The Compulsory Ancillary Fees were reviewed and discussed with the Students' Association and subsequently approved by the College's Students' Association on October 15, 2021 as per the protocol agreement.

10. COMMUNICATIONS:

Preparation of the Tuition and Fees Schedules provides new students with the fee information for the 2022-23 admissions cycle and prior to the provincial confirmation deadline of May 1, 2022 in alignment with Ministry policy.

Fee information is communicated to students through the Algonquin College web-based Student Portal (ACSIS) and the Algonquin College website. The Registrar's Office also uses personalized and targeted communications through digital signage, social media, and email to advise students of important fee information. The Tuition Fee Estimator on the Algonquin College website eases the ability for students to see all fees for financial and other planning pertaining to the program of study.

11. CONCLUSION:

The 2022-23 Tuition and Fees Schedules were established in a thorough and consultative process in compliance with Ministry policies. The goal is to continue to support the College in balancing affordable and market competitive fees for students while providing sustainable and high-quality resources for quality education.

Respectfully submitted:



Laura Stanbra
Vice President, Student Services

Approved for submission:



Claude Brulé
President and CEO

Appendices:

<p>Appendix A: Executive Summary of Fee Information for the Draft 2022-23 Tuition and Fee Schedules</p> <p>Appendix B: Proposed 2022-23 Schedule of Fees</p> <p>Appendix C: Draft 2022-23 High Demand Program Calculation</p> <p>Appendix D: Students' Association Approval of Compulsory Ancillary Fees</p> <p>Appendix E: Draft 2022-23 Compulsory Ancillary Fees</p> <p>Appendix F: Sample 2022-23 Fee Comparison of Four Programs</p> <p>Appendix G: Sample 2022-23 Student Funding and Expenses</p>
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6.3 APPENDIX A

Executive Summary of Fee Information for the Draft 2022-2023 Tuition and Ancillary Fee Schedules

Minister's Binding Policy Directive (Tuition Fee Framework)

The Ministry of Colleges and Universities' updated Binding Policy Directive on Tuition and Ancillary Fees for 2022-2023 has not yet been released. The Framework for 2021-2022 was announced on April 30, 2021 and included a continuation of the freeze on tuition; the draft Framework for 2021-2022 was released for review on August 23, 2021. The draft is silent on direction for 2022-2023 tuition fees, and only addresses the already determined freeze on 2021-2022 tuition. A continuation of the freeze on tuition fees for 2022-2023 is anticipated.

Tuition Fees (Appendix B: 2022-2023 Schedule of Fees, p. 1)

Tuition fees for the 2021-2022 academic year are frozen at the 2019-2020 tuition rates. The 2019-2020 were reduced by 10% over 2018-2019 tuition rates.

Compulsory Ancillary Fees (Appendix B: 2022-2023 Schedule of Fees, p. 6-10)

Together with the Students' Association, the College carefully reviews and monitors the use of Compulsory Ancillary Fees. These are fees that are paid by all full-time students for access to services outside of academic instruction. The fees and services can vary by institution depending upon the needs of the students and location of the campus; however, the Binding Policy Directive does require that the proposed fees are supported by the Students' Association and that the fees fall within the maximum allowable increase of 20%.

Under the direction of the Vice President, Student Services, there is a deliberate and shared stewardship to contain costs for students in the ancillary fee review process.

The development of the proposed 2022-2023 Compulsory Ancillary fees were established in consultation with internal service providers, the Students' Association, the College Budget Committee, and the Algonquin College Executive Team. A protocol agreement with the Students' Association is also signed and enclosed for reference (Appendix D).

Proposed Changes to Compulsory Ancillary Fees

The proposed changes to the ancillary fees represent a modest increase of \$32.18 per academic year (two terms of study) or 1.78% (from \$1,809.85 to \$1,842.03). This is primarily due to anticipated increase of third-party contracts (U-Pass, Health Insurance), the approved Technology fee increase (as per the Memorandum of Understanding with the Students' Association), and a change to the Convocation Fee to off-set an increase

in event and operational costs to accommodate a positive growth trend in graduate participation.

Within the current Ministry Binding Policy Directive, the compulsory ancillary fees may increase up to 20% annually; at 1.78% Algonquin College is well under the maximum allowable increase.

Compulsory Ancillary Fee	Proposed Change	Note
SA Activity (including buildings & auditorium)	No change	
Athletics and Recreation Fee	No change	
Health Plan	TBD	3 rd party; typically determined by early winter
Technology Fee	\$162.01 to \$164.44 per term	1.5% increase as per Memorandum of Understanding with the Students' Association
Health Services	No change	
Graduation Fee	\$22 to \$38	Change from \$22 to \$38 per term applied to level one only
Transcript Fee	No change	
Student Experience Fee	No change	
U-Pass	\$223.48 to \$229.07 per term	Assumption 2.5% as per contract
U-Pass Admin Fee	\$5.51 to \$5.65	Application of 2.5% in alignment with U-Pass contract fee
Overall increase	\$32.18 per academic year	1.78% increase over 2021-2022

A detailed, historical chart of compulsory ancillary fees is provided in Appendix E.

High Demand Tuition Fee (Appendix B: 2022-2023 Schedule of Fees, p. 2-5)

All tuition fees for High Demand programs are frozen at the 2020-2021 rates. In accordance with policy, enrolment in basic post-secondary programs of instruction identified as High Demand may not exceed 15.0% of a College's total basic post-secondary enrolment (Appendix C: High Demand Program Calculation). The draft calculation for 2022-2023 High Demand enrolment estimates that the College's enrolment in High Demand programs will be 14.07%. Please note that some high demand programs have had capacity constraints as a result of the coronavirus pandemic; as reduction of physical distancing occurs, this projection will adjust but not exceed the threshold.

International Fees - Tuition Premium (Appendix B: 2022-2023 Schedule of Fees, p. 10-12)

International tuition fees are comprised of the domestic tuition rate plus an international “premium”.

The International Education Centre (IEC) proposes a few changes to the international tuition premium for postsecondary programs. This is not applied to the tuition portion, only the premium. These increases align with the cost of living increase the College will undergo, which includes the expenses to operate the international education unit. It is also sensitive to the market competition especially as the coronavirus pandemic circumstances persist; and is informed by a competitor analysis completed by the IEC.

1. 12% increase to most Ontario College Graduate Certificates (average increase = \$597 per term) except 3% increase to Project Management (increase = 149.25)
2. 3% increase to highly competitive programs (average increase = \$193.63 per term; list defined through admissions and IEC – refer to ppt slide 5)
3. 1% increase for all remaining and the majority of programs (average increase = \$57.40 per term)

The launch of the Private College Public Partnership tuition and ancillary expenses will be equivalent to Algonquin College to eliminate any cost differential market impact.

Program Ancillary Fees (Appendix B: 2022-2023 Schedule of Fees, p. 16-24)

Program Ancillary Fees, or course incidental fees, are prepared by academic areas and reviewed by the Registrar’s Office and Academic Operations and Planning to ensure compliance with the Minister’s Binding Policy Directive on Tuition and Fees. These fees cover learning materials and supplies retained by the students.

Reviews of Program Ancillary Fees have been undertaken as a part of an ongoing annual fees review effort to understand cost and competition. For 2022-2023, there are 680 course incidental fees (up from 630 in 2021-2022), ranging from \$6.99 for supplies in General Arts and Science Aviation Management ground school to \$2,520 for a Power Line Technician Line Work course. The average course incidental fee is down \$7.84 (7.3%) from \$115.37 for 2021-2022 to \$107.53 for 2022-2023.

Algonquin College Fee Comparison and Provincial Context (Appendix F: Sample 2022-2023 Fees Comparison)

At Algonquin College, student Tuition Fees for standard delivery range from \$1,361.29 to \$4,982.23 per term. (Appendix B: Proposed 2021-2022 Schedule of Fees, p. 1-2). This range reflects the application of High Demand tuition rates. A sample application of all fees to students in four programs is provided in Appendix F)

Algonquin College's Standard Tuition Fee is comparable to other Ontario Colleges. For 2019-2020, the estimated variance was \$75 per term between the highest and lowest provincial College annual tuition rate. Given the current Tuition Fee Framework and tuition freeze in effect since 2019, Algonquin College's Standard Tuition Fee is expected to stay within \$20.00 of most of the Ontario Colleges, and within a \$5.00 of thirteen of the Colleges.

It is important to recognize that the application of High Demand and Ancillary Fees varies within the province and can create differences in fees.

Sample Student Funding and Expenditures (Appendix G: Sample Student Funding and Expenditures 2022-2023)

In Appendix G the overview of estimated Student Funding and Expenditures provides a representative sample of how personal student circumstances influence the remaining balance. In the enclosed example, all student scenarios (dependent living at home; dependent living away from home; and independent student with dependents), a positive balance greater than \$2,000 is realized. This is attributed in part to educational costs that have been frozen for three years, but also reflects the elimination of personal contribution for independent students with dependents. A positive balance assists with the expenditures not accounted for such as course materials not included in assessments, lifestyle and other personal expenses; as this positive balance declines, it necessitates that the student seeks resources elsewhere, such as through bursary support or student employment.

Fees Exemptions

Under certain conditions, students are provided with an exemption to specific fees. These exemptions align with the Ministry Binding Policy Directive and are administered through the Registrar's Office at time of registration.

**6.3 Appendix B
2022-2023 Schedule of Fees**

**FEE
FOR MINISTRY-FUNDED PROGRAMS
2022-2023**

Note: These figures represent the tuition portion of fees only. Compulsory ancillary and program related ancillary fees may apply. See sections labelled "Ancillary Fees" and "Program Related Ancillary Fees" for further details.

FULL-TIME POST-SECONDARY AND GRADUATE CERTIFICATE PROGRAMS WITH REGULAR TUITION

(no change from 2021-2022 amt.)

Full-time Post-Secondary One, Two and Three Year Programs:

(Tuition fee factor matching duration)

	<u>Per Term</u>	<u>Annually (two terms)</u>
Tuition Fee:		
All Levels	\$1,361.29	\$2,722.58

Full-time Post-Secondary 45-50 Week Programs (Non-Semestered):

(For two-year diploma programs with a tuition fee factor of 2.0)

	<u>Per Term</u>	<u>Annually (three terms)</u>
Tuition Fee:		
All Levels	\$1,815.05	\$5,445.15

Part-time Fees:

The hourly rate for part-time activity is: \$6.30

FULL-TIME POST-SECONDARY PROGRAMS WITH REGULAR TUITION, AND TUITION FEE FACTOR NOT MATCHING DURATION

(no change from 2021-2022 amt.)

	<u>Per Term</u>	<u>Annually (two terms)</u>
1704X/F Practical Nursing (TFF: 2.5)		
Tuition Fee:		
All Levels	\$1,701.61	\$3,403.22

FULL-TIME STANDARD POST-SECONDARY PROGRAMS WITH NON-REGULAR TUITION

(no change from 2021-2022 amt.)

		<u>Per Term</u>	<u>Annually (two terms)</u>
1213X Action Sports Park Development	All Levels	\$1,692.02	\$3,384.04
1522X Aviation Techniques - Aircraft Maint.	All Levels	\$1,692.02	\$3,384.04
0298X Bartending	Level 01	\$1,330.24	\$2,660.48
0380X Broadcasting - Radio	All Levels	\$1,692.02	\$3,384.04
1438Y GAS - English for Academic Purposes (3-term program)	All Levels	\$1,128.00	\$3,384.00
6149X Interactive Media Design	All Levels	\$1,569.10	\$3,138.20
1619X Medical Device Reprocessing	All Levels	\$1,418.13	\$2,836.26
0606X Respiratory Therapy	All Levels	\$1,599.56	\$3,199.12
0820X Sommelier	All Levels	\$1,691.91	\$3,383.82
1214X Urban Forestry - Arboriculture	All Levels	\$1,692.02	\$3,384.04
6320X Veterinary Technician	All Levels	\$1,414.66	\$2,829.32

TUITION SHORT PROGRAMS

(no change from 2020-2021 amt.)

Tuition (per week)	\$74.31
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**6.3 Appendix B
2022-2023 Schedule of Fees**

**TUITION FEES
FOR HIGH DEMAND MINISTRY-FUNDED PROGRAMS
2022-2023**

UNCHANGED

Program Number and Title		Level	2020/21 Tuition Fee (per level)	2021/22 Tuition Fee (per level)	2022/23 Tuition Fee (per level)	% Increase	\$ Increase
1456X	Advertising and Marketing Communications Management <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1288X	Animation <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
0381X	Broadcasting - Television <i>TFF: 2 Duration: 2</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1628X	Cardiovascular Technology <i>TFF: 2 Duration: 2</i>	All	\$1,782.67	\$1,782.67	\$1,782.67	0.00%	\$0.00
0608X	Dental Assisting (Levels I and II) <i>TFF: 1.25 Duration: 1</i>	Levels 1, 2 Level 3	\$2,313.84 \$616.90	\$2,313.84 \$616.90	\$2,313.84 \$616.90	0.00% 0.00%	\$0.00 \$0.00
1927X	Dental Hygiene <i>TFF: 3 Duration: 3</i>	All	\$2,900.74	\$2,900.74	\$2,900.74	0.00%	\$0.00
1421X	Film and Media Production <i>TFF: 2 Duration: 1.5</i>	All	\$3,843.67	\$3,843.67	\$3,843.67	0.00%	\$0.00
3013X	Game Development <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1400X	Graphic Design <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
0402X	Journalism <i>TFF: 2 Duration: 2</i>	All	\$2,210.06	\$2,210.06	\$2,210.06	0.00%	\$0.00
0915X	Massage Therapy <i>TFF: 3 Duration: 3</i>	All	\$2,276.37	\$2,276.37	\$2,276.37	0.00%	\$0.00
1615X	Medical Radiation Technology <i>TFF: 3 Duration: 3</i>	All	\$2,427.17	\$2,427.17	\$2,427.17	0.00%	\$0.00
1405X NSDP	Music Industry Arts <i>TFF: 2 Duration: 2</i>	All	\$2,823.20	\$2,823.20	\$2,823.20	0.00%	\$0.00
1603X	Orientation to Nursing in Ontario for Practical Nurses <i>TFF: 0.5 Duration: 0.5</i>	Level 1	\$2,252.82	\$2,252.82	\$2,252.82	0.00%	\$0.00
6780X	Outdoor Adventure <i>TFF: 2 Duration: 2</i>	All	\$3,556.88	\$3,556.88	\$3,556.88	0.00%	\$0.00
6783X NSDP	Outdoor Adventure Naturalist <i>TFF: 2 Duration: 2</i>	All	\$2,450.88	\$2,450.88	\$2,450.88	0.00%	\$0.00
0620X	Paramedic <i>TFF: 2 Duration: 2</i>	All	\$2,431.10	\$2,431.10	\$2,431.10	0.00%	\$0.00
0030X	Photography* <i>TFF: 2 Duration: 2</i>	All	\$2,210.06	\$2,210.06	\$2,210.06	0.00%	\$0.00
*As approved in April 2003, students pay a \$900 per term program fee to cover of using specialized digital and traditional photographic equipment.							
6236X	Pre-Service Firefighter Education and Training <i>TFF: 1.5 Duration: 1</i>	Levels 1, 2 Level 3	\$4,982.23 \$2,657.16	\$4,982.23 \$2,657.16	\$4,982.23 \$2,657.16	0.00% 0.00%	\$0.00 \$0.00
0468X	Public Relations <i>TFF: 2 Duration: 2</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00

Note:
Part-time fees are prorated.
Final part-time hourly rates will be confirmed following curriculum approval for 2022-2023.

6.3 Appendix B
2022-2023 Schedule of Fees

**TUITION FEES FOR MINISTRY-FUNDED
HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS)
AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS
2022-2023**

GRADUATE CERTIFICATE PROGRAMS WITH HIGH DEMAND TUITION FEES			UNCHANGED				
(Part-time fees are prorated)							
Program Number and Title	Level	2020/21 Tuition Fee (per level)	2021/22 Tuition Fee (per level)	2022/23 Tuition Fee (per level)	% Increase	\$ Increase	
1317X Accounting and Financial Practice <i>TFF: 1.5 Duration: 1.5</i>	All	\$2,248.43	\$2,248.43	\$2,248.43	0.00%	\$0.00	
3005X Advanced Care Paramedic <i>TFF: 1 Duration: 1</i>	Level 1	\$5,213.29	\$5,213.29	\$5,213.29	0.00%	\$0.00	
	Level 2	\$3,041.06	\$3,041.06	\$3,041.06	0.00%	\$0.00	
	Level 3	\$7,385.52	\$7,385.52	\$7,385.52	0.00%	\$0.00	
1606X Anesthesia Assistant <i>TFF: 1.5 Duration: 1.5</i>	Level 1	\$4,705.82	\$4,705.82	\$4,705.82	0.00%	\$0.00	
	Level 2	\$7,843.04	\$7,843.04	\$7,843.04	0.00%	\$0.00	
1526X Building Automation System Operations <i>TFF: 1 Duration: 1</i>	All	\$1,606.50	\$1,606.50	\$1,606.50	0.00%	\$0.00	
1525X Building Information Modeling - Lifecycle Mgmt <i>TFF: 1 Duration: 1</i>	All	\$2,894.85	\$2,894.85	\$2,894.85	0.00%	\$0.00	
1514X Business Intelligence System Infrastructure <i>TFF: 1 Duration: 1</i>	All	\$4,455.19	\$4,455.19	\$4,455.19	0.00%	\$0.00	
1410X Brand Management <i>TFF: 1 Duration: 1</i>	All	\$1,977.50	\$1,977.50	\$1,977.50	0.00%	\$0.00	
1605X Clinically Intensive Orientation to Nursing in Ontario <i>TFF: 1.5 Duration: 1.5</i>	Levels 1, 2	\$2,252.82	\$2,252.82	\$2,252.82	0.00%	\$0.00	
	Level 3	\$3,838.19	\$3,838.19	\$3,838.19	0.00%	\$0.00	
1505X Construction Project Management <i>TFF: 1 Duration: 1</i>	All	\$3,112.36	\$3,112.36	\$3,112.36	0.00%	\$0.00	
1530X Cyber Security Analysis <i>TFF: 1 Duration: 1</i>	All	-	\$2,500.00	\$2,500.00	0.00%	\$0.00	
1693X Diagnostic Cardiac Sonography <i>TFF: 2 Duration: 2</i>	All	\$2,015.55	\$2,015.55	\$2,015.55	0.00%	\$0.00	
1618X Diagnostic Medical Sonography <i>TFF: 2 Duration: 2</i>	All	\$1,643.00	\$1,643.00	\$1,643.00	0.00%	\$0.00	
1622X Digital Health <i>TFF: 1.5 Duration: 1</i>	All	\$2,789.50	\$2,789.50	\$2,789.50	0.00%	\$0.00	
1524X Energy Management <i>TFF: 1 Duration: 1</i>	All	\$1,885.68	\$1,885.68	\$1,885.68	0.00%	\$0.00	
1313X Entrepreneurship Acceleration <i>TFF: 1 Duration: 1</i>	All	\$1,921.77	\$1,921.77	\$1,921.77	0.00%	\$0.00	
1517X Environmental Management and Assessment <i>TFF: 1 Duration: 1</i>	All	\$2,763.80	\$2,763.80	\$2,763.80	0.00%	\$0.00	
0390X Event Management <i>TFF: 1 Duration: 1</i>	Level 1	\$2,100.35	\$2,100.35	\$2,100.35	0.00%	\$0.00	
	Level 2	\$2,080.34	\$2,080.34	\$2,080.34	0.00%	\$0.00	
1308X Financial Services <i>TFF: 1 Duration: 1</i>	All	\$2,168.61	\$2,168.61	\$2,168.61	0.00%	\$0.00	
1588X Geographic Information Systems <i>TFF: 1.5 Duration: 1.5</i>	All	\$4,811.56	\$4,811.56	\$4,811.56	0.00%	\$0.00	
1501X Green Architecture <i>TFF: 1 Duration: 1</i>	All	\$2,368.49	\$2,368.49	\$2,368.49	0.00%	\$0.00	
1311X Human Resources Management <i>TFF: 1 Duration: 1</i>	All	\$2,235.24	\$2,235.24	\$2,235.24	0.00%	\$0.00	
0300X Interactive Media Management <i>TFF: 1 Duration: 1</i>	All	\$3,448.61	\$3,448.61	\$3,448.61	0.00%	\$0.00	
1420X Interdisciplinary Studies in Human-Centred Design <i>TFF: 1 Duration: 1</i>	All	\$3,206.32	\$3,206.32	\$3,206.32	0.00%	\$0.00	
1306X International Business Management <i>TFF: 1 Duration: 1</i>	All	\$2,342.09	\$2,342.09	\$2,342.09	0.00%	\$0.00	
1404X Kitchen and Bath Design <i>TFF: 1 Duration: 1</i>	All	\$2,030.58	\$2,030.58	\$2,030.58	0.00%	\$0.00	
1310X Marketing Management <i>TFF: 1 Duration: 1</i>	All	\$2,277.15	\$2,277.15	\$2,277.15	0.00%	\$0.00	
1303X Marketing Research Analysis <i>TFF: 1.5 Duration: 1.5</i>	Levels 1, 2	\$1,917.73	\$1,917.73	\$1,917.73	0.00%	\$0.00	
	Level 3	\$376.10	\$376.10	\$376.10	0.00%	\$0.00	
1309X Nonprofit Sector Management <i>TFF: 1 Duration: 1</i>	All	\$3,681.94	\$3,681.94	\$3,681.94	0.00%	\$0.00	

6.3 Appendix B
2022-2023 Schedule of Fees

TUITION FEES FOR MINISTRY-FUNDED HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS) AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS 2022-2023							
1312X	Project Management <i>TFF: 1 Duration: 1</i>	All	\$2,811.03	\$2,811.03	\$2,811.03	0.00%	\$0.00
1523X	Regulatory Affairs - Sciences <i>TFF: 1 Duration: 1</i>	All	\$2,487.06	\$2,487.06	\$2,487.06	0.00%	\$0.00
1105X	Retirement Communities Management <i>TFF: 1 Duration: 1</i>	All	\$2,641.54	\$2,641.54	\$2,641.54	0.00%	\$0.00
0660X	RN Critical Care Nursing <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0664X	RN Perioperative Nursing <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0897X	RPN Operating Room <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0382X	Scriptwriting <i>TFF: 1 Duration: 1</i>	All	\$2,370.90	\$2,370.90	\$2,370.90	0.00%	\$0.00
1102X	Spa and Wellness Operations Management <i>TFF: 1 Duration: 1</i>	All	\$2,043.95	\$2,043.95	\$2,043.95	0.00%	\$0.00
6073X	Sport Business Management <i>TFF: 1.5 Duration: 1.5</i>	All	\$3,327.04	\$3,327.04	\$3,327.04	0.00%	\$0.00
1827X	Strategic Management <i>TFF: 1 Duration: 1</i>	All	\$2,173.50	\$2,173.50	\$2,173.50	0.00%	\$0.00
0925X	Teachers of English as a Second/Foreign Language <i>TFF: 1 Duration: 1</i>	All	\$2,637.43	\$2,637.43	\$2,637.43	0.00%	\$0.00
1182X	Technical Writer <i>TFF: 1 Duration: 1</i>	All	\$3,241.46	\$3,241.46	\$3,241.46	0.00%	\$0.00
1629X	Therapeutic Recreation <i>TFF: 1.5 Duration: 1</i>	All	\$1,876.47	\$1,876.47	\$1,876.47	0.00%	\$0.00
1611X	Victimology <i>TFF: 1 Duration: 1</i>	All	\$1,584.20	\$1,584.20	\$1,584.20	0.00%	\$0.00

6.3 Appendix B
2022-2023 Schedule of Fees

TUITION FEES FOR MINISTRY-FUNDED HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS) AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS 2022-2023						
Program Number and Title	Level	2020/21 Tuition Fee (per level)	2021/22 Tuition Fee (per level)	2022/23 Tuition Fee (per level)	Actual % Increase	Actual \$ Increase
6519X Bachelor of Automation and Robotics <i>TFF: 4 Duration: 4</i>	All	\$3,337.93	\$3,337.93	\$3,337.93	0.00%	\$0.00
6148X Bachelor of Interior Design (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,814.96	\$3,814.96	\$3,814.96	0.00%	\$0.00
1512X Bachelor of Building Science (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,312.61	\$3,312.61	\$3,312.61	0.00%	\$0.00
6066X Bachelor of Commerce (e-Supply Chain Management) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,241.61	\$3,241.61	\$3,241.61	0.00%	\$0.00
6450X Bachelor of Digital Marketing Communication (Honours) <i>TFF: 4 Duration: 4</i>	All	N/A	\$3,253.16	\$3,253.16	0.00%	\$0.00
1617X Bachelor of Early Learning and Community Development (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,382.40	\$3,382.40	\$3,382.40	0.00%	\$0.00
6225X Bachelor of Hospitality and Tourism Management (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,143.61	\$3,143.61	\$3,143.61	0.00%	\$0.00
1600B Bachelor of Public Safety (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,340.97	\$3,340.97	\$3,340.97	0.00%	\$0.00
6520X Bachelor of Technology (Business Systems Development) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,253.16	\$3,253.16	\$3,253.16	0.00%	\$0.00
6525X Bachelor of Technology (Digital Health) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,253.16	\$3,253.16	\$3,253.16	0.00%	\$0.00

COLLABORATIVE UNIVERSITY DEGREE PROGRAMS	
1624X	Bachelor of Information Technology - Information Resource Mgt. <i>Fees set by Carleton University</i>
6140X	Bachelor of Information Technology - Interactive Multimedia and Design <i>Fees set by Carleton University</i>
6178X	Bachelor of Information Technology - Network Technology <i>Fees set by Carleton University</i>
1516X	Bachelor of Information Technology - Photonics and Laser Technology <i>Fees set by Carleton University</i>
0616X	Bachelor of Science in Nursing <i>Fees set by the University of Ottawa</i>
5100X	Nipissing University Business Commerce <i>Fees set by Nipissing University</i>

6.3 Appendix B
2022-2023 Schedule of Fees

ANCILLARY FEES
2022-2023

COMPULSORY ANCILLARY FEES

STUDENT ACTIVITY FEE

UNCHANGED

\$217.37 per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$108.69 per term.

The fee is prorated for Co-op and field placement students.

Purpose: To cover the costs of various student activities and other non-academic student services as agreed to by the Students' Association Board of Directors.

ATHLETICS AND RECREATION FEE

UNCHANGED

\$150.00 per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$75.00 per term.

The fee is prorated for Co-op and field placement students.

Purpose: To cover the costs of various athletic services as agreed to by the Students' Association Board of Directors.

HEALTH PLAN FEE

TBC

\$178.62 annually. Prorated for Winter (\$155.86) and Spring Terms (\$22.77)

Purpose: To provide daytime students taking 2 or more courses with coverage for eligible medical and dental expenses.

Note: Students who have coverage with another plan may request a refund through the Students' Association. This request must be made within the first thirty days of the term in which the fee is paid.

6.3 Appendix B 2022-2023 Schedule of Fees

DRAFT

ANCILLARY FEES 2022-2023

U-PASS FEE

CHANGED: (\$223.48 per term in 2021-22)

\$229.07 per term for full-time students

Purpose: To provide the OC Transpo Universal Transit Pass to full-time students at the Ottawa Campus.

Note: Full-time on-campus students who withdraw or drop to part-time during a given term will be refunded a pro-rated amount of the fee.

U-PASS ADMINISTRATIVE FEE

CHANGED: (\$5.51 in 2021-22)

\$5.65 per academic year for full-time students

Purpose: To cover the administrative costs of providing the U-Pass to full-time students at the Ottawa Campus.

TECHNOLOGY FEE

CHANGED: (\$162.01 in 2021-22)

\$164.44 per term

\$1.64 per hour to a maximum of \$164.44 per term for part-time program registrants

Note: Part-time students are required to pay a minimum of \$72.00 to access all Technology Fee services

\$35.00 per term for continuing education students in I.T. applicable courses

Purpose: Enhancements to Information Technology but not for the basic infrastructure required for program delivery.

Note: The Information Technology Fee is prorated for Apprenticeship students based on the number of weeks in the academic level.

HEALTH SERVICES FEE

UNCHANGED

\$20.00 per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$10.00 per term.

Purpose: To help defray the costs of direct service provided by the Health Services Office for services which are not currently covered by OHIP.

GRADUATION FEE

CHANGED: (\$22.00 in 2021-22)

\$38.00

Assessed in first level of all College programs.

Purpose: To support the costs of the Convocation Ceremonies.

TRANSCRIPT FEE

UNCHANGED

\$20.00

Assessed to full-time and part-time students in Level 1 of all programs.

Purpose: To cover all handling costs associated with the production and mailing of official transcripts, course descriptions, as well as course outlines for students requesting Prior Learning Assessment.

6.3 Appendix B 2022-2023 Schedule of Fees

DRAFT

ANCILLARY FEES 2022-2023

STUDENT EXPERIENCE FEE

UNCHANGED

\$19.00 per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$9.50 per term.

Purpose: To actively engage Algonquin College students outside of the classroom and enrich their overall college experience, through College orientation; educational and engaging campus events; and related opportunities for personal growth both on and off campus.

PROGRAM ANCILLARY FEES

CENTRE FOR CONTINUING AND ONLINE LEARNING (CCOL) SERVICE FEE

UNCHANGED

\$1.25 per course hour

Assessed to registrants in CCOL courses.

Purpose: To partially offset the costs of providing the following services to CCOL students.

- special information and orientation services provided evenings and weekends to assist students unfamiliar with the College;
- counselling and career assistance;
- study skills workshops;
- extended Learning Resource Centre hours;
- direct mail communication of upcoming programs and courses;
- student and service surveys that serve to improve courses teaching and support services;
- financial assistance counselling;
- job placement services;
- a central CCOL office at the Ottawa Campus
- professional development for continuing education teachers;
- production and mailing of official transcripts and course descriptions.

CO-OP FEE

UNCHANGED TBC

\$579.00 per Co-op work term

Assessed in three instalments prior to work term:

- \$193.00 per term in the two preceding academic terms prior to the Co-op work placement
- \$193.00 on standard fees due date of the Co-op term

Purpose: To cover administrative costs associated with placement, monitoring and follow-up of students on a work term.

Note:

- Co-op students pay 10% of the Students' Association Fees
- Students in Co-op in the Fall Term are assessed the Health Plan Fee and the U-Pass fees
- Students in the Co-op Diploma Apprenticeship program are exempt from the Co-op fee during the work term (students are required to pay a \$40.00 apprenticeship fee to the Ministry)

LEARNING MATERIALS AND SUPPLIES

See attached Program Related Ancillary Fees table

Amounts determined annually for specific courses in some programs.

Purpose: To cover costs of materials and/or supplies retained by the students, in accordance with Ministry and College policy governing incidental fees.

Note: Enclosed is a summary by program, by course, of 2022-2023 program-related ancillary fees for program registrants. A summary report of program-related ancillary fees is maintained in the Registrar's Office.

**6.3 Appendix B
2022-2023 Schedule of Fees**

DRAFT

**ANCILLARY FEES
2022-2023**

ADDITIONAL NON-TUITION-RELATED FEES

Unchanged from 2021-2022

Academic Appeal	Stage 1: \$25.00 (Refunded if appeal is successful) Stage 2: \$50.00 (Refunded if appeal is successful)
Advanced Standing	\$50.00
Course Withdrawal Penalty	\$25.00
Distance Education IT Service Fee	\$50.00 per course for most online courses offered through Distance Education.
Duplicate Copies	Diploma/certificate: \$20.00
Late Payment Fee (Full-time students only)	A \$150.00 late fee will be charged to all students who pay their fees after the Balance Due Date and the Fees Due Date (maximum one late fee assessment per term)
PLAR	\$113.61 per assessment or challenge. \$90.70 for General Education Portfolio Assessments. \$655.55 per program challenge.
PLAR Appeal	\$25.00
PLAR Withdrawal Penalty	\$10.00
Program Withdrawal Penalty	A \$500.00 fee assessed to all domestic students who withdraw in their initial term of the academic year if written request provided within ten business days from the start of the term.
International Program Withdrawal Penalty	A \$1500.00 fee assessed to all international students who withdraw if written request provided within ten business days from the start of term.
Returned Cheque	\$25.00
Review of Final Grade	\$25.00 (Refunded if appeal is successful)
Late Booking or Missed Distance Education Exam	\$50.00
Supplemental Exams	\$15.00
Transfer of Academic Credit (External)	\$10.00 per course assessment

6.3 Appendix B 2022-2023 Schedule of Fees

INTERNATIONAL STUDENT FEES 2022-2023

FULL-TIME POST-SECONDARY PROGRAMS WITH REGULAR AND HIGH DEMAND TUITION

CHANGED: \$5,740.10 in 2021-2022

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$5,797.50 per academic term.

FULL-TIME POST-SECONDARY PROGRAMS WITH REGULAR AND HIGH DEMAND TUITION WITH NON-REGULAR PREMIUM

CHANGED

Full-time international students in the below programs pay Canadian tuition fees plus the following International Premium per academic term.

1522X	Aircraft Maintenance Technician	\$6,647.80	(\$6,454.17 in 2021-2022)
0188W, 0188X, 0188Y	Architectural Technician	\$6,647.80	(\$6,454.17 in 2021-2022)
0006X	Computer Eng. Technology - Computer Science	\$6,647.80	(\$6,454.17 in 2021-2022)
0336X	Computer Programmer	\$6,647.80	(\$6,454.17 in 2021-2022)
0150X, 1560X	Computer Systems Technician	\$6,647.80	(\$6,454.17 in 2021-2022)
0190W, 0190X, 0190Y	Construction Engineering Technician	\$6,647.80	(\$6,454.17 in 2021-2022)
0398X, 0430X	Early Childhood Education	\$6,647.80	(\$6,454.17 in 2021-2022)
0317X	Electrical Engineering Technician	\$6,647.80	(\$6,454.17 in 2021-2022)
0550X	EME Technician Robotics	\$6,647.80	(\$6,454.17 in 2021-2022)
1704F, 1704X	Practical Nursing	\$7,173.81	(\$6,964.22 in 2021-2022)

FULL-TIME GRADUATE CERTIFICATE AND BACHELOR DEGREE OF APPLIED STUDIES PROGRAMS

CHANGED: \$4,975.02 in 2021-2022

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$5,572.02 per academic term.

except Project Management where the premium is increased by 3% from 2021-22 for \$5124.27 per academic term

HEALTH INSURANCE FEE

CHANGED: \$711.75 in 2021-2022

Full-time International students in post-secondary, graduate certificate and bachelor degree programs pay the Health Insurance Fee.

annually. Prorated for students commencing studies in the Winter (\$502.56) and Spring Terms
\$753.75 (\$251.28)
 Students enrolled in Introduction to Canadian Health Studies pay \$251.28 per term.

Part-time Fees for Post-Secondary, Non-Semestered Diploma, Graduate Certificate and Bachelor Degree of Applied Studies programs:

The hourly rate for part-time activity is*	\$6.30	(no change on 2021-2022 amt)
International Student Premium**	\$17.37	per hour
Total, Part-time Fees for International Students	\$23.67	per hour

*The hourly rate may vary for students in High Demand, Graduate Certificate and Bachelor Degree of Applied Studies programs.

**Does not include health insurance. Part-time program registrants are charged a health insurance fee of \$251.28 per term.

STUDENTS IN CO-OP PROGRAMS:

International students in a program with a Co-operative option will be assessed the Co-op fees for the Co-op work term and may be charged \$251.28 per term for health insurance.

6.3 Appendix B 2022-2023 Schedule of Fees

INTERNATIONAL STUDENT FEES 2022-2023

Pre-ENGLISH FOR ACADEMIC PURPOSES (Pre-EAP-INTERNATIONAL) PROGRAM (1915X):

Per 8 Week Level:

Tuition	\$1,558.00	(unchanged from 2021-2022)
International Premium*	\$1,484.53	(1% increase over 2021-2022)
Student Activity Fee	\$108.69	
Athletics and Recreation Fee	\$75.00	
Health Services Fee	\$10.00	
Technology Fee (once per term)	\$164.44	(increased from 2021-2022)
U-Pass Administrative Fee (once per year)	\$5.65	(increased from 2021-2022)
U-Pass Fee (once per term)	\$229.07	(increased from 2021-2022)
Student Experience Fee	\$9.50	
Health Insurance Fee*	\$119.00	
Total	\$3,763.88	

ENGLISH FOR ACADEMIC PURPOSES (EAP-INTERNATIONAL) PROGRAM (1438Y):

Per 8 Week Level:

Tuition	\$564.00	(unchanged from 2021-2022)
International Premium*	\$2,508.64	(1% increase over 2021-2022)
Student Activity Fee	\$108.69	
Athletics and Recreation Fee	\$75.00	
Health Services Fee	\$10.00	
Technology Fee (once per term)	\$164.44	(increased from 2021-2022)
U-Pass Administrative Fee (once per year)	\$5.65	(increased from 2021-2022)
U-Pass Fee (once per term)	\$229.07	(increased from 2021-2022)
Student Experience Fee	\$9.50	
Health Insurance Fee*	\$119.00	
Total	\$3,793.99	

**Full-time International students in English for Academic Purposes (EAP - International programs) pay the Health Insurance Fee.*

ESL/FLS PART-TIME NON-FUNDED COURSES:

International students registering in any ESL/FLS part-time, non-funded course will be charged, in addition to other applicable fees, a premium of \$10.00 per hour or a premium of \$200.00 per week excluding health insurance. Exceptions require approval from the Chair, Language Institute or the Director, International Education Centre.

FULL-TIME STUDENTS TAKING ADDITIONAL COURSES:

International students, registered in full-time post-secondary and full-time English for Academic Purposes programs, who need or choose to take additional courses, will be exempted of the international premium for up to one (1) additional course per semester. Additional exceptions require approval from the Director, International Education Centre.

6.3 Appendix B 2022-2023 Schedule of Fees

INTERNATIONAL STUDENT FEES 2022-2023

DISTANCE EDUCATION AND ONLINE COURSES:

International students pay the same program tuition rate regardless of delivery location or method.

STUDENTS REGISTERED IN COLLEGE-APPROVED PROGRAMS:

International students will be charged a 15% premium over Canadian tuition fees for College-approved programs. This premium does not include health insurance.

REFUND POLICIES FOR INTERNATIONAL STUDENTS:

Students who submit formal written notification of withdrawal from a full-time program of instruction within 10 business days of the beginning of a term (or the beginning of the period for which the student paid fees in the case of a non-semestered or continuous intake program of instruction) are entitled to a refund of tuition and ancillary fees as follows:

A portion of the full tuition and ancillary fees paid for the term or program period, calculated according to the following situation:

Refund in full of any tuition and ancillary fees paid less a \$1500.00 international full-time program withdrawal penalty and the non-refundable Health Insurance Fee (\$753.75 for Fall intake, \$502.56 for Winter intake or \$251.28 for Spring intake) and a refund in full of any tuition and ancillary fees paid in advance for subsequent terms.

Refund in full of any tuition and ancillary fees paid less a \$619.00 international EAP program withdrawal penalty and a refund in full of any tuition and ancillary fees paid in advance for subsequent terms.

Continuing Education (CE) course registrants are refunded according to the current Continuing Education Refund Policy.

International Students who submit an official confirmation of their Study Permit rejection within 10 business days of the beginning of a term (or the beginning of the period for which the student paid fees in the case of a non-semestered or continuous intake program of instructions) will be exempted of the withdrawal penalty fee.

**6.3 Appendix B
2022-2023 Schedule of Fees**

FINAL

**APPRENTICESHIP FEES
2022-2023**

PROGRAM TITLE	PROGRAM NUMBER	LEVEL	HOURS	FEES
Autobody Repairer	0502X	Basic	240	\$400.00
Autobody Repairer	0502X	Intermediate	240	\$400.00
Autobody Repairer	0502X	Advanced	270	\$450.00
Automotive Service Technician	0529S	Basic	240	\$400.00
Automotive Service Technician	0529S	Intermediate	240	\$400.00
Automotive Service Technician	0529S	Advanced	270	\$450.00
Automotive Service Technician (ASEP)	0568S	Level 1	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 2	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 3	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 4	270	\$450.00
Carpenter	0504X	Basic	240	\$400.00
Carpenter	0504X	Intermediate	240	\$400.00
Carpenter	0504X	Advanced	270	\$450.00
Commercial Vehicle and Equipment	0529C	Basic	240	\$400.00
Cook	0346X	Basic	360	\$600.00
Cook	0346X	Advanced	390	\$650.00
Electrician-Const/Maintenance	0506X	Basic	240	\$400.00
Electrician-Const/Maintenance	0506X	Intermediate	300	\$500.00
Electrician-Const/Maintenance	0506X	Advanced	330	\$550.00
Hairstylist	0348X	Basic	240	\$400.00
Hairstylist	0348X	Advanced	270	\$450.00
Horticultural Technician	1411X	Level 1	360	\$600.00
Horticultural Technician	1411X	Level 2	360	\$600.00
Plumber	0522X	Basic	240	\$400.00
Plumber	0522X	Intermediate	240	\$400.00
Plumber	0522X	Advanced	270	\$450.00
Powerline Technician	1689X	Level 1	80	\$4,000.00
Powerline Technician	1689X	Level 2	80	\$4,000.00
Powerline Technician	1689X	Level 3	80	\$4,000.00
Powerline Technician	1689X	Level 4	80	\$4,000.00
Refrigeration & Air Conditioning	0500X	Intermediate	240	\$400.00
Refrigeration & Air Conditioning	0500X	Advanced	270	\$450.00
Refrigeration & Air Conditioning	0500C	Basic	240	\$400.00
Residential and ICI Air Conditioning Systems Mechanic	0500R	Advanced	240	\$400.00
Sheet Metal Worker	0526X	Basic	240	\$400.00
Sheet Metal Worker	0526X	Intermediate	240	\$400.00
Sheet Metal Worker	0526X	Advanced	270	\$450.00
Truck and Coach Technician	0529M	Intermediate	240	\$400.00
Truck and Coach Technician	0529M	Advanced	270	\$450.00

Part-time apprenticeship fees are pro-rated

ADDITIONAL NON-TUITION-RELATED FEE FOR APPRENTICESHIP:

Prior Learning Assessment and Recognition \$50.00 per assessment or challenge

6.3 Appendix B
2022-2023 Schedule of Fees

PROGRAM RELATED ANCILLARY FEES
2022-2023

*These are College-levied charges over and above the tuition fees and are for learning materials retained by the students.
Final Program-Related Ancillary Fees will be confirmed following curriculum approval for 2021-2022.*

Program Title	Program Number	Level	Course Title	Course Number	2021-2022 Ancillary Fee			
Action Sports Parks Development	1213X	02	Snow Terrain Park Maintenance	OAD7122	\$300.00			
			Action Sports Program Planning	OAD7206	\$80.00			
Advanced Care Paramedic	3005X	01	Skills and Scenario-Based Practice	PAR5006	\$29.14			
Aircraft Maintenance Technician	1522X	01	Safety and Human Factors	AIR1090	\$25.00			
		03	Maintenance Procedures I	AIR2510	\$70.00			
Animation	1288X	01	Life Drawing for Animation I	ANI1513	\$50.00			
		02	Life Drawing for Animation II	ANI1523	\$50.00			
		03	Life Drawing for Animation III	ANI1552	\$50.00			
		04	Life Drawing for Animation IV	ANI1607	\$50.00			
		05	Life Drawing for Animation V	ANI1578	\$50.00			
		06	Life Drawing for Animation VI	ANI1584	\$50.00			
Applied Museum Studies	0446C	01	Art, Architecture and Artifacts	MUS1997	\$28.00			
			Introduction to Museum Research	MUS1999	\$50.00			
		03	Collections Management I - Reg'n	MUS2007	\$28.00			
			Museum Management	MUS2006	\$50.00			
			Shop Practices	MUS2008	\$11.50			
		04	Techniques in Exhibition	MUS2013	\$14.00			
			05	Human Resources Plan & Mngt	MUS1982	\$28.00		
06	Plan & Develop Educational Exhibits	MUS2019	\$50.00					
	Museum Field Placement	MUS2022	\$60.00					
Architectural Technician	0188W	01	Architectural CAD I	CAD8407	\$15.00			
			Working Drawings I	ARC8401	\$15.00			
			Geometry and Trigonometry	MAT8050	\$70.00			
		02	Architectural CAD II	CAD8409	\$20.00			
			Visual Communication II	DSN8402	\$20.00			
			Working Drawings II	ARC8402	\$30.00			
			03	Design I	DSN8441	\$20.00		
		04	Revit Architecture I	CAD8414	\$20.00			
			Working Drawings III	ARC8403C	\$40.00			
			Design II	DSN8442	\$10.00			
			Revit Architecture II	CAD8415	\$20.00			
			Working Drawings IV	ARC8404C	\$40.00			
			Architectural Technician	0188X	01	Architectural CAD I	CAD8407	\$15.00
Architectural Technician	0188Y	01	Working Drawings I	ARC8401	\$15.00			
			Geometry and Trigonometry	MAT8050	\$70.00			
			02	Architectural CAD II	CAD8409	\$20.00		
		03	Visual Communication II	DSN8402	\$20.00			
			Working Drawings II	ARC8402	\$30.00			
			Design I	DSN8441	\$20.00			
			Revit Architecture I	CAD8414	\$20.00			
		04	Working Drawings III	ARC8403C	\$40.00			
			Design II	DSN8442	\$10.00			
			Revit Architecture II	CAD8415	\$20.00			
			Working Drawings IV	ARC8404C	\$40.00			
			Architectural Technician	0018X	01	Architectural CAD I	CAD8407	\$15.00
			Architectural Technology	0018X	01	Working Drawings I	ARC8401	\$15.00
Geometry and Trigonometry	MAT8050	\$70.00						
02	Architectural CAD II	CAD8409				\$20.00		
03	Visual Communication II	DSN8402			\$20.00			
	Working Drawings II	ARC8402			\$30.00			
	Design I	DSN8441			\$20.00			
	Revit Architecture I	CAD8414			\$20.00			
04	Working Drawings III	ARC8403C			\$40.00			
	Design II	DSN8442			\$10.00			
	Revit Architecture II	CAD8415			\$20.00			
	Working Drawings IV	ARC8404C			\$40.00			
	Architectural Technician	0018X			01	Architectural CAD I	CAD8407	\$15.00
	Architectural Technology	0018X			01	Working Drawings I	ARC8401	\$15.00
Geometry and Trigonometry			MAT8050	\$70.00				
02			Architectural CAD II	CAD8409		\$20.00		
03			Visual Communication II	DSN8402	\$20.00			
			Working Drawings II	ARC8402	\$30.00			
			Design I	DSN8441	\$20.00			
			Revit Architecture I	CAD8414	\$20.00			
04			Working Drawings III	ARC8403C	\$40.00			
			Design II	DSN8442	\$10.00			
			Revit Architecture II	CAD8415	\$20.00			
			Working Drawings IV	ARC8404C	\$40.00			

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2022-2023 Schedule of Fees

		05	Architectural Project I	ARC8497	\$40.00
			Construction Methods & Materials V	ARC8425	\$135.00
			Working Drawings V	ARC8405C	\$40.00
		06	Architectural Project II	ARC8498A	\$40.00
			Working Drawings VI	ARC8406C	\$20.00
Architectural Technology	0018Y	01	Architectural CAD I	CAD8407	\$15.00
			Working Drawings I	ARC8401	\$15.00
			Geometry and Trigonometry	MAT8050	\$70.00
		02	Architectural CAD II	CAD8409	\$20.00
			Visual Communication II	DSN8402	\$20.00
			Working Drawings II	ARC8402	\$30.00
		03	Design I	DSN8441	\$20.00
			Revit Architecture I	CAD8414	\$20.00
			Working Drawings III	ARC8403C	\$40.00
		04	Design II	DSN8442	\$10.00
			Revit Architecture II	CAD8415	\$20.00
			Working Drawings IV	ARC8404C	\$40.00
		05	Architectural Project I	ARC8497	\$40.00
			Construction Methods & Materials V	ARC8425	\$135.00
			Working Drawings V	ARC8405C	\$40.00
		06	Architectural Project II	ARC8498A	\$40.00
			Working Drawings VI	ARC8406C	\$20.00
Auto Body Repairer	0502X	01	Applied Mechanical I	AUT8846	\$150.00
		02	Applied Mechanical II	AUT8886	\$150.00
		03	Applied Mechanical III	AUT8866	\$150.00
Automotive Service Technician	0529S	01	Work Practices	AST8801	\$150.00
		02	Air Conditioning Systems	AST8310	\$150.00
		03	Climate Control Systems	AST8320	\$150.00
Automotive Service Technician (GM-ASEP)	0568S	01	Work Practices I	AST8613	\$150.00
		02	Work Practices II	AST8623	\$150.00
		03	Climate Control Systems I	AST8633	\$150.00
		04	Climate Control Systems II	AST8643	\$150.00
			Electrical/Electronics & Emission 4	AST8649	\$86.00
Bach. Early Learning & Comm Dev(Honours)	1617X	01	Human Development I	EDU4110	\$12.42
Bach. Early Learning & Comm Dev(Honours)	1617X	02	Introduction to Curriculum	EDU4114	\$0.00
		04	Creative Arts for Children	EDU4242	\$10.00
Bach. Early Learning & Comm Dev(Honours)-Bridging	1617B	05	Infant Specialization	EDU4353	\$12.42
Bachelor of Automation and Robotics	6519X	01	Introduction to Robotics	ROB8112	\$0.00
		02	Computer Aided Design	CAD8202	\$0.00
Bachelor of Automation and Robotics	6519X	02	Introduction to Robotics	ROB8113	\$250.00
		03	Electrical and Electronics Circuits	ELN8304	\$150.00
		04	Digital Circuits, Design and Micro	ELN8404	\$200.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00
BAR - Pathway Electro Mechanical Eng Tec	6519A	03	Electrical and Electronics Circuits	ELN8304	\$150.00
		04	Digital Circuits, Design and Micro	ELN8404	\$200.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00
BAR - Pathway Elec. Eng. Technologist	6519B	03	Electrical and Electronics Circuits	ELN8304	\$150.00
		04	Digital Circuits, Design and Micro	ELN8404	\$200.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00
Bachelor of Building Science (Honours)	1512X	01	Introduction to Building Science	BSC1100	\$30.00
		06	Building Information Modeling	CAD3200	\$125.00
Bachelor of Interior Design	6148X	01	Construction I	DSN0017	\$70.00
		02	Construction II	DSN0021	\$70.00
		03	Construction III	DSN0024	\$70.00
		04	Construction IV	DSN0027	\$70.00
		05	Construction V	DSN0030	\$70.00
		06	Construction VI	DSN0032	\$70.00
		07	Construction VII	DSN4078	\$70.00
Baking and Pastry Arts	1201X	01	Baking Practical I	FOD2146	\$790.00
			Shop Mgmt 1/Sanitation and Safety	HOS2143	\$75.00
			Dinner Party	HOS2288	\$75.00
			Introduction to Culinary	FOD2140	\$36.00
		02	Baking Practical II	FOD2166	\$80.00
			Field Placement - Baking and Pastry I	FLD0095	\$14.00
			Cake Decorating Techniques	FOD2156	\$30.00

6.3 Appendix B 2022-2023 Schedule of Fees

			Shop Management and Entrepreneurship	HOS2153	\$80.00
Baking and Pastry Arts Management	1207X	01	Baking Practical I	FOD2146	\$790.00
			Shop Mgmt 1/Sanitation and Safety	HOS2143	\$75.00
			Dinner Party	HOS2288	\$75.00
			Introduction to Culinary	FOD2140	\$36.00
		02	Baking Practical II	FOD2166	\$80.00
			Field Placement - Baking and Pastry I	FLD0095	\$14.00
			Cake Decorating Techniques	FOD2156	\$30.00
			Shop Management and Entrepreneurship	HOS2153	\$80.00
		03	Sugar Techniques and Artistry	FOD2148	\$410.00
			Chocolate Techniques and Artistry	FOD2149	\$40.00
			Nutrition and Food Preparation	FOD2129	\$12.60
			Baking for Special Diets	FOD2158	\$15.00
			Artisan Bread	FOD2159	\$88.00
		04	Advanced Cake Decoration/Gum Past	FOD2231	\$75.00
			Pastry and Plating Techniques	FOD2253	\$80.00
			Specialty Cakes-Marizpan/Petit Four	FOD2232	\$262.00
			Field Placement 2 Baking and Pastry A	FLD0098	\$14.00
Bartending	0298X	01	Bar Cost Control and Regulations	HOS2061	\$35.00
			Customer Relations	HOS2082	\$83.00
			Mixology Practical	HOS2080	\$70.00
			Oenology	HOS2066	\$90.00
			Field Placement	HOS2091	\$20.00
			The Dinner Party	HOS2288	\$75.00
BBS (Honours) (Entry Level 03)	1512A	06	Building Information Modeling	CAD3200	\$125.00
BBS (Honours) (Entry Level 05)	1512B	06	Building Information Modeling	CAD3200	\$125.00
BHTM (Honours)	6225X	01	Food and Beverage Studies	FOD6101	\$110.00
			Foundations Hospitality and Tourism	HOS6100	\$10.00
			Hotel Operations	HOS6102	\$65.00
		02	Financial Accounting	ACC6104	\$10.00
			Food and Beverage Operations	FOD6103	\$100.00
		03	Food Production and Service	FOD6109	\$200.00
			Managerial Accounting	ACC6107	\$10.00
		04	Conference and Event Management	HOS6112	\$10.00
			Cost Control in Hospitality	HOS6115	\$10.00
		05	Organizational Behaviour	HRM6118	\$50.00
			Revenue Management in Hospitality	MGT6117	\$10.00
			Culinary and Beverage Tourism	HOS6137	\$100.00
		06	Financial Analysis	ACC6124	\$10.00
			International Management	MGT6130	\$5.00
		07	Career Development and Management	HOS6130	\$45.00
			Hospitality Business Simulation	HOS6126	\$85.00
			Applied Research Methods	QUA6127	\$10.00
		08	Project Management in Food and Beverage Operations	FOD6128	\$0.00
			Cases in Hospitality and Tourism Management	HOS6133	\$10.00
			Attractions Management	TOU6129	\$100.00
BHTM (Honours) - Bridging	6225B	05	Organizational Behaviour	HRM6118	\$50.00
			Revenue Management in Hospitality	MGT6117	\$10.00
			Culinary and Beverage Tourism	HOS6137	\$100.00
		06	Financial Analysis	ACC6124	\$10.00
			International Management	MGT6130	\$5.00
		07	Career Development and Management	HOS6130	\$45.00
			Hospitality Business Simulation	HOS6126	\$85.00
			Applied Research Methods	QUA6127	\$10.00
		08	Project Management in Food and Beverage Operations	FOD6128	\$0.00
			Cases in Hospitality and Tourism Management	HOS6133	\$10.00
			Attractions Management	TOU6129	\$100.00
Biotechnology - Advanced	1020X	05	Experimental Design for Biotechnology	BTC3500	\$0.00
Choose one in Level 05 of BTC3500 or BTC3601			Biotechnology Field Placement I	BTC3601	\$0.00
Bookkeeping and Accounting Practices	1315X	01	Business Computer Applications	BUS2301	\$114.00
Broadcasting - Radio	0380X	01	Introduction to Broadcasting	RAD1506	\$10.00
Broadcasting - Television	0381X	01	Electronic Field Production I	TVA1565	TBD
			Introduction to Post-Production	TVA1530	TBD
		02	Electronic Field Production II	TVA1566	TBD
			Studio Production II	TVA1507	TBD
		03	Electronic Field Production III	TVA1515	TBD
			Production & Business Mgt I	TVA1560	TBD
		04	Electronic Field Production IV	TVA1519	TBD
			Remote Broadcast II	TVA1518	TBD

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Building Construction Technician	6442X	01	Applied Construction Geometry	CON8125	\$40.00
			Building Structures I	CON8114	\$180.00
			Computer Applications	DAT2004	\$90.20
			Drafting	DRA8110	\$85.00
		02	AutoCAD I	CAD8010	\$35.00
			Building Structures II	CON8120	\$65.00
		03	AutoCAD II	CAD8020	\$45.00
			Interior Systems	WOO8805	\$40.00
Building Information Modeling - Lifecycle Management	1525X	01	Tools and Technology I	BIM1020	\$22.00
Business	0306X	01	Business Computer Applications	BUS2301	\$114.00
		02	Human Resources Management	MGT2381	\$75.00
Business - Agriculture	1938X	01	Plants, Soil and Fertilization	HOR9100	\$18.00
		02	Animal Health and Nutrition	SCI9200	\$8.50
		03	Pest, Disease and Weed Management	HOR9301	\$28.25
		04	Dairy Business Operations	BUS9400	\$11.00
Business - Accounting	0214C	01	Business Computer Applications	BUS2301	\$114.00
Business Fundamentals	1457X	01	Business Computer Applications	BUS2301	\$114.00
Business - Marketing	0214E	01	Business Computer Applications	BUS2301	\$114.00
		02	Product and Pricing Strategies	MKT2206	\$41.00
		03	Marketing Research	MKT2284	\$30.00
		04	Marketing Plan Project Field Work	MKT2261	\$30.00
Business - Management & Entrepreneurship	0242X	01	Business Computer Applications	BUS2301	\$114.00
		03	Project Management for Business Startups	MGT2225	\$16.00
Business Administration - Core	0216X	01	Business Computer Applications	BUS2301	\$114.00
		03	Introduction to Finance	FIN2303	\$88.00
			Human Resources Management	MGT2381	\$75.00
Business Administration - Finance	0216K	04	Retirement Planning	FIN2306	\$113.00
		05	Risk and Estate Planning	FIN2307	\$113.00
		06	Investment Planning	FIN2308	\$113.00
			Income Tax Planning	FIN2309	\$164.00
Business Administration - Human Resources		04	Finance for Non-Finance Prof.	FIN2305	\$88.00
Business Administration - International Business	0216G	04	Finance for Non-Finance Prof.	FIN2305	\$88.00
Business Administration - Marketing	0216D	04	Finance for Non-Finance Prof.	FIN2305	\$88.00
			Applied Marketing Research	MKT2307	\$30.00
Business Administration - Supply and Operations Mgt		04	Finance for Non-Finance Prof.	FIN2305	\$88.00
	0216L	06	Manufacturing Simulation (SAP)	MGT2308	\$55.00
Business Administration (charged if selected)	0216E	elect.	Manufacturing Simulation (SAP)	MGT2308	\$55.00
(charged if selected)		04	Retirement Planning	FIN2306	\$113.00
(charged if selected)		05	Risk and Estate Planning	FIN2307	\$113.00
(charged if selected)		06	Investment Planning	FIN2308	\$113.00
(charged if selected)			Income Tax Planning	FIN2309	\$164.00
Cabinetmaking and Furniture Technician	0575X	01	Joinery	WOO8930	\$460.00
		02	Furniture Making	WOO8939	\$135.00
		03	Furniture, Kitchens and Millwork	WOO0004	\$215.00
Heritage Carpentry and Joinery	0530X	01	Carpentry I: Foundations and Floors	CON9111	\$150.00
			Joinery I: Fundamentals	WOO9254	\$105.00
		03	Joinery III: Traditional Windows	WOO9304	\$0.00
			Joinery IV: Traditional Doors	WOO9307	\$0.00
			Conservation Methods I: Windows	BSC9300	\$0.00
			Traditional Joinery: Doors & Windows	WOO9306	\$190.00
		04	Joinery VI: Ornamental Millwork	WOO9400	\$0.00
			Culminating Architectural Millwork Project	WOO9401	\$80.00
			Traditional Carpentry II: Log Building	WOO9402	\$50.00
			Traditional Joinery: Staircasing & Ornamental Millwork	WOO9403	\$50.00
Child and Youth Care	0476X	03	Child and Youth Care Interventions	FAM1064	\$27.00
			Outdoor Activities I	FAM1070	\$160.89
		04	Child Abuse and the Law	FAM1087	\$10.00
		05	Advanced CYC Interventions	FAM1270	\$26.00
		06	Outdoor Activities II	FAM1100	\$196.24
Civil Engineering Technology	0192X	01	Construction Materials I	CON8411	\$20.00
			Residential Building/Estimating	CON8101	\$15.00
			Geometry and Trigonometry	MAT8050	\$70.00
		02	Commercial Building/Estimating	CON8102	\$15.00
			Construction Materials II	CON8412	\$20.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
		05	Project Scheduling and Cost Control	CON8406	\$10.00
Civil Engineering Technology	0192Y	01	Construction Materials I	CON8411	\$20.00

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			Residential Building/Estimating	CON8101	\$15.00
			Geometry and Trigonometry	MAT8050	\$70.00
		02	Commercial Building/Estimating	CON8102	\$15.00
			Construction Materials II	CON8412	\$20.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
		05	Project Scheduling and Cost Control	CON8406	\$10.00
Clinically Intensive ONO	1605X	01	Basic Technical Nursing Skills I	NSG0071	\$0.00
		02	Nursing in Geriatric Mental Health	NSG6804	\$0.00
Commercial Vehicle and Equipment	0529C	01	Trade Practices	TRK8308	\$150.00
Computer Eng. Technology - Comp. Science	0006X	01	Tech. Math for Computer Science	MAT8001C	\$70.00
		03	Processor Architecture	CST8216	\$30.00
		05	Interfacing	CST8227	\$85.00
Computer Programmer	0336X	01	Tech. Math for Computer Science	MAT8001C	\$70.00
Computer Systems Technician	0150X	01	Windows Operating Systems I	CST8202	\$173.00
Computer Systems Technology - Security	0156X	01	Windows Operating Systems I	CST8202	\$173.00
Construction Engineering Technician	0190W	01	Construction Materials I	CON8411	\$20.00
			Residential Building/Estimating	CON8101	\$15.00
			Geometry and Trigonometry	MAT8050	\$70.00
		02	Commercial Building/Estimating	CON8102	\$15.00
			Construction Materials II	CON8412	\$20.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
Construction Engineering Technician	0190X	01	Construction Materials I	CON8411	\$20.00
			Residential Building/Estimating	CON8101	\$15.00
			Geometry and Trigonometry	MAT8050	\$70.00
		02	Commercial Building/Estimating	CON8102	\$15.00
			Construction Materials II	CON8412	\$20.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
Construction Engineering Technician	0190Y	01	Construction Materials I	CON8411	\$20.00
			Residential Building/Estimating	CON8101	\$15.00
			Geometry and Trigonometry	MAT8050	\$70.00
		02	Commercial Building/Estimating	CON8102	\$15.00
			Construction Materials II	CON8412	\$20.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
Carpentry and Renovation Techniques	1519X	01	Applied Construction Geometry	MAT7013	TBD
			Building Tools and Materials	CON7014	TBD
			Plans, Specifications and Code I	DRA7334	TBD
		02	Res Framing and Ext Finish	CON7015	TBD
Cook	0346X	01	Culinary Restaurant Operations	FOD2197	\$122.85
		02	Food - Practical II	FOD2126	\$122.85
Culinary Management	0354X	01	Culinary Fundamentals	FOD2132	\$52.50
			Introd. to Applied Culinary and Butchery Techniques	FOD2111	\$939.75
			Introduction to Baking and Pastry	FOD2119	\$37.80
			Sanitation and Safety Training	FOD2103	\$84.00
			Theory of Food	FOD2107	\$15.75
		02	Applied Culinary Techniques	FOD2126	\$122.85
			Culinary Restaurant Operations	FOD2197	\$84.00
			Nutrition and Food Preparation	FOD2129	\$12.60
			Contemporary Production Methods	FOD2117	\$122.85
			Field Placement Culinary Arts	FLD0100	\$14.70
		03	Contemporary Banquet and Restaurant	FOD2189	\$122.85
			Farm to Fork	FOD2105	\$78.75
		04	International Cuisine	FOD2133	\$63.00
			Field Placement II Culinary Arts	FLD0200	\$14.70
			Capstone Culinary Restaurant	FOD2249	\$52.50
			Advanced Culinary Operations	FOD2250	\$84.00
(Charged in Level 03, two of the four courses taken alternate terms)		elect.	Pastry and Plating Techniques	FOD2253	\$80.85
			Wine Food and Restaurant Service	FOD2106	\$157.50
Culinary Skills - Chef Training	0206X	01	Culinary Fundamentals	FOD2132	\$52.50
			Introd. to Applied Culinary and Butchery Techniques	FOD2111	\$939.75
			Introduction to Baking and Pastry	FOD2119	\$37.80
			Sanitation and Safety Training	FOD2103	\$84.00
			Theory of Food	FOD2107	\$15.75
		02	Applied Culinary Techniques	FOD2126	\$122.85
			Culinary Restaurant Operations	FOD2197	\$84.00

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			Nutrition and Food Preparation	FOD2129	\$12.60
			Contemporary Production Methods	FOD2117	\$122.85
			Field Placement Culinary Arts	FLD0100	\$14.70
Dental Assisting (Levels I and II)	0608X	01	Dental Materials Laboratory I	DEN4455	\$556.76
			Preclinic Practicum I	DEN4396	\$508.30
			Radiography Practicum I	DEN4453	\$458.41
		02	Dental Materials Lab II	DEN4461	\$107.43
			Preclinic Practicum II	DEN4398	\$915.22
Dental Hygiene	1927X	01	Preclinic Practicum I	DEN4409	\$744.76
			Radiography Practicum I	DEN4453	\$458.41
		02	Dental Materials I	DEN4416	\$107.43
			Preclinic Practicum II	DEN4422	\$1,043.24
		03	Preclinical Practicum III	DEN4430	\$448.69
		04	Clinic Practicum I	DEN4422	\$1,004.30
		05	Clinic Practicum II	DEN4456	\$0.00
Developmental Services Worker	0436A	01	Human Physiology and Health I	FAM1290	\$0.00
			Promoting Health and Wellness	FAM0067	\$24.98
(charged in Level 03)	0436A	03/04	Residential Health Clinical Skills	FAM1911	\$0.00
			Community & Developmental Services	FAM0072	\$27.25
Diagnostic Medical Sonography	1618X	01	Sonography Skills Laboratory I	IMG1017	\$0.00
Early Childhood Education	0398X	01	Fostering Children's Creativity	FAM1222	\$12.42
			Preparation for Field Experience	FAM1210	\$15.00
Early Childhood Education	0430X	01	Observation Skills	FAM1000	\$12.42
		03	Creative Art Experiences Child	FAM0030	\$15.00
Early Childhood Education (Perth)	0430X	01	Preparation for Field Placement I	FAM9618	\$10.00
			Fostering Creativity in Children	FAM9637	\$40.00
		02	Math and Science	FAM9628	\$30.00
		03	Language Arts	FAM9625	\$35.00
Electrical Engineering Technician	0317X	01	Essential Mathematics	MAT8100	\$70.00
			Electrical Principles I	ELE8909	\$45.00
		02	Electrical Principles - II	ELE8922A	\$90.00
			Introduction to Programming	DAT8921	\$50.00
		03	Power Electronics	ELE8930	\$275.00
			Programmable Controllers	ELE8932	\$10.00
		04	Robotics and Controls	ELE8941	\$185.00
Electrical Engineering Technology	0318X	01	Essential Mathematics	MAT8100	\$70.00
			Electrical Principles I	ELE8909	\$45.00
		02	Electrical Principles - II	ELE8922A	\$90.00
			Introduction to Programming	DAT8921	\$50.00
		03	Power Electronics	ELE8930	\$275.00
			Programmable Controllers	ELE8932	\$10.00
		04	Robotics and Controls	ELE8941	\$185.00
		05	Microcomputer Interfacing	CAM8302E	\$415.00
Electrician (Construction & Maintenance)	0506X	01	Electronics - Level 1	ELE8716	\$75.00
			Installation Methods - Level 1	ELE8714	\$75.00
		02	Electronics - Level 2	ELE8726	\$75.00
			Installation Methods - Level 2	ELE8724	\$75.00
		03	Electronics - Level 3	ELE8737	\$75.00
			Installation Methods - Level 3	ELE8740	\$75.00
EME Technician - Robotics	0550X	01	Computer Aided Design/Drafting (CAD)	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$450.00
			Technical Mathematics for EME	MAT8001M	\$70.00
		02	Basic Electronic Assembly	ELN8613	\$130.00
			Circuit Applications	ELN9192	\$65.00
			Manufacturing Application I	MFG8512	\$65.00
		03	Digital Logic Analysis	ELN8305	\$45.00
			Microcontrollers	ELN9215	\$110.00
		04	Industrial Robots	ROB9205	\$110.00
			Interfacing and Programming	ELN9204	\$100.00
			Programmable Logic Controllers	ELN9207	\$0.00
			Programmable Logic Controllers I	ELN9212	\$130.00
			Computer Aided Manufacturing I	CAM8515	\$40.00
Energy Management	1524X	02	Energy Concepts	ENG9001	\$100.00
Environmental Management & Assessment	1517X	02	Environ. Auditing & Site Assessment	ENV4006	\$100.00
Esthetician	1103X	01	Esthetics Practical Lab I	HLT1103	\$1,275.00
		02	Esthetics Practical Lab II	HLT2102	\$1,045.00
			Spa Operations I	FLD2109	\$200.00
		03	Spa Operation II	FLD3100	\$275.00
			Esthetics Practical Lab III	HLT3101	\$165.00
Event Management	0390X	01	Event Management Strategies	FAE1342	\$51.50
			Event Projects I Practical	FAE1347	\$15.00
		02	Field Work	FAE1335	\$50.00
Financial Services	1308X	01	Financial Planning 1	FIN2312	\$113.00
		02	Financial Planning 2	FIN2327	\$113.00
Fitness and Health Promotion	3010X	01	Introduction to Fitness/Wellness	FIT2212	\$45.19
		02	Fitness Assessment	FIT2220	\$0.00

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		02	Mechanics of Exercise	FIT2222	\$65.00
		03	Personal Training	FIT2237	\$0.00
			Personal Training Fundamentals	FIT0027	\$135.00
			Sports Injuries/Exercise Safety	FIT2230	\$0.00
Food and Nutrition Management	1204X	01	Quality Mgt - Sanitation/Safety	MGT3001	\$80.00
			Business and Financial Management 1	MGT3008	\$25.00
		02	Clinical Nutrition	NTN4001	\$30.00
			Food Modification	NTN4002	\$100.00
Game Development	3013X	01	Game Design Foundations	GAM1510	\$70.00
			Cinematics	GAM1575	\$15.00
		06	Capstone II: Project Management	GAM1562	\$400.00
GAS - 1 Yr -Intro to Fine Art	1438F	01	Foundations in Print and 3D Media	ART0030	\$353.00
			Painting Methods and Concepts I	ART0010	\$193.00
			Ice House Success Strategies	SSC0102	\$170.00
			Strategies in Drawing I	ART0028	\$165.52
		02	Painting Methods and Concepts II	ART0013	\$175.00
			Strategies in Drawing II	ART0029	\$52.00
			Digital Photography	SSC0069	\$50.00
			The Business of Art	BUS0003	\$50.00
GAS - Aviation Management	0438K	01	Private Pilot Ground School	AVI8810	\$6.99
GAS - One Year - Community Studies	1438B	01	Ice House Success Strategies	SSC0102	\$170.00
GAS - One Year - Concept Art Foundations	1438U	01	Character Design I	ART0016	\$234.00
			Environment Design I	ART0015	\$20.00
			Life Drawing I	ART0018	\$103.50
			Photoshop for Concept Design	ART0027	\$20.00
		02	Creative Thinking	SSC0083	\$60.00
			Ice House Success Strategies	SSC0102	\$170.00
			Environment Design II	ART0020	\$28.00
			Life Drawing II	ART0024	\$50.00
GAS - One Year - Design Studies	1438J	01	Fund. of Creative Photography	SSC0041	\$350.00
			Ice House Success Strategies	SSC0102	\$170.00
			Portfolio, Layout and Design I	DSN1371	\$532.00
		02	Portfolio, Layout and Design II	DSN1372	\$358.00
GAS - One Year - Environmental Studies	1438E	01	Environmental Citizenship	ENV0010E	\$260.00
			Entrepreneurial Mindset	GED0020	\$170.00
		02	Approaches to Sustainability	ENV0007	\$23.00
GAS - One Year - Justice Studies	1438P	01	Entrepreneurial Mindset	GED0020	\$170.00
GAS - One Year - Media & Communication	1438C	01	Ice House Success Strategies	SSC0102	\$170.00
GAS - One Year - Pre- Technology	1438T	01	Ice House Success Strategies	SSC0102	\$170.00
		02	Basic Electronic Assembly	ELN8613	\$115.00
GAS - One Year - Pre-Trades	1438V	01	Building Construction Lab	GAS0041	\$80.00
			Cabinet and Furniture Making Lab	GAS0042	\$80.00
			Plumbing Exploration Lab	GAS0043	\$80.00
			Ice House Success Strategies	SSC0102	\$170.00
		02	General Machinist Lab	GAS0045	\$80.00
			Motive Power Lab	GAS0044	\$80.00
			Sheet Metal Lab	GAS0046	\$80.00
GAS - Pre-Animation and Illustration	1438G	01	Layout Design I	ANI1600	\$676.10
		02	Portfolio Preparation	ANI0017	\$380.00
			Entrepreneurial Mindset	GED0020	\$170.00
GAS-Introduction to Music Industry Arts	1438D	01	Introduction to Audio Recording	MSC0061	\$580.00
		02	Introduction to Audio Production	MSC0062	\$370.00
General Carpenter (Pembroke)	0504X	01	Safety, Materials and Tools	WOO7313	TBD
		02	Residential Construction	WOO7323	TBD
		03	(ICI) Construction	WOO7333	TBD
General Carpenter	0504X	01	Safety, Materials and Tools	WOO8813	\$150.00
		02	Residential Construction	WOO8823	\$150.00
		03	ICI Construction	WOO8839	\$150.00
Graphic Design	1400X	03	Graphic Design III	DSN1533	\$30.00
		05	Computer Graphics V	DSN1677	\$30.00
Green Architecture	1501X	01	Computer Modeling for Buildings	CAD8480	\$25.00
			Eco Design	ARC1510	\$75.00
			Project Doc. & Presentation Skills	ARC1522	\$25.00
		02	Building Modeling and Analysis	CAD8481	\$25.00
			Final Project	ARC1520G	\$75.00
			Standards and Accreditation	ARC1523	\$75.00
Hairstyling	1104X	01	Cut Hair I	HAI1016	\$1,274.82
			Preparatory Procedures I	HAI1014	\$25.00
		02	Cut Hair II	HAI2033	\$593.54
			Colour and Lighten Hair I	HAI1018	\$25.00
		03	Textured Hair Service	HAI3019	\$201.13
			Colour and Lighten Hair II	HAI2028	\$25.00
		04	Cut Hair III	HAI3021	\$233.07

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			Colour and Lighten Hair III	HAI3014	\$25.00
			Hair Additions	HAI3007	\$80.00
Hairstylist	0348X	01	Cut Hair I	HAI2141	\$150.00
		02	Cut Hair II	HAI2215	\$150.00
Heating/Refrigeration/Air Cond Tn	0590X	01	Electrical Fundamentals	ELE8131	\$90.00
			Computer Applications	DAT2004	\$90.20
Horticultural Industries	1406X	01	Horticultural Jobsite Safety	HOR7032	\$275.00
			Urban Agriculture I	HOR7005	\$25.00
		03	Nursery and Garden Centre Operation	HOR7029	\$0.00
Horticultural Technician	1411X	01	Landscape Construction I	HOR0568	\$150.00
		02	Landscape Construction II	HOR0579	\$150.00
Hospitality - Hotel & Rest. Ops. Mgmt.	0208X	01	Beverage Service Theory	HOS2229	\$89.00
			Food Preparation Theory	FOD2200	\$397.00
			Hospitality Marketing I	MKT2235	\$10.00
			Intro.to Hospitality & Tourism Mgt.	HOS2224	\$20.00
		03	Hospitality Management Applications	DAT2236	\$20.00
			Wine, Food and Culture	HOS2255	\$30.00
		04	Volunteerism in Society	HOS2200	\$15.00
(all charged in Level 02)		02/03	Kitchen Operations	FOD2224	\$102.00
			Restaurant Operations and Theory	HOS2234	\$100.00
Interior Decorating	6142X	02	Perspective Sketching	DSN5323	\$175.00
		03	Residential Decorating	DSN5330	\$40.00
		04	Studio Techniques II	DSN5343	\$175.00
International Business Management	1306X	01	International Research	MGT1118	\$543.00
			Corp. Social Responsibility/Ethics	MGT1104	\$135.00
Internet Applications & Web Development	3002X	01	Intro to Comp. Prog. using Python	CST8279	\$130.00
			Cross-Platform Wed Development	MAD9013	\$130.00
			Tech. Math for Computer Science	MAT8001C	\$70.00
Journalism	0402X	01	Journalism I	JOU1546	\$20.00
		02	Journalism II	JOU1547	\$40.00
		03	Journalism III	JOU1544	\$40.00
Library and Information Technician	0440X	03	Emerging Library Technologies	LIB2034	\$84.36
		04	Library Software	LIB2045	\$121.46
Marketing Management	1310X	02	Retail Management and Marketing	MKT1207	\$15.00
Manufacturing Engineering Technician	1518X	01	Computer Aided Design/Drafting (CAD)	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$450.00
			Math for Engineering Technicians	MAT8001M	\$70.00
		02	Manufacturing Application I	MFG8512	\$0.00
			Machine Shop I	MFG8519	\$65.00
		03	Basic Electronic Assembly	ELN8613	\$115.00
			CNC Machining I	CAM8505	\$50.00
			Computer Aided Manufacturing I	CAM8515	\$40.00
			Manufacturing Application II	MFG8514	\$70.00
		04	CNC Machining II	CAM8506	\$50.00
Massage Therapy	0915X	01	Massage Lab I	MSS3011	\$97.87
		02	Massage Lab II	MSS3021	\$386.65
		03	Massage Practice I	MSS3032	\$67.00
Massage Therapy	0915Z	01	Massage Lab Intensive I	MSS0007	\$447.66
		02	Massage Practical Intensive II	MSS0009C	\$102.83
Mechanical Engineering Technology	0010X	01	Computer Aided Design/Drafting (CAD)	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$450.00
			Essential Mathematics	MAT8100	\$70.00
		02	CAD Applications and GDT	CAD8305	\$40.00
			Manufacturing Techniques I	MAC8519	\$50.00
		03	Computer Aided Manufacturing I	CAM8515	\$40.00
		04	Computer Aided Engineering	DRA8362	\$40.00
			Industrial Electronics	ELN8298	\$25.00
		05	Machine Design and Analysis I	ENG8315	\$25.00
		06	Machine Design and Analysis II	ENG8316	\$25.00
Medical Radiation Technology	1615X	06	Clinical Practicum V	IMG0121	\$200.00
Mkting Research & Business Intelligence	1303X	01	Data Analysis - Quant Research I	QUA1206	\$181.00
			Online Marketing Research	MKT1205	\$147.00
Mobile Application Design and Development	1515X	01	Cross-Platform Wed Development	MAD9013	\$0.00
		03	iOS Development	MAD9137	\$171.00
Music Industry Arts	1405X	01	Digital Audio Concepts I	MSC2000	\$850.00
			Recording Engineering Production I	MSC2003	\$347.75
		02	Recording Engineering Production II	MSC2007	\$583.50
		03	Recording Engineering Prod III	MSC2012	\$583.50
			Industry Preparation	MSC2021	\$500.00
ONO for Nurses	1604X	01	Basic Technical Nursing Skills I	NSG0071	\$0.00
		02	Nursing in Geriatric Mental Health	NSG6804	\$0.00

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ONO for Practical Nurses	1603X	01	Basic Technical Nursing Skills I	NSG0071	\$0.00
OTA/PTA	1623X	02	Clinical Placement I	WKT0006P	\$32.27
		03	Fundamentals of the Cardioresp Sys	HLT0247	\$40.00
		04	Clinical Placement III	WKT0008P	\$35.00
Outdoor Adventure	6780X	01	Fall Camp	OAD7104	TBD
		02	Alpine Skiing and Snowboarding I	OAD7220	TBD
		03	Sea Kayak Expedition	OAD7307	TBD
Outdoor Adventure Naturalist	6783X	01	Ecology	ADN7104	TBD
			Fall Camp	ADN7116	TBD
			Flatwater Canoeing	OAD7517	TBD
			No Trace Camping/Wilderness Travel	OAD7512	TBD
			River Rescue	OAD7513	TBD
		02	Interpretive Program Planning	ADN7101	TBD
		03	Sea Kayaking Expedition	OAD7540	TBD
			Student Directed Field Trips	ADN7149	TBD
Paramedic	0620X	01	Patient Care Laboratory I	PAR3618	\$29.14
		03	Medical Directives	PAR3648	\$350.00
			Paramedic Practicum I	PAR3634	\$100.00
			Patient Care Laboratory III	PAR3631	\$29.14
		04	Paramedic Practicum II	PAR3641	\$175.00
Personal Support Worker (WO)	6307X	01	Lab Skills for the PSW	HLT0302	\$0.00
		02	Clinical Placement II	HLT0309	\$0.00
Personal Support Worker (PH)	6307X	01	Lab Skills for the PSW	HLT0302	\$0.00
		02	Clinical Placement II	HLT0309	\$0.00
Personal Support Worker (Pembroke)	6307X	01	Clinical Placement I	HLT7503	TBD
			The Brain and the Mind	HLT7504	TBD
Personal Support Worker (Renfrew)	6307X	01	Clinical Placement I	HLT7503	TBD
			The Brain and the Mind	HLT7504	TBD
Personal Support Worker (Perth)	6307X	01	Lab Skills for the PSW	HLT9312	\$0.00
			The Brain and the Mind	HLT9314	\$0.00
			Preparation for Clinical Placement	HLT9321	\$0.00
		02	Adv. Lab Skills for the PSW	HLT9318	\$0.00
Plumber	0522X	01	Tools and Piping Methods	PLU0712	\$125.00
			Welding for Plumbers 1	WEL0710	\$25.00
		02	Plumbing Systems 2	PLU0721	\$0.00
			Welding for Plumbers 2	WEL0720	\$25.00
			Drainage Waste, Vent Piping Systems	PLU0722	\$125.00
		03	Process Piping Systems	PLU0732	\$150.00
Police Foundations (Perth)	0444X	01	Career and College Success	PFP9344	\$0.00
			Fitness and Lifestyle Management I	PFP9160	\$0.00
			Political Science & Public Administration	PFP9153	\$10.00
Powerline Technician	1511X	01	Math Fundamentals	MAT8001	\$70.00
		02	Line Work 1	ELE8026	\$2,520.00
Practical Nursing	1704X	01	Nursing I Practicum (L)	NSG5112L	\$389.00
		03	Nursing III Practicum (L)	NSG5133L	\$149.59
		04	Nursing IV Practicum (L)	NSG5142L	\$132.62
Practical Nursing - INE	1704I	02	Basic Nursing Skills in the Canadian Healthcare System	NSG0140	\$466.44
Practical Nursing (Pembroke)	1704X	01	Nursing I Practicum (P)	NSG7312P	TBD

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		03	Nursing III Practicum (L)	NSG7334L	TBD
		04	Nursing IV Practicum (L)	NSG7342L	TBD
Practical Nursing (Perth)	1704X	03	Nursing III Practicum (L)	NSG9302L	\$155.50
		04	Nursing IV Practicum (L)	NSG9402L	\$137.28
Practical Nursing - FTN	1704F	03	Basic Technical Nursing Skills I	NSG0071	\$0.00
		04	Nursing in Geriatric Mental Health	NSG6804	\$0.00
Pre-Serv. Firefighter Educ. & Training	6236X	01	Firefighter Skills Development I	FIR0005	\$87.60
Project Management	1312X	01	Project Management Fundamentals	MGT4104	\$75.00
Public Relations	0468X	01	Public Relations I	PRL1505	\$0.00
		02	Public Relations II	PRL1548	\$25.00
			Visual Production Workshop	PRL1567	\$10.00
		03	Public Relations III	PRL1551	\$25.00
Recreation and Leisure Services	0422X	01	Introduction to Fieldwork	RCR1303	\$61.00
			Introduction to Recreation	RCR1478	\$140.76
			Program Development I	RCR1302	\$23.50
		02	Leadership and Group Dynamics II	RCR1364	\$108.00
Refrigeration & Air Cond. Systems Mech.	0500X	01	AC&R System Installation/Maintenance	ACR1711	\$150.00
		02	Installing AC&R Systems/Components	ACR1422	\$150.00
		03	Electricity & Electronics for AC&R	ACR1430	\$150.00
Res. (Low Rise) Sheet Metal Installer	0532X	01	Hand Tools, Power Tools & Equipment	MET1082	\$75.00
		02	Vent, Exhaust/Distrib Duct Install	MET1088	\$75.00
Residential & ICI Air Cond. Common Core	0500C	01	AC&R System Installation/Maintenance	ACR1711	\$150.00
Residential A/C Systems Mechanic	0500R	01	AC&R System Installation/Maintenance	ACR1711	\$150.00
		02	Res. AC Electricity/Electronics	ACR1440	\$150.00
Respiratory Therapy	0606X	01	Practice Foundations and Legalities	RES1104	\$12.42
		04	Cardiopulmonary Management Lab	RES4857	\$0.00
			Clinical Practicum II	RES4871	\$55.00
Scriptwriting	0382X	01	Writing for Actors I	SCR1518	\$0.00
			Screenwriting I	SCR1530	\$130.00
		02	Writers' Workshops	SCR1500	\$0.00
			Writing for Digital Media II	SCR1547	\$0.00
Sheet Metal Worker	0526X	01	Fabricates for Shop and Field	MET1311	\$62.50
			Lay-out and Drafting 1	DRA1313	\$62.50
			Weld and Cut 1	WEL8508	\$25.00
		02	Install Roofing/Architectural Metal	MET1322	\$62.50
			Lay-out and Drafting 2	DRA1323	\$62.50
			Weld and Cut 2	WEL8512	\$25.00
		03	Fab/Install Ind. Env. Systems	MET1332	\$62.50
			Lay-out and Drafting 3	DRA1333	\$62.50
			Weld and Cut 3	WEL8516	\$25.00
Social Service Worker	0432X	01	Social Service Work Interviewing	FAM1115	\$21.00
		02	Crisis Intervention	FAM1263	\$27.00
Social Service Worker	0432Z	01	Interviewing/Recording in Social Wk	FAM1422	\$21.00
		02	Crisis Intervention in Social Work	FAM1424	\$27.00
Sommelier	0820X	01	Wine Food and Restaurant Service	FOD2106	\$150.00
			The Dinner Party	HOS2288	\$75.00
			Wine Tasting	HOS5127	\$125.00
			Beers of the World	HOS5165	\$10.00
		02	Field Placement for Sommeliers	HOS5166	\$0.00
			WSET LV. 2 Award in Wines and Spirits	HOS1101	\$50.00
			WSET LV. 2 Award in Spirits	HOS1102	\$75.00
			Theories of Wine and Food Pairing	HOS5158	\$75.00
			New World Wines	HOS5164	\$15.00
Spa and Wellness Operations Management	1102X	01	Introduction to Spa Management	MGT4000	\$50.00
		02	Field Work II	FLD4101	\$50.00
Tourism - Travel Services	0224X	01	Introduction to Hospitality and Tourism	TOU2203	\$100.00
			Tourism Geography-North America	GEO1714	\$35.00
		03	Sales and Customer Service	TRV2232	\$0.00
		04	Travel Agency Simulation I	TRV2218	\$0.00
			Wine, Food and Culture	HOS2255	\$30.00
Truck and Coach Technician	0529M	01	Trade Practices	TRK8308	\$150.00
		02	Trade Practices and Auxiliary Systems	TRK8837	\$150.00
		03	Trade Practices & Aux. Systems II	TRK8840	\$150.00
Victimology	1611X	02	Victimology: Assess. & Intervention	VIC2004	\$106.67
Water and Wastewater Technician	3014X	02	ELC for Drinking Water Operators	WWT2500	\$300.00
Welding and Fabrication Techniques	1507W	01	Welding Techniques	WEL1013	\$531.00
			Welding Techniques Lab		\$200.00
Welding and Fabrication Techniques	1507X	01	Welding Techniques	WEL1013	\$531.00
			Welding Techniques Lab		\$200.00

6.3 Appendix B 2022-2023 Schedule of Fees

FEES 2022-2023 GLOSSARY

ANCILLARY FEES*

Fees for items not covered by the tuition fees established for a course or program of instruction that students may be required to pay upon enrolment. Categories of ancillary fees are approved by the Ministry and are outlined in this operating procedure. Compulsory ancillary fees are ancillary fees that a student is required to pay in order to enrol or successfully complete any course or program of instruction eligible for general purpose operating grant support.

GENERAL PURPOSE OPERATING GRANT*

The portion of the provincial operating grant for colleges that is distributed among colleges on the basis of each college's share of reported enrolment in courses and programs of instruction eligible for funding.

HIGH DEMAND PROGRAM OF INSTRUCTION*

A program of instruction eligible for general purpose operating grant funding for which colleges have the discretion to charge fees above the maximum permitted for regular-fee programs. This discretion is allowed for applied degree, graduate certificate or Baccalaureate of Nursing programs and/or for basic programs which have been determined to meet each of the following three criteria:

1. there is high demand for instructional space;
2. graduates have above-average prospects for employment; and
3. graduates have the potential to earn an above-average income.

INTERNATIONAL STUDENT*

A foreign national who meets the requirements that authorize enrolment in an educational institution in Canada established under the Immigration and Refugee Protection Act.

PRIOR LEARNING ASSESSMENT AND RECOGNITION (PLAR)*

A process that uses a variety of tools to help learners reflect on, identify, articulate, and demonstrate past learning. Prior learning can be acquired through study, work, and other life experiences that are not recognized through formal transfer of credit mechanisms.

TUITION FEE FACTOR (TFF)*

Each post-secondary program is assigned a tuition fee factor by the Ministry. With few exceptions, the tuition fee factor is 1.0 for one-year programs, 2.0 for two-year programs, 3.0 for three-year programs and 4.0 for four-year programs. The annual tuition fee is the fee that would be paid by a student in a program with a tuition fee factor of 1.0 per academic year consisting of two semesters.

TUITION FEE INCREASE

Tuition fee increases apply to the previous year's fee for the applicable cohort.

* Source: Ministry of Colleges and Universities, *Tuition and Ancillary Fees Operating Procedure*.

6.3 Appendix C: Draft 2022-2023 High Demand Program Calculation



October 14, 2021

High Demand Program Calculation

In accordance with MCU policy, enrolment in basic post-secondary programs of instruction identified as high demand may not exceed 15.0% of a college's total basic post-secondary enrolment. The 15% does not include graduate certificate, bachelor degree and Collaborative Baccalaureate of Nursing programs.

15% CAP CALCULATION - 2022-23 (DRAFT)


Programs	Term	Projected Enrolment at Audit Date	International	Second Career	Totals
High Demand	2021S	444	-44	-1	399
High Demand	2021F	1842	-145	-2	1695
High Demand	2021W	1871	-193	-4	1674
Total Enrolment in HD					3768
Post-Secondary	2021S	5665	-1248	-72	4345
Post-Secondary	2021F	13207	-1845	-79	11283
Post-Secondary	2021W	13685	-2417	-113	11155
Total Enrolment in PS					26783
Enrolment Percentage					14.07%

6.3 Appendix D: Students' Association Protocol Agreement

Compulsory Ancillary Fees for 2022-2023 for all Full-time post-secondary students in a standard Fall/Winter delivery (excluding full-time online students)

14-Oct-21

Compulsory Ancillary Fee Type	2022-2023	
Student Activity Fee (including buildings)	\$217.37	per term
Athletics and Recreation Fee	\$150.00	per term
Health Plan Fee	\$178.62	per year
U-Pass Fee	\$229.07	per term
U-Pass Administrative Fee	\$5.65	per year
Technology Fee	\$164.44	per term
Health Services Fee	\$20.00	per term
Graduation Fee (assessed in level one)	\$38.00	once per level 1
Transcript Fee	\$20.00	once per level 2
Student Experience Fee	\$19.00	per term



 Oct 15, 2021
 Date

On behalf of the College
 Krista Pearson
 Registrar



 Oct 15, 2021
 Date


On behalf of the Students' Association
 Stafford Rollocks
 Controller, Students' Association

6.3 Appendix D: Students' Association Protocol Agreement

Compulsory Ancillary Fees for 2022-2023 for all Full-time online post-secondary students in a standard Fall/Winter delivery


14-Oct-21

Compulsory Ancillary Fee Type	2022-2023	
Student Activity Fee (including buildings)	\$0.00	per term
Athletics and Recreation Fee	\$0.00	per term
Health Plan Fee	\$0.00	per year
U-Pass Fee	\$0.00	per term
U-Pass Administrative Fee	\$0.00	per year
Technology Fee	\$164.44	per term
Health Services Fee	\$0.00	per term
Graduation Fee (assessed in level one)	\$38.00	once per level 1
Transcript Fee	\$20.00	once per level 2
Student Experience Fee	\$0.00	per term



 Oct 15, 2021
 Date

On behalf of the College
 Krista Pearson
 Registrar



 October 15, 2021
 Date

On behalf of the Students' Association
 Stafford Rollocks
 Controller, Students' Association

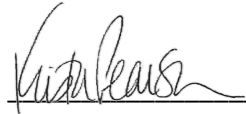
6.3 Appendix D: Students' Association Protocol Agreement

Compulsory Ancillary Fees for 2022-2023 for all Part-time post-secondary students taking two or more courses in a standard Fall/Winter delivery

14-Oct-21

Compulsory Ancillary Fee Type	2022-2023	
Student Activity Fee (including buildings)	\$108.68	per term
Athletics and Recreation Fee	\$75.00	per term
Health Plan Fee	\$178.62	per year
Technology Fee*	\$164.44	per term
Health Services Fee	\$10.00	per term
Graduation Fee (assessed in final level)	\$38.00	once per level 1
Transcript Fee	\$20.00	once per level 2
Student Experience Fee	\$9.50	per term

* \$1.64 per course hour to a maximum of \$164.44 per term



Oct 15, 2021

Date

On behalf of the College
 Krista Pearson
 Registrar



October 15, 2021

Date

On behalf of the Students' Association
 Stafford Rollocks
 Controller, Students' Association

6.3 Appendix E

DRAFT 2022-2023 Compulsory Ancillary Fees

Last updated
12-Oct-21

FEE TYPE	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	Pandemic Revised 2020-2021	2021-2022	Proposed 2022-2023	\$ increase (based on 2 terms)	change in %
SA Activity			\$ 355.74	\$ 355.74	\$ 254.20	\$417.96	\$ 434.74	\$ 434.74	\$ -	0.00%
(as of 20-21 incl former SA Bldg & Auditorium fees)			(\$177.87/term)	(\$177.87/term)	(\$127.10/term)	(\$208.98/term)	(\$217.37/term)	(\$217.37/term)		
SA Sports	\$ 481.00	\$ 501.00	\$ 145.26	\$ 145.26	\$ 145.26	\$ 105.94				
	(\$240.50/term)	(\$250.50/term)	(\$72.63/term)	(\$72.63/term)	(\$72.63/term)	(\$52.97/term)				
SA Athletics and Recreation Fee (formerly SA Sports)							\$ 300.00	\$ 300.00	\$ -	0.00%
							(\$150.00/term)	(\$150.00/term)		
SA Health Plan (charged once annually & amount may increase or decrease depending on utilization rates from the previous year)	\$ 123.96	\$ 123.96	\$ 149.66	\$ 153.19	\$ 168.36	\$ 174.22	\$ 178.62	\$ 178.62	\$ -	not yet known
Technology Fee (IT merged with BYOD in 2017-2018)			\$ 319.24	\$ 319.24	\$ 319.24	\$ 319.24	\$ 324.02	\$ 328.88	\$ 4.86	1.50%
			(\$159.62/term)	(\$159.62/term)	(\$159.62/term)	(\$159.62/term)	(\$162.01/term)	(\$164.44/term)		
Health Services	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ -	0.00%
	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)		
Graduation Fee (assessed only at level 1)	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 38.00	\$ 16.00	72.73%
Transcript Fee (assessed only at level 1)	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ -	0.00%
Student Experience Fee	\$ 34.00	\$ 36.00	\$ 36.00	\$ 36.00	\$ 33.44	\$ 38.00	\$ 38.00	\$ 38.00	\$ -	0.00%
	(\$17/term)	(\$18.00/term)	(\$18.00/term)	(\$18.00/term)	(\$16.72/term)	(\$19.00/term)	(\$19.00/term)	(\$19.00/term)		
SA U-Pass	\$ 385.40	\$ 395.04	\$ 404.92	\$ 415.04	\$ 425.42	\$ 436.06	\$ 446.96	\$ 458.14	\$ 11.18	2.50%
	(\$192.70/term)	(\$197.52/term)	(\$202.46/term)	(\$207.52/term)	(\$212.71/term)	(\$218.03/term)	(\$223.48/term)	(\$229.07/term)		
U-Pass Administrative fee (charged once per year)	\$ 4.18	\$ 3.42	\$ 3.42	\$ 3.42	\$ 5.51	\$ 5.51	\$ 5.51	\$ 5.65	\$ 0.14	2.50%
TOTAL (Fall & Winter)	\$ 1,379.54	\$ 1,413.86	\$ 1,593.24	\$ 1,606.89	\$ 1,618.53	\$ 1,578.93	\$ 1,809.85	\$ 1,842.03	\$ 32.18	1.78%
Total Actual \$ increase	\$ 389.58	\$ 34.32	\$ 179.38	\$ 13.65	\$ 11.64	(\$39.60)	\$ 230.92	\$ 32.18		
Total Actual % increase	39.35%	2.49%	12.69%	0.86%	0.72%	-2.45%	14.63%	1.78%		
Max 20% increase in \$	\$ 197.99	\$ 275.91	\$ 282.77	\$ 318.65	\$ 321.38	\$ 323.71	\$ 315.79	\$ 361.97		
Students' Association proportion of fees (\$)	\$ 1,069.36	\$ 1,099.00	\$ 1,134.58	\$ 1,148.23	\$ 1,173.78	\$ 1,134.18	\$ 1,360.32	\$ 1,371.50		
Students' Association proportion of fees (%)	77.52%	77.73%	71.21%	71.46%	72.52%	71.83%	75.16%	74.46%		
College proportion of fees (\$)	\$ 310.18	\$ 314.86	\$ 458.66	\$ 458.66	\$ 444.75	\$ 444.75	\$ 449.53	\$ 470.53		
College proportion of fees (%)	22.48%	22.27%	28.79%	28.54%	27.48%	28.17%	24.84%	25.54%		

6.3 Appendix F

Sample 2022-2023 Fees Comparison of Four Programs

First Term Fees Comparison

PHOTOGRAPHY (0030X) STANDARD DELIVERY (HIGH DEMAND TUITION FEE) 2 YEAR ONTARIO COLLEGE DIPLOMA

TERM	2019F	2020F	2021F	2022F
Tuition	\$2,210.06	\$2,210.06	\$2,210.06	\$2,210.06
Student Activity	\$127.10	\$127.10	\$177.87	\$217.37
Student Sports	\$72.63	\$72.63	\$150.00	\$150.00
Student Centre Building	\$17.50	\$17.50	\$17.50	\$17.50
Student Commons/Auditorium	\$22.00	\$22.00	\$22.00	\$22.00
Technology	\$159.62	\$159.62	\$162.01	\$164.44
Course-related Ancillary	\$0.00	\$0.00	\$0.00	\$0.00
Health Services	\$20.00	\$20.00	\$20.00	\$20.00
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$22.00	\$22.00	\$38.00
Student Experience	\$16.72	\$16.72	\$19.00	\$19.00
Program-related Ancillary	\$900.00	\$900.00	\$900.00	\$900.00 <i>tbc</i>
Health Plan (charged once annually)	\$168.36	\$174.22	\$178.62	\$178.62
U-Pass	\$212.71	\$218.03	\$223.48	\$229.07
U-Pass Admin (charged once annually)	\$5.51	\$5.51	\$5.51	\$5.65
Campus Life (opt-out)	\$18.35	Eliminated	Eliminated	Eliminated
Student Clubs and Communities (opt-out)	\$3.38	Eliminated	Eliminated	Eliminated
Students' Association Membership (opt-out)	\$29.04	Eliminated	Eliminated	Eliminated
Leadership Growth and Volunteerism (opt-out)	\$2.28	Eliminated	Eliminated	Eliminated
TOTAL FEES PAYABLE (FIRST TERM)	\$4,027.26	\$3,985.39	\$4,128.05	\$4,191.71

BACHELOR OF COMMERCE (6066X) STANDARD DELIVERY (HIGH DEMAND TUITION FEE) 4 YEAR BACHELOR OF COMMERCE

TERM	2019F	2020F	2021F	2022F
Tuition	\$3,241.61	\$3,241.61	\$3,241.61	\$3,241.61
Student Activity	\$127.10	\$127.10	\$177.87	\$217.37
Student Sports	\$72.63	\$72.63	\$150.00	\$150.00
Student Centre Building	\$17.50	\$17.50	\$17.50	\$17.50
Student Commons/Auditorium	\$22.00	\$22.00	\$22.00	\$22.00
Technology	\$159.62	\$159.62	\$162.01	\$164.44
Health Services	\$20.00	\$20.00	\$20.00	\$20.00
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$22.00	\$22.00	\$38.00
Student Experience	\$16.72	\$16.72	\$19.00	\$19.00
Health Plan (charged once annually)	\$168.36	\$174.22	\$174.22	\$178.62
U-Pass	\$212.71	\$218.03	\$223.48	\$229.07
U-Pass Admin(charged once annually)	\$5.51	\$5.51	\$5.51	\$5.65
Campus Life (opt-out)	\$18.35	Eliminated	Eliminated	Eliminated
Student Clubs and Communities (opt-out)	\$3.38	Eliminated	Eliminated	Eliminated
Students' Association Membership (opt-out)	\$29.04	Eliminated	Eliminated	Eliminated
Leadership Growth and Volunteerism (opt-out)	\$2.28	Eliminated	Eliminated	Eliminated
TOTAL FEES PAYABLE (FIRST TERM)	\$4,158.81	\$4,116.94	\$4,255.20	\$4,323.26

BUSINESS - ACCOUNTING (0214C) STANDARD DELIVERY (REGULAR TUITION FEE) 2 YEAR ONTARIO COLLEGE DIPLOMA

TERM	2019F	2020F	2021F	2022F
Tuition	\$1,361.29	\$1,361.29	\$1,361.29	\$1,361.29
Student Activity	\$127.10	\$127.10	\$177.87	\$217.37
Student Sports	\$72.63	\$72.63	\$150.00	\$150.00
Student Centre Building	\$17.50	\$17.50	\$17.50	\$17.50
Student Commons/Auditorium	\$22.00	\$22.00	\$22.00	\$22.00
Technology	\$159.62	\$159.62	\$162.01	\$164.44
Course-related Ancillary	\$0.00	\$114.00	\$114.00	\$114.00
Health Services	\$20.00	\$20.00	\$20.00	\$20.00
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$22.00	\$22.00	\$38.00
Student Experience	\$16.72	\$16.72	\$19.00	\$19.00
Health Plan (charged once annually)	\$168.36	\$174.22	\$174.22	\$178.62
U-Pass	\$212.71	\$218.03	\$223.48	\$229.07
U-Pass Admin (charged once annually)	\$5.51	\$5.51	\$5.51	\$5.65
Campus Life (opt-out)	\$18.35	Eliminated	Eliminated	Eliminated
Student Clubs and Communities (opt-out)	\$3.38	Eliminated	Eliminated	Eliminated
Students' Association Membership (opt-out)	\$29.04	Eliminated	Eliminated	Eliminated
Leadership Growth and Volunteerism (opt-out)	\$2.28	Eliminated	Eliminated	Eliminated
TOTAL FEES PAYABLE (FIRST TERM)	\$2,278.49	\$2,350.62	\$2,488.88	\$2,735.56

BUSINESS - ACCOUNTING (0214C) ONLINE DELIVERY (REGULAR TUITION FEE) 2 YEAR ONTARIO COLLEGE DIPLOMA

TERM	2019F	2020F	2021F	2022F
Tuition	\$1,361.29	\$1,361.29	\$1,361.29	\$1,361.29
Technology Fee	\$159.62	\$159.62	\$162.01	\$164.44
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$22.00	\$22.00	\$38.00
TOTAL FEES PAYABLE (FIRST TERM)	\$1,540.91	\$1,540.91	\$1,543.30	\$1,545.73

6.3 Appendix G: Sample Student Funding and Expenditures First Year Estimate (two semesters) 2022-2023

Example 1: Fully-funded OSAP - Single Student Living at Home (Ottawa Campus):

BUSINESS - ACCOUNTING (0214C)

STANDARD DELIVERY (REGULAR TUITION FEE)

2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2021-22 data averages)

Notes:

Ontario Student Assistance Program (loan/grants)	\$ 6,415.00	<i>average award for single student</i>
Average Student Assistance Bursary	\$ 1,104.68	<i>estimated average award per year</i>
Fixed Expected Personal Contribution (minimum)	\$ 3,600.00	
TOTAL FUNDING	\$ 11,119.68	

EDUCATION EXPENSES 2022-23

Tuition Fees	\$ 2,722.58
Ancillary Fees	\$ 1,842.03
SUB-TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 4,564.61

LIVING EXPENSES (2022-23 estimate)

OSAP Living Allowance for Single Student at Home	\$ 4,213.00
SUB-TOTAL LIVING EXPENSES	\$ 4,213.00

TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR **\$ 8,777.61**

BALANCE (FUNDING LESS EXPENSES) \$ 2,342.07

Example 2: Fully-funded OSAP - Single Student Living Away from Home (Ottawa Campus):

BUSINESS - ACCOUNTING (0214C)

STANDARD DELIVERY (REGULAR TUITION FEE)

2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2021-22 data averages)

Notes:

Ontario Student Assistance Program (loan/grants)	\$ 12,553.00	<i>may vary with travel/living expenses</i>
Average Student Assistance Bursary	\$ 1,111.11	<i>estimated average award per year</i>
Fixed Expected Personal Contribution (minimum)	\$ 3,600.00	
TOTAL FUNDING	\$ 17,264.11	

EDUCATION EXPENSES 2022-23

Tuition Fees	\$ 2,722.58
Ancillary Fees	\$ 1,842.03
TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 4,564.61

LIVING EXPENSES (2022-23 estimate)

OSAP Living Allowance for Single Student away from home	\$ 10,107.00
SUB-TOTAL LIVING EXPENSES	\$ 10,107.00

TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR **\$ 14,671.61**

BALANCE (FUNDING LESS EXPENSES) \$ 2,592.50

Example 3: Fully-funded OSAP - Single Student with One Dependent (Ottawa Campus):

BUSINESS - ACCOUNTING (0214C)

STANDARD DELIVERY (REGULAR TUITION FEE)

2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2021-22 data averages)

Notes:

Ontario Student Assistance Program (loan/grants)	\$ 24,274.00	<i>may vary tuition/living expense; average for all sole support parents</i>
Average Student Assistance Bursary	\$ 1,167.67	<i>estimated average award per year; includes all sole support parents</i>
Fixed Expected Personal Contribution (minimum)	\$ -	
TOTAL FUNDING	\$ 25,441.67	

EDUCATION EXPENSES 2022-23

Tuition Fees	\$ 2,722.58
Ancillary Fees	\$ 1,842.03
TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 4,564.61

LIVING EXPENSES (2022-23 estimate)

OSAP Living Allowance for Sole Support Parent w one dependent	\$ 18,472.00
SUB-TOTAL LIVING EXPENSES	\$ 18,472.00

TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR **\$ 23,036.61**

BALANCE (FUNDING LESS EXPENSES) \$ 2,405.06

Report title:	Campus Accessibility Major Capital Project
Report to:	Board of Governors
Date:	December 6, 2021
Author/Presenter:	Ryan Southwood, Executive Director, Facilities Management Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors approves an expenditure of up to \$2,100,000, funded 50% from internally restricted net assets and 50% from the in-year Strategic Investment Priorities budget for fiscal year 2022-23 to address campus infrastructure upgrades and select deferred maintenance liabilities to improve campus accessibility for learners and employees with disabilities.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to seek approval from the Board of Governors to proceed with the fiscal year 2022-23 scope of work as part of the Campus Accessibility Major Capital Project. This project includes the implementation of various renovations to College grounds and existing buildings to align and exceed provincial legislation and built environment standards related to accessibility. In accordance with previous College approvals, the Audit and Risk Management Committee and the Board of Governors will receive future requests to approve funding, in a stage gate approach, as the financial sustainability of the College is determined each year. Future funding requests will address remaining accessibility improvements identified in the Investment Case approved by the Board of Governors on April 19, 2021.

3. BACKGROUND:

Facilities Management completed an Accessibility Audit of all College-owned facilities in 2019 that provided an extensive list of renovations required to ensure alignment with the Accessibility for Ontarians with Disabilities Act (AODA). This audit was supplemented with additional recommended renovations to further increase accessibility that align with standards related to best practices in accessibility. The Audit report was sub-divided into five priority areas which ranged from life safety and immediate hazards to best practices and enhanced paths of travel.

The Audit and Risk Management Committee endorsed the recommended Option 2 presented in the Investment Case on March 30, 2021. The Board of Governors received the [Investment Case](#) and approved it as a Major Capital Project on April 19, 2021.

The scope of work for fiscal year 2021-22 of \$1,200,000 included completing accessibility improvements to washrooms in Building B and the Building A – D pedestrian link.

4. DISCUSSION:

The Campus Accessibility Major Capital Project includes a program of accessibility improvements across the three College campuses over the period 2021-22 to 2025-26. The improvements include renovations to existing facilities to go beyond Ontario Building Code by incorporating the Facility Accessibility Design Standards / Ottawa Accessibility Standards and Design of Public Open Spaces standards.

The project is being phased over the coming three years to align with the most current fiscal realities of the College. For fiscal year 2022-23, \$2,100,000 has been identified to be funded 50% from College reserves and 50% from Strategic Investment Priorities in-year budget to complete the next stage of the improvements. An analysis was completed to support the prioritization of the accessibility improvements for fiscal year 2022-23. This analysis focused on overall building utilization (e.g. classrooms, labs and associated academic spaces), feedback from the Centre for Accessible Learning, Steering Committee comments, current Class 'D' cost estimates including recommendations from the Prime Consultant and overall strategic input from Facilities Management.

The Campus Accessibility Steering Committee recommends that the scope of work for fiscal year 2022-23 include completing the balance of remaining accessibility improvements in Building B including fire alarm and associated works, the Algonquin Centre for Construction Excellence and Building J and allocate the balance of the available budget to target specific accessibility deficiencies across the Ottawa campus in consultation with the Centre for Accessible Learning.

Proposed work in these facilities includes, but is not limited to, installation of automatic door openers, lighting improvements, and modification of service counter heights.

The Algonquin College Executive Team endorsed the Steering Committee recommendation on October 20, 2021.

The Audit and Risk Management Committee endorsed the Steering Committee recommendation on November 18, 2021.

It is anticipated that a Construction Management delivery methodology will be selected to achieve best value and accommodate the dynamic nature of the proposed scope of work. Specific components may be tendered on a fixed-fee basis where the scope of work is less complex and generally lower risk to budget or schedule overrun.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

The project will enhance student experience by improving life safety features, removing physical barriers to travel and promoting inclusivity for students regardless of ability.

7. FINANCIAL IMPACT:

\$2,100,000 has been allocated to the project for the fiscal year 2021-22 Strategic Investment Priorities budget. The budget for this scope of work is defined as follows:

Campus Accessibility FY 22/23 Project Costs		Comments
Design & Consultant Fees	\$ 50,000	Allowance
Construction	\$ 1,869,000	Inclusive of General Conditions, Construction Contingency
Permits, Other Costs	\$ 15,000	Allowance
Contingency	\$ 96,700	5% of overall costs
Taxation	\$ 69,247	3.41% (College Rate)
Total (excl. HST):	\$ 2,099,947	

Construction costs identified include an embedded contingency in addition to the overall project contingency value. Estimated project costs will be further refined as the detailed design is finalized. Opportunities for value engineering to ensure best value for money

continue to be considered while maintaining AODA compliance and meeting the accessibility goals of the College.

8. HUMAN RESOURCES IMPACT:

This initiative is not anticipated to result in any adjustments to the College's current employee complement. It will provide further opportunities to promote the College as an inclusive work place, increase staff retention rates and recruit new talent.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The College is not legally obligated to renovate existing facilities to comply with the AODA legislation by January 1, 2025 except when undertaking new construction or extensive renovations.

10. COMMUNICATIONS:

A detailed Communications Plan will be developed at the start of the Project ahead of any physical construction work to minimize occupants' disruption and impact on overall service delivery.

Key communications initiatives will include:

- Early consultation with department leads on a building-by-building basis ahead of any work to minimize disruption and flag any potential issues;
- Consultation with Centre for Accessible Learning with regards to any potential impacts on accessible routes within buildings before work commences;
- Distribution of disruption notices directly to the Algonquin College Leadership Team ahead of any works;
- Posting of disruption notices to the College myAC website at least 72 hours before any disruptive work. This will be increased to one week, if work is longer-term, or causes significant disruption such as impacts to accessibility, paths of travel, or pick-up points (e.g. ParaTranspo); and,
- Construction signage and wayfinding for detours to be posted indicating the work and any immediate hazards to occupants.

11. CONCLUSION:

Algonquin College is committed to supporting learners and the community by addressing existing barriers to our physical infrastructure. Implementing these renovations and modifications will increase accessibility for persons with disabilities and will make our campuses more welcoming and inclusive for all Ontarians. Our intent to exceed the minimum

standard will be another example of aligning our physical campuses with Algonquin College's stated Mission, Vision, and Values.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Report title:	Second Quarter 2021-22 Financial Projection
Report to:	Board of Governors
Date:	December 6, 2021
Author/Presenter:	Grant Perry, Chief Financial Officer

1. RECOMMENDATION:

THAT the Board of Governors approves the Second Quarter 2021-22 Financial Projection reporting an improvement in net contribution of \$9.2 million compared to the 2021-22 Approved Annual Budget with a total projected deficit of \$0.8 million.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present, for approval, the Second 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 \$10.0 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: Second 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: Second Quarter 2021-22 Financial Projection.

\$M	Approved 2021-22 Net Contribution	Q2 2021-22 Net Contribution
Funded Activity / College Operations	\$(7.7)	\$(1.9)
Contract and Other Non-Funded Activity	5.4	4.8
Campus Services	(0.8)	1.0
International Education Centre	14.1	13.9
Net Contribution from Total College Operations	11.0	17.8
Net Strategic Investment Priorities	(32.0)	(29.1)
Non-Cash Adjustments: Capitalization & Depreciation	11.0	10.5
Net Contribution	\$(10.0)	\$(0.8)
Domestic & International Enrolment	Approved Annual Budget 2021-22	Q2 2021-22 Projection
	43,284	43,893

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

Students will benefit from additional investments in technology infrastructure, renovations and adaptations to learning spaces, maintenance of existing learning spaces, and investment in new program development, academic equipment, and new facilities.

7. FINANCIAL IMPACT:

The Second Quarter 2021-22 Financial Projection reports an increase in net contribution of \$9.2 million from the 2021-22 Approved Annual Budget for a total projected deficit of \$0.8 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 Second 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: Second Quarter 2021-22 Financial Projection
Appendix B: Second Quarter 2021-22 Compliance Schedule

Financial Projection

SECOND QUARTER
2021-22

Board of Governors December 6, 2021

ALGONQUIN
COLLEGE



Second Quarter 2021-22 Financial Projection

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(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Approved
Funded Activity/College Operations					
Revenue	\$ 260,223	\$ 268,607	\$ 267,334	\$ 7,111	3%
Expenditures	267,926	269,643	269,231	(1,305)	0%
Net Contribution	(7,703)	(1,036)	(1,897)	5,806	75%
Contracts & Other Non-Funded Activity					
Revenue	70,589	60,662	61,968	(8,621)	-12%
Expenditures	65,117	55,402	57,154	7,963	12%
Net Contribution	5,472	5,260	4,814	(658)	-12%
Campus Services					
Revenue	15,779	18,264	19,468	3,689	23%
Expenditures	16,604	18,502	18,430	(1,826)	-11%
Net Contribution	(825)	(238)	1,038	1,863	226%
International Education Centre					
Revenue	50,978	51,620	49,884	(1,094)	-2%
Expenditures	36,850	37,197	35,984	866	2%
Net Contribution	14,128	14,423	13,900	(228)	-2%
Strategic Investment Priorities					
Revenue	8,903	11,140	11,140	2,237	25%
Expenditures	40,875	46,481	40,244	631	2%
Net Contribution	(31,972)	(35,341)	(29,104)	2,868	9%
Non-Cash Revenue Adjustments					
Capital Grants recorded as Deferred Capital Contributions	(1,300)	(1,300)	(1,300)	-	0%
Amortization of Deferred Capital Contributions	8,200	8,200	8,200	-	0%
Non-Cash Expenditure Adjustments					
Expenditures to be Capitalized (Moved to Balance Sheet)	19,600	23,700	19,100	(500)	-3%
Amortization Expense	(16,100)	(16,100)	(16,100)	-	0%
Change in Vacation, Sick Leave & Post-Employment Benefits	500	500	500	-	0%
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ (10,000)	\$ (1,932)	\$ (849)	\$ 9,151	92%

	March 31, 2021 Year-End Actual	March 31, 2022 Approved Annual Budget	March 31, 2022 Q1 Projected	March 31, 2022 Q2 Projected	Q2 vs. Approved Variance
ASSETS					
Current Assets					
Cash and Short Term Investments	\$ 96,027	\$ 68,084	\$ 82,596	\$ 88,281	\$ 20,197
Accounts Receivable	45,533	26,000	26,000	26,000	-
Inventory	1,995	1,550	2,000	2,000	450
Prepaid Expenses	4,865	3,500	4,000	4,000	500
	148,420	99,134	114,596	120,281	21,147
Investments	25,349	23,700	30,979	30,979	7,279
Long Term Prepaid Asset	5,500	5,436	5,436	5,436	-
Endowment Assets	34,137	32,918	34,737	34,737	1,819
Capital Assets	289,122	296,827	296,722	292,122	(4,705)
TOTAL ASSETS	\$ 502,528	\$ 458,015	\$ 482,470	\$ 483,555	\$ 25,540
LIABILITIES & NET ASSETS					
Current Liabilities					
Accounts Payable & Accrued Liabilities	\$ 28,656	\$ 29,000	\$ 29,000	\$ 29,000	\$ -
Accrued Salaries & Employee Deductions Payable	9,924	9,500	9,500	9,500	-
Deferred Revenue	52,622	42,000	45,000	45,000	3,000
Current Portion of Long Term Debt	3,622	3,846	3,846	3,846	-
	94,824	84,346	87,346	87,346	3,000
Long Term Debt	36,185	32,338	32,338	32,338	-
Vacation, Sick Leave & Post-Employment Benefits	18,225	19,188	17,725	17,725	(1,463)
Deferred Capital Contributions	152,517	146,117	145,617	145,617	(500)
Interest Rate Swaps	4,203	5,200	4,203	4,203	(997)
					-
Net Assets					-
Unrestricted	1,000	-	1,000	1,000	1,000
Investment in Capital Assets	96,798	114,526	114,921	110,321	(4,205)
Vacation, Sick Leave & Post-Employment Benefits	(18,225)	(19,188)	(17,725)	(17,725)	1,463
Internally Restricted	86,835	47,978	66,279	71,964	23,986
Endowment Fund	34,137	32,918	34,737	34,737	1,819
	200,545	176,234	199,212	200,297	24,063
Accumulated Remeasurement Losses	(3,971)	(5,408)	(3,971)	(3,971)	1,437
	196,574	170,826	195,241	196,326	25,500
TOTAL LIABILITIES & NET ASSETS	\$ 502,528	\$ 458,015	\$ 482,470	\$ 483,555	\$ 25,540

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
Grants				
Post Secondary Activity	\$ 105,843	\$ 109,193	\$ 109,670	\$ 3,827
Apprentice	4,932	4,758	4,858	(74)
Flow-Through Student Aid	1,530	2,944	3,108	1,578
TOTAL GRANTS	112,305	116,895	117,636	5,331
Tuition Fees				
Full-Time Post Secondary	79,028	83,022	80,682	1,654
Full-Time Non-Funded	257	257	292	35
Part-Time	10,255	10,237	10,293	38
Adult Training	1,405	1,336	1,215	(190)
Student Technology Fees	8,131	8,097	8,012	(119)
TOTAL TUITION FEES	99,076	102,949	100,494	1,418
Contract Educational Services				
Corporate & Other Programs	6,136	6,466	6,416	280
TOTAL CONTRACT EDUCATIONAL SERVICES	6,136	6,466	6,416	280
Other				
Early Learning Centre	808	808	808	-
Student Ancillary Fees	6,079	6,135	6,322	243
Investment Income	1,607	1,607	1,607	-
Transfer from International Education Centre ¹	23,785	24,259	23,228	(557)
Miscellaneous	10,427	9,488	10,823	396
TOTAL OTHER	42,706	42,297	42,788	82
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	260,223	268,607	267,334	7,111
CONTRACTS & OTHER NON-FUNDED ACTIVITY	70,589	60,662	61,968	(8,621)
CAMPUS SERVICES	15,779	18,264	19,468	3,689
INTERNATIONAL EDUCATION CENTRE	50,978	51,620	49,884	(1,094)
STRATEGIC INVESTMENT PRIORITIES	8,903	11,140	11,140	2,237
TOTAL REVENUE	\$ 406,472	\$ 410,293	\$ 409,794	\$ 3,322

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



Second Quarter 2021-22 Financial Projection

REVENUE SCHEDULE

Variance Analysis (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ 3,827	Favourable variance due to \$2.8M provincial funding for Personal Support Worker Accelerated program, \$556K COVID-19 Support Fund unspent balance carried forward from fiscal year 2020-21, \$178K COVID-19 Mental Health Grant and \$89K eCampus Ontario fund for Virtual Learning Strategy projects as well as minor increases.
Flow-Through Student Aid	\$ 1,578	Favourable variance due to \$1.5M provincial funding to the bursary fund for the Personal Support Worker Accelerated program.
Full-Time Post Secondary Tuition Fees	\$ 1,654	Favourable variance due to 1.4% higher than projected total student enrolment from 2021-22 Approved Annual Budget.
Corporate & Other Programs	\$ 280	Favourable variance due to higher than anticipated student enrolment in collaborative and other programs.
Student Ancillary Fees	\$ 243	Favourable variance due to \$212K increase in program withdrawal penalty fees as well as other minor variances.
Transfer from International Education Centre	\$ (557)	Unfavourable variance due to decrease of International Fee Premiums allocated to Funded Activity as a result of a 2.9% decline in international student enrolment from 2021-22 Approved Annual Budget.
Miscellaneous	\$ 396	Favourable variance due to a \$187K increase for additional funding from the City of Ottawa for the Early Learning Centre and other minor variances.



Second Quarter 2021-22 Financial Projection
 REVENUE SCHEDULE
 Variance Analysis (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Contract and Other Non-Funded Activity	\$ (8,621)	Unfavourable variance of \$9.2M due to the SkillsAdvance Ontario Steel and Aluminum contract not awarded as anticipated and \$2.5M due to the postponement of the Public College Private Partnership to 2022-23. These reductions were partially offset by increases in other contract activity including the announcement of new provincial funding for other SkillsAdvance Ontario contracts at all three campuses.
Campus Services	\$ 3,689	Favourable variance due to anticipated increase of on-campus activities and events including a \$2M increase in Residence revenue from an increase in occupancy rates.
International Education Centre	\$ (1,094)	Unfavourable variance due to 2.9% decrease 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	\$ 3,632	
Other Minor Variances	\$ (310)	
Total Variance	\$ 3,322	



Second Quarter 2021-22 Financial Projection
EXPENDITURES SCHEDULE

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
TOTAL SALARIES & BENEFITS	\$ 195,176	\$ 193,959	\$ 194,092	\$ 1,084
Other Operating Costs				
Mandated Student Aid	5,825	5,825	5,825	-
Contingencies	5,327	4,827	4,327	1,000
Long Term Debt Interest	658	658	658	-
Contract Services	16,725	16,908	16,926	(201)
Instructional Supplies & Equipment	5,065	6,920	6,508	(1,443)
Information Technology	12,009	12,200	12,265	(256)
Marketing and Promotion	1,684	1,599	1,554	130
Building Maintenance & Utilities	14,285	13,366	13,737	548
Flow-Through Student Aid	1,530	2,944	3,108	(1,578)
Cost of Goods Sold	171	171	136	35
Other	9,471	10,266	10,095	(624)
TOTAL OTHER OPERATING	72,750	75,684	75,139	(2,389)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	267,926	269,643	269,231	(1,305)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	65,117	55,402	57,154	7,963
CAMPUS SERVICES	16,604	18,502	18,430	(1,826)
INTERNATIONAL EDUCATION CENTRE	36,850	37,197	35,984	866
STRATEGIC INVESTMENT PRIORITIES	40,875	46,481	40,244	631
TOTAL EXPENDITURES	\$ 427,372	\$ 427,225	\$ 421,043	\$ 6,329



Second Quarter 2021-22 Financial Projection
 EXPENDITURES SCHEDULE
 Variance Analysis (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ 1,084	Favourable variance resulting from salary savings due to delays in timing of new hires. Partially offset by an increase in Other Costs as detailed below.
Contingencies	\$ 1,000	Favourable variance due to lower than projected Special Contingency requirements.
Contract Services	\$ (201)	Unfavourable variance due to an increase in expenditures related to the carry forward from 2020-21 of the Education City project as well as the new Personal Support Worker Accelerated program. The increase in expenditures related to these projects are offset by an increase in revenue from the Ministry of Colleges and Universities.
Instructional Supplies & Equipment	\$ (1,443)	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).
Information Technology	\$ (256)	Unfavourable variance due to higher than projected software licensing, hardware maintenance, and information technology equipment costs.
Building Maintenance & Utilities	\$ 548	Favourable variance primarily due to a decrease in estimated residence energy costs, and a reduction in contract cleaning projections.
Flow-Through Student Aid	\$ (1,578)	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	\$ (624)	Unfavourable variance due to an increase in recruitment and professional fees to fill staff vacancies, as well as other minor variances.
Contract and Other Non-Funded Activity	\$ 7,963	Favourable variance due to expense savings as the SkillsAdvance 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 to 2022-23. The decrease in expenses aligns with corresponding decreases in revenue.



Second Quarter 2021-22 Financial Projection
 EXPENDITURES SCHEDULE
 Variance Analysis (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Campus Services	\$ (1,826)	Unfavourable variance due to increased operating costs of Campus Services as a result of the growth of 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	\$ 866	Favourable variance mainly due to decrease of International Fee Share Premiums as a result of the 2.9% decline in international student enrolment from the 2021-22 Approved Annual Budget.
Strategic Investment Priorities	\$ 631	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 6,164	
Other Minor Variances	\$ 165	
Total Variance	\$ 6,329	



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

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ (Unfavourable)
SOURCE OF FUNDS:				
Facilities Renewal Grant	\$ 4,000	\$ 4,975	\$ 4,975	\$ 975
College Equipment Renewal Fund Grant	1,503	1,003	1,003	(500)
Apprenticeship Capital Grant	1,000	1,323	1,323	323
Students' Association Contribution	2,400	3,839	3,839	1,439
TOTAL SOURCE OF FUNDS	8,903	11,140	11,140	2,237
EXPENDITURES:				
Major Capital Projects				
Athletics and Recreation Centre	2,200	3,639	3,639	(1,439)
Athletics and Recreation Centre Enabling Work / Pedestrian Link	1,800	5,886	5,886	(4,086)
Campus Accessibility ¹	1,200	1,200	1,200	-
Pedestrian Bridge to Bus Rapid Transit Station	1,260	1,260	1,260	-
R3 (Student Information System)	21,860	21,860	16,200	5,660
Salesforce Lightning Upgrade ¹	1,000	1,000	1,000	-
Solar Photovoltaic Plan	-	344	344	(344)
Total Major Capital Projects	29,320	35,189	29,529	(209)
Other				
Apprenticeship Capital Grant	1,000	1,323	1,323	(323)
Campus Services	345	345	150	195
College Technologies	1,706	1,775	1,775	(69)
College Space & Infrastructure	4,760	6,375	5,552	(792)
New Program Initiatives	702	702	702	-
Academic & Other Equipment	875	875	875	-
Initiatives & Opportunities	2,917	2,753	2,438	479
Adjustment for Anticipated Underspend	(750)	(2,856)	(2,100)	1,350
Total Other	11,555	11,292	10,715	840
TOTAL EXPENDITURES	40,875	46,481	40,244	631
TOTAL NET CONTRIBUTION	\$ (31,972)	\$ (35,341)	\$ (29,104)	\$ 2,868

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.



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

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.
R3 (Student Information System)	\$ 5,660	Favourable variance due to delays in hirings as well as vendor travel savings and other minor adjustments, expenses will be realized in a future fiscal year.
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	\$ (792)	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.
Initiatives & Opportunities	\$ 479	Favourable variance mainly due to lower than projected expenditures required for the start-up of the Public College Private Partnership initiative as well as other minor savings.
Adjustment for Anticipated Underspend	\$ 1,350	Favourable variance reflects higher than anticipated underspend on projects based on historical and current trends.
Total Explained Variances	\$ 2,742	
Other Minor Variances	\$ 126	
Total Variance	\$ 2,868	



Second 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	\$ 20,646	\$ 11,513	\$ 37,419
Campus Services Reserve Fund	660	150	(1,714)	(1,204)
Employment Stabilization Funds	595	-	7	602
COVID-19 Response Contingency			-	-
	<u>47,807</u>	<u>20,796</u>	<u>9,806</u>	<u>36,817</u>
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
	<u>30,155</u>	<u>4,203</u>	<u>322</u>	<u>26,274</u>
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 86,835	\$ 24,999	\$ 10,128	\$ 71,964
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000	\$ -	\$ -	\$ 1,000
Investment in Capital Assets	96,798	-	13,523	110,321
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	\$ 24,999	\$ 24,751	\$ 196,326

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

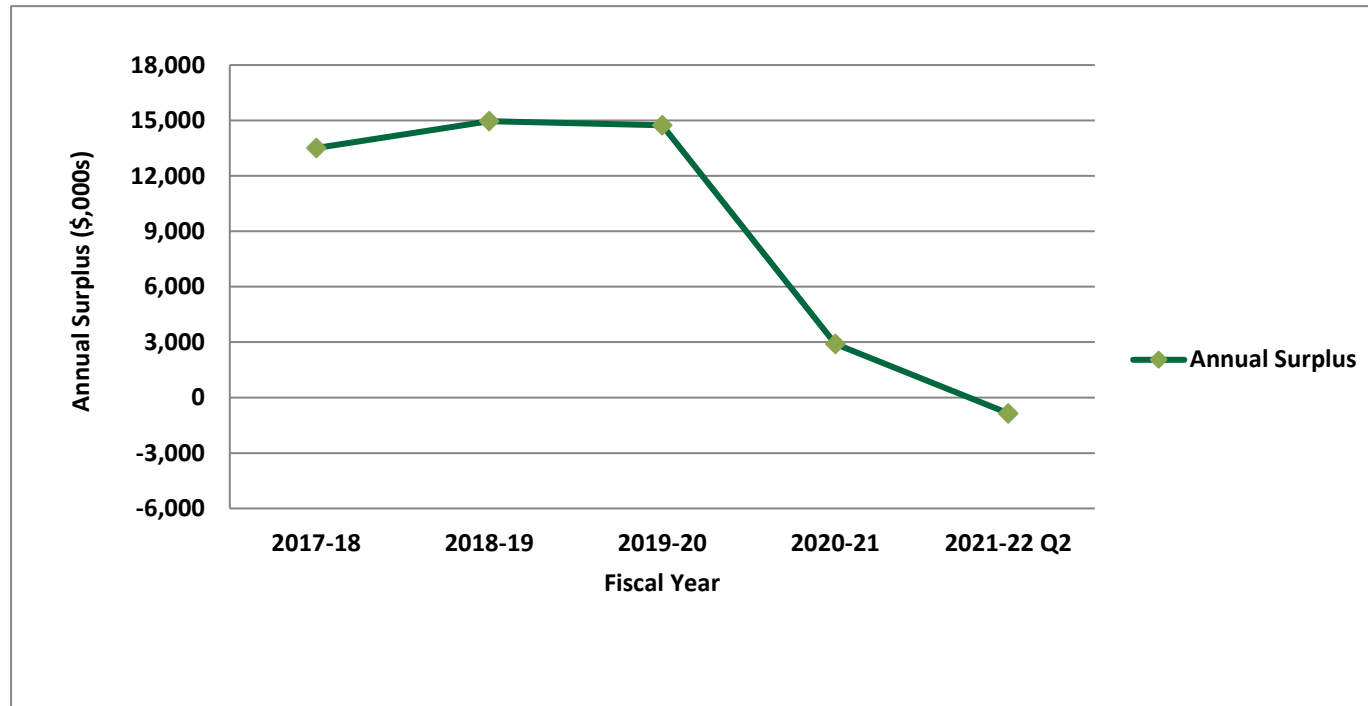
	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
Academic Services												
Academic Development	8	6	2	6	6	-	10	9	1	24	21	3
Academic Operations & Planning	1	1	-	3	3	-	5	4	1	9	8	1
Algonquin College Heritage Institute	7	7	-	3	3	-	8	8	-	18	18	-
Algonquin College In The Ottawa Valley	29	29	-	7	7	-	39	39	-	75	75	-
Algonquin Centre for Construction Excellence	66	64	2	3	3	-	11	11	-	80	78	2
Associate Vice-President - Experiential Learning and Innovation	-	-	-	4	3	1	21	21	-	25	24	1
Associate Vice-President - Global, Online and Corporate Learning	-	-	-	25	21	4	46	44	2	71	65	6
Faculty of Arts Media & Design	116	113	3	10	10	-	32	31	1	158	154	4
Faculty of Health, Public Safety & Comm. Studies	137	130	7	9	8	1	33	32	1	179	170	9
School of Advanced Technology	113	109	4	7	7	-	17	16	1	137	132	5
School of Business	87	82	5	4	4	-	8	7	1	99	93	6
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	582	35	88	82	6	238	230	8	943	894	49
Advancement												
Advancement Operations	-	-	-	7	7	-	5	4	1	12	11	1
Advancement Total	-	-	-	7	7	-	5	4	1	12	11	1
Finance & Administration												
Campus Services	-	-	-	15	13	2	46	40	6	61	53	8
Facilities Management	-	-	-	12	9	3	36	32	4	48	41	7
Finance And Administrative Services	-	-	-	13	13	-	27	26	1	40	39	1
Information Technology Services	-	-	-	25	24	1	93	91	2	118	115	3
Risk Management	-	-	-	10	10	-	1	1	-	11	11	-
Vice-President Finance and Administration	-	-	-	2	2	-	-	-	-	2	2	-
Finance & Administration Total	-	-	-	77	71	6	203	190	13	280	261	19
Human Resources												
Labour Relations	-	-	-	17	17	-	-	-	-	17	17	-
People and Culture	-	-	-	18	12	6	4	4	-	22	16	6
Vice-President Human Resources	-	-	-	2	2	-	-	-	-	2	2	-
Human Resources Total	-	-	-	37	31	6	4	4	-	41	35	6

	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	3	2	9	7	2
President and Board of Governors	-	-	-	4	4	-	-	-	-	4	4	-
President And Board Of Governors Total	-	-	-	8	8	-	5	3	2	13	11	2
Student Services												
Marketing & Recruitment	-	-	-	3	3	-	28	27	1	31	30	1
R3 Executive Business Lead	-	-	-	-	-	-	6	3	3	6	3	3
R3 Executive Technical Lead	-	-	-	-	-	-	1	1	-	1	1	-
Registrar	-	-	-	9	9	-	64	62	2	73	71	2
Student Support Services	20	19	1	12	12	-	39	38	1	71	69	2
Vice-President Student Services	-	-	-	2	2	-	-	-	-	2	2	-
Student Services Total	20	19	1	26	26	-	138	131	7	184	176	8
Truth, Reconciliation & Indigenization												
Indigenous Services and Partnerships	-	-	-	4	4	-	-	-	-	4	4	-
Truth, Reconciliation & Indigenization Total	-	-	-	4	4	-	-	-	-	4	4	-
College Totals	637	601	36	247	229	18	593	562	31	1,477	1,392	85
							Total % for the positions:			100.0%	94.2%	5.8%



Second 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.

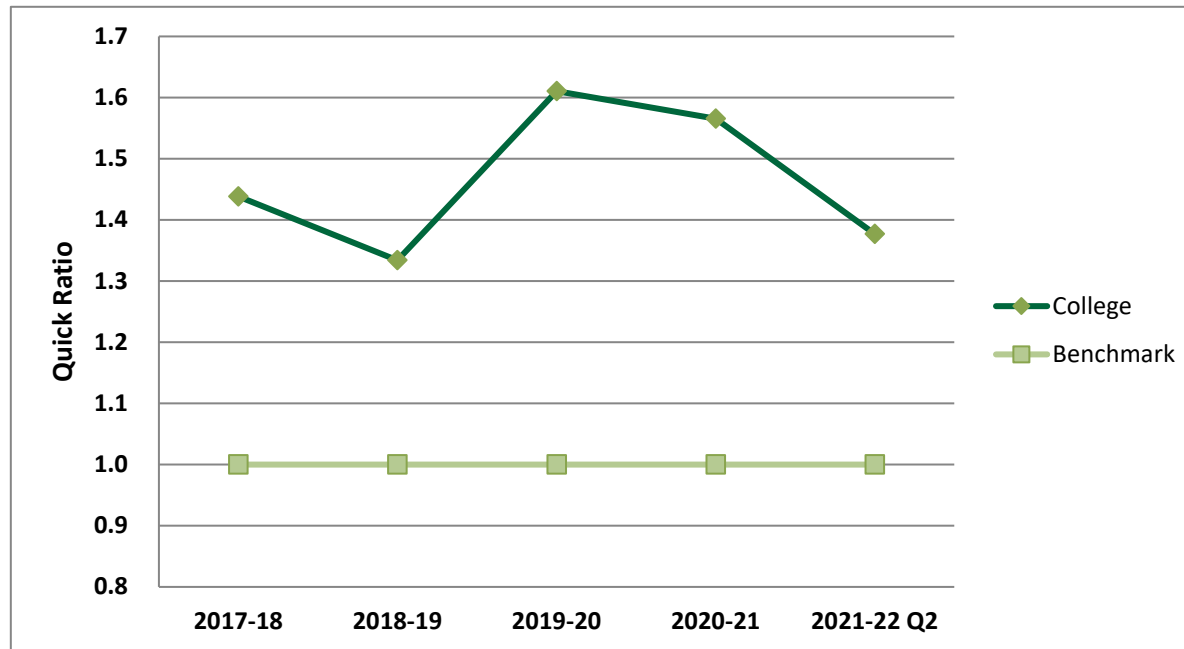
Rationale:

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



Second 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.

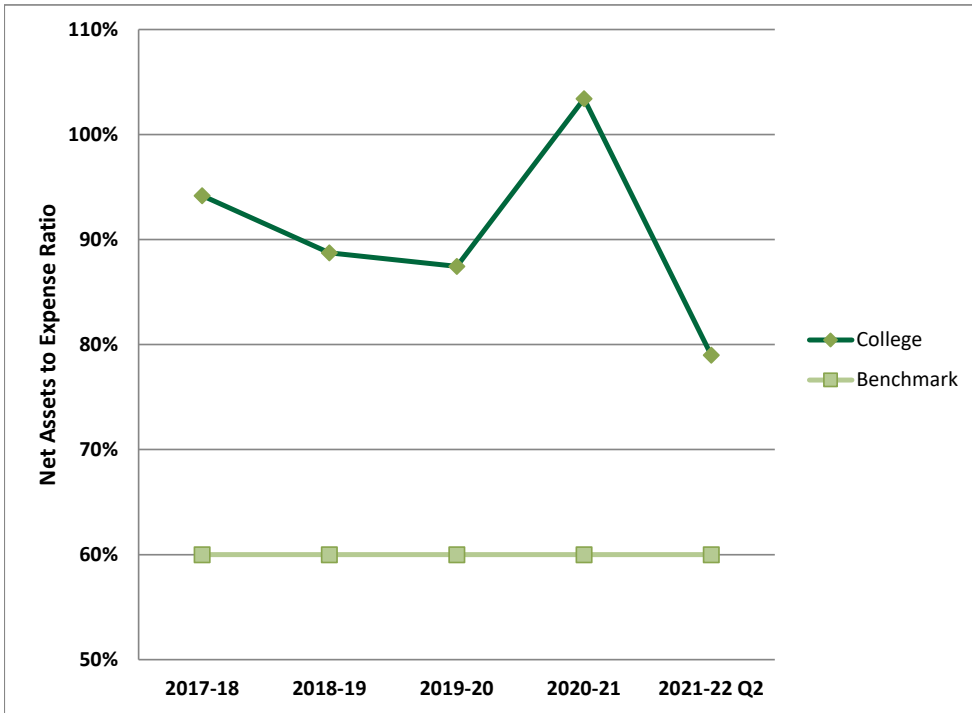
Rationale:

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 1.73 for Q2 2021-22.



Second 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.

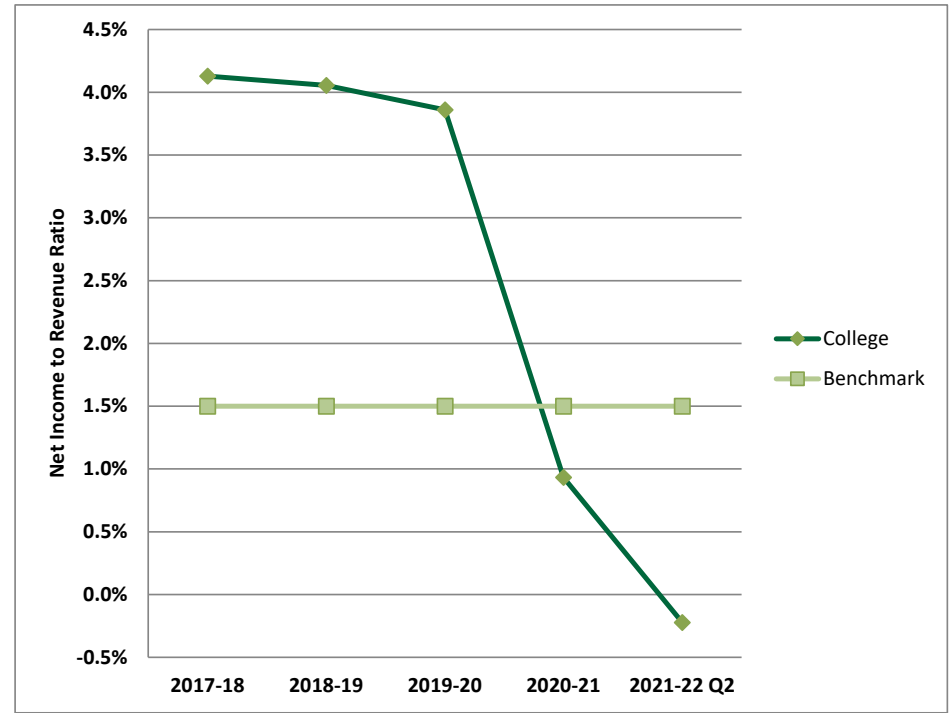
Benchmark:

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.

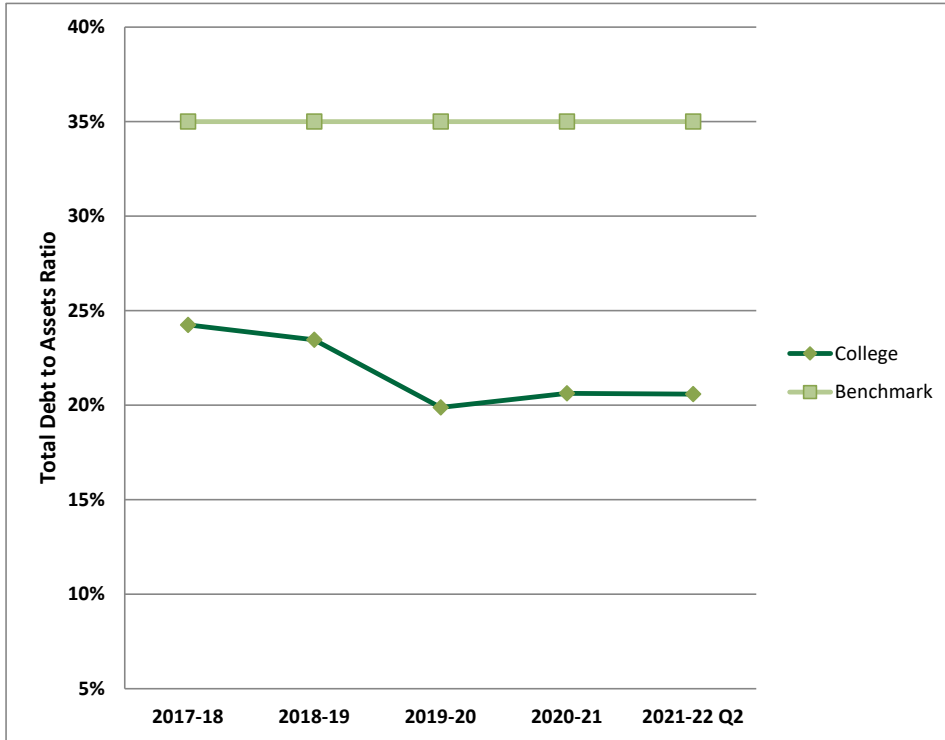
Rationale:

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

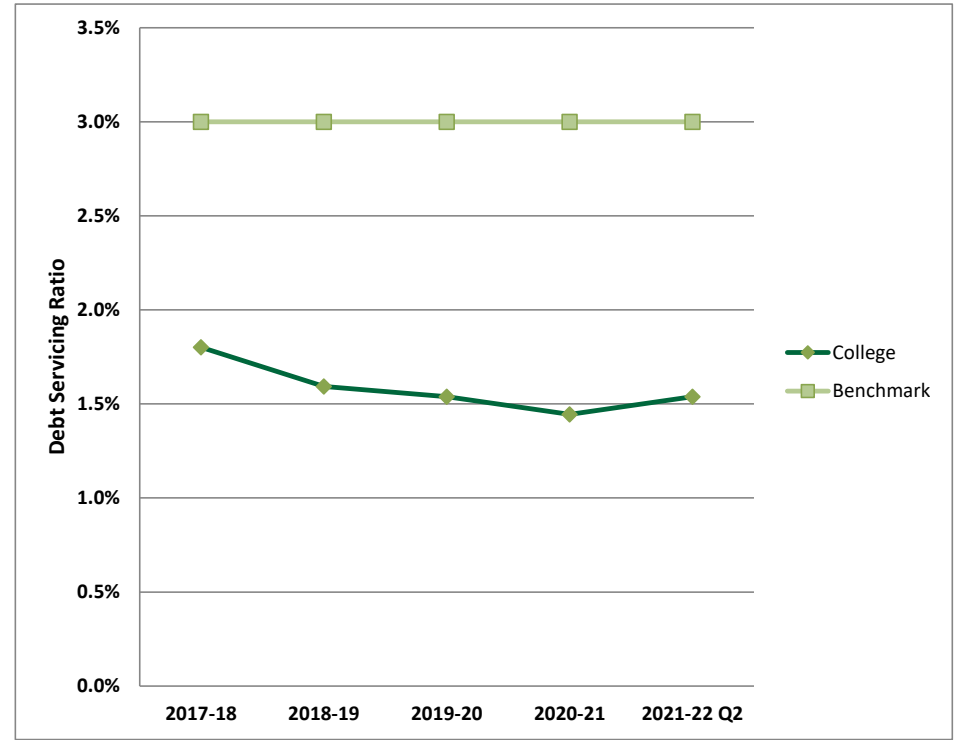


Second Quarter 2021-22 Financial Projection
Financial Health Indicators

Managing Debt: Total Debt to Assets Ratio



Managing Debt: Debt Servicing 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.

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.

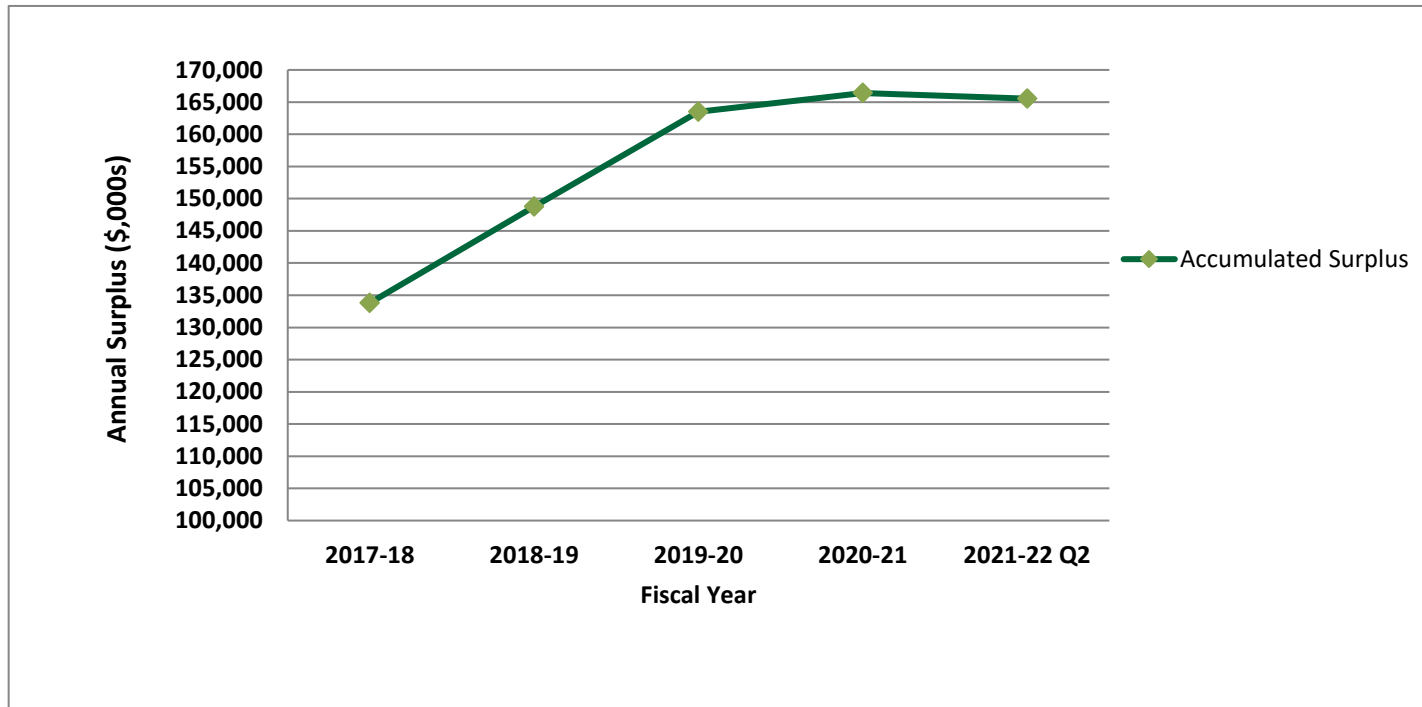
Rationale:

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.



Second 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

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

Report title:	Second Quarter 2021-22 Business Plan Performance
Report to:	Board of Governors
Date:	December 6, 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 Second Quarter covers the period July 1 - September 30, 2021, provided in Appendix A: Second 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.

Exceptions Report

The Exceptions Report for the Second Quarter covers the period July 1-September 30, 2021, is provided in Appendix A: Second Quarter 2021-22 Business Plan Exceptions Report.

4. DISCUSSION:

Ten of the 23 business plan initiatives have a green status, six initiatives are coded as blue, indicating they are complete, three initiatives are currently coded as yellow, indicating the initiative is delayed and four items are identified as red and will not be completed by fiscal year-end. There are no initiatives currently in orange status. Contingency action plans are 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.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input checked="" type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input checked="" type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

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 70 percent of the business plan objectives completed or on track for completion as originally anticipated. Thirteen percent of the current year business plan priorities are delayed but their completion is anticipated. The remaining 17 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: Second Quarter 2021-22 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

SS Student Services
Finance &

FA Administration
Communications &

CER External Relations





HR Human Resources

Truth Reconciliation &
TRII Indigenous Initiatives

ADV Advancement



LEARNER DRIVEN

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

Goal	ACET Sponsor	2021-22 Metric	Q2 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 iADVue 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	Q2 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.	





PEOPLE

Be recognized by our employees and the community as an exceptional place to work

Goal	ACET Sponsor	2021-22 Metric	Q2 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 innovativeneADV of teaching, learning and service delivery

Goal	ACET Sponsor	2021-22 Metric	Q2 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	Q2 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 eADvential 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

#	2017-22 Strategic Goals	2021-22 Metric	2021-22 Target	2021-22 Initiative/Leveraged Action	ACET Member	Status	Comments for First Quarter	Status	Comments for Second Quarter
Connected									
	Become an integral partner to our alumni and employees	Build and steward strategic industry and community partnerships	N/A	2.2) External Partner Engagement and Needs Assessment Survey launched by October 15, 2021.	M. Savenkoff		In progress. Consultations with Institutional Analytics and Planning continue in preparation for survey deployment.		May be delayed. External Partner Engagement and Needs Assessment Survey is in draft. The restated survey launch date is November 30, 2021.
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.		Will not reach target. Approval of Collaborative Education Agreement delayed due to challenges in obtaining approvals from both provincial governments. An amendment to the application was submitted end of October 2021 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.		May be delayed. Amendments to the planned location for the partnership required a re-submission for Section 28 approval which occurred October 26, 2021, with an expected Ministry approval by November 30, 2021. While resubmission causes a delay, the process continues to move towards completion.
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.		Will not reach target. Approval of Collaborative Education Agreement delayed due to challenges in obtaining approvals from both provincial governments. An amendment to the application was submitted end of October 2021 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.		Will not reach target. Approval of Collaborative Education Agreement delayed due to challenges in obtaining approvals from both provincial governments. An amendment to the application was submitted end of October 2021 with a change of location to mitigate the risks of an out-of-province partnership.
7.0		Grow enrolment to pre-COVID-19 levels by 2023-24	41,223 9% year-over-year decline	Fall level 1 admission conversions increased from 19% to 21% by September 30, 2021.	C. Janzen/L. Stanbra		In progress. Fall 2021 - total applications at 50,134 as of Sep 16, 2021, exceeding application target. Conversion of applications to Level 01 registrants at 20% as of Sep 16, 2021, which is 1% less than target (21%), but 1% above last year (19%).		Will not reach target. As of September 30, the conversion of applications was 18.8%; it was 19.3% as of Day 10 (September 20). However, a significant increase in fall applications deferred to winter. Fatigue with remote delivery and overall pandemic uncertainty have resulted in applicant attrition to winter.
7.3		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).		May be delayed. One program launched in September 2021 (Addictions and Mental Health), one will launch in January 2022 (Introduction to Healthcare in Canada), and one in Spring 2022 (TBD).

**Report from the Chair
Board of Governors Meeting
December 6, 2021**

September 30, 2021 Alumni of Distinction – Award Recipients

Every year, Algonquin College celebrates the incredible achievements of its alumni through the Alumni of Distinction Awards. These awards honour the extraordinary contributions Algonquin College graduates make to the community while achieving career success. [Click for recipient bios.](#)

Alumnus of the Year: **Patricia Boal**, Co-anchor, CTV Ottawa News
Journalism – Print – Class of 1994

Apprenticeship: **Adam Vettorel**, Co-Owner and Chef, North & Navy and Cantina Gia
Cook Apprenticeship – Class of 2007

Business: **Michael Wood**, Former Chief Marketing Officer/Managing Partner, Ottawa Special Events
Travel Counsellor – Class of 1997

Changing Lives: **Tom Sidney**, Councillor, Town of Renfrew and Clinic Manager, Robbie Dean Centre
Social Service Worker – Class of 2002

Community Services: **Crystal Martin-Lapenskie**, President and CEO, Okpik Consulting
Social Service Worker – Class of 2013

Creative Arts & Design: **Joseph A. Dandurand**, Poet; Director, Kwantlen Cultural Centre
General Arts and Science (Theatre/Performing Arts) – Class of 1990

Health Sciences: **Kim Franchina**, Registered Nurse at St. Patrick’s Home of Ottawa Foundation
Nursing – Class of 1991
Nursing Assistant Program – Class of 1988

Brain Fraser Recent Graduate: **Carl Clergé**, Senior Analyst, Multi Unit Underwriting, CMHC
Business Administration – Finance – Class of 2016

Rena Bowen Volunteer of the Year: **Jeffrey Lalonde**, Constable, Cornwall Police Services
Police Foundations – Class of 1999

Technology: **Marc Brouillard**, Chief Technology Officer, Government of Canada
Sommelier – Class of 2004
Computer Science – Class of 1995

Alumni Employer of the Year: **Mercury Filmworks**

2021 Premier's Awards

The 2021 Premier's Awards was held virtually on Thursday, November 18, 2021. This year, 126 distinguished college graduates were nominated province-wide. Algonquin staff nominated an illustrious list of alumni for Premier's Awards this year and we congratulated and thanked them for attending the Awards. The Algonquin College 2021 Premier's Awards nominees are:

Adam Vettorel, Cook Apprentice, 2007 – Co-owner and Chef, North & Navy and Cantina Gia – Apprenticeship Award

Michael Wood, Travel Counsellor, 1997 – Chief Marketing Officer and Managing Partner, Ottawa Special Events – Business Award

Ricardo Larrivée, Television Broadcasting, 1990 – Chef, Host and Author, RICARDO Media – Creative Arts & Design Award

Crystal Martin-Lapenskie, Social Service Worker, 2013 – President and CEO, Okpik Consulting – Community Services Award

Michael Nolan – Ambulance and Emergency Care Paramedic, 1991 – Director, Emergency Services and Chief, Paramedic Service, County of Renfrew – Health Sciences Award

Carl Clergé, Business Administration - Finance, 2016 – Senior Analyst, Multi Unit Underwriting, CMHC – Recent Graduate Award

Luc Levesque – Computer Engineering Technology, 1995 – Vice-President of Growth, Shopify – Technology Award

Alumnus Michael Nolan won a prestigious [Premier's Award](#). Michael was one of several exceptional Algonquin Alumni honoured with a nomination. As Chief of the Paramedic Service and Director of Emergency Services for the County of Renfrew since 2004, Michael has had a big impact, most recently directing the introduction of a drone service delivery fleet, managing the impact of a 2018 tornado, and overseeing the response to the biggest flood in memory in his region in 2019. From early 2020 to today, he's been playing a crucial role in helping the county deal with the ongoing coronavirus pandemic. Michael graduated from Algonquin's Ambulance and Emergency Care Paramedic program in 1991.

Colleges Ontario 2021 Higher Education Summit (Toronto) – November 28-29

The Higher Education Summit is an annual event that explores the top issues affecting postsecondary education today. Highlights included featured talks from world-renowned speakers and networking opportunities at the most senior level.

Board Excellence programs such as “How to ask better questions as a Governor” and “Developing a strategic mindset as a Governor” were offered to all Governors attending the conference in-person. The College Center of Board Excellence programs such as Board Orientation and Good Governance that are usually in-person as part of the pre-conference sessions at the Higher Education Summit are now offered virtually to all members of College Board of Governors.

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

Wednesday, January 19, 2022 Board Generative Discussion

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

**Report from the President
Board of Governors Meeting**

December 6, 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:

- President and CEO, Cambrian College, William Best;
- Board members of Polytechnics Canada;
- Board members of Colleges and Institutes Canada (CICan);
- Board members of Invest Ottawa;
- Board members of College Employer Council;
- Local Area CEOs from the Public Sector Leaders Forum; and
- College Presidents and Vice Presidents Academic from the Multi-College Collaborative Model consortium (Lambton, Northern, Sault).

On October 26-27, 2021, President Brulé virtually attended the 2021 Kaleidoscope College Conference and provided opening remarks to the attendees of this annual Algonquin College professional development conference. This year's theme was "*Sharing and Growing: A Time to Engage & Energize*". Kaleidoscope is an opportunity for the college community to come together, connect with one another to share knowledge and know-how, and learn from others. Keynote speakers were: Professor, Carleton University, Dr. Linda Duxbury and Chief Innovation Officer for Contact North, Dr. Stephen Murgatroyd.

On October 27, 2021, President Brulé attended the E21 Symposium where he provided opening remarks and participated in a panel discussion. The E21 Consortium is a venue designed to encourage participation in developing a strong and global network of parties interested in uniting thoughts and actions to imagine Education in the 21st Century. This annual international symposium hosted by the University of Ottawa in collaboration with Carleton University, Algonquin College, La Cité, and the Centre franco-ontarien de ressources pédagogique, had 16 guest speakers and seven student panelists.

On October 28, 2021, President Brulé attended the Hub350 Ribbon Cutting and Executive Round Table. The Kanata North Business Association hosted the global technology executives in celebration of the grand opening of Hub350. Hub350 will serve as the physical gateway for Canada's largest technology park where technology talent will have a space to converge with finance, corporate and academic institutions and explore opportunities to live, work, play and learn in Canada's largest technology park. Hub350 is set to become the heart of the Kanata North technology park, bringing together industry, academic and finance partners to co-locate and collaborate. The Executive Roundtable provided an opportunity for CEOs, elected officials and senior bureaucrats to exchange views and engage one another on the vision for this new level of collaboration and its benefits to stakeholders and the community.

On November 1, 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 November 2, 2021, President Brulé virtually attended the Algonquin Centre for Construction Excellence (ACCE) 10th Anniversary Kick-Off Event. Lead donors and stakeholders who made this world-class space a reality were brought together. This event was an opportunity to share student and alumni experiences, look ahead to the future, communicate goals, and re-engage our stakeholders. Guest speakers included: Student, Heating, Refrigeration and Air Conditioning Technician, Elisa Matte; Alumnus, Building Construction Technician, Ikechukwu Njoku; Board of Governors member, Founder/Owner of Amsted Design Build and member of the Greater Ottawa Home Builders' Association, Steve Barkhouse; President, Ottawa Construction Association, John DeVries; and the Algonquin College community.

On November 9, 2021, President Brulé virtually attended the Developing Understanding to Disrupt anti-Asian Discrimination Event. This year a small group of employees collaborated to host 'Taking a Stand: Disrupting anti-Asian Discrimination', a series of learning events, workshops and celebration of our Asian community members during November 2021. The first of these events is a webcast panel discussion called *"Taking A Stand: Developing Understanding to Disrupt anti-Asian Discrimination"*. This panel of experts moderated by Chair Learning & Teaching Services, Farbod Karimi examined the meaning of, and complexity within anti-Asian Discrimination in our communities and campuses. Bringing in rigorous research, a grounding in pedagogy and realized by lived experiences. Panelists included: Associate Professor, School of Social Work, Carleton University, Dr. Dennis Kao; Vietnamese Canadian Journalist, CBC Ottawa, Cindy Tran; and Assistant Professor, Ontario Institute for Studies in Education (OISE), Dr. Mary Reid.

On November 9, 2021, President Brulé hosted the Ottawa Campus of Care meeting with attendees: Chief Operating Officer of The Perley and Rideau Veterans' Health Centre, Akos Hoffer and Katrin Spencer, Director, Seniors' Housing Portfolio and Community Programs.

On November 12, 2021, President Brulé virtually attended the Developing Canada's Green Talent Pipeline Webinar hosted by Polytechnics Canada. Though Canada has nearly 30 years to meet its goal of net-zero emissions by 2050, the impacts of climate change are already evident and progress can no longer be delayed. One of the most urgent requirements is ensuring Canada has its green talent pipeline in place. With the sector estimating a need for nearly 250,000 workers by 2029, the next generation of graduates must be ready to lead the green transition. Guest speakers included: President & CEO, Saskatchewan Polytechnic, Dr. Larry Rosia; President & Vice Chancellor, Sheridan, Dr. Janet Morrison; and President & CEO, Eco Canada, Kevin Milsen.

On November 16, 2021, President Brulé virtually attended the Eyes Open: The Making of a Viral PSA. In May 2021, the Chinese Canadian National Council for Social Justice released a powerful PSA (public service announcement) that challenges all Canadians to confront racism amid the COVID-19 pandemic. The video went viral for its stunning imagery, famous faces, and moving message that is both heart-breaking and a celebration. Behind the scenes, the PSA was conceived and produced completely remotely by a fully Asian team, with team members and participants from across Canada.

Guest speakers included: TV Broadcaster, Co-host The Social on CTV, Melissa Grelo; Social Worker, Poet, Christopher Tse; and Cinematographer, Jack Yan Chen.

On November 16-17, 2021, President Brulé hosted the two-day Colleges and Institutes Canada (CICan) Board Meeting at 700 Sussex. The CICan Board is composed of twelve College, CEGEP and Institute Presidents from across Canada, as well as four Public At-Large Directors. As part of the two-day event, a tour of the Ottawa campus led by college recruiters was provided to the delegation, and President Brulé addressed the Board of Director, providing an overview of Algonquin College.

On November 18, 2021, President Brulé virtually attended the 2021 Premier's Awards. The Premier's Awards recognize college graduates making important social and economic contributions to Ontario, and are administered by Colleges Ontario. Alumnus Michael Nolan, Chief Paramedic and Director Emergency Services at County of Renfrew, has won a prestigious Premier's Award. The announcement was made during the virtual ceremony to celebrate Ontario's outstanding college graduates. Michael was one of several exceptional Algonquin Alumni honoured with a nomination.

On November 23, President Brulé virtually attended the Algonquin College Speaker Series with guest speaker News Anchor, Peter Mansbridge. Mr. Mansbridge is an award-winning journalist, a Distinguished Fellow at the Munk School of Global Affairs at the University of Toronto and a member of numerous boards and committees. Peter is best known for his five decades of work at the CBC where he was Chief Correspondent of CBC News and anchor of The National for thirty years. Mr. Mansbridge answered questions about his career, the state of world affairs, and all matters that are news worthy.

On November 23, 2021, President Brulé virtually attended a partnership signing ceremony with Van Lang University in Ho Chi Minh City, Vietnam, and provided congratulatory remarks on behalf of Algonquin College.

On November 25, 2021, President Brulé virtually attended the 2021 Best Ottawa Business Awards for TV Broadcasting. The Best Ottawa Business Awards (The BOBs) is an annual award ceremony that celebrates Ottawa's history of innovative, ethical and profitable businesses, and recognizes its entrepreneurial spirit. This premier business awards program is an opportunity for your business achievements and milestones to be honoured. In addition to the Lifetime Achievement Award, CEO of the Year Award, Best CFO Award, there are multiple award categories that provide a platform for a company to be recognized.

On November 26, 2021, President Brulé hosted the virtual Future of Health and Wellness Speaker Series with guest speaker Founding Director, Centre for Indigenous Health Research and Education, Faculty of Medicine, University of Ottawa, Dr. Sarah Minwanimad Funnell. Dr. Funnell is a First Nations Family Physician and Public Health Specialist. Dr. Funnell discussed the root causes of Indigenous Health inequities and how community leaders can be allies. Attendees included community elected officials and leaders, members of the Algonquin College Board of Governors; Algonquin College Executive Team; and Algonquin College Leadership Team.

On November 28-29, 2021, President Brulé and members of the Board of Governors attended the 2021 Higher Education Summit in Toronto. The Higher Education Summit is an annual event that explores the top issues affecting post-secondary education today. Highlights include featured talks from world-renowned leaders and networking opportunities at the most senior level.

On November 30, 2021, President Brulé attended an Ottawa Community Loan Fund Board Meeting, and on December 4, 2021, he attended a half-day strategy session. The Ottawa Community Loan Fund (OCLF) is an incorporated non-profit charitable organization working for financial empowerment in the Ottawa area.

On December 3, 2021, President Brulé hosted a table at the annual Christmas Cheer Breakfast at the Shaw Centre. Table guests included Ottawa community leaders and Algonquin College Executives. The annual Christmas Cheer breakfast is one of the largest charitable events in the Ottawa area to take place during the holiday season.

Committee of Presidents Meetings

The Committee of President met on numerous occasions since the last report, in order to coordinate college system level efforts related to: (1) the handling of the COVID-19 pandemic, (2) bargaining with the Academic Employees group; (3) regular business of the committee as well as the Annual General Meeting.

At its November 28, 2021 meeting, the Committee of Presidents discussed the following main topics:

- Public-Private Partnerships advocacy;
- Finalization of provincial pre-budget submission – which included feedback to government on Strategic Mandate Agreements 3 activation of performance-based metrics; Corridor model impact on funding; and Tuition Fee policy framework;
- Ontario College Application Services update on a new skilled trades portal;
- Credential reform update from Colleges Ontario regarding three-year degrees and applied Masters degrees; and
- Auditor General of Ontario Value for Money College Audit – report to be issued in December.

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: September 7, 2021 to November 1, 2021

LEARNER DRIVEN

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

Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> On September 13, 2021, Amity Education Group Vice Chancellor, Dr. Gurinder Singh; and Algonquin College President Claude Brulé signed a Letter of Intent for the two institutions to explore articulation/pathway agreements in the form of 2+1 or other forms, to design a customized short-term student exchange program for Amity students to attend at Algonquin College and to provide faculty and students exchange opportunities for the mutual benefits of parties, as well as increase awareness of Algonquin College in India. Learning and Teaching Services hosted the third E21 Symposium in collaboration with the University of Ottawa, Carleton University and La Cité. The Symposium topic was Re-Thinking the Relevance of Higher Education: Which models could best respond to the needs of a 21st century society? The symposium had about 215 registrants. Nursing Studies at the Ottawa Campus, supported by Skills Ontario, has successfully delivered three intakes of the Personal Support Worker-Accelerated, Ontario College Certificate program. A fourth offering was launched this Fall term. The Perth Campus also delivered an offering of this program with additional funding from Skills Advance Ontario. As part of the Skills Advance Ontario project, Lumber Milling training, Forestry training and Seed Collectors certification were delivered to incumbent forestry workers. The Skills Advance Ontario Health Care initiative concluded at the end of October. Over 100 health care workers completed in-service training delivered by the Pembroke Campus.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> Communications prepared a press release, promoting a new mental health program linked to national mental illness awareness week. A new Addictions and Mental Health Graduate Certificate Program offered by Algonquin College's AC Online Campus surpassed its fall enrolment predictions, and is helping meet the growing demand for professionals with the knowledge and skills to treat concurrent disorders across a variety of clinical settings and workplaces.
Finance and Administration	<ul style="list-style-type: none"> Campus Services delivered on Fall service promises within each business unit and further enhanced digital services to meet increased year-over-year on-campus activity in support of student success. For example, Retail Services offered the College community a variety of ways to get course materials this term.

	<ul style="list-style-type: none"> • Soft opening of the Jack Doyle Athletics and Recreation Centre occurred on September 27, 2021. • The College’s multimodal initiative rolled out for Fall 2021 was designed to provide learners with flexible learning delivery options while maintaining the integrity of the learning experience. For Phase 1 of this initiative, the Information Technology Services department focused on outfitting select rooms with multiple cameras, array microphones, and dual screen displays to provide virtual and on-campus learners a greater auditory and visual experience. Additionally, a multifunction digital document camera was added to ease the transition from in-classroom to online content delivery. Altogether, this multimodal initiative will not only address the immediate concerns of learners but will open new delivery opportunities for the College. • Campus Services continue to monitor student satisfaction. Each business unit attained their Net Promoter Score targets as of the start of the Fall Term.
<p>Student Services</p>	<ul style="list-style-type: none"> • Prior to the pandemic, Ontario colleges collectively participated in a College Information Program and an Ontario College Fair which brought Student Recruiters to designated locations across the province to deliver presentations. As the former system of travel and in-person presentations are not possible, one of Algonquin College’s recruiters created a virtual alternative entitled “College Mondays.” All 24 colleges participate in the virtual series housed on the Ontario College Application Service website. During the first three weeks of the series, 3,254 individuals registered and 1,559 attended, many with parents/guardians or other influencers. • The Library responded to 802 research support questions through online chat and email during the reporting period, compared to 424 in the previous year. Additionally, there were 111,879 sessions on the Library website, up from 104,378 the previous year. • Private online Library instructional sessions and private Student Learning Centre workshops were attended by 686 students in 35 sessions, down from 801 students in 26 sessions in the previous year. • The Library and Student Learning Centre offered online sessions for AC Day 1, which were attended by 1,586 students (this is a new initiative; year over year comparison not yet available). • The Student Learning Centre provided 786 online peer tutoring appointments and 606 online coaching sessions to students during the reporting period, compared to 876 online Peer Tutoring appointments and 327 online coaching sessions in the previous year. • On September 30, 2021, the Mamidosewin Centre hosted virtual and in-person events honouring the National Day for Truth and Reconciliation; 18 attendees participated in-person at the Mamidosewin Centre, while 530 attendees participated virtually. • The Registrar’s Office processed 1,809 international applications during the reporting period, representing an increase of 54% from 1,177 processed during the same time the previous year. The average turn-around time is seven

	<p>days, which has decreased from 11 days during the same time the previous year. These changes can be attributed to greater certainty with respect to study permits and travel conditions. In addition, many applications in Fall 2020 had to be issued and re-issued multiple times in response to the pandemic conditions.</p> <ul style="list-style-type: none"> • The Registrar’s Office received 40,085 calls during the reporting period, representing an increase of 35% from 29,648 compared to the same time the previous year. This increase is attributed to changing conditions and on-campus activity; the addition of 25 programs to the Winter term delivery; as well as the launch of the Fall 2022 offers of admission on November 1, 2021. The average wait-time also increased by three minutes, which is attributed to more complex questions pertaining to admissions, program delivery and vaccination. • On-campus service in the Registrar’s Office resumed during the reporting period serving 1,040 students during this time. By comparison, all services were delivered remotely at the same time the previous year (in-person service was not available in Fall 2020). The average wait time was less than three minutes. • Student Support Services resumed during the reporting period, and although services have been offered both virtually and face to face to 19,777 students, 95% of programming remains virtual, with only 5% face to face.
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<p>INNOVATION AND QUALITY</p> <p>Goal 2: Lead the college system in co-op and experiential learning.</p> <p>Goal 3: Attain national standing in quality, impact and innovation within each school and service.</p>	
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Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> • The College received the outcomes of the College Quality Assurance Audit Process, with the results indicating the College has met all the standards and received a Mature Effort audit decision. • Algonquin College and Northern College entered into an agreement that will see an expansion of the Business-Agriculture, Ontario College Diploma program currently offered at the Perth Campus. This new collaboration will allow students in Northern Ontario to enrol in the program at Northern College, taking course that are less agriculture specific while taking the more agriculture specific courses at Algonquin College in a multi-modal fashion. This partnership is an example of new, dynamic collaborative approaches we can take with delivering post-secondary education in Ontario. • Algonquin College has been accepted as an academic partner for Map the System Canada 2022 run by the Institute for Community Prosperity, Mount Royal University. This activity is a joint collaboration between faculty from the Social Innovation Lab, the Interdisciplinary Studies in Human-Centred Design program and the Business - Management and Entrepreneurship program. Map the System Canada is part of a global competition led by the Skoll Centre for Social Entrepreneurship, Said Business School, Oxford University that provides students with the opportunity to deeply explore social and environmental issues.

	<ul style="list-style-type: none"> • During the summer months of 2021, a team of student researchers from the Data Analytics Centre at Algonquin College collaborated with the start-up KataniTech and created a new service - POPTikR “Shop Local”. This is an app platform that links local providers and retailers with local community clients. The novel tool, inaugurated on October 15, 2021, was featured on CTV. Attendees included Minister Lisa MacLeod, Deputy Mayor Laura Dudas, Councillor Mathieu Fleury, Byward Market management and many local business owners. KataniTech will continue to actively market the service, while the student team continues to provide technical support to customers. • Representing a 17.5% increase over the Fall 2020 term, 456 co-operative education students are employed for Fall 2021. This is a new all-time record for the number of co-operative education students working in a Fall term.
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> • Government Relations participated in discussions with KPMG in early September to explore finance models for the Ottawa Campus of Care, and participated in a monthly meeting with the Perley Rideau in mid-September to continue advocating for the Ottawa Campus of Care. President, Claude Brulé met with Member of Provincial Parliament, Jeremy Roberts to discuss the Ottawa Campus of Care in early October. • Government Relations worked with the City of Ottawa and Caivan Homes to arrange a tour with the Mayor and stakeholders of their new Advanced Building Innovation Company in Barrhaven in early September. • Government Relations participated in the Polytechnics Canada Government Relations Working Group and tabled cross-sector issues and priorities in advance of the federal election. • Algonquin College hosted Minister of Colleges and Universities, Jill Dunlop on October 13, 2021, for a tour of learning spaces and a discussion on key priorities for the college.
<p>Human Resources</p>	<ul style="list-style-type: none"> • Five employees at New Employee College Orientation were identified as Algonquin College alumni and referred to Advancement’s Alumni & Friends Network
<p>Indigenous Initiatives</p>	<ul style="list-style-type: none"> • On September 8, 2021, Indigenous Youth Development Canada entered the second year of a three-year agreement with Employment and Social Development Canada. This program currently supports approximately 100 youth with programs and content provided by four post-secondary partners and two training centers. On November 1, 2021, The Office of Truth, Reconciliation and Indigenization added another partner to Indigenous Youth Development Canada, the Mawiw Tribal Council in New Brunswick. • From September 22-24, 2021, Jeff Turner and Rodney Hudgin visited two program partners, Assiniboine College in Brandon Manitoba, and the Manitoba Institute of Trade and Technology in Winnipeg. Site visits provide the opportunity to see first-hand the success of collective efforts in supporting Indigenous Youth. In the case of Assiniboine, a brand-new program in heavy equipment repair launched in mid-September, made possible by funding provided through an agreement with the federal government. This trip also included a tour of Red River College, a prospect for a future opportunity.

	<ul style="list-style-type: none"> On October 29, 2021, The Office of Truth, Reconciliation and Indigenization launched the second Indigenous Entrepreneurial 10-Week Training – Indigenous Tourism Entrepreneurship Training. Ottawa Tourism and Algonquin College were proud to collaborate on the development of the Indigenous Tourism Entrepreneurship Training initiative in 2020. This successful pilot initiative was designed to help kickstart Indigenous tourism businesses and provide training on how to start a business and be an entrepreneur. It was also perfect for Indigenous business owners who were looking to upgrade skills, network, and get a new initiative off the ground. Developed with Indigenous entrepreneurs and subject matter experts, this program is designed specifically for Indigenous learners. Participants can learn business fundamentals all while keeping within the context of Indigenous ways of knowing, including storytelling and interactions with subject matter experts and guest speakers. Upon completion, learners receive a recognition certificate from Algonquin College and Ottawa Tourism.
Student Services	<ul style="list-style-type: none"> The Virtual Tour continues to be an essential tool for the Marketing and Student Recruitment team. The tour allows prospective students to experience campus remotely. The tool generated 573 leads and hosted 4,762 users during the reporting period (an increase of 5% year over year). Audio functionality was added to all the virtual tour components during the reporting period contributing to a ten percent increase in session duration and a nine percent increase in pages per session. The Registrar’s Office saw email inquiries decrease 35% from 12,171 to 7,916 during this time. This change is attributed to the launch of the Client Relationship Management system to improve personalized service and response rate. Most inquiries now receive a response within hours of receipt, which is down from at least one full day at the same time the previous year. Faster response rates also contributes to a reduction in repeat inquiries.
CONNECTED	
Goal 4: Become an integral partner to our alumni and employers.	
Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> AC Online secured a partnership with the Canadian Addiction Counsellors Certification Federation. The Addictions and Mental Health, Ontario College Graduate program is now fully recognized by the Federation, partnering with Algonquin College in supporting and preparing graduates for the workforce. One hundred and seventy-five Algonquin College students have completed the School of Health and Community Studies Continuing Education’s Non-Violent Crisis Intervention Training. An additional 289 University of Ottawa students have either completed the training or have been re-certified. In response to Renfrew County’s growing need for local, affordable, and quality professional development opportunities, Algonquin College’s Pembroke Waterfront Campus hosted a virtual Fall Business Leadership conference to business and organizational leaders on Monday, October 25, 2021. This professional development

	<p>opportunity offered a choice of interactive workshops from four topics, two keynote addresses, and a special question and answer session with TVO’s Steve Paikin.</p> <ul style="list-style-type: none"> • On November 2, 2021, the Advancement team kicked off the tenth year anniversary celebration with many construction stakeholders who helped make the Algonquin Centre for Construction Excellence a reality when it opened its doors in September 2011. • The Employment Support Centre hosted five virtual Employer Information Sessions during the first two months of the 2021 Fall term. Students and alumni were encouraged to engage and connect with featured employers including Service Canada, Ellis Don, Canadian Border Services, Correctional Services and the Public Service Commission. In response to the evolving needs of our learners and industry partners, these recruitment centric events were delivered in one of three ways: College-wide webinars, academic program specific presentations, or in one case, a customized session designed to connect students with disabilities to federal government recruitment initiatives.
<p>Advancement</p>	<ul style="list-style-type: none"> • The Alumni of Distinction Awards recipients’ dinner was held on September 23, 2021 at Restaurant International. The chef, staff and proud Algonquin College students impressed the recipients and their guests. Alumna Sam Laprade served as the event emcee, and each recipient provided remarks. CTV News was also in attendance. • The Alumni of Distinction Awards took place on September 30, 2021. For the second consecutive year it was a virtual event, and this year was broadcasted from Kejeyàdizidjigwogamig (i.e. the Knowledge Keeper’s Place). This location also provided the College with another opportunity to recognize the National Day for Truth and Reconciliation. The event not only highlighted our alumni recipients but included alumni participation through the selection of our emcee; musician; virtual photobooth company and awards production team.
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> • Coordinated advance communications, promotion, and media relations around Algonquin’s 2021 Alumni of Distinction Awards, with a hook to the virtual event on September 30, 2021. • Government Relations participated in a meeting with the City of Ottawa’s Human Resources Department and the Mayor’s office to strengthen the city’s co-op programs for Algonquin College and sister institutions in Ottawa as follow up to a recent discussion between the four postsecondary institution Presidents and Mayor Jim Watson. • Government Relations worked with the City of Ottawa and the Light Rail Transit West Contractor to help facilitate discussions regarding the installation of the Light Rail Transit switch gear near campus. • Communications prepared a press release and promotion around the Hub350 partnership agreement with the Kanata North Business Association as a Shared Academic Anchor Sponsor for the new collaborative community space at 350 Legget Drive.
<p>SUSTAINABLE Goal 5: Enhance Algonquin’s global impact and community social responsibility.</p>	

Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> • The Global Skills Opportunity Program which is administered by the Government of Canada’s Outbound Student Mobility pilot program, has awarded Algonquin College \$500,000 through March 2025. This funding will provide fully funded, for credit, international mobility opportunities for an estimated 85 Algonquin College students with domestic or permanent resident status. • On September 30, 2021, Canada’s first National Day of Truth and Reconciliation, the Pembroke Campus community came together to educate themselves and show respect for Indigenous peoples. The morning began with a smudging ceremony to gain clarity and seek truth in our country’s past. In the afternoon, an outdoor Kairos Blanket Exercise took place with participation from staff, students and members of Circle of Turtle Lodge. This was an emotional and eye-opening experience for participants. Before we can get to reconciliation, we must fully understand the truth, and educate ourselves in order to take action moving forward. • The Pembroke Campus hosted a virtual speaker series with Ry Moran, founding Director of the National Centre for Truth and Reconciliation on September 14, 2021. More than 75 people attended his talk on Canada’s Residential School Tragedy. • Colleges and Institutes Canada ImpAct, launched as part of the United Nations Global Goals Week www.humansofimpact.ca, is a national platform for stories about social enterprise and its contribution to the Sustainable Development Goals as told by College students from across the country. The platform was developed by interns at the Social Innovation Lab (SLiDE) and features several stories by Algonquin College journalism students.
Advancement	<ul style="list-style-type: none"> • A \$300,000 donation was received from the Estate of Anita Garbarino Girard which will provide much needed funding to establish and equip a Health Sciences Lab at Algonquin College. • A Direct Mail Acquisition Appeal signed by Senior Vice President Academic, Chris Janzen was sent to alumni with an ask to support the Student Emergency Aid Fund.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> • Communications worked closely alongside Risk Management, building a devoted subpage on COVID-19 site, communications collateral, and campaign promoting the campuses new Mandatory Vaccination Policy – including efforts to promote key dates for compliance with the policy throughout the month of September and October, FAQs (Frequently Asked Questions) and more. • Expanded content on Algonquin’s Truth, Reconciliation, and Indigenization site and published a month-long series of Truth, Reconciliation, and Indigenization content on all platforms ahead of the first National Day for Truth and Reconciliation on September 30, 2021; Communications and Events team also organized and promoted events and resources for the community to mark the day in-person and online.

	<ul style="list-style-type: none"> Organized communications and event logistics around the lighting of the Algonquin College Woodroffe pedestrian bridge in rainbow colours to mark Campus Pride Week. Social media and communications support of grand opening of the Jack Doyle Athletics and Recreation Centre – including production of a podcast starring the College’s and Students’ Association Presidents.
<p>Finance and Administration</p>	<ul style="list-style-type: none"> Campus Services is currently ahead of budget targets as of the Second Quarter Financial Projection
<p>Indigenous Initiatives</p>	<ul style="list-style-type: none"> From September 15 to October 8, 2021, The Office of Truth, Reconciliation and Indigenization supported a new Indigenous Archaeology Field School looking for a space to analyze, clean, and record pre-contact Indigenous artifacts. The College opened Nawapon to eight Indigenous youth from Algonquins of Pikwakanagan and Kitigan Zibi Anishinabeg First Nation to complete their class project assisted by staff from the National Capital Commission and Public Services and Procurement Canada. From September 27 to October 8, 2021, the Office of Truth, Reconciliation and Indigenization, in partnership with the College’s Inclusion and Diversity, hosted a national exhibit from the Legacy of Hope Foundation for two weeks in honour of the National Day of Truth and Reconciliation. The exhibit was called “Killing the Indian in the Child: Generations Lost” focused on Residential schools. The College’s Communications team produced videos and resources that are now available online for students and employees who were unable to visit the exhibit on campus due to COVID-19 barriers.
<p>Student Services</p>	<ul style="list-style-type: none"> The 2021-22 Algonquin College brand campaign launched into market in September 2021 to generate awareness and interest in applications through to Winter 2023. Mediums included billboards, OC Transpo bus boards, radio (incl. Hot 89.9, Live 88.5, Jump 106.9, Country 94, Spotify), social media (Instagram, Facebook, Snapchat, Tiktok), lead generating websites, and print (posters in high schools and the Maclean’s College & University Rankings). The new domestic and international viewbooks were also completed. Digital lead generating campaigns were updated to feature their year’s collection of featured alumni. Metrics for the reporting period indicated an increase in the click through rate of 6% year-over-year. The Student Recruitment team has noted that both the direct and non-direct markets are seemingly more comfortable in the virtual environment during the second year of the pandemic. The number of campaigns for the reporting period increased 43% year over year (173 to 247). Attendees at presentations increased significantly from 1,292 to 5,729 during the reporting period. From April 1 to November 1, 2021, campaigns have increased 127% and presentation attendees 95% (11,213 verses 3,917). An article entitled “The Royal partners to deliver lifelines to students,” featured in the Ottawa Business Journal on October 1, 2021, detailed how the partnership between The Royal and Algonquin College greatly improved one

	<p>student’s quality of care and quality of life (link: https://www.obj.ca/article/Royal-sponsored-royal-partners-deliver-lifelines-students).</p> <ul style="list-style-type: none"> • Health Services, Risk Management, and Facilities Management coordinated with Ottawa Public Health to host COVID-19 vaccination clinics at the Ottawa campus gym, on September 6, 7, 13, 14, 20, and 21, 2021. • In support of the College’s on-campus safety requirements, Health Services offered free rapid antigen testing to eligible employees and students at all three campuses. A total of 2,994 rapid antigen tests were administered between September 7 and October 29, 2021. • There were 10,297 active Ontario Student Assistance Program applications with \$91 million awarded during the reporting period. Of the Ontario Student Assistance Program funding, \$60 million (66%) was in grant funding. Compared to data at the same time last year, this represents a 4% decrease in applications (from 10,780 to 10,297) and 14% decrease in funding (from \$107 million to \$91 million). Proportion of grant funding increased from 59% to 66%. The decrease in funding can be attributed to the removal of federal government funding program initiatives associated with the COVID-19 pandemic. • During Fall 2021, the Registrar’s Office received 6,419 bursary applications. 2,139 bursaries were disbursed and \$1.8M in funds awarded; 33% of the total applicants received a student assistance bursary. The average bursary amount was \$847. In Fall 2020, 9,334 bursary applications were received, with 2,791 bursaries disbursed and \$2M funds awarded; 30% of total applicants received a bursary. The higher bursary request rate can be attributed to the promotion of bursaries and awards in conjunction with the special COVID-19 Emergency Bursary made available in 2020 given the extraordinary pandemic circumstances.
<p>PEOPLE</p>	
<p>Goal 6: Be recognized by our employees and the community as an exceptional place to work.</p>	
<p>Summary Report from:</p>	<p>Activity:</p>
<p>Advancement</p>	<ul style="list-style-type: none"> • Alumni Relations presented at the Algonquin College Kaleidoscope Conference on October 27, 2021. The workshop session topic was Bundling Arrows: Partnering with Your Alumni Relations Office.
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> • In addition to regular 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 in September and October included: <ul style="list-style-type: none"> ○ Sept. 2 - How to submit your proof of vaccination to Algonquin College ○ Sept. 16 - What’s Open on Campus ○ Sept. 27 - Working to Make Campus Welcoming for All

	<ul style="list-style-type: none"> ○ Sept. 29 - Algonquin College to Mark Inaugural National Day for Truth and Reconciliation in Meaningful Ways in Person and Online ○ Oct. 27 - Good News for the PSW (personal support workers) Industry and Algonquin College ○ Oct. 13 - Algonquin College Animation Student Maïta Mutonji Receives Scholarship from Jam Filled ○ Oct. 8 - World Egg Day spotlight: Egg Farmers of Ontario partnership with Algonquin College ○ Oct. 6 - Important Vaccination Policy Deadlines ○ Oct. 1 - Cyber Security Awareness Month ● 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: Town Halls in September and October, President’s Coffee Break, Living with Metal Illness and Thriving, E21 Conference, Future of Health and Wellness Speaker Series, and Virtual Escape Room: The Society of Themis.
<p>Finance and Administration</p>	<ul style="list-style-type: none"> ● Campus Services has been focused on rebuilding capacity as our employee numbers were significantly reduced before the Fall semester. The team is currently at 30% of the employee complement when compared to pre-COVID-19 complement.
<p>Human Resources</p>	<p><u>Wellness and Abilities</u></p> <ul style="list-style-type: none"> ● Four bi-weekly virtual wellness sessions were hosted for all staff to attend including one Life Works online webinar was conducted on “Collaborative Communication.” ● Two 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 (WSIB) process as well as available wellness resources. ● One online department specific session on wellness, absence/accommodation/WSIB was conducted by Wellness and Abilities. There were 109 department employees in attendance. <p><u>Centre for Organizational Learning</u></p> <ul style="list-style-type: none"> ● The Centre for Organizational Learning hosted its annual two-day virtual Kaleidoscope employee conference with the 2021 theme of “Sharing and Growing: A Time to Engage & Energize”. A total of 440 employees attended the conference which included the Opening Keynote Address by Dr. Linda Duxbury entitled “The Workplace in the Post-Pandemic World: A Cautionary Tale”, followed by an Algonquin College Panel Discussion and a wide range of workshops offered by AC employee presenters over the two days. ● The Fall 2021 offering of ALEI 1: The Leader in Me (Algonquin Leadership in Education Institute) started with a cohort of 18 Algonquin employees from across the College. The program is designed and facilitated by the Centre for Organizational Learning.

	<ul style="list-style-type: none"> • The Fall 2021-22 offering of ALEI 3: Organizational Leadership started with a cohort of ten Algonquin employees from across the College. The program is designed and facilitated by the Centre for Organizational Learning. • The 2021-22 offering of the Algonquin College Leadership Mentoring Program started with a cohort of 18 Algonquin employees from across the College (nine mentors and nine mentees). The program is designed and facilitated by the Centre for Organizational Learning. • Provided course design, course scheduling, Learning Management System guidance and overall advice for the delivery of 28 employee learning and development sessions to 265 registrants. These sessions were offered in collaboration with the Centre for Accessible Learning, Finance, Human Resources, and Learning & Teaching Services. • Offered five sessions from the Management Academy and the Support Staff Academy to 37 registrants. • Offered two New Employee College Orientation sessions hosting a total of 30 new employees. • Offered support for employee IDI session with follow up coaching sessions. <p><u>Inclusion and Diversity</u></p> <ul style="list-style-type: none"> • Provided two ‘Introduction to Gender & Sexual Diversity’ workshops to 56 employees. • Provided two Ethical Upstander workshops to 20 employees. • Collaborated with Truth, Reconciliation & Indigenization team to bring <i>Legacy of Hope</i> exhibit on Residential Schools to the College for September and October. • Hosted Inclusions Infusions Coffee with Irshad Manji with 97 employees and a Net Promoter Score of 83. • Provided an Intercultural Development Inventory team session for the Experienced Worker Centre. • Released two Inclusion Infusions Podcasts: ‘Is Allyship a Noun or a Verb?’ and ‘Productivity and Parenting in a Pandemic.’
Indigenous Initiatives	<ul style="list-style-type: none"> • On September 21, 2021, the Office of Truth, Reconciliation and Indigenization hosted a successful “Keeping the Fire” event with DARE6 partner - PCL Constructors. Celina Cada Matasawagon, a top-three hoop dancer in the world, performed for over 150 guests who watched through live streaming.
STUDENT & EMPLOYEE SUCCESSES:	Activity
Academic	<ul style="list-style-type: none"> • Vice President, Truth, Reconciliation and Indigenization, Ron McLester, led storytelling for the children at the Early Learning Centre. The event was recorded and offered as part of the College programming on September 30, 2021, National Day of Truth and Reconciliation. • Joanne Haskin, the new Kampus Kokum for the Pembroke Campus, was introduced to employees at a virtual all-staff meeting held on October 4, 2021. The Kampus Kokum is a position that is funded through the campus National Sciences and Engineering grant - Mamiwi Maadaadizi program. A Kampus Kokum provides an Indigenous connection

	<p>for Indigenous students on campus and helps non-Indigenous students and employees understand the traditions and learn of available supports.</p> <ul style="list-style-type: none"> • Nine students from Algonquin College’s Academic Assistance for Adults with Developmental Disabilities held a small ceremony to celebrate their graduation from the Pre-employment Kitchen Steward program hosted by the Restaurant International. The Kitchen Steward program provides basic employment and applied job-skills training in the hospitality and tourism sector, teaching knife skills, safe food handling, basic food preparation, kitchen sanitation, and Workplace Hazardous Materials Information System training. It also includes a placement in the food services industry in the Ottawa area. • Pembroke Campus Business alumnus, Jason Blaine, held his charity concert/golf tournament in September and raised more than \$87,000 for local organizations. Blaine has established an endowment at the Pembroke Campus to support students in financial need. • Trevor Pearce of the Circle of Turtle Lodge visited the Pembroke Campus and played the campus drum as the campus marked National Truth and Reconciliation week. • Patrick Charlton, Coordinator, Marketing Management and Clarcia Christie, Professor, International Business Management facilitated panels at a conference sponsored by the Ministry of Foreign Affairs (Japan) entitled “Promoting Trade in Services by subject matter experts and Women Entrepreneurs” on October 1, 2021. Patrick led <i>Use of Emerging Digital Services for Promoting Cross-Border Business</i>, while Clarcia led <i>Policy Measures and Regulatory Practices</i>. • Congratulations to the School of Business and School of Hospitality and Tourism Alumni Award Winners held September 30, 2021: Apprenticeship: Adam Vettorel, Co-Owner and Chef, North & Navy and Cantina Gia, Cook Apprenticeship, 2007; Business: Michael Wood, Former Chief Marketing Officer/Managing Partner, Ottawa Special Events, Travel Counsellor, 1997; Brian Fraser Recent Graduate: Carl Clergé, Senior Analyst, Multi Unit Underwriting, CMHC, Business Administration – Finance, 2016. • The Social Innovation Lab was named a finalist for the Best Youth Engagement Organization (Under 20 Staff) Award as part of the inaugural Charity Village Conference and Awards. • Early Learning Centre staff completed “Mindfulness at Work” training funded by the City of Ottawa to support mental health, wellness and resilience.
<p>Advancement</p>	<ul style="list-style-type: none"> • Vice President Advancement, Mark Savenkoff presented at the Canadian Council for the Advancement of Education National Colleges & Institutes Summit in November.

<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> • Communications published a variety of student success stories, reporting them to the College Community via myAC, as well as external media outlets: <ul style="list-style-type: none"> ○ Gold-Medal Winning Athlete Finds Happiness in Kitchen Steward Program ○ Algonquin College Animation Student Receives Scholarship from Jam Filled ○ App Developed in Collaboration with AC Students to Launch in Byward Market • Communications team researched and solicited input on Algonquin College candidates for 2021 Colleges and Institutes Canada Award nominations; conducting interviews and crafting applications for nine award categories, including faculty and administrative award categories, a new Equality, Diversity, and Inclusion award and the Indigenous education award; nominations are due at the end of November. • The Corporate Events team hosted and supported a wide variety of virtual and hybrid events to support student engagement.
<p>Student Services</p>	<ul style="list-style-type: none"> • Jackie Tenute, Aboriginal Counsellor, was invited by CBC Radio's "All In A Day" to perform an online smudge during the opening broadcast on September 30, 2021.

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		<u>25-Oct-2021</u>	<u>6-Dec-2021</u>	<u>28-Feb-2022</u>	<u>25-Apr-2022</u>	<u>6-Jun-2022</u>
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	-20.0	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 45)	D. McNair	0	I	I	I		I
New/Suspended and Cancelled Academic Programs (Included in ASAC report to BOG, see row 45)	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 (December Board meeting) (No updates required for 2021-22)	D. McNair	15		P			
Student Satisfaction and Engagement Report (Included in ASAC Report, see row 45)	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 (Deferred from Dec to Feb meeting increase time to 20)	L. Stanbra	20			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 (Note: Q2 requires Board Approval)	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

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.			25-Oct-2021	6-Dec-2021	28-Feb-2022	25-Apr-2022	6-Jun-2022
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

8.6



REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of September 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.

A handwritten signature in cursive script, appearing to read "G. Perry", positioned above a horizontal line.

Grant Perry
Chief Financial Officer
Algonquin College

A handwritten signature in cursive script, appearing to read "Duane McNair", positioned above a horizontal line.

Duane McNair
Vice President, Finance and Administration
Algonquin College