

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND TWENTY-SEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, FEBRUARY 28, 2022 FROM 4:00 PM – 6:45 PM, BY ZOOM WEBINAR:

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

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		
	<i>Women in Computing Science Club</i>	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 December 6, 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 Approval: Program Proposal: Business Development & Sales, Ontario College Graduate Certificate Program Proposal: Cloud Development & Operations, Ontario College Graduate Certificate Program Proposal: Computer Programming Analysis, Ontario College Advanced Diploma Appendix A: SA16-Sexual Assault Sexual Violence TRACK CHANGES Appendix B: SA16-Sexual Assault Sexual Violence CLEAN For Information: Appendix B: Enrolment Update	Cyril McKelvie	10 m. 4:25-4:35
	4.3 Audit and Risk Management Committee Reports For Information: Appendix A: Third Quarter 2021-22 College Endowment and Operating Funds Investment Report	Ikram Zouari	5 m. 4:35-4:40

	Appendix B: Third Quarter 2021-22 Major Capital Projects Report Appendix C: Second and Third Quarter 2021-22 High-Risk Dashboard Report		
	4.4 Governance Committee Report	Jamie McCracken	5 m. 4:40-4:45
5.	BUSINESS ARISING FROM THE MINUTES		
	5.1 R3 Project - Fiscal Year 2022-23 Budget Request	Laura Stanbra Lois Pollock Krista Pearson	10 m. 4:45-4:55
	5.2 Public College – Private Partnership Update	D. McNair E. Mulvey	15 m. 4:55-5:10
6.	NEW BUSINESS		
	6.1 2022-24 Business Plan & 2022-23 Annual Budget Appendix A: DRAFT 2022-24 Business Plan & 2022-23 Annual Budget	Claude Brulé Mark Savenkoff Chris Janzen Laura Stanbra Diane McCutcheon Ron McLester Duane McNair Emily Woods	1 h. 5:10-6:10
7.	DECISION ITEMS AND REPORTS		
	7.1 Third Quarter 2021-22 Financial Projection Appendix A: Third Quarter 2021-22 Financial Projection Appendix B: Third Quarter 2021-22 Compliance Schedule	Grant Perry Emily Woods	15 m. 6:10-6:25
8.	ITEMS FOR INFORMATION		
	8.1 Third Quarter 2021-22 Business Plan Performance Update Appendix A: Third Quarter 2021-22 Business Plan Dashboard Appendix B: Third Quarter 2021-22 Exceptions Report	Mark Savenkoff	0 m.
	8.2 Report from the Board Chair	Jay McLaren	5 m. 6:25-6:30
	8.3 Report from the President	Claude Brulé	5 m. 6:30-6:35
	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		
	• 2022 Spring Board of Governors Retreat (hybrid)	Date March 26, 2022	
	• Board of Governors Meeting (hybrid)	April 25, 2022	
	• Generative Discussion: Truth & Reconciliation New Three-Year Plan (hybrid)	May 11, 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. 6:40-6:45

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWENTY-SIX OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, DECEMBER 6, 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 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>Regrets:</u> Cyan Shields</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> Emily Woods, Director, Corporate Planning Grant Perry, Chief Financial Officer Krista Pearson, Registrar & Business Co-Lead of the R3 Project Ryan Southwood, Executive Director, Facilities Management</p> <p><u>Changemaker Awards:</u> Christopher Hahn, Dean, ACCE and Perth Campus Kerri-Lynn Gleeson, Lead, Weston Family Scholarship in the Skilled Trades</p> <p><u>Changemaker Presenters:</u> John Zahab, Welding and Fabrication Techniques Melissa Pfeil, Carpentry and Renovation Techniques Mickey Bartkowski, Mechanical Techniques – Plumbing Stephanie Foss, Electrical Engineering Technology</p>
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WELCOME REMARKS

Governor McLaren, Board Chair, welcomed members and observers to the meeting at 4:00 p.m.

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

0. Celebrating Student Success – Changemaker Award: Weston Family Scholarship

C. Janzen, Senior Vice President Academic introduced C. Hahn, Dean, Perth Campus and K. Gleeson, Lead, Weston Family Scholarship in the Skilled Trades. K. Gleeson informed members that the Weston Family

Foundation in partnership with Algonquin College, supports 165 students. Of the 165, 95 are postsecondary students and 70 are apprentices who benefit from more than 365 awards. The Weston Family Scholarship is a mentorship program that provides students the resources and guidance necessary for optimal success in building a lifelong career in the skilled trades. Students S. Foss, Electrical Engineering Technician; J. Zahab, Welding and Fabrication Techniques; M. Pfeil, Carpentry and Renovation Techniques; and M. Bartkowski, Weston Family Alumni 2021 and Red Seal Plumber, each spoke of their experience at Algonquin College and how it has impacted their lives.

Board Chair McLaren, and President and CEO Brulé, congratulated and thanked students for sharing their experience. Chair McLaren informed the students that the program will receive a Changemaker Award certificate in the coming days.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor McLaren, Chair Board of Governors, constituted the meeting at 4:18 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: J. McCracken & C. McKelvie

THAT the Board of Governors approves the meeting agenda of December 6, 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 October 25, 2021

Approval of the Board of Governors Meeting minutes of October 25, 2021.

RESOLUTION

MOVED & SECONDED: R. Wilson & S. Tudor

THAT the Board of Governors approves the October 25, 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 November 23, 2021 Board Executive Committee meeting. Meeting highlights included:

- Board Members' Generative Discussions Opportunities;
 - Next Generative Discussion Date: January 19, 2022, & the topic will be The Next Academic Plan.
- The Committee reviewed the 2021 Fall Board of Governors Retreat – Survey Results; and
- Planning for 2022 Spring Board Retreat (March 26, 2022);
 - The retreat will be held in T102
 - A facilitator for the retreat has been secured and more updates to come in the next month or two.

Members accepted this report for information.

4.2 Academic & Student Affairs Committee Report

Members accepted this report for information. A detailed presentation and Board of Governors approval was requested separately for the following agenda item:

- 6.3 2022-23 Schedule of Tuition and Ancillary Fees

4.3 Audit & Risk Management Committee Report

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

- 6.4 Campus Accessibility Major Capital Project
- 7.1 Second Quarter 2021-22 Financial Projection

4.4 Governance Committee Report

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

BG I-07 Board Succession Planning Policy

Governor McCracken provided members with a brief overview of the amendments made to BG I-07 Board Succession Planning Policy.

RESOLUTION

MOVED & SECONDED: J. McCracken & S. Tudor

THAT the Board of Governors approves of the amended BG I-07 Board Succession Planning Policy as presented.

CARRIED.

5. BUSINESS ARISING FROM THE MINUTES

There was 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

E. Woods, Director, Corporate Planning presented the 2022-23 Budget Assumptions, Three-Year Pro Forma portion of the agenda item. Details of the following leading budget challenges were provided:

- COVID-19 Pandemic Impacts;
- Changing Demographics;
- Corridor Funding Model;
- Mandated 10% Tuition Reduction in 2019-20;
- Ongoing Tuition Freeze;
- Escalating Operating Costs; and
- Deferred Maintenance Backlog.

E. Woods presented the Preliminary 2022-23 Pro Forma Assumptions which included Full-time Postsecondary Enrolment Growth, Public College – Private Partnership enrolments, Tuition Fees, College Operating Grants, Salaries and Benefits; Operating Expenses, Strategic Investment Priorities capacity, and Contributions to the Reserves. Members were presented with three Pro forma budget risks scenario planning: Most likely: Domestic enrolments increase by 1.5% with a 10% increase on International enrolments. Best Case: International enrolments increase in alignment with the historical five-year average growth (18% increase over the First Quarter 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; and International enrolment growth is reduced to 10% from the First Quarter 2021-22 Projection due to further impacts of the COVID-19 pandemic. 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.

M. Savenkoff, Vice President, Advancement presented members with the First Draft Concepts of the 2022-24 Business Plan. The new Three-year Strategic Plan will be launched on April 1, 2022. The business plan articulated a two-year business plan with the first year of the plan being deemed as a flexible plan and the second year considered as fluid due to the continued impact of the pandemic. The new two-year business plan will begin at the same time as the three-year strategic plan with the goal of being a learner-driven institution as the core of all activities, and at the same time, acknowledge the important role all Algonquin College employees providing learners with a quality education. The new strategic plan articulates three goals each identifying a set of desired outcomes: Provide flexible, personalized, and lifelong learner experiences; Empower our people to foster a high-quality, innovative, learner-driven culture; and Create an equitable, diverse, and inclusive work environment.

Concepts for the 2022-24 Business Plan includes:

- Flexible program options;
- Strategic enrolment management;
- Industry and community partnerships;
- Public College Private Partnership;
- Student Information System; and
- Strategic workforce planning project.

Approval of the draft Business Plan will be requested at the February 28, 2022 Board meeting.

Members accepted this presentation for information.

6.2 Five-Year Capital Investment Plan

D. McNair, Vice President, Finance and Administration informed members that 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. Major capital projects move through three stages: Planning, Advocacy, and Approved. 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.

D. McNair provided amounts required to fund projects that are in the Advocacy and Planning stages such as the Ottawa Campus of Care project, Cyber Security Audit Redress (both in the Advocacy and Planning stages), and the Data Centre Facility and Facilities Infrastructure Renewal projects (Planning stage).

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.

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

6.3 2022-23 Schedule of Tuition and Ancillary Fees

L. Stanbra, Vice President, Student Services and K. Pearson, Registrar presented members with the 2022-23 Schedule of Tuition and Ancillary Fees for Committee endorsement. Tuition and Ancillary Fees Schedules are established in accordance with the Ministry of Colleges and Universities' Binding Policy Directive on Tuition and Ancillary Fees. 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.

There is no tuition increase for domestic students. The average domestic tuition rate will remain at \$1,361.29 per term in 2022-23. Province-wide, the standard rate tuition would remain within approximately \$75.00 per term, which has been true since the tuition freeze and reduction. The International Education Centre proposes a few changes to the international tuition premium for postsecondary programs that is not applied to the tuition portion, but only to the premium. A 12% increase to the premium for the Ontario College Graduate Certificates (average increase = \$597 per term; a 3% increase to highly competitive programs (average increase = \$193.63 per term; and a 1% increase for all remaining and the majority of programs (average increase = \$57.40 per term). K. Pearson provided members with highlights of the proposed changes to the compulsory ancillary fees and noted an increase of 1.78% (\$32.18) from \$1,809.85 to \$1,842.03. Deliberate, ongoing efforts to contain costs for students and scrutiny of proposed fee changes continue to support affordability for students.

RESOLUTION

MOVED & SECONDED: S. Barkhouse & A. Lawrence

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

CARRIED.

6.4 Campus Accessibility Major Capital Project

D. McNair informed members that Facilities Management completed an Accessibility Audit of all College-owned facilities that provided an extensive list of renovations required to ensure alignment with the Accessibility for Ontarians with Disabilities Act (AODA). The presentation is to seek Board

approval to proceed with the fiscal year 2022-23 scope of work as part of the Campus Accessibility Major Capital Project. The College is currently undertaking physical accessibility improvements to align its facilities with the Provincial Accessibility for Ontarians with Disabilities Act (AODA) to demonstrate the College's commitment to inclusivity and core values. The College is not obligated to initiate any improvements to comply with the Act unless a major renovation is conducted. This Major Capital Project was approved by the Board of Governors April 19, 2021 with the College is using a stage gate approach to allocate funds for each fiscal year. The scope of work for fiscal year 2021-22 of \$1,200,000 included completing accessibility improvements to washrooms in Building B, and the pedestrian link between Buildings A to D. For fiscal year 2022-23, the Investment Case recommended improvements on a building-by-building basis (maximum efficiency and minimized disruption), completing multiple buildings concurrently for best value for the College, and the balance of the project scope can be delineated in any number of ways subject to funding availability and College priorities. For fiscal year 2022-23, the proposed scope of work is to perform a prioritization analysis with a required funding to be up to \$2,100,000, allowing approximately \$1,870,000 for construction.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: S. Dunn & G. Beck

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.

7. DECISION ITEMS & REPORTS

7.1 Second Quarter 2021-22 Financial Report

G. Perry, Chief Financial Officer presented the Second Quarter 2021-22 Financial Projection. The report projects a \$9.2 million improvement in contribution compared to the approved annual budget which projected a deficit of \$10.0 million. G. Perry provided details of four second quarter projection highlights:

1. Enrolment projection to increase by 1.4% over the approved annual budget;
2. Delays in launching the Public College – Public Partnership to the Spring 2022 term has resulted in the elimination of enrolments from the current fiscal year;
3. Net changes to the reserves are projected to be better at year-end by \$8.2 million reflecting increased contributions from the bottom line; and
4. Results of changes have increased the bottom line by \$9.2 million to a projected deficit of \$800,000.

Internally Restricted Funds of \$25 million was used to fund Strategic Investment Priorities and Operations such as the Information Technology and Physical Infrastructure Renewal, Salesforce Lightning Upgrade, and most notably, the Athletics and Recreation Centre Enabling Works. The College will continue to monitor identified risks such as impacts of the pandemic, enrolment, and contract activities.

RESOLUTION

MOVED & SECONDED: G. Beck & J. McCracken

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.

CARRIED.

8. ITEMS FOR INFORMATION

8.1 Second Quarter 2021-22 Business Plan Performance

Members accepted this report for information.

8.2 Report from the Board Chair

Governor McLaren provided the following highlights from his report:

- September 30, 2021 Alumni of Distinction Award recipients;
- 2021 Premier Award recipient Michael Nolan; and
- 2022 Spring Board of Governors Retreat.

Members accepted this report for information.

8.3 Report from the President

President Brulé provided the following highlights from his report:

- October 28, 2021 Hub350 Ribbon Cutting and Executive Round Table – Kanata North Business Association;
- Hosted the two-day Colleges and Institutes Canada Board meeting at 700 Sussex Drive; and
- Colleges Ontario – Committee of Presidents meetings.

Members accepted this report for information.

8.4 Board of Governors Management Summary Report

Members accepted this report for information.

8.5 2021-22 Board of Governors Workplan

Members accepted the Workplan for information.

8.6 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.

10. REGULAR MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 5:54 p.m. Moved by Chair McLaren & seconded by Governor Barkhouse.

INDIGENOUS CLOSING

R. McLester provided the Indigenous closing.

11. IN CAMERA

RESOLUTION

MOVED & SECONDED: J. McLaren & G. Beck

THAT the Board of Governors moves into an IN CAMERA session.

CARRIED.

An In Camera session was held beginning at 6:15 p.m. with Governors only:

Jay McLaren, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Ben Bridgstock, Director, Student Support Services, Student Services
Brett Thoms, Student/Journalist, School of Media and Design
Carolyn McCluskey, Business Administrator, School of Advanced Technology
Christopher Hahn, Dean, ACCE and Perth Campus
Cresdelle Zubrycki, Senior Financial Analyst, Financial Services
Dan Pihlainen, Chair, Media Studies, Faculty of Arts, Media and Design
Daphne Thomson, Executive Assistant, Vice President, Human Resources
David Soltis, Director, People Culture, Human Resources
Doreen Jans, Manager, Financial Planning, Finance and Administrative Services
Emily Woods, Director, Financial Planning, Finance and Administrative Services
Eric Marois, Dean, School of Advanced Technology, Academic Services
Erin Langevin, Director, Labour Relations, Human Resources
Ernest Mulvey, Director, International Education Centre
Fatima Matar, Executive Support Clerk, Board of Governors
Grant Perry, Chief Financial Officer, Finance and Administration
Janet Hunter, Communications Manager, Registrar's Office
Jessica Traynor, Executive Assistant, Vice President, Advancement
John Weerdenburg
John Zahab, Student, Welding and Fabrication Techniques
Keltie Jones, Dean, Pembroke Campus
Kerri-Lynn Gleeson, Lead, Weston Family Scholarship in the Skilled Trades
Kina Simmonds, Executive Assistant, Communications, Marketing, External Relations
Krista Pearson, Registrar, Registrar's Office
Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation
Lisa Inderwick, Prospect Researcher and Data Analyst, Advancement Services
Lois Pollock, Chief Digital Officer, Finance and Administration
Maggie Cusson, Dean, Academic Development
Marina Spivak, Senior Financial Analyst, Financial Services
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services
Melissa Pfeil, Student, Carpentry and Renovation Techniques
Michael Laviolette, Director, Risk Management, Finance and Administration
Michael Qaqish, Manager, Government Relations and Special Advisor to the President, President's Office
Mickey Bartkowski, Student, Mechanical Techniques – Plumbing
Nancy Druick, Manager of Philanthropy, Development and Fundraising, Advancement
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services
Paula Benbow, Full-Time Professor, Allied Health
Paul Gardner, Senior Manager, Internal Control
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Ryan Southwood, Executive Director, Facilities Management
Shaideh Mogharrabin, Senior Planning Analyst, Corporate Budgeting
Stephanie Foss, Student, Electrical Engineering Technology
Tara Vicckies, Manager, Operational Accounting
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning
Wadhah Al-Monaifi, Coordinator, Student Learning Centre, Academic Manager

MEMO

DATE: February 28, 2022

TO: Board of Governors

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

SUBJECT: **Academic & Student Affairs Committee (ASAC) meeting of January 25, 2022**

Board members can review meeting materials from the January 25, 2022 meeting by accessing the Board of Governors 'Teams site' [Academic & Student Affairs Committee – January 25, 2022](#).

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

1) [Program Proposal: Business Development & Sales, Ontario College Graduate Certificate](#)

The Business Development & Sales, Ontario College Graduate Certificate will prepare students for a dynamic career in business-to-business sales of products, services, and ideas. They will learn the guiding principles of professional selling and complex negotiations, as well as strategies for customer relationship management, global selling, and strategic account management success, including the use of data analytics and other industry-current tools. Graduates will work in a variety of different fields, as almost all sectors of industry require sales professionals. Fields may include but are not limited to: Technology; Pharmaceuticals; Manufacturing; Fashion; and Consultancy firms.

RESOLUTION

MOVED & SECONDED: A. Lawrence & A. O'Bonsawin

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Business Development and Sales, Ontario College Graduate Certificate program, effective Fall 2023.

CARRIED.

2) [Cloud Development & Operations, Ontario College Graduate Certificate](#)

The rise in industry demand for specialized skills in Cloud technology requires a focused Ontario College Graduate Certificate program for individuals looking to expand their learning while preparing for this critical field. Students graduating from the Cloud Development and Operations program will enter the workforce prepared to fill roles such as a Cloud Architect, Cloud Engineer, DevOps Engineer and Cloud Developer. Graduates will be able to seek out industry certifications through Amazon Web Services and Microsoft Azure.

RESOLUTION

MOVED & SECONDED: C. Shields & R. Wakelin

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Cloud Development and Operations, Ontario College Graduate Certificate

program, effective Fall 2023.

CARRIED.

3) [Computer Programming Analysis, Ontario College Advanced Diploma](#)

Algonquin College has entered a Multi-College Collaborative Model with Sault College, Northern College and Lambton College to develop a third year to the existing Computer Programming, Ontario College Diploma program, resulting in the Computer Programming and Analysis, Ontario College Advanced Diploma program. The third year will be offered using a multi-modal delivery approach that offers maximum flexibility to meet the needs of all learners at all partnering Colleges. This program will be available to graduates of the Computer Programming, Ontario College Diploma program from the partnering colleges. The employment market for computer programmers and analysts in the Ottawa area has traditionally been strong due to the Federal Government and a large 'high tech' presence. Graduates of the Computer Programming and Analysis, Ontario College Advanced Diploma program will be well-placed to gain employment after graduation.

RESOLUTION

MOVED & SECONDED: C. McKelvie & A. O'Bonsawin

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Computer Programming and Analysis, Ontario College Advanced Diploma program effective Fall 2023.

CARRIED.

4) [Policy SA16 Sexual Assault/Sexual Violence – Update](#)

In accordance with a provincial announcement on September 16, 2021, updates to Policy SA16 Sexual Assault/Sexual Violence are required as part of the government's efforts to increase campus safety and to reduce concerns and stigma for students who make an allegation of sexual violence or harassment. The changes required institutions to update their sexual violence and harassment policies to protect students from irrelevant questions during sexual violence investigations at institutions and ensure that they may safely bring forward complaints without fear of disciplinary action. Amendments to the policy are provided in Appendix A: SA16- Sexual Assault Sexual Violence TRACK CHANGES and a clean copy is provided as Appendix B: SA16- Sexual Assault Sexual Violence CLEAN.

RESOLUTION

MOVED & SECONDED: C. McKelvie & C. Shields

THAT the Academic and Student Affairs Committee recommends approval of the proposed changes to Policy SA16 Sexual Assault/Sexual Violence at the February 28, 2022 Board of Governors meeting.

CARRIED.

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

1) [Quality Assurance and Approval of Algonquin College Micro-Credential Programs](#)

The development and delivery of micro-credential programs have been an area of interest for Algonquin College for several years. In response to the College's strategic goal of being a leader in

personalized education, and in the absence of a recognized framework or common definitions, the Case for Micro-Academic Currency and Micro-Credentials Framework was drafted in 2018. In addition, the Ministry of Colleges and Universities has identified that certain types of micro-credentials are eligible for the Ontario Student Assistance Program (OSAP); and therefore, Algonquin College has identified two types of micro-credential programs: 1. Eligible for OSAP; and 2. Not eligible for OSAP. The delegation of Board of Governors' approval to College Management will support the College's ability to nimbly respond to employer, industry, community, and student demand for this type of training.

RESOLUTION

MOVED & SECONDED: C. McKelvie & G. Berard

THAT the Academic and Student Affairs Committee approves the proposed process for the approval of micro-credential programs and delegates the approval of micro-credential programs to Management.

CARRIED.

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

1) Student Affairs Policies – Update

There are currently 12 Student Affairs policies. Since the last update to the Academic and Student Affairs Committee on January 27, 2021, three policies were updated, and the remaining nine Student Affairs policies are up to date:

- SA02 Ombudsman (finalized on March 24, 2021);
- SA09 Project Hero Award (finalized on June 9, 2021); and
- SA16 Sexual Assault/Sexual Violence (to be approved at the February 28, 2022 Board of Governors Meeting).

Policy SA14 Unreturned College Property and Unpaid Debt will be reviewed in February by the Algonquin College Executive Team and will be included in the Student Affairs Policies update at the January 2023 Committee meeting.

2) College Quality Assurance Audit Process

Following the submission of the self-study and site visit for the College Quality Assurance Audit Process, the College received the external reviewers' report, which indicated that the College received a Mature Effort status, the best possible outcome, and further identified recommendations for continuous improvement.

3) Enrolment Update Report

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

4) 2020-21 Ombudsman's Annual Report

In the 2020-21 reporting period, the Office of the Ombudsman opened 403 files, a decrease of 25% compared to the previous reporting period. Of these, 296 were student files, 90 non-student files

(comprising staff, faculty, and the Algonquin College Students' Association), and 17 files involved other stakeholders. These 403 total files amounted to 983 concerns for which the Office of the Ombudsman provided a broad spectrum of services to advance the overall success of the learning and working experience at Algonquin College.

The Office of the Ombudsman recommends that:

The College increase its efforts in clarifying the meaning and terminology of “flexibility” and “personalized learning” to reconcile the expectations of students with the College’s commitments and capacity to deliver on such commitments”

In response to the Ombudsman’s 2020-21 Report recommendation, the College will use its Learner-driven Strategy and Implementation Plan foundational documents to refine and contextualize the concepts of personalized learning and flexibility, and ensure they are effectively communicated to reconcile the expectations of students with the College’s commitments and capacity to deliver on such commitments.

5) Program Quality Review Annual Report

Members were provided with the status of the Program Quality Review Completion Report. On an annual basis, approximately 30-40 programs undergo a Program Quality Review. In the 2021 Program Quality Review annual report, it was noted that two temporary Program Quality Renewal Specialists were added to Academic Development in Fall 2020 to address the significant backlog of Program Quality Reviews that resulted from the faculty work stoppage in 2017 and was further impacted by the pandemic and staffing turnover. Over the past year, exceptional efforts have been undertaken to simultaneously understand and address some of the issues impacting this work, while reducing the backlog of Program Quality Reviews and successfully launching new reviews.

6) 2021-22 Academic and Student Affairs Committee Workplan

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

SA16 Sexual Assault / Sexual Violence

Classification:	Student Affairs
Responsible Authority:	Vice President Student Services
Executive Sponsor:	Vice President Finance and Administration
Approval Authority:	Algonquin College Board of Governors
Date First Approved:	2015-03-25
Date Last Reviewed:	2019 22-0902-3028
Mandatory Review Date:	2024 5-0902-3028

PURPOSE

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

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

SCOPE

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

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

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

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

DEFINITIONS & RELEVANT TERMS

Word/Term	Definition
Academic Accommodation	Educational practices, systems and support services designed to accommodate functional challenges based on the best options for a student to successfully complete the academic requirements of their course or program.
Anonymity	Students can be assured of anonymity if they report sexual assault/sexual violence online and select the “anonymous” option. A student disclosing sexual assault/sexual violence to a College Official should understand that the information will be reported confidentially to Security Services and that confidentiality will be assured (with the understanding the College cannot investigate or follow up on an anonymous disclosure).
Confidentiality	The process of strict privacy guiding the College’s response to a disclosure of sexual violence. A student’s name and disclosure is known, but, only to those who need to know in order to conduct an investigation and/or provide support as per the students request.
College Community	Includes all students, employees of the College, staff of the Students’ Association, contractors, clients, volunteers and visitors to the College.
College Official/ Persons in a position of authority	This term is intended to refer to any College employee, not otherwise specifically identified by role who is duly authorized and empowered to carry out official College business / processes / functions / activities on behalf of the College and is acting, within this context, in the name of the College.
Consent	<p>The voluntary and explicit agreement to engage in the sexual activity in question. It is the act of clearly and willingly agreeing to engage in specific sexual behaviour, and requires that a person is able to freely choose between two options: yes and no. This means that there must be an understandable exchange of affirmative words which indicates a willingness to participate in mutually agreed upon sexual activity. It is also imperative that everyone understands the following:</p> <ul style="list-style-type: none"> • Silence or non-communication must never be interpreted as consent and a person in a state of diminished judgment cannot consent. • A person is incapable of giving consent if asleep, unconscious or otherwise unable to communicate. • A person who has been threatened or coerced (i.e. is not agreeing voluntarily) into engaging in the sexual activity is not consenting to it in a willing and informed fashion. • A person who is incapacitated by drugs or alcohol is unable to consent. • A person’s ability to give consent may be compromised when incapacitated by drugs or alcohol. • A person may be unable to give consent if they have a mental disability preventing them from fully understanding the sexual acts.

- The fact that consent was implied or given in the past to a sexual or dating relationship does not mean that consent is deemed to exist for any future sexual activity.
- Current or past flirtatious behaviour is not implied consent.
- A person can withdraw consent at any time during the course of a sexual encounter.
- A person is incapable of giving consent to a person in a position of trust, power or authority, such as, a faculty member initiating a relationship with a student who they teach, an administrator in a relationship with anyone who reports to that position.
- Consent cannot be given on behalf of another person.

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

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

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

Employee	For the purposes of this policy, employee includes full-time employees and part-time employees, including bargaining unit members, management and non-unionized employees.
Indecent Exposure	The exposure of the private or intimate parts of the body in a lewd manner, when the perpetrator may be readily observed.
Sexual assault	A criminal offence under the <i>Criminal Code</i> of Canada. Sexual assault is any type of unwanted sexual act done by one person to another that violates the sexual integrity of the victim and involves a range of behaviours from unwanted touching to penetration.
Sexual Exploitation	Seeking benefit through the non-consensual or abusive sexual control over another.

Sexual Harassment [Engaging in a course of vexatious comment or conduct against another because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome.](#)

~~Any unwanted or offensive sexual behavior that creates a hostile or stressful living, learning, or working environment. Examples of sexual harassment include:~~

- ~~*—unwanted sexual advances~~
- ~~*—unwanted or uninvited touching~~
- ~~*—sexual retaliation or threats~~
- ~~*—sexual jokes or comments~~
- ~~*—sexual leering, whistling, or gestures~~
- ~~*—the displaying of sexually suggestive images.~~

~~Sexual harassment can be a single incident or an ongoing pattern of behaviour.~~

Sexual violence Any sexual act or act targeting a person’s sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

Student Any person who is currently enrolled in a course or program at Algonquin College, or is in the process of enrolling in a course or program or who were enrolled in a course or program when an alleged incident(s) occurred.

Voyeurism Observing another in a sexual manner without consent and when they could reasonably expect privacy. This includes direct observation, through the use of an electronic or mechanical device, or through the use of a recording.

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

Acquaintance sexual assault Sexual contact that is forced, manipulated, or coerced by a partner, friend or acquaintance.

Age of consent for sexual activity The age at which a person can legally consent to sexual activity. In Canada, children under 12 can never legally consent to sexual acts. Sixteen is the legal age of consent for sexual acts. There are variations on the age of consent for adolescents who are close in age between the ages of 12 and 16. Twelve and 13 year-olds can consent to have sex with other youth who are less than 2 years older than themselves. Youth who are 14 and 15 years old may consent to sexual involvement that is mutual with a person who is less than 5 years older. Youths 16 and 17 years old may legally consent to sexual acts with someone who is not in a position of trust or authority.

Coercion In the context of sexual assault/sexual violence, coercion is unreasonable and persistent pressure for sexual activity. Coercion is the use of emotional manipulation, blackmail, threats to family or friends, or the promise of rewards or special treatment, to persuade someone to do something they do not wish to do, such as being sexual or performing particular sexual acts.

Drug-facilitated sexual assault

The use of alcohol and/or drugs (prescription or non-prescription) by a perpetrator to control, overpower or subdue a survivor for purposes of sexual assault.

Respondent

The individual alleged of conducting an act of sexual assault or sexual violence.

Stalking

A form of criminal harassment prohibited by the *Criminal Code* of Canada. It involves behaviours that occur on more than one occasion and which collectively instill fear in the survivor or threaten the survivor/target's safety or mental health. Stalking can also include threats of harm to the target's friends and/or family. These behaviours include, but are not limited to non-consensual communications (face to face, phone, email, social media); threatening or obscene gestures; surveillance; sending unsolicited gifts; "creeping" via social media/cyber-stalking; and uttering threats.

Survivor

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

POLICY

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

All reported incidents of sexual assault/sexual violence will be investigated in a manner that ensures due process as outlined in the procedures below. The College's ability to investigate anonymous disclosures is hampered by the anonymous nature of the report. The College cannot investigate or follow up on an anonymous disclosure. It is this policy's intention to make individuals feel comfortable about making a report in good faith about sexual assault/sexual violence that they have been affected by or witnessed.

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

We are committed to:

1. assisting those who have been affected by sexual assault/sexual violence by providing choices, including detailed information and support, such as provision of and/or referral to counselling and medical care, information about legal options, providing a written follow up to the survivor following an investigation and appropriate academic and other accommodations, all in a timely manner;

2. ensuring that the right to dignity and respect is protected throughout the process of disclosure, investigation and institutional response;
- ~~2-3.~~ ensuring that during any investigation process College employees do not ask individuals who disclose sexual assault/sexual violence irrelevant questions, such as those relating to past sexual history or sexual expression;
- ~~3-4.~~ A complainant acting in good faith, who discloses or reports sexual violence, will not be subject to actions for violations of the institution's policies related to drug and alcohol use at the time the sexual violence took place
- ~~4-5.~~ addressing harmful attitudes and behaviours (e.g., adhering to myths of sexual assault/sexual violence) that reinforce that the person who been affected by sexual assault/sexual violence is somehow to blame for what happened;
- ~~5-6.~~ treating individuals who disclose sexual assault/sexual violence with compassion recognizing that they are the decision-makers about their own best interests;
- ~~6-7.~~ ensuring that on-campus (internal) investigation procedures are available in the case of sexual assault/sexual violence, even when the individual chooses not to make a report to the police;
- ~~7-8.~~ engaging in appropriate procedures for investigation and adjudication of a complaint, which are in accordance with College policies, standards and applicable collective agreements, and that ensure fairness and due process;
- ~~8-9.~~ ensuring coordination and communication among the various departments who are most likely to be involved in the response to incidents of sexual violence on campus;
- ~~9-10.~~ engaging in public education and prevention activities;
- ~~10-11.~~ providing information to the College community about our sexual assault/sexual violence policies and protocols;
- ~~11-12.~~ providing appropriate education and training to the College community about responding to the disclosure of sexual assault/sexual violence;
- ~~12-13.~~ actively promoting a campus atmosphere in which sexual assault/sexual violence is not tolerated; and,
- ~~13-14.~~ monitoring and updating our policies and protocols to ensure that they remain effective and inline with other existing policies and best practices.
- ~~14-15.~~ collect data on a) the number of times and a description of the supports, services and accommodation relating to sexual violence are requested and obtained by students; b) initiatives and programs established by the college to promote awareness of the supports and services available to students; c) the number of incidents and complaints of sexual violence reported by students; and d) the implementation and effectiveness of this policy. This data will be made available to Minister of Advanced Education and Skills Development of Ontario upon request. Data will be collected and reported in a manner that protects the confidentiality of all members of the college community connected to each incident.
- ~~15-16.~~ supporting employees who respond to disclosures of sexual violence through line managers, Human Resources and the Employee Assistance Program (EAP) as necessary.
- ~~16-17.~~ Provide an online reporting forum for people who have experienced sexual violence. The Sexual Assault/Sexual Violence reporting page allows people who have experienced sexual violence to report their experience with sexual violence online. If they choose, survivors can remain anonymous. Please find the link to reporting here:
<https://www.algonquincollege.com/safety-security-services/sexual-assaultviolence-reporting/>

PROCEDURE

Action

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

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

- 1a) Report incidents of sexual violence they witness or have knowledge of, or they have reason to believe has occurred or may occur to Security Services. Members who have been affected by sexual assault/sexual violence are encouraged to come forward to report the incident as soon as they are able to do so.
- 1b) Persons in a position of authority, including persons directing the activities of others, shall take immediate action to respond to or to prevent sexual assault/sexual violence from occurring.
- 1c) Persons who are not students or employees are encouraged to report incidents to Security Services.
- 1d) Students who have been affected by sexual violence, as well as members of the college community to whom a student has disclosed an incident of sexual violence, are encouraged to access information and support from the College's Counselling Services and/or Health Services. These services can be easily accessed by contacting Algonquin's *Student Distress Line* at the following numbers.
Ottawa Campus: (613) 727-4723 ext. 7300
Perth Campus: (613) 267-2859 ext. 7300
Pembroke Campus: (613) 735-4700 ext. 7300
 Support services can also be accessed directly on each campus. A table of these services available to provide support and information to students affected by sexual violence can be found in Appendix 2. Please note that students are not required to file a formal report of incident(s) of sexual violence to obtain supports, services and/or academic accommodation from the College.
- 1e) Employees who are affected by sexual violence as a member of the College community should report incidents or seek information and guidance from Security Services. Security Services will take an initial report and will assist by providing information about relevant support, resources and options.
Ottawa Campus: (613) 727-4723 ext. 5010
Perth Campus: (613) 267-2859 ext. 5010 - information and guidance can also be sought from the Administrative Office (room 119) through either of the Dean 613-267-2859 x5622 or the Manager of Administrative Services, 613-267-2859 x5600.
Pembroke Campus: Security Services at 613-735-4700 ext. 2739 will take an initial report and will assist by providing information about relevant support, resources and options.

Responsibility

All Members of the College Community

All Members of the College Community

Security Services

Students

Employees

Action

2. Where a College official becomes aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, they will take immediate measures in accordance with Appendix 1 to ensure the survivor is supported and ensure appropriate reporting is carried out in accordance with the wishes of the reporter.

3. Where College officials become aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, which occur on or off College property and that pose a risk to the safety of members of the College community, the College official shall immediately report the incident to Security Services to ensure the safety of the College community.

Responsibility**College Officials****College Officials****SUPPORTING DOCUMENTATION**

Appendix 1 – Sexual Assault and Sexual Violence Guidelines and Protocol
 Appendix 2 – Ottawa, Pembroke and Perth Campus Supports / Academic Accommodations
 Appendix 3 – Canadian and Provincial Supports and Resources
 Appendix 4 – Sexual Assault Centres (Ontario)
 Appendix 5 – Sexual Assault/Domestic Violence Treatment Centres (Ontario)
 Appendix 6 – Dispelling the Myths and Misconceptions About Sexual Assault
 Appendix 7 – “Developing a Response to Sexual Violence: A Resource Guide for Ontario’s Colleges and Universities” (January 2013)
 Appendix 8 – Sexual Violence Reporting Flowchart
 Appendix 9 – Sexual Violence Prevention Resources

RELATED POLICIES

[AA35 Confidentiality of Student Records](#)
[HR18 Employee Code of Conduct](#)
[HR21 Staff / Student Personal Relationships](#)
[HR22 Respectful Workplace](#)
[HS03 Workplace Violence Prevention](#)
[SA02 Ombudsman](#)
[SA07 Student Conduct](#)

RELATED MATERIALS

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

SA16: Appendix 1 – Sexual Assault and Sexual Violence Guidelines and Protocol

Sexual Assault and Sexual Violence Guidelines and Protocol

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

1. **Confidentiality**

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

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

However, confidentiality cannot be assured where an individual is at imminent risk of harming themselves or others.

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

Where there are reasonable grounds to believe that others in the College or wider community will be at risk of harm the Circle of Care Committee will provide recommendations to senior College Officials.

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

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

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

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

- confidentiality and to be treated with dignity and respect;
- be listened to without judgement and have their disclosure accepted as true;
- request information about on- and off-campus services and resources;

- retain control over whether or not to access available services and to choose those services they feel will be most beneficial;
- decide if and to whom they wish to report the incident;
- choose to report to a College Official, Security Services, Police or online or any combination of these;
- decide whether a College Official can provide your name to Security Services;
- have an on-campus investigation with the institution's full cooperation;
- develop a safety plan with Counselling Services or an off-site partner; and
- have reasonable and necessary actions taken to prevent further unwanted contact with the alleged perpetrator(s).

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

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

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

Pembroke Campus: (613) 735-4700 ext. 7300 - information and guidance can also be sought from the campus counselor at 613-735-4700 ext. 2804 or campus nurse at 613-735-4700 ext. 2748

3. Support Options Available to You

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

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

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

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

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

Although all disclosures of sexual violence will be reported to Algonquin's Security Services it is entirely up to you whether or not you choose to participate in an investigation in order to use of the services listed above.

4. If You Would like to File a Formal Complaint

Please note, that while you must disclose an incident of sexual violence or sexual assault to obtain support services or appropriate accommodations from the College, you are not required to file a formal complaint. Accommodations can be made for incidents of sexual violence regardless whether they occur on campus, off campus or at College sanctioned events depending on the specific nature and circumstances of the incident. There is no timeline by which complaints must be disclosed. However, early reporting can lead to supporting a survivor earlier and possibly a better ability to investigate the incident.

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

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

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

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

5. Complaint Process and Investigations

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

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

5.1. Protection from Reprisals, Retaliation or Threats:

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

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

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

5.1.1 Interim Measures to Protect Complainants

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

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

Interim measures are not punishment and do not represent a finding of misconduct. The College may impose interim measures immediately, without a hearing. Respondents may ask the College to review a decision to impose interim measures, but only to address the impact of the imposed measure and the preference for other alternatives.

5.2 Right to Withdraw a Complaint

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

5.3 Unsubstantiated or Vexatious Complaints

If a person, in good faith, discloses or files a sexual assault/sexual violence complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed.

However, disclosures or complaints that are found following investigation to be frivolous, vexatious or bad faith complaints, that is, are made to purposely annoy, embarrass or harm the respondent, may result in sanctions and/or discipline against the complainant. The range of College support services are also available to employees or students who may be adversely impacted by a vexatious complaint.

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

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

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

A supportive response involves:

- listening without judgement and accepting the disclosure as true;
- communicating that sexual assault/sexual violence is never the responsibility of the survivor;
- helping the individual identify and/or access available on- or off-campus services, including emergency medical care and counselling;
- respecting the individual’s right to choose the services they feel are most appropriate and to decide whether to report to the police or College authorities.

- recognizing that disclosing can be traumatic and an individual's ability to recall the events may be limited;
- respecting the individual's choices as to what and how much they disclose about their experience; and
- making every effort to respect confidentiality and anonymity.

If disclosure is made to an employee by a student seeking support or academic accommodation for a significant life event, the employee should refer the student to Counselling Services (Ottawa Campus: (613) 727-4723 ext. 7200, Perth Campus: (613) 267-2859 ext. 5610, Pembroke Campus: 613-735-4700 ext. 2804) or Health Services (Ottawa Campus: 613-727-4723 ext. 7222, Perth Campus: 613-267-2859 ext. 6546, Pembroke Campus (613-735-4700 ext. 2748) to ensure that the student receives all appropriate supports and to receive guidance regarding the provision of appropriate academic and/or other accommodations.

Significant life event accommodations are recommended by Counselling Services, and not to be confused with disability related accommodations, which are recommended by the Centre for Accessible Learning (CAL) and informed by the Ontario Human Rights Code.

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

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

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

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

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

- Security Services
Ottawa Campus: 613- 727-4723 ext. 5010
Perth Campus: (613) 267-2859 ext. 5010
Pembroke Campus: 613-735-4700 ext. 2739
- Counseling Services
Ottawa Campus: 613-727-4723 ext. 7200
Perth Campus: 613-267-2859 ext. 5610
Pembroke Campus: 613-735-4700 ext. 2804
- Health Services
Ottawa Campus: 613-727-4723 ext. 7222
Perth Campus: 613-267-2859 ext. 6546
Pembroke Campus: 613-735-4700 ext. 2748

Resources and information are also available at <http://www.algonquincollege.com/projectlighthouse/>.

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

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

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

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

9. Roles and Responsibilities of the College Community

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

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

Information about these resources is available by using this link:

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

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

Where a complaint of sexual assault/sexual violence has been reported to the College, the College will exercise care to protect and respect the rights and confidentiality and privacy of both the complainant and the respondent. The College understands that individuals who have experienced or been affected by sexual assault/sexual violence may wish to control whether and how their experience will be dealt with by the police and/or the College. In most circumstances, the person will retain this control. However, in certain circumstances, the College may be required to initiate an internal investigation and/or inform the police of the need for a criminal investigation, even without the survivor's consent, if the College believes that the safety of other members of the College community is at risk. The Circle of Care Committee will review each case and make recommendations to senior College Officials about appropriate next steps in such cases. The confidentiality and anonymity of the person(s) affected will be made a priority in these circumstances, but anonymity cannot be guaranteed if there is a significant risk to the wider College community or the general public.

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

A. Where the Respondent is a Student

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

B. Where the Respondent is an Employee

Sexual assault/sexual violence may be a violation of policies [HR18 "Employee Code of Conduct"](#), [HR21 "Staff/Student Personal Relationships"](#), [HR22 "Respectful Workplace"](#) or [HS03 "Workplace Violence Prevention"](#). Allegations against employees will be addressed in accordance with the procedures set out in this Policy, and in any applicable collective agreement, and/or other College policies. If the complaint is sustained following an investigation, the College will decide on the appropriate disciplinary actions consistent with any applicable collective agreement and/or policies regarding discipline. Allegations by one employee against another are not covered by this policy, SA16, but by the policies listed above.

C. Where the Respondent is not a Student or Employee

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

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

D. Multiple Proceedings

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

E. Immunity Clause for Minor Substance Use

The College recognizes that some individuals may be hesitant to disclose or report sexual violence in cases where they have been drinking while underage or using drugs at the time the sexual offense took place. A survivor or community member acting in good faith who discloses or reports sexual violence will not be subject to penalties for violation of Algonquin College's policy related to drug and alcohol use at the time that the sexual violence took place.

SA16: Appendix 2 – Ottawa, Pembroke and Perth Campus Supports / Academic Accommodations

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

All Campuses - Academic Accommodations

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

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

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

SA16: Appendix 3 – Canadian and Provincial Supports and Resources

If you are in immediate danger, call 911

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

PEMBROKE COMMUNITY SUPPORT AND RESOURCES	
Ontario Provincial Police https://www.opp.ca Emergency: 9-1-1 Non-Emergency: 1-888-310-1122 TTY: 1-888-310-1133	Pembroke Regional Hospital 613-732-2811 705 Mackay St. Pembroke
Women’s Sexual Assault Centre for Renfrew County http://www.wsac.ca/ 613-735-5551 1-800-663-3060	Eastern Ontario Crisis Line https://crisisline.ca 1-866-996-0991
PERTH COMMUNITY SUPPORT AND RESOURCES	
Ontario Provincial Police https://www.opp.ca Non-Emergency: 613-267-2626 1-888-310-1122 TTY:1-888-310-1133	Perth and Smith Falls District Hospital – Sexual Assault and Domestic Violence Program https://psfdh.on.ca/services/specialty-services/lanark-county-sexual-assault-domestic-violence-program/ PSFD Hospital: 613-267-1500 Program: 613-283-2330 ext. 1258
Sexual Assault and Domestic Violence Program 613-283-2330 ext.1258	Lanark County Interval House https://lcih.org 613-257-5960 1-800-267-7946 TTY: 613-257-1952
End Abuse in Lanark http://endabuseinlanark.ca/	Lanark County Mental Health https://www.lanarkmentalhealth.com Crisis Line: 613-283-2170

SA16: Appendix 4 – Sexual Assault Centres (Ontario)

Sexual Assault Centres (Ontario)

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

<i>Region in Ontario</i>	<i>Sexual Assault Centre</i>	<i>24-hr Crisis Line</i>	<i>Office Phone</i>
Algoma (Sault Ste. Marie)	Women In Crisis Algoma	1-877-759-1230	705-759-1230
Belleville-Quinte	Sexual Assault Centre for Quinte & District	1-877-544-6424	613-967-6300
Brant	Sexual Assault Centre of Brant	519-751-3471	519-751-1164
Bruce County	Women's House Serving Bruce and Grey: Sexual Assault Services	1-866-578-5566	519-372-1113
Chatham-Kent	Chatham-Kent Sexual Assault Crisis Centre	519-354-8688	519-354-8908
Cornwall	Sexual Assault Support Services for Women, Cornwall	English: 613-932-1603 French: 613-932-1705	613-932-1755
East Algoma (Elliot Lake)	Counselling Centre of East Algoma	1-800-721-0077	705-848-2585
Guelph-Wellington	Guelph-Wellington Women in Crisis	519-836-5710 1-800-265-7233	519-836-1110
Halton (Oakville)	Sexual Assault & Violence Intervention Services of Halton	905-875-1555	906-825-3622
Hamilton	Sexual Assault Centre Hamilton & Area (SACHA)	905-525-4162	905-525-4573
Kawartha (Peterborough & Area)	Kawartha Sexual Assault Centre	705-741-0260	705-748-5901
Kenora	Kenora Sexual Assault Centre	807-468-7233 1-800- 565-6161	807-468-7958
Kingston	Sexual Assault Centre Kingston	613-544-6424 1-877-544-6424	613-545-0762
Waterloo	Sexual Assault Support Centre of Waterloo Region	519-741-8633	519-571-0121
London-Middlesex	Sexual Assault Centre London	519-642-3000 1-800-265-1576	519-439-0844
Muskoka	Athena's Sexual Assault Counselling & Advocacy Centre	705-737-2008 1-800-987-0799	705-737-2884
Niagara	Niagara Region Sexual Assault Centre	905-682-4584	905-682-7258
Nipissing	Amelia Rising Sexual Assault Centre of Nipissing	705-476-3355	705-840-2403
Oshawa-Durham	Oshawa-Durham Rape Crisis Centre	905-668-9200	905-444-9672
Ottawa SASC	Sexual Assault Support Centre of Ottawa	613-234-2266	613-725-2160
Ottawa RCC	Ottawa Rape Crisis Centre	613-562-2333	613-562-2334
Peel	Hope 24/7: Sexual Assault Centre of Peel	1-800-810-0180	905-792-0821

Region in Ontario	Sexual Assault Centre	24-hr Crisis Line	Office Phone
Renfrew	Women's Sexual Assault Centre of Renfrew County	1-800-663-3060	613-735-5551
Sarnia-Lambton	Sexual Assault Survivors' Centre Sarnia-Lambton	519-337-3320	519-337-3154
Sudbury	Voices for Women Sudbury		705-523-7100 ext. 2647
Thunder Bay	Thunder Bay Sexual Abuse & Sexual Assault Counselling & Crisis Centre	807-344-4502	807-345-0894
Timmins	Timmins and Area Women in Crisis	1-877-268-8380	705-268-8381
Toronto	Multicultural Women Against Rape/Toronto Rape Crisis Centre	(416) 597-8808	416-597-1171
Windsor-Essex	Sexual Assault Crisis Centre of Essex County	519-253-9667	519-253-3100
York	Women's Support Network of York Region	1-800-263-6734 905-895-7313	905-895-3646

SA16: Appendix 5 – Sexual Assault/Domestic Violence Treatment Centres (Ontario)

Sexual Assault/Domestic Violence Treatment Centres (Ontario)

(Information provided by the Ontario Network of Sexual Assault and Domestic Violence Treatment Centres)

Region in Ontario	Sexual Assault/Domestic Violence Treatment Centre	Hospital Location	Phone
Brantford (Brant County)	Sexual Assault/Domestic Violence Care Team	Brantford General Hospital	519.751.5544 x4449
Brockville (Leeds And Grenville)	Assault Response & Care Centre of Leeds and Grenville	Brockville General Hospital	613.345.3881
Burlington	Nina's Place	Joseph Brant Hospital	905.632.3737x5708
Chatham-Kent	Sexual Assault/Domestic Violence Treatment Centre	Chatham–Kent Health Alliance	519.352.6400x6382
Cornwall (Stormont, Dundas, Glengarry)	Assault and Sexual Abuse Program (ASAP)	Cornwall Community Hospital	613-938-4240, ext. 4202
Dryden	Sexual Assault/Domestic Violence Program	Dryden Regional Health Centre	807-223-7427
Durham Region (Oshawa, Algoma)	Durham Region Domestic Violence/Sexual Assault Care Centre	Lakeridge Health Oshawa	905 576-8711 ext. 3286
Guelph	Guelph–Wellington County Sexual Assault/Domestic Violence Treatment Centre	Guelph General Hospital	519-837-6440, ext. 2728
Hamilton	Sexual Assault/Domestic Violence Care Centre	McMaster University Medical Centre	905-521-2100, ext. 73557
Kenora	Sexual Assault/Partner Abuse Program	Lake of The Woods District Hospital	807-468-9861, ext. 2432
Kingston	Sexual Assault/Domestic Violence Program	Kingston General Hospital, Kingston Health Sciences Centre	613-549-6666, ext. 4880
Lanark County	Lanark County Sexual Assault/Domestic Violence Program	The Emergency Departments at: Perth and Smiths Falls District Hospitals, Carleton Place & District Memorial Hospital and the Almonte General Hospital	613-283-2330, ext. 1258
London	Regional Sexual Assault and Domestic Violence Treatment Centre	St. Joseph's Hospital	519-646-6100, ext. 64224
Mississauga	Chantel's Place	Mississauga Hospital Site	905-848-7580, ext. 2548
Niagara Region (St. Catharines)	Sexual Assault/Domestic Violence Treatment Program	Niagara Health System, St. Catharines General Site	905-378-4647, ext. 45300
North Bay	Sexual Assault Domestic Violence Program	North Bay Regional Health Centre	705-474-8600, ext. 4478

Orangeville	Headwater Sexual Assault and Domestic Violence Care and Treatment Program	Headwaters Health Care Centre	519-941-2702, ext. 2519
Orillia (Simcoe County, Muskoka)	Regional Sexual Assault and Domestic Violence Treatment Centre	Orillia Soldiers' Memorial Hospital	1-877-377-7438
Ottawa	Sexual Assault Partner Abuse Care Program	The Ottawa Hospital, Civic Campus Emergency Department	613-798-5555, ext. 13770
Ottawa Pediatric	Ottawa Pediatric Sexual Assault	Children's Hospital of Eastern Ontario	613-737-7600, ext. 2939
Owen Sound	Sexual Assault and Partner Abuse Care Centre	The Grey Bruce Regional Health Centre	519-376-2121, ext. 2458
Peterborough	Sexual Assault/Domestic Violence Care Centre	Women's Health Care Centre, Peterborough Regional Care Centre	705-743-4132
Renfrew County	Regional Assault Care Program	Renfrew Victoria Hospital	613-432-4851, ext. 818
Sarnia	Sexual Assault/Domestic Assault Treatment Centre	Bluewater Health	519-464-4522
Sault Ste Marie	Sexual Assault Care Centre/Partner Assault Clinic	Sault Area Hospital	705-759-5143
Scarborough (Toronto, Rouge Valley)	Sexual Assault/Domestic Violence Care Centre	Scarborough and Rouge Hospital	416-495-2555
Sioux Lookout (Alcona, Hudson, Pickle Lake)	Sexual Assault Care and Domestic Violence Treatment Program	Sioux Lookout Meno Ya Win Health Centre	807-737-6565
Sudbury	Violence Intervention & Prevention Program	Health Sciences North	705-675-4743
Thunder Bay	Sexual Assault/Domestic Violence Program	Thunder Bay Regional HSC	807-684-6750
Toronto	Sexual Assault/Domestic Violence Care Centre	Women's College Hospital	416-323-6040
Toronto Pediatric	Suspected Child Abuse and Neglect Program (SCAN)	The Hospital For Sick Children	416-813-6275
Trenton	Domestic Violence/Sexual Assault Response Program	Quinte Health Care - Trenton Site	613-392-2540 ext. 5024
Waterloo (Kitchener)	Waterloo Region Sexual Assault/Domestic Violence Treatment Centre	St. Mary's General Hospital	519-749-6994
Windsor	Sexual Assault/Domestic Violence and Safekids Care Centre	Windsor Regional Hospital Metropolitan Campus	519-255-2234
York Region (Toronto, Richmond Hill)	Domestic Abuse and Sexual Assault Care Centre	Mackenzie Health	905-832-1406, ext. 2

SA16: Appendix 6 – Dispelling the Myths and Misconceptions About Sexual Assault

Dispelling the Myths and Misconceptions About Sexual Assault

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

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

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

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

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

Myths	Facts
provocative behaviour or dress.	toward someone else; to not get consent. Nobody asks to be assaulted. Ever. No mode of dress, no amount of alcohol or drugs ingested, no matter what the relationship is between the survivor and the perpetrator or what the survivor's occupation is, sexual assault is always wrong.
Sexual assault only happens to women	Not true. The majority of sexual assaults are committed against women by men, but people of all genders, from all backgrounds have been/can be assaulted.
Sexual abuse of males is rare.	According to Statistics Canada, six per cent of males 15 or over reported that they had been affected by sexual victimization. Sexual assault/abuse occurs in every economic, ethnic, age and social group.
If you got aroused or got an erection or ejaculated you must have enjoyed it.	It is normal for your body to react to physical stimulation. Just because you became physically aroused does not mean that you liked it, or wanted it or consented in any way. If you've been affected by some physical pleasure, this does not take away the fact that sexual abuse happened or the effects or feelings of abuse.

SA16: Appendix 7 – “Developing a Response to Sexual Violence: A Resource Guide for Ontario’s Colleges and Universities”

The “Developing a Response to Sexual Violence: A Resource Guide for Ontario’s Colleges and Universities” (January, 2013) can be accessed via the following link:

http://www.citizenship.gov.on.ca/owd/english/ending-violence/campus_guide.shtml

SA16: Appendix 8 – Sexual Violence Reporting Flowchart

Sexual Assault Flow Chart

Sexual Violence Reporting Flowchart: These guidelines will help Algonquin College employees understand their role and responsibilities for how to respond to disclosures of sexual assault.

Options for Survivors of Sexual Violence Flowchart: This flowchart will help those who have experienced sexual violence find resources to help them with their choices.

For your campus specific flow charts, please visit:

<https://www.algonquincollege.com/projectlighthouse/flowcharts>

SA16: Appendix 9 – Sexual Violence Prevention Resources

Project Lighthouse

Project Lighthouse aims to shine light on the topic of sexual violence and help you navigate healthy sexual relationships. Through compassion, education, and awareness, this initiative aims to reduce sexual violence at Algonquin College and support survivors of sexual violence. Look for events and programming on campus to get involved. You can also view a list of on- and off-campus supports at the [Ottawa](#), [Pembroke](#), and [Perth](#) campuses.

For a full list of consent and sexual violence prevention resources, as well as events hosted by Project Lighthouse please visit <https://www.algonquincollege.com/projectlighthouse/>.

SA16

Sexual Assault / Sexual Violence

Classification:	Student Affairs
Responsible Authority:	Vice President Student Services
Executive Sponsor:	Vice President Finance and Administration
Approval Authority:	Algonquin College Board of Governors
Date First Approved:	2015-03-25
Date Last Reviewed:	2022-02-28
Mandatory Review Date:	2025-02-28

PURPOSE

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

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

SCOPE

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

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

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

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

DEFINITIONS & RELEVANT TERMS

Word/Term	Definition
Academic Accommodation	Educational practices, systems and support services designed to accommodate functional challenges based on the best options for a student to successfully complete the academic requirements of their course or program.
Anonymity	Students can be assured of anonymity if they report sexual assault/sexual violence online and select the “anonymous” option. A student disclosing sexual assault/sexual violence to a College Official should understand that the information will be reported confidentially to Security Services and that confidentiality will be assured (with the understanding the College cannot investigate or follow up on an anonymous disclosure).
Confidentiality	The process of strict privacy guiding the College’s response to a disclosure of sexual violence. A student’s name and disclosure is known, but, only to those who need to know in order to conduct an investigation and/or provide support as per the students request.
College Community	Includes all students, employees of the College, staff of the Students’ Association, contractors, clients, volunteers and visitors to the College.
College Official/ Persons in a position of authority	This term is intended to refer to any College employee, not otherwise specifically identified by role who is duly authorized and empowered to carry out official College business / processes / functions / activities on behalf of the College and is acting, within this context, in the name of the College.
Consent	<p>The voluntary and explicit agreement to engage in the sexual activity in question. It is the act of clearly and willingly agreeing to engage in specific sexual behaviour, and requires that a person is able to freely choose between two options: yes and no. This means that there must be an understandable exchange of affirmative words which indicates a willingness to participate in mutually agreed upon sexual activity. It is also imperative that everyone understands the following:</p> <ul style="list-style-type: none"> • Silence or non-communication must never be interpreted as consent and a person in a state of diminished judgment cannot consent. • A person is incapable of giving consent if asleep, unconscious or otherwise unable to communicate. • A person who has been threatened or coerced (i.e. is not agreeing voluntarily) into engaging in the sexual activity is not consenting to it in a willing and informed fashion. • A person who is incapacitated by drugs or alcohol is unable to consent. • A person’s ability to give consent may be compromised when incapacitated by drugs or alcohol. • A person may be unable to give consent if they have a mental disability preventing them from fully understanding the sexual acts.

- The fact that consent was implied or given in the past to a sexual or dating relationship does not mean that consent is deemed to exist for any future sexual activity.
- Current or past flirtatious behaviour is not implied consent.
- A person can withdraw consent at any time during the course of a sexual encounter.
- A person is incapable of giving consent to a person in a position of trust, power or authority, such as, a faculty member initiating a relationship with a student who they teach, an administrator in a relationship with anyone who reports to that position.
- Consent cannot be given on behalf of another person.

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

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

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

Employee	For the purposes of this policy, employee includes full-time employees and part-time employees, including bargaining unit members, management and non-unionized employees.
Indecent Exposure	The exposure of the private or intimate parts of the body in a lewd manner, when the perpetrator may be readily observed.
Sexual assault	A criminal offence under the <i>Criminal Code</i> of Canada. Sexual assault is any type of unwanted sexual act done by one person to another that violates the sexual integrity of the victim and involves a range of behaviours from unwanted touching to penetration.
Sexual Exploitation	Seeking benefit through the non-consensual or abusive sexual control over another.

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

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

Acquaintance sexual assault	Sexual contact that is forced, manipulated, or coerced by a partner, friend or acquaintance.
Age of consent for sexual activity	The age at which a person can legally consent to sexual activity. In Canada, children under 12 can never legally consent to sexual acts. Sixteen is the legal age of consent for sexual acts. There are variations on the age of consent for adolescents who are close in age between the ages of 12 and 16. Twelve and 13 year-olds can consent to have sex with other youth who are less than 2 years older than themselves. Youth who are 14 and 15 years old may consent to sexual involvement that is mutual with a person who is less than 5 years older. Youths 16 and 17 years old may legally consent to sexual acts with someone who is not in a position of trust or authority.
Coercion	In the context of sexual assault/sexual violence, coercion is unreasonable and persistent pressure for sexual activity. Coercion is the use of emotional manipulation, blackmail, threats to family or friends, or the promise of rewards or special treatment, to persuade someone to do something they do not wish to do, such as being sexual or performing particular sexual acts.

Drug-facilitated sexual assault	The use of alcohol and/or drugs (prescription or non-prescription) by a perpetrator to control, overpower or subdue a survivor for purposes of sexual assault.
Respondent	The individual alleged of conducting an act of sexual assault or sexual violence.
Stalking	A form of criminal harassment prohibited by the <i>Criminal Code</i> of Canada. It involves behaviours that occur on more than one occasion and which collectively instill fear in the survivor or threaten the survivor/target's safety or mental health. Stalking can also include threats of harm to the target's friends and/or family. These behaviours include, but are not limited to non-consensual communications (face to face, phone, email, social media); threatening or obscene gestures; surveillance; sending unsolicited gifts; "creeping" via social media/cyber-stalking; and uttering threats.
Survivor	Some who have been affected by sexual assault/sexual violence may choose to identify as a survivor. Individuals might be more familiar with the term "victim". We use the term survivor throughout this policy where relevant because some who have been affected by sexual assault believe they have overcome the violent experience and do not wish to identify with the victimization. It is the prerogative of the person who has been affected by these circumstances to determine how they wish to identify.

POLICY

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

All reported incidents of sexual assault/sexual violence will be investigated in a manner that ensures due process as outlined in the procedures below. The College's ability to investigate anonymous disclosures is hampered by the anonymous nature of the report. The College cannot investigate or follow up on an anonymous disclosure. It is this policy's intention to make individuals feel comfortable about making a report in good faith about sexual assault/sexual violence that they have been affected by or witnessed.

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

We are committed to:

1. assisting those who have been affected by sexual assault/sexual violence by providing choices, including detailed information and support, such as provision of and/or referral to counselling and medical care, information about legal options, providing a written follow up to the survivor following an investigation and appropriate academic and other accommodations, all in a timely manner;

2. ensuring that the right to dignity and respect is protected throughout the process of disclosure, investigation and institutional response;
3. ensuring that during any investigation process College employees do not ask individuals who disclose sexual assault/sexual violence irrelevant questions, such as those relating to past sexual history or sexual expression;
4. A complainant acting in good faith, who discloses or reports sexual violence, will not be subject to actions for violations of the institution's policies related to drug and alcohol use at the time the sexual violence took place
5. addressing harmful attitudes and behaviours (e.g., adhering to myths of sexual assault/sexual violence) that reinforce that the person who been affected by sexual assault/sexual violence is somehow to blame for what happened;
6. treating individuals who disclose sexual assault/sexual violence with compassion recognizing that they are the decision-makers about their own best interests;
7. ensuring that on-campus (internal) investigation procedures are available in the case of sexual assault/sexual violence, even when the individual chooses not to make a report to the police;
8. engaging in appropriate procedures for investigation and adjudication of a complaint, which are in accordance with College policies, standards and applicable collective agreements, and that ensure fairness and due process;
9. ensuring coordination and communication among the various departments who are most likely to be involved in the response to incidents of sexual violence on campus;
10. engaging in public education and prevention activities;
11. providing information to the College community about our sexual assault/sexual violence policies and protocols;
12. providing appropriate education and training to the College community about responding to the disclosure of sexual assault/sexual violence;
13. actively promoting a campus atmosphere in which sexual assault/sexual violence is not tolerated; and,
14. monitoring and updating our policies and protocols to ensure that they remain effective and in line with other existing policies and best practices.
15. collect data on a) the number of times and a description of the supports, services and accommodation relating to sexual violence are requested and obtained by students; b) initiatives and programs established by the college to promote awareness of the supports and services available to students; c) the number of incidents and complaints of sexual violence reported by students; and d) the implementation and effectiveness of this policy. This data will be made available to Minister of Advanced Education and Skills Development of Ontario upon request. Data will be collected and reported in a manner that protects the confidentiality of all members of the college community connected to each incident.
16. supporting employees who respond to disclosures of sexual violence through line managers, Human Resources and the Employee Assistance Program (EAP) as necessary.
17. Provide an online reporting forum for people who have experienced sexual violence. The Sexual Assault/Sexual Violence reporting page allows people who have experienced sexual violence to report their experience with sexual violence online. If they choose, survivors can remain anonymous. Please find the link to reporting here: <https://www.algonquincollege.com/safety-security-services/sexual-assaultviolence-reporting/>

PROCEDURE

Action

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

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

- 1a) Report incidents of sexual violence they witness or have knowledge of, or they have reason to believe has occurred or may occur to Security Services. Members who have been affected by sexual assault/sexual violence are encouraged to come forward to report the incident as soon as they are able to do so.
- 1b) Persons in a position of authority, including persons directing the activities of others, shall take immediate action to respond to or to prevent sexual assault/sexual violence from occurring.
- 1c) Persons who are not students or employees are encouraged to report incidents to Security Services.
- 1d) Students who have been affected by sexual violence, as well as members of the college community to whom a student has disclosed an incident of sexual violence, are encouraged to access information and support from the College's Counselling Services and/or Health Services. These services can be easily accessed by contacting Algonquin's *Student Distress Line* at the following numbers.
Ottawa Campus: (613) 727-4723 ext. 7300
Perth Campus: (613) 267-2859 ext. 7300
Pembroke Campus: (613) 735-4700 ext. 7300
 Support services can also be accessed directly on each campus. A table of these services available to provide support and information to students affected by sexual violence can be found in Appendix 2. Please note that students are not required to file a formal report of incident(s) of sexual violence to obtain supports, services and/or academic accommodation from the College.
- 1e) Employees who are affected by sexual violence as a member of the College community should report incidents or seek information and guidance from Security Services. Security Services will take an initial report and will assist by providing information about relevant support, resources and options.
Ottawa Campus: (613) 727-4723 ext. 5010
Perth Campus: (613) 267-2859 ext. 5010 - information and guidance can also be sought from the Administrative Office (room 119) through either of the Dean 613-267-2859 x5622 or the Manager of Administrative Services, 613-267-2859 x5600.
Pembroke Campus: Security Services at 613-735-4700 ext. 2739 will take an initial report and will assist by providing information about relevant support, resources and options.

Responsibility

All Members of the College Community

All Members of the College Community

Security Services

Students

Employees

Action

2. Where a College official becomes aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, they will take immediate measures in accordance with Appendix 1 to ensure the survivor is supported and ensure appropriate reporting is carried out in accordance with the wishes of the reporter.

3. Where College officials become aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, which occur on or off College property and that pose a risk to the safety of members of the College community, the College official shall immediately report the incident to Security Services to ensure the safety of the College community.

Responsibility**College Officials****College Officials****SUPPORTING DOCUMENTATION**

Appendix 1 – Sexual Assault and Sexual Violence Guidelines and Protocol
 Appendix 2 – Ottawa, Pembroke and Perth Campus Supports / Academic Accommodations
 Appendix 3 – Canadian and Provincial Supports and Resources
 Appendix 4 – Sexual Assault Centres (Ontario)
 Appendix 5 – Sexual Assault/Domestic Violence Treatment Centres (Ontario)
 Appendix 6 – Dispelling the Myths and Misconceptions About Sexual Assault
 Appendix 7 – “Developing a Response to Sexual Violence: A Resource Guide for Ontario’s Colleges and Universities” (January 2013)
 Appendix 8 – Sexual Violence Reporting Flowchart
 Appendix 9 – Sexual Violence Prevention Resources

RELATED POLICIES

[AA35 Confidentiality of Student Records](#)
[HR18 Employee Code of Conduct](#)
[HR21 Staff / Student Personal Relationships](#)
[HR22 Respectful Workplace](#)
[HS03 Workplace Violence Prevention](#)
[SA02 Ombudsman](#)
[SA07 Student Conduct](#)

RELATED MATERIALS

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

SA16: Appendix 1 – Sexual Assault and Sexual Violence Guidelines and Protocol

Sexual Assault and Sexual Violence Guidelines and Protocol

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

1. Confidentiality

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

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

However, confidentiality cannot be assured where an individual is at imminent risk of harming themselves or others.

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

Where there are reasonable grounds to believe that others in the College or wider community will be at risk of harm the Circle of Care Committee will provide recommendations to senior College Officials.

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

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

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

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

- confidentiality and to be treated with dignity and respect;
- be listened to without judgement and have their disclosure accepted as true;
- request information about on- and off-campus services and resources;

- retain control over whether or not to access available services and to choose those services they feel will be most beneficial;
- decide if and to whom they wish to report the incident;
- choose to report to a College Official, Security Services, Police or online or any combination of these;
- decide whether a College Official can provide your name to Security Services;
- have an on-campus investigation with the institution's full cooperation;
- develop a safety plan with Counselling Services or an off-site partner; and
- have reasonable and necessary actions taken to prevent further unwanted contact with the alleged perpetrator(s).

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

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

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

Pembroke Campus: (613) 735-4700 ext. 7300 - information and guidance can also be sought from the campus counselor at 613-735-4700 ext. 2804 or campus nurse at 613-735-4700 ext. 2748

3. Support Options Available to You

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

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

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

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

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

Although all disclosures of sexual violence will be reported to Algonquin's Security Services it is entirely up to you whether or not you choose to participate in an investigation in order to use of the services listed above.

4. If You Would like to File a Formal Complaint

Please note, that while you must disclose an incident of sexual violence or sexual assault to obtain support services or appropriate accommodations from the College, you are not required to file a formal complaint. Accommodations can be made for incidents of sexual violence regardless whether they occur on campus, off campus or at College sanctioned events depending on the specific nature and circumstances of the incident. There is no timeline by which complaints must be disclosed. However, early reporting can lead to supporting a survivor earlier and possibly a better ability to investigate the incident.

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

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

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

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

5. Complaint Process and Investigations

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

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

5.1. Protection from Reprisals, Retaliation or Threats:

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

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

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

5.1.1 Interim Measures to Protect Complainants

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

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

Interim measures are not punishment and do not represent a finding of misconduct. The College may impose interim measures immediately, without a hearing. Respondents may ask the College to review a decision to impose interim measures, but only to address the impact of the imposed measure and the preference for other alternatives.

5.2 Right to Withdraw a Complaint

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

5.3 Unsubstantiated or Vexatious Complaints

If a person, in good faith, discloses or files a sexual assault/sexual violence complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed.

However, disclosures or complaints that are found following investigation to be frivolous, vexatious or bad faith complaints, that is, are made to purposely annoy, embarrass or harm the respondent, may result in sanctions and/or discipline against the complainant. The range of College support services are also available to employees or students who may be adversely impacted by a vexatious complaint.

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

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

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

A supportive response involves:

- listening without judgement and accepting the disclosure as true;
- communicating that sexual assault/sexual violence is never the responsibility of the survivor;
- helping the individual identify and/or access available on- or off-campus services, including emergency medical care and counselling;
- respecting the individual’s right to choose the services they feel are most appropriate and to decide whether to report to the police or College authorities.

- recognizing that disclosing can be traumatic and an individual's ability to recall the events may be limited;
- respecting the individual's choices as to what and how much they disclose about their experience; and
- making every effort to respect confidentiality and anonymity.

If disclosure is made to an employee by a student seeking support or academic accommodation for a significant life event, the employee should refer the student to Counselling Services (Ottawa Campus: (613) 727-4723 ext. 7200, Perth Campus: (613) 267-2859 ext. 5610, Pembroke Campus: 613-735-4700 ext. 2804) or Health Services (Ottawa Campus: 613-727-4723 ext. 7222, Perth Campus: 613-267-2859 ext. 6546, Pembroke Campus (613-735-4700 ext. 2748) to ensure that the student receives all appropriate supports and to receive guidance regarding the provision of appropriate academic and/or other accommodations.

Significant life event accommodations are recommended by Counselling Services, and not to be confused with disability related accommodations, which are recommended by the Centre for Accessible Learning (CAL) and informed by the Ontario Human Rights Code.

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

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

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

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

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

- Security Services
Ottawa Campus: 613- 727-4723 ext. 5010
Perth Campus: (613) 267-2859 ext. 5010
Pembroke Campus: 613-735-4700 ext. 2739
- Counseling Services
Ottawa Campus: 613-727-4723 ext. 7200
Perth Campus: 613-267-2859 ext. 5610
Pembroke Campus: 613-735-4700 ext. 2804
- Health Services
Ottawa Campus: 613-727-4723 ext. 7222
Perth Campus: 613-267-2859 ext. 6546
Pembroke Campus: 613-735-4700 ext. 2748

Resources and information are also available at
<http://www.algonquincollege.com/projectlighthouse/>.

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

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

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

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

9. Roles and Responsibilities of the College Community

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

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

Information about these resources is available by using this link:

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

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

Where a complaint of sexual assault/sexual violence has been reported to the College, the College will exercise care to protect and respect the rights and confidentiality and privacy of both the complainant and the respondent. The College understands that individuals who have experienced or been affected by sexual assault/sexual violence may wish to control whether and how their experience will be dealt with by the police and/or the College. In most circumstances, the person will retain this control. However, in certain circumstances, the College may be required to initiate an internal investigation and/or inform the police of the need for a criminal investigation, even without the survivor's consent, if the College believes that the safety of other members of the College community is at risk. The Circle of Care Committee will review each case and make recommendations to senior College Officials about appropriate next steps in such cases. The confidentiality and anonymity of the person(s) affected will be made a priority in these circumstances, but anonymity cannot be guaranteed if there is a significant risk to the wider College community or the general public.

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

A. Where the Respondent is a Student

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

B. Where the Respondent is an Employee

Sexual assault/sexual violence may be a violation of policies [HR18 "Employee Code of Conduct"](#), [HR21 "Staff/Student Personal Relationships"](#), [HR22 "Respectful Workplace"](#) or [HS03 "Workplace Violence Prevention"](#). Allegations against employees will be addressed in accordance with the procedures set out in this Policy, and in any applicable collective agreement, and/or other College policies. If the complaint is sustained following an investigation, the College will decide on the appropriate disciplinary actions consistent with any applicable collective agreement and/or policies regarding discipline. Allegations by one employee against another are not covered by this policy, SA16, but by the policies listed above.

C. Where the Respondent is not a Student or Employee

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

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

D. Multiple Proceedings

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

E. Immunity Clause for Minor Substance Use

The College recognizes that some individuals may be hesitant to disclose or report sexual violence in cases where they have been drinking while underage or using drugs at the time the sexual offense took place. A survivor or community member acting in good faith who discloses or reports sexual violence will not be subject to penalties for violation of Algonquin College's policy related to drug and alcohol use at the time that the sexual violence took place.

SA16: Appendix 2 – Ottawa, Pembroke and Perth Campus Supports / Academic Accommodations

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

All Campuses - Academic Accommodations

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

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

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

SA16: Appendix 3 – Canadian and Provincial Supports and Resources

If you are in immediate danger, call 911

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

PEMBROKE COMMUNITY SUPPORT AND RESOURCES	
Ontario Provincial Police https://www.opp.ca Emergency: 9-1-1 Non-Emergency: 1-888-310-1122 TTY: 1-888-310-1133	Pembroke Regional Hospital 613-732-2811 705 Mackay St. Pembroke
Women’s Sexual Assault Centre for Renfrew County http://www.wsac.ca/ 613-735-5551 1-800-663-3060	Eastern Ontario Crisis Line https://crisisline.ca 1-866-996-0991
PERTH COMMUNITY SUPPORT AND RESOURCES	
Ontario Provincial Police https://www.opp.ca Non-Emergency: 613-267-2626 1-888-310-1122 TTY:1-888-310-1133	Perth and Smith Falls District Hospital – Sexual Assault and Domestic Violence Program https://psfdh.on.ca/services/specialty-services/lanark-county-sexual-assault-domestic-violence-program/ PSFD Hospital: 613-267-1500 Program: 613-283-2330 ext. 1258
Sexual Assault and Domestic Violence Program 613-283-2330 ext.1258	Lanark County Interval House https://lcih.org 613-257-5960 1-800-267-7946 TTY: 613-257-1952
End Abuse in Lanark http://endabuseinlanark.ca/	Lanark County Mental Health https://www.lanarkmentalhealth.com Crisis Line: 613-283-2170

SA16: Appendix 4 – Sexual Assault Centres (Ontario)

Sexual Assault Centres (Ontario)

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

<i>Region in Ontario</i>	<i>Sexual Assault Centre</i>	<i>24-hr Crisis Line</i>	<i>Office Phone</i>
Algoma (Sault Ste. Marie)	Women In Crisis Algoma	1-877-759-1230	705-759-1230
Belleville-Quinte	Sexual Assault Centre for Quinte & District	1-877-544-6424	613-967-6300
Brant	Sexual Assault Centre of Brant	519-751-3471	519-751-1164
Bruce County	Women's House Serving Bruce and Grey: Sexual Assault Services	1-866-578-5566	519-372-1113
Chatham-Kent	Chatham-Kent Sexual Assault Crisis Centre	519-354-8688	519-354-8908
Cornwall	Sexual Assault Support Services for Women, Cornwall	English: 613-932-1603 French: 613-932-1705	613-932-1755
East Algoma (Elliot Lake)	Counselling Centre of East Algoma	1-800-721-0077	705-848-2585
Guelph-Wellington	Guelph-Wellington Women in Crisis	519-836-5710 1-800-265-7233	519-836-1110
Halton (Oakville)	Sexual Assault & Violence Intervention Services of Halton	905-875-1555	906-825-3622
Hamilton	Sexual Assault Centre Hamilton & Area (SACHA)	905-525-4162	905-525-4573
Kawartha (Peterborough & Area)	Kawartha Sexual Assault Centre	705-741-0260	705-748-5901
Kenora	Kenora Sexual Assault Centre	807-468-7233 1-800- 565-6161	807-468-7958
Kingston	Sexual Assault Centre Kingston	613-544-6424 1-877-544-6424	613-545-0762
Waterloo	Sexual Assault Support Centre of Waterloo Region	519-741-8633	519-571-0121
London-Middlesex	Sexual Assault Centre London	519-642-3000 1-800-265-1576	519-439-0844
Muskoka	Athena's Sexual Assault Counselling & Advocacy Centre	705-737-2008 1-800-987-0799	705-737-2884
Niagara	Niagara Region Sexual Assault Centre	905-682-4584	905-682-7258
Nipissing	Amelia Rising Sexual Assault Centre of Nipissing	705-476-3355	705-840-2403
Oshawa-Durham	Oshawa-Durham Rape Crisis Centre	905-668-9200	905-444-9672
Ottawa SASC	Sexual Assault Support Centre of Ottawa	613-234-2266	613-725-2160
Ottawa RCC	Ottawa Rape Crisis Centre	613-562-2333	613-562-2334
Peel	Hope 24/7: Sexual Assault Centre of Peel	1-800-810-0180	905-792-0821

Region in Ontario	Sexual Assault Centre	24-hr Crisis Line	Office Phone
Renfrew	Women's Sexual Assault Centre of Renfrew County	1-800-663-3060	613-735-5551
Sarnia-Lambton	Sexual Assault Survivors' Centre Sarnia-Lambton	519-337-3320	519-337-3154
Sudbury	Voices for Women Sudbury		705-523-7100 ext. 2647
Thunder Bay	Thunder Bay Sexual Abuse & Sexual Assault Counselling & Crisis Centre	807-344-4502	807-345-0894
Timmins	Timmins and Area Women in Crisis	1-877-268-8380	705-268-8381
Toronto	Multicultural Women Against Rape/Toronto Rape Crisis Centre	(416) 597-8808	416-597-1171
Windsor-Essex	Sexual Assault Crisis Centre of Essex County	519-253-9667	519-253-3100
York	Women's Support Network of York Region	1-800-263-6734 905-895-7313	905-895-3646

SA16: Appendix 5 – Sexual Assault/Domestic Violence Treatment Centres (Ontario)

Sexual Assault/Domestic Violence Treatment Centres (Ontario)

(Information provided by the Ontario Network of Sexual Assault and Domestic Violence Treatment Centres)

Region in Ontario	Sexual Assault/Domestic Violence Treatment Centre	Hospital Location	Phone
Brantford (Brant County)	Sexual Assault/Domestic Violence Care Team	Brantford General Hospital	519.751.5544 x4449
Brockville (Leeds And Grenville)	Assault Response & Care Centre of Leeds and Grenville	Brockville General Hospital	613.345.3881
Burlington	Nina's Place	Joseph Brant Hospital	905.632.3737x5708
Chatham-Kent	Sexual Assault/Domestic Violence Treatment Centre	Chatham–Kent Health Alliance	519.352.6400x6382
Cornwall (Stormont, Dundas, Glengarry)	Assault and Sexual Abuse Program (ASAP)	Cornwall Community Hospital	613-938-4240, ext. 4202
Dryden	Sexual Assault/Domestic Violence Program	Dryden Regional Health Centre	807-223-7427
Durham Region (Oshawa, Algoma)	Durham Region Domestic Violence/Sexual Assault Care Centre	Lakeridge Health Oshawa	905 576-8711 ext. 3286
Guelph	Guelph–Wellington County Sexual Assault/Domestic Violence Treatment Centre	Guelph General Hospital	519-837-6440, ext. 2728
Hamilton	Sexual Assault/Domestic Violence Care Centre	McMaster University Medical Centre	905-521-2100, ext. 73557
Kenora	Sexual Assault/Partner Abuse Program	Lake of The Woods District Hospital	807-468-9861, ext. 2432
Kingston	Sexual Assault/Domestic Violence Program	Kingston General Hospital, Kingston Health Sciences Centre	613-549-6666, ext. 4880
Lanark County	Lanark County Sexual Assault/Domestic Violence Program	The Emergency Departments at: Perth and Smiths Falls District Hospitals, Carleton Place & District Memorial Hospital and the Almonte General Hospital	613-283-2330, ext. 1258
London	Regional Sexual Assault and Domestic Violence Treatment Centre	St. Joseph's Hospital	519-646-6100, ext. 64224
Mississauga	Chantel's Place	Mississauga Hospital Site	905-848-7580, ext. 2548
Niagara Region (St. Catharines)	Sexual Assault/Domestic Violence Treatment Program	Niagara Health System, St. Catharines General Site	905-378-4647, ext. 45300
North Bay	Sexual Assault Domestic Violence Program	North Bay Regional Health Centre	705-474-8600, ext. 4478

Orangeville	Headwater Sexual Assault and Domestic Violence Care and Treatment Program	Headwaters Health Care Centre	519-941-2702, ext. 2519
Orillia (Simcoe County, Muskoka)	Regional Sexual Assault and Domestic Violence Treatment Centre	Orillia Soldiers' Memorial Hospital	1-877-377-7438
Ottawa	Sexual Assault Partner Abuse Care Program	The Ottawa Hospital, Civic Campus Emergency Department	613-798-5555, ext. 13770
Ottawa Pediatric	Ottawa Pediatric Sexual Assault	Children's Hospital of Eastern Ontario	613-737-7600, ext. 2939
Owen Sound	Sexual Assault and Partner Abuse Care Centre	The Grey Bruce Regional Health Centre	519-376-2121, ext. 2458
Peterborough	Sexual Assault/Domestic Violence Care Centre	Women's Health Care Centre, Peterborough Regional Care Centre	705-743-4132
Renfrew County	Regional Assault Care Program	Renfrew Victoria Hospital	613-432-4851, ext. 818
Sarnia	Sexual Assault/Domestic Assault Treatment Centre	Bluewater Health	519-464-4522
Sault Ste Marie	Sexual Assault Care Centre/Partner Assault Clinic	Sault Area Hospital	705-759-5143
Scarborough (Toronto, Rouge Valley)	Sexual Assault/Domestic Violence Care Centre	Scarborough and Rouge Hospital	416-495-2555
Sioux Lookout (Alcona, Hudson, Pickle Lake)	Sexual Assault Care and Domestic Violence Treatment Program	Sioux Lookout Meno Ya Win Health Centre	807-737-6565
Sudbury	Violence Intervention & Prevention Program	Health Sciences North	705-675-4743
Thunder Bay	Sexual Assault/Domestic Violence Program	Thunder Bay Regional HSC	807-684-6750
Toronto	Sexual Assault/Domestic Violence Care Centre	Women's College Hospital	416-323-6040
Toronto Pediatric	Suspected Child Abuse and Neglect Program (SCAN)	The Hospital For Sick Children	416-813-6275
Trenton	Domestic Violence/Sexual Assault Response Program	Quinte Health Care - Trenton Site	613-392-2540 ext. 5024
Waterloo (Kitchener)	Waterloo Region Sexual Assault/Domestic Violence Treatment Centre	St. Mary's General Hospital	519-749-6994
Windsor	Sexual Assault/Domestic Violence and Safekids Care Centre	Windsor Regional Hospital Metropolitan Campus	519-255-2234
York Region (Toronto, Richmond Hill)	Domestic Abuse and Sexual Assault Care Centre	Mackenzie Health	905-832-1406, ext. 2

SA16: Appendix 6 – Dispelling the Myths and Misconceptions About Sexual Assault

Dispelling the Myths and Misconceptions About Sexual Assault

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

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

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

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

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

Myths	Facts
provocative behaviour or dress.	toward someone else; to not get consent. Nobody asks to be assaulted. Ever. No mode of dress, no amount of alcohol or drugs ingested, no matter what the relationship is between the survivor and the perpetrator or what the survivor's occupation is, sexual assault is always wrong.
Sexual assault only happens to women	Not true. The majority of sexual assaults are committed against women by men, but people of all genders, from all backgrounds have been/can be assaulted.
Sexual abuse of males is rare.	According to Statistics Canada, six per cent of males 15 or over reported that they had been affected by sexual victimization. Sexual assault/abuse occurs in every economic, ethnic, age and social group.
If you got aroused or got an erection or ejaculated you must have enjoyed it.	It is normal for your body to react to physical stimulation. Just because you became physically aroused does not mean that you liked it, or wanted it or consented in any way. If you've been affected by some physical pleasure, this does not take away the fact that sexual abuse happened or the effects or feelings of abuse.

Spe

SA16: Appendix 7 – “Developing a Response to Sexual Violence: A Resource Guide for Ontario’s Colleges and Universities”

The “Developing a Response to Sexual Violence: A Resource Guide for Ontario’s Colleges and Universities” (January, 2013) can be accessed via the following link:

http://www.citizenship.gov.on.ca/owd/english/ending-violence/campus_guide.shtml

SA16: Appendix 8 – Sexual Violence Reporting Flowchart

Sexual Assault Flow Chart

Sexual Violence Reporting Flowchart: These guidelines will help Algonquin College employees understand their role and responsibilities for how to respond to disclosures of sexual assault.

Options for Survivors of Sexual Violence Flowchart: This flowchart will help those who have experienced sexual violence find resources to help them with their choices.

For your campus specific flow charts, please visit:

<https://www.algonquincollege.com/projectlighthouse/flowcharts>

SA16: Appendix 9 – Sexual Violence Prevention Resources

Project Lighthouse

Project Lighthouse aims to shine light on the topic of sexual violence and help you navigate healthy sexual relationships. Through compassion, education, and awareness, this initiative aims to reduce sexual violence at Algonquin College and support survivors of sexual violence. Look for events and programming on campus to get involved. You can also view a list of on- and off-campus supports at the [Ottawa](#), [Pembroke](#), and [Perth](#) campuses.

For a full list of consent and sexual violence prevention resources, as well as events hosted by Project Lighthouse please visit <https://www.algonquincollege.com/projectlighthouse/>.

Enrolment Update

Academic and Student Affairs Committee

Jan. 25, 2022

Academic Operations and Planning

And the Registrar's Office

Winter 2022 Summary (as at Jan. 21, 2022 / Day 10)

Challenges:

- Enrolment shortfall to Approved Budget of over 1,700 students
- Returning Student enrolment main driver (flow through impact of Fall term shortfall)

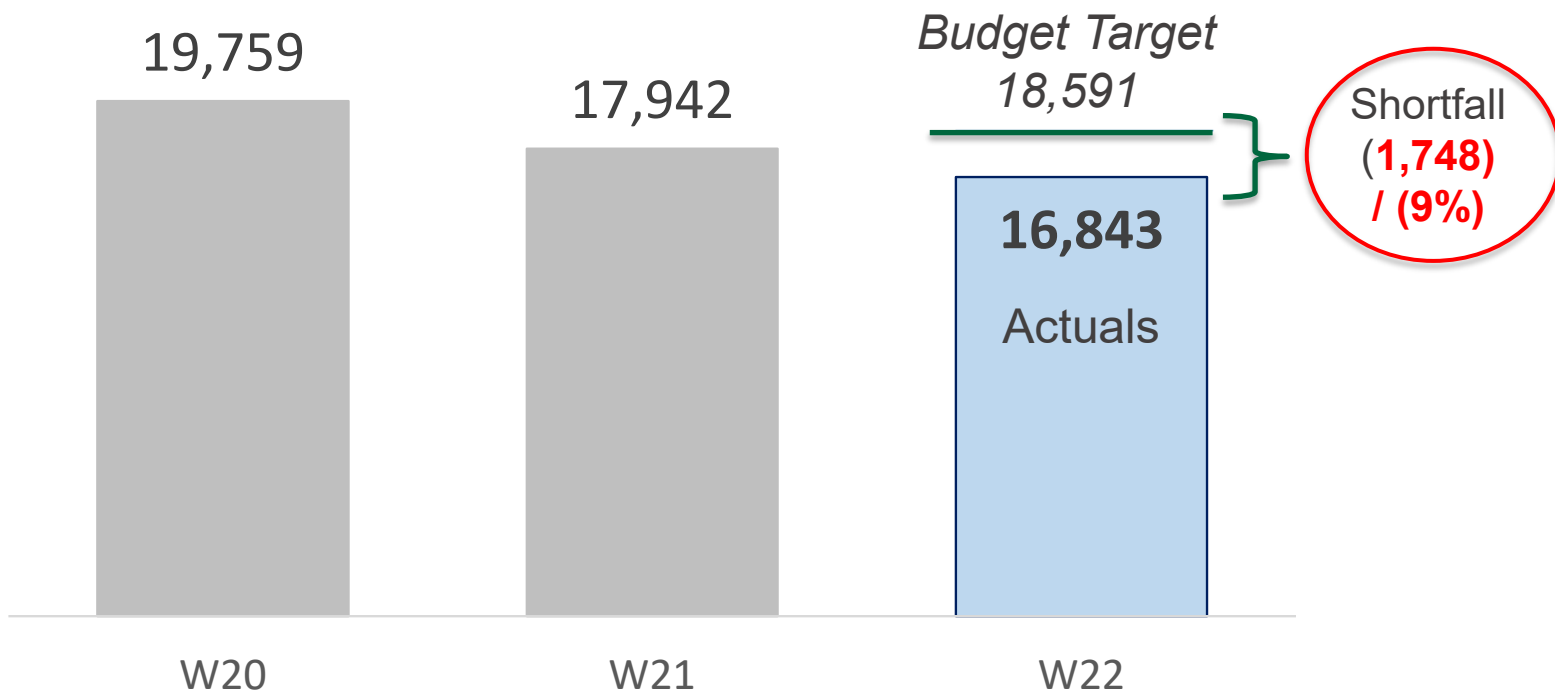
Positive Trends:

- New student demand increased by 2,500 student applications (+16%) year-over-year
- Year-over-year growth in new student registrations (+340 / 11%)

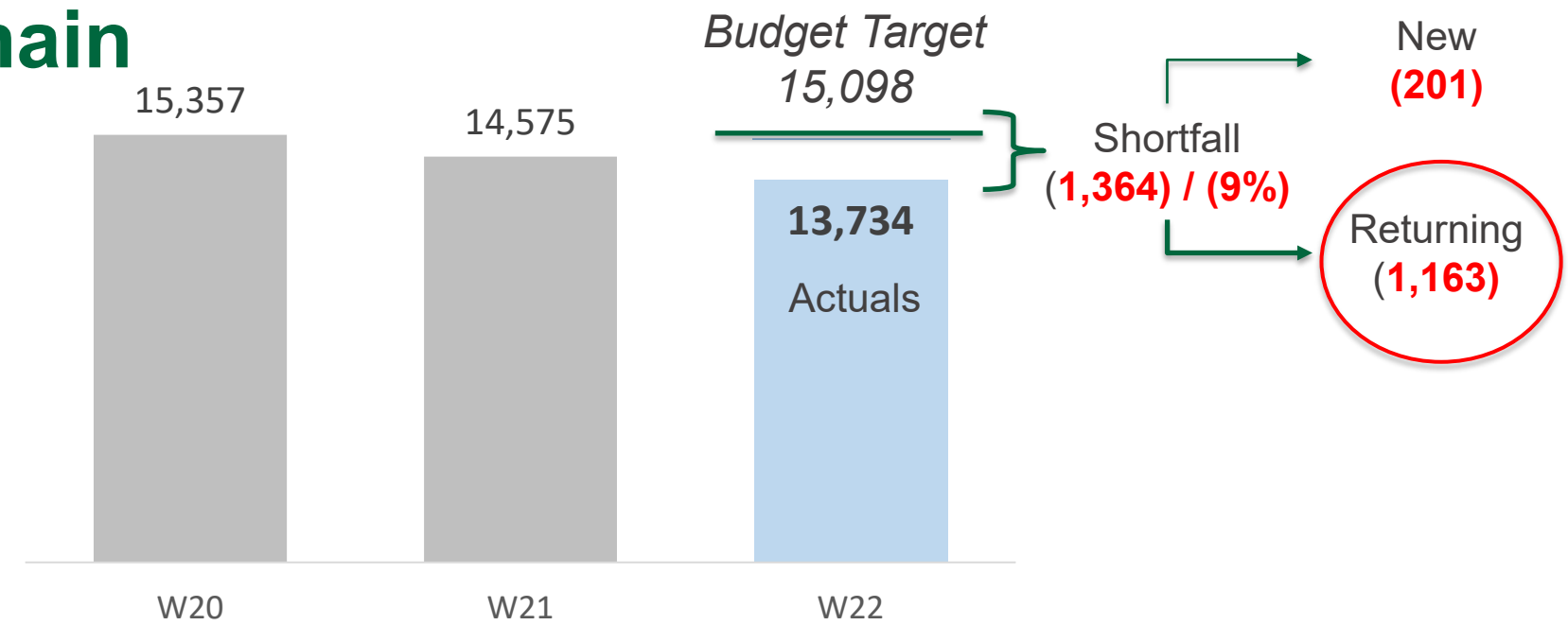
Winter 2022 Enrolment (Day 10)

- Returning Student enrolment is the main driver of budget shortfall

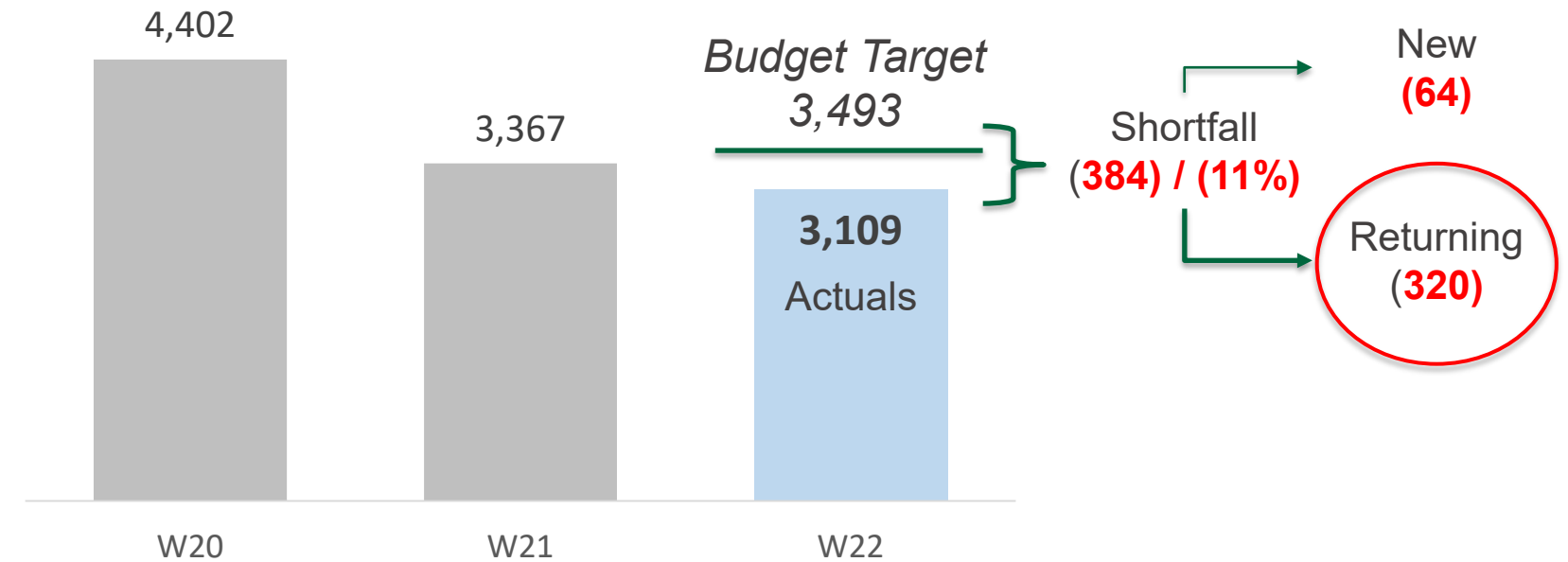
Total Students (New & Returning)



Domestic

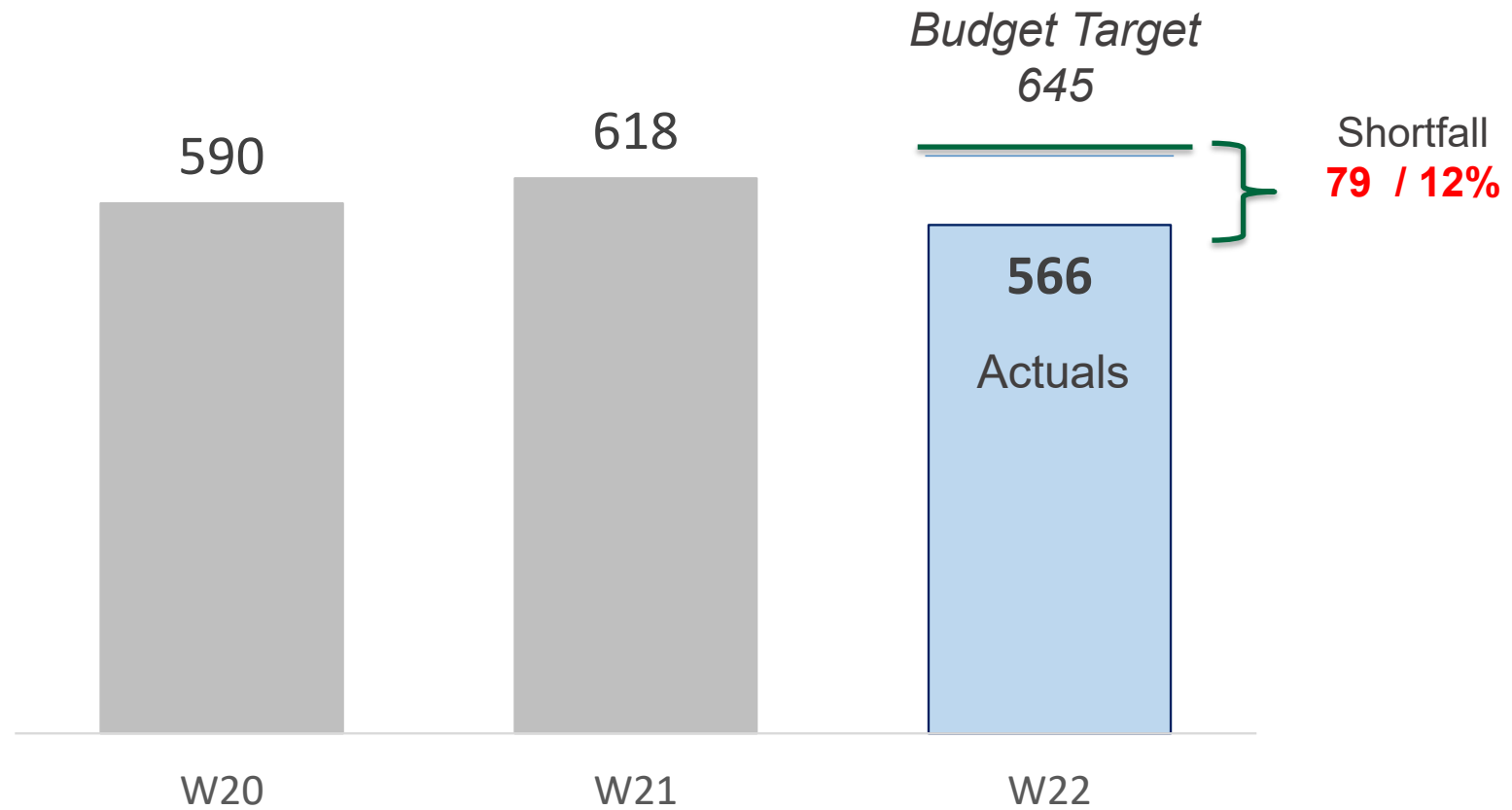


International

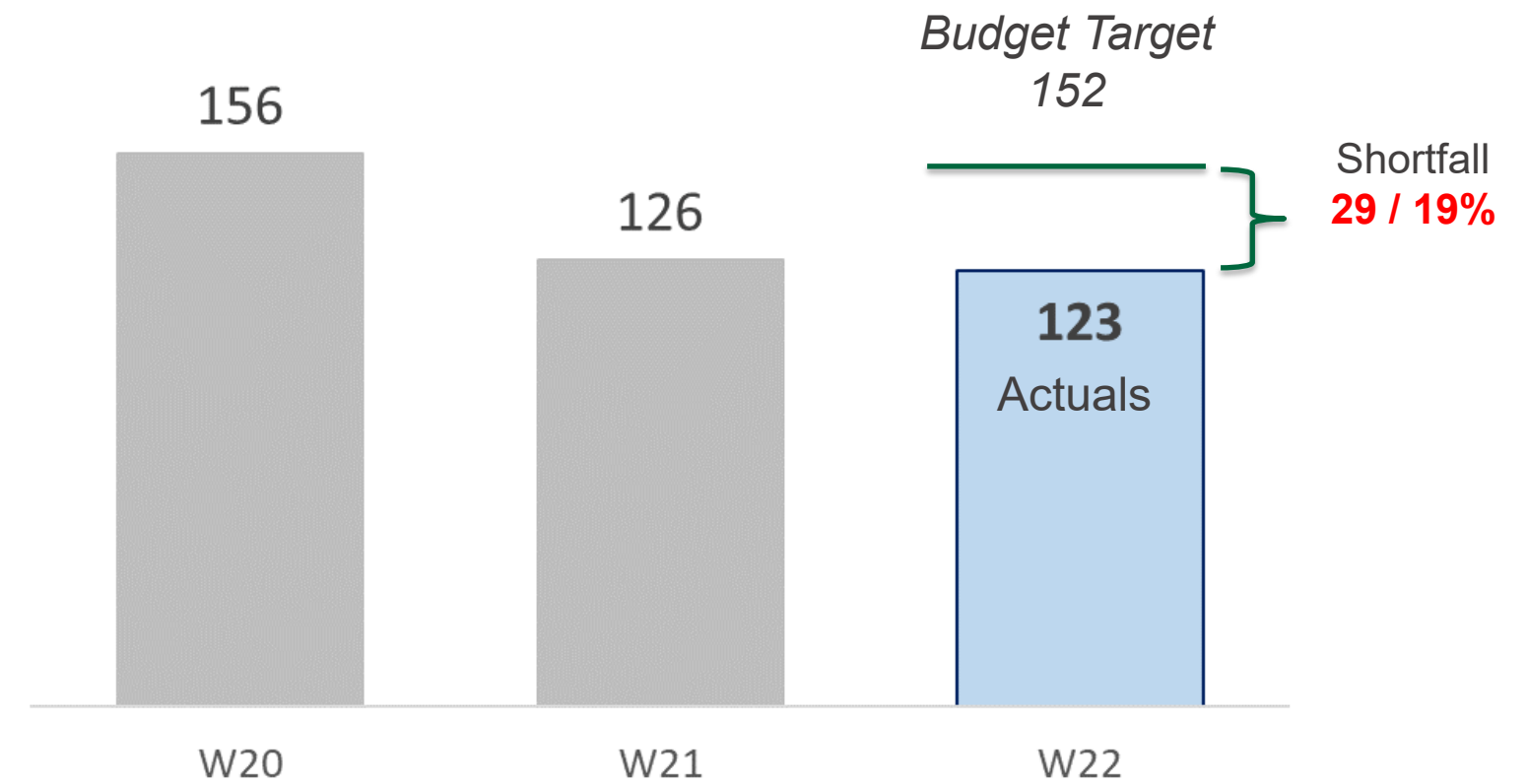


Winter 2022 Enrolment – Pembroke & Perth

Pembroke



Perth



Fiscal 2022 versus Approved Budget

(as at Jan. 21, 2022)

COLLEGE ENROLMENT - FISCAL 2022

(Post Secondary & Graduate Certificates)

	<i>Draft</i> Q3 Fcst (at Jan. 21, '22)	Approved Budget		Previous Year	
		Over / (Under) #	Over / (Under) %	YoY #	YoY %
Total Registered	42,574	(777)	(2%)	1,443	4%
Level 01	14,634	(392)	(3%)	1,968	16%
Returning	27,940	(385)	(1%)	(525)	(2%)
Domestic	35,056	(99)	(0%)	1,715	5%
International	7,518	(678)	(8%)	(272)	(3%)

Positive Indicators for Spring 2022 (as at Jan. 24, 2022)

Type	Actual	Previous Year	YoY #	YoY %	
Applications (Total)					
Domestic	3,523	3,249	274	8.4%	
International	2,378	1,090	1,288	118.2%	
Total	5,901	4,339	1,562	36.0%	
1st Choice					
Domestic	917	828	89	10.7%	
International	2,188	1,050	1,138	108.4%	
Total	3,105	1,878	1,227	65.3%	
Confirmed/Paid/Reg.					
Domestic	646	595	51	8.6%	
International	1,166	567	599	105.6%	
Total	1,812	1,162	650	55.9%	

MEMO

DATE: February 28, 2022

TO: Board of Governors

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

SUBJECT: **Audit & Risk Management (ARM) Committee meeting of February 10, 2022**

Board members can review meeting materials from the February 10, 2022 meeting by accessing the Board of Governors 'Teams site' [Audit & Risk Management Committee, February 10, 2022](#).

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

1) R3 Project Update and 2022-23 Budget Request

Members were presented with the R3 Project Update and 2022-23 Budget Request. A detailed presentation of the budget request will be provided later in the agenda under 5.1 R3 Project - Fiscal Year 2022-23 Budget Request at the February 28, 2022 Board of Governors Board Meeting with a recommendation for approval.

RESOLUTION

MOVED & SECONDED: I. Zouari & J. McCracken

THAT the Audit and Risk Management Committee accept this update and present the following motion to the Board of Governors on February 28, 2022:

THAT the Algonquin College Board of Governors approves a \$20 million expenditure for fiscal year 2022-23, funded 60% from the in-year Strategic Investment Priorities budget and 40% from internally restricted net assets, to continue the implementation work for the R3 Project.

CARRIED.

2) 2022-23 Proposed Annual Budget

Members were presented with the 2022-23 Proposed Annual Budget. A detailed presentation of the budget portion will be provided later in the agenda under 6.1 2022-24 Business Plan & 2022-23 Annual Budget at the February 28, 2022 Board of Governors Board Meeting with a recommendation for approval.

RESOLUTION

MOVED & SECONDED: J. McCracken & R. Wilson

THAT the Audit and Risk Management Committee endorses the Proposed 2022-23 Annual Budget with a projected net contribution of \$3.0 million for presentation to the Board of Governors for approval on February 28, 2022.

CARRIED.

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

1) Public College - Private Partnership Update

Members were presented with the Public College - Private Partnership Update. A detailed presentation will be provided later in the agenda under 5.2 Public College – Private Partnership Update for information at the February 28, 2022 Board of Governors meeting..

2) Third Quarter 2021-22 College Endowment and Operating Funds Investment Report

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

3) Third Quarter 2021-22 Advancement Report

Members were presented with highlights of the Third Quarter 2021-22 Advancement Report. At the end of the third quarter, Algonquin College received donations from 387 donors. In the third quarter, an additional 754 students received \$670,916 from donor-funded awards, scholarships, and bursaries. Students will also benefit from 51 new donor-funded bursaries, scholarships, awards, and special projects. As of December 31, 2021, Advancement raised \$1,763,707, representing 71% of the fiscal year 2021-22 target of \$2,500,000.

4) Third Quarter 2021-22 Financial Projection

Members were presented with the Third Quarter 2021-22 Financial Projection. The full report will be presented under agenda 7.1 Third Quarter 2021-22 Financial Projection for information at the February 28, 2022 Board of Governors meeting.

5) Third 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. Projects that have been completed and in operation included the Jack Doyle Athletics and Recreation Centre, Energy Service Company Project (ESCO2), and the Solar Photovoltaic Plan. 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: Third Quarter 2021-22 Major Capital Projects Report.

6) Third Quarter 2021-22 Enterprise Risk Management Report

Members were presented with the Third Quarter 2021-22 Enterprise Risk Management Report. The report provided an update on legal and insurance cases, violence-related security incidents and the presentation of the High-Risk Dashboard. Details of the high-risk dashboard are provided in Appendix C: Second and Third Quarter 2021-22 High-Risk Dashboard Report.

7) 2021-22 Audit & Risk Management Workplan

Members accepted the Workplan for information.

Third Quarter 2021-2022 Investment Reports

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

Period ended December 31, 2021

Third Quarter 2021-2022 College Endowment Funds Investment Report

Period ended December 31, 2021



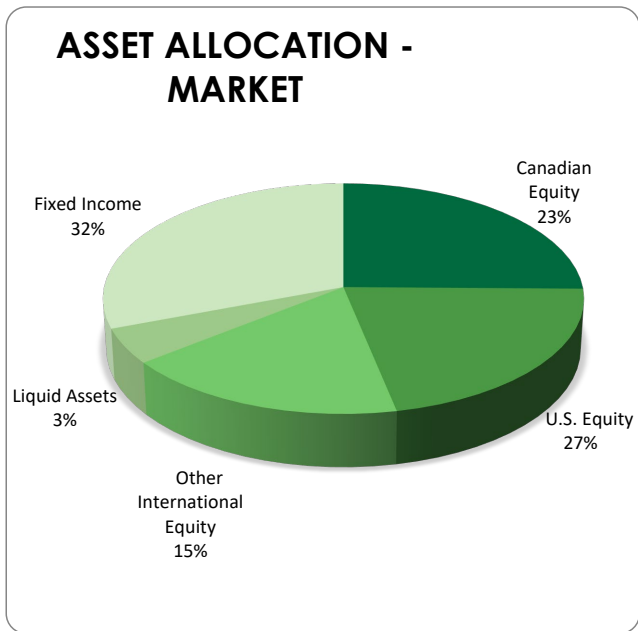
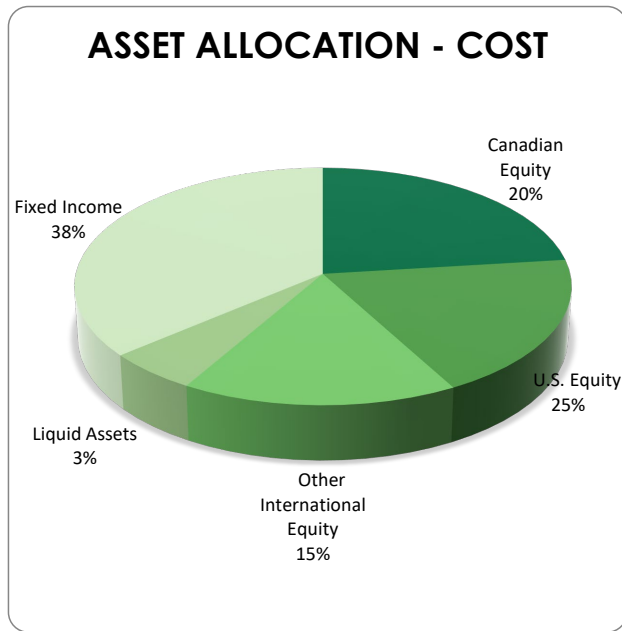
Endowment Fund Balance

	Book Value	Market*
Fund Balance March 31, 2021	\$ 30,753,290	\$ 34,132,030
Deposits	195,368	195,368
Net Share Donations Proceeds	168,440	168,440
Withdrawals	(1,165,049)	(1,165,049)
Accrued income from Buys/Sells	-	5,832
Investment Fees	(144,720)	(144,720)
Investment Income (Loss)	926,928	926,928
Unrealized Gain/Loss	-	928,516
Realized Gain/Loss	1,017,399	1,017,399
Fund Balance December 31, 2021	\$ 31,751,656	\$ 36,064,744

* excludes accrued interest

Asset Allocation-Endowment

Endowment Fund Balance - Breakdown December 31, 2021	Cost	% of Cost	Market*	% of Market	Benchmark	Policy Range
Cash	\$ 935,634	3%	\$ 1,117,848	3%	3%	0-20%
Fixed Income	\$ 12,114,588	38%	\$ 11,557,272	32%	35%	25-45%
Canadian Equity	\$ 6,213,186	20%	\$ 8,369,568	23%	22%	12-32%
US Equity	\$ 7,834,270	25%	\$ 9,707,906	27%		
Other International Equity	\$ 4,653,978	15%	\$ 5,312,150	15%		
Total Global Equity	\$ 12,488,248	39%	\$ 15,020,056	42%	40%	30-50%
Total	\$ 31,751,656	100%	\$ 36,064,744	100%	100%	100%



Third Quarter 2021-2022 College Endowment Funds Investment Report

Performance Review - Endowment

	Cash & Equivalents**	FTSE TMX 30-day T-bill	Relative Performance	Fixed Income	FTSE TMX Universe	Relative Performance	Canadian Equity	TSX Composite	Relative Performance	Global Equity	MSCI World (ex-Cda)	Relative Performance	Portfolio Totals	Benchmark Totals	Relative Performance
Fiscal 2000 (9 mths)				3.21%	3.21%	0.00%	1.89%	36.40%	-34.51%	0.06%	0.10%	-0.04%	1.92%	18.95%	-17.04%
Fiscal 2001				13.86%	8.70%	5.16%	19.97%	-18.60%	38.57%	10.42%	-17.14%	27.56%	13.18%	-9.18%	22.36%
Fiscal 2002				6.08%	5.09%	0.99%	14.90%	4.87%	10.03%	9.28%	-2.92%	12.20%	9.49%	3.07%	6.42%
Fiscal 2003				9.44%	9.14%	0.30%	-14.44%	-17.60%	3.16%	-27.60%	-29.81%	2.21%	-7.13%	-12.22%	5.09%
Fiscal 2004				10.67%	10.78%	-0.11%	42.25%	37.73%	4.52%	26.40%	30.95%	-4.55%	23.94%	26.10%	-2.16%
Fiscal 2005				4.73%	5.01%	-0.28%	21.28%	13.93%	7.35%	0.44%	2.04%	-1.60%	10.02%	7.51%	2.51%
Fiscal 2006				4.27%	4.86%	-0.59%	25.22%	28.42%	-3.20%	12.18%	13.86%	-1.68%	13.26%	15.91%	-2.64%
Fiscal 2007				5.63%	5.46%	0.17%	14.50%	11.42%	3.08%	15.99%	14.70%	1.29%	11.28%	9.99%	1.29%
Fiscal 2008				4.64%	5.79%	-1.15%	-1.64%	4.00%	-5.64%	-10.56%	-14.75%	4.19%	-1.99%	-0.38%	-1.61%
Fiscal 2009				4.29%	4.93%	-0.64%	-33.19%	-32.43%	-0.76%	-29.23%	-29.49%	0.26%	-20.33%	-20.19%	-0.14%
Fiscal 2010				8.44%	5.14%	3.30%	46.19%	42.15%	4.04%	21.84%	22.75%	-0.91%	27.64%	25.21%	2.43%
Fiscal 2011				5.25%	5.13%	0.12%	14.67%	20.42%	-5.75%	6.70%	8.26%	-1.56%	9.79%	13.20%	-3.40%
Fiscal 2012				8.16%	9.75%	-1.59%	-7.36%	-9.76%	2.40%	8.21%	4.88%	3.33%	0.03%	-0.82%	0.85%
Fiscal 2013*				5.17%	4.54%	0.63%	12.06%	6.12%	5.94%	14.48%	15.02%	-0.54%	10.69%	9.50%	1.19%
Fiscal 2014				0.55%	0.84%	-0.29%	19.74%	15.91%	3.83%	37.95%	31.40%	6.55%	16.82%	17.30%	-0.48%
Fiscal 2015				7.36%	9.86%	-2.50%	21.22%	6.92%	14.30%	34.60%	23.49%	11.11%	20.84%	15.01%	5.83%
Fiscal 2016				0.87%	0.72%	0.15%	3.06%	-6.58%	9.64%	-12.86%	-0.42%	-12.44%	-5.27%	-1.12%	-4.15%
Fiscal 2017	0.40%	0.54%	-0.14%	0.98%	1.48%	-0.50%	9.99%	18.60%	-8.61%	15.46%	18.34%	-2.88%	8.76%	11.78%	-3.02%
Fiscal 2018	0.20%	0.75%	-0.55%	1.68%	1.41%	0.27%	0.13%	1.69%	-1.56%	10.49%	10.12%	0.37%	6.51% *	4.93%	1.58%
Fiscal 2019	3.13%	1.77%	1.36%	5.66%	4.99%	0.67%	4.36%	8.10%	-3.74%	10.12%	7.82%	2.30%	7.30%	6.98%	0.32%
Fiscal 2020	1.81%	2.17%	-0.36%	7.37%	4.39%	2.98%	-8.46%	-14.22%	5.76%	1.67%	-4.16%	5.83%	0.45%	-2.93%	3.38%
Fiscal 2021	0.28%	0.27%	0.01%	0.32%	1.83%	-1.50%	35.37%	39.14%	-3.76%	53.75%	32.91%	20.84%	30.33%	23.69%	5.39%
Q1 2022	0.33%	0.03%	0.30%	1.83%	1.66%	0.17%	7.81%	8.54%	-0.73%	3.72%	6.33%	-2.61%	3.96%	4.95%	-0.99%
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%
Q3 2022	0.06%	0.05%	0.01%	1.69%	1.47%	0.22%	5.73%	6.47%	-0.74%	5.37%	7.44%	-2.07%	4.10%	4.92%	-0.82%
Annual Return **	1.19%	0.14%	1.05%	3.15%	2.63%	0.52%	16.26%	15.76%	0.50%	9.11%	16.86%	-7.75%	8.57%	11.02%	-2.46%
4.75 year compounded	1.39%	1.07%	0.32%												
22 year compounded				6.74%	5.22%	1.52%	10.17%	7.76%	2.41%	8.24%	5.45%	2.79%	8.29%	7.20%	1.10%

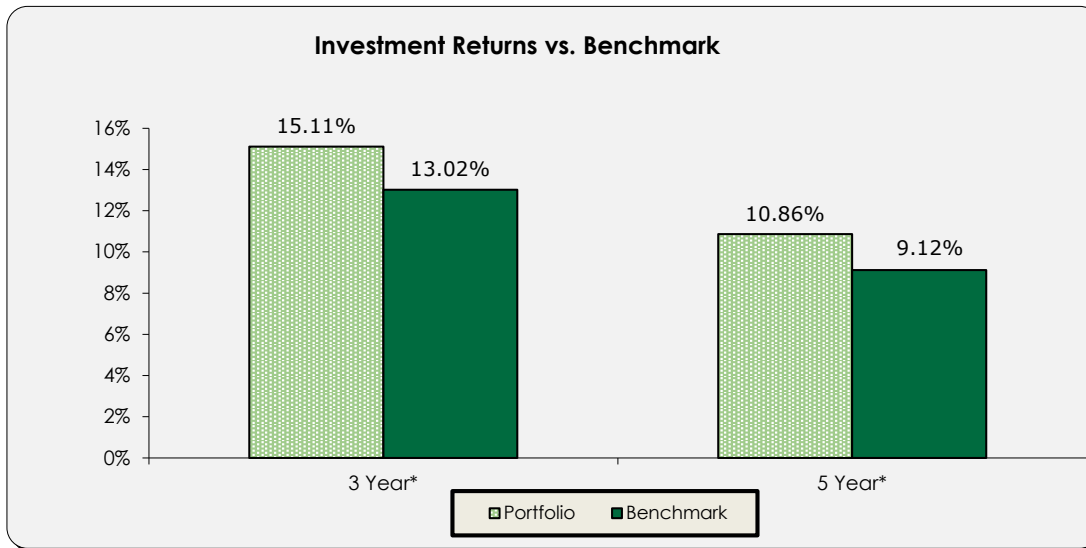
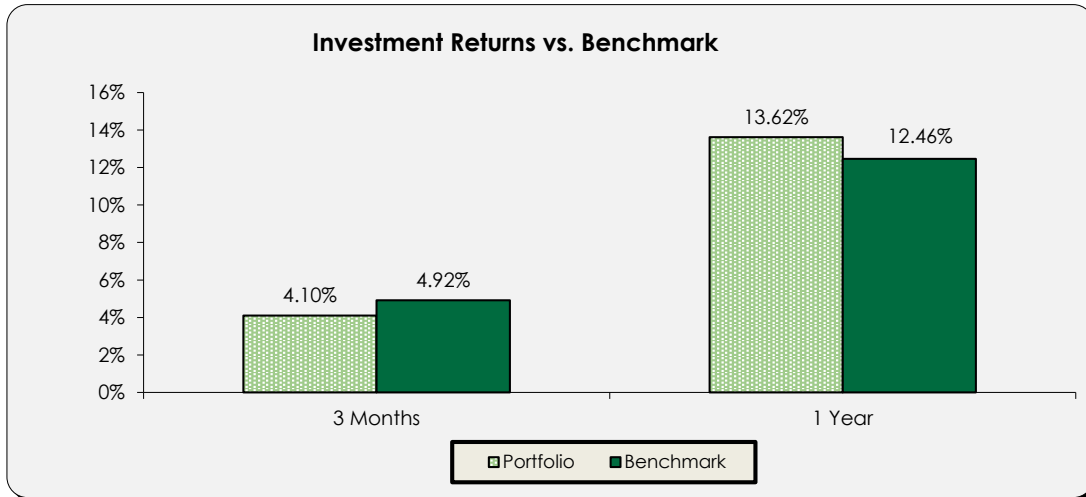
Returns are before fees.

*New benchmark effective 08/31/12

** Cash & Equivalent target added on approved investment policy as of June 11, 2018. Cash & Equivalents compounded return for 1.25 years.

*** Fiscal 2018 total portfolio performance includes the Kivuto shares trade which increased total annual return by 1.45%. Excluding the Kivuto shares trade, the annual portfolio return would have been 5.06%.

Performance Review-Endowment

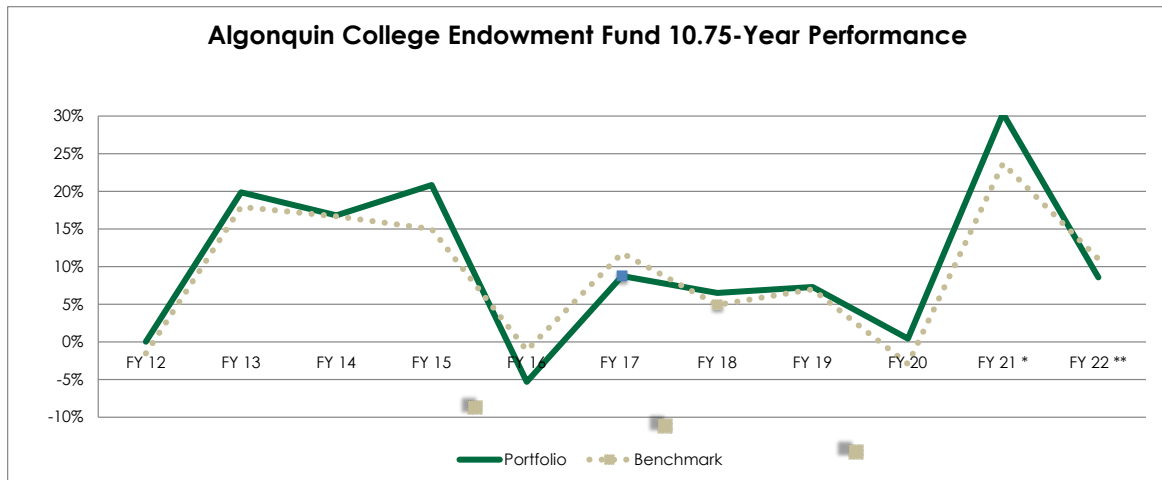


Endowment Fund - Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	4.10%	13.62%	15.11%	10.86%
Benchmark	4.92%	12.46%	13.02%	9.12%

* Compounded Annual Return

Third 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
31-Dec-21	5.30	3.98	1.32

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)

$$\frac{[\text{Equity Portfolio Return} - \text{Risk Free Rate (Blended US \& Canada)}]}{\text{Portfolio Standard Deviation}}$$

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	1,944,326.60
Investment fees	\$ (97,448)	\$ (87,257)	\$ (100,539)	\$ (97,112)	\$ (126,534)	\$ (121,872)	\$ (144,720)
Amount distributed	\$ (882,393)	\$ (898,722)	\$ (932,966)	\$ (982,630)	\$ (1,833,977)	\$ (1,036,565)	\$ (1,165,049)
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	\$ 9,497,322

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	\$ 928,516

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%	32%
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	\$ 1,117,848
Fixed Income	\$ 8,747,242	\$ 6,521,153	\$ 7,458,927	\$ 7,941,402	\$ 8,851,991	\$ 10,488,101	\$ 11,557,272
Canadian Equity	\$ 4,168,105	\$ 5,681,573	\$ 4,453,579	\$ 3,957,871	\$ 4,428,934	\$ 8,608,693	\$ 8,369,568
Global Equity*	\$ 8,419,248	\$ 10,644,332	\$ 11,366,416	\$ 11,561,129	\$ 11,535,128	\$ 13,345,504	\$ 15,020,056
Total	\$ 22,731,448	\$ 24,358,683	\$ 25,519,750	\$ 27,054,668	\$ 26,596,274	\$ 34,132,030	\$ 36,064,744

* combined U.S. & international

Third Quarter 2021-2022 College Operating Funds Investment Report

Period ended December 31, 2021

Operating Fund Balance

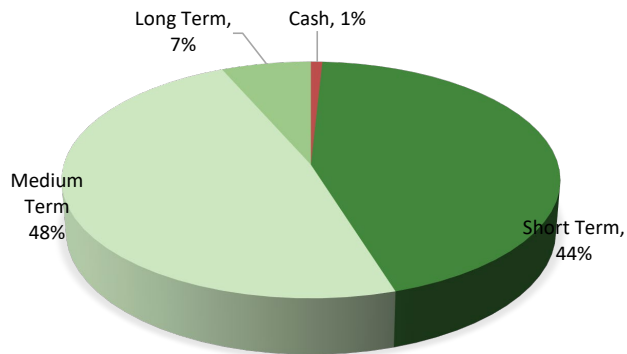
	Book Value	Market**
Fund Balance March 31, 2021	\$ 63,000,967	\$ 63,315,189
Deposits		-
Withdrawals	-	-
Accrued Interest from Buys/Sells	189,075	189,075
Investment Fees	(84,089)	(84,089)
Investment Income (Loss)	-	(194,484)
Interest Received	1,100,598	1,100,598
Unrealized Gain/Loss		(157,847)
Realized Gain/Loss	(976,700)	(976,700)
Market Value Gain/Loss		
Fund Balance December 31, 2021	<u>\$ 63,229,851</u>	<u>\$ 63,191,742</u>

** includes accrued interest

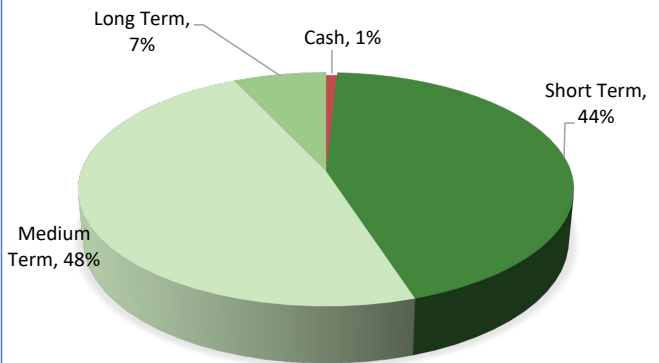
Asset Allocation-Operating

Fund Balance December 31, 2021	Cost	% of Cost	Market & Accrued Interest	% of Market & Accrued Interest	Target	Min/Max
Cash	\$ 531,286	1%	\$ 531,353	1%	0%	n/a
Short Term (0 - 1 year)	28,017,917	44%	27,899,341	44%	50%	40% - 100%
Medium Term (1 - 5 years)	30,514,859	48%	30,316,129	48%	45%	0% - 50%
Long Term (5 - 10 years)	4,165,789	7%	4,444,919	7%	5%	0% - 10%
Total Portfolio	\$ 63,229,851	100%	\$ 63,191,742	100%	100%	

ASSET ALLOCATION - COST



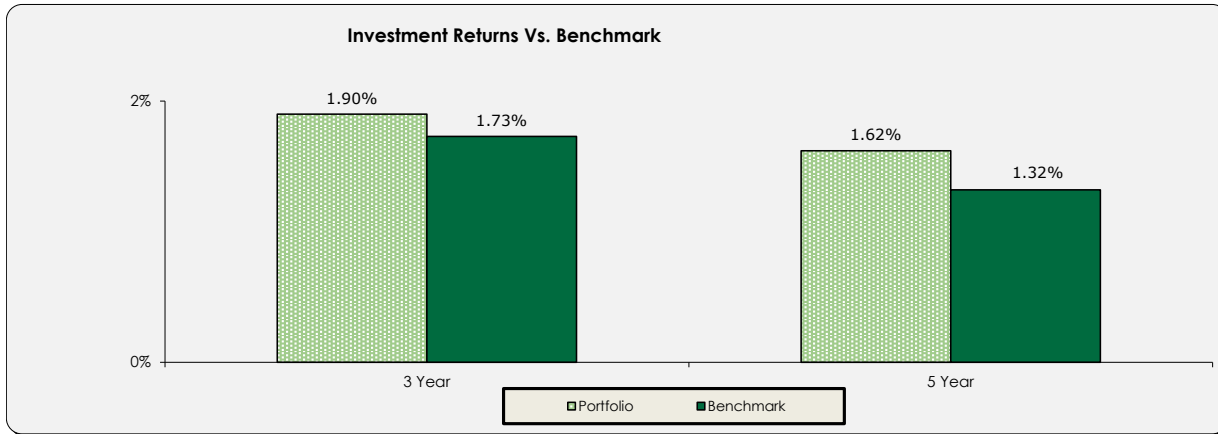
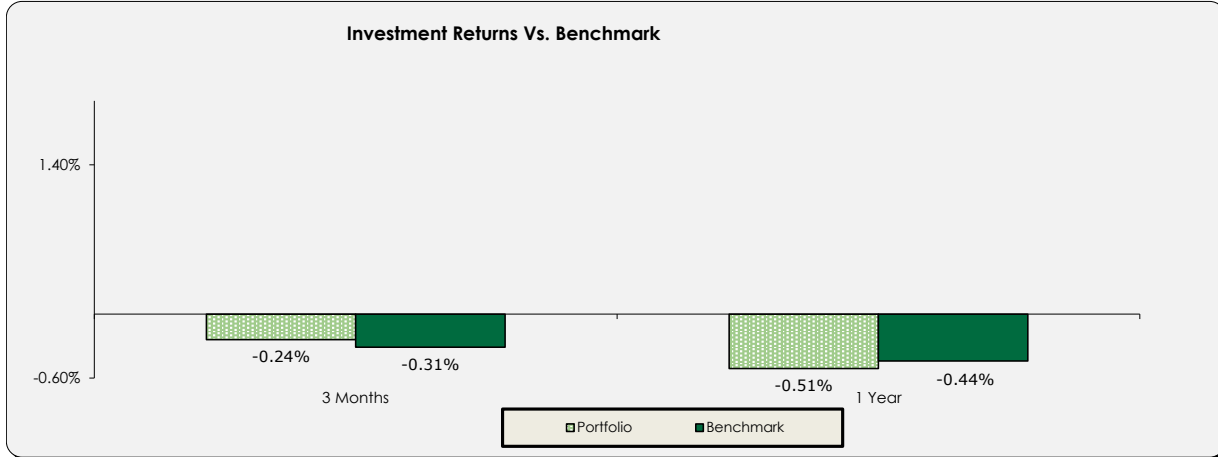
ASSET ALLOCATION - MARKET & ACCRUED INTEREST



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%
Q3 FY 2022	-0.24%	-0.31%	0.07%
Annual Return	-0.06%	-0.18%	0.12%
6.75-year Compounded Return	1.43%	1.28%	0.15%

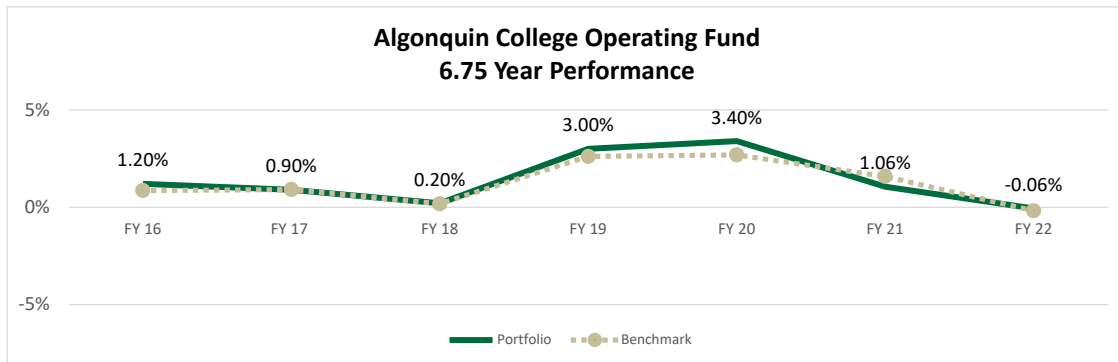
Performance Review-Operating



Investment Returns

	3 Months	1 Year	3 Year	5 Year
Portfolio	-0.24%	-0.51%	1.90%	1.62%
Benchmark*	-0.31%	-0.44%	1.73%	1.32%

* Compounded Annual Return



**4.3 APPENDIX B –
Third 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	31%
5	<u>Jack Doyle Athletics and Recreation Centre (ARC)</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>	3.3	2%
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	\$164.1	100%
21	<u>Summary of Projects Completed Since Fiscal 2011-12</u>	\$278.44	

**4.3 APPENDIX B –
Third 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 are guaranteed to achieve specific levels of energy savings. These savings will 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
Project closeout	December 2021

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

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

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 –
Third 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 full scope of conservation measures, co-generation capability, energy management systems and investments in deferred maintenance have been achieved in alignment with the four project phases approved by the Board of Governors.
Y	Cost Management	The total investment in the ESCO2 project is within the total of the budgets approved by the Board of Governors for all four phases with the exception of the \$3.6 million incentive rebate due from Ontario's Independent Electricity Systems Operator. The monitoring and verification period started in late December 2021 because the College met the conditional in-service date requirements. This period will run for a minimum of 12 months. We are now monitoring the performance data and submitting to the energy auditor. The Independent Electricity Systems Operator has decoupled the in-service date with the incentive requirements due to the impacts that COVID-19 has had on operations. Facilities Management will review the data collected in the fourth quarter to determine if we meet the efficiency and generation requirements for full incentive payout. Facilities Management will continue to work with Ottawa Hydro to set expectations at meeting incentive requirements to qualify for the entire incentive rebate.
G	Schedule Management	The second co-generation plant is now commissioned and the second absorption chiller commissioning was completed in December 2021 marking the conclusion of the term of this project. The College has met the conditional in-service date established by Ottawa Hydro to start monitoring for incentive payments.
G	Project Resources	All project resources have been available and active to deliver on the final stages of the ESCO2 investment. Facilities Management staff resources have now assumed responsibility for operating the ESCO2 infrastructure and systems going forward.
Y	Risk Management	Due to the COVID-19 pandemic, electricity load has been reduced which has impacted the monitoring and verification requirements for the \$3.6 million incentive grant. The College is working with respective stakeholders to monitor and mitigate this situation. The risk identified relates solely to the ability of the College to fully qualify for the \$3.6 million incentive rebate from Ontario's Independent Electricity Systems Operator and has been partially mitigated by decoupling the in-service date from the incentive monitoring period.
G	Stakeholder Engagement	Active stakeholder engagement continues on a targeted basis in consideration of the impact of the operation of the cogeneration plants.

Note: Project closeout was achieved in December 2021. Therefore, this will be the final detailed reporting for this Major Capital Project. Effective with the Fourth Quarter 2021-22 Major Capital Project Report, this project will be removed and added to the Summary of Projects Completed section. Facilities Management will report back to the Audit and Risk Management Committee once the incentive grant payout is confirmed.

**4.3 APPENDIX B –
Third Quarter 2021-22
Major Capital Projects Report
Jack Doyle Athletics and Recreation Centre (ARC)**

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

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

Board of Governors Key Approval Dates	Dates
<p><u>Meeting #503</u> – 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><u>Meeting #514</u> – 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
Project Closeout Achieved	November 30, 2021

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

Project Funding	Value
Algonquin College reserves	\$11.45 million
Strategic Investment Priorities Budget allocation, 2019-20 & 2020-21 funding	5.95 million
Algonquin Students' Association reserves	13.90 million
Algonquin Students' Association loan financing	30.50 million
Total	\$61.80 million

Project Contingency	Value
Approved project contingency	\$4.7 million
Contingency balance remaining as at December 31, 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 December 31, 2021)	0.9 million
Projected Expenditures remaining in Fiscal 2021-22	8.6 million
Projected Expenditures in Fiscal 2022-23 Minor known deficiencies and operational requirements as learner usage identifies additional deficiencies.	0.2 million
Total	\$61.8 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B –
Third Quarter 2021-22
Major Capital Projects Report
Jack Doyle Athletics and Recreation Centre (ARC) – continued**

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

G	Governance	Appropriate project governance and sponsorship was in place throughout the project
G	Scope Management	Project, Students' Association Fit up, Pedestrian Link, North Service Road and related enabling work scope completed.
G	Cost Management	All project elements were completed within established budgets.
G	Schedule Management	Project schedule was impacted slightly by the pandemic and the resulting labour shortage. All work was completed by November 30, 2021.
G	Project Resources	Project was appropriately resourced using both internal and external resources
G	Risk Management	A risk register was maintained, regularly reviewed and mitigations employed as required.
G	Stakeholder Engagement	The Algonquin Students' Association performed extensive engagement with key stakeholders, the students. 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 is providing support for warranty items and repairs in line with Operating Agreement. Contracted services are in place.

**4.3 APPENDIX B –
Third 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 December 31, 2021)	0.03 million
Projected Expenditures remaining in Fiscal 2021-22	1.23 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 –
Third 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. The College team continues to meet with the City stakeholders on a monthly basis to review project updates.
G	Cost Management	Cost estimates for design have been received and are within the estimated budget. Algonquin College has issued tender packages for the College’s internal construction scope of work and this was awarded in January 2022.
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 has started construction of the LRT pedestrian link. Construction involving the ACCE building expected to start in February 2022.
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 –
Third Quarter 2021-22
Major Capital Projects Report
Solar Photovoltaic Plan**

Algonquin College aims to become carbon neutral and to be a leader in the education, research and adoption of environmentally sustainable practices. Algonquin College continuously adopts new sustainable business practices and work to retrofit and regenerate its physical infrastructure. Moving Algonquin College to Net Zero – Solar Photovoltaic Plan represents a behind-the-meter solar energy and power storage facility, and the targeted electrification of building infrastructure currently using natural gas as fuel that will be an integral part of the Algonquin College’s energy management plan (in development since 2012). This development phase will integrate well into the College’s District Energy System (cogeneration plant and Micro-grid controller).

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

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

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 31, 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 December 31, 2021	0.0 million

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

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2018-19	\$5.60 million
Expenditures in Fiscal 2019-20	1.80 million
Expenditures in Fiscal 2020-21	0.30 million
Expenditures in Fiscal 2021-22 (April 1, 2021 to December 31, 2021)	0.01 million
Projected Expenditures remaining in Fiscal 2021-22	0.29 million
Total	\$8.0 million
Total Project Variance	\$0 million

**4.3 APPENDIX B –
Third 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 and was adjusted 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. Algonquin College worked with Hydro Ottawa to complete remaining requirements stipulated by Hydro One.
G	Cost Management	To ensure the project budget remains within the approved limit of \$8.0 million, the scope was reduced from the previously reported approximate 12 building locations and the central plant to approximately 4 building locations and central plant.
G	Schedule Management	Solar system installation is complete. Battery Energy Storage System installed and operational. The College achieved substantial completion as of December 2021. Resolution of minor deficiencies is ongoing.
G	Project Resources	College and external resources were identified and sourced. Restrictions on foreign travel to the College for commissioning due to pandemic were mitigated with domestic labour.
G	Risk Management	Project substantial performance date of October 31, 2019 was achieved. Resolution of contractual items with a specific vendor is resolved.
G	Stakeholder Engagement	Internal and external stakeholder engagement occurred throughout the project.
G	Operational Readiness	Warranty work continues and system will be operated by the microgrid controller in conjunction with the two cogeneration engines.

**4.3 APPENDIX B –
Third 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 multi-year 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, and funding requests will be presented to the Board of Governors for approval on an annual basis to address each phase of the project.

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 Phase 1: 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
<u>Meeting #526</u> – The Board of Governors approves Phase 2: 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.	December 6, 2021

Project Milestones	Dates
Project start date	April 30, 2021
Annual 2021-22 completion date	March 31, 2022
Annual 2022-23 completion date	March 31, 2023

Project Funding	Value
Algonquin College Reserves	\$1.65 million
Strategic Investment Priorities Budget allocation	1.65 million
Total	\$3.3 million

Project Contingency	Value
Approved budget project contingency	\$42,314
Contingency balance remaining as at December 31, 2021	\$14,000

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22 (April 1, 2021 to December 31, 2021)	\$0.64 million
Projected Expenditures remaining in Fiscal 2021-22	0.56 million
Projected Expenditures in Fiscal 2022-23	2.10 million
Total	\$3.30 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B –
Third Quarter 2021-22
Major Capital Projects Report
Campus Accessibility – continued**

Project Risk and Status Dashboard

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

G	Governance	The project Steering Committee was constituted in 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 B building and accessibility improvement for the pedestrian link connecting buildings A and D. Scope for the 2022-23 fiscal year will include accessibility improvements in ACCE building, B building and J building. 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 March 2022. The A-D pedestrian link accessibility upgrade was tendered and awarded in July 2021. Substantial completion was achieved October 31, 2021. Remaining deficiencies to be addressed by March 2022.
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. The College will retain the services of a construction manager for the 2022-23 project delivery. Review and monitoring of the progress are conducted on an ongoing basis by Facilities Management.
Y	Risk Management	A risk log is updated and presented at each Steering Committee meeting and is a standing item as part of weekly reporting. Risk involving supply chain and contractor capacity is ongoing due to COVID-19 pandemic conditions.
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 –
Third Quarter 2021-22
Major Capital Projects Report
Salesforce Lightning Upgrade**

Algonquin College first implemented the Salesforce Classic Customer Relationship Management application in 2009. 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 sunsetting “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: Phil Allard

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	November 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 December 31, 2021	\$594,000

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22 (April 1, 2021 to December 31, 2021)	\$0.04 million
Projected Expenditures remaining in Fiscal 2021-22	0.56 million
Projected Expenditures in Fiscal 2022-23	3.10 million
Projected Expenditures in Fiscal 2023-24	1.80 million
Total	\$5.5 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B –
Third 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 was established on November 7, 2021 and members identified. Regular Steering Committee meetings are taking place on a monthly basis.
G	Scope Management	Scope remains in alignment with Investment Case approved by the Board of Governors. Project deliverables drafted and will be reviewed and approved by Steering Committee.
G	Cost Management	To date, all costs are within Approved Budget.
Y	Schedule Management	A detailed project schedule has been drafted and is to be reviewed and approved by the Steering Committee. Schedule is at risk of delay 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. Three of twelve resources have been hired. To mitigate this risk, we are leveraging existing College Salesforce resources to work on this project which may delay other College Salesforce projects.
G	Risk Management	Potential risks have been drafted; to be reviewed and approved by Steering Committee.
G	Stakeholder Engagement	A part-time Communications resource has been engaged 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 –
Third 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. This multi-year project, from 2019-20 to 2024-25, and is estimated to cost between \$58 million and \$78 million, and funding requests will be presented to the Board of Governors for approval on an annual basis to address each phase as the project progresses.

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 account 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	March 1, 2022
Phase 4: Integrated System Testing (date expected to change, to be confirmed by March 1, 2022)	July 1, 2022
Phase 5: User Acceptance Testing (date expected to change, to be confirmed by March 1, 2022)	December 1, 2022
Phase 6: Deployment of System (date expected to change, to be confirmed by March 1, 2022)	April 1, 2023
Phase 7: Project Close-Out (date expected to change, to be confirmed by March 1, 2022)	July 1, 2023

**4.3 APPENDIX B –
Third 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	\$2.96 million
Contingency balance as at December 31, 2021	\$2.96 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 December 31, 2021)	9.1 million
Projected Expenditures remaining in Fiscal 2021-22	4.7 million
Projected Expenditures Fiscal 2022-23	20.0 million
Projected Expenditures Fiscal 2023-24	11.5 to 25.0 million
Projected Expenditures Fiscal 2024-25	4.0 to 10.5 million
Total Projected Costs	\$58 to 78 million

Total Project Variance (to approved expenditures)	\$0 million
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**4.3 APPENDIX B –
Third Quarter 2021-22
Major Capital Projects Report
R3 (Student Information System) Project – continued**

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

R	Governance	Project controls continue to be high risk areas including lack of detailed project plan, Risks, Actions, Issues and Decisions Log (RAID), and project methodology. Active efforts underway to mitigate risk at the Executive level. This risk primarily relates to the vendor’s System Integrator role and not a reflection of the Solution.
Y	Scope Management	Reaching clarity around the depth and ownership of responsibilities is ongoing while ensuring contractual obligations are met.
G	Cost Management	Budget, actuals and commitments on track. Budget planning has taken current project conditions into consideration.
R	Schedule Management	Schedule was re-baselined on August 31, 2021. Current Project Phase exit is delayed due to remaining deliverables to finalize the overall project schedule. The complete, detailed schedule is required to enter the next Phase. In addition, Third-Party Quality Assurance Readiness Health Check Assessment underway as a condition to enter the next Phase. Anticipated extension of project timeline with the configuration, environment usage and number of integrations; but not yet confirmed. A fixed-price contract mitigates financial impact. The project remains within the original overall project timeline of 2019-20 to 2024-25 as presented in the Investment Case received by the Board of Governors on April 20, 2020.
Y	Project Resources	Thesis' dedicated resource management/allocation at PMO level remains a risk; and resource turn-over is a concern. The College resources are good, on-track against projections and plans.
G	Risk Management	All potential risks and issues are being tracked, monitored, and mitigation plans are being actioned accordingly.
G	Stakeholder Engagement	Algonquin College has strong executive support is in place with a clear vision. (AC). College-wide Showcase Sessions to engage stakeholders are organized regularly and well-received.
G	Operational Readiness	Organizational Change Management (OCM) plan has been defined. There is a synchronized way of working, concise messaging, and clear alignment between people at work stream levels, especially in technical domain of the project.

**4.3 APPENDIX B –
Third 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	

High-Risk Dashboard Report

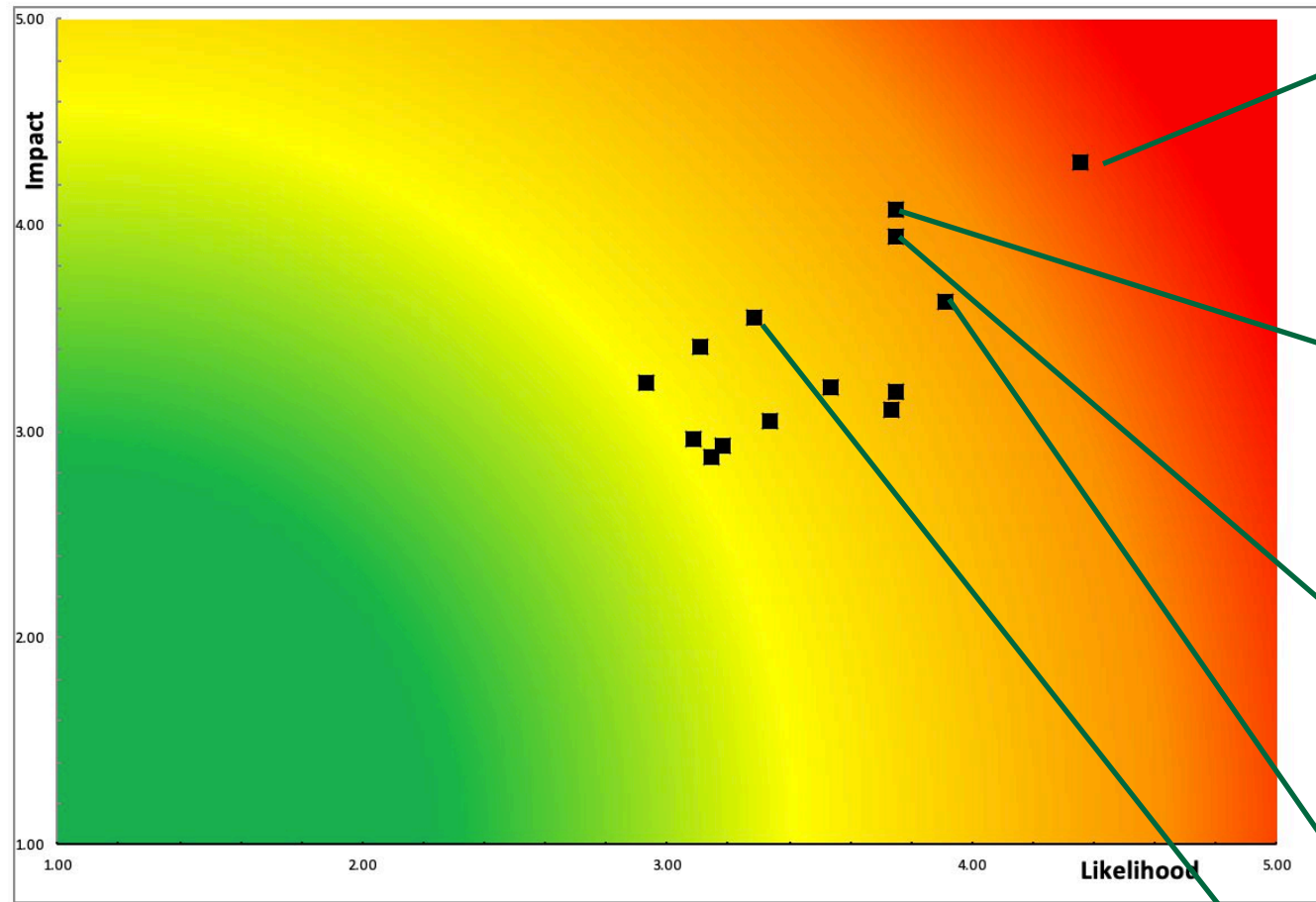
Second and Third Quarter 2021-22

Audit & Risk Management Committee

February 10, 2022

High-Risks

Heat Map



Low Risk (Green) Moderate (Yellow) High (Orange) Critical (Red)

Risk Scores

Risk 1: The risk of financial loss due to international and domestic enrolment reductions reduced international applicant demand amid changing policies by Immigration, Refugees and Citizenship Canada as well as future capabilities to raise revenues stemming from internal management efforts to absorb the effects of the pandemic.

Risk 2: The risk of inadequate performance in the implementation of various plans such as the Academic Continuity Plan, the Workforce Pandemic Mitigation Plan and the Workplace Recovery Plan as well as the risk of a second wave of COVID-19 that is community-based.

Risk 3: The risk that the use of capital reserves to offset COVID-19 losses and support recovery efforts will negatively impact strategic planning capabilities and diminish long-term financial health.

Risk 4: The risk of financial loss due to changes to the provincial funding formula, inadequate government support for COVID-19 losses, and reimbursements / refunds.

Risk 5: The risk of failure of IT infrastructure that is in need of significant investment to renew and align with business requirements.

Note: This chart depicts the selected high-risks and scores attributed to these risks in the 2021 Corporate Risk Profile.

Risk 1



The risk of financial loss due to international and domestic enrolment reductions, reduced international applicant demand amid changing policies by Immigration, Refugees and Citizenship Canada as well as future capabilities to raise revenues stemming from internal management efforts to absorb the effects of the pandemic.

Mitigation Update

Performing Adequately, Monitoring

- *The College is receiving international students from overseas to Canada. The Government of Canada processing of study permits continues to be delayed in key markets which led Immigration, Refugees and Citizenship Canada to extend the ability of international students to take programs virtually while they are outside of Canada until August 31, 2022. This December 2021 announcement, coupled with the rise of COVID-19 Omicron variant, intermittent travel bans, and most Algonquin College programs returning to primarily virtual delivery encouraged many international students to defer to Spring or Fall 2022 as they prefer a face-to-face experience over a remote delivery experience.*
- *As of January 22, 2022, projected full time international enrolments of 7,518 are 7.5% lower than the 8,129 in the Approved Annual Budget, and 3.5% lower than the 2020-21 achieved enrolments of 7,790. Projected domestic student enrolments of 35,056 are .03% lower than the 35,155 in the Approved Annual Budget, and 5% higher than the 2020-21 achieved domestic enrolments of 33,341. Combined, total projected enrolments of 42,574 are 1.6% lower than the 42,284 in the Approved Annual Budget and 2.8% higher than the 2020-21 achieved enrolments.*

Risk 2



The risk of inadequate performance in the implementation of various plans such as the Academic Continuity Plan, the Workforce Pandemic Mitigation Plan and the Workplace Recovery Plan as well as the risk of a second wave of COVID-19 that is community-based.

Mitigation Update

Performing Adequately, Monitoring

The Workplace Recovery Plan

The implementation of the College Mandatory COVID-19 Vaccination policy addendum has been successful with the cooperation of the College community. Over 99% of those who access campuses for in-person activities are fully vaccinated, while the remainder have approved exemptions and have shown proof of negative COVID-19 tests in order to gain entry.

As planning continued for Winter 2022 Term, the new Omicron variant began to emerge as a Variant of Concern. The proliferation of the Omicron variant compelled the College to pivot quickly. By mid-December a decision was made to go back to a primarily virtual mode. For those activities that could not be delivered virtually, on-campus delivery would continue with physical distancing requirements in place throughout the entire campus. The College also paused all in-person, non-academic events and social gatherings on our campuses.

This sudden and necessary shift in direction created incredible challenges for all departments requiring flexibility, creativity and resilience in the face of this late change. This plan was then put in place in preparation for the start of Winter 2022 Term and is expected to last at least until the end of the mid-term break on March 7th, subject to on-going assessment while consulting all available resources.

Risk 2 - Continued



The risk of inadequate performance in the implementation of various plans such as the Academic Continuity Plan, the Workforce Pandemic Mitigation Plan and the Workplace Recovery Plan as well as the risk of a second wave of COVID-19 that is community-based.

Mitigation Update

Performing Adequately, Monitoring

The Academic Continuity Plan

With government-issued responses to rising COVID-19 case counts, with particular emphasis on the risks associated with the highly transmissible Omicron variant of concern, Algonquin College announced on December 17, 2021, that the majority of academic programming for the Winter term will begin as scheduled on January 10, however in a primarily virtual (remote) delivery mode.

Every class where remote delivery is possible will begin as a virtual class. For those learning activities that cannot be delivered virtually, on-campus delivery will continue, but with physical distancing requirements in place for the entire campus. The College will continually review the need for virtual delivery, however it is expected to continue in this manner at least until March 7 (end of 2022 Winter mid-term break).

The above details, coupled with “COVID-19 restriction fatigue” may result in hesitancy by applicants to commit to Winter 2022 thereby potentially impacting enrolment plans as well as resulting in an increased risk of withdrawals of existing students.

Risk 2 – Continued ●



The risk of inadequate performance in the implementation of various plans such as the Academic Continuity Plan, the Workforce Pandemic Mitigation Plan and the Workplace Recovery Plan as well as the risk of a second wave of COVID-19 that is community-based.

Mitigation Update

Performing Adequately, Monitoring

The Workforce Pandemic Mitigation Plan

The job protection strategies identified within the plan have been implemented for all employee groups at the College. With the Pandemic continuing, alternate strategies, outside of this plan, have been implemented to address the short-term financial challenge facing the College.

Risk 3



The risk that the use of capital reserves to offset COVID-19 losses and support recovery efforts will negatively impact strategic planning capabilities and diminish long-term financial health.

Mitigation Update

Performing Well, No Changes

The 2021-22 Approved Annual Budget provisioned for draws on College reserves to support the delivery of significant initiatives and capital projects only. The Approved Annual Budget did not include the use of capital reserves to offset COVID-19 losses. The College was able to achieve this through the implementation of the Workforce Pandemic Mitigation Plan, reductions and deferrals of Strategic Investment Priorities projects, various operating budget reductions, *and through reliance on corporate contingency funds that are set aside for unforeseen financial challenges*. The College continues to actively monitor spending and financial projections in 2021-22 as the pandemic continues.

The Q3 2021-22 Financial Projection presents an improved financial outlook for the fiscal year when compared to the Approved Annual Budget, supported through new government contracts, and expense management.

Risk 4



The risk of financial loss due to changes to the provincial funding formula, inadequate government support for COVID-19 losses, and reimbursements / refunds.

Mitigation Update

Performing Well, No Changes

In the 2020-21 fiscal year, the provincial government provided an \$8.3M grant to Algonquin College to help offset COVID-19 related losses. The College has not received any indication that would lead us to expect this type of dedicated funding from the Ministry of Colleges and Universities this year, however provisions have been made in operational budgets, and corporate contingencies have been restored to pre COVID-19 levels should financial challenges arise.

For the 2021-22 fiscal year, there are no changes to the provincial funding formula as the Ministry of Colleges and Universities has delayed the planned activation of performance-based funding Strategic Mandate Agreement (SMA3) for 2021-22 due to the uncertainty of COVID-19 Impacts.

Risk 5



The risk of failure of IT infrastructure that is in need of significant investment to renew and align with business requirements.

Mitigation Update

Performing Adequately, Monitoring

The College continues to mitigate the risk of IT Infrastructure failure. Mitigating this risk requires work to be completed every year to replace ageing hardware and implement new technology and processes to keep up with increasing cyber-attacks. For this fiscal year, ITS has replaced numerous infrastructure devices, maintained security software updates, implemented multi-factor authentication, and increased the number of employees that have completed our Information Security and Privacy training program. Approximately 88% of our infrastructure is within its target age (a realistic future state is 95%). Our Cyber Security Maturity rating is 2.32 out of a 5-point scale (the recommended target recommended by Ernst and Young is 2.5).

As a result, the risk of IT Infrastructure failure is adequately mitigated, though further investment and time is needed to achieve a status of Performing Well.



2021-22 COVID-19 Financial Risk Update

2021-22 Third Quarter Financial Projection

\$M	2021-22 Approved Annual Budget Net Contribution	Q3 Financial Projection Net Contribution
Funded Activity / College Operations *	\$(7.7)	\$(3.6)
Contract and Other Non-Funded Activity~	5.4	4.3
Campus Services *~	(0.8)	1.6
International Education Centre~	<u>14.1</u>	<u>13.0</u>
Net Contribution from Total College Operations	11.0	15.3
Net Strategic Investment Priorities	<u>(32.0)</u>	<u>(26.4)</u>
Net Contribution Before Accounting Adjustments	(21.0)	(11.1)
Non-Cash Adjustments - Capitalization & Depreciation	<u>11.0</u>	<u>8.2</u>
Net Contribution	<u>\$(10.0)</u>	<u>\$(2.9)</u>

* Does not reflect budgeted \$3.6M in principal debt repayments in Approved Annual Budget.

~ Net contribution from Non-Funded activities helps fund Strategic Investment Priorities.

Internally Restricted Funds

- Internally Restricted Funds of \$22.4M used to fund Strategic Investment Priorities & Operations

Draws on Reserves Include:		
	Approved	Q3
R3 (Student Information System)	\$21.9M	\$13.8M
IT and Physical Infrastructure Renewal*	3.2M	3.8M
Athletics and Recreation Centre**	0.9M	2.9M
Pedestrian Bridge to Rapid Transit	1.3M	1.3M
Salesforce Lightning Upgrade	0	0.3M
Campus Services Reserve	0.3M	0.2M
Health Services Agreement	0.1M	0.1M
Total	\$27.7M	\$22.4M

* Includes \$600K at Q1 for new Campus Accessibility Major Capital Project

** Increase of \$5M at Q1 relates to a 2020-21 project delay. Overall approved budget has not increased.



MEMO

DATE: February 28, 2022
TO: Board of Governors
FROM: Governor Jamie McCracken, Chair, Governance Committee
SUBJECT: **Governance Committee meeting February 7, 2022**

Board members can review meeting materials from the February 7, 2022 meeting by accessing the Board of Governors 'Teams site' [Governance Committee – February 7, 2022](#).

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

There was no item requiring Board of Governors Approval

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

1) 2021 Higher Education Summit – Report Back from Attendees

Members were referred to the report provided by Governors who attended the 2021 Higher Education Summit conference in Toronto on November 27-29, 2021. Attendees spent time reflecting on tools learned at the sessions such as: Develop more strategic questions for Board of Governors meetings and provide more structure during generative discussions. Attendees worked collaboratively in the development of the Draft Preparation Tool for Governors. This tool will help members identify areas of interests and help form questions in preparation for Board meetings. The Draft Preparation Tool will be presented to the Board Executive Committee meeting on February 15, 2022.

2) Spring 2022 Governor Recruitment – Update

Members were informed that the 2022 Governor Recruitment ad was published in the Pembroke Observer on January 27, 2022 and on the College's LinkedIn social media platform. This year's external Governor recruitment is seeking a representative from the Pembroke region with preference for a candidate with a legal background. The preference notwithstanding, all qualified candidate applications will be reviewed and considered by the Committee.

3) 2022 Election of Internal Members to the Board of Governors – Update

Members were informed that two students qualified to run for this year's election of a Student Governor to the Board of Governors. One student opted out of the election for personal reasons. Cyan Shields was therefore acclaimed as the Student Governor for a second year effective September 1, 2022.

4) Professional Development for Governors – Colleges Institutes Canada (CICan) April 25 - 27, 2022

Members were informed that although the CICan 2022 Conference will be held both in-person and virtually, there are still associated registration fees for virtual attendance. The Committee agreed with President Brulé's suggestion to forego Governors' participation in this year's CICan Conference. The professional development sessions organized by Colleges Ontario at the Higher Education Summit in

November proves to be more beneficial to Governors. The Higher Education Summit is geared towards completing their Board Excellence Program that is relevant to their roles and responsibilities as Governors. Additionally, Governors have the opportunity to network with members of other Ontario Colleges and discuss matters of mutual interest that may inform their roles/responsibilities of the Board. Lastly, given the current financial situation, it is deemed prudent to limit conference participation for budget reasons.

5) Governors' Skills Matrix – Review

Members reviewed the Governors' Skills Matrix and provided suggested changes and updates to the form. A working group of Governors will be established to perform an in-depth review and make additional amendments as necessary to encompass innovation, inclusivity, and transformative thinking.

6) Board Chair and Board Executive Committee Succession

Members were informed that the email regarding the 2022-23 Governor Reappointments, Committee Memberships, and Call for Board Officer Positions will be distributed to remaining members of the Board on February 14, 2022. The email will direct members to provide the Board Executive Assistant with their preferred committee membership position(s) by March 4, 2022. Members' committee preferences will be presented at the April 4, 2022 Governance Committee meeting.

7) Proposed New Format to: New Governor Orientation Part 1

Members agreed to changing the current New Governor Orientation Part 1 session format held every year in August to an informal one-on-one conversation with each new Governor as part of the new Governor onboarding process. The one-on-one session will be hosted by the President, the Board Chair, Committee Chairs, and a presentation from the Vice President, Finance and Administration, and the Vice President, Advancement to be determined.

8) December 6, 2021 Board Meeting Evaluation (Verbal)

Members were provided with the meeting evaluation results and overall, results were positive. Four comments from the evaluation results were identified and discussed and will be taken into consideration to further improve the structure of future Board meetings.

9) 2021-22 Governance Committee Workplan

Members accepted the Governance Committee Workplan for information.

Report title:	R3 Project - Fiscal Year 2022-23 Budget Request
Report to:	Board of Governors
Date:	February 28, 2022
Author/Presenter:	Laura Stanbra, Vice President, Student Services & R3 Project Executive Sponsor Krista Pearson, Registrar & Business Co-Lead of the R3 Project Lois Pollock, Chief Digital Officer & Business Co-Lead of the R3 Project

1. RECOMMENDATION:

THAT the Algonquin College Board of Governors approves a \$20 million expenditure for fiscal year 2022-23, funded 60% from the in-year Strategic Investment Priorities budget and 40% from internally restricted net assets, to continue the implementation work for the R3 Project.

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

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.

3. BACKGROUND:

The objectives of the R3 Project are:

- Improved student success and satisfaction: As measured by the reduction in lead time and increase access to student supports and Student Net Promoter Scores.

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

The R3 Project continues to organize and report on activity through the project streams including the Communications, Change Management and Training project stream to highlight the importance of the business transformation initiative, to articulate benefits realization, and strategically support people through the organizational transformation including but not limited to comprehensive training. Each project stream has a Project Manager that reports to either the Senior Project Manager, the Manager, R3 Implementation and Business Transformation or the Manager, R3 Implementation and Digital Transformation. All these teams report into the Business Leads, Krista Pearson and Lois Pollock, who report directly to the Executive Sponsor, Laura Stanbra.

The seven project streams include:

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

As Algonquin College continues to grow and advances its commitment to quality education, student experience, enablement of digital learning channels and effective leverage of data and analytics for key business decisions, there is a need to modernize some of its existing legacy systems including the Student Information System.

The Board of Governors approved the Investment Case in 2019 to fund a multi-year project, inclusive of fiscal years 2019-20 to 2024-25, with an expenditure valued between \$58 million

and \$78 million. This included funding to complete the Request for Proposal and related Preparation Phase expenditures in fiscal year 2019-20.

The project is now known as the R3 (Rethink. Redesign. Reimagine.) Project. The project will replace the current Student Information System with a more modernized solution that will provide capabilities for, among other things, registering students in courses; documenting grading and transcripts; building students’ schedules; tracking students’ attendance and manage many other student-related data needs in a higher education institution. The Student Information System will sit at the core of the group of software systems designed to integrate the main functional areas of the college’s business processes.

Due to the complex nature of college operations and its diverse lines of business, the R3 Project also necessitates implementing a comprehensive Identity and Access Management program. This program will provide a centralized capability that provides digital identities for users and devices to facilitate higher security including: multi-factor, risk-based, step-up authentication as well as standardized, application role-based access control and entitlements management.

In addition, the R3 Project has a Data Governance work stream and will specifically address Data Quality and Data Conversion/Migration activities to ensure that the institution is ideally positioned with regard to data readiness, prior to data migration and during its initial integration and finally within its operational mode. The primary goal is to establish the basic foundational elements of data governance required to support the system migration of the Student Information System, and ultimate operationalization of its new cloud-based system.

Funding requests for this multi-year project will be presented to the Board of Governors for approval on an annual basis to address each phase as the project progresses. For fiscal year 2022-23, \$20 million has been identified to be funded, 60% from the in-year Strategic Investment Priorities budget and 40% from internally restricted net assets, to continue the implementation work for the R3 Project.

The Algonquin College Executive Team endorsed the R3 Project Steering Committee recommendation on January 12, 2022.

The Audit and Risk Management Committee endorsed the Algonquin College Executive Team recommendation on February 10, 2022.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

This project supports and aligns with the Learner-Driven Plan. One of the objectives of the R3 Project (Student Information System) investment is to improve and modernize the student experience. This includes access to information and a system that supports the evolving needs of students in services and programming. Personalization and self-service are examples that support the Learner-Driven Plan objectives which the new Student Information System will be able to support once it is fully implemented.

7. FINANCIAL IMPACT:

The Algonquin College Board of Governors approved a \$21.8 million expenditure including a 15% contingency for fiscal year 2021-22, which is aligned to the five-year forecast. This funding allows for the continuation of the implementation work for the R3 Project consisting of the contracted work by the third-party vendor, Thesis, and the supporting activities of the seven project streams required to support implementation of a new Thesis Student Management System.

Fiscal Year 2022-23:

The R3 Project is a Major Capital Project overseen by the Board of Governors. The project is multi-year; however, to ensure cost containment and project deliverables, the project requires annual budget approval from the Board of Governors.

The proposed R3 Project budget for fiscal year 2022-23 supports existing and new resourcing requirements to continue with the work of the R3 Program. The budget and resourcing plans have been structured in consideration of the contractual commitments, project plan and the requisite skills and human capacity required to complete project streams and work.

The proposed budget for the R3 Program for fiscal year 2022-23 is \$20 million, which includes a \$3 million contingency budget (15%). Budget planning remains on-track with the original proposed overall budget (\$58 to \$78 million) including consideration of risk mitigation efforts.

8. HUMAN RESOURCES IMPACT:

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

The R3 Project presents unprecedented workforce planning. This is due to (a) the multi-year timeline; (b) significant scope and organizational impact; and (c) the current pandemic context that has necessitated budgetary constraints for financial sustainability.

The Algonquin College Executive Team has approved the Human Resource plan to appropriately staff personnel required to meet project needs. This aligns with the fiscal year 2022-23 advanced planning presented to the Algonquin College Executive Team in December 2020.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

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

11. COMMUNICATIONS:

The project recognizes the importance of employee engagement, communications, and training.

Winter 2022 communication and engagement activities will include:

- **Subject Matter Experts.** Engagement of individuals with knowledge of the Algonquin College business and academic processes is key to successful process redesign. Participation of Subject Matter Experts will continue throughout the project.
- **Implementation of a Change Champion network.** 43 individuals have been nominated as Change Champions representing General Users across the college in diverse roles. They will be provided with early opportunities to learn the new Student Information System, provide feedback on training materials, and practice in test systems. Additionally, Change

Champions can share project information with their home department or faculty and provide timely feedback to R3.

- **R3 Showcase.** This College-wide event provides employees with an opportunity to ask questions and learn more about the Student Information System, and the R3 Project, as information becomes available. The next session is planned for April 5, 2022.

12. CONCLUSION:

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

Management continues to closely monitor the project and regularly reports project status and risks to the Algonquin College Executive Team, Audit and Risk Management Committee, and the Board of Governors.

Respectfully submitted:



Laura Stanbra
Vice President, Student Services

Approved for submission:



Claude Brulé
President and CEO

Report title:	Public College – Private Partnership Update
Report to:	Board of Governors
Date:	February 28, 2022
Author/Presenter:	Ernest Mulvey, Director, International Education Centre Charlene Miller, Project Manager, Private College Partnerships

1. RECOMMENDATION:

THAT the Board of Governors accepts the update on the Public College - Private Partnership (PCPP) between Algonquin College and CDI College in Ontario.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this presentation is to update the Board of Governors regarding the approval of the Public College – Private Partnership (PCPP) between Algonquin College and CDI College in Ontario. The Partnership was approved on January 24, 2022 by the Ministry of Colleges and Universities under the Binding Policy Directive on Public College Private Partnerships.

3. BACKGROUND:

The Ministry of Colleges and Universities issued a Binding Policy Directive in December 2019 and Algonquin College has been exploring potential partnership models. A Request for Expressions of Interest was published in May 2020 to review potential private partners. Initially Algonquin College was pursuing an out-of-province partnership, but inter-jurisdictional issues presented a challenge under the Binding Policy Directive. As a result, Algonquin College updated its business case to launch a PCPP in Ontario.

4. DISCUSSION:

The Public College Private Partnership between Algonquin College and CDI College in Ontario was approved on January 24, 2022 by the Ministry of Colleges and Universities and under Section 28 of the Financial Administration Act. The PCPP licenses CDI College in Ontario to deliver select Algonquin College programs, beginning in Fall 2022.

The model of the partnership has Algonquin College managing student recruitment and admissions of international students. CDI College will deliver the programs at its campuses in the Greater Toronto Area, beginning in Mississauga in Fall 2022 and North York in Winter 2023, with potential to expand to its Scarborough and Brampton campuses over the course of the partnership.

Five programs have been approved for delivery through the PCPP:

- 1) Business Management and Entrepreneurship
- 2) Computer Programming
- 3) International Business Management
- 4) Business Accounting
- 5) Project Management

Program deliver will begin with the first three programs in Mississauga in Fall 2022 and expanding to North York in Winter 2023.

Up to three additional programs are planned for launch in 2023, subject to internal approval. Programs are selected based on the private partner’s areas of expertise, international applicant demand, and labour market demand.

5. LINK TO STRATEGIC PLAN:

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

The PCPP supports **Goal Three** of Algonquin College’s Strategic Plan as it enrolls students in new locations. Student satisfaction and performance outcomes in graduation and employment will be tracked through Key Performance Indicators in the Strategic Mandate Agreement: Graduation Rate, Graduate Employment, and Graduate Earnings.

The PCPP supports **Goal Five** of Algonquin College’s Strategic Plan, by growing international enrolment in postsecondary programs. The PCPP supports Algonquin College’s sustainability goals by leveraging the resources from the private partner to improve and expand opportunities for Algonquin College students. The PCPP will attract primarily international students who would not otherwise study at Algonquin College and provide them with a high-quality education.

6. STUDENT IMPACT:

The PCPP will have no impact on students currently enrolled in the Ottawa, Perth, or Pembroke campuses. Students interested in enrolling at a PCPP campus must complete a separate application, and direct transfers from a PCPP campus to a non-PCPP campus in the same program are not allowed. At the time that students enroll in the PCPP, they must sign a Non-Transfer Acknowledgement that requires them to acknowledge that they cannot transfer from the PCPP to another Algonquin campus in the same program.

7. FINANCIAL IMPACT:

For the five-year period of the PCPP Agreement, the total estimated gross revenue (tuition and service fees, student experience fee) based on enrolment projections is \$89,467,449, with a \$18,157,752 net contribution after direct expenses.

As per the binding policy directive, the economic benefits must be reinvested in the home campus and local communities. Net income generated through the PCPP will be allocated to support investments identified in the College's Strategic Investment Priorities fund.

8. HUMAN RESOURCES IMPACT:

The establishment of the PCPP currently requires one Project Manager supported by the International Education Centre. One additional full-time position is budgeted to support quality assurance, beginning in August 2022. Three additional positions have been created in the Registrar's Office to support student admissions, registration, and fee payments. Additional staff may be required to support ongoing oversight of the partnership.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Based on the formal approval letters of the PCPP from the Ministry of Colleges and Universities and the Secretary of the Treasury Board and Management Board of Cabinet, the regulatory, government, and legal requirements have been met under the Binding Policy Directive and Section 28 of the Financial Administration Act and will continue to be monitored throughout the course of the partnership.

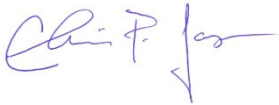
10. COMMUNICATIONS:

The International Education Centre has consulted with Human Resources, Labour Relations, Communications, and Marketing departments to develop a Communication Plan for informing employees, union leadership, and the public, of the objectives and benefits of the PCPP. The International Education Centre also has an agreed communication plan with the private partner to ensure consistency and accuracy of important communications and to ensure transparency.

11. CONCLUSION:

The PCPP between Algonquin College and CDI College supports Algonquin's strategic goals to increase revenues through the enrolment of new international students. By expanding its presence in Ontario, Algonquin will support its sustainability goals by remaining competitive in the postsecondary education and training market.

Respectfully submitted:



Chris Janzen
Senior Vice President, Academic

Approved for submission:



Claude Brulé
President and CEO

Report title:	2022-24 Draft Business Plan and 2022-23 Proposed Annual Budget
Report to:	Board of Governors
Date:	February 28, 2022
Author/Presenter:	Mark Savenkoff, Vice President, Advancement and Strategy Duane McNair, Vice President, Finance and Administration Grant Perry, Chief Financial Officer

1. RECOMMENDATION:

THAT the Board of Governors approves the 2022-24 draft Business Plan and the 2022-23 proposed Annual Budget with a projected net contribution surplus of \$3.0 million.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present details of the 2022-24 Draft Business Plan and the 2022-23 proposed Annual Budget for approval by the Board of Governors on February 28, 2022.

3. BACKGROUND:

The Ministry of Colleges and Universities requires Ontario colleges to prepare and submit a Business Plan and Annual Budget each year.

College management presents the Draft Business Plan and proposed Annual Budget to the Board of Governors for approval in February each year to enable employees to begin projects at the start of the first quarter of the new fiscal year.

4. DISCUSSION:

The 2022-24 Draft Business Plan was developed to deliver on the College’s mission *to transform hopes and dreams into lifelong success* and is aligned with the 2022-25 Strategic Plan that takes effect on April 1, 2022.

The College will maintain a focus on being learner-driven and supporting its people. Being learner-driven is a core strategic pillar of Algonquin College. It is key to the College’s mission, and the College ensures that the needs of the learner are embedded into every decision. The College strives to ensure that learners want to return to the institution throughout their lives to continue their educational journeys and become life-long learners. At the same time, the

College is committed to all its employees who play a critical role in delivering upon our promise to learners. The College will equip its people to create an outstanding learning experience for all and empower them to support learner success.

LEARNER DRIVEN

Goal #1: Provide Flexible, Personalized, Lifelong Learning Experiences

The College will focus on providing flexible, personalized, and lifelong learner experiences. Learners will benefit from an increase in the number of programs as well as an increase in the number of flexible program delivery options, including multimodal and virtual. Enrolment objectives will also be supported with an increase in international learners, and a review of the co-operative education intake model and workplace-based work-integrated learning feasibility tool.

Algonquin College is active with industry and meets the needs of the communities it serves. Strategic industry and community partnerships will continue to be developed and stewarded, and the College will launch its first partnership pursuant to the Ministry of College and Universities Binding Policy Directive: Public College Private Partnerships.

CONNECTED

Goal #2: Empower People to Foster a High-Quality, Innovative, Learner-Driven Culture

To empower its people to foster a high-quality, innovative, learner-driven culture, the R3 – Student Information System Project continues to be a multi-year plan to transform systems to cloud-based technology. In support of Algonquin's employees, a Strategic Workforce Planning project is also a significant data driven initiative to planning workforce requirements.

PEOPLE

Goal #3: Create an Equitable, Diverse, and Inclusive Work Environment

Algonquin College recognizes the importance of an equitable, diverse and inclusive work environment. The College remains committed to Truth, Reconciliation, and Indigenization. A multi-year framework and Indigenous Leadership and Governance Framework will engage employees, students, and Indigenous community members. A flexible work model program will also enable the College to thrive as it emerges from the COVID-19 Pandemic.

For Algonquin, a True North goal is defined as an aspirational state the College should strive for, a reflection of the purpose of the organization, and the foundation of a strategic plan.

Underpinning the College’s Business Plan are a set of Divisional, School, and Departmental plans that align each business area’s work with the College’s True North metrics. This cascading effect allows the College to steward its resources and strengths in support of the College’s strategic direction, mission, vision and values.

Supporting the achievement of the College’s Business Plan is the 2022-23 proposed Annual Budget.

The 2022-23 proposed Annual Budget projects an overall net contribution of \$3.0 million, which is a \$5.9 million improvement over the \$2.9 million deficit from the 2021-22 Third Quarter Projection.

The 2022-23 proposed Annual Budget takes into consideration that on-campus activity at the College will continue to steadily increase in 2022. Total enrolment is expected to increase by 16% over the 2021-22 Third Quarter Projection and is primarily driven by a projected increase in international enrolment of 54.9%, exceeding pre-Pandemic levels.

The 2022-23 proposed Annual Budget assumes that the tuition freeze imposed by the Ministry in 2019 will continue through 2022-23, and in alignment with the Provincial corridor funding model, operating grant revenues will remain consistent at 2021-22 levels. The current Strategic Mandate Agreement (SMA3) funding model includes the requirement of key performance metrics to be achieved for the College to receive 100% of their grant allocation, however the Ministry of Colleges and Universities announced that colleges will not have their grant reduced if targets are not achieved due to the challenges of the COVID-19 Pandemic.

The attached 2022-23 proposed Annual Budget includes key assumptions for capital, operating and Business Plan requirements that will require the use of Internally Restricted Funds. Treasurer’s Report is provided as an introduction to the 2022-23 proposed Annual Budget document.

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	<input checked="" type="checkbox"/>	PEOPLE	<input checked="" type="checkbox"/>

<p>Attain national standing in quality, impact and innovation within each school and service.</p>	<p>Goal Six Be recognized by our employees and the community as an exceptional place to work.</p>	
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6. STUDENT IMPACT:

Through this proposed business plan and budget, additional learner-centric investments will be realized by growing academic offerings, providing more pro-active and personalized communication, and addressing top presenting issues of students. Learners will also benefit from the Colleges’ continued investment in information technology infrastructure, academic equipment, renovations and adaptations to learning spaces, and the maintenance of existing learning spaces.

7. FINANCIAL IMPACT:

The 2022-23 proposed Annual Budget projects an overall net contribution of \$3.0 million surplus. The 2022-23 proposed Annual Budget also plans for \$3.0 million in contributions to Internally Restricted Funds (accumulated surpluses), though this is partially offset by the adoption of Public Sector Accounting Standard PS3280 (Asset Retirement Obligations), which comes into effect in 2022-23. The 2022-23 proposed Annual Budget also includes draws of up to \$14.2 million from Internally Restricted Funds that will support projects and initiatives in the Strategic Investment Priorities budget.

The 2022-23 proposed Annual Budget results in six of the seven Financial Health Indicators being at or above the established benchmarks. As the College continues to rebound from the Pandemic, the projected net contribution of \$3.0 million has adversely impacted the Net Income to Revenue ratio in 2022-23 but is projected to increase above the benchmark in 2023-24.

8. HUMAN RESOURCES IMPACT:

The 2022-23 proposed Annual Budget provides support for the continued implementation of the College’s People Plan.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In compliance with both the Board of Governors’ Financial Management Policy, and the Ministry of Colleges and Universities Business Plan Operating Procedure Directive, the 2022-23 proposed Annual Budget maintains a positive accumulated surplus position.

10. COMMUNICATIONS:

Pending approval of the 2022-24 draft Business Plan and the 2022-23 proposed Annual Budget by the Board of Governors, the document will be submitted to the Ministry of Colleges and Universities, and posted to the College's website. In addition, a Town Hall meeting is being planned for end of March, 2022, for all College employees to review the 2022-24 Business Plan and 2022-23 Annual Budget.

11. CONCLUSION:

The 2022-24 draft Business Plan supports strategic initiatives of the College, and the 2022-23 proposed Annual Budget identifies resources, 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. The Algonquin College Executive Team endorses the attached 2022-24 draft Business Plan and 2022-23 proposed Annual Budget.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Respectfully submitted:



Mark Savenkoff
Vice President, Advancement and Strategy

Approved for submission:



Claude Brulé
President and CEO

Appendices:


Appendix A: 2022-24 Draft Business Plan and 2022-23 Proposed Annual Budget
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Business Plan

2022-24

DRAFT





Algonquin College campuses are located on the traditional unceded, unsurrendered territory of the Anishinaabe Algonquin People.

The Algonquin People have inhabited and cared for these lands long before today. We take this time to show our gratitude and respect to them, and to the land for all that it provides us: trees to give shade, water and food to sustain us, and paths to connect us. As a post-secondary institution, we embrace the responsibility to help ensure that the next generations of land stewards are respectful and grateful for the bounty of this land on which we all live, work, play, and study.

We commit to continue to explore and make meaningful contributions to the Calls to Action that result from the Truth and Reconciliation Commission of Canada (TRC).

One of the many lessons we are learning during the pandemic is that the best laid plans invariably require adjustments and heightened levels of resourcefulness. At Algonquin College, we operate with this prevailing sense of the rapid change occurring all around us - and it sharpens our focus. We remain committed to a 'Plan, Do, Study, Adjust' continuous improvement approach and evidence-based decision-making model, which enables us to address present-day challenges while at the same time exploring emerging opportunities that support our learners, our employees, and academic and institutional priorities.

In this time of great transition, the College is fully committed to the health and safety of our community and to offering high-quality education characterized by innovation, flexibility, inclusiveness and new opportunities for growth. We are guided in this respect by integrating Indigenous ways of knowing throughout our entire new 2022-2025 Strategic Plan, rather than through a single goal related to Truth, Reconciliation and Indigenization.

As we move forward in this fashion, we are keenly aware that the creativity, resilience and innovative spirit of our people will ultimately drive our success, as we focus on the initiatives and exciting opportunities outlined in our new Strategic Plan, aptly titled 'Becoming Again.'



Claude Brulé
President and CEO



Our Mission, Vision & Values

OUR MISSION

To transform hopes and dreams into lifelong success

OUR VISION

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

OUR VALUES

Caring, Learning, Integrity, Respect



A New Path Forward

We now turn our minds to the natural world, which renews itself every year as winter turns to spring and it wakes up from the Big Sleep. As the snow melts, the world emerges. It looks familiar but also different. Some trees and plants are gone but some new ones are appearing. The wind and snow may have altered the landscape. Favourite places may be forever changed, new spaces may be waiting to become our favourites.

The world also waking from a Big Sleep to find ourselves and the world around us changed - the way we work, the way we connect, the way we engage. We have the opportunity to choose new ways and let go of barriers from the past.

It is time to become again.

Becoming Again

Strategic Plan 2022-2025

As we arrived at the end of our 50+5 Strategic Plan for 2017-2022, Algonquin College found itself in transition, along with other postsecondary institutions, as we considered the monumental shifts taking place across every sector of society. We decided it was time to pause and reflect on how our College mission, vision and values should shape the direction we take over the next three years, as we recover from the undeniable impact of the pandemic and seize the opportunities that lie before us.

Our new Strategic Plan for 2022-2025 is our roadmap to how we will recover and thrive as an institution, while helping our learners and the communities we serve prosper in the new economy. Over the next three years, we will maintain our focus on being learner-driven and supporting our people, while nurturing innovation and quality in our programs, services and operations. We are committed to ensuring that all our initiatives are inspired by our deep-seated commitment to economic, environmental, and social sustainability while strengthening connections within the College and with our partners.

As we move forward, we are focusing our energy on a few key strategic initiatives that will ensure that we can continue to provide a best-in-class learning experience, while transforming hopes and dreams into lifelong success.

A TIME FOR GROWING

We now turn our minds to the activities of the natural world who use this time for growing. All of our relations now use this time to grow and become strong.

Direction & Goals

Strategic Plan 2022-2025

LEARNER DRIVEN

Goal #1: Provide Flexible, Personalized, Lifelong Learning Experiences

CONNECTED

Goal #2: Empower People to Foster a High-Quality, Innovative, Learner-Driven Culture

PEOPLE

Goal #3: Create an Equitable, Diverse, and Inclusive Work Environment



Each Area within the College has made their own commitments to achieving these goals, and the associated outcomes and initiatives are detailed in our multi-year business plan. We will also engage with our community – industry, government, alumni, donors and others – to identify how they can be partners in transforming the hopes and dreams of our learners, to ensure that we all recover and thrive together. Every member of the College community has an invaluable role to play in supporting our commitments to our learners and our people, in helping us to become again.



2022-2023 BUSINESS PLAN (FLEXIBLE)

#	INITIATIVES	2022-23 TARGET	TRUE NORTH
GOAL 1 - PROVIDE FLEXIBLE, PERSONALIZED, AND LIFELONG LEARNER EXPERIENCES			
1	1.0) Increased number of flexible program options, including multimodal and virtual, to learners.	1.0 a) 10 classrooms meet multimodal classroom standard by March 31, 2023. b) 100 courses offered with multimodal delivery by March 31, 2023. c) Multimodal pedagogy training modules developed by June 30, 2022. d) 100 faculty members complete multimodal training modules by March 31, 2023.	100% of theory courses outside AC Online are offered in multimodal delivery
2	2.0) The top three Strategic Enrolment Objectives achieved: 2.1) Flexible online, multimodal and part-time delivery options increased. 2.2) International level O1 enrolment increased. 2.3) Co-operative Education intake model reviewed and workplace-based work-integrated learning feasibility tool created to meet strategic enrolment objectives.	2.1 a) 2 new part-time online programs launched by AC Online by March 31, 2023. b) 500 additional course-level part-time enrolments by March 31, 2023. 2.2 a) International level O1 enrolment increased by 1,700 over fiscal 2021-22 (Q3 Projection) by March 31, 2023. b) 4 new programs with strong potential for international applicant demand introduced by March 31, 2023. c) 2 new 2-year Ontario College Graduate Certificate programs with strong potential for international applicants demand approved by March 31, 2023. d) 2 new full-time online programs approved by March 31, 2023. 2.3 a) 250 additional co-op enrolments by March 31, 2023.	100% Student Retention 100% Student Satisfaction
3	3.0) Business case for a new academic school focused on graduate, professional and/or part-time programs developed.	3.0 a) Business case endorsed by the Algonquin College Executive Team by December 31, 2022.	NA
4	4.0) Strategic industry and community partnerships developed and stewarded.	4.0 a) Response to External Partner Engagement and Needs Assessment Survey findings completed by June 1, 2022. b) 2 new strategic partnerships launched by March 31, 2023.	20 partners
5	5.0) Algonquin College's first partnership pursuant to the Ministry of Colleges and Universities Binding Policy Directive: Public College Private Partnerships launched.	5.0 a) 225 learners enrolled by March 31, 2023. b) 3 programs launched by September 30, 2022. d) 3 programs launched by January 31, 2023.	8,000 learners enrolled
GOAL 2 - EMPOWER OUR PEOPLE TO FOSTER A HIGH-QUALITY, INNOVATIVE, LEARNER-DRIVEN CULTURE			
6	6.0) The R3 - Student Information System Project continues a multi-year plan to transform systems to a cloud-based technology.	6.0 a) Personalize (Phase 3) 65% completed by March 31, 2023. b) Annual budget remained within allocation.	The new Student Information System and all integrated technologies meet the needs of our learners and employees
7	7.0) Strategic Workforce Planning project focused on optimized data driven approach to planning workforce requirements launched.	7.0 a) Strategic Workforce Planning Framework developed by August 31, 2022. b) Technical Gap Analysis completed by October 31, 2022. c) High Level Solution Design completed by January 27, 2023. d) Detailed Business Case developed by February 28, 2023. e) Business case presented and endorsed by Algonquin College Executive Committee by March 31, 2023.	Algonquin College has the right people in the right jobs at the right time and at the right cost in order to fulfill the goals of our organization

2022-2023 BUSINESS PLAN (FLEXIBLE)

#	INITIATIVES	2022-23 TARGET	TRUE NORTH
GOAL 3 - CREATE AN EQUITABLE, DIVERSE, AND INCLUSIVE WORK ENVIRONMENT			
8	<p>8.0) “Standing Up the Tree” multiyear Indigenization strategic framework developed.</p> <p>8.1) Indigenous Leadership and Governance framework established.</p>	<p>8.0 a) New “Standing Up the Tree” multiyear Indigenization strategic framework developed and presented to the Board of Governors by June 21, 2022.</p> <p>b) Standing Up the Tree Indigenization strategic plan implemented by March 31, 2023.</p> <p>8.1 a) Leadership and governance advisory group formalized by September 1, 2022.</p> <p>b) Advisory Group inaugural one-year work plan completed by September 30, 2022.</p>	<p>3,500 Employees engaged</p> <p>19,000 Students engaged</p> <p>250 Indigenous community members engaged</p>
9	<p>9.0) College employee value proposition enhanced through design and implementation of a flexible work model program.</p>	<p>9.0 a) 100% of College full-time positions reviewed for flexible work model options by March 31, 2023.</p>	<p>100% Employee Retention</p>

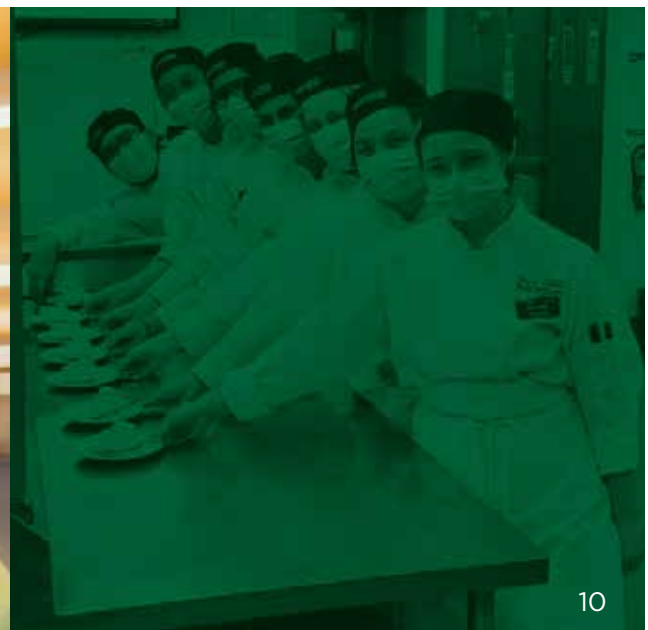
FALLING LEAVES

We now turn our minds to the activities of the natural world that use this time to sustain us. We thank many of our relations for a harvest that will allow us to continue our way of life.



2023-2024 BUSINESS PLAN (FLUID)

#	INITIATIVES	2023-24 TARGET	TRUE NORTH
GOAL 1 - PROVIDE FLEXIBLE, PERSONALIZED, AND LIFELONG LEARNER EXPERIENCES			
1	1.0) Ottawa Campus of Care Investment Case approved by the Board of Governors.	1.0 a) Funding Sources identified and confirmed by December 31, 2023. b) Strategic Partner identified by June 30, 2023. c) Transaction structure developed and endorsed by Provincial Government by June 30, 2023. d) Investment Case approved by March 31, 2024.	A new Centre of Excellence for Health-Related Programs is developed and integrated with a Strategic Partner in the Health Sector
2	2.0) A ten-year integrated College master development plan prepared identifying the facilities, infrastructure and technological requirements to fulfill the College's mission and strategic goals.	2.0 a) Preparation of the Algonquin College Campus Master Development Plan for the Perth, Pembroke, Ottawa, and AC Online campuses initiated by June 30, 2023.	The College provides the optimized facilities, infrastructure and technology required to deliver College programs and services in a financially sustainable manner
3	3.0) The top three Strategic Enrolment Objectives achieved by adjusting the availability of programs and enrolment capacities to align with the applicant demand in international and domestic markets.	3.0 a) Achieve pre-COVID 2019-20 enrolments by March 31, 2024. b) Achieve International Level 1 2023-2024 enrolment target by March 31, 2024.	100% Student Retention 100% Student Satisfaction
4	4.0) Strategic industry and community partnerships developed and stewarded.	4.0 a) Partnership website launched by December 31, 2023. b) Centralized Customer Relationship Management system for strategic partnerships finalized by March 31, 2024. c) 2 new strategic partnerships launched by March 31, 2024.	20 partners



2023-2024 BUSINESS PLAN (FLUID)

#	INITIATIVES	2023-24 TARGET	TRUE NORTH
GOAL 2 - EMPOWER OUR PEOPLE TO FOSTER A HIGH-QUALITY, INNOVATIVE, LEARNER-DRIVEN CULTURE			
5	5.0) The R3 - Student Information System Project finalizes a multi-year transformation to a cloud-based technology.	5.0 a) Personalize (Phase 3) successfully completed by August 25, 2023. b) Integrated System Testing (Phase 4) successfully completed by February 2, 2024. c) User Acceptance Testing (Phase 5) 30% completed by March 31, 2024. d) Annual budget remained within allocation.	The new Student Information System and all the integrated systems meet the needs of our learners and employees
6	6.0) Strategic Workforce Planning project (Phase 2) launched.	6.0 a) Processes and System configured and piloted by March 31, 2024. b) College-wide roll-out of system and processes by March 31, 2024. c) 85% job engagement by March 31, 2024.	Employee engagement
GOAL 3 - CREATE AN EQUITABLE, DIVERSE, AND INCLUSIVE WORK ENVIRONMENT			
7	7.0) 2023-26 People Plan developed.	7.0 a) Development of 2023-25 People Plan, which includes elements of a Diversity and Inclusion blueprint 2.0, Wellness Strategy, and the Employee Work Model, completed by March 31, 2024.	NA



SCORECARD - METRICS

2022-2025 STRATEGIC DIRECTIONS	2020-21 ACTUALS	2021-22 ACTUALS	2022-23 TARGET	2023-24 TARGET	2024-25 TARGET	TRUE NORTH	TRUE NORTH OWNER
GOAL 1 - PROVIDE FLEXIBLE, PERSONALIZED, AND LIFELONG LEARNER EXPERIENCES							
Student Satisfaction	78%	TBD	78.2%	78.4%	78.6%	100%	Academic and Student Services
Post-Secondary Enrolment	41,131	41,499	49,565	50,334*	51,326*	70,000	Academic
Graduation Rate	67.5%	TBD	65%	65.1%	65.2%	100%	Academic
Community and Industry partnerships	NA	4	6	8	10	20	Academic and Advancement & Strategy
Net Operating Revenue Ratio	5.5%	4.0%	6.6%	7.4%	7.9%	50%	Finance and Administration
Return on Net Assets	6.2%	-1.2%	1.3%	5.7%	6.3%	100%	Finance and Administration
GOAL 2 - EMPOWER OUR PEOPLE TO FOSTER A HIGH-QUALITY, INNOVATIVE, LEARNER-DRIVEN CULTURE							
College Quality Assurance Audit Process Affirmations and Recommendations Addressed	NA		All recommendations are 75% completed by March 31, 2023	100% of recommendations are completed 18 months after site visit	100% of recommendations are completed 18 months after site visit	100% of recommendations are completed 18 months after site visit	Academic
Employee Engagement Survey Overall Score	68.3%	NA	69%	69%	70%	100%	Human Resources
GOAL 3 - CREATE AN EQUITABLE, DIVERSE, AND INCLUSIVE WORK ENVIRONMENT.							
Departmental support for diversity score	81.1%	NA	81.5%	NA	82%	100%	Human Resources
Eligible employees who have adopted a Flexible Work Arrangement	NA	TBD	NA	35%	40%	TBD	Human Resources
Transmission of Indigenous Knowledge and professional development material	516 Students 334 Employees 806 Community members	TBD	2,000 300 200	2,100 350 225	2,200 400 250	19,000 3,500 250	Truth, Reconciliation & Indigenization

*Targets will be reviewed annually.

THE BIG SLEEP

We now turn our minds to the activities of the natural world this time to rest. As the big snow blanket covers our Mother, the Earth, we remember the importance of rest.

Annual Budget

2022-23

PROPOSED



ALGONQUIN
COLLEGE



Treasurer's Report

2022-23 Annual Budget

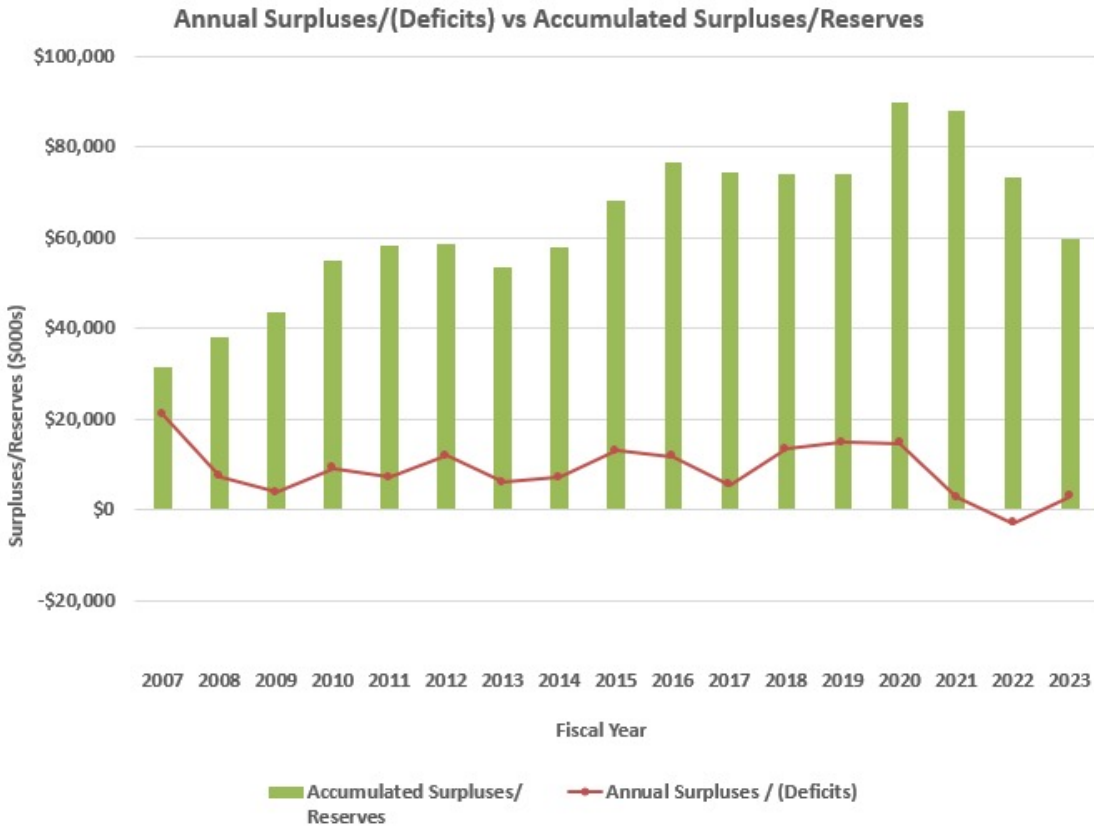
On March 11, 2020, COVID-19 was declared a pandemic by the World Health Organization, and countries around the world implemented social distancing and other public health measures to reduce the spread of the virus. Because of the pandemic, the College recorded a decline in overall enrolment of 9% in 2020-21 when compared to pre-pandemic enrolment levels, with international enrolment suffering the largest decline with a 19% decrease. Despite the gradual return of domestic enrolment in 2021-22, international enrolment has continued to be impacted by the ongoing pandemic and has declined an additional 3%, to a total decline of 22%, against pre-pandemic enrolment levels. Additionally, incremental costs to support the transition to remote learning and working, and reduced class sizes for those classes requiring on-site training, added significant costs to the College, and reduced the ability of the College to realize a positive net contribution for this fiscal year. Though we are hopeful that the pandemic impacts will ease over the next year, it will continue to have a significant impact on the financial sustainability of the College. The College is focused on growing enrolment and adjusting operations to respond to the new learning and working realities and opportunities resulting from the pandemic.

The 2022-23 Annual Budget provides the College with the resources required to deliver on the commitments detailed in the 2022-24 Business Plan and the College's 2022-25 Strategic Plan. The 2022-23 Annual Budget projects an in-year surplus of \$3 million.

Internally Restricted Net Assets/Accumulated Surpluses

While the College is projecting a deficit of \$2.9 million in 2021-22 because of the ongoing impacts of the pandemic, in the prior fiscal year, 2020-21, the College posted a positive net contribution of \$2.9 million, exceeding the budgeted \$19 million deficit by \$21.9 million. This positive variance was achieved through cost containment, as well as through one-time support from the provincial government in the form of an \$8 million grant received in March 2021 to support significant COVID-19 related expenditures.

The College has grown its accumulated surplus balance during the past 15 years in its Internally Restricted Net Asset accounts. These funds are managed closely to provide resources to fund Strategic Investment Priorities that will enhance the overall experience of learners, as well as providing contingency funds that the College can draw on in response to the financial impacts of the COVID-19 pandemic. The College draws on reserves to fund projects such as the replacement of the legacy Student Information System, a Pedestrian Bridge to the City of Ottawa Rapid Transit Station, and to enhance accessibility on campus.



Through a business planning process that engaged all areas of the College, a series of significant initiatives aimed at making improvements to academic facilities, student services and business process automation that require draws from internally restricted accounts were identified.

The President is submitting a recommendation to the Board of Governors to approve spending from the College's Specific Reserves and Reserve Funds for Future Capital Expansion within Internally Restricted Net Assets for the following significant capital projects and initiatives in 2022-23:

	2022-23 Total Project Expenditures	2022-23 Expenditures funded from In-year Operations/ Surpluses	2022-23 Expenditures funded from Internally Restricted Net Assets
R3 (Student Information System Replacement)	\$20,000,000	\$12,000,000	\$8,000,000
Salesforce Lightning Upgrade (this is not an additional new request but within the allocation approved at the June 7, 2021, Board of Governors meeting)	3,154,000	1,577,000	1,577,000
Information Technology and Physical Infrastructure Renewal Projects	1,553,251	0	1,553,251
Pedestrian Bridge to Rapid Transit Station (this is not an additional new request but within the allocation approved at the June 12, 2017, Board of Governors meeting)	1,161,000	0	1,161,000
Campus Accessibility (this is not an additional new request but within the allocation approved at the December 6, 2021, Board of Governors meeting)	2,100,000	1,050,000	1,050,000
Academic Equipment	1,000,000	500,000	500,000
Campus Services Reserves	275,000	0	275,000
Health Services Agreement with the Students' Association	61,197	0	61,197
Total Expenditures	\$29,304,448	\$15,127,000	\$14,177,448

As the College continues to respond to and recover from the COVID-19 pandemic, the College has budgeted for a \$3 million contribution to reserves for the 2022-23 fiscal year. This contribution is partially offset by a decrease in reserves due to the adoption of Public Sector Accounting Standard PS3280 (Asset Retirement Obligations) which will come into effect in 2022-23.

Please refer to the Net Assets Continuity Schedule for more information on budgeted adjustments and expenditures from Internally Restricted Net Assets.

The budgeted 2022-23 fiscal year-end total balance of Unrestricted Net Assets plus Internally Restricted Net Assets are as follows:

UNRESTRICTED AND INTERNALLY RESTRICTED NET ASSETS	
Unrestricted Net Assets	\$1,000,000
Internally Restricted Net Assets	
• Specific Reserves	
o Other Projects and Initiatives	20,300,000
o Campus Services Reserve Fund	3,502,000
o Employment Stabilization Fund	609,000
o Contingency Reserve Fund	8,873,000
• Reserve Fund - Future Capital Expansion	22,940,000
• Net Proceeds from Sale of March Road Land	2,485,000
Total Unrestricted and Internally Restricted Net Assets	\$58,709,000

Challenges and Opportunities Facing the College

The development of the 2022-23 Annual Budget required significant engagement from the Algonquin College Leadership Team, and input from the College community. The COVID-19 pandemic continues to influence the College's operations and budget. Despite the lower enrolment of the past two years, the College is anticipating increased enrolment growth of just over 16% for 2022-23 as learners, both domestic and international, look forward to increased opportunities for on-campus learning and activities. The 2022-23 Business Plan includes several initiatives focused on increasing program delivery options, increasing program intakes and developing a business case to increase graduate and professional programs.

This increase in on-campus activity will also result in a significant positive impact to Campus Services' operations, resulting in higher sales in Food Services, Parking Services, the Campus Bookstore, and an increase in Residence occupancy. These increases partially offset tuition revenue pressures. The 2019 announcement of a mandated tuition reduction of 10 percent and an initial two-year freeze in tuition rate increases is expected to continue through the 2022-23 fiscal year, further limiting revenue growth. International student enrolments present the most significant opportunity to generate additional net operating revenues for the College. The next year and beyond will focus on growing these enrolments both on the Algonquin College campuses and under the Public College Private Partnership model being launched in 2022-23. Appropriate investments are being made in quality assurance, student supports and ethical recruiting practices to ensure the success of this activity.

The Ministry of Colleges and Universities maintains the existing corridor funding model in 2022-23 and the requirement for colleges and universities to achieve specified key performance metrics in order to receive full grant funding. However, as a result of the COVID-19 pandemic, the Ministry of Colleges and Universities have announced that institutions will not have their 2022-23 grant funding reduced if enrolment or achievement of the defined metrics are negatively impacted as a result of the COVID-19 pandemic. The corridor funding model and key performance metrics are intended to improve student outcomes and increase trust and accountability through transparency and improved performance outcomes. It also provides more predictable funding and supports enrolment planning.

While the corridor funding model provides predictability, it does not provide year-to-year grant funding increases for domestic enrolment growth, or inflationary pressures. This requires the College to pay close attention to program costs and to ensure that there are sufficient margins generated to support the overhead and corporate costs of the College. In addition, the corridor funding model requires a continuous analysis of the revenue mix between funded domestic enrolment growth and non-funded International fee premiums. The Funded Activity / College Operations segment of the Annual Budget and future year pro forma values forecasts an ongoing operating deficit. This is primarily due to the tuition fee freeze and fixed operating grant revenues. Operating costs are growing at a faster rate than revenues even after allocating 50% of international student tuition revenues to the Funded Activity Area of the College.

On September 30, 2021, the Academic Employees Collective Agreement expired. At the time of this writing, negotiations continue between the College Employer Council (CEC) and the Ontario Public Service Employees Union (OPSEU) Academic Employees Bargaining Unit, and the current assumption is that the finalization of a new collective agreement will result in manageable adjustments to the College's 2022-23 operating budget.

On August 31, 2022, the Support Staff Collective Agreement will expire. It is expected that negotiations between CEC and the OPSEU Support Staff Bargaining Unit will be ongoing in 2022-23. This budget is developed on the assumption that the finalization of a new collective agreement will result in manageable adjustments to the College's operating budget.

The College relies on people, processes and technology to operate and transform its service operations and program delivery. Several significant investments are being made in the College's enterprise resource planning information technology systems to support transformation. The R3 project is the development and implementation of a new student information system software solution that was launched in 2020-21, and this multi-year transformation is planned to continue and is contained in the 2022-23 Annual Budget.

Assumptions

A number of assumptions were made in the preparation of estimates to be included in the Annual Budget. A list of the most significant assumptions for 2022-23 are as follows:

Revenues

- The College's operating grant will be held consistent at 2020-21 levels.
- Tuition fee rates for funded programs have remained flat to the 2021-22 rates in anticipation of the provincial government's announcement to maintain the tuition freeze introduced in 2019.
- Enrolment growth in full-time post-secondary programs is projected to increase by 16 per cent over the 2021-22 Third Quarter Projection enrolment levels, exceeding pre-pandemic levels with a particular focus on international enrolment growth.
- Other non-funded revenue sources have been updated to respond to the projected enrolment changes, new opportunities, the economy, international opportunities, and anticipated market conditions.

Operating Expenditures

- Wage increases for all faculty and staff will not exceed the current collective agreements and will comply with ongoing wage restraint legislation.
- Other expenditures will increase at a rate consistent with the rate of inflation or will remain constant. Current and projected inflation rate increases have been taken into account.

Strategic Investment Priorities

- As a result of the continued impacts of the COVID-19 pandemic, the College's investment in Strategic Investment Priorities for 2022-23 were scrutinized to ensure all proposed investments were deemed to be essential and in support of the College's Strategic Plan. Included are projects that support transformation of services, renew existing curriculum and development of new programs, deliver high quality instructional equipment for students, and mitigate the risk of physical and technological infrastructure failure. More specifically, the 2022-23 Annual Budget provides funding for the following initiatives:
 - o Development and implementation of the Learner Driven Plan, through increased flexible programs and program delivery options.
 - o Continued development of the new student information system, ThesisMS.
 - o Upgrading the College's Salesforce platform to the Lightning version.
 - o Improvement to Campus accessibility.
 - o Implementing strategies to improve employee engagement; and
 - o Continuing to upgrade and improve the service and reliability of wired and wireless networks.

Risk

Management believes that this budget is reasonable under the circumstances. The following table identifies and assesses risk:

RISK SCHEDULE			
Risk Identification	Impact in 2022 - 23	Likelihood in 2022 - 23	Risk Mitigation
Continued impacts of COVID-19 resulting in international and domestic enrolment being less than projection, impacting tuition and other revenues	Major	Possible	<ul style="list-style-type: none"> • New programs • Public college private partnership • Increased focus on conversion of applications to registrations • Retention initiatives • International recruitment • Ongoing lobbying for government support
Reduced cash balances and reserves	Minor	Almost Certain	<ul style="list-style-type: none"> • Investments in growth of international student enrolments • Financial sustainability roadmap • Increased rigour on new investment decisions
Other revenues less than budgeted	Moderate	Possible	<ul style="list-style-type: none"> • International initiatives focus • Corporate Training opportunities

RISK SCHEDULE (continued)			
Risk Identification	Impact in 2022 - 23	Likelihood in 2022 - 23	Risk Mitigation
Labour relations	Minor	Likely	<ul style="list-style-type: none"> Academic negotiations between College Employer Council and the Ontario Public Service Employees Union's academic employee bargaining unit Support staff negotiations between College Employee Council and Ontario Public Service Employees Union's support staff bargaining unit Flexible work model program development
Information technology assets and services - business interruption	Moderate	Possible	<ul style="list-style-type: none"> Upgraded IT infrastructure Business continuity/ disaster recovery planning Investing in cyber security infrastructure and applications
Major capital projects exceed budget	Moderate	Unlikely	<ul style="list-style-type: none"> Project governance structure Major capital projects internal audit recommendations Ongoing monitoring and reporting
Expenses higher than budget due to aging facilities and deferred maintenance liability	Moderate	Likely	<ul style="list-style-type: none"> Contingency funds Ongoing expense monitoring Prioritization of critical projects

Conclusion

The 2022-23 Annual Budget provides the College with the resources required to deliver on the commitments detailed in the 2022-24 Business Plan and the College's 2022-25 Strategic Plan.

While the 2022-23 Annual Budget presents a small surplus budget, the College remains committed to focusing on increasing its financial sustainability. The unknown trajectory of the pandemic has added new risks to College operations and financials. The College continues to focus on reviewing revenue generating opportunities, cost allocation and resource reviews to ensure the College can mitigate risks and has the resources to invest in the future.

This budget continues the College's history of investing in the future of the College and its people. Investments in equipment, personalized learning, new capital building developments, physical and information technology infrastructure, and process improvements will result in an enhanced learner experience.

Additional details of new initiatives are included in the College's Annual Business Plan.

Thank You

To the College Budget Committee

I would like to conclude by thanking all of those involved in the development of the Annual Budget for their hard work and ongoing commitment to the College, with a special mention of the efforts of the College Budget Committee:

- Alanna McDonell, (Chair), Director, Marketing
- Ernest Mulvey (Vice-Chair), Director, International Education Centre
- Annette Bouzi, OPSEU Local Academic Employees Union President
- Maggie Cusson, Dean, Academic Development
- Christine Kelsey, OPSEU Local Support Staff Union President
- Teri Kinnunen, (Resource), Manager, Corporate Planning
- Erin Langevin, Director, Employee and Labour Relations
- Mark Leduc, Executive Director, Academic Operations and Planning
- Eric Marois, Dean, School of Advanced Technology
- Andre O'Bonsawin, Director of Indigenous Initiatives
- Grant Perry, (Resource), Chief Financial Officer
- Lois Pollock, Chief Digital Officer
- Joanne Souaid, Associate Director, Advancement Services
- Ryan Southwood, Executive Director, Facilities Management
- Emily Woods, (Resource), Director, Corporate Planning

Duane McNair
Treasurer and Vice President, Finance and Administration

PRO FORMA SUMMARY

(All figures in 000's)

	Actual 2020-21	Annual Budget 2021-22	Q3 Projection 2021-22	Annual Budget 2022-23	Pro Forma 2023-24	Pro Forma 2024-25
Funded Activity/College Operations						
Revenue	\$ 253,920	\$ 260,223	\$ 263,730	\$ 283,975	\$ 292,525	\$ 306,662
Expenditures ¹	249,682	267,926	267,295	289,086	299,320	313,117
Net Contribution	4,238	(7,703)	(3,565)	(5,111)	(6,795)	(6,455)
Contract Activity & Other Non-Funded Activity						
Revenue	40,510	70,589	54,798	46,856	61,144	68,069
Expenditures	38,432	65,117	50,513	43,095	53,134	57,495
Net Contribution	2,078	5,472	4,285	3,761	8,010	10,574
Campus Services						
Revenue	14,547	15,779	20,337	35,567	39,388	40,175
Expenditures ¹	17,102	16,604	18,716	28,280	30,371	32,293
Net Contribution	(2,555)	(825)	1,621	7,287	9,017	7,882
International Education Centre						
Revenue	48,282	50,978	47,463	73,277	87,995	99,407
Expenditures	32,565	36,850	34,481	50,398	62,461	70,902
Net Contribution	15,717	14,128	12,982	22,879	25,534	28,505
Strategic Investment Priorities						
Revenue	39,304	8,903	10,896	6,503	6,503	6,503
Expenditures ²	58,707	40,875	37,280	42,160	43,839	41,667
Net Contribution	(19,403)	(31,972)	(26,384)	(35,657)	(37,336)	(35,164)
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(439)	(1,300)	(1,300)	(1,100)	(1,200)	(1,200)
Amortization of Deferred Capital Contributions	7,638	8,200	8,200	7,900	8,000	8,000
Non-Cash Expenditure Adjustments						
Expenditures to be Capitalized	9,918	19,600	16,880	18,700	23,069	18,015
Amortization Expense	(16,321)	(16,100)	(16,100)	(16,200)	(18,200)	(18,200)
Change in Vacation, Sick Leave & Post-Employment Benefits	2,022	500	500	500	500	500
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 2,893	\$ (10,000)	\$ (2,881)	\$ 2,959	\$ 10,599	\$ 12,457

1. Expenditures do not reflect \$3.8M in principal debt repayments in 2022-23.

2. Strategic Investment Priorities Expenditures include authorized and proposed spending from Internally Restricted Net Assets.

PRO FORMA SUMMARY - continued

(All figures in 000's)

	Actual 2020-21	Annual Budget 2021-22	Q3 Projection 2021-22	Annual Budget 2022-23	Pro Forma 2023-24	Pro Forma 2024-25
Net Assets						
Unrestricted	\$ 1,000	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Investment in Capital Assets	96,798	114,526	108,101	122,881	138,634	149,585
Vacation, Sick Leave and Post-Employment Benefits	(18,225)	(19,188)	(17,725)	(17,225)	(16,725)	(16,225)
Internally Restricted						
Specific Reserves	47,808	17,731	37,005	22,296	13,099	10,729
Contingency Reserve Fund	8,873	10,039	8,873	10,988	12,090	12,888
Reserve Funds - Future Capital Expansion	27,731	17,805	23,820	22,940	25,351	27,897
Reserve Funds - Net Proceeds from Sale of March Road Land	2,423	2,403	2,454	2,485	2,515	2,547
Endowments	34,137	32,918	34,737	35,337	35,937	36,537
	200,545	176,234	198,265	200,702	211,901	224,958
Accumulated Remeasurement Losses	(3,971)	(5,408)	(3,971)	(3,971)	(3,971)	(3,971)
TOTAL NET ASSETS	\$ 196,574	\$ 170,826	\$ 194,294	\$ 196,731	\$ 207,930	\$ 220,987

STATEMENT OF FINANCIAL POSITION

(All figures in 000's)

	March 31, 2022 Annual Budget	March 31, 2022 Q3 Projection	March 31, 2023 Proposed Budget
ASSETS			
Current Assets			
Cash and Short Term Investments	\$ 68,084	\$ 88,469	\$ 76,018
Accounts Receivable	26,000	26,000	29,000
Inventory	1,550	2,000	2,200
Prepaid Expenses	3,500	4,000	4,500
	99,134	120,469	111,718
Investments	23,700	30,979	28,500
Long Term Prepaid Asset	5,436	5,436	5,326
Endowment Assets	32,918	34,737	35,337
Capital Assets	296,827	289,902	294,036
TOTAL ASSETS	\$ 458,015	\$ 481,523	\$ 474,917
LIABILITIES AND NET ASSETS			
Current Liabilities			
Accounts Payable & Accrued Liabilities	\$ 29,000	\$ 29,000	\$ 29,000
Asset Retirement Obligation	-	-	2,103
Accrued Salaries & Employee Deductions Payable	9,500	9,500	9,500
Deferred Revenue	42,000	45,000	45,000
Current Portion of Long Term Debt	3,846	3,846	4,084
	84,346	87,346	89,687
Long Term Debt	32,338	32,338	28,254
Vacation, Sick Leave & Post-Employment Benefits	19,188	17,725	17,225
Deferred Capital Contributions	146,117	145,617	138,817
Interest Rate Swaps	5,200	4,203	4,203
Net Assets			
Unrestricted	-	1,000	1,000
Investment in Capital Assets	114,526	108,101	122,881
Vacation, Sick Leave & Post-Employment Benefits	(19,188)	(17,725)	(17,225)
Internally Restricted	47,978	72,152	58,709
Endowment Fund	32,918	34,737	35,337
	176,234	198,265	200,702
Accumulated Remeasurement Losses	(5,408)	(3,971)	(3,971)
	170,826	194,294	196,731
TOTAL LIABILITIES AND NET ASSETS	\$ 458,015	\$ 481,523	\$ 474,917

REVENUE SCHEDULE

(All figures in 000's)

	Funded Activity/ College Operations	Contract Activity & Other Non-Funded Activity	Campus Services	International Education Centre	Strategic Investment Priorities	Annual Budget 2022-23	Q3 Projection 2021-22	Annual Budget 2021-22	Actual 2020-21
Grants									
Post Secondary Activity	\$ 105,439	\$ -	\$ -	\$ -	\$ -	\$ 105,439	\$ 109,871	\$ 105,843	\$ 99,829
Capital & Equipment	-	-	-	-	6,503	6,503	7,057	6,503	5,932
Apprentice	5,302	-	-	-	-	5,302	4,916	4,932	2,189
Flow-Through Student Aid	1,620	-	-	-	-	1,620	3,108	1,530	1,650
TOTAL GRANTS	112,361	-	-	-	6,503	118,864	124,952	118,808	109,600
Tuition Fees									
Full-Time Post Secondary	91,372	95	-	65,860	-	157,327	120,966	126,918	116,447
Full-Time Non-Funded	298	3,659	-	-	-	3,957	340	458	282
Part-Time	10,842	1,667	-	-	-	12,509	11,875	11,864	11,173
Adult Training	1,328	-	-	-	-	1,328	1,222	1,405	455
Student Technology Fees	9,054	-	-	-	-	9,054	7,802	8,131	7,447
TOTAL TUITION FEES	112,894	5,421	-	65,860	-	184,175	142,205	148,776	135,804
Contract Educational Services									
Provincially Funded Programs	-	20,598	-	-	-	20,598	29,868	43,826	38,357
Corporate & Other Programs	6,219	14,065	-	2,298	-	22,582	24,971	24,611	18,204
TOTAL CONTRACT EDUCATIONAL SERVICES	6,219	34,663	-	2,298	-	43,180	54,839	68,437	56,561
CAMPUS SERVICES SALES	-	-	35,567	-	-	35,567	20,338	15,779	14,547
Other									
Students' Association Contribution (Ishkedowan Courtyard & Athletics and Recreation Centre)	-	-	-	-	-	-	3,839	2,400	33,361
Early Learning Centre	1,118	-	-	-	-	1,118	808	808	522
Student Ancillary Fees	6,548	-	-	-	-	6,548	6,325	6,079	5,753
Investment Income	722	-	-	-	-	722	1,607	1,607	789
Transfer from International Education Centre	33,132	-	-	-	-	33,132	22,230	23,785	24,087
Miscellaneous	10,981	6,772	-	5,119	-	22,872	20,081	19,993	15,539
TOTAL OTHER	52,501	6,772	-	5,119	-	64,392	54,890	54,672	80,051
TOTAL REVENUE	\$ 283,975	\$ 46,856	\$ 35,567	\$ 73,277	\$ 6,503	\$ 446,178	\$ 397,224	\$ 406,472	\$ 396,563

Funded Activity/College Operations	\$ 283,975	\$ 263,730	\$ 260,223	\$ 253,920
Contract Activity & Other Non-Funded Activity	46,856	54,798	70,589	40,510
Campus Services	35,567	20,337	15,779	14,547
International Education Centre	73,277	47,463	50,978	48,282
Strategic Investment Priorities	6,503	10,896	8,903	39,304
Total Revenue	\$ 446,178	\$ 397,224	\$ 406,472	\$ 396,563

EXPENDITURES SCHEDULE

(All figures in 000's)

	Funded Activity/ College Operations	Contract Activity & Other Non-Funded Activity	Campus Services	International Education Centre	Strategic Investment Priorities	Annual Budget 2022-23	Q3 Projection 2021-22	Annual Budget 2021-22	Actual 2020-21
Full-Time Salaries & Benefits									
Full-Time Salaries & Benefits - Academic	\$ 83,710	\$ 1,257	\$ -	\$ -	\$ -	\$ 84,967	\$ 78,811	\$ 78,733	\$ 76,168
Full-Time Salaries & Benefits - Administrative	29,305	3,823	1,947	1,640	-	36,715	31,156	32,727	29,617
Full-Time Salaries & Benefits - Support	45,614	5,128	4,226	879	-	55,847	50,477	51,094	46,917
Total Full-Time Salaries & Benefits	158,629	10,208	6,173	2,519	-	177,529	160,444	162,554	152,702
Other Staff Salaries & Benefits									
Other Staff Salaries & Benefits - Academic	39,004	1,844	-	131	-	40,979	39,707	39,585	39,874
Other Staff Salaries & Benefits - Administrative	1,225	1,933	-	-	-	3,158	4,479	4,146	4,314
Other Staff Salaries & Benefits - Support	9,759	1,656	1,994	334	-	13,743	12,887	11,323	11,476
Total Other Staff Salaries & Benefits	49,988	5,433	1,994	465	-	57,880	57,073	55,054	55,664
TOTAL SALARY & BENEFITS	208,617	15,641	8,167	2,984	-	235,409	217,517	217,608	208,366
Other Operating									
Mandated Student Aid	5,321	-	-	-	-	5,321	5,825	5,830	6,094
Contingencies	5,358	-	-	-	-	5,358	1,250	5,327	7
Long Term Debt Interest	612	-	1,397	-	-	2,009	2,266	2,068	2,420
Contract Services	20,878	16,245	1,991	8,408	-	47,522	45,364	61,149	37,533
Instructional Supplies & Equipment	5,279	2,259	22	17	-	7,577	10,006	8,625	4,929
Information Technology	13,285	405	279	25	-	13,994	13,696	12,844	10,668
Marketing and Promotion	2,087	527	224	346	-	3,184	3,101	3,123	2,004
Building Maintenance & Utilities	13,579	55	2,103	-	-	15,737	14,975	15,900	13,388
Flow-Through Student Aid	1,620	-	-	155	-	1,775	3,123	1,530	1,669
Cost of Goods Sold	322	-	12,161	-	-	12,483	7,905	7,405	7,203
Transfer from International Education Centre	-	-	-	33,132	-	33,132	22,230	23,785	24,087
Other	12,128	7,963	1,936	5,331	-	27,358	23,747	21,303	19,413
TOTAL OTHER OPERATING	80,469	27,454	20,113	47,414	-	175,450	153,488	168,889	129,415
STRATEGIC INVESTMENT PRIORITIES EXPENDITURES	-	-	-	-	42,160	42,160	37,280	40,875	58,707
TOTAL EXPENDITURES	\$ 289,086	\$ 43,095	\$ 28,280	\$ 50,398	\$ 42,160	\$ 453,019	\$ 408,285	\$ 427,372	\$ 396,488

Funded Activity/College Operations	\$ 289,086	\$ 267,295	\$ 267,926	\$ 249,682
Contract Activity & Other Non-Funded Activity	43,095	50,513	65,117	38,432
Campus Services	28,280	18,716	16,604	17,102
International Education Centre	50,398	34,481	36,850	32,565
Strategic Investment Priorities	42,160	37,280	40,875	58,707
Total Expenditures	\$ 453,019	\$ 408,285	\$ 427,372	\$ 396,488

STRATEGIC INVESTMENT PRIORITIES

(All figures in 000's)

	Grants & Fundraising	College Funded	Annual Budget 2022-23	Q3 Projection 2021-22	Annual Budget 2021-22	Actual 2020-21
SOURCE OF FUNDS						
Facilities Renewal Grant	\$ 4,000		\$ 4,000	\$ 4,975	\$ 4,000	\$ 2,603
College Equipment Renewal Fund Grant	1,503		1,503	759	1,503	2,509
Apprenticeship Capital Grant	1,000		1,000	1,323	1,000	820
Students' Association Contribution			-	3,839	2,400	33,361
Miscellaneous			-	-		11
TOTAL SOURCE OF FUNDS	6,503	-	6,503	10,896	8,903	39,304
EXPENDITURES						
Major Capital Projects						
Athletics and Recreation Centre	-	-	-	3,639	2,200	33,361
Athletics and Recreation Centre Enabling Work / Pedestrian Link	-	-	-	5,886	1,800	5,714
Campus Accessibility	-	2,100	2,100	1,200	1,200	-
Pedestrian Bridge to Bus Rapid Transit Station	-	1,161	1,161	1,260	1,260	-
R3 (Student Information System)	-	20,000	20,000	13,800	21,860	6,223
Salesforce Lightning Upgrade	-	3,154	3,154	620	1,000	-
Solar Photovoltaic Plan	-	-	-	344	-	281
Total Major Capital Projects	-	26,415	26,415	26,749	29,320	45,579
Other						
Academic & Other Equipment	1,000	-	1,000	875	875	463
Apprenticeship Capital Grant	1,000	-	1,000	1,323	1,000	809
Campus Services	-	275	275	70	345	-
College Space & Infrastructure	4,000	1,527	5,527	5,552	4,760	5,374
College Technologies	503	2,212	2,715	1,775	1,706	2,574
Initiatives & Opportunities	-	4,146	4,146	2,334	2,917	2,943
Net Contribution Surplus Carryover	-	-	-	-	-	112
New Program Initiatives	-	1,082	1,082	702	702	853
Adjustment for Anticipated Underspend	-	-	-	(2,100)	(750)	-
Total Other	6,503	9,242	15,745	10,531	11,555	13,128
TOTAL EXPENDITURES	6,503	35,657	42,160	37,280	40,875	58,707
NET CONTRIBUTION	\$ -	\$ (35,657)	\$ (35,657)	\$ (26,384)	\$ (31,972)	\$ (19,403)

STRATEGIC INVESTMENT PRIORITIES - Initiatives & Opportunities Projects

(All figures in 000's)

		Annual Budget 2022-23
Initiatives & Opportunities		
Academic Services	Applied Research - Data Analytics Centre	\$ 131
Academic Services	Business Case for a New Academic School	220
Academic Services	Flexible Program Delivery Options	231
Academic Services	Innovation Fund	50
Academic Services	Program Lifecycle Management System (PLMS)	286
Academic Services	Strategic Enrolment Envelope	135
Finance & Administration	Accounts Payable Automation	132
Finance & Administration	Food Services Planning & Recovery	12
Finance & Administration	ITS Project Delivery	1,561
Human Resources	Human Resources Programs Envelope	239
Human Resources	People Plan	214
Human Resources	Strategic Workforce Planning - Business Case	175
Student Services	Collaborative Library Services Platform (CLSP) Project	120
Student Services	Marketing Envelope	639
TOTAL EXPENDITURES		\$ 4,146

NET ASSETS CONTINUITY SCHEDULE

(All figures in 000's)

	Q3 Projection March 31, 2022	2022-23 Budgeted In Year Use of Funds	2022-23 Budgeted Year End Adjustments	Budgeted Balance March 31, 2023
Specific Reserves				
Other Projects & Initiatives	37,023	12,741	(6,097)	18,185
Campus Services Reserve Fund	(620)	275	4,397	3,502
Employment Stabilization Funds	602	-	7	609
	37,005	13,016	(1,693)	22,296
Contingency Reserve Fund	8,873	-	2,115	10,988
Reserve Funds				
Future Capital Expansion	23,820	1,161	281	22,940
Net Proceeds from Sale of March Road Land	2,454	-	31	2,485
	26,274	1,161	312	25,425
TOTAL INTERNALLY RESTRICTED NET ASSETS ^{1,2}	72,152	14,177	734	58,709
TOTAL UNRESTRICTED NET ASSETS ¹	1,000	-	-	1,000
Investment in Capital Assets	108,101	-	14,780	122,881
Vacation, Sick Leave & Post-Employment Benefits	(17,725)	-	500	(17,225)
Interest Rate Swaps	(3,971)	-	-	(3,971)
Endowment Fund	34,737	-	600	35,337
TOTAL NET ASSETS	194,294	14,177	16,614	196,731

1 - Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Specific Reserves and Reserve Funds, as well as adjustments to Reserve Funds for the fiscal year 2022-23. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

2 - Adjustments to 2022-23 reserves includes planned contributions to reserves which are partially offset by the adoption of Public Sector Accounting Standard PS3280 (Asset Retirement Obligations) in 2022-23.

SUMMARY OF FUNDED POSITIONS

	December 31, 2021				Proposed Budget 2022-23			
	Academic	Admin	Support	Total	Academic	Admin	Support	Total
Academic Services								
Academic Development	8	6	12	26	8	6	12	26
Academic Operations and Planning	1	3	9	13	1	3	9	13
Algonquin College Heritage Institute	7	3	8	18	7	3	8	18
Algonquin College In The Ottawa Valley	30	7	39	76	30	7	39	76
Algonquin Centre for Construction Excellence	67	3	12	82	67	3	12	82
Associate Vice-President - Experiential Learning and Innovation	-	4	22	26	-	4	22	26
Associate Vice-President - Global, Online and Corporate Learning	-	27	50	77	-	27	50	77
Faculty of Arts Media and Design	118	9	32	159	118	9	32	159
Faculty of Health, Public Safety & Community Studies	137	10	33	180	137	10	34	181
School of Advanced Technology	116	7	17	140	116	7	17	140
School of Business	91	4	7	102	91	5	10	106
School of Hospitality and Tourism	42	4	9	55	42	4	9	55
Senior Vice-President, Academic Services	-	3	-	3	8	3	-	11
Total	617	90	250	957	625	91	254	970
Advancement								
Advancement Operations	-	7	5	12	-	8	5	13
Total	-	7	5	12	-	8	5	13
Finance and Administration								
Campus Services	-	14	50	64	-	16	51	67
Facilities Management	-	12	36	48	-	12	36	48
Finance and Administrative Services	-	14	26	40	-	15	26	41
Information Technology Services	-	26	93	119	-	27	95	122
Risk Management	-	10	1	11	-	10	1	11
Vice-President, Finance and Administration	-	2	-	2	-	2	-	2
Total	-	78	206	284	-	82	209	291
Human Resources								
Labour Relations	-	17	-	17	-	18	-	18
People and Culture	-	18	4	22	-	18	4	22
Vice-President, Human Resources	-	2	-	2	-	2	-	2
Total	-	37	4	41	-	38	4	42
President & Board of Governors								
Communications	-	4	5	9	-	4	5	9
President's Office and Board of Governors	-	4	-	4	-	4	-	4
Total	-	8	5	13	-	8	5	13

SUMMARY OF FUNDED POSITIONS - continued

	December 31, 2021			
	Academic	Admin	Support	Total
Student Services				
Marketing and Recruitment	-	3	28	31
R3 Executive Business Lead	-	-	6	6
R3 Executive Technical Lead	-	-	1	1
Registrar	-	10	66	76
Student Support Services	20	12	39	71
Vice-President, Student Services	-	2	-	2
Total	20	27	140	187
Truth, Reconciliation & Indigenization				
Indigenous Services and Partnerships	-	4	-	4
Total	-	4	-	4
COLLEGE TOTAL	637	251	610	1,498

Proposed Budget 2022-23				
Academic	Admin	Support	Total	
-	3	28	31	
-	-	6	6	
-	-	1	1	
-	10	69	79	
20	12	39	71	
-	2	-	2	
20	27	143	190	
-	4	-	4	
-	4	-	4	
645	258	620	1,523	

The complement report represents the total number of positions for each of the College's major Areas. Not all positions are 100% funded in the budget, as some positions are vacant at the start of the year, and other positions have a start date projected other than April 1st.

PROJECTED ENROLMENT VERSUS 2021-22 Q3 PROJECTED ENROLMENT

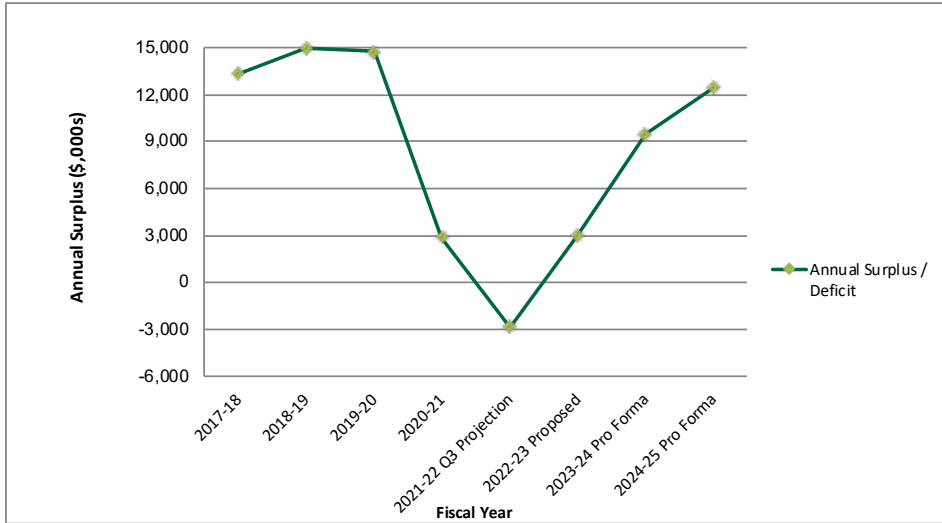
	Projected 2022-23	Q3 Projection 2021-22	Variance (#)	Variance (%)
Domestic Students	37,923	35,056	2,867	8.2%
International Students	11,642	7,518	4,124	54.9%
Total	49,565	42,574	6,991	16.4%

In addition to the above, the 2022-23 Annual Budget supports the following:

	Projected 2022-23
Apprentice Seat Purchases	2,458
Collaborative Enrolments	613
Public College Private Partnership	449
Total	3,071

FINANCIAL HEALTH INDICATORS

OPERATING RESULTS: ANNUAL SURPLUS / DEFICIT

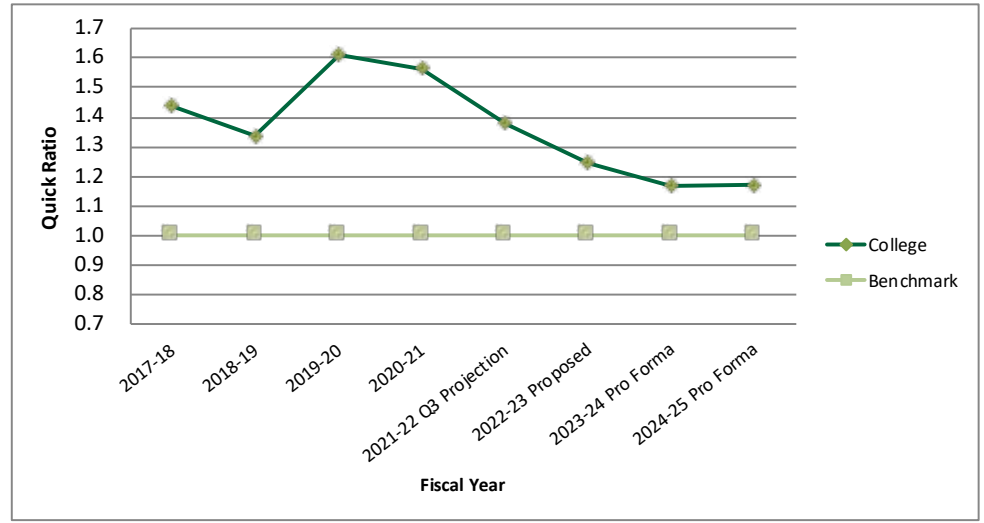


Objective:
Measures the excess of revenues over expenses in a given year.

Benchmark:
Must be greater than \$0.

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

MEASURING LIQUIDITY: QUICK RATIO



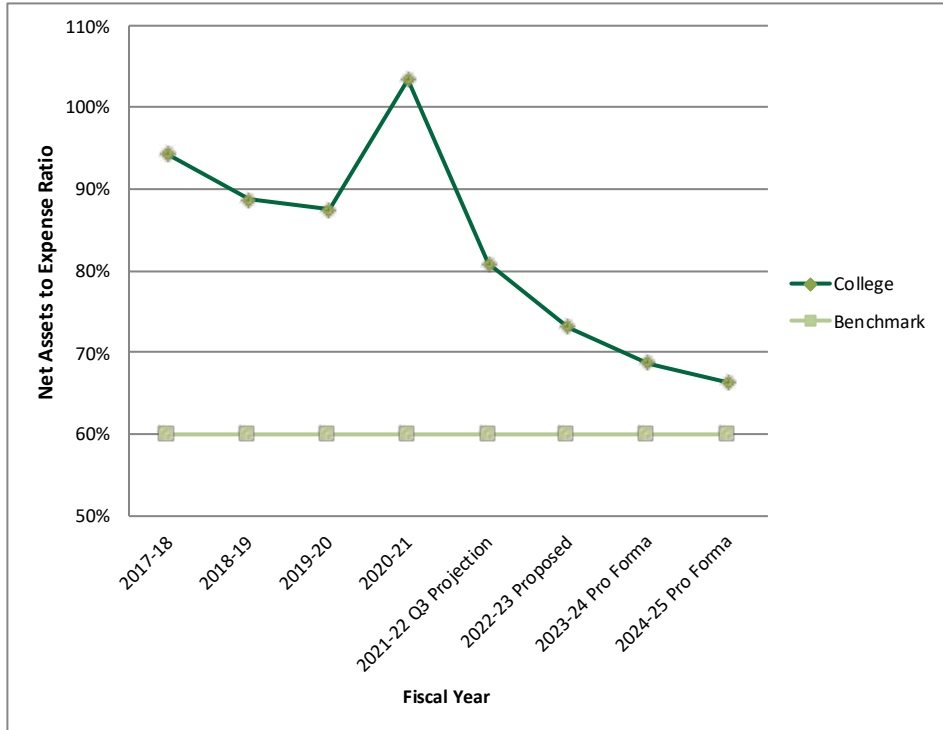
Objective:
Fiscal performance indicator testing the college's ability to pay its short term maturing obligations (e.g. biweekly payroll payments).

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

Rationale:
A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short term obligations. When including surplus cash invested in longer term investments (greater than 1 year) Algonquin's Quick Ratio is 1.56 for 2022-23.

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.

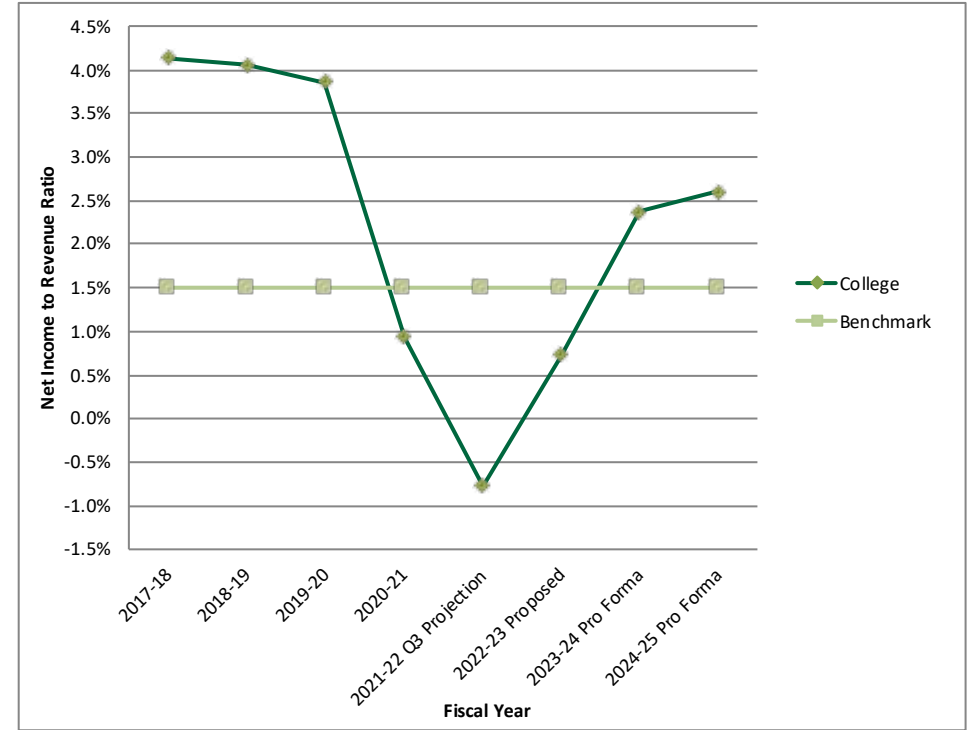
Benchmark:

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:

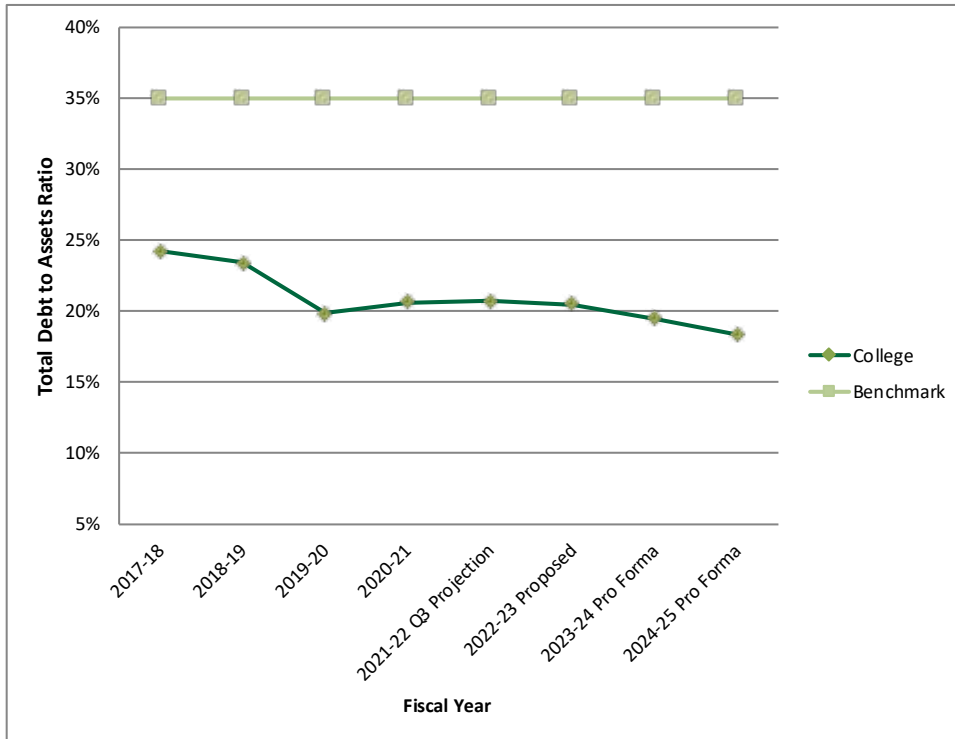
Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

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.

FINANCIAL HEALTH INDICATORS

MANAGING DEBT: TOTAL DEBT TO ASSETS RATIO



Objective:

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

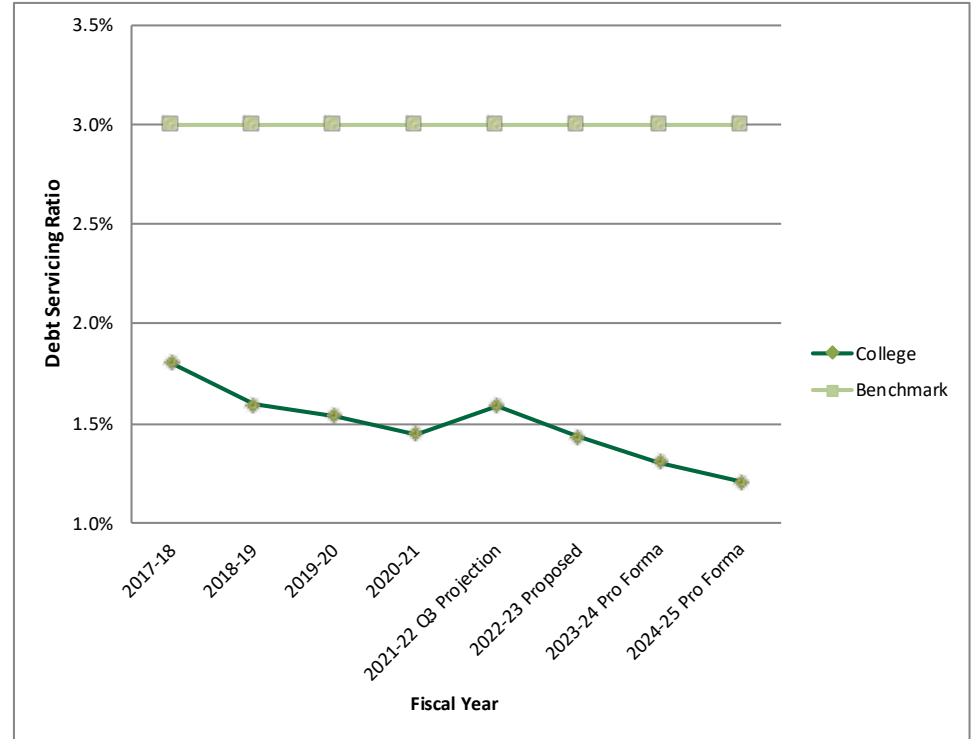
Benchmark:

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

Rationale:

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

MANAGING DEBT: DEBT SERVICING RATIO



Objective:

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

Benchmark:

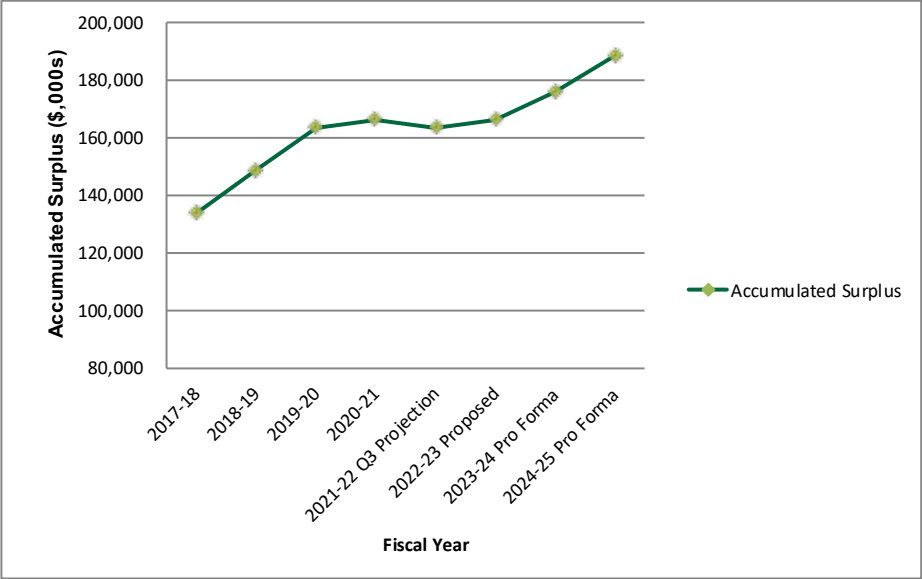
A ratio of 3% or lower, based on historical trend analysis and industry standard.

Rationale:

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

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.



Report title:	Third Quarter 2021-22 Financial Projection
Report to:	Board of Governors
Date:	February 28, 2022
Author/Presenter:	Grant Perry, Chief Financial Officer

1. RECOMMENDATION:

THAT the Board of Governors accepts for information, the Third Quarter 2021-22 Financial Projection which reports an improvement in net contribution of \$7.1 million compared to the 2020-21 Approved Annual Budget with a total projected deficit of \$2.9 million.

2. PURPOSE / EXECUTIVE SUMMARY:

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

3. BACKGROUND:

On April 19, 2021, the Board of Governors approved the 2021-22 Annual Budget with an overall deficit net contribution of \$10 million, in compliance with both the Board of Governors’ Direction and Ministry of Colleges and Universities Operating Directive. The budget/projection requirements are provided in Appendix B: Third 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 analyses 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 increased revenues from Ministry contracts, expenditure savings, improved revenue outlooks in Campus Services, and reductions in capital spending projections as compared to the Approved Annual Budget. Report details are provided in Appendix A: Third Quarter 2021-22 Financial Projection.

\$M	Approved 2021-22 Net Contribution	Q3 2021-22 Net Contribution
Funded Activity / College Operations	\$(7.7)	\$(3.6)
Contract and Other Non-Funded Activity	5.4	4.3
Campus Services	(0.8)	1.6
International Education Centre	<u>14.1</u>	<u>13.0</u>
Net Contribution from Total College Operations	11.0	15.3
Net Strategic Investment Priorities	(32.0)	(26.4)
Non-Cash Adjustments: Capitalization & Depreciation	<u>11.0</u>	<u>8.2</u>
Net Contribution	\$(10.0)	\$(2.9)
Domestic & International Enrolment	Approved Annual Budget 2021-22	Q3 2021-22 Projection
	43,284	42,574

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 Third Quarter 2021-22 Financial Projection reports an increase in net contribution of \$7.1 million from the 2021-22 Approved Annual Budget for a total projected deficit of \$2.9 million for the fiscal year.

8. HUMAN RESOURCES IMPACT:

The 2021-22 Approved Annual Budget provided required funding for all existing full-time permanent staff complement positions and for 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 Third 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: Third Quarter 2021-22 Financial Projection Appendix B: Third Quarter 2021-22 Compliance Schedule

Financial Projection

THIRD QUARTER
2021-22

Board of Governors
February 28, 2022





Third Quarter 2021-22 Financial Projection

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Third Quarter 2021-22 Financial Projection SUMMARY

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Approved
Funded Activity/College Operations						
Revenue	\$ 260,223	\$ 268,607	\$ 267,334	\$ 263,730	\$ 3,507	1%
Expenditures	267,926	269,643	269,231	267,295	631	0%
Net Contribution	(7,703)	(1,036)	(1,897)	(3,565)	4,138	54%
Contracts & Other Non-Funded Activity						
Revenue	70,589	60,662	61,968	54,798	(15,791)	-22%
Expenditures	65,117	55,402	57,154	50,513	14,604	22%
Net Contribution	5,472	5,260	4,814	4,285	(1,187)	-22%
Campus Services						
Revenue	15,779	18,264	19,468	20,337	4,558	29%
Expenditures	16,604	18,502	18,430	18,716	(2,112)	-13%
Net Contribution	(825)	(238)	1,038	1,621	2,446	296%
International Education Centre						
Revenue	50,978	51,620	49,884	47,463	(3,515)	-7%
Expenditures	36,850	37,197	35,984	34,481	2,369	6%
Net Contribution	14,128	14,423	13,900	12,982	(1,146)	-8%
Strategic Investment Priorities						
Revenue	8,903	11,140	11,140	10,896	1,993	22%
Expenditures	40,875	46,481	40,244	37,280	3,595	9%
Net Contribution	(31,972)	(35,341)	(29,104)	(26,384)	5,588	17%
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(1,300)	(1,300)	(1,300)	(1,300)	-	0%
Amortization of Deferred Capital Contributions	8,200	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	16,880	(2,720)	-14%
Amortization Expense	(16,100)	(16,100)	(16,100)	(16,100)	-	0%
Change in Vacation, Sick Leave & Post-Employment Benefits	500	500	500	500	-	0%
Net Contribution as per Public Sector Accounting Standards (PSAS)						
	\$ (10,000)	\$ (1,932)	\$ (849)	\$ (2,881)	\$ 7,119	71%

	March 31, 2021 Year-End Actual	March 31, 2022 Approved Annual Budget	March 31, 2022 Q1 Projected	March 31, 2022 Q2 Projected	March 31, 2022 Q3 Projected	Q3 vs. Approved Variance
ASSETS						
Current Assets						
Cash and Short Term Investments	\$ 96,027	\$ 68,084	\$ 82,596	\$ 88,281	\$ 88,469	\$ 20,385
Accounts Receivable	45,533	26,000	26,000	26,000	26,000	-
Inventory	1,995	1,550	2,000	2,000	2,000	450
Prepaid Expenses	4,865	3,500	4,000	4,000	4,000	500
	148,420	99,134	114,596	120,281	120,469	21,335
Investments	25,349	23,700	30,979	30,979	30,979	7,279
Long Term Prepaid Asset	5,500	5,436	5,436	5,436	5,436	-
Endowment Assets	34,137	32,918	34,737	34,737	34,737	1,819
Capital Assets	289,122	296,827	296,722	292,122	289,902	(6,925)
TOTAL ASSETS	\$ 502,528	\$ 458,015	\$ 482,470	\$ 483,555	\$ 481,523	\$ 23,508
LIABILITIES & NET ASSETS						
Current Liabilities						
Accounts Payable & Accrued Liabilities	\$ 28,656	\$ 29,000	\$ 29,000	\$ 29,000	\$ 29,000	\$ -
Accrued Salaries & Employee Deductions Payable	9,924	9,500	9,500	9,500	9,500	-
Deferred Revenue	52,622	42,000	45,000	45,000	45,000	3,000
Current Portion of Long Term Debt	3,622	3,846	3,846	3,846	3,846	-
	94,824	84,346	87,346	87,346	87,346	3,000
Long Term Debt	36,185	32,338	32,338	32,338	32,338	-
Vacation, Sick Leave & Post-Employment Benefits	18,225	19,188	17,725	17,725	17,725	(1,463)
Deferred Capital Contributions	152,517	146,117	145,617	145,617	145,617	(500)
Interest Rate Swaps	4,203	5,200	4,203	4,203	4,203	(997)
Net Assets						
Unrestricted	1,000	-	1,000	1,000	1,000	1,000
Investment in Capital Assets	96,798	114,526	114,921	110,321	108,101	(6,425)
Vacation, Sick Leave & Post-Employment Benefits	(18,225)	(19,188)	(17,725)	(17,725)	(17,725)	1,463
Internally Restricted	86,835	47,978	66,279	71,964	72,152	24,174
Endowment Fund	34,137	32,918	34,737	34,737	34,737	1,819
	200,545	176,234	199,212	200,297	198,265	22,031
Accumulated Remeasurement Losses	(3,971)	(5,408)	(3,971)	(3,971)	(3,971)	1,437
	196,574	170,826	195,241	196,326	194,294	23,468
TOTAL LIABILITIES & NET ASSETS	\$ 502,528	\$ 458,015	\$ 482,470	\$ 483,555	\$ 481,523	\$ 23,508

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS					
Grants					
Post Secondary Activity	\$ 105,843	\$ 109,193	\$ 109,670	\$ 109,872	\$ 4,029
Apprentice	4,932	4,758	4,858	4,916	(16)
Flow-Through Student Aid	1,530	2,944	3,108	3,108	1,578
TOTAL GRANTS	112,305	116,895	117,636	117,896	5,591
Tuition Fees					
Full-Time Post Secondary	79,028	83,022	80,682	78,494	(534)
Full-Time Non-Funded	257	257	292	292	35
Part-Time	10,255	10,237	10,293	10,293	38
Adult Training	1,405	1,336	1,215	1,222	(183)
Student Technology Fees	8,131	8,097	8,012	7,802	(329)
TOTAL TUITION FEES	99,076	102,949	100,494	98,103	(973)
Contract Educational Services					
Corporate & Other Programs	6,136	6,466	6,416	6,416	280
TOTAL CONTRACT EDUCATIONAL SERVICES	6,136	6,466	6,416	6,416	280
Other					
Early Learning Centre	808	808	808	808	-
Student Ancillary Fees	6,079	6,135	6,322	6,322	243
Investment Income	1,607	1,607	1,607	1,607	-
Transfer from International Education Centre ¹	23,785	24,259	23,228	22,230	(1,555)
Miscellaneous	10,427	9,488	10,823	10,348	(79)
TOTAL OTHER	42,706	42,297	42,788	41,315	(1,391)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	260,223	268,607	267,334	263,730	3,507
CONTRACTS & OTHER NON-FUNDED ACTIVITY	70,589	60,662	61,968	54,798	(15,791)
CAMPUS SERVICES	15,779	18,264	19,468	20,337	4,558
INTERNATIONAL EDUCATION CENTRE	50,978	51,620	49,884	47,463	(3,515)
STRATEGIC INVESTMENT PRIORITIES	8,903	11,140	11,140	10,896	1,993
TOTAL REVENUE	\$ 406,472	\$ 410,293	\$ 409,794	\$ 397,224	\$ (9,248)

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

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ 4,029	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, \$372K in Mental Health Grants, \$300K Ministry funding for the Education City initiative as well as other minor increases.
Flow-Through Student Aid	\$ 1,578	Favourable variance due to \$1.5M provincial funding for Personal Support Worker Accelerated program bursaries.
Full-Time Post Secondary Tuition Fees	\$ (534)	Unfavourable variance due to a 1.6% reduction in enrolment from 2021-22 Approved Annual Budget.
Student Technology Fees	\$ (329)	Unfavourable variance due to lower than projected student enrolment from 2021-22 Approved Annual Budget.
Corporate & Other Programs	\$ 280	Favourable variance due to higher than projected 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	\$ (1,555)	Unfavourable variance due to decrease of International Fee Premiums allocated to Funded Activity as a result of a 7.5% decline in international student enrolment from 2021-22 Approved Annual Budget.
Contract and Other Non-Funded Activity	\$ (15,791)	Unfavourable variance due to a \$12.8M decrease in Business Development and Corporate Training as a result of unawarded SkillsAdvance Ontario Steel and Aluminum contract which was partially offset by new SkillsAdvance Ontario contracts (Construction, Healthcare & Manufacturing). \$2.5M decrease due to postponement of the Public College Private Partnership to 2022-23. \$1.75M decrease in Applied Research projects due to delay in project approvals which are postponed to 2022-23.
Campus Services	\$ 4,558	Favourable variance due to anticipated increase of on-campus activities and events including a \$2.7M increase in Residence revenue from an increase in occupancy rates, as well as \$1.1M increase in Food and Conference Services revenue.

Description	Variance Favourable/ (Unfavourable)	Comments
International Education Centre	\$ (3,515)	Unfavourable variance due to 7.5% decrease in international student enrolment from 2021-22 Approved Annual Budget.
Strategic Investment Priorities	\$ 1,993	Favourable variance due to carry forward of revenue 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	\$ (9,043)	
Other Minor Variances	\$ (205)	
Total Variance	\$ (9,248)	



Third Quarter 2021-22 Financial Projection EXPENDITURES SCHEDULE

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS					
TOTAL SALARIES & BENEFITS	\$ 195,176	\$ 193,959	\$ 194,092	\$ 193,525	\$ 1,651
Other Operating Costs					
Mandated Student Aid	5,825	5,825	5,825	5,825	-
Contingencies	5,327	4,827	4,327	3,327	2,000
Long Term Debt Interest	658	658	658	658	-
Contract Services	16,725	16,908	16,926	17,033	(308)
Instructional Supplies & Equipment	5,065	6,920	6,508	6,227	(1,162)
Information Technology	12,009	12,200	12,265	12,209	(200)
Marketing and Promotion	1,684	1,599	1,554	1,530	154
Building Maintenance & Utilities	14,285	13,366	13,737	13,334	951
Flow-Through Student Aid	1,530	2,944	3,108	3,108	(1,578)
Cost of Goods Sold	171	171	136	136	35
Other	9,471	10,266	10,095	10,383	(912)
TOTAL OTHER OPERATING	72,750	75,684	75,139	73,770	(1,020)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	267,926	269,643	269,231	267,295	631
CONTRACTS & OTHER NON-FUNDED ACTIVITY	65,117	55,402	57,154	50,513	14,604
CAMPUS SERVICES	16,604	18,502	18,430	18,716	(2,112)
INTERNATIONAL EDUCATION CENTRE	36,850	37,197	35,984	34,481	2,369
STRATEGIC INVESTMENT PRIORITIES	40,875	46,481	40,244	37,280	3,595
TOTAL EXPENDITURES	\$ 427,372	\$ 427,225	\$ 421,043	\$ 408,285	\$ 19,087

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ 1,651	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	\$ 2,000	Favourable variance due to lower than projected Special Contingency requirements.
Contract Services	\$ (308)	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	\$ (1,162)	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	\$ (200)	Unfavourable variance due to higher than projected software licensing, hardware maintenance, and information technology equipment costs.
Building Maintenance & Utilities	\$ 951	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	\$ (912)	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	\$ 14,604	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.

Description	Variance Favourable/ (Unfavourable)	Comments
Campus Services	\$ (2,112)	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 Food Services, Bookstore and the Residence as a result of higher projected revenues.
International Education Centre	\$ 2,369	Favourable variance mainly due to decrease of International Fee Share Premiums as a result of the 7.5% decline in international student enrolment from the 2021-22 Approved Annual Budget.
Strategic Investment Priorities	\$ 3,595	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 18,898	
Other Minor Variances	\$ 189	
Total Variance	\$ 19,087	

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance Favourable/ (Unfavourable)
SOURCE OF FUNDS:					
Facilities Renewal Grant	\$ 4,000	\$ 4,975	\$ 4,975	\$ 4,975	\$ 975
College Equipment Renewal Fund Grant	1,503	1,003	1,003	759	(744)
Apprenticeship Capital Grant	1,000	1,323	1,323	1,323	323
Students' Association Contribution	2,400	3,839	3,839	3,839	1,439
TOTAL SOURCE OF FUNDS	8,903	11,140	11,140	10,896	1,993
EXPENDITURES:					
Major Capital Projects					
Athletics and Recreation Centre	2,200	3,639	3,639	3,639	(1,439)
Athletics and Recreation Centre Enabling Work / Pedestrian Link	1,800	5,886	5,886	5,886	(4,086)
Campus Accessibility ¹	1,200	1,200	1,200	1,200	-
Pedestrian Bridge to Bus Rapid Transit Station	1,260	1,260	1,260	1,260	-
R3 (Student Information System)	21,860	21,860	16,200	13,800	8,060
Salesforce Lightning Upgrade ¹	1,000	1,000	1,000	620	380
Solar Photovoltaic Plan	-	344	344	344	(344)
Total Major Capital Projects	29,320	35,189	29,529	26,749	2,571
Other					
Apprenticeship Capital Grant	1,000	1,323	1,323	1,323	(323)
Campus Services	345	345	150	70	275
College Technologies	1,706	1,775	1,775	1,775	(69)
College Space & Infrastructure	4,760	6,375	5,552	5,552	(792)
New Program Initiatives	702	702	702	702	-
Academic & Other Equipment	875	875	875	875	-
Initiatives & Opportunities	2,917	2,753	2,438	2,334	583
Adjustment for Anticipated Underspend	(750)	(2,856)	(2,100)	(2,100)	1,350
Total Other	11,555	11,292	10,715	10,531	1,024
TOTAL EXPENDITURES	40,875	46,481	40,244	37,280	3,595
TOTAL NET CONTRIBUTION	\$ (31,972)	\$ (35,341)	\$ (29,104)	\$ (26,384)	\$ 5,588

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.

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	\$ (744)	Unfavourable variance due to the 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)	\$ 8,060	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.
Salesforce Lightning Upgrade	\$ 380	Favourable variance due to delays in hirings and 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).
Campus Services	\$ 275	Favourable variance due to delays in commencement of construction work. Therefore, expenses will be carried forward to 2022-23.

Description	Variance Favourable/ (Unfavourable)	Comments
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	\$ 583	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	\$ 5,657	
Other Minor Variances	\$ (69)	
Total Variance	\$ 5,588	



Third 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	\$ 18,046	\$ 8,517	\$ 37,023
Campus Services Reserve Fund	660	150	(1,130)	(620)
Employment Stabilization Funds	595	-	7	602
COVID-19 Response Contingency			-	-
	47,807	18,196	7,394	37,005
Contingency Reserve Fund	8,873	-	-	8,873
Reserve Funds:				
Future Capital Expansion	27,731	4,203	292	23,820
Net Proceeds from Sale of March Road Land	2,424	-	30	2,454
	30,155	4,203	322	26,274
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 86,835	\$ 22,399	\$ 7,716	\$ 72,152
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000	\$ -	\$ -	\$ 1,000
Investment in Capital Assets	96,798	-	11,303	108,101
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	\$ 22,399	\$ 20,119	\$ 194,294

* 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.

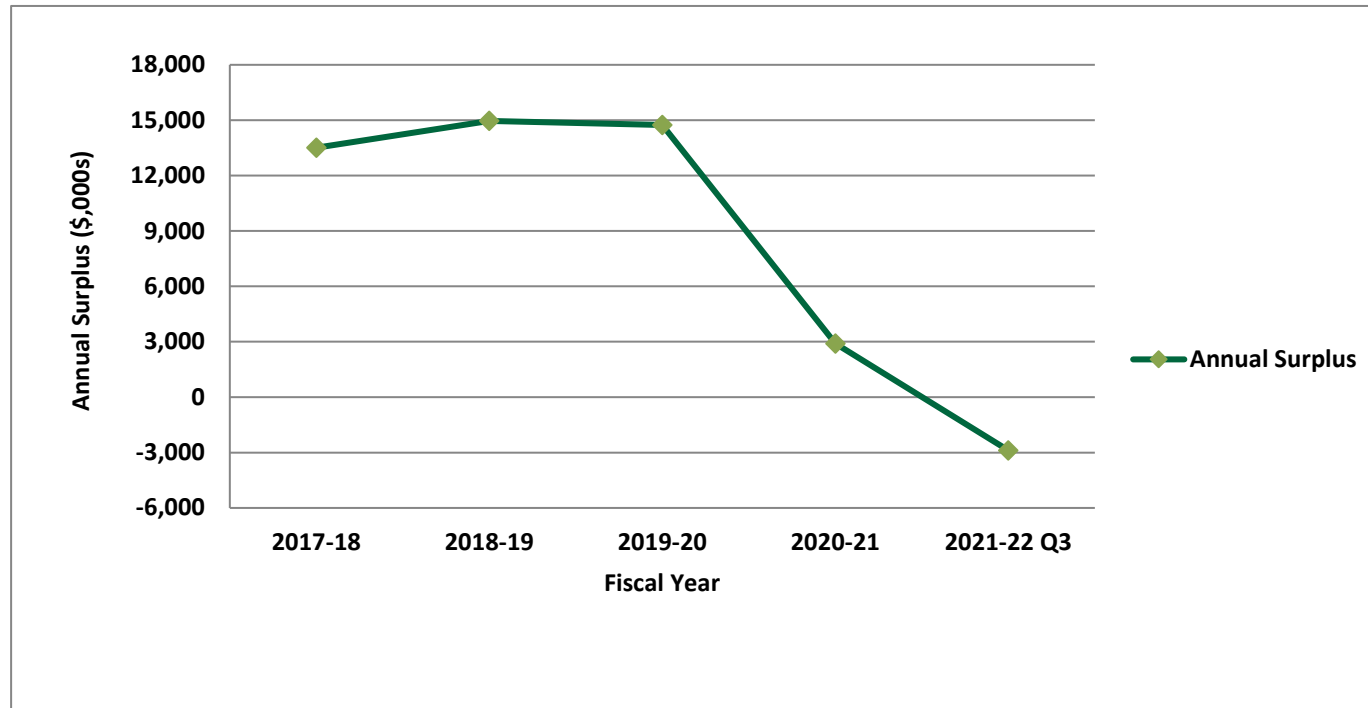
	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
Academic Services												
Academic Development	8	7	1	6	6	-	12	9	3	26	22	4
Academic Operations & Planning	1	1	-	3	2	1	9	7	2	13	10	3
Algonquin College Heritage Institute	7	7	-	3	3	-	8	7	1	18	17	1
Algonquin College In The Ottawa Valley	30	28	2	7	7	-	39	39	-	76	74	2
Algonquin Centre for Construction Excellence	67	64	3	3	3	-	12	11	1	82	78	4
Associate Vice-President - Experiential Learning and Innovation	-	-	-	4	2	2	22	22	-	26	24	2
Associate Vice-President - Global, Online and Corporate Learning	-	-	-	27	20	7	50	50	-	77	70	7
Faculty of Arts Media & Design	118	111	7	9	9	-	32	31	1	159	151	8
Faculty of Health, Public Safety & Comm. Studies	137	133	4	10	10	-	33	33	-	180	176	4
School of Advanced Technology	116	109	7	7	7	-	17	17	-	140	133	7
School of Business	91	82	9	4	4	-	7	6	1	102	92	10
School of Hospitality & Tourism	42	41	1	4	4	-	9	8	1	55	53	2
Senior Vice-President Academic	-	-	-	3	3	-	-	-	-	3	3	-
Academic Services Total	617	583	34	90	80	10	250	240	10	957	903	54
Advancement												
Advancement Operations	-	-	-	7	7	-	5	5	-	12	12	-
Advancement Total	-	-	-	7	7	-	5	5	-	12	12	-
Finance & Administration												
Campus Services	-	-	-	14	12	2	50	41	9	64	53	11
Facilities Management	-	-	-	12	9	3	36	32	4	48	41	7
Finance And Administrative Services	-	-	-	14	14	-	26	23	3	40	37	3
Information Technology Services	-	-	-	26	24	2	93	92	1	119	116	3
Risk Management	-	-	-	10	9	1	1	1	-	11	10	1
Vice-President Finance and Administration	-	-	-	2	2	-	-	-	-	2	2	-
Finance & Administration Total	-	-	-	78	70	8	206	189	17	284	259	25
Human Resources												
Labour Relations	-	-	-	17	17	-	-	-	-	17	17	-
People and Culture	-	-	-	18	13	5	4	4	-	22	17	5
Vice-President Human Resources	-	-	-	2	2	-	-	-	-	2	2	-
Human Resources Total	-	-	-	37	32	5	4	4	-	41	36	5

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
President And Board Of Governors												
Communications	-	-	-	4	2	2	5	5	-	9	7	2
President and Board of Governors	-	-	-	4	4	-	-	-	-	4	4	-
President And Board Of Governors Total	-	-	-	8	6	2	5	5	-	13	11	2
Student Services												
Marketing & Recruitment	-	-	-	3	3	-	28	27	1	31	30	1
R3 Executive Business Lead	-	-	-	-	-	-	6	6	-	6	6	-
R3 Executive Technical Lead	-	-	-	-	-	-	1	-	1	1	-	1
Registrar	-	-	-	10	9	1	66	62	4	76	71	5
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	27	26	1	140	133	7	187	178	9
Truth, Reconciliation & Indigenization												
Indigenous Services and Partnerships	-	-	-	4	4	-	-	-	-	4	4	-
Truth, Reconciliation & Indigenization Total	-	-	-	4	4	-	-	-	-	4	4	-
College Totals	637	602	35	251	225	26	610	576	34	1,498	1,403	95
							Total % for the positions:			100.0%	93.7%	6.3%



Third 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.

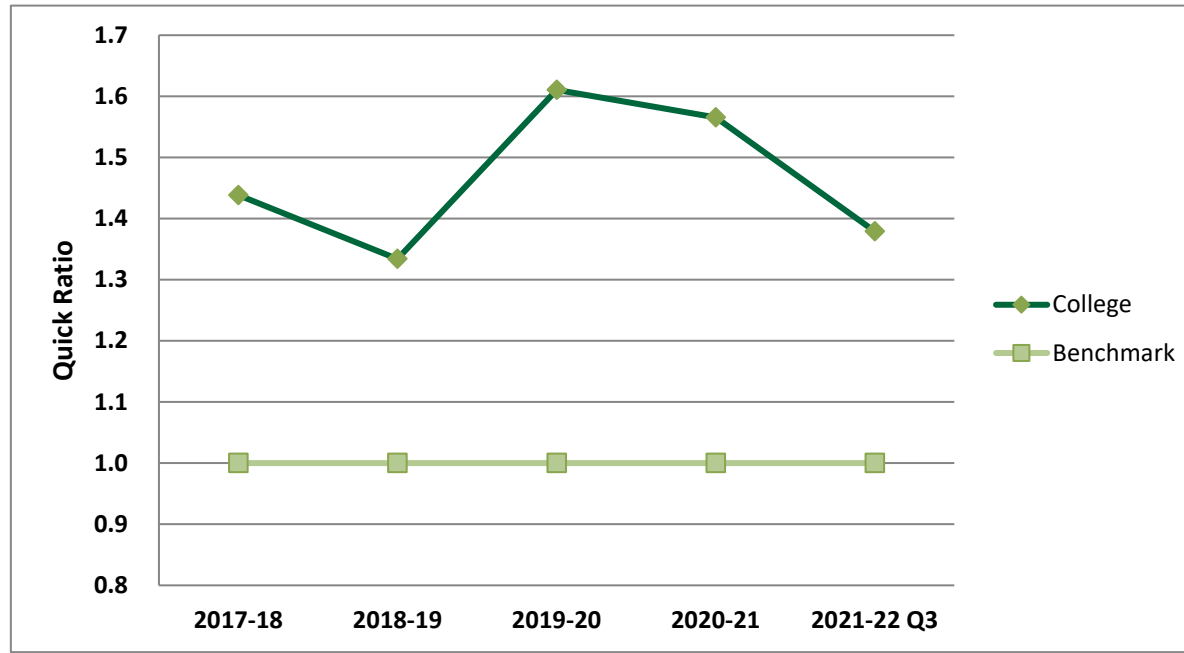
Rationale:

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



Third 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.

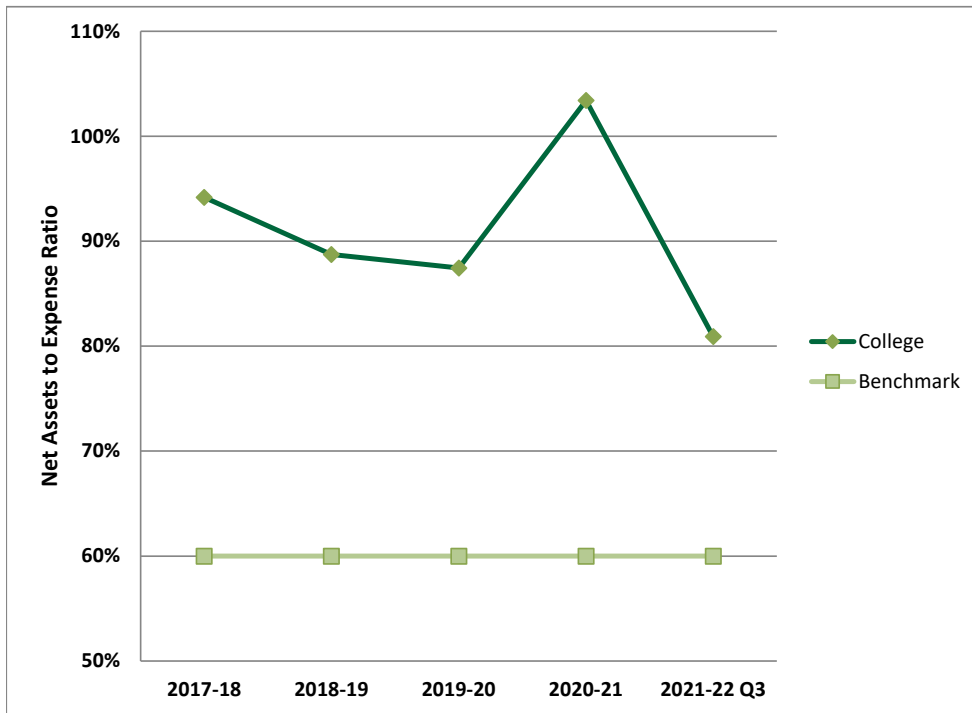
Rationale:

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 Q3 2021-22.



Third 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.

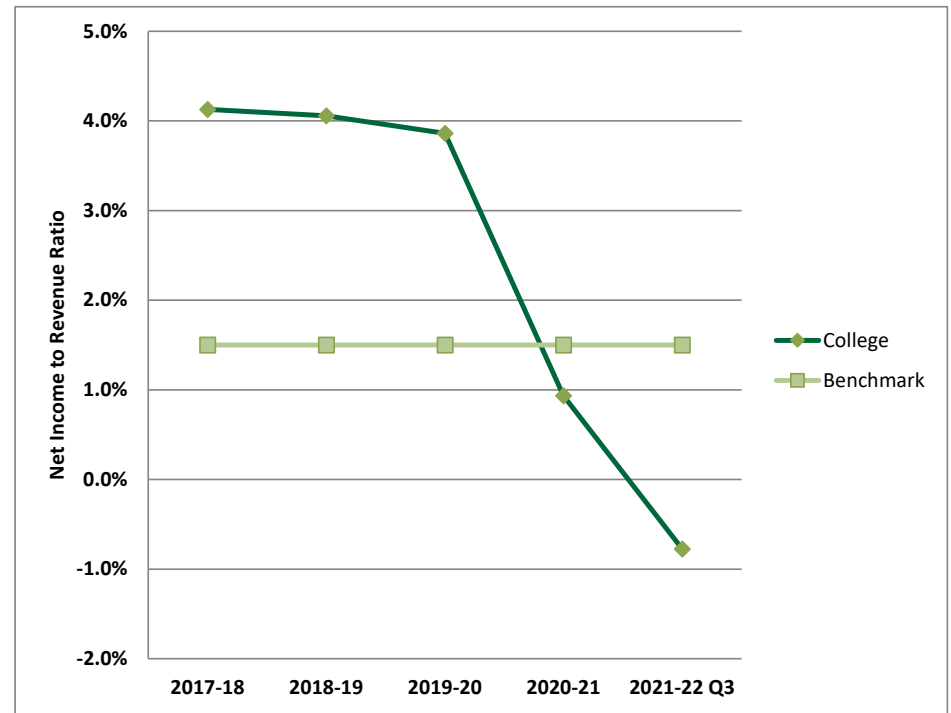
Benchmark:

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.

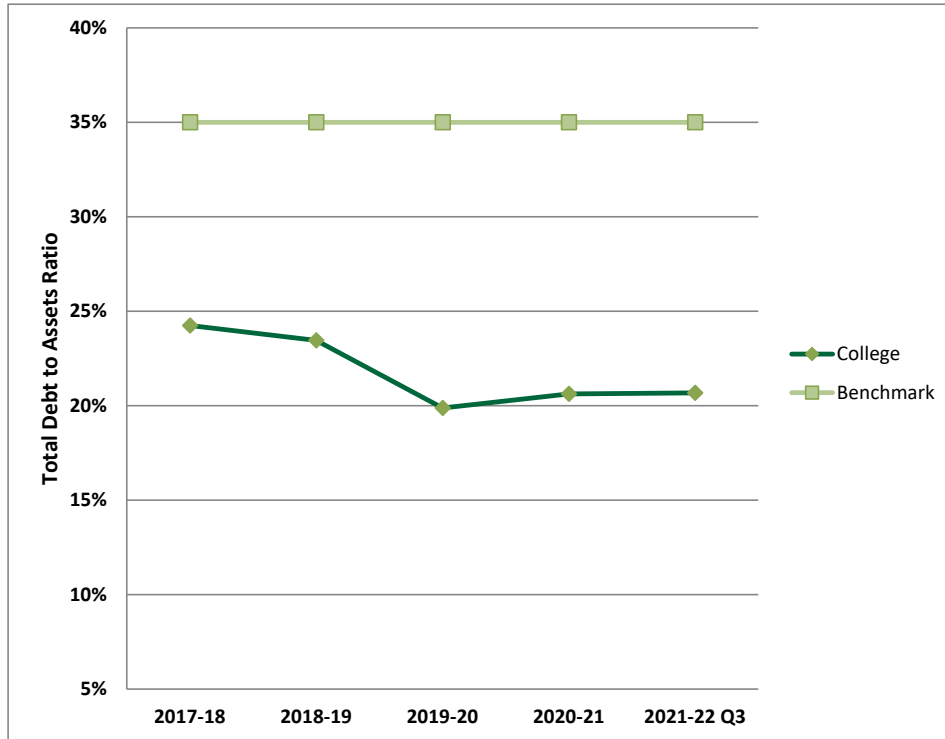
Rationale:

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



Third Quarter 2021-22 Financial Projection
Financial Health Indicators

Managing Debt: Total Debt to Assets Ratio



Objective:

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

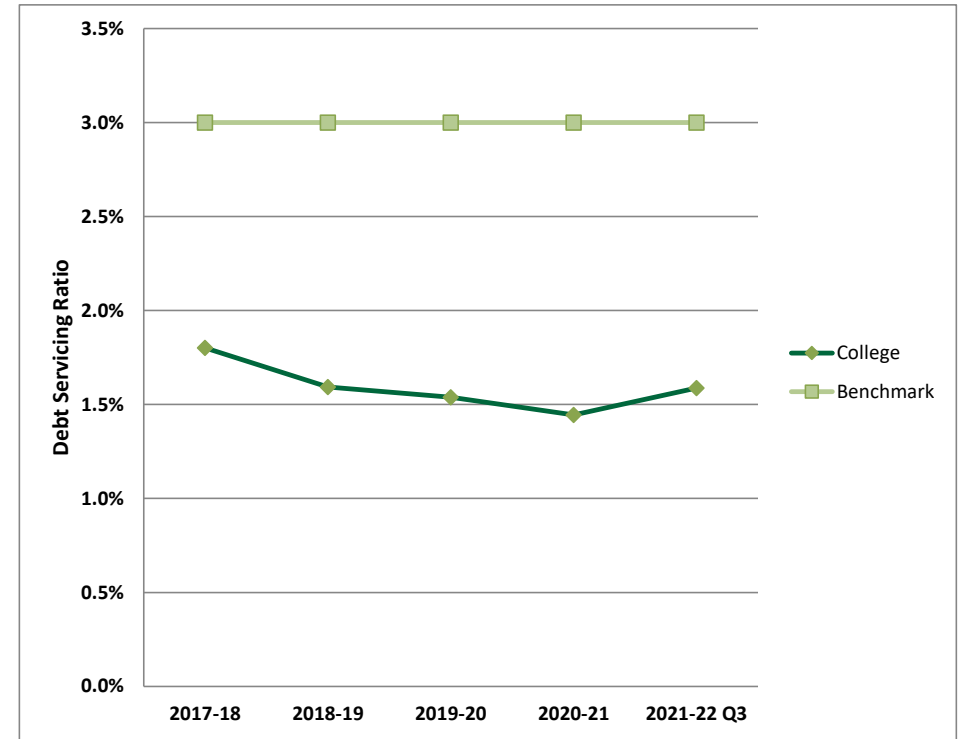
Benchmark:

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

Rationale:

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

Managing Debt: Debt Servicing Ratio



Objective:

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

Benchmark:

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

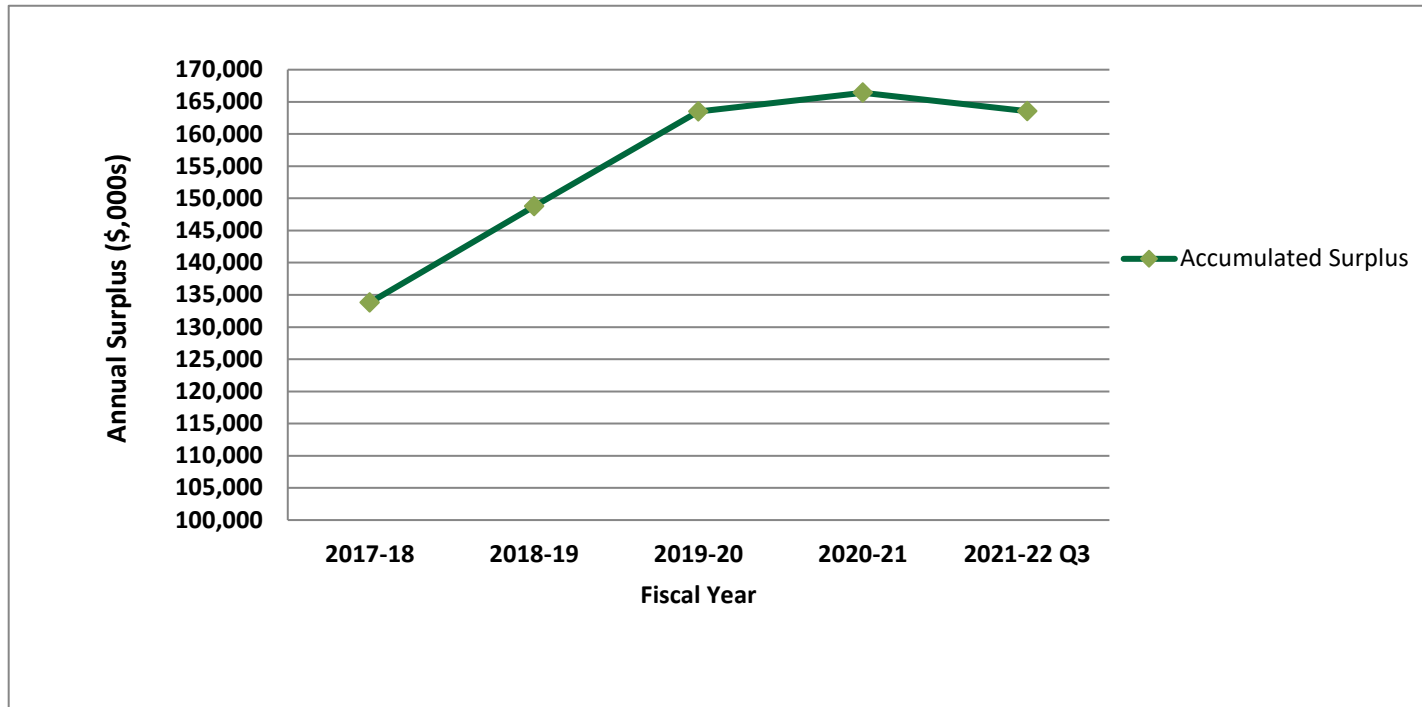
Rationale:

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



Third 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:	Third Quarter 2021-22 Business Plan Performance - Update
Report to:	Board of Governors
Date:	February 28, 2022
Author/Presenter:	Mark Savenkoff, Vice President, Advancement and Strategy

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 Third Quarter covers the period October 1, 2021 to December 31, 2021, provided in Appendix A: Third 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 Third Quarter covers the period October 1, 2021 to December 31, 2021, is provided in Appendix B: Third Quarter 2021-22 Business Plan Exceptions Report.

4. DISCUSSION:

Seven of the 23 business plan initiatives have a green status; ten initiatives are coded as blue, indicating they are complete; and six items are identified as red and will not be completed by fiscal year-end. There are no initiatives currently in the yellow or orange status. Contingency action plans are implemented for all targets and initiatives that have a 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 74 percent of the business plan objectives completed or on track for completion as originally anticipated. The remaining twenty six 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 and Strategy

Approved for submission:



Claude Brulé
President and CEO






Appendices:

Appendix A: Third Quarter 2021-22 Business Plan Dashboard Appendix B: Third Quarter 2021-22 Business Plan Exceptions Report
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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	Q3 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	Q3 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	Q3 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	Q3 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	Q3 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 Third Quarter Exceptions Report

#	2017-22 Strategic Goals	2021-22 Metric	2021-22 Target	2021-22 Initiative/Leveraged Action	ACET Member	Status	Comments for First Quarter	Status	Comments for Second Quarter	Status	Comments for Third Quarter
1.4	Establish Algonquin as the leader in personalized learning across all Ontario colleges		NA	Mitigation plan for top presenting issue from student experience surveys in place by the start of the subsequent academic term to enhance student experiences and deepen learner-driven culture.	L. Stanbra		In progress, On-Track. Awareness of Registrar's Office services was identified in the Spring 2021 survey; to address: updates to online content, creation of updated collateral for student central and in-person presence on-campus for fall 2021. Student Support Services has made multiple adjustments to the Library web site to improve student satisfaction, including an increased number of workshops available for students and faculty to orient them to the Library.		The top presenting items for the spring term within the Student Experience Survey for Student Support Services were 1) mental health services for students out of province and out of country, 2) Student homelessness and students at risk of homelessness. For item 1, Student Support Services has purchased 500 licenses for Keep Me Safe, a multi-language, multi-platform tool to provide mental health support to students out of province and out of country. This service was introduced for Fall 2021 semester and the app has been downloaded by 37 students, who have had 7 clinical sessions, and downloaded 22 articles. For item 2, Counselling Services has purchased a room in Residence that is reserved for students who are homeless or at risk of being homeless. Residence and Counselling Services have been working together on a referral process. This option has been available since the start of the Fall 2021 semester and has been used twice, for 21 and 7 days respectively. The top presenting issue for the spring term related to the Registrar's Office was awareness of the service or limited use of the service. To mitigate these issues the Registrar's Office launched in-person services again on September 7. This increased access has realized student feedback exceeding the Net Promoter Score target of +40 with +52. Likewise, service metrics achieved targets (same day for email, no wait for in-person and five minutes or less for most calls); call center abandonment rates were below target for the first ten days of class; however the launch of the vaccination policy at the same time contributed to increased call volume. These service metrics reflect a learner-centered service model responsive to the needs of learners.		Will not reach target. As the Fall 2021 Student Experience Survey results were shared late in the semester, Student Support Services was not able to action changes for the Winter 2022 semester. In light of the ongoing COVID-19 pandemic, it was agreed to defer the two mitigating actions until the following fiscal year, notably: 1) student mental health, stress and issues around access to services, and 2) improvements to the library. In response, Student Support Services has agreed to: 1) launch a cross-college marketing and promotion campaign focused on access to health and wellness services, reducing stigma and raising awareness of services, supports and resources in Fall 2022, and 2) deploy a college-wide campaign to highlight the new library system's functions and tools in August/September 2022. Completed. The Registrar's Office addressed the remaining top presenting issues of awareness and access to services by ensuring access to on-site services effective September 2021. The top presenting issues from both the Spring and Fall terms continued to focus on awareness of the service or limited use of the service. In response, services have been available in-person, by call center, on the website/digitally and with an enhanced client relationship management experience. This has been complemented by additional promotion through social media as well as refinement in digital communications about service access. Further, stretch goal targets were set and achieved to ensure improved service turn-around and experience (e.g., quality call monitoring and coaching). Promoting access, maintaining on-site service and improving call center response rates will continue to remain a priority.
Sustainability											
4.2	We will be leaders and continuously improve the quality, impact and innovativeness of teaching, learning and service delivery	Reduce the risk of failure of information technology infrastructure and software applications.	NA	Technical Design Phase of the Student Information System implementation completed by January 31, 2022.	L. Stanbra		In progress, On-Track. Familiarize phase of the R3 Project is actively underway and significantly contributing to the requirements gathering required for technical design in the Personalize Phase.		In-progress with confidence that current outstanding deliverables pertaining to the technical plan will be resolved prior to the target date of January 31, 2022. Significant progress has been achieved on the functional requirements gathering and a prototyping activity is underway to establish the experience and baseline for future configuration. Integrations and environment usage is currently a priority to understand and resolve for the technical plan.		Will not reach target by March 31, 2022. This initiative is known as the Integrations Strategy and Plan and is in progress. However, as of February 4, 2022, the target date for completion was identified as May 27, 2022. The Personalize Phase will begin once these documents are complete.
6.3	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	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 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.		Will not reach target. The Deputy Minister, Treasury Board Secretariat approval pursuant to Section 28 of the Financial Administration Act was received on January 24th, 2022. Three initial programs will be launched in September 2022.
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 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.		Will not reach target. The Deputy Minister, Treasury Board Secretariat approval pursuant to Section 28 of the Financial Administration Act was received on January 24th, 2022. Four additional programs will be launched in January 2023.
7.1		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.		Target not achieved.
9.3				New multi-year Indigenization strategic framework "Standing Up the Tree" developed by March 31, 2022.	R. McLester		In progress. On track at time of reporting. Critical path draft 1 completed.		The "Standing up the Tree" Indigenization Strategy planning was introduced at Algonquin College Leadership Team's Fall Retreat. The readings from the three recent books in the Indigenous Knowledge book club have been a great resource in the thinking for the development of an engagement plan.		Will not reach target. The "Standing up the Tree" Indigenization Strategy planning continues to deliver a framework for Standing Up The Tree developed by June 21, 2022.

**Report from the Chair
Board of Governors Meeting
February 28, 2022**

2022 Algonquin College Board of Governors Internal Election

The Call for Nominations for Student representative opened on Monday, January 24, 2022 and closed on Monday, January, 31 at noon. Two students qualified to run for the election for a seat in the Board of Governors. Justin Baumgardner has withdrawn his candidacy and Cyan Shields will serve her second term as the acclaimed Student Governor effective September 1, 2022.

2022-23 Governor Reappointments, Board Committee Memberships, and Board Committee Chair and Vice Chair Positions

The 2022-23 Governor Reappointments, Board Committee Memberships, and Board Committee Chair and Vice Chair Positions memo went out on February 14, 2022 to Board members. In accordance with the Board By-Laws, we are reaching out to Governors whose first term of office comes to an end August 31, 2022 to express their interest for a reappointment. We are also seeking Governors who are interested in serving on Board Committees as members, Committee Chairs or Vice Chairs beginning September 1, 2022.

2021-22 Board Performance

The Board Governance Committee will coordinate the annual evaluation of the Board, and the governor self-appraisal process. The online evaluation tools will be circulated in early April by the Board Office. These tools allow Governors to evaluate their own effectiveness, and the effectiveness of the Board as a whole. Governors are encouraged to complete these surveys promptly, to allow the Governance Committee to review and discuss the results. The results will be shared with all Board members before the end of the academic year.

2021-22 Board Meeting Dates

The Board meeting dates from September 2021 to June 2022 are posted on the Board's public website. The following remaining Board meetings will be held virtually until further notice:

- 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

- 2022 Spring Board Retreat: Saturday, March 26, 2022 (Hybrid)
- Board of Governors End of Year Dinner: Friday, June 10, 2022

**Report from the President
Board of Governors Meeting
February 28, 2022**

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:

- 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;
- College Presidents and Vice Presidents Academic from the Multi-College Collaborative Model consortium (Lambton, Northern, Sault);
- College Presidents from Education City (University of Ottawa, Carleton University, La Cité);
- Board Members of the Ottawa Community Loan Fund (OCLF);
- David L. Cohen, U.S. Ambassador to Canada;
- Dr Vera Etches, Medical Officer of Health for Ottawa Public Health (OPH);
- MPP Jeremy Roberts, Ottawa West – Nepean;
- MP Champagne (Innovation, Science, and Economic Development);
- Deputy Minister Simon Kennedy (Innovation, Science, and Economic Development);
- MP Kirsty Duncan (Chair, Standing Committee on Science and Research);
- MP Blake Desjarlais (NDP Critic for Post-Secondary Education);
- Deputy Minister Kelly Gillis (Infrastructure Canada);
- Senior Assistant Deputy Minister Rachel Wernick (Skills and Employment Branch, Employment and Social Development Canada);
- Deputy Minister Christine Hogan (Environment and Climate Change Canada);
- MPP Wil Bouma, Brantford-Brant, Parliamentary Assistant to the Minister of Finance;
- Members from Canadian Colleges for a Resilient Recovery (C2R2) and MP Daniel Blaikie;
- Goldy Hyder, President and CEO, Business Council of Canada;
- Gordon Harling, President and CEO, Canadian Microelectronics Corporation (CMC);
- Stephane Chayer, Senior Vice President, Siemens Canada;
- Dr. Gurinder Singh, Group Vice Chancellor, Amity University; and
- Honorary Degree Nominees

External Meetings also included:

Date	Contact	Purpose
Dec. 07, 2021	Michael Curran, Ottawa Business Journal	Live Broadcast regarding What Algonquin College can mean to your business: <ul style="list-style-type: none"> • how the College can help recruit new talent • how the College can keep update skills of existing employees • how the College is working with business leaders to keep its programs current

Date	Contact	Purpose
Dec. 08, 2021	Ontario College Administrators Network (OCASA)	2021 Awards Ceremony and Keynote featuring President and CEO of Weiss International Ltd., Dr. David Weiss.
Dec. 09, 2021	Coral Kennett, Education Leader – Canada, Amazon Web Services	Discussion how Algonquin can work with Amazon Web Services to transform education through services and programs that accelerate research, core IT infrastructure, and teaching and learning programs all around the world.
Dec. 09, 2021 Jan. 14, 2022 Feb. 10, 2022	Alastair Summerlee, Education City Consultant	Discussion and follow up from Education City meeting.
Dec. 22, 2021	Sam Laprade, on air personality 101.1 FM Radio	Algonquin College’s online learning plans due to the outbreak of the Omicron Variant.
Jan. 14, 2022	David L. Cohen, U.S. Ambassador to Canada	<p>Roundtable with Diversity & Inclusion in Higher Education with:</p> <ul style="list-style-type: none"> ● Benoit Antoine Bacon, President and Vice-Chancellor, Carleton University ● Jacques Frémont, President and Vice-Chancellor, University of Ottawa ● Paul Davidson, President and CEO, Universities Canada ● Ikram Jama, Interim Assistant VP and University Advisor, Equity and Inclusive Communities, Carleton University ● Christina Higgins, Minister Counselor for Public Affairs, U.S. Embassy Ottawa ● Daniel Stewart, Cultural Affairs Officer, U.S. Embassy Ottawa ● Kate Brown, Senior Cultural Affairs Specialist, U.S. Embassy Ottawa
Jan. 17, 2022	The Honourable François-Philippe Champagne, Minister of Innovation, Science and Industry	<ol style="list-style-type: none"> 1. To discuss the Minister of Innovation, Science and Industry’s mandate letter, share CICan’s pre-budget priorities, and learn how colleges can support Canada’s innovation objectives: <ol style="list-style-type: none"> a. Establish a new fund to help commercialize leading research b. Getting insights on CARPA initiative. 2. To share how CICan has successfully delivered programs for the Ministry and discuss the Net Zero Accelerator proposal. 3. To hear from the Minister what he envisions as the role of our members in supporting and meeting his mandate.
Jan. 17, 2022	Will Bouma, Parliamentary Assistant to the Minister of Finance	To participate in a virtual discussion in advance of the 2022 Ontario Budget.

Date	Contact	Purpose
Jan. 19, 2022	Scott Shantz, on air personality for The Shift (Canada's most listened to late night talk show)	Short discussion on the Polytechnics Op-Ed.
Jan. 26, 2022	Ontario College Administrators Network (OCASA). Guest speakers included: President, Centennial College, Dr. Craig Stephenson; President, Sault College, Dr. Ron Common; President, Sheridan College, Dr. Janet Morrison; and President, St. Clair College, Patti France.	2022 College Presidents Panel webinar exploring opportunities and challenges in the College environment.
Jan. 28, Feb 23, 2022	Dr. Gurinder Singh, Group Vice Chancellor, Amity University	Discussed matters of mutual interest related to articulation/pathway agreements, short-term students exchange program, faculty and students exchange opportunities.
Feb. 07, 2022	Stephane Chayer, Senior Vice President, Siemens Canada	Discussion related to refreshing partnership agreement. Also discussed the Siemens Academy version 2.0.
Feb. 08, 2022	Sam Laprade, on air personality 1310 NewsTalk	Discussing \$50,000 Gift to Algonquin College (Critical Role of Nurses, Personal Support Workers during Pandemic).
Feb. 11, 2022	Tony Tilly, Sonia Crook, Centres for the Built Environment	An invitation to participate in a provincial and broader initiative on the built environment with Algonquin playing the leadership role in Eastern Ontario.
Feb. 23, 2022	Amity University	President Brulé virtually attended the Amity University (India) Conference Panel as a distinguished guest & speaker, for the "Amity Global Academic Excellence Award" during the focus Canada Session which includes an Interactive Panel Discussion, on the theme "Explore, Educate & Experience: Strengthening Indo Canada Relations."
Feb. 24, 2022	Dr. Adam Kassam, President, Ontario Medical Association	Mayor's Breakfast meeting.

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.

At its January 17-18, 2022 meeting, the Committee of Presidents discussed the following main topics:

- Colleges Ontario Business Plan;
- Colleges Ontario Pre-budget Submission to the Province;

- Strategic Planning Session on Private Career Colleges;
- Ontario Centre for Application Service (OCAS) CEO Search;
- College Financial Issues;
- Credential Reform Update;
- College of Applied Arts and Technology Pension Plan Update;
- Proposal for fee increase from OCAS; and
- Pathway agreements between Ontario College Certificates and Apprenticeship Update.

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: November 2, 2021 to January 1, 2022

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"> A four-week in-person Wood Product Manufacturing Training session was held November 8 to December 3, 2021 at the Pembroke Campus. The program provided training to prepare students to be job ready for the manufacturing sector through modules such as Trade Math, Precision Measurements, and Forklift Operations. The training is part of the Skills Advance Ontario initiative.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> Communications collaborated on a news release and prepared speaking notes to announce a Memorandum of Understanding with Northern College for Agriculture Business Program. Communications collaborated with Advancement on a news release and corresponding article to highlight grants from the Fletcher, MATT, and Leacross foundations that will allow Algonquin College to produce a series of marketing videos and establish a new mentorship program to help recruit more women into Science, Technology, Engineering and Mathematics (STEM) programs.
Finance and Administration	<ul style="list-style-type: none"> The Jack Doyle Athletic and Recreation Centre project and College enabling works have been completed and closed out, less minor deficiencies and warranty work.
Human Resources	<ul style="list-style-type: none"> Launched the development of the College's 2022-2027 Accessibility Plan with consultants from Excellence Canada as a component of the Accessibility for Ontarians with a <i>Disability Act</i> compliance.
Student Services	<ul style="list-style-type: none"> The Marketing and Recruitment department launched campaign content within TikTok to engage audiences on new popular platforms. The Marketing and Recruitment department developed six articles and five videos for prospect engagement. Results amounted to 79, 944 impressions across LinkedIn, Facebook and Instagram. The "What Will Winter Look Like" campaign Instagram reel for "Delicious Eats on Campus" achieved record-breaking success with an engagement rate of 66.37 (typical engagement rates range from 2.0 to 10.0).

INNOVATION AND QUALITY

Goal 2: Lead the college system in co-op and experiential learning.

Goal 3: Attain national standing in quality, impact and innovation within each school and service.

Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> For the second year, local PBS station WPBS aired a collection of documentaries created and produced by Level 01 Film and Media Production students. The broadcast which aired on December 18, 2021, was a huge boost for this new program, which launched in 2019 and gave students hands-on experience in the film and screen-based media production industry.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> Communications coordinated the submission of Colleges and Institutes Canada (CICan) award nominations in six categories: <ul style="list-style-type: none"> Leadership in Excellence (Student Application); Leadership Excellence (Faculty Application); Leadership Excellence (Managerial Application); Leadership Excellence (Non-managerial Application); Award of Excellence (Equity, Diversity & Inclusion); and Indigenous Excellence Education.
Finance and Administration	<ul style="list-style-type: none"> The Information Technology Services department supported improvements to the College’s Operational and Business planning process through the automation of the information gathering process and creation of workflows to support the consultation process.
Student Services	<ul style="list-style-type: none"> The Marketing and Recruitment department completed photos and/or video for 50 new virtual tour locations at the Ottawa Campus including the Jack Doyle Athletics and Recreations Centre. Future film shoots are planned for the Perth and Pembroke Campuses. This tool continues to perform well with 66,211 unique page views (0.5% year-over-year increase) and an increase in average session time to five minutes and seven seconds (7.24% year over year increase).
CONNECTED	
Goal 4: Become an integral partner to our alumni and employers.	
Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> On November 2, 2021, the Algonquin Centre for Construction Excellence kicked off their 10th anniversary celebration with a breakfast for the industry and past donors. The virtual breakfast was a thank you to the industry leaders who have donated and supported the Centre vision since its inception, a celebration of the landmark building and all it represents, and a glimpse of its future.

<p>Advancement</p>	<ul style="list-style-type: none"> • The inaugural alumni e-newsletter was sent to over 65,000 graduates on December 7, 2021. The e-newsletter included alumni profiles, College news, donor stories, and a number of calls to action, including a contest to name the new publication. • On November 18, 2021, alumnus Michael Nolan (Ambulance and Emergency Care Paramedic - 1991) received the Premier’s Award in the category of Health Sciences. A \$5,000 bursary was also committed to the program of Michael’s choice. • The Business – Agriculture program at the Perth Campus received a generous donation of \$10,000 from Russell and Brenda Bennett for a student bursary. As the donation was received on Giving Tuesday, it was matched resulting in \$20,000 for the bursary.
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> • Communications coordinated artwork, design, script, recording and distribution of the President’s electronic holiday card. The President’s holiday card was distributed to 3,730 employees, 17,363 students, 66,376 alumni and 245 external stakeholders.
<p>SUSTAINABLE Goal 5: Enhance Algonquin’s global impact and community social responsibility.</p>	
<p>Summary Report from:</p>	<p>Activity</p>
<p>Academic</p>	<ul style="list-style-type: none"> • Health and Community Studies - Medical Radiation Technology program delivered a new course, entitled Professional Practice Foundations for Imaging Technologist, aimed at wellness and healthy lifestyle for health care professionals with a focus on stress and resilience. This course has received attention from the Canadian Association of Medical Radiation Technologists as essential and ground-breaking education for future registered technologists. • On December 12, 2021, students and faculty from the Human-Centered Design program and SLiDE hosted the Map the System 2022 Kickoff, a national competition that asks students and educators to think differently about social and environmental change. • In November 2021, a Letter of Intent to establish institutional recruitment pathways for Algonquin College and to support short-term summer sampler programs at Algonquin College was signed with Van Lang University, in Vietnam with around 30,000 students. A virtual signing ceremony was held on November 23, 2021, attended by President Claude Brulé and Dr. Tran Thi My Dieu, President of Van Lang University. This is Algonquin’s first institutional partnership in Vietnam.
<p>Advancement</p>	<ul style="list-style-type: none"> • The College hosted its second annual Giving Tuesday campaign on November 30. Nearly \$64,000 was raised from 53 donors. The largest gift donated totaled over \$10,000. • An anonymous donor made a \$50,000 donation to establish the Burns Connors Bursary Scholarship in order to support students in their 2nd and 3rd year of the Bachelor of Interior Design Program.

Communications, Marketing and External Relations	<ul style="list-style-type: none"> On November 26, 2021, the College Events team hosted a Future of Health and Wellness Speaker Series event with Dr. Sarah Minwanimad Funnell, the Founding Director, Centre for Indigenous Health Research and Education, Faculty of Medicine, University of Ottawa.
Finance and Administration	<ul style="list-style-type: none"> The College met its conditional in-service date for the combined heat and power cogeneration engines, as part of the ESCO2 major capital project, and is starting to monitor efficiency to meet the incentive requirements of the Independent Electricity System Operator. The Solar Photovoltaic array and Battery Energy Storage System were completed and are successfully communicating with the microgrid controller. These two projects were closed out as of December 31, 2021.
Human Resources	<ul style="list-style-type: none"> <i>Taking a Stand: Disrupting Anti-Asian Discrimination</i> invited over 200 attendees to take a month-long look at combatting anti-Asian racism during November 2021. The program featured the panel discussion “Developing Understanding to Disrupt Anti-Asian Discrimination”; an Introduction to Intercultural Competency event for students on November 23, 2021; interviews celebrating the achievements of Asian employees at the College; and "Eyes Open: The Making of a Viral Public Service Announcement (PSA). Hosted an ‘Asian Professionals Networking Group’ with 17 employees providing an opportunity for Asian employees to connect and build community.
Indigenous Initiatives	<ul style="list-style-type: none"> From November 30 to December 1, 2021, Andre O’Bonsawin, Director of Indigenous Initiatives, was a speaker in a virtual discussion panel at the Tourism Industry Association of Canada’s (TIAC) Tourism Congress focused on “<i>An impactful community approach to Indigenous tourism development in Algonquin Territory</i>” held in Ottawa. For the first time, TIAC presented a hybrid version of the Tourism Congress composed of 82 speakers, 28 distinct sessions made of live and virtual conferences, as well as multiple question and answer sessions. A total of 438 delegates registered for in-person attendance and at its highest point, virtual sessions had an audience of 390 attendees.
Student Services	<ul style="list-style-type: none"> The Fall 2021 Virtual Open House event held on November 17, 2021 was a one-day event (this was a two-day event in 2020). Despite being held for one day, there was an 18% overall increase in registered participants (3,800) and a 47% increase in unique page views (5,891).

PEOPLE

Goal 6: Be recognized by our employees and the community as an exceptional place to work.

Summary Report from:	Activity:
Communications, Marketing and External Relations	<ul style="list-style-type: none"> In November 2021, the College Events Team hosted a hybrid format Remembrance Day ceremony open to the College community, and a Town Hall meeting for all employees. In December 2021, the College Events Team hosted a meeting for all Administrative Employees, and a President’s Coffee Break for all employees.

Human Resources	<ul style="list-style-type: none"> • The Human Resources Management team piloted the MESH Diversity Intelligence 360 assessment and begun the Inclusive Leadership development program. • Led the project to embrace and install four community street art murals at our three physical campuses and our on-line campus, in an effort to tackle representation as a barrier to belonging for marginalized groups, through artistic creation and representation. These murals offer a compelling visual representation of the College community’s vision for inclusion, diversity, and belonging; the process itself fosters community engagement; the art will include interfaces for interaction for visually impaired people. Between November 26 and December 10, 2021, Algonquin College hosted five community engagement sessions with approximately 50 learners and employees to develop concepts to inspire the murals. • Offered one session “Creating and Promoting Mental Wellness” wherein participants had the opportunity to gain a better understanding of the importance of early intervention, effective communication and how to reduce the stigma through effective leadership.
Indigenous Initiatives	<ul style="list-style-type: none"> • On December 3, 2021, The Office of Truth, Reconciliation and Indigenization shared Indigenous teachings and stories with the Algonquin Students’ Association Board of Directors. Indigenous knowledge sharing continued with external DARE6 partners, PCL Constructors, with the quarterly Keeping the Fire series held in Ishkodewan on December 21, 2021. Ishkodewan was decorated with four Christmas trees placed in the four Directions and the lighting represented the colours from the Medicine Wheel. This project was supported by Shaun Barr, Chair of Academic Programs Construction Trades and PCL Constructors.
STUDENT & EMPLOYEE SUCCESSES:	Activity
Academic	<ul style="list-style-type: none"> • Health and Community Studies Dental Hygiene students achieved a 96% pass rate on their National Dental Hygiene Certification Board exam. • Melissa Pfeil, a Board of Governors Changemaker Award recipient from the Pembroke Campus spoke at the Board of Governor’s awards ceremony highlighting the importance of and need for greater diversity in the trades. • Pembroke Campus employees raised more than \$4,700 for the United Way during its annual fall fundraising campaign. • Eric Marois, Dean, School of Advanced Technology successfully defended his thesis to earn his Master of Education from St. Francis Xavier University.
Advancement	<ul style="list-style-type: none"> • Mark Savenkoff, Vice President, Advancement, was awarded the Distinguished Administrator Award by the Ontario College Administrative Staff Association. The Award is awarded to administrators within an Ontario college who have demonstrated distinguished administrative performance.

	<ul style="list-style-type: none"> • Mark Savenkoff delivered the keynote presentation at the November Canadian Council for the Advancement of Education Colleges & Institutes Advancement Summit on November 3, 2021. As a result of the presentation, he was invited as the guest speaker to the Okanagan College Foundation Board Strategic Planning workshop in December.
Finance and Administration	<ul style="list-style-type: none"> • Jennifer Buckingham completed her Project Management Professional Certification. • Megan Thomson completed the Business Analysis Essentials Certificate Program.
Human Resources	<ul style="list-style-type: none"> • Congratulations to the Graduates of the ALEI 1 program: Casey Allen, Wadhah Al-Monaifi, Lindsay Bortot, Joanne Childs-Stynes, Michael Grabiec, Doreen Jans, Emily Jarl, Katerina Joshi, Ian Lewer, Alanna MacDonald, Jessica Myers, Patrick Newell, Angela Rintoul, Melissa Staddon, Patty Storrington, Robert Turner, Jody White.

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		P		
R3 Project (Rethink, Redesign, Reimagine) - Update	L. Stanbra	20			P	P (30-40 mins needed)	
The Indigenous Route Naming Initiative	R. Southwood	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					
Contract Signing Authority Policy (Board approval)	D. McNair, P. Gardner	20				P	
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		



REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of December 31, 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 "Grant Perry".

Grant Perry
Chief Financial Officer
Algonquin College

A handwritten signature in cursive script, appearing to read "Duane McNair".

Duane McNair
Vice President, Finance and Administration
Algonquin College