

MEETING OF THE BOARD OF GOVERNORS - HYBRID

MEETING NUMBER FIVE HUNDRED AND THIRTY ONE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, DECEMBER 5, 2022 FROM 4:00 P.M. – 6:15 P.M. IN ROOM T102 ABC, OTTAWA CAMPUS OR BY ZOOM WEBINAR

IN PERSON: ROOM T102 ABC, OTTAWA CAMPUS OR REGISTER IN ADVANCE FOR THIS WEBINAR:

https://algonquincollege.zoom.us/webinar/register/WN_SemIXM4vQzWvpOloI_a63A

AGENDA		Presenter	Time
0.	Celebrating Student Success – Changemaker Award		
	Forest of Hope in Support of Suicide Prevention	Chris Janzen	10 m. 4:05-4:15
1.	CONSTITUTION OF THE MEETING AND APPROVAL OF THE AGENDA	Gail Beck	1 m.
2.	DECLARATIONS OF CONFLICT OF INTEREST	Gail Beck	1 m.
3.	APPROVAL OF PREVIOUS MEETING MINUTES AND CONSENT AGENDA ITEMS		
	3.1 Minutes of the Board of Governors’ meeting of October 24, 2022	Gail Beck	1 m.
4.	COMMITTEE REPORTS		
	4.1 Board Executive Committee Report (verbal)	Gail Beck	5 m. 4:20-4:25
	4.2 Academic and Students Affairs Committee Report (verbal) For Approval: Building Information Modelling – Lifecycle Management (Canadian Context), Ontario College Graduate Certificate For Information: Appendix A: Enrolment Update Appendix B: Program Advisory Committee’s Annual Report	Rodney Wilson	5 m. 4:25-4:30
	4.3 Audit and Risk Management Committee Reports (verbal) For Information: Appendix A: Second Quarter 2022-23 College Endowment and Operating Funds Investment Report Appendix B: Second Quarter 2022-23 Major Capital Projects Report Appendix C: Second Quarter 2022-23 High-Risk Dashboard Report	Ikram Zouari	5 m. 4:30-4:35
	4.4 Governance Committee Report (verbal)	Steve Barkhouse	5 m. 4:35-4:40
5.	BUSINESS ARISING FROM THE MINUTES		
	There is no Business Arising from the Minutes		

6.	NEW BUSINESS		
	6.1 First Draft Concepts of the 2023-25 Business Plan, 2023-24 Budget Assumptions, Five-Year Pro Forma (Information) Appendix A: Draft Five-Year Pro Forma Budget Appendix B: 2023-24 Pro Forma Scenarios	Duane McNair Emily Woods Mark Savenkoff Scott Gonsalves	30 m. 4:40-5:10
	6.2 2023-24 Schedule of Tuition and Ancillary Fees (Approval) Appendix 1: Executive Summary of Fee Information for the Draft 2023-24 Tuition and Fee Schedules Appendix 2: Proposed 2023-24 Schedule of Fees Appendix 3: Draft 2023-24 High Demand Program Calculation Appendix 4: Students' Association Approval of Compulsory Ancillary Fees Appendix 5: Draft 2023-24 Compulsory Ancillary Fees Appendix 6: Sample 2023-24 Fee Comparison of Four Programs Appendix 7: Sample 2023-24 Student Funding and Expenses	Krista Pearson	15 m. 5:10-5:25
	6.3 Five-Year Capital Investment Plan (Information) Appendix A: Five-Year Capital Investment Plan 2023-24 to 2027-28	Duane McNair	15 m. 5:25-5:40
7.	DECISION ITEMS AND REPORTS		
	7.1 Second Quarter 2022-23 Financial Projection (Approval) For Information: Appendix A: Second Quarter 2022-23 Financial Projection Appendix B: Second Quarter 2022-23 Compliance Schedule	Grant Perry Duane McNair	20 m. 5:40-6:00
8.	ITEMS FOR INFORMATION		
	8.1 Second Quarter 2022-23 Business Plan Performance Update (Information) Appendix A: Second Quarter 2022-23 Business Plan Dashboard Appendix B: Second Quarter 2022-23 Exceptions Report	Mark Savenkoff	0
	8.2 Report from the Board Chair	Gail Beck	5 m. 6:00-6:05
	8.3 Report from the President	Claude Brulé	5 m. 6:05-6:10
	8.4 Board of Governors Management Summary Report	Executive Team	0
	8.5 2022-23 Board of Governors Workplan	Gail Beck	0
	8.6 Confirmation of Mandatory Government Remittances	Grant Perry	0
9.	UPCOMING EVENTS –		
	• Donor Appreciation Night	December 7, 2022	
	• Board of Governors Meeting (Hybrid)	February 27, 2023	
	• 2023 Spring Board March Retreat	March 25, 2023	
	• Board of Governors Meeting (Hybrid)	April 17, 2023	
	• Board of Governors Meeting & Annual General Meeting (Hybrid)	June 5, 2023	

	• President's & Board of Governors End-of-Year of Dinner	June 6, 2023
	• Perth Convocation	June 7, 2023
	• Pembroke Convocation	June 9, 2023
	• 2023 Spring Convocation – Canadian Tire Centre	June 20-22, 2023
	• Board Orientation	August 17, 2023
	• AC Vision	August 31, 2023
10.	REGULAR MEETING ADJOURNMENT	

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND THIRTY OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, OCTOBER 24, 2022 AT 4:00 PM AT THE OTTAWA CAMPUS IN ROOM T102 AB OR BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

<p><u>Present: - Update</u> Gail Beck, Board Chair Claude Brulé, President & CEO Jamie McCracken, Board Vice Chair Anthony Pollard Audrey Claire Lawrence Cyan Shields Cyril McKelvie Ikram Zouari Jeff Darwin Laura Jarrell Rebecca Wakelin Rodney Wilson Shaun Denis Stephen Tudor Steve Barkhouse Valerie Sayah</p> <p><u>Regrets:</u> Gabrielle Berard</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Senior Executive Assistant, Board of Governors</p>	<p><u>Algonquin College Executive Team:</u> Duane McNair, Vice President, Finance & Administration Diane McCutcheon, Vice President, Human Resources Laura Stanbra, Vice President, Student Services Tracy McDougall, Director, Communications & President’s Office On behalf of Chris Janzen, Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation On behalf of Mark Savenkoff, Ian Lewer, Director of Philanthropy, Advancement & Strategy</p> <p><u>Regrets:</u> Chris Janzen, Senior Vice President, Academic Mark Savenkoff, Vice President, Advancement & Strategy</p> <p><u>Presenters/Guests:</u> Emily Woods, Director, Corporate Planning Grant Perry, Chief Financial Officer</p> <p><u>Changemaker Awards Presenters:</u> Carmen Hust, Chair, Nursing, Faculty of Health, Public Safety and Community Studies Reilly Carey, Student, Registered Practical Nurse</p>
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WELCOME REMARKS

Governor Beck, Board Chair, welcomed members and observers to the meeting at 4:00 p.m. She welcomed new Governors S. Denis, A. Pollard, and re-elected student Governor, C. Shields.

0. Celebrating Student Success – Changemaker Award: Mental Health and Well Being in Nursing

K. Dawson, Acting Senior Vice President, Academic, provided a brief overview and introduced Registered Nurse and student, R. Carey who presented the Mental Health and Well Being in Nursing. To assist in addressing student mental health issues and to promote well-being, Carey started a support group called Beating Burnout for all Bachelor of Science in Nursing students at all three campuses where the collaborative program is offered, University of Ottawa, Ottawa Campus and

Pembroke Campus in March 2022. This online community flourished during the COVID-19 pandemic as many students felt isolated and were struggling with mental health concerns. The group has reached out to mental health services and experts to provide information and guidance to ensure that students have access to current resources as well as the opportunity to share common experiences.

Governor Beck, Chair of the Board of Governors, and C. Brulé, President and CEO extended their sincere congratulations to R. Carey for her hard work and presented her with a Changemaker Award certificate.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor Beck, Chair Board of Governors, constituted the meeting at 4:13 p.m. and asked whether any Governors wished to remove or add an item to the agenda. No item was removed or added.

RESOLUTION

MOVED & SECONDED: S. Tudor & J. McCracken

THAT the Board of Governors approves the meeting agenda of October 24, 2022.

CARRIED.

2. DECLARATION OF CONFLICT OF INTEREST

Governor Beck asked members to declare any conflicts of interest with items on the agenda. No conflict of interest was declared.

3. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA

3.1 Minutes of the Board of Governors' meeting of June 6, 2022

Approval of the Board of Governors Meeting minutes of June 6, 2022.

RESOLUTION

MOVED & SECONDED: V. Sayah & A. Lawrence

THAT the Board of Governors approves the meeting minutes of June 6, 2022.

CARRIED.

4. COMMITTEE REPORTS

4.1 Board Executive Committee Report (verbal)

Governor Beck provided members with a verbal report of agenda items discussed at the October 11, 2022 Board Executive Committee meeting. Meeting highlights included:

- 2022-23 President's Performance Contract Approval Process;
- Board Members' Generative Discussion topic selection (November 16, 2022);
- Debrief - 2022 Fall Board of Governors Retreat (September 11 & 12, 2022); and
- Planning for 2023 Spring Board Retreat (March 25, 2023).

Members accepted this report for information.

4.2 Academic & Student Affairs Committee Report

Members accepted this report for information. Governor Wilson provided additional details on agenda items presented at the September 27, 2022 Committee meeting.

Members accepted this report for information.

4.3 Audit & Risk Management Committee Report

Members accepted this report for information. Governor Zouari provided additional details on agenda items presented at the September 22, 2022 Committee meeting.

4.4 Governance Committee Report

Members accepted this report for information. Governor Barkhouse provided additional details on agenda items presented at the October 3, 2022 Committee meeting. Board of Governors approval were requested for the following:

Audit and Risk Management Committee Terms of Reference (revised)

RESOLUTION

MOVED & SECONDED: S. Barkhouse & I. Zouari

THAT the Board of Governors approve the revised Audit and Risk Management Committee Terms of Reference as presented.

CARRIED.

BG I-05 Election of Internal Members to the Board of Governors – Review

RESOLUTION

MOVED & SECONDED: S. Barkhouse & S. Tudor

THAT the Board of Governors approve the revisions of the Board Policy BG I-05 – Election of Internal Members as presented.

CARRIED.

5. BUSINESS ARISING FROM THE MINUTES

There is no Business arising from the minutes.

6. NEW BUSINESS

6.1 Strategic Workforce Planning – People Update

D. McCutcheon, Vice President, Human Resources provided a brief overview of the Strategic Workforce Planning – People Update and introduced presenter D. Soltis, Director, People and Culture. The College's Strategic Plan includes three primary goals. It seeks to provide flexible, personalized, and lifelong learner experiences. It seeks to empower Algonquin College employees to foster a high quality innovative, learner-driven culture, and seeks to create an equitable diverse and inclusive work environment.

The Strategic Workforce Planning includes several key elements:

- A ***proactive and continuous process*** that enables the right talent strategy and actions aligned with the needs and priorities of the College;
- A process to determine which ***skills and capabilities*** are needed to execute on the College's strategy;
- A process to forecast current and future ***talent shortages and surpluses*** using internal and external data;
- A process to decide where and how to allocate ***investments in talent***; and
- A way to build the College's future ***workforce pipeline***.

The project will run over eight to ten weeks between October to December of this year and is currently exiting Phase One of the initiative. Overall, the project is on track.

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

Governor McKelvie joined the meeting at 4:27 p.m.

7. DECISION ITEMS & REPORTS

7.1 First Quarter 2022-23 Financial Projection

D. McNair provided, Vice President, Finance and Administration provided a brief overview and introduced G. Perry, Chief Financial Officer to present the First Quarter 2022-23 Financial Projection. The First Quarter 2022-23 Financial Projection reports a decrease in net contribution of \$1.2 million from the 2022-23 Approved Annual Budget, for a total projected net contribution of \$1.8 million.

Approved Annual Budget to Quarterly Report Highlights included the following:

- 1) Overall enrolment decreased by 4.5% over the approved annual budget;
- 2) The Public College – Public Partnership are holding to the approved targets and the Fall term moved forward as planned, achieving enrolment slightly over the budget target; and
- 3) Lowered overall contingency budget by \$1 million to help offset the decreasing contributions caused by decreased enrolment.

Internally Restricted Funds of \$14.2 million projected to be used to fund Strategic Investment Priorities and Operations. Short-term mitigation strategies have been identified to contribute up to \$5 million as offset to the potential deficit position. From a longer-term perspective, in addition to cost-containment activities the college is undertaking a portfolio review of all revenue-generating activities to align the college's activities to the new fiscal reality.

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

8. ITEMS FOR INFORMATION

8.1 First Quarter 2022-23 Business Plan Performance Update

S. Gonsalves, Director, Strategy and Planning, Advancement & Strategy informed members that there are nine initiatives with 29 targeted actions. Of the 29 targeted actions, two are completed, 21 in progress, and there are six exceptions. The current year's business plan will focus on the achievement of the goals of the new 2022-25 College Strategic Plan. This will provide flexible personalized lifelong learning experiences to foster a high quality, innovative learner driven culture, and to create equitable diverse and inclusive campus environments. The second quarter, which recently ended September 30 will be reported at the December 5, 2022 Board meeting.

Questions from a member were answered. Members accepted this update for information.

8.2 Report from the Board Chair

Governor Beck referred members to the Report from the Chair for information.

8.3 Report from the President

President Brulé referred members to the Report from President for information, and noted the following highlights:

- Attended several community Board meetings;
- Attended the Committee of Presidents meetings and retreat; and
- The beginning of the process for a search for a new CEO & President for Colleges Ontario now that Linda Franklin has elected to retire.

8.4 Board of Governors Management Summary Report

Members accepted this report for information.

8.5 2022-23 Board of Governors Meeting Schedules and Workplan

Appendix A: 2022-23 Board of Governors Meeting Schedule

Appendix B: 2022-23 Board of Governors Workplan

Appendix C: 2022-23 Board of Governors and Committee Meeting Schedule and Submission Deadlines

Members accepted the Meeting Schedules and Workplan for information.

8.6 Confirmation of Mandatory Government Remittances

Members accepted the remittances for information.

9. UPCOMING EVENTS

Board Chair Beck informed members of upcoming events for information.

REGULAR MEETING ADJOURNMENT

There being no further business, the Regular meeting was adjourned at 5:23 p.m. and moved by Governor Barkhouse and seconded by Governor McCracken.

10. IN CAMERA

An IN CAMERA session was held beginning with Board members, D. McNair and G. Perry at 5:42 p.m.

An IN CAMERA session with Governors only began at 5:55 p.m.

Gail Beck, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Ala' Qadi, Professor, Electrical Engineering Technology
Alanna McDonnell, Director, Marketing and Recruitment
Annette Bouzi, Professor & President, School of Business
Barb Nauth, Retired Employee
Becky St. Jean, Executive Assistant, Finance & Administration
Ben Bridgstock, Director, Student Support Services, Student Services
Brent Brownlee, Director, Campus Services
Bruce Hickey, Manager, Communications • President's Office
Claire Ramsay, Manager, ITS
Dan Pihlainen, Chair, Media Studies, Faculty of Arts, Media and Design
Daphne Thomson, Executive Assistant, Human Resources
David Soltis, Director, People and Culture
Doreen Jans, Manager, Financial Planning, Finance and Administrative Services
Emily Woods, Director, Corporate Planning, Finance
Eric Marois, Dean, School of Advanced Technology
Erin Langevin, Director, Employee and Labour Relations, Human Resources
Ernest Mulvey, Director, International Education Centre, Global, Online and Corporate Learning
Farbod Karimi, Acting Dean, AC Online
Fatima Matar, Administrative Assistant, Facilities Management
Grant Perry, Chief Financial Officer, Finance & Administration
Heather Ryall, Dean, Faculty of Arts, Media, and Design, Academic Services
James Pede, Associate Director, Finance & Administration
Jennifer Thurston, Manager, Enrolment Services
Katherine Root, Acting Dean, School of Business & Hospitality
Kim Blackburn, Communications Officer, Public Relations
Kina Simmonds, Executive Assistant, Communications and 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, Executive Technical Lead and Business Co-Lead of the R3 Project
Louise Boudreault, Professor, Nursing Studies
Maggie Cusson, Dean, Academic Development
Marina Spivak, Senior Financial Analyst, Financial Services
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services
Paul Garner, Senior Manager, Internal Control, Risk Management
Paula Benbow, Chair, Health Foundations
Paula ter Huurne, Support Services Officer, Community Studies
Rebecca Volk, Manager, Centre of Organizational Learning
Ryan Southwood, Executive Director, Facilities Management
Sandra Larwill, Chair, Academic Integrity, Academic Operations & Planning
Scott Gonsalves, Director, Strategy and Planning, Advancement & Strategy
Shaideh Mogharrabin, Senior Planning Analyst, Corporate Planning
Shaniecia Stobbs, Financial analyst, Financial Services
Sue Mainse, Manager, Risk Management
Tara Kelly, HR Special Projects Coordinator, Human Resources
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning
Wadhah Al-monaifi, Business Analyst, Business Relationship Management, ITS
Yen Do, Acting Chief Digital Officer, Finance and Administration

04.2.1 Appendix A

Enrolment Update

Academic and Student Affairs Committee

Nov. 8, 2022

Academic Operations and Planning

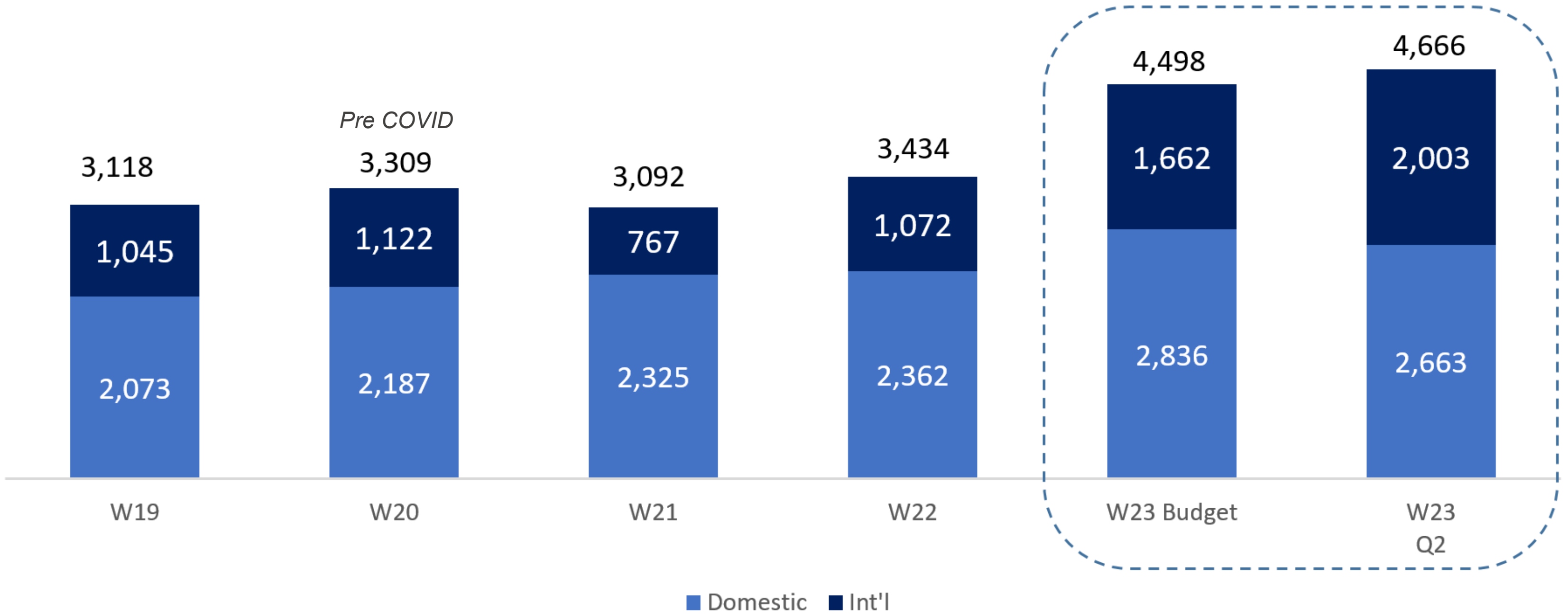
And the Registrar's Office

Summary

- Winter 2023 admission indicators trending well year-over-year for international students and progressing well towards Budget target
- Domestic entering student admissions are trailing in comparison to last year at the same time, risk to achieving the domestic Budget target
- Other Ontario colleges are experiencing the same declining trend for domestic applications, with the overall system down by 15% and Algonquin College 17% lower than last year

Winter Enrolment (Level 01 intake) (all campuses including PCPP)

- Q2 Forecast projecting a 4% increase overall for entering students
- Int'l increase of 341 students over Budget more than offsets domestic decline



04.2.2 Appendix B

Agenda Item No: 06.3

Report title:	2021-22 Program Advisory Committee Annual Report
Report to:	Academic and Student Affairs Committee
Date:	November 08, 2022
Author(s)/Presenter(s):	Kristine Dawson, Associate Vice President, Experiential Learning and Innovation (on behalf of Chris Janzen, Senior Vice President Academic)

1. RECOMMENDATION:

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

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Academic and Student Affairs Committee with an overview of the activities undertaken by the Program Advisory Committees during the 2021-22 academic year.

3. BACKGROUND:

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

As previously reported, a Program Advisory Committee Procedural Guide was completed in 2018 to provide guidelines regarding the use of Program Advisory Committees during program development, ongoing program review and renewal, as well as templates and resources for agendas, managing conflicts of interest, and annual reports. This Guide is posted to a website created to promote the activities of Program Advisory Committees, as well as to provide resources to support faculty, academic administrators and Program Advisory Committee members. In the most recent cyclical institutional quality assurance audit in 2021, external reviewers identified further work was necessary in ensuring that

04.2.2 Appendix B

Agenda Item No: 06.3

members of the Program Advisory Committee were external to the College, as well as to increase the frequency of meetings in alignment with the College policy. Revisions to the Program Advisory Council Procedural Guide are currently underway and include processes and checks to ensure that college policies and procedures regarding the membership and meeting requirements of Program Advisory Committees are followed.

4. DISCUSSION:

During the 2021-22 academic year, the College had 126 program advisory committees (some providing advice for a single program and some for a cluster of programs). Six of the program advisory committees did not formally meet over the course of the year. These program advisory committees included: Music Industry Arts, Performing Arts, Human Resources Management, Motive Power Technician and Motive Power Technician – Diesel Equipment and Truck, Early Childhood Education (Pembroke Campus), and Heritage Carpentry and Joinery. The reasons included no established program advisory committee, lack of quorum and preparing a plan to rebuild membership.

An important activity that program advisory committees participate in is the Program Quality Review. During the 2021-22 academic year, program advisory committees participated in 29 such reviews. Members provided input on their perception of the program, the program’s ability to meet employers’ needs, and trends affecting the future of the program. As well, members participated in the review and endorsed recommendations for curriculum changes, as appropriate, for implementation by the Schools as part of Annual Curriculum Review.

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

- Industry, business trends and growing labour needs;
- Interest in Applied Research Projects and more cooperative education opportunities;
- Challenges resulting from the COVID-19 pandemic including supply chain issues; and
- Program Quality Review.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input type="checkbox"/>

04.2.2 Appendix B

Agenda Item No: 06.3

6. STUDENT IMPACT:

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

7. FINANCIAL IMPACT:

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

8. HUMAN RESOURCES IMPACT:

There is no human resources impact.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

There is no communications plan or strategy required.

11. CONCLUSION:

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

04.2.2 Appendix B

Agenda Item No: 06.3

Respectfully submitted:



Kristine Dawson, Acting
Senior Vice President, Academic

Approved for submission:



Claude Brulé
President and CEO

Second Quarter 2022-2023 Investment Reports

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

Period ended September 30, 2022

Second Quarter 2022-2023 College Endowment Funds Investment Report

Period ended September 30, 2022



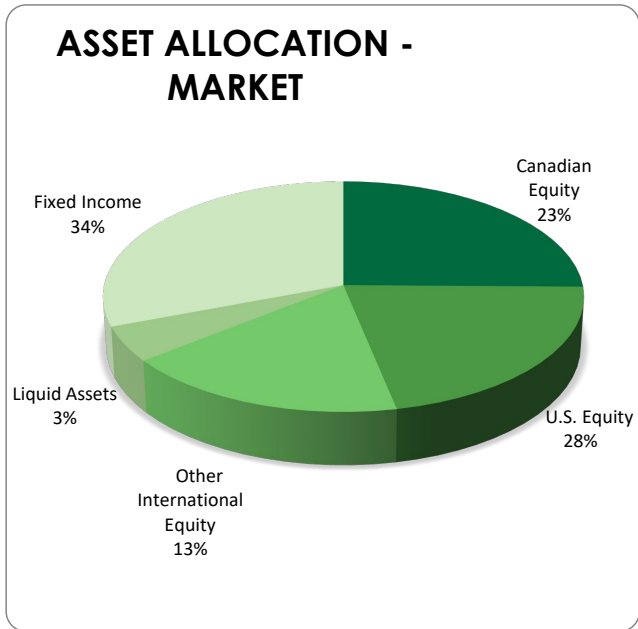
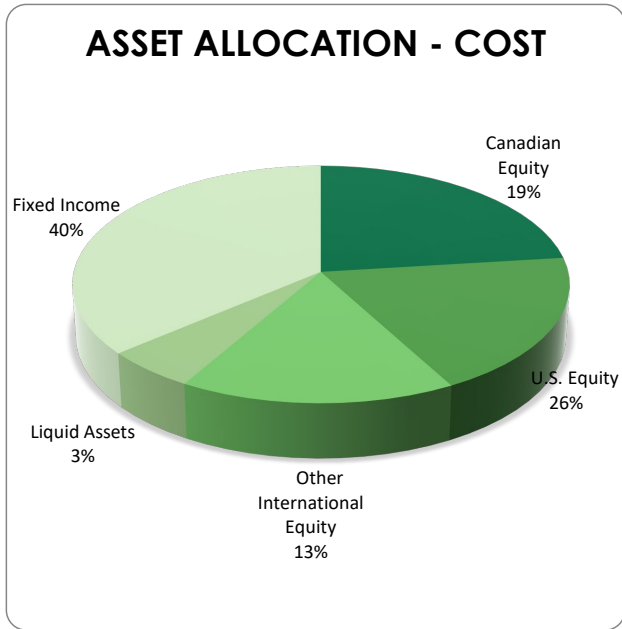
Endowment Fund Balance

	Book Value	Market*
Fund Balance March 31, 2022	\$ 32,363,195	\$ 35,308,631
Deposits	83,393	83,393
Net Share Donations Proceeds	-	-
Withdrawals	(1,075,086)	(1,075,086)
Accrued income from Buys/Sells	-	2,750
Investment Fees	(84,729)	(84,729)
Investment Income (Loss)	387,140	387,140
Unrealized Gain/Loss	-	(3,657,554)
Realized Gain/Loss	487,188	487,188
Fund Balance September 30, 2022	\$ 32,161,100	\$ 31,451,732

* excludes accrued interest

Asset Allocation-Endowment

Endowment Fund Balance - Breakdown September 30, 2022	Cost	% of Cost	Market*	% of Market	Benchmark	Policy Range
Cash	\$ 946,926	3%	\$ 972,253	3%	3%	0-20%
Fixed Income	\$ 12,737,463	40%	\$ 10,672,320	34%	35%	25-45%
Canadian Equity	\$ 6,006,307	19%	\$ 7,159,076	23%	22%	12-32%
US Equity	\$ 8,223,531	26%	\$ 8,664,411	28%		
Other International Equity	\$ 4,246,873	13%	\$ 3,983,672	13%		
Total Global Equity	\$ 12,470,404	39%	\$ 12,648,083	40%	40%	30-50%
Total	\$ 32,161,100	100%	\$ 31,451,732	100%	100%	100%

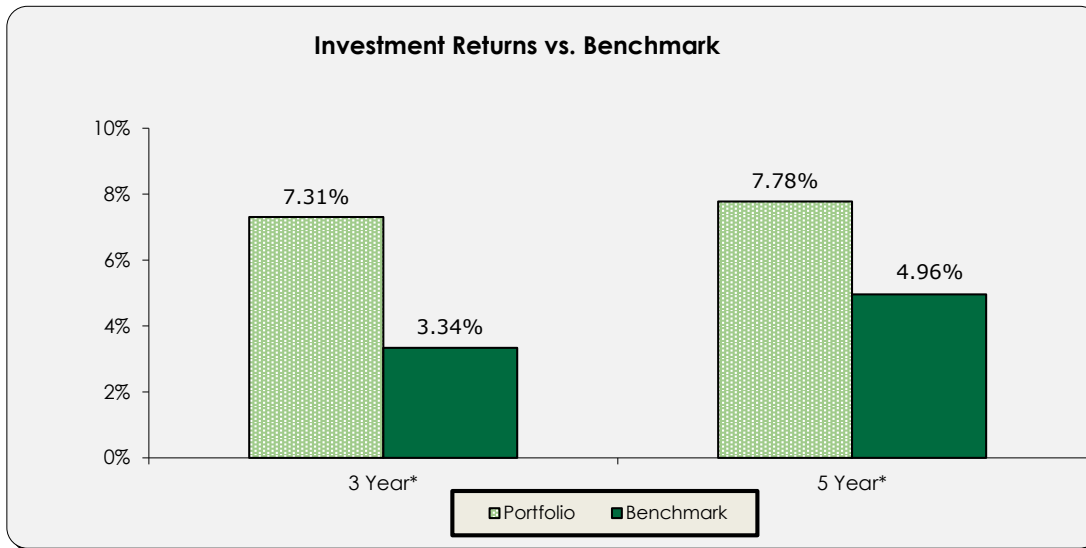
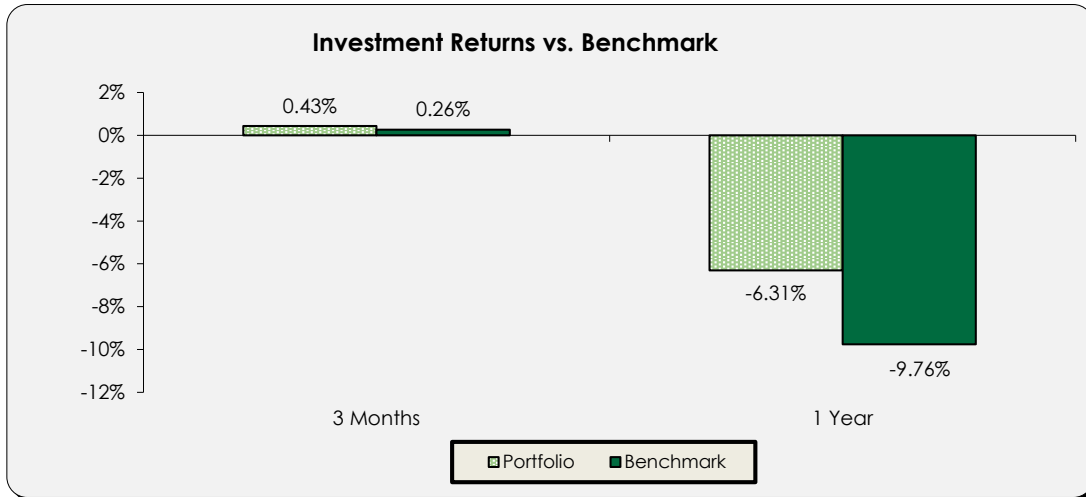


Second Quarter 2022-2023 College Endowment Funds Investment Report

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 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%
Fiscal 2022	1.10%	0.28%	0.82%	-3.62%	-4.35%	0.73%	20.74%	19.00%	1.74%	5.68%	9.57%	-3.89%	6.07%	6.46%	-0.40%
Q1 2023	0.45%	0.15%	0.30%	-5.71%	-5.66%	-0.05%	-10.69%	-13.19%	2.50%	-9.65%	-13.74%	4.09%	-8.27%	-10.42%	2.15%
Q2 2023	1.35%	0.52%	0.83%	0.92%	0.52%	0.40%	-0.04%	-1.41%	1.37%	0.18%	0.85%	-0.67%	0.43%	0.26%	0.17%
Annual Return	1.81%	0.67%	1.14%	-4.84%	-5.17%	0.35%	-10.73%	-14.41%	3.90%	-9.49%	-13.00%	3.39%	-7.87%	-10.18%	2.32%
4.75 year compounded	1.73%	1.15%	0.58%												
10.5 year compounded				1.97%	1.87%	0.08%	9.42%	6.55%	2.41%	13.81%	11.62%	2.58%	8.49%	7.34%	1.09%

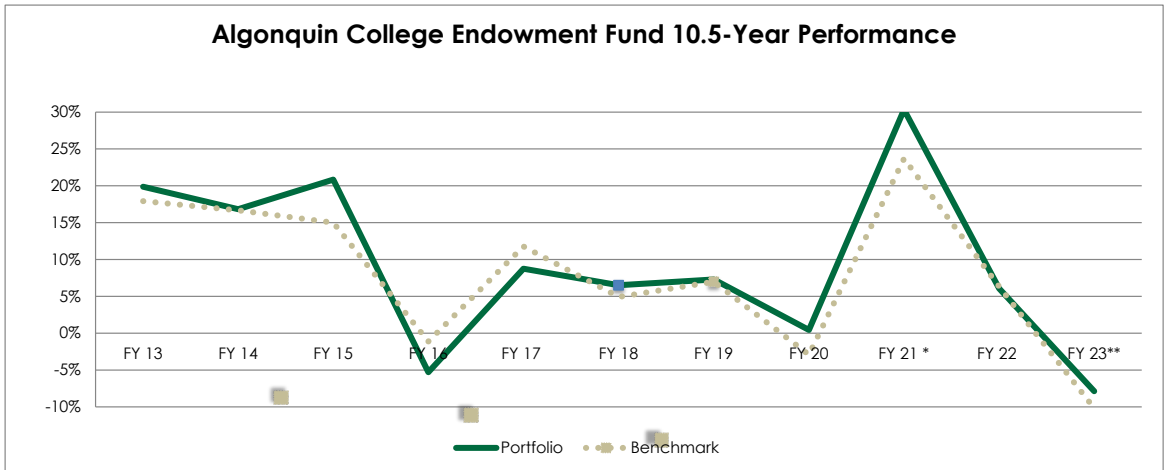
Performance Review-Endowment



Endowment Fund - Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	0.43%	-6.31%	7.31%	7.78%
Benchmark	0.26%	-9.76%	3.34%	4.96%

* Compounded Annual Return



Sharpe Ratio

Sharpe Ratio			
Endowment Funds Equity Portfolio vs Benchmark			
Period Ending	1 Year Equity Portfolio Sharpe Ratio	1 Year Equity Benchmark Sharpe Ratio	Relative Performance
30-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
31-Mar-22	1.86	1.38	0.48
30-Jun-22	-1.31	-1.45	0.14
30-Sep-22	-1.37	-1.61	0.24

The Sharpe Ratio is the average return earned in excess of the risk-free rate per unit of volatility or total risk.
 ** FY 2023 Q1 & Q2

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

	2017	2018	2019	2020	2021	2022	2023
Amount available for future distribution, beginning of year	\$ 2,699,434	\$ 3,543,474	\$ 4,213,486	\$ 3,755,820	\$ 3,587,707	\$ 8,862,764	\$ 10,100,422
Realized investment income/(loss)	1,830,019.24	1,703,516.62	622,075.96	1,792,397.70	6,433,494.25	2,479,530.30	487,188.00
Investment fees	\$ (87,257)	\$ (100,539)	\$ (97,112)	\$ (126,534)	\$ (121,872)	\$ (188,850)	\$ (84,729)
Amount Withdrawn	\$ (898,722)	\$ (932,966)	\$ (982,630)	\$ (1,833,977)	\$ (1,036,565)	\$ (1,053,022)	\$ (1,075,086)
Amount available for future distribution, end of year	\$ 3,543,474	\$ 4,213,486	\$ 3,755,820	\$ 3,587,707	\$ 8,862,764	\$ 10,100,422	\$ 9,429,818

Schedule of Unrealized Investment Income/ (Loss)

	2017	2018	2019	2020	2021	2022	2023
Unrealized income/(loss)	\$ 168,461	\$ (136,038)	\$ 1,255,147	\$ (1,583,331)	\$ 1,587,698	\$ (433,304)	\$ (3,654,804)

Fund Balance as per Leith Wheeler

	2017	2018	2019	2020	2021	2022	2023
Cash	6%	9%	13%	7%	5%	3%	3%
Fixed Income	27%	29%	29%	33%	31%	31%	34%
Canadian Equity	23%	17%	15%	17%	25%	25%	23%
Global Equity*	44%	45%	43%	43%	39%	41%	40%
Total	100%	100%	100%	100%	100%	100%	100%

* combined U.S. & international

Asset Mix - Market

	2017	2018	2019	2020	2021	2022	2023
Cash	\$ 1,511,625	\$ 2,240,828	\$ 3,594,267	\$ 1,780,221	\$ 1,689,732	\$ 1,124,556	\$ 972,253
Fixed Income	\$ 6,521,153	\$ 7,458,927	\$ 7,941,402	\$ 8,851,991	\$ 10,488,101	\$ 10,809,393	\$ 10,672,320
Canadian Equity	\$ 5,681,573	\$ 4,453,579	\$ 3,957,871	\$ 4,428,934	\$ 8,608,693	\$ 8,722,772	\$ 7,159,076
Global Equity*	\$ 10,644,332	\$ 11,366,416	\$ 11,561,129	\$ 11,535,128	\$ 13,345,504	\$ 14,651,910	\$ 12,648,083
Total	\$ 24,358,683	\$ 25,519,750	\$ 27,054,668	\$ 26,596,274	\$ 34,132,030	\$ 35,308,631	\$ 31,451,732

* combined U.S. & international

Second Quarter 2022-2023 College Operating Funds Investment Report

Period ended September 30, 2022

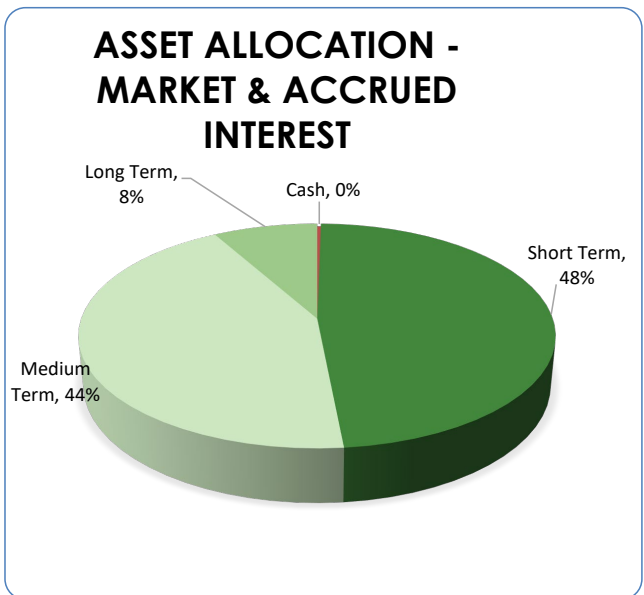
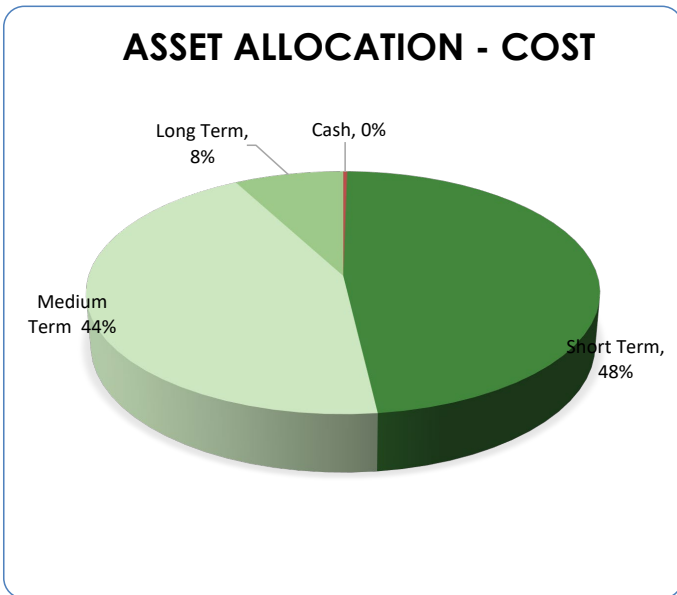
Operating Fund Balance

	Book Value	Market**
Fund Balance March 31, 2022	\$ 63,081,868	\$ 62,261,745
Deposits	-	-
Withdrawals	-	-
Accrued Interest from Buys/Sells	158,704	158,704
Investment Fees	(34,917)	(34,917)
Investment Income (Loss)	-	(8,915)
Interest Received	602,600	602,600
Unrealized Gain/Loss	-	(615,647)
Realized Gain/Loss	(597,403)	(597,403)
Market Value Gain/Loss		
Fund Balance September 30, 2022	\$ 63,210,852	\$ 61,766,167

** includes accrued interest

Asset Allocation-Operating

Fund Balance September 30, 2022	Cost	% of Cost	Market & Accrued Interest	% of Market & Accrued Interest	Target	Min/Max
Cash	\$ (178,694) *	0%	\$ (178,694) *	0%	0%	n/a
Short Term (0 - 1 year)	30,419,593	48%	29,931,024	48%	50%	40% - 100%
Medium Term (1 - 5 years)	27,977,707	44%	26,923,327	44%	45%	0% - 50%
Long Term (5 - 10 years)	4,992,246	8%	5,090,510	8%	5%	0% - 10%
Total Portfolio	\$ 63,210,852	100%	\$ 61,766,167	100%	100%	

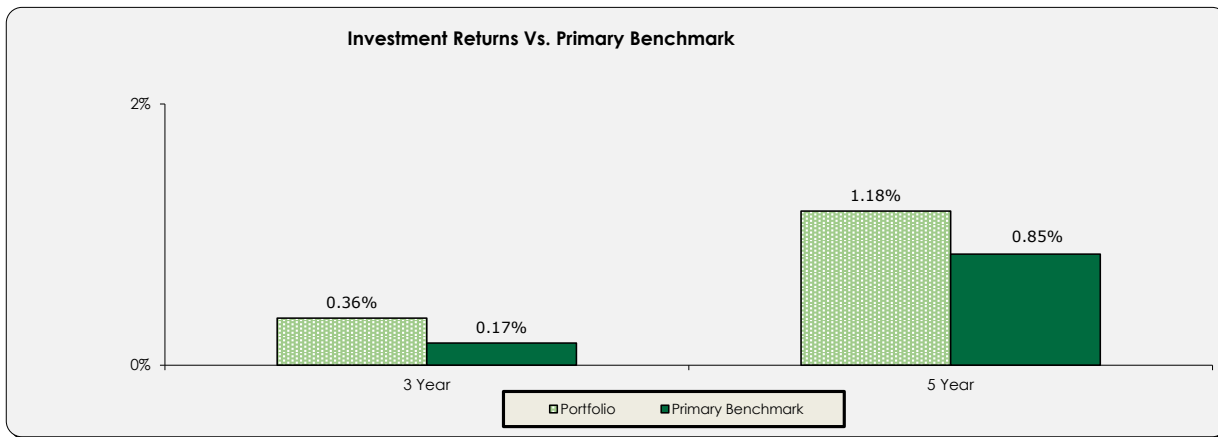
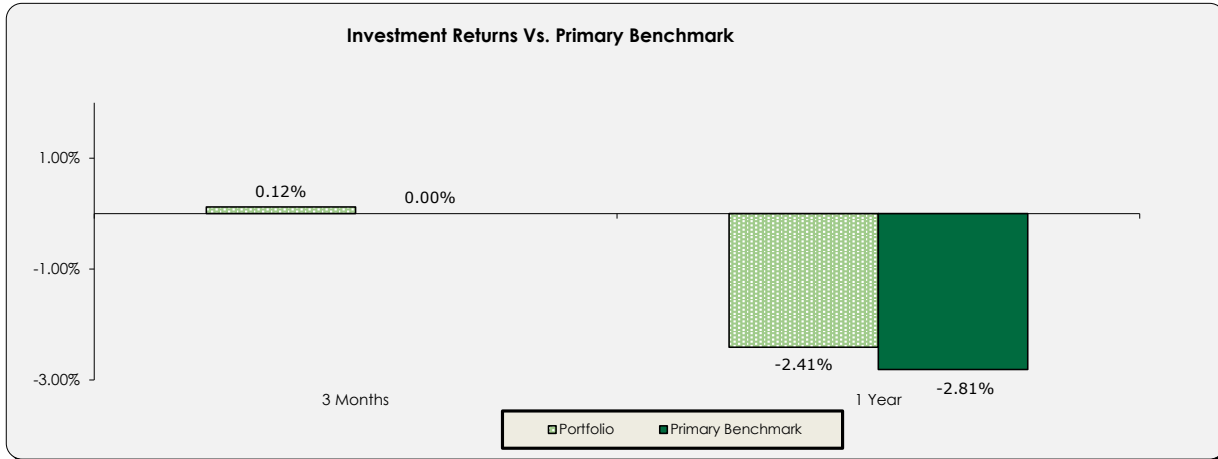


* The balance is reported as negative due to a timing difference in recording the proceeds of the sale of treasury bills. The bank processed the sale proceeds of \$181,475 on the next business day (October 3rd).

Performance Review - Operating

	Portfolio Performance	Primary 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%
FY 2022	-1.50%	-1.87%	0.37%
Q1 FY 2023	-0.86%	-0.72%	-0.14%
Q2 FY 2023	0.12%	0.00%	0.12%
Annual Return	-0.74%	-0.72%	-0.02%
7.5-year Compounded Return	0.99%	0.82%	0.17%

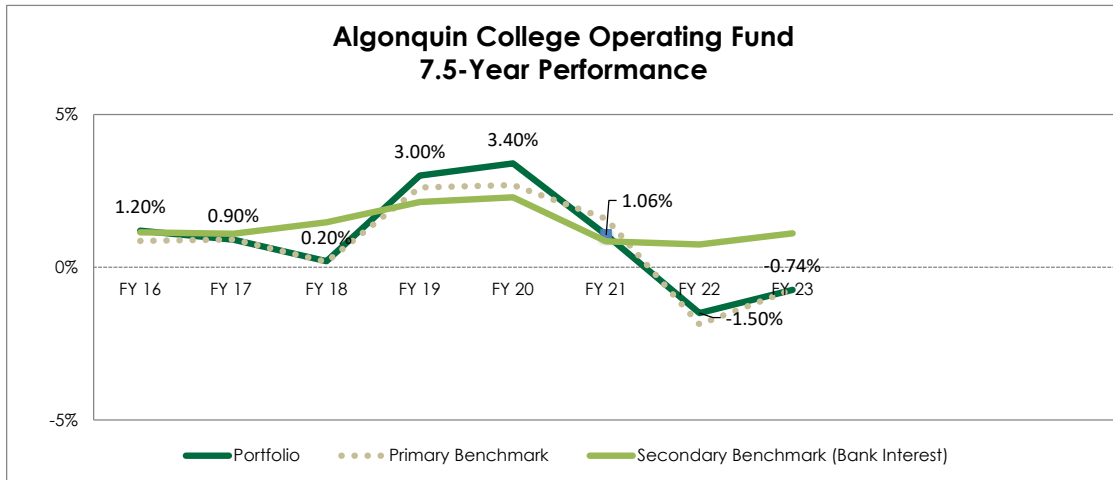
Performance Review-Operating



Investment Returns

	3 Months	1 Year	3 Year	5 Year
Portfolio	0.12%	-2.41%	0.36%	1.18%
Primary Benchmark*	0.00%	-2.81%	0.17%	0.85%

* Compounded Annual Return



	Portfolio	Primary Benchmark	Secondary Benchmark (Bank Interest)
[Equity Portfolio Return - Risk Free Rate (Blended US & Canada)] / Portfolio Standard Deviation			
FY 16	1.20%	0.86%	1.14%
FY 17	0.90%	0.91%	1.10%
FY 18	0.20%	0.18%	1.47%
FY 19	3.00%	2.61%	2.14%
FY 20	3.40%	2.69%	2.29%
FY 21	1.06%	1.58%	0.85%
FY 22	-1.50%	-1.87%	0.75%
FY 23	-0.74%	-0.72%	1.11%

* FY 2023 Q1 & Q2 rates

Summary of Major Capital Projects

Page	Project	Board of Governors Approved Project Value \$M	Percentage of Current Major Capital Projects
2	Pedestrian Bridge to Bus Rapid Transit Station	3.3	5%
4	Campus Accessibility	3.3	5%
6	Salesforce Lightning Upgrade	5.5	9%
8	R3 (Student Information System)	71.3	81%
	Total Approved <u>Current</u> Projects Value	\$83.4	100%
12	Summary of all Projects Completed Since Fiscal 2011-12	\$398.44	

04.3.2 APPENDIX B
Second Quarter 2022-23
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 bus 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 12, 2017
Meeting #529 – The Board of Governors approves a \$230,000 increase to the budget for the Major Capital Project: Pedestrian Bridge to Bus Rapid Transit Station to accommodate additional legal fees and construction related inflationary pressures.	June 6, 2022

Project Milestones	Dates
Project start date	2019
Anticipated construction start date	2022
Substantial completion date	Q3 2023-24

Project Funding	Value
Algonquin College reserves	\$3.33 million

Project Contingency	Value
Approved project contingency	\$0.08 million
Contingency balance remaining at September 30, 2022	\$0.02 million

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	1.40 million
Expenditures in Fiscal 2022-23 (April 1, 2022 to September 30, 2022)	0.27 million
Project Expenditures remaining in Fiscal 2022-23	0.16 million
Project Expenditures in Fiscal 2023-24	0.82 million
Total	\$3.33 million

Total Project Variance	\$0 million
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04.3.2 APPENDIX B
Second Quarter 2022-23
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	The 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	The request to increase the budget by \$230,000 was presented and approved by the Board of Governors on June 6, 2022. Internal work in the building is completed. Any cost uncertainty is related to the reinstatement of the grounds once the City has completed the pedestrian link. The final college payment is due to the City of Ottawa upon project substantial completion. The final payment has been delayed to the fiscal year 2023-24 due to the City of Ottawa’s delays.
Y	Schedule Management	Schedule management is 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 within the ACCE building itself is almost complete. External flashing on the building, deficiencies, and fire testing remains to be completed. Supply chain issues have affected project material delivery and caused project delays. The City of Ottawa’s completion date is not yet confirmed but projected to be the end of 2023.
G	Project Resources	The College has an internal project manager to lead the implementation and hired a consultant team.
G	Risk Management	A risk register has been developed. Risks involve City of Ottawa control of the pedestrian link schedule, which the College does not have influence over; noise and other disruption to ACCE building occupants during construction; and supply chain issues and labour shortages in certain trades in the region.
G	Stakeholder Engagement	Stakeholder engagement is ongoing with ACCE building end users, the College community, OC Transpo, and the City of Ottawa.
G	Operational Readiness	To be evaluated once construction is completed by the City of Ottawa.

04.3.2 APPENDIX B

Second Quarter 2022-23

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 the 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 \$9.0 million and \$10.0 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 \$1.2 million, 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 \$2.1 million, 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
Phase 1 (2021-22) completion date	March 31, 2022
Phase 2 (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	\$3.30 million

Project Contingency	Value
Approved budget project contingency	\$346,000
Contingency balance remaining as at September 30, 2022	\$346,000

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22	\$1.20 million
Expenditures in Fiscal 2022-23 (April 1, 2022 to September 30, 2022)	0.05 million
Project Expenditures remaining in Fiscal 2022-23	2.05 million
Total	\$3.30 million

Total Project Variance	\$0 million
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**04.3.2 APPENDIX B
Second Quarter 2022-23
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 related to washroom renovations in B building and accessibility improvement for the pedestrian link connecting buildings A and D has been completed. The scope for the 2022-23 fiscal year will include accessibility improvements in ACCE building, B building, and J building, with a stretch goal to complete buildings T, E and P if the budget allows. 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 2021-22 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 the scope creeping beyond the physical washrooms, while also incorporating provisions for anticipated future renovations. The 2022-23 Scope of work was tendered using a Construction Management approach to address all the market, supply chain constraints and end-user's requirements
G	Schedule Management	The B Building washroom renovations and the A-D pedestrian link work has been substantially completed as of March 2022, with resolution of deficiencies as of May 2022. The work to take place in 2023 is being discussed with the construction manager, with the intention to complete the basic scope of the three buildings before March 2023; the stretch goal buildings will be scheduled based on budget availability.
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 has retained 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 current economic conditions. If material or contractors cannot be procured, funding may need to move to future fiscal years to accommodate long lead items. Use of a consistent construction manager for the remainder of the project will assist in placing orders on time to mitigate supply chain timelines.
G	Stakeholder Engagement	Engagement is ongoing at the site level to communicate disruptions 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 will incorporate any feedback from Facilities operators.

04.3.2 APPENDIX B
Second Quarter 2022-23
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: Isaac Akanbi

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	November 30, 2024

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 at September 30, 2022	\$594,000

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22	\$0.22 million
Expenditures in Fiscal 2022-23 (April 1, 2022 to September 30, 2022)	0.70 million
Project Expenditures remaining in Fiscal 2022-23	1.42 million
Projected Expenditures in Fiscal 2023-24	2.14 million
Projected Expenditures in Fiscal 2024-25	1.06 million
Total	\$5.5 million

Total Project Variance	\$0 million
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**04.3.2 APPENDIX B
 Second Quarter 2022-23
 Major Capital Projects Report**

Salesforce Lightning Upgrade – continued

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

G	Governance	A Steering Committee was established on November 7, 2021, and members identified. Regular Steering Committee meetings take place monthly.
G	Scope Management	Scope remains in alignment with the Investment Case approved by the Board of Governors. Project deliverables are drafted and have been reviewed and approved by the Steering Committee.
G	Cost Management	To date, all costs are within the Approved Budget.
Y	Schedule Management	The delay of hiring resources in addition to the loss of resources for this project has put the schedule at risk. A revised project schedule will be presented to the Steering Committee for approval in December. Also, the delay in hiring resulted in a late project kick-off.
G	Project Resources	The hiring process was delayed due to the lack of resources in the market. Ten of twelve resources have now been hired.
G	Risk Management	Potential risks have been drafted; they have been reviewed and approved by the Steering Committee. To mitigate the delay of hiring resources, internal resources were assigned to this project. However, the use of internal resources has not completely mitigated this risk as we could not assign a full complement of resources to this project. Internal resources still needed to be assigned for day-to-day activities in addition to operating plan projects.
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.

**04.3.2 APPENDIX B
Second Quarter 2022-23
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 \$58.0 million and \$78.0 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 \$4.0 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 procurement of a Software as a Services subscription contract with Unit4 with a value up to \$1.4 million per year for a five-year total of up to \$7.0 million; and (2) the implementation services contract with Unit4 with a value of up to \$13.0 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
<u>Meeting #528</u> – The Board of Governors approves \$20.0 million expenditure for fiscal year 2022-23, 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 to continue the implementation work for the R3 Project.	February 28, 2022

**04.3.2 APPENDIX B
Second Quarter 2022-23
Major Capital Projects Report**

R3 (Student Information System) Project – continued

Project Milestones	Dates
Project start date	May 1, 2019
The Board of Governors approved the 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	July 5, 2022
Phase 4: Integrated System Testing	November 1, 2023
Phase 5: User Acceptance Testing	April 1, 2024
Phase 6: Deployment of System	September 3, 2024
Phase 7: Project Close-Out	December 2, 2024

Project Funding	Value
Algonquin College reserves	\$23.65 million
Strategic Investment Priorities Budget allocation	27.65 million
Total	\$51.3 million

Project Contingency	Value
Approved project contingency for 2021-22 funding allocation	\$2.96 million
Approved project contingency for 2022-23 funding allocation	\$3.00 million
Contingency balance as at September 30, 2022	\$5.96 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	10.2 million
Expenditures in Fiscal 2022-23 (April 1, 2022 to September 30, 2022)	5.0 million
Project Expenditures remaining in Fiscal 2022-23	10.8 million
Projected Expenditures Fiscal 2023-24	11.5 to 27.0 million
Projected Expenditures Fiscal 2024-25	8.8 to 16.3 million
Total Projected Costs	\$58 to 78 million

Total Project Variance (to approved expenditures)	\$0 million
--	--------------------

**04.3.2 APPENDIX B
 Second Quarter 2022-23
 Major Capital Projects Report**

R3 (Student Information System) Project – continued

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

G	Governance	Strong governance continues to be applied to the R3 Project through good governance principles and practices such as the ongoing Delivery Assurance Checkpoint meetings planned on a monthly basis with the R3-Thesis Executive Sponsors. In addition, Executive meetings with the Presidents of Algonquin College and Thesis continues its bi-monthly cadence with the next meeting scheduled for November 4, 2022. Update to Audit and Risk Management Committee is planned for November 17, 2022.
Y	Scope Management	Thesis and Algonquin College re-engaged to address upgrade planning in October to move Algonquin’s environments to version 22.2. Work continues for the Configuration, Data Migration, and Integration workstreams. Ontario Colleges Application Service and other complex platform integrations require further architectural and design validation in order to commence development work.
G	Cost Management	The R3 Project has deferred \$1.2 million for the second quarter of fiscal year 2022-23 to future periods for the implementation of a new Student Information System. This adjustment is primarily deferrals only to the third and fourth quarters of this fiscal year and some to fiscal year 2023-24, and do not reflect changes to the overall scope or budget of the project. At this time, it is not anticipated that contingency funds will be required to support this year’s project activities due to appropriate planning and oversight. Contingency funding associated with this year’s approved budget will be reviewed as part of the fourth quarter Financial exercise.
Y	Schedule Management	The Master Project Schedule has been operationalized and is being monitored through Weekly Project Change Control governance. Integration activities, Integration Platform Development and Configuration activities are proceeding with specific tasks and deliverables being closely monitored.
Y	Project Resources	Client visibility into standard onboarding practices with demonstrated success and consistency as multiple team members have been added to the project team; ensure skills are aligned to needs for quick integration and productivity. Resource capacity is being closely monitored.
Y	Risk Management	All potential risks and issues are being tracked, monitored, and mitigation plans are being actioned accordingly. Enhancement log has requirements that do not have committed effort from Thesis to resolve – Product management placed on risk log for review, mitigation discussion and quality assurance oversight.
G	Stakeholder Engagement	Clear vision and strong executive support are in place (Algonquin College). College-wide Showcase Sessions to engage stakeholders are organized regularly and well-received.
G	Operational Readiness	Organizational Change Management plan has been defined. There is a synchronized way of working, concise messaging, and clear alignment between people at work stream levels, especially in the technical domain of the project. Consultations on the training approach for R3 will commence in Fall 2022.

As of October 6th, 2022

04.3.2 APPENDIX B
Second Quarter 2022-23
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
Energy Service Company Project - (ESCO 2)	51.1	2021-22
Jack Doyle Athletics and Recreation Centre (ARC)	61.2	2021-22
Solar Photovoltaic Plan	7.7	2021-22
Total	\$398.44	

High-Risk Dashboard Report

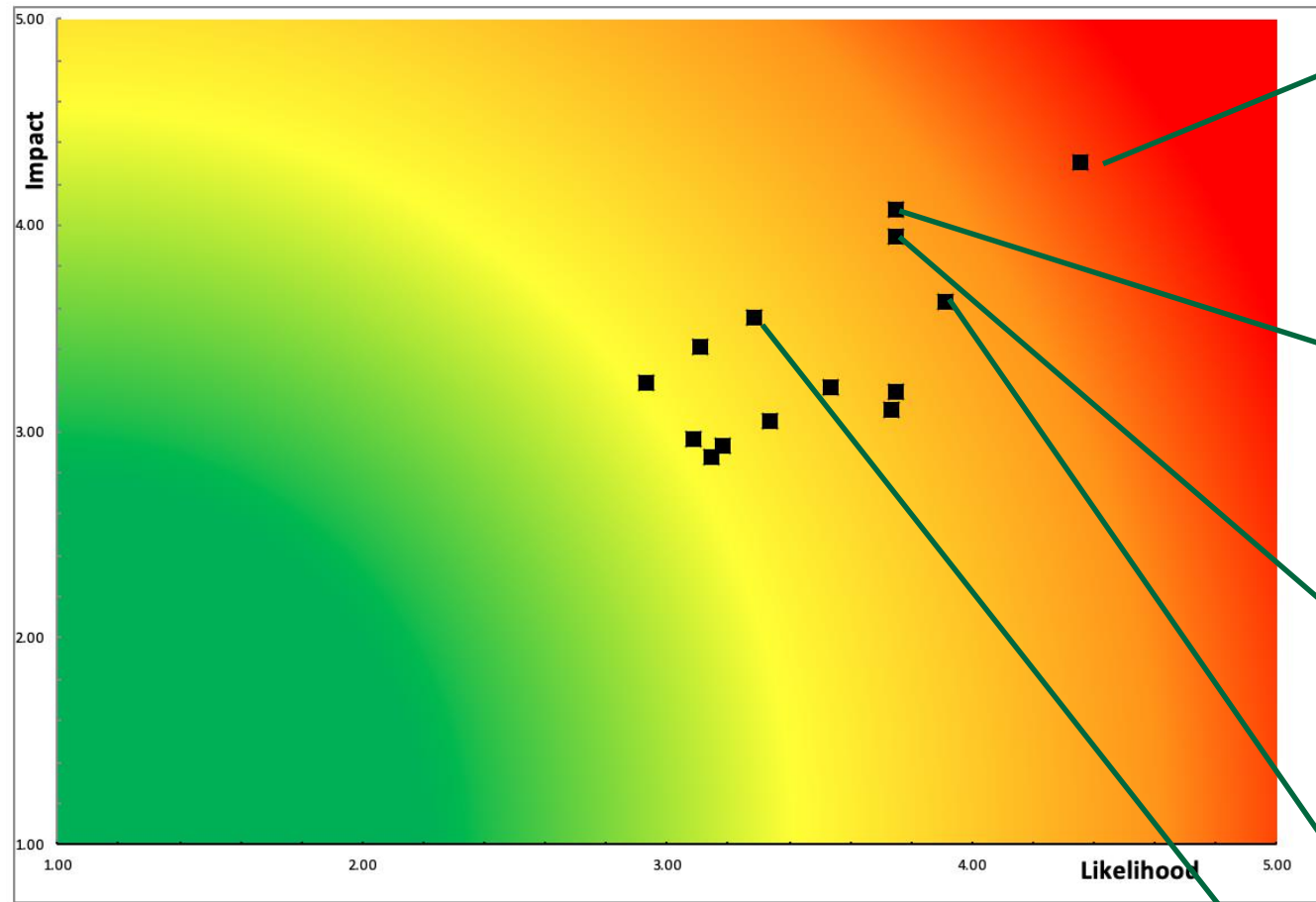
Second Quarter 2022-23

Audit & Risk Management Committee

November 21, 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 requires 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

Under-Performing, Close Monitoring Required

- The College planned for robust international learner demand for Spring 2022, Fall 2022 and Winter 2023 programs; however, the Government of Canada's processing of study permits continue to be delayed in all markets, resulting in some learners deferring their studies. Overall enrolment is trending behind the Approved Annual Budget target by 10.4% for domestic and international students combined. Additional adverse impacts will be realized if the Fall enrolment shortfall is not recouped for the Winter term, as Level 1 enrolment shortfalls will impact subsequent levels in the winter term. In August 2022, Immigration, Refugees and Citizenship Canada announced a temporary extension of COVID-19 policies allowing international learners to take 50% of programs online from outside of Canada from September 1, 2022, to August 31, 2023. To support level 1 learners outside of Canada, 36 Algonquin College programs of study created remote sections for the Fall 2022. We are currently reviewing the creation of remote level one sections for the Winter 2023 intake.
- Additional Winter 2023 Term intakes are expected to help offset some of the realized shortfall from the Spring and Fall Terms, however there is a moderate level of risk that domestic enrolment in the Winter Term will not meet Approved Annual Budget targets, based on preliminary Winter Term enrolment data. Mitigation strategies have been implemented to counter a potential revenue reduction from enrolment shortfalls. This includes, operational spending reductions, deferring hiring for vacant positions, and capital spending deferrals.
- Gross Revenue for Business Development and Corporate Training is below the Approved Annual Budget targets by \$6.8 million resulting in a projected net contribution shortfall of \$2.6 million. Mitigation plans to improve net contribution are under development and may require several years to realize results.

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

In May 2022, Algonquin College suspended policy HS16, thus no longer requiring active screening for COVID-19 and proof of vaccination checks at campus entrances, however Algonquin College maintained its mandatory COVID-19 mask policy after May 1, 2022.

In June 2022, the mandatory COVID-19 mask policy was also suspended as the College continues to monitor the situation and the directives of local public health officials on a daily basis. Any other changes in direction will be communicated directly with learners and employees.

With the increase in staff and students in the Fall semester, the College continues to maintain the identified infection prevention and control measures related to COVID-19 and other respiratory illnesses which align with Public Health recommendations. This includes promoting vaccination, hand washing and physical distancing when possible.

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

Although the College's masking policy continues to be suspended, the College will continue to encourage masking for learners and employees attending Ottawa, Pembroke and Perth campuses, especially in situations where physical distancing may be challenging. Masking remains required for certain program activities where a regulatory body requires a masking mandate.

The College continues to monitor the situation and the directives of local public health officials. If a heightened risk to the health and safety of employees and learners is indicated by local public health experts, the College would consider introducing such protocols and safeguards. Any changes to the College's direction on this matter will be communicated directly with employees and learners.

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 successfully implemented for all employee groups at the College. No further mitigation efforts required.

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

Under-Performing, Close Monitoring Required

The 2022-23 Approved Annual Budget provisions for draws on College reserves to support the delivery of significant initiatives and capital projects only. The Approved Annual Budget does not include the use of capital reserves to offset COVID-19 related losses. The College's cash expenditures are exceeding its cash revenues. The College is managing this through continued operating expense management and reducing reliance on corporate contingency funds that are set aside for unforeseen financial challenges. The College continues to actively contain spending and improve enrolment in 2022-23.

The Second Quarter 2022-23 Financial Projection forecasts a \$15.5 million reduction of internally restricted net asset in reserves compared to the Approved Annual Budget of \$13.4 million. This is a \$2.1 million negative variance due to reduced projected contributions to reserves. The Second Quarter Financial Projections reports an overall \$1.2 million decline in projected net contribution compared to the Approved Annual Budget; a change from \$3.0 million to \$1.8 million. As reported under Risk 1, the projected enrolment shortfall of 10.4% and a significant net contribution decrease in Corporate Training are negatively impacting reserve balances.

Mitigation strategies to reduce the erosion of reserves are under development and include a renewed program mix exercise to optimize enrolments and associated net revenues, a portfolio analysis to improve cash operating margins of our programs and commercial activities and a services benchmarking initiative to enhance value for money.

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

Under-Performing, Close Monitoring Required

In the 2020-21 fiscal year, the provincial government provided a one-time \$8.3 million grant to Algonquin College to help offset COVID-19 related losses. Without this grant, the College would have realized a deficit in 2020-21.

For the 2022-23 fiscal year there were no changes to the Ontario colleges funding model as the Ministry of Colleges and Universities has delayed the planned activation of the variable performance-based funding model for 2022-23 due to the uncertainty of COVID-19 impacts. Tuition fee increases remained frozen for the fourth year following a 10% fee reduction in 2019-20. The College's rate of growth of expenditures continues to exceed its rate of growth of revenues and is forecasted to remain in this situation for the foreseeable future.

In response to these financial challenges, Colleges Ontario continues to advocate to the Ministry for improved funding and tuition fee policy for Ontario colleges. Locally, the Corporate Budgeting Team have continued to prepare and analyze scenarios and financial models to inform the development of risk mitigation plans. The College has published a Financial Sustainability Roadmap that will help guide decision making activities as the College works toward restoring financial sustainability. Increased review, analysis and scrutiny is taken prior to investing in initiatives or approving increases to operational capacity. Recommendations to contain and reduce spending are regularly submitted to the Algonquin College Executive Team for consideration.

Risk 5



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

Mitigation Update

Performing Adequately, Monitoring

According to the Verizon 2022 Data Breach Investigations Report, Ransomware appears in 25% of breaches – an increase of 13% from last year. The top two methods used to infiltrate victim environments are phishing and using stolen credentials. Attacks on web applications continues to be high.

The College is mitigating this risk through the following mechanisms:

- Approximately 88% of our infrastructure is within its target age.
- End-user credentials are protected through password strength and expiry policies in place, as well as multi-factor authentication.
- Technology that blocks links to malicious websites and suspicious traffic entering and leaving our network is in place.
- Mandatory security training is implemented + activities undertaken during Cyber Security Awareness Month.
- Computing devices are protected via anti-virus and network threat detection software.
- Security patches are applied to servers and network devices within target timelines.
- Privacy and security risk assessments are conducted on new technology initiatives.

The College continues to invest and renew critical College applications to mitigate this risk. The R3 project to replace the College's legacy student information system is proceeding. In addition, the College is upgrading its Salesforce platform. Hardware and IT infrastructure renewal investments are undertaken annually.



Thank you.
Questions?

Report title:	First Draft Concepts of the 2023-25 Business Plan, 2023-24 Budget Assumptions, Five-Year Pro Forma
Report to:	Board of Governors
Date:	December 5, 2022
Authors/Presenters:	Duane McNair, Vice President, Finance and Administration Mark Savenkoff, Vice President, Advancement and Strategy

1. RECOMMENDATION:

THAT the Board of Governors accepts the 2023-24 Budget Assumptions and the Draft Five-Year Pro Forma budget for information, and that the Board is advised of key concepts in the development of the 2023-25 Business Plan.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present to the Board of Governors the budget assumptions for 2023-24, a draft five-year pro forma for the period 2023-24 to 2027-28, as well as insight into the development of the 2023-25 Business Plan.

3. BACKGROUND:

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

- Continued response to and recovery from the COVID-19 pandemic impacts.
- Changing demographics of our student population.
- Impacts of the corridor funding model and the Strategic Mandate Agreement 3 (SMA3).
- 10% tuition reduction introduced in 2019-20 and the ongoing tuition freeze that is anticipated to extend to the 2023-24 fiscal year.
- Increasing operating costs, as a result of supply chain issues, increased labour costs and high inflation rates.
- Growing deferred maintenance requirements for physical and technological infrastructure.

Each of the above noted challenges impact the College’s operating budget. The College Budget Committee, comprised of a cross-College team of Deans and Directors, has worked collaboratively since the Spring of 2022 to develop estimates and assumptions supporting the draft five-year pro forma.

The final 2023-24 Annual Budget and the 2023-25 Business Plan will be presented to the Board of Governors for approval at the February 27, 2023 meeting.

4. DISCUSSION:

Preliminary estimates for the five-year pro forma from fiscal year 2023-24 to fiscal year 2027-28 are presented in Appendix A: Draft Five-Year Pro Forma Budget.

Over the past few years, the net contribution provided through Funded Activity, the College's core operations, has declined. The main contributor to this trend is the ongoing mandated tuition freeze as discussed above, and the fixed core operating grant of the College which does not provide for inflationary pressures. In order to ensure the financial sustainability of the College, a focus on improving both the Funded Activity cash contribution margin, as well as the overall contribution margin of all operating activities, will need to direct the development of the College's financial planning. To guide the College towards this goal, management has set a multi-year target to bring the Funded Activity contribution margin back into a positive position. College management continues to review and consider strategies to achieve this, and therefore, the margins as shown in Appendix A will show a deficit position in some of the five years presented. Shortfalls from budget targets at this point in the planning cycle are not unusual, but they do pose a challenge to College management as it works through options, mitigations, and the associated risks with those options to achieve institutional goals.

The draft pro forma includes the following **general assumptions**:

- Fixed provincial operating funding is projected as per the terms of the Strategic Mandate Agreement (SMA3) and the corridor funding model.
- Salaries and benefits have been estimated based on current and projected collective agreements, the impacts of Bill 124 - *Protecting a Sustainable Public Sector for Future Generations Act 2019* and existing compensation practices.
- Increases have been projected at 0% to 1.5% for most other operating expenditures.
- Strategic Investment Priorities projections include major capital project investments previously approved by the Board of Governors, as well as initiatives that have not yet received approval, but have been identified as future requirements. Also included in the pro forma is an allocation of funding for a number of strategic projects and initiatives.

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

2023-24

- Full-time overall enrolment growth of 5.2% (excludes Public College Private Partnership enrolments) over the Second Quarter 2022-23 Projection, comprised of:
 - 0.5% increase in domestic enrolments.
 - 20% increase in international enrolments.

- 0% tuition fee increase for full-time tuition, assuming that the Ministry of Colleges and Universities will maintain the current freeze on domestic tuition fee increases.
- 3% increase in international student fee premiums.
- Public College Private Partnership enrolments of 2,293, a 325% increase over the Second Quarter 2022-23 Projection.
- Strategic Investment Priorities capacity is estimated at \$45 million, of which \$34 million will fund Major Capital Projects comprised of approved and yet to be approved initiatives.
- \$11 million of contributions to College reserve accounts are planned.

2024-25

- 4.1% total, full-time enrolment (excluding Public College Private Partnership enrolments) growth over the 2023-24 Pro Forma, comprised of:
 - 0% increase in domestic enrolments.
 - 15% increase in international enrolments.
- 2% tuition fee increase for full-time tuition as an updated tuition framework has not been released by the Ministry of Colleges and Universities; however, we anticipate that some increase in tuition fees will be permitted in 2024-25.
- 2% increase in international student premiums.
- Public College Private Partnership enrolments of 3,217, a 40% increase over the 2023-24 pro forma.
- Strategic Investment Priorities capacity is estimated at \$70 million, of which \$54 million will fund Major Capital Projects, comprised of approved and yet to be approved initiatives.
- \$14 million of contributions to reserves are planned.

2025-26

- 4.5% total, full-time enrolment growth (excluding Public College Private Partnership enrolments) over the 2024-25 Pro Forma, comprised of:
 - 0% increase in domestic enrolments.
 - 15% increase in international enrolments.
- 3% tuition fee increase for full-time tuition, as an updated tuition framework has not been released by the Ministry of Colleges and Universities; however, we anticipate that an increase in tuition fees will be permitted in 2025-26, reflecting historical rates of increase.
- 1% increase in international student premiums.
- Public College Private Partnership enrolments of 3,580, an 11% increase over the 2024-25 Pro Forma.
- Strategic Investment Priorities requirements are estimated at \$85 million, of which \$66 million will fund Major Capital Projects, comprised of approved and yet to be approved initiatives.
- \$17 million of contributions to reserves are planned.

2026-27

- 4.9% total, full-time enrolment growth (excludes Public College Private Partnership enrolments) over the 2025-26 Pro Forma, comprised of:
 - 0% increase in domestic enrolments.
 - 15% increase in international enrolments.
- 3% tuition increase for full-time tuition.
- 1% increase in international student premiums.
- Public College Private Partnership enrolments of 3,935, a 10% increase over the 2025-26 Pro Forma.
- Strategic Investment Priorities capacity is estimated at \$77 million, of which \$58 million will fund anticipated Major Capital Projects.
- \$20 million of contributions to reserves are planned.

2027-28

- 5.4% total, full-time enrolment growth (excludes Public College Private Partnership enrolments) over the 2026-27 Pro Forma, comprised of:
 - 0% increase in domestic enrolments.
 - 15% increase in international enrolments.
- 3% tuition increase for full-time tuition.
- 1% increase in international student premiums.
- Public College Private Partnership enrolments of 4,319, a 10% increase over the 2026-27 Pro Forma.
- Strategic Investment Priorities capacity is estimated at \$51 million, of which \$36 million will fund anticipated Major Capital Projects.
- \$25 million of contributions to reserves are planned.

Given the ongoing uncertainty with domestic student enrolments due to a decrease in the population that has traditionally been College students, increased competition from universities, a strong labour market impacting students delaying post-secondary studies in favour of work, and delays by Immigration, Refugees and Citizenship Canada in processing international student visas, three scenarios have been presented in Appendix B: 2023-24 Pro Forma Scenarios. The most likely scenario mirrors the draft 2023-24 version presented in Appendix A, and has been developed using the assumptions noted above. The assumptions for the Better and Worse Cases are as follows:

Better Case:

- Domestic growth increases by 1% over the Second Quarter 2022-23 Financial Projection.
- International growth (excluding the PCPP) increases by 25% over the Second Quarter 2022-23 Financial Projection.
- Allowable tuition increases beginning in 2023-24 are 3%, in alignment with historical annual increases prior to the tuition freeze and 10% tuition fee roll-back in 2019-20.

- Public College Private Partnership enrolments increase to 2,637, a 389% increase over the Second Quarter 2022-23 Financial Projection.
- Contract Activity margins are improved through targeting higher margin contracts and exiting or not renewing lower margin contracts. Margins are additionally improved by the increase in the Public College Private Partnership enrolments.

Worse Case:

- Domestic enrolment decreases by 2% from the Second Quarter 2022-23 Financial Projection.
- International growth (excluding the PCPP) increases by 13% over the Second Quarter 2022-23 Financial Projection.
- Public College Private Partnership enrolments increase to 1,816, a 237% increase over the Second Quarter 2022-23 Financial Projection.
- Contract Activity margins continue to underperform with historical margins, and the margin is further impacted by the decrease in the Public College Private Partnership enrolments.

2023-25 Business Plan Concepts

The College Business Plan is a two-year plan of strategic initiatives that articulate the institution's top priorities in order to significantly advance the College's strategic goals and desired outcomes, as well as building on its measures of success. The upcoming 2023-25 Business Plan will take the College to the conclusion of the current 2022-2025 Strategic Plan.

The College is working with leaders across the institution to inform Business Plan priorities to ensure they focus on advancing the strategic goals, address significant risk, and/or enhance the strategic competitiveness or differentiation of the College.

Primary themes of the 2023-25 Business Plan include:

- Strategic Renewal
- Enrolment Management
- Financial Sustainability
- System Transformation
- Talent and Skills
- Equity, Diversity and Inclusion

Initiatives within these themes contribute to the advancement of all the goals from the College Strategic Plan. Feedback from the Board on these draft concepts will inform the final 2023-25 Business Plan, to be presented to the Board in February 2023.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

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

7. FINANCIAL IMPACT:

As presented, these budget assumptions and financial five-year pro forma will not result in the College achieving a positive net contribution as calculated under Public Sector Accounting Standards in all fiscal years identified. It is the intent of the College to deliver a 2023-24 budget with a small surplus to the Board of Governors on February 27, 2023. College management continues to work through options to reduce expenditures and increase margins to ensure that all fiscal years will achieve a positive net contribution.

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

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The five-year pro forma for the period 2023-24 to 2027-28 presented adheres to the Ministry’s Business Plan Directive on Deficit Recovery plans and the College’s Board Financial Management Policy.

10. COMMUNICATIONS:

The budget estimates will inform the development of the College's Annual Budget and Business Plan that will be presented to the Board of Governors for approval on February 27, 2023.

11. CONCLUSION:

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

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO



Mark Savenkoff
Vice President, Advancement

Appendices:

Appendix A: Draft Five-Year Pro Forma Budget Appendix B: 2023-24 Pro Forma Scenarios

06.1.1 Appendix A



PRO FORMA SUMMARY
2023-24 Pro Forma - Most Likely Scenario
(ALL figures in \$ 000's)



	Q2 Projection 2022-23	ProForma 2023-24	ProForma 2024-25	ProForma 2025-26	ProForma 2026-27	ProForma 2027-28
Funded Activity/College Operations						
Revenue	\$ 273,949	\$ 285,696	\$ 298,145	\$ 312,784	\$ 329,561	\$ 348,828
Expenditures						
Salary and Fringe Expenditures	207,599	218,488	229,207	238,643	252,460	265,666
Discretionary Expenditures	1,537	2,175	2,177	2,180	2,183	2,186
Non-Discretionary Expenditures	74,775	71,334	74,543	78,540	80,539	82,798
Total Expenditures	283,911	291,997	305,927	319,363	335,182	350,650
Contributions to Reserves	3,000	4,000	5,000	6,000	7,000	8,000
Principal Portion of Debt	914	2,761	2,989	3,068	3,307	3,322
Cash Net Contribution	(13,875)	(13,062)	(15,771)	(15,647)	(15,928)	(13,143)
Cash Net Contribution %	-5.1%	-4.6%	-5.3%	-5.0%	-4.8%	-3.8%
Contract Activity & Other Non-Funded Activity						
Revenue	43,481	51,331	61,012	67,053	72,121	77,702
Expenditures	41,325	48,386	55,960	60,522	64,505	68,345
Contributions to Reserves	-	500	1,000	1,500	2,000	2,500
Cash Net Contribution	2,156	2,446	4,052	5,031	5,615	6,857
Campus Services						
Revenue	32,771	39,315	40,049	40,850	41,667	42,500
Expenditures	26,266	31,650	31,537	31,914	32,322	32,789
Contribution to Reserves	-	4,540	5,181	5,206	5,974	8,325
Principal Portion of Debt	2,932	3,125	3,330	3,729	3,369	1,385
Cash Net Contribution	3,573	(0)	0	0	1	1
Cash Net Contribution %	10.9%	0.0%	0.0%	0.0%	0.0%	0.0%
International Education Centre						
Revenue	66,757	84,177	97,833	113,103	124,866	137,852
Expenditures	46,672	58,945	68,472	78,547	86,402	95,042
Contribution to Reserves	-	2,000	3,000	4,000	5,000	6,000
Cash Net Contribution	20,085	23,232	26,361	30,556	33,464	36,810
Cash Net Contribution %	30.1%	27.6%	26.9%	27.0%	26.8%	26.7%
Cash Total Net Contribution - Operating Activities	11,939	12,616	14,642	19,940	23,153	30,525
Cash Total Net Contribution Margin % - Operating Activities	2.9%	2.7%	2.9%	3.7%	4.1%	5.0%
Strategic Investment Priorities						
Revenue	8,187	9,746	17,246	24,996	24,996	7,496
Expenditures	34,827	45,237	70,263	84,648	76,836	51,061
Cash Net Contribution	(26,640)	(35,492)	(53,017)	(59,652)	(51,840)	(43,565)
Net Contribution as per Modified Cash Flow Basis	(14,701)	(22,876)	(38,375)	(39,712)	(28,688)	(13,041)
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(1,400)	(1,100)	(8,600)	(18,600)	(18,600)	(1,100)
Amortization of Deferred Capital Contributions	7,800	8,000	8,200	8,200	8,200	9,263
Non-Cash Expenditure Adjustments						
Expenditures to be Capitalized	19,100	20,600	31,394	39,750	37,500	2,500
Amortization Expense	(15,500)	(19,200)	(19,752)	(20,253)	(20,353)	(21,148)
Change in Vacation, Sick Leave & Post-Employment Benefits	(390)	(350)	(240)	(240)	(245)	(245)
Add back: Reserve Contributions	3,000	11,040	14,181	16,706	19,974	24,825
Add Back: Principal Portion of Debt	3,846	5,886	6,319	6,797	6,676	4,707
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 1,755	\$ 2,000	\$ (6,873)	\$ (7,352)	\$ 4,465	\$ 5,761

	Q2 Projection 2022-23	ProForma 2023-24	ProForma 2024-25	ProForma 2025-26	ProForma 2026-27	ProForma 2027-28
Net Assets						
Unrestricted	1,000	1,000	1,000	1,000	1,000	1,000
Investment in Capital Assets	119,721	142,829	169,312	194,129	216,474	219,618
Vacation, Sick Leave & Post Employment Benefits	(19,198)	(19,548)	(19,788)	(20,028)	(20,273)	(20,518)
Internally Restricted	62,933	45,513	11,948	(2,161)	2,303	8,064
Endowment Fund	36,383	37,541	38,897	40,482	42,338	44,508
	200,839	207,336	201,369	213,422	241,842	252,672
Accumated Remeasurement Losses	(3,398)	(3,398)	(3,398)	(3,398)	(3,398)	(3,398)
Total Net Assets	197,441	203,938	197,971	210,024	238,444	249,274

06.1.2 Appendix B



PRO FORMA SUMMARY 2023-24 Pro Forma - Three Scenarios

	Worse Case Pro Forma 2023-24	Most Likely Pro Forma 2023-24	Better Case Pro Forma 2023-24
Funded Activity/College Operations			
Revenue	\$ 280,125	\$ 285,696	\$ 288,595
Expenditures			
Salary and Fringe Expenditures	217,865	218,488	219,110
Discretionary Expenditures	2,175	2,175	2,175
Non-Discretionary Expenditures	71,287	71,334	71,354
Total Expenditures	291,327	291,997	292,639
Contributions to Reserves	4,000	4,000	4,000
Principal Portion of Debt	2,761	2,761	2,761
Cash Net Contribution	(17,963)	(13,062)	(10,805)
Cash Net Contribution %	-6.4%	-4.6%	-3.7%
Contract Activity & Other Non-Funded Activity			
Revenue	47,117	51,331	50,235
Expenditures	45,019	48,386	45,864
Contributions to Reserves	500	500	500
Cash Net Contribution	1,599	2,446	3,871
Campus Services			
Revenue	39,315	39,315	39,315
Expenditures	31,650	31,650	31,650
Contribution to Reserves	4,540	4,540	4,540
Principal Portion of Debt	3,125	3,125	3,125
Cash Net Contribution	(0)	(0)	(0)
Cash Net Contribution %	0.0%	0.0%	0.0%
International Education Centre			
Revenue	79,853	84,177	87,280
Expenditures	56,920	58,945	60,398
Contribution to Reserves	2,000	2,000	2,000
Cash Net Contribution	20,933	23,232	24,883
Cash Net Contribution %	26.2%	27.6%	28.5%
Cash Total Net Contribution - Operating Activities	4,569	12,616	17,949
Cash Total Net Contribution Margin % - Operating Activities	1.0%	2.7%	3.9%
Strategic Investment Priorities			
Revenue	9,746	9,746	9,746
Expenditures	45,237	45,237	45,237
Cash Net Contribution	(35,492)	(35,492)	(35,492)
Net Contribution as per Modified Cash Flow Basis	(30,923)	(22,876)	(17,543)
Non-Cash Revenue Adjustments			
Capital Grants recorded as Deferred Capital Contributions	(1,100)	(1,100)	(1,100)
Amortization of Deferred Capital Contributions	8,000	8,000	8,000
Non-Cash Expenditure Adjustments			
Expenditures to be Capitalized	20,600	20,600	20,600
Amortization Expense	(19,200)	(19,200)	(19,200)
Change in Vacation, Sick Leave & Post-Employment Benefits	(350)	(350)	(350)
Add back: Reserve Contributions	11,040	11,040	11,040
Add Back: Principal Portion of Debt	5,886	5,886	5,886
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ (6,047)	\$ 2,000	\$ 7,333
Net Assets			
Unrestricted	1,000	1,000	1,000
Investment in Capital Assets	142,829	142,829	142,829
Vacation, Sick Leave & Post Employment Benefits	(19,548)	(19,548)	(19,548)
Internally Restricted	37,466	45,513	50,846
Endowment Fund	37,541	37,541	37,541
	199,288	207,336	212,668
Accumated Remeasurement Losses	(3,398)	(3,398)	(3,398)
Total Net Assets	195,890	203,938	209,270

Report title:	Proposed 2023-24 Schedule of Tuition and Ancillary Fees
Report to:	Board of Governors
Date:	December 5, 2022
Author/Presenter:	Laura Stanbra, Vice President, Student Services Krista Pearson, Registrar

1. RECOMMENDATION:

THAT the Board of Governors approve the proposed 2023-24 Tuition and Fees Schedules.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to review the Proposed 2023-24 Tuition and Ancillary Fees Schedules as established in accordance with the Ministry of Colleges and Universities' Binding Policy Directive on Tuition and Ancillary Fees. Please refer to Appendix 1 for the Executive Summary of Fee Information.

3. BACKGROUND:

Each year the Tuition and Fees Schedules for the upcoming academic year are presented to the Board of Governors. The proposed 2023-24 Tuition and Fees Schedules apply to the academic year beginning September 1, 2023, and ending August 31, 2024.

On January 17, 2019 for the 2019-20 academic year and continuing onto the 2020-21 academic year, the Government of Ontario announced a reduction of 10% from the 2018-19 tuition rate. Following this announcement, the Ministry of Colleges and Universities released a new Tuition Fee Framework effective September 1, 2019 to August 31, 2021, which was renewed for 2021-22. On May 21, 2022, the Ministry released the Tuition Fee Framework for 2022-23, which reflected a continuation of the anticipated tuition freeze. The Tuition Fee Framework for 2023-24 has not yet been released though current government focus on affordability, the impacts of inflation and consumer costs imply a continuation of the tuition freeze for a fifth consecutive academic year. This tuition freeze has a year-over-year compound effect on the College's financial resources. Prior to the implementation of this unprecedented freeze, annual increases were at 3%.

Principles of the tuition fee framework for establishing 2023-24 schedule of fees include:

- a) A continued freeze on tuition fees for the 2023-24 academic year at 2019-20 tuition rates as outlined in Appendix 2 proposed 2023-24 Schedule of Tuition and Ancillary Fees.
- b) The 2023-24 Tuition Fee Framework will not be issued prior to December 2022; however, should the 2023-24 Tuition Fee Framework be released with an allowable increase, an amended recommendation will be made inclusive of that direction.
- c) Aligned with other Ontario Colleges, Algonquin College will not apply an increase to out-of-province students as per the Minister's Binding Policy Directive allowance (of up to 3% annually).
- d) As per Ministry guidelines, High Demand domestic enrolment must not be greater than 15.00% of the College's post-secondary domestic enrolment. This calculation is outlined in Appendix 3 Draft 2023-24 High Demand Program Calculation.

The draft 2023-24 Tuition and Fees Schedules were developed in consultation with Academic Operations and Planning, Academic Areas, the International Education Centre, the Students' Association, the City of Ottawa (Universal Bus Pass), Campus Services, Information Technology Services, Registrar's Office and Student Support Services.

The draft 2023-24 Compulsory Ancillary Fees were endorsed by the College Budget Committee on May 19, 2022, approved by the Algonquin College Executive Team on May 26, 2022, and initially presented to the Students' Association on June 20, 2022 with follow-up endorsement on October 4, 2022. On October 11, 2022, the Protocol Agreement, in alignment with Ministry of Colleges and University policy, was signed by the Students' Association and is included as Appendix 4, the Students' Association Approval of Compulsory Ancillary. The Compulsory Ancillary Fees are detailed in Appendix 5.

The 2023-24 Schedule of Tuition and Ancillary Fees preparation assumptions were endorsed by the College Budget Committee on August 25, 2022 and approved by the Algonquin College Executive Team on September 15, 2022. On October 19, 2022, the College Budget Committee endorsed the draft 2023-24 Schedule of Fees and subsequently approved by the Algonquin College Executive Team on October 27, 2022 and endorsed by the Academic and Student Affairs Committee on November 8, 2022.

4. DISCUSSION:

The preparation details for the proposed Tuition and Fees Schedules are summarized in Appendix 1: Executive Summary of Fee Information for the draft 2023-24 Tuition and Fee Schedules. All changes to fees have been highlighted in yellow in the enclosed fee tables in Appendix 2: Proposed 2023-24 Schedule of Fees.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

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

Algonquin College’s Standard Tuition Fee is comparable to other Ontario Colleges. Since 2019-20, within the existing Tuition Fee Framework and application of a tuition fee freeze, the estimated variance is \$75 per term between the highest provincial College annual tuition rate and the lowest. Algonquin College’s Standard Tuition Fee is expected to stay within \$20.00 of most of the Ontario Colleges, and within a \$5.00 of thirteen of the twenty-four Colleges. In this way, Algonquin is competitive and comparable within the Ontario college system. For sample program fees and affordability context, please refer to Appendix 6 Sample 2023-24 Fee Comparison of Four Programs and Appendix 7 Sample 2023-24 Student Funding and Expenses. The four sample scenarios presented a modest, positive balance related to the cost of education and estimated access to funding.

7. FINANCIAL IMPACT:

The draft 2023-24 Tuition and Fees Schedules are aligned with provincial practice and the College’s budgetary planning. Tuition and Ancillary Fees augment the General Purpose Operating Grant from the province to support program delivery.

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Tuition and Fees Schedules have been prepared in compliance with the existing Government of Ontario's Ministry of Colleges and Universities Tuition Fee Framework as articulated in the Tuition and Ancillary Fees Minister's Binding Policy Directive, and the Tuition and Ancillary Fees Reporting Operating Procedure. The Compulsory Ancillary Fees were reviewed and discussed with the Students' Association and subsequently endorsed by the College's Students' Association on October 11, 2022 as reflected in the Protocol Agreement.

10. COMMUNICATIONS:

Preparation of the Tuition and Fees Schedules provides new students with the fee information for the 2023-24 admissions cycle and prior to the provincial confirmation deadline of May 1, 2023 in alignment with Ministry policy.

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

11. CONCLUSION:

The 2023-24 Tuition and Fees Schedules were established in a thorough and consultative process in compliance with Ministry policies. The goal is to continue to support the College in balancing affordable and market competitive fees for students while providing sustainable and high-quality resources for quality education.

Respectfully submitted:



Laura Stanbra
Vice President, Student Services

Submitted for Approval:



Claude Brulé
President and CEO

Appendices:

Appendix 1: Executive Summary of Fee Information for the Draft 2023-24 Tuition and Fee Schedules

Appendix 2: Proposed 2023-24 Schedule of Fees

Appendix 3: Draft 2023-24 High Demand Program Calculation

Appendix 4: Students' Association Approval of Compulsory Ancillary Fees

Appendix 5: Draft 2023-24 Compulsory Ancillary Fees

Appendix 6: Sample 2023-24 Fee Comparison of Four Programs

Appendix 7: Sample 2023-24 Student Funding and Expenses

06.2.1 APPENDIX 1

Executive Summary of Fee Information for the Draft 2023-24 Tuition and Ancillary Fee Schedules

Minister's Binding Policy Directive (Tuition Fee Framework)

The Ministry of Colleges and Universities' updated Binding Policy Directive on Tuition and Ancillary Fees for 2023-24 has not yet been released. The Framework for 2022-23 was announced on May 21, 2022 and included a continuation of the freeze on tuition. A continuation of the freeze on tuition fees for 2023-24 is anticipated. Should the 2023-24 Tuition Fee Framework be released with an allowable increase, an amended recommendation will be made inclusive of that direction.

Tuition Fees (Appendix 2: 2023-24 Schedule of Fees, p. 1)

Tuition fees for the 2023-24 academic year are frozen at the 2019-20 tuition rates. The 2019-20 were reduced by 10% over 2018-19 tuition rates.

Compulsory Ancillary Fees (Appendix 2: 2023-24 Schedule of Fees, p. 7-10)

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

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

The development of the proposed 2023-24 Compulsory Ancillary fees were established in consultation with internal service providers, the Students' Association, the College Budget Committee, and the Algonquin College Executive Team. A protocol agreement with the Students' Association is also signed and enclosed for reference (Appendix 4).

Proposed Changes to Compulsory Ancillary Fees

The proposed changes to the ancillary fees represent a modest increase of \$38.47 per academic year (two terms of study) or 2.03% in 2023-24 over 2022-23 (from \$1,895.88 to \$1,934.35). This is primarily due to anticipated increase of third-party contracts (U-Pass, Health Insurance), the 1.5% approved Technology fee increase (as per the Memorandum of Understanding with the Students' Association), and increases to the Athletics and Recreation, Health Services, and U-Pass administration fees.

Within the current Ministry Binding Policy Directive, the compulsory ancillary fees may increase up to 20% annually; at 2.03% Algonquin College remains well under the maximum allowable increase.

Fee Name	From	To	Note
U-Pass Fee	\$223.48 per term	\$229.07 per term	2.5% increase as per third party contract
U-Pass Administrative fee	\$5.65 once per academic year	\$6 once per academic year	SA Board of Directors' endorsed - supports the College's facilitation of the U-Pass program
Health Services Fee	\$20 per term	\$21 per term	SA Board of Directors' endorsed
Students' Association Athletics and Recreation Fee	\$150 per term	\$160 per term	SA Board of Directors' endorsed
Technology Fee	\$164.44 per term	\$166.91 per term	1.5% increase as per MOU
SA Health Plan	\$243.65 per year	Not yet known	As per third-party contract, usually established early in the new year
SA Activity Fee			Remains at \$217.37 per term
Student Experience Fee			Remains at \$19 per term
Convocation Fee			Remains at \$38 level one only
Transcript Fee			Remains at \$20 level one only

A detailed, historical chart of compulsory ancillary fees is provided in Appendix 5.

High Demand Tuition Fee (Appendix 2: 2023-24 Schedule of Fees, p. 2-6)

All tuition fees for High Demand programs are frozen at the 2022-23 rates. In accordance with policy, enrolment in basic post-secondary programs of instruction identified as High Demand may not exceed 15.00% of a College's total basic post-secondary enrolment (Appendix 3: High Demand Program Calculation). The draft calculation for 2023-24 High Demand enrolment estimates that the College's enrolment in High Demand programs will be 14.64%. Please note that there is an effort to maximize this revenue threshold without exceeding the maximum.

International Fees - Tuition Premium (Appendix 2: 2023-24 Schedule of Fees, p. 11-13)

International tuition fees are comprised of the domestic tuition rate plus an international "premium". It is proposed that a 3% increase be applied to the international premium portion (only); this aligns with College Budget Committee's international education centre

pro-forma (budget) endorsement. It also follows an international market review in 2021 that resulted in adjusted by-program premium increases in 2022-23. This single 3% increase applied to all international premiums will result in a modest but relevant increase given the cost of living and inflation. A 3% increase results in an average increase of \$200 per term for most international students.

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

Program Ancillary Fees (Appendix 2: 2023-24 Schedule of Fees, p. 15-27)

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

Reviews of Program Ancillary Fees have been undertaken as a part of an ongoing annual fees review effort to understand cost and competition. For 2023-24, there are 743 courses with incidental fees, compared to 680 on 2022-23, ranging from \$5.00 for supplies for a Nordik Skiing course to \$2,675 for a Power Line Technician Line Work course. Overall, the average course incidental fee has increased to \$152.62 compared to \$107.53 in 2022-23. It is important to note that program ancillary fees were removed or reduced during the coronavirus pandemic where there were impacts to the delivery, which accounts for the year-over-year increase.

Algonquin College Fee Comparison and Provincial Context (Appendix 6: Sample 2023-24 Fees Comparison)

At Algonquin College, student Tuition Fees for standard delivery range from \$1,361.29 in a two-year diploma program to \$4,982.23 in a degree program per term. This range reflects the application of High Demand tuition rates. A sample application of all fees to students in four programs is provided in Appendix 6).

Algonquin College's Standard Tuition Fee is comparable to other Ontario Colleges. For 2019-20, the year the tuition freeze was implemented, the estimated variance was \$75 per term between the highest and lowest provincial College annual tuition rate. Given the current Tuition Fee Framework and tuition freeze in effect since 2019, Algonquin College's Standard Tuition Fee is expected to stay within \$20.00 of most of the Ontario Colleges, and within a \$5.00 of thirteen of the Colleges.

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

Sample Student Funding and Expenditures (Appendix 7: Sample Student Funding and Expenditures 2023-24)

In Appendix 7, the overview of estimated Student Funding and Expenditures provides a representative sample of how personal student circumstances influence the remaining balance. In the enclosed example, all student scenarios (dependent living at home; dependent living away from home; and independent student with dependents), show a positive balance greater than \$2,000 is realized. This is attributed in part to educational costs that have been frozen for three years, but also reflects the elimination of personal contribution for independent students with dependents. A positive balance assists with the expenditures not accounted for such as course materials not included in assessments, lifestyle and other personal expenses. As this positive balance declines, it necessitates that the student seeks resources elsewhere, such as through bursary support or student employment.

Fees Exemptions

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

06.2.2 Appendix 2
2023-24 Schedule of Fees

**FEES
FOR MINISTRY-FUNDED PROGRAMS
2023-24**

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

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

(no change from 2022-23 amt.)

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

(Tuition fee factor matching duration)

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

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

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

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

Part-time Fees:

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

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

(no change from 2022-23 amt.)

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

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

(no change from 2022-23 amt.)

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

TUITION SHORT PROGRAMS

(no change from 2022-23 amt.)

Tuition (per week)	\$74.31
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Appendix 2
2023-24 Schedule of Fees

**TUITION FEES
FOR HIGH DEMAND MINISTRY-FUNDED PROGRAMS
2023-24**

UNCHANGED

Program Number and Title	Level	2021/22 Tuition Fee (per level)	2022/23 Tuition Fee (per level)	2023/24 Tuition Fee (per level)	% Increase	\$ Increase
1456X Advertising and Marketing Communications Management <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1288X Animation <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
0381X Broadcasting - Television <i>TFF: 2 Duration: 2</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1628X Cardiovascular Technology <i>TFF: 2 Duration: 2</i>	All	\$1,782.67	\$1,782.67	\$1,782.67	0.00%	\$0.00
0608X Dental Assisting (Levels I and II) <i>TFF: 1.25 Duration: 1</i>	Levels 1, 2	\$2,313.84	\$2,313.84	\$2,313.84	0.00%	\$0.00
	Level 3	\$616.90	\$616.90	\$616.90	0.00%	\$0.00
1927X Dental Hygiene <i>TFF: 3 Duration: 3</i>	All	\$2,900.74	\$2,900.74	\$2,900.74	0.00%	\$0.00
1421X Film and Media Production <i>TFF: 2 Duration: 1.5</i>	All	\$3,843.67	\$3,843.67	\$3,843.67	0.00%	\$0.00
3013X Game Development <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1400X Graphic Design <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
0402X Journalism <i>TFF: 2 Duration: 2</i>	All	\$2,210.06	\$2,210.06	\$2,210.06	0.00%	\$0.00
0915X Massage Therapy <i>TFF: 3 Duration: 3</i>	All	\$2,276.37	\$2,276.37	\$2,276.37	0.00%	\$0.00
1615X Medical Radiation Technology <i>TFF: 3 Duration: 3</i>	All	\$2,427.17	\$2,427.17	\$2,427.17	0.00%	\$0.00
1405X Music Industry Arts <i>TFF: 2 Duration: 2</i>	All	\$2,823.20	\$2,823.20	\$2,823.20	0.00%	\$0.00
1603X Orientation to Nursing in Ontario for Practical Nurses <i>TFF: 0.5 Duration: 0.5</i>	Level 1	\$2,252.82	\$2,252.82	\$2,252.82	0.00%	\$0.00
6780X Outdoor Adventure <i>TFF: 2 Duration: 2</i>	All	\$3,556.88	\$3,556.88	\$3,556.88	0.00%	\$0.00
6783X Outdoor Adventure Naturalist <i>TFF: 2 Duration: 2</i>	All	\$2,450.88	\$2,450.88	\$2,450.88	0.00%	\$0.00
0620X Paramedic <i>TFF: 2 Duration: 2</i>	All	\$2,431.10	\$2,431.10	\$2,431.10	0.00%	\$0.00
0030X Photography* <i>TFF: 2 Duration: 2</i>	All	\$2,210.06	\$2,210.06	\$2,210.06	0.00%	\$0.00
*As approved in April 2003, students pay a \$900 per term program fee to cover the cost of using specialized digital and traditional photographic equipment.						
6236X Pre-Service Firefighter Education and Training <i>TFF: 1.5 Duration: 1</i>	Levels 1, 2	\$4,982.23	\$4,982.23	\$4,982.23	0.00%	\$0.00
	Level 3	\$2,657.16	\$2,657.16	\$2,657.16	0.00%	\$0.00
0468X Public Relations <i>TFF: 2 Duration: 2</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00

Note:
Part-time fees are prorated.
Final part-time hourly rates will be confirmed following curriculum approval for 2023-2024.

**Appendix 2
2023-24 Schedule of Fees**

**TUITION FEES FOR MINISTRY-FUNDED
HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS)
AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS
2023-24**

GRADUATE CERTIFICATE PROGRAMS WITH HIGH DEMAND TUITION FEES (Part-time fees are prorated)		UNCHANGED				
Program Number and Title	Level	2021/22 Tuition Fee (per level)	2022/23 Tuition Fee (per level)	2023/24 Tuition Fee (per level)	% Increase	\$ Increase
1317X Accounting and Financial Practice <i>TFF: 1.5 Duration: 1.5</i>	All	\$2,248.43	\$2,248.43	\$2,248.43	0.00%	\$0.00
1829X Addictions and Mental Health <i>TFF: 1 Duration: 1.5</i>	Levels 1, 2	N/A	\$2,070.14	\$2,070.14	0.00%	\$0.00
	Level 3	N/A	\$1,181.60	\$1,181.60	0.00%	\$0.00
3005X Advanced Care Paramedic <i>TFF: 1 Duration: 1</i>	Level 1	\$5,213.29	\$5,213.29	\$5,213.29	0.00%	\$0.00
	Level 2	\$3,041.06	\$3,041.06	\$3,041.06	0.00%	\$0.00
	Level 3	\$7,385.52	\$7,385.52	\$7,385.52	0.00%	\$0.00
1606X Anesthesia Assistant <i>TFF: 1.5 Duration: 1.5</i>	Level 1	\$4,705.82	\$4,705.82	\$4,705.82	0.00%	\$0.00
	Level 2	\$7,843.04	\$7,843.04	\$7,843.04	0.00%	\$0.00
1535X Artificial Intelligence Software Development <i>TFF: 1 Duration: 1</i>	All	N/A	\$2,450.00	\$2,450.00	0.00%	\$0.00
1526X Building Automation System Operations <i>TFF: 1 Duration: 1</i>	All	\$1,606.50	\$1,606.50	\$1,606.50	0.00%	\$0.00
1525X Building Information Modeling - Lifecycle Mgmt <i>TFF: 1 Duration: 1</i>	All	\$2,894.85	\$2,894.85	\$2,894.85	0.00%	\$0.00
1320X Business Development and Sales <i>TFF: 1 Duration: 1</i>	All	N/A	\$1,853.15	\$1,853.15	0.00%	\$0.00
1514X Business Intelligence System Infrastructure <i>TFF: 1 Duration: 1</i>	All	\$4,455.19	\$4,455.19	\$4,455.19	0.00%	\$0.00
1410X Brand Management <i>TFF: 1 Duration: 1</i>	All	\$1,977.50	\$1,977.50	\$1,977.50	0.00%	\$0.00
1605X Clinically Intensive Orientation to Nursing in Ontario <i>TFF: 1.5 Duration: 1.5</i>	Levels 1, 2	\$2,252.82	\$2,252.82	\$2,252.82	0.00%	\$0.00
	Level 3	\$3,838.19	\$3,838.19	\$3,838.19	0.00%	\$0.00
1505X Construction Project Management <i>TFF: 1 Duration: 1</i>	All	\$3,112.36	\$3,112.36	\$3,112.36	0.00%	\$0.00
1530X Cyber Security Analysis <i>TFF: 1 Duration: 1</i>	All	\$2,500.00	\$2,500.00	\$2,500.00	0.00%	\$0.00
1693X Diagnostic Cardiac Sonography <i>TFF: 2 Duration: 2</i>	All	\$2,015.55	\$2,015.55	\$2,015.55	0.00%	\$0.00
1618X Diagnostic Medical Sonography <i>TFF: 2 Duration: 2</i>	All	\$1,643.00	\$1,643.00	\$1,643.00	0.00%	\$0.00
1622X Digital Health <i>TFF: 1.5 Duration: 1</i>	All	\$2,789.50	\$2,789.50	\$2,789.50	0.00%	\$0.00
1524X Energy Management <i>TFF: 1 Duration: 1</i>	All	\$1,885.68	\$1,885.68	\$1,885.68	0.00%	\$0.00
1313X Entrepreneurship Acceleration <i>TFF: 1 Duration: 1</i>	All	\$1,921.77	\$1,921.77	\$1,921.77	0.00%	\$0.00
1517X Environmental Management and Assessment <i>TFF: 1 Duration: 1</i>	All	\$2,763.80	\$2,763.80	\$2,763.80	0.00%	\$0.00
0390X Event Management <i>TFF: 1 Duration: 1</i>	Level 1	\$2,100.35	\$2,100.35	\$2,100.35	0.00%	\$0.00
	Level 2	\$2,080.34	\$2,080.34	\$2,080.34	0.00%	\$0.00
1308X Financial Services <i>TFF: 1 Duration: 1</i>	All	\$2,168.61	\$2,168.61	\$2,168.61	0.00%	\$0.00
1588X Geographic Information Systems <i>TFF: 1.5 Duration: 1.5</i>	All	\$4,811.56	\$4,811.56	\$4,811.56	0.00%	\$0.00
1501X Green Architecture <i>TFF: 1 Duration: 1</i>	All	\$2,368.49	\$2,368.49	\$2,368.49	0.00%	\$0.00
1311X Human Resources Management <i>TFF: 1 Duration: 1</i>	All	\$2,235.24	\$2,235.24	\$2,235.24	0.00%	\$0.00
0300X Interactive Media Management <i>TFF: 1 Duration: 1</i>	All	\$3,448.61	\$3,448.61	\$3,448.61	0.00%	\$0.00
1420X Interdisciplinary Studies in Human-Centred Design <i>TFF: 1 Duration: 1</i>	All	\$3,206.32	\$3,206.32	\$3,206.32	0.00%	\$0.00
1306X International Business Management <i>TFF: 1 Duration: 1</i>	All	\$2,342.09	\$2,342.09	\$2,342.09	0.00%	\$0.00

**Appendix 2
2023-24 Schedule of Fees**

TUITION FEES FOR MINISTRY-FUNDED HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS) AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS 2023-24							
1310X	Marketing Management <i>TFF: 1 Duration: 1</i>	All	\$2,277.15	\$2,277.15	\$2,277.15	0.00%	\$0.00
1303X	Marketing Research Analysis <i>TFF: 1.5 Duration: 1.5</i>	Levels 1, 2 Level 3	\$1,917.73 \$376.10	\$1,917.73 \$376.10	\$1,917.73 \$376.10	0.00% 0.00%	\$0.00 \$0.00
1312X	Project Management <i>TFF: 1 Duration: 1</i>	All	\$2,811.03	\$2,811.03	\$2,811.03	0.00%	\$0.00
1523X	Regulatory Affairs - Sciences <i>TFF: 1 Duration: 1</i>	All	\$2,487.06	\$2,487.06	\$2,487.06	0.00%	\$0.00
1105X	Retirement Communities Management <i>TFF: 1 Duration: 1</i>	All	\$2,641.54	\$2,641.54	\$2,641.54	0.00%	\$0.00
0660X	RN Critical Care Nursing <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0664X	RN Perioperative Nursing <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0664Z	RN Perioperative Nursing Intensive <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0897X	RPN Operating Room <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0382X	Scriptwriting <i>TFF: 1 Duration: 1</i>	All	\$2,370.90	\$2,370.90	\$2,370.90	0.00%	\$0.00
1102X	Spa and Wellness Operations Management <i>TFF: 1 Duration: 1</i>	All	\$2,043.95	\$2,043.95	\$2,043.95	0.00%	\$0.00
6073X	Sport Business Management <i>TFF: 1.5 Duration: 1.5</i>	All	\$3,327.04	\$3,327.04	\$3,327.04	0.00%	\$0.00
1827X	Strategic Management <i>TFF: 1 Duration: 1</i>	All	\$2,173.50	\$2,173.50	\$2,173.50	0.00%	\$0.00
1319X	Supply Chain Management – Global <i>TFF: Duration: 1</i>	All	N/A	\$2,342.09	\$2,342.09	0.00%	\$0.00
0925X	Teachers of English as a Second/Foreign Language <i>TFF: 1 Duration: 1</i>	All	\$2,637.43	\$2,637.43	\$2,637.43	0.00%	\$0.00
1182X	Technical Writer <i>TFF: 1 Duration: 1</i>	All	\$3,241.46	\$3,241.46	\$3,241.46	0.00%	\$0.00
1629X	Therapeutic Recreation <i>TFF: 1.5 Duration: 1</i>	All	\$1,876.47	\$1,876.47	\$1,876.47	0.00%	\$0.00
1611X	Victimology <i>TFF: 1 Duration: 1</i>	All	\$1,584.20	\$1,584.20	\$1,584.20	0.00%	\$0.00

**Appendix 2
2023-24 Schedule of Fees**

**TUITION FEES FOR MINISTRY-FUNDED
HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS)
AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS
2023-24**

BACHELOR DEGREE PROGRAMS (Part-time fees are prorated)		UNCHANGED				
Program Number and Title	Level	2021/22 Tuition Fee (per level)	2022/23 Tuition Fee (per level)	2023/24 Tuition Fee (per level)	Actual % Increase	Actual \$ Increase
6800X Bachelor of Business Administration (Trades Management) (Honours) <i>TFF: 4 Duration: 4</i>	All	N/A	\$3,184.65	\$3,184.65	0.00%	\$0.00
6066X/A/B/C/D Bachelor of Commerce (e-Supply Chain Management) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,241.61	\$3,241.61	\$3,241.61	0.00%	\$0.00
6066X/A/B/C/D Bachelor of Commerce (Strategic Human Resources Management) (Honours) <i>TFF: 4 Duration: 4</i>	All	N/A	N/A	\$3,412.39	0.00%	\$0.00
6180X Bachelor of Culinary Arts and Food Science (Honours)(co-op) <i>TFF: 4 Duration: 4</i>	All	N/A	\$3,253.16	\$3,253.16	0.00%	\$0.00
6450X/C Bachelor of Digital Marketing Communication (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,253.16	\$3,253.16	\$3,253.16	0.00%	\$0.00
1617B/X Bachelor of Early Learning and Community Development (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,382.40	\$3,382.40	\$3,382.40	0.00%	\$0.00
6519A/B/C/D/X Bachelor of Engineering (Automation and Robotics) <i>TFF: 4 Duration: 4</i>	All	\$3,337.93	\$3,337.93	\$3,337.93	0.00%	\$0.00
6179X Bachelor of Event, Sport and Entertainment Management (Honours) <i>TFF: 4 Duration: 4</i>	All	N/A	N/A	\$3,143.62	0.00%	\$0.00
6225A/B/C/D/X Bachelor of Hospitality and Tourism Management (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,143.61	\$3,143.61	\$3,143.61	0.00%	\$0.00
6148B/X Bachelor of Interior Design (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,814.96	\$3,814.96	\$3,814.96	0.00%	\$0.00
1600B Bachelor of Public Safety (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,340.97	\$3,340.97	\$3,340.97	0.00%	\$0.00
1512X/A/B Bachelor of Science (Building Science) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,312.61	\$3,312.61	\$3,312.61	0.00%	\$0.00
6520X Bachelor of Technology (Business Systems Development) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,253.16	\$3,253.16	\$3,253.16	0.00%	\$0.00
6525X Bachelor of Technology (Digital Health) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,253.16	\$3,253.16	\$3,253.16	0.00%	\$0.00

**TUITION FEES FOR MINISTRY-FUNDED
HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS)
AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS
2023-24**

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

ANCILLARY FEES 2023-24

COMPULSORY ANCILLARY FEES

STUDENT ACTIVITY FEE

UNCHANGED

\$217.37 per term

Assessed each term to all full-time students.

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

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

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

ATHLETICS AND RECREATION FEE

CHANGED: (\$150 per term in 2022-23)

\$160.00 per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$80.00 per term.

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

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

HEALTH PLAN FEE

TBC

\$243.65 annually. Prorated for Winter (\$216.77) and Spring Terms (\$26.88)

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

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

DRAFT

ANCILLARY FEES 2023-24

U-PASS FEE

CHANGED: (\$223.48 per term in 2022-23)

\$229.07 per term for full-time students

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

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

U-PASS ADMINISTRATIVE FEE

CHANGED: (\$5.65 in 2022-23)

\$6.00 per academic year for full-time students

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

TECHNOLOGY FEE

CHANGED: (\$164.44 in 2022-23)

\$166.91 per term

\$1.67 per hour to a maximum of \$166.91 per term for part-time program registrants

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

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

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

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

HEALTH SERVICES FEE

CHANGED: (\$20.00 in 2022-23)

\$21.00 per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$10.50 per term.

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

GRADUATION FEE

UNCHANGED

\$38.00

Assessed in first level of all College programs.

Purpose: To support the costs of the Convocation Ceremonies.

TRANSCRIPT FEE

UNCHANGED

\$20.00

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

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

DRAFT

ANCILLARY FEES 2023-24

STUDENT EXPERIENCE FEE

UNCHANGED

\$19.00 per term

Assessed each term to all full-time students.

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

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

PROGRAM ANCILLARY FEES

CENTRE FOR CONTINUING AND ONLINE LEARNING (CCOL) SERVICE FEE

UNCHANGED

\$1.25 per course hour

Assessed to registrants in CCOL courses.

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

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

CO-OP FEE

UNCHANGED

\$579.00 per Co-op work term

Assessed in registered work term.

\$400 Co-op Readiness Course Ancillary Fee

Assessed when registered into GEP1001

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

Note:

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

LEARNING MATERIALS AND SUPPLIES

See attached **Program Related Ancillary Fees table**

Amounts determined annually for specific courses in some programs.

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

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

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**ANCILLARY FEES
2023-24**

ADDITIONAL NON-TUITION-RELATED FEES

Unchanged from 2022-2023

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

**INTERNATIONAL STUDENT FEES
2023-24**

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

CHANGED: \$5,797.50 in 2022-23

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$5,971.43 per academic term.

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

CHANGED

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

1522X	Aircraft Maintenance Technician	\$6,847.23	(\$6,647.8 in 2022-23)
0188W, 0188X, 0188Y	Architectural Technician	\$6,847.23	(\$6,647.8 in 2022-23)
0006X	Computer Eng. Technology - Computer Science	\$6,847.23	(\$6,647.8 in 2022-23)
0336X	Computer Programmer	\$6,847.23	(\$6,647.8 in 2022-23)
0150X, 1560X	Computer Systems Technician	\$6,847.23	(\$6,647.8 in 2022-23)
0190W, 0190X, 0190Y	Construction Engineering Technician	\$6,847.23	(\$6,647.8 in 2022-23)
0398X, 0430X	Early Childhood Education	\$6,847.23	(\$6,647.8 in 2022-23)
0317X	Electrical Engineering Technician	\$6,847.23	(\$6,647.8 in 2022-23)
0550X	EME Technician Robotics	\$6,847.23	(\$6,647.8 in 2022-23)
1704F, 1704X	Practical Nursing	\$7,389.02	(\$7,173.81 in 2022-23)

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

CHANGED: \$5,572.02 in 2022-23

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$5,739.18 per academic term.

HEALTH INSURANCE FEE

UNCHANGED

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

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

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

The hourly rate for part-time activity is*	\$6.30	(no change on 2022-23 amt)
International Student Premium**	\$17.89 per hour	(\$17.37 per hour in 2022-23)
Total, Part-time Fees for International Students	\$24.19 per hour	

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

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

STUDENTS IN CO-OP PROGRAMS:

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

INTERNATIONAL STUDENT FEES 2023-24

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

Per 8 Week Level:

Tuition	\$1,558.00	(unchanged from 2022-23)
International Premium*	\$1,529.07	(3% increase over 2022-23)
Student Activity Fee	\$108.69	
Athletics and Recreation Fee	\$80.00	(increased from 2022-23)
Health Services Fee	\$10.50	(increased from 2022-23)
Technology Fee (once per term)	\$166.91	(increased from 2022-23)
U-Pass Administrative Fee (once per year)	\$6.00	(increased from 2022-23)
U-Pass Fee (once per term)	\$229.07	(increased from 2022-23)
Student Experience Fee	\$9.50	
Health Insurance Fee*	\$119.00	
Total	<u>\$3,816.74</u>	

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

Per 8 Week Level:

Tuition	\$564.00	(unchanged from 2022-23)
International Premium*	\$2,583.90	(3% increase over 2022-23)
Student Activity Fee	\$108.69	
Athletics and Recreation Fee	\$80.00	(increased from 2022-23)
Health Services Fee	\$10.50	(increased from 2022-23)
Technology Fee (once per term)	\$166.91	(increased from 2022-23)
U-Pass Administrative Fee (once per year)	\$6.00	(increased from 2022-23)
U-Pass Fee (once per term)	\$229.07	(increased from 2022-23)
Student Experience Fee	\$9.50	
Health Insurance Fee*	\$119.00	
Total	<u>\$3,877.57</u>	

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

ESL/FLS PART-TIME NON-FUNDED COURSES:

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

FULL-TIME STUDENTS TAKING ADDITIONAL COURSES:

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

INTERNATIONAL STUDENT FEES 2023-24

DISTANCE EDUCATION AND ONLINE COURSES:

International fees will apply to funded courses for international students residing in Canada. Full-time off-shore international students will pay Canadian fees with a tuition premium of \$2,375 per term. (This is for programs that do not have an on-campus counterpart, if they do their premium is the same as that on-campus program.) Part-time off-shore international students will pay Canadian fees with a tuition premium of \$400 per course.

STUDENTS REGISTERED IN COLLEGE-APPROVED PROGRAMS:

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

REFUND POLICIES FOR INTERNATIONAL STUDENTS:

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

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

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

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

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

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

FINAL

**APPRENTICESHIP FEES
2023-24**

PROGRAM TITLE	PROGRAM NUMBER	LEVEL	HOURS	FEES
Autobody Repairer	0502X	Basic	240	\$400.00
Autobody Repairer	0502X	Intermediate	240	\$400.00
Autobody Repairer	0502X	Advanced	270	\$450.00
Automotive Service Technician	0529S	Basic	240	\$400.00
Automotive Service Technician	0529S	Intermediate	240	\$400.00
Automotive Service Technician	0529S	Advanced	270	\$450.00
Automotive Service Technician (ASEP)	0568S	Level 1	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 2	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 3	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 4	270	\$450.00
Carpenter	0504X	Basic	240	\$400.00
Carpenter	0504X	Intermediate	240	\$400.00
Carpenter	0504X	Advanced	270	\$450.00
Commercial Vehicle and Equipment	0529C	Basic	240	\$400.00
Cook	0346X	Basic	360	\$600.00
Cook	0346X	Advanced	390	\$650.00
Electrician-Const/Maintenance	0506X	Basic	240	\$400.00
Electrician-Const/Maintenance	0506X	Intermediate	300	\$500.00
Electrician-Const/Maintenance	0506X	Advanced	330	\$550.00
Hairstylist	0348X	Basic	240	\$400.00
Hairstylist	0348X	Advanced	270	\$450.00
Horticultural Technician	1411X	Level 1	360	\$600.00
Horticultural Technician	1411X	Level 2	360	\$600.00
Plumber	0522X	Basic	240	\$400.00
Plumber	0522X	Intermediate	240	\$400.00
Plumber	0522X	Advanced	270	\$450.00
Powerline Technician	1689X	Level 1	80	\$4,000.00
Powerline Technician	1689X	Level 2	80	\$4,000.00
Powerline Technician	1689X	Level 3	80	\$4,000.00
Powerline Technician	1689X	Level 4	80	\$4,000.00
Refrigeration & Air Conditioning	0500X	Intermediate	240	\$400.00
Refrigeration & Air Conditioning	0500X	Advanced	270	\$450.00
Refrigeration & Air Conditioning Residential and ICI Air Conditioning Systems Mechanic	0500R	Advanced	240	\$450.00
Res. (Low Rise) Sheet Metal Installer	0532X	Level 1		\$300.00
Sheet Metal Worker	0526X	Basic	240	\$400.00
Sheet Metal Worker	0526X	Intermediate	240	\$400.00
Sheet Metal Worker	0526X	Advanced	270	\$450.00
Truck and Coach Technician	0529M	Intermediate	240	\$400.00
Truck and Coach Technician	0529M	Advanced	270	\$450.00

Part-time apprenticeship fees are pro-rated

ADDITIONAL NON-TUITION-RELATED FEE FOR APPRENTICESHIP:

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

**PROGRAM RELATED ANCILLARY FEES
2023-24**

*These are College-levied charges over and above the tuition fees and are for learning materials retained by the students.
Final Program-Related Ancillary Fees will be confirmed following curriculum approval for 2023-24.*

Program Title	Program Number	Level	Course Title	Course Number	2023-24 Ancillary Fee
Accounting and Financial Practice	1317X	03	Business Case	ACC1304	\$31.00
Action Sports Parks Development (PM)	1213X	01	Sustainable Singletrack Trail Const	OAD7118	\$120.00
		02	Snow Terrain Park Maintenance	OAD7122	\$150.00
Advanced Care Paramedic	3005X	01	Skills and Scenario-Based Practice	PAR5006	\$31.13
		02	Hospital Practicum	PAR5011	\$106.84
Advertising & Marketing Communications Mgt.	1456X	03	Creating Hype	ADV1684	\$20.00
		04	Digital Marketing Strategy	ADV1709	\$80.00
		05	Digital Mkg Execution & Analytics	ADV1708	\$80.00
AI Software Development	1535X	01	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Aircraft Maintenance Technician	1522X	01	Safety and Human Factors	AIR1090	\$25.00
		03	Maintenance Procedures I	AIR2510	\$85.00
Animation	1288X	01	Life Drawing for Animation I	ANI1513	\$50.00
		02	Life Drawing for Animation II	ANI1523	\$50.00
		03	Life Drawing for Animation III	ANI1552	\$50.00
		04	Life Drawing for Animation IV	ANI1607	\$50.00
		05	Life Drawing for Animation V	ANI1578	\$50.00
		06	Life Drawing for Animation VI	ANI1584	\$50.00
Applied Museum Studies	0446C	01	Art, Architecture and Artifacts	MUS1997	\$31.00
			Introduction to Museum Research	MUS1999	\$50.00
			Collections Management I - Reg'n	MUS2007	\$50.00
		04	Museum Management	MUS2006	\$31.00
			Shop Practices	MUS2008	\$84.00
			Techniques in Exhibition	MUS2013	\$17.00
05	Human Resources Plan & Mngt	MUS1982	\$31.00		
	Plan & Develop Educational Exhibits	MUS2019	\$50.00		
	Museum Field Placement	MUS2022	\$75.00		
Applied Nuclear Sci. & Radiation Safety	1215X	01	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Architectural Technician	0188W	01	Architectural CAD I	CAD8407	\$25.00
			Working Drawings I	ARC8401	\$15.00
			Geometry and Trigonometry	MAT8050	\$54.00
		02	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
			Architectural CAD II	CAD8409	\$30.00
			Visual Communication II	DSN8402	\$30.00
			Working Drawings II	ARC8402	\$40.00
			Design I	DSN8441	\$30.00
			Revit Architecture I	CAD8414	\$30.00
			Working Drawings III	ARC8403C	\$50.00
04	Design II	DSN8442	\$20.00		
	Revit Architecture II	CAD8415	\$30.00		
	Working Drawings IV	ARC8404C	\$50.00		
Architectural Technician	0188X	01	Architectural CAD I	CAD8407	\$25.00
			Working Drawings I	ARC8401	\$15.00
			Geometry and Trigonometry	MAT8050	\$54.00
		02	Architectural CAD II	CAD8409	\$30.00
			Visual Communication II	DSN8402	\$30.00
			Working Drawings II	ARC8402	\$40.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
			Design I	DSN8441	\$30.00
			Revit Architecture I	CAD8414	\$30.00
			Working Drawings III	ARC8403C	\$50.00
04	Design II	DSN8442	\$20.00		
	Revit Architecture II	CAD8415	\$30.00		
	Working Drawings IV	ARC8404C	\$50.00		
Architectural Technology	0018X	01	Architectural CAD I	CAD8407	\$25.00
			Working Drawings I	ARC8401	\$15.00
			Geometry and Trigonometry	MAT8050	\$54.00
		02	Architectural CAD II	CAD8409	\$30.00
			Visual Communication II	DSN8402	\$30.00

**Appendix 2
2023-24 Schedule of Fees**

			Working Drawings II	ARC8402	\$40.00
		03	Design I	DSN8441	\$30.00
			Revit Architecture I	CAD8414	\$30.00
			Working Drawings III	ARC8403C	\$50.00
		04	Design II	DSN8442	\$20.00
			Revit Architecture II	CAD8415	\$30.00
			Working Drawings IV	ARC8404C	\$50.00
		05	Architectural Project I	ARC8497	\$50.00
			Construction Methods & Materials V	ARC8425	\$135.00
			Working Drawings V	ARC8405C	\$50.00
		06	Architectural Project II	ARC8498A	\$50.00
			Working Drawings VI	ARC8406C	\$30.00
Artificial Intelligence Software develop	1535X	01	Applying Artificial Intelligence Techniques	CST8504	\$350.00
Auto Body Repairer	0502X	01	Applied Mechanical I	AUT8846	\$150.00
		02	Applied Mechanical II	AUT8886	\$150.00
		03	Applied Mechanical III	AUT8866	\$150.00
Automotive Service Technician	0529S	01	Work Practices	AST8801	\$150.00
		02	Air Conditioning Systems	AST8310	\$150.00
		03	Climate Control Systems	AST8320	\$150.00
Automotive Service Technician (GM-ASEP)	0568S	01	Work Practices I	AST8613	\$150.00
		02	Work Practices II	AST8623	\$150.00
		03	Climate Control Systems I	AST8633	\$150.00
		04	Climate Control Systems II	AST8643	\$150.00
			Electrical/Electronics & Emission 4	AST8649	\$86.00
BA Event, Sport, and Entertainment M	6179X	01	Foundations of Event Management	MGT6107	\$25.00
			Introduction to Event Logistics	FAE6107	\$50.00
		02	Programing for MICE market	FAE6208	\$40.00
BA Technology (Bus. Sys. Dev)	6520X	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
BA Technology (Digital Health)	6525X	05	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
BA Tech (Digital Health) - Pathway CP and CET	6525A	05	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Bachelor of Culinary Arts & Food Science	6180X	01	Culinary Arts Fundamentals	FOD0031	\$86.40
		02	Culinary Arts	FOD0032	\$97.20
		03	Advanced Culinary Arts	FOD0131	\$91.00
			Food Production Fundamentals	FSC0033	\$180.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		04	Baking and Pastry Fundamentals	FOD0040	\$54.00
			Management of Food and Beverage	MGT0131	\$130.00
Bachelor of Digital Marketing Communication	6450X	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
			Digital Analytics I	ADV4301	\$80.00
		04	Digital Media Buying	ADV4400	\$80.00
Bachelor of Digital Marketing Communication	6450A	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Bachelor of Digital Marketing Communication	6450B	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Bach. Early Learning & Comm Dev(Honours)	1617X	01	Human Development I	EDU4110	\$13.89
		04	Creative Arts for Children	EDU4242	\$16.03
Bach. Early Learning & Comm Dev(Honours)-Bridging	1617B	05	Infant Specialization	EDU4353	\$13.89
Bachelor of Automation and Robotics	6519X	01	CAD	CAD8202	\$40.00
		02	Introduction to Robotics	ROB8113	\$250.00
		03	Electrical and Electronics Circuits	ELN8304	\$75.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	400
		04	Digital Circuits, Design and Micro	ELN8404	\$200.00
		05	Industrial Robotics	ROB8403	\$80.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00
BAR - Pathway Electro Mechanical Eng Tec	6519A	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		05	Industrial Robotics	ROB8403	\$80.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00

**Appendix 2
2023-24 Schedule of Fees**

BAR - Pathway Elec. Eng. Technologist	6519B	03	CAD	CAD8202	\$40.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		04	Digital Circuits, Design and Micro	ELN8404	\$200.00
		05	Industrial Robotics	ROB8403	\$80.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00
BAR - Pathway Mechanical Eng. Technology	6519C	04	Digital Circuits Design	ELN8000	\$200.00
			Introduction to Robotics	ROB8113	\$250.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		05	Industrial Robotics	ROB8403	\$80.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00
BAR - Pathway Elec. Eng. Technician	6519D	03	CAD	CAD8202	\$40.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		04	Digital Circuits, Design and Micro	ELN8404	\$200.00
		05	Industrial Robotics	ROB8403	\$80.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00
Bachelor of Building Science	1512X	01	Introduction to Building Science	BSC1100	\$30.00
			Space & Place:Site Dev. & Bui. Env.	CON1100	\$40.00
		03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		08	Seminar in Sustainable Solutions	BSC4400	\$25.00
Bachelor of Building Science (Entry Level 03)	1512A	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		08	Seminar in Sustainable Solutions	BSC4400	\$25.00
Bachelor of Building Science (Entry Level 06)	1512B	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		06	Seminar in Sustainable Solutions	BSC4399	\$25.00
Bachelor of Building Science (Honours) (Entry Level 03)	1512C	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		08	Seminar in Sustainable Solutions	BSC4400	\$25.00
Bachelor of Building Science (Honours) (Entry Level 03)	1512E	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		08	Seminar in Sustainable Solutions	BSC4400	\$25.00
Bachelor of Building Science (Honours) (Entry Level 03)	1512F	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		09	Seminar in Sustainable Solutions	BSC4401	\$25.00
Bachelor of Interior Design	6148X	01	Construction I	DSN0017	\$70.00
		02	Construction II	DSN0021	\$70.00
		03	Construction III	DSN0024	\$70.00
		04	Construction IV	DSN0027	\$70.00
		05	Construction V	DSN0030	\$70.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		06	Construction VI	DSN0032	\$70.00
		07	Construction VII	DSN4078	\$70.00
Bach. Interior Design - Bridging Program	6148B	07	Construction VII	DSN4078	\$70.00
Bachelor of Public Safety	1600B/C	04	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Baking and Pastry Arts	1201X	01	Baking Practical I	FOD2146	\$968.06
			Sanitation and Safety	FOD2103	\$93.44
			Introduction to Culinary	FOD2140	\$43.20
		02	Baking Practical II	FOD2166	\$90.00
			Cake Decorating Techniques	FOD2156	\$40.00
Baking and Pastry Arts Management	1207X	01	Baking Practical I	FOD2146	\$968.06
			Sanitation and Safety	FOD2103	\$93.44
			Dinner Party	HOS2288	\$75.00
			Introduction to Culinary	FOD2140	\$43.20
		02	Baking Practical II	FOD2166	\$90.00
			Cake Decorating Techniques	FOD2156	\$40.00
		03	Sugar Techniques and Artistry	FOD2148	\$456.08
			Chocolate Techniques and Artistry	FOD2149	\$60.00
			Nutrition and Food Preparation	FOD2129	\$20.00

**Appendix 2
2023-24 Schedule of Fees**

			Baking for Special Diets	FOD2158	\$60.00
			Artisan Bread	FOD2159	\$101.77
		04	Advanced Cake Decoration/Gum Paste	FOD2231	\$83.43
			Pastry and Plating Techniques	FOD2253	\$90.00
			Specialty Cakes-Marzipan/Petit Four	FOD2232	\$291.45
			Customer Relations	HOS2082	\$105.00
			Mixology Practical	HOS2080	\$110.00
			Oenology	HOS2066	\$120.00
			The Dinner Party	HOS2288	\$75.00
Bcomm (Supply Chain Mgmt)	6066X/A	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
BHTM (Honours)	6225X	01	Food and Beverage Studies	FOD6101	\$130.00
			Foundations Hospitality and Tourism	HOS6100	\$70.00
			Hotel Operations	HOS6102	\$30.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		02	Computer Applications	DAT6107	\$55.00
			Financial Accounting	ACC6104	\$10.00
			Food and Beverage Operations	FOD6103	\$110.00
		03	Food Production and Service	FOD6109	\$457.00
			Intro to Hospitality and Tourism	MKT6108	\$30.00
			Managerial Accounting	ACC6107	\$10.00
		04	Conference and Event Management	HOS6112	\$50.00
		05	Organizational Behaviour	HRM6118	\$60.00
			Culinary and Beverage Tourism	HOS6137	\$100.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
			Applied Research Methods	QUA6127	\$30.00
		08	Cases in Hospitality and Tourism Management	HOS6133	\$20.00
			Attractions Management	TOU6129	\$100.00
BHTM - Pathway Business	6225A	03	Food and Beverage Studies	FOD6101	\$130.00
			Foundations Hospitality and Tourism	HOS6100	\$70.00
			Food Production and Service	FOD6109	\$457.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		04	Computer Applications	DAT6107	\$55.00
			Food and Beverage Operations	FOD6103	\$110.00
			Conference and Event Management	HOS6112	\$50.00
		05	Organizational Behaviour	HRM6118	\$60.00
			Culinary and Beverage Tourism	HOS6137	\$100.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
			Applied Research Methods	QUA6127	\$30.00
			Attractions Management	TOU6129	\$100.00
BHTM - Pathway Hospitality	6225B	05	Organizational Behaviour	HRM6118	\$60.00
			Culinary and Beverage Tourism	HOS6137	\$100.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
			Applied Research Methods	QUA6127	\$30.00
			Attractions Management	TOU6129	\$100.00
BHTM - Pathway Culinary Management	6225C	03	Foundations Hospitality and Tourism	HOS6100	\$70.00
			Intro to Hospitality and Tourism	MKT6108	\$30.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
			Computer Applications	DAT6107	\$55.00
			Conference and Event Management	HOS6112	\$50.00
		05	Managerial Accounting	ACC6107	\$10.00
			Organizational Behaviour	HRM6118	\$60.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
			Applied Research Methods	QUA6127	\$30.00
			Attractions Management	TOU6129	\$100.00
BHTM - Pathway Tourism-Travel Services	6225D	03	Food and Beverage Studies	FOD6101	\$130.00
			Food Production and Service	FOD6109	\$457.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
			Food and Beverage Operations	FOD6103	\$110.00
			Cost Control in Hospitality	HOS6115	\$30.00
			Organizational Behaviour	HRM6118	\$60.00
			Culinary and Beverage Tourism	HOS6137	\$100.00

**Appendix 2
2023-24 Schedule of Fees**

		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
			Applied Research Methods	QUA6127	\$30.00
			Attractions Management	TOU6129	\$100.00
Biotechnology - Advanced	1020X	03	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
BISI	1514X	01	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Bookkeeping and Accounting Practices	1315X	01	Business Computer Applications	BUS2301	\$105.00
Broadcasting - Radio	0380X	01	Performance I	RAD1501	\$270.00
			Radio Fundamentals	RAD0004	\$20.00
		02	Audio Production I	RAD1566	\$150.00
		03	Audio Production 2	RAD1554	\$150.00
		04	Performance 3	RAD0010	\$100.00
Broadcasting - Television	0381X	01	Television Studio Production I	TVA1501	\$150.00
		02	Cinematography and Audio Essential	TVA0013	\$100.00
			Television Studio Production 2	TVA1507	\$150.00
		03	Live Production	TVA0015	\$220.00
			Factual Entertainment	TVA0018	\$75.00
		04	Live Production Specialization	TVA0020	\$75.00
Building Automation Systems Operations	1526X	01	Systems Programming	CST1206	\$220.00
Building Construction Technician	6442X	01	Applied Construction Geometry	CON8125	\$45.00
			Building Structures I	CON8114	\$220.00
			Computer Applications	DAT2004	\$119.00
			Drafting	DRA8110	\$95.00
		02	AutoCAD I	CAD8010	\$40.00
			Building Structures II	CON8120	\$70.00
		03	AutoCAD II	CAD8020	\$50.00
			Interior Systems	WOO8805	\$50.00
Building Information Modeling - Lifecycle Management	1525X	01	Tools and Technology I	BIM1020	\$30.00
Business	0306X WO	01	Business Computer Applications	BUS2301	\$105.00
Business (Pembroke)	0306X PM	01	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Business - Agriculture	1938X	01	Plants, Soil and Fertilization	HOR9100	\$18.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		02	Animal Health and Nutrition	SCI9200	\$8.50
		03	Pest, Disease and Weed Management	HOR9301	\$28.25
		04	Livestock Business Operations	BUS9300	\$11.00
Business - Accounting	0214C	01	Business Computer Applications	BUS2301	\$105.00
		02	Spreadsheet Applications	ACC2343	\$100.00
Business Fundamentals	1457X	01	Business Computer Applications	BUS2301	\$105.00
Business - Marketing	0214E	01	Business Computer Applications	BUS2301	\$105.00
			Financial Information for Marketing	ACC2214	\$105.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Business - Management & Entrepreneurship	0242X	01	Business Computer Applications	BUS2301	\$105.00
		02	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		03	Project Management for Business St	MGT2225	\$20.00
Business Administration - Core	0216X	01	Business Computer Applications	BUS2301	\$105.00
		03	Introduction to Finance	FIN2303	\$100.00
Business Admin - Accounting	0216A	04	Business Computer Applications	ACC2343	\$100.00
Business Administration - Finance	0216K	04	Intro to the Cdn. Financial System	FIN2330	\$100.00
			Retirement Planning	FIN2306	\$113.00
		05	Spreadsheet Applications	ACC2343	\$100.00
			Risk and Estate Planning	FIN2307	\$113.00
		06	Investment Planning	FIN2308	\$113.00
			Income Tax Planning	FIN2309	\$164.00
Business Administration - Human Resources	0216M	04	Finance for Non-Finance Prof.	FIN2305	\$100.00
Business Administration - International Business	0216G	04	Finance for Non-Finance Prof.	FIN2305	\$100.00
Business Administration - Marketing	0216D	04	Finance for Non-Finance Prof.	FIN2305	\$100.00
Business Administration - Supply and Operations Mgt	0216L	04	Finance for Non-Finance Prof.	FIN2305	\$100.00
		06	Manufacturing Simulation (SAP)	MGT2308	\$65.00

**Appendix 2
2023-24 Schedule of Fees**

Business Administration (charged if selected)	0216E	04	Finance for Non-Finance Prof.	FIN2305	\$100.00
			Manufacturing Simulation (SAP)	MGT2308	\$65.00
			Retirement Planning	FIN2306	\$113.00
		05	Risk and Estate Planning	FIN2307	\$113.00
		06	Investment Planning	FIN2308	\$113.00
			Income Tax Planning	FIN2309	\$164.00
Cabinetmaking and Furniture Technician	0575X	01	Joinery	WOO8930	\$485.00
		02	Furniture Making	WOO8939	\$315.00
			CNC/Drafting and Plan Reading I	CAM1420	\$240.00
		03	Furniture, Kitchens and Millwork	WOO0004	\$220.00
			CNC/Drafting and Plan Reading II	CAM1431	\$235.00
Heritage Carpentry and Joinery (PT)	0530X	01	Carpentry I: Foundations and Floors	CON9111	\$300.00
			Joinery I: Fundamentals	WOO9254	\$105.00
		03	Traditional Joinery: Doors & Windows	WOO9306	\$190.00
		04	Culminating Architectural Millwork Pr	WOO9401	\$120.00
			Traditional Carpentry II: Log Building	WOO9402	\$75.00
			Traditional Joinery: Staircasing & Ornamental Millwork	WOO9403	\$75.00
Child and Youth Care	0476X	03	Child and Youth Care Interventions	FAM1064	\$35.25
			Outdoor Activities I	FAM1070	\$200.00
		04	Child Abuse and the Law	FAM1087	\$10.68
		05	Advanced CYC Interventions	FAM1270	\$35.25
		06	Outdoor Activities II	FAM1100	\$230.00
Civil Engineering Technology	0192X	01	Construction Materials I	CON8411	\$40.00
			Residential Building/Estimating	CON8101	\$20.00
			Geometry and Trigonometry	MAT8050	\$54.00
		02	Commercial Building/Estimating	CON8102	\$20.00
			Construction Materials II	CON8412	\$40.00
		03	AutoCAD I	CAD8400	\$25.00
			Civil Estimating	CON8404	\$30.00
		04	AutoCAD II	CAD8405	\$35.00
		05	Project Scheduling and Cost Control	CON8406	\$20.00
Commercial Vehicle and Equipment	0529C	01	Trade Practices	TRK8308	\$150.00
Computer Eng. Technology - Comp. Science	0006X	01	Tech. Math for Computer Science	MAT8001C	\$70.00
		02	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		03	Processor Architecture	CST8216	\$30.00
		05	Interfacing	CST8227	\$91.51
Computer Eng. Technology - Comp. Science	1561X	01	Tech Math for Computer Science	MAT8001C	\$70.00
Computer Programmer	0336X WO	01	Tech. Math for Computer Science	MAT8001C	\$70.00
		02	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Computer Systems Technician	0150X	01	Windows Operating Systems I	CST8202	\$225.00
		02	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Computer Systems Technician (PM)	0150X	01	PC Systems Technology	CST7205	\$65.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Computer Systems Technician - Networking	1560X	01	Windows Operating Systems I	CST8202	\$225.00
Computer Systems Technology - Security	0156X	01	Windows Operating Systems I	CST8202	\$225.00
Construction Engineering Technician	0190W	01	Construction Materials I	CON8411	\$40.00
			Residential Building/Estimating	CON8101	\$20.00
			Geometry and Trigonometry	MAT8050	\$54.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		02	Commercial Building/Estimating	CON8102	\$20.00
			Construction Materials II	CON8412	\$40.00
		03	AutoCAD I	CAD8400	\$25.00
			Civil Estimating	CON8404	\$30.00
		04	AutoCAD II	CAD8405	\$35.00
Construction Engineering Technician	0190X	01	Construction Materials I	CON8411	\$40.00
			Residential Building/Estimating	CON8101	\$20.00
			Geometry and Trigonometry	MAT8050	\$54.00
		02	Commercial Building/Estimating	CON8102	\$20.00
			Construction Materials II	CON8412	\$40.00

**Appendix 2
2023-24 Schedule of Fees**

			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		03	AutoCAD I	CAD8400	\$25.00
			Civil Estimating	CON8404	\$30.00
		04	AutoCAD II	CAD8405	\$35.00
	1519X		Building Tools and Materials	CON7014	\$350.00
		02	Res Framing and Ext Finish	CON7015	\$150.00
Cook	0346X	01	Culinary Restaurant Operations	FOD2197A	\$150.00
		02	Food - Practical II	FOD2126A	\$150.00
Culinary Management	0354X	01	Culinary Fundamentals	FOD2132	\$58.41
			Introd. to Applied Culinary and Butchery Techniques	FOD2111	\$1,016.34
			Introduction to Baking and Pastry	FOD2119	\$44.10
			Sanitation and Safety Training	FOD2103	\$93.44
			Theory of Food	FOD2107	\$18.00
		02	Applied Culinary Techniques	FOD2126	\$160.00
			Culinary Restaurant Operations	FOD2197	\$100.00
			Nutrition and Food Preparation	FOD2129	\$20.00
			Contemporary Production Methods	FOD2117	\$108.00
			The Dinner Party	HOS2288	\$75.00
		03	Contemporary Banquet and Restaurant	FOD2189	\$136.66
			Farm to Fork	FOD2105	\$87.60
			Capstone Culinary Restaurant	FOD2249	\$60.00
			Advanced Culinary Operations	FOD2250	\$93.44
(Charged in Level 03, two of the four courses taken alternate terms)		elect.	Pastry and Plating Techniques	FOD2253	\$90.00
			Wine Food and Restaurant Service	FOD2106	\$140.00
Culinary Skills - Chef Training	0206X	01	Culinary Fundamentals	FOD2132	\$58.41
			Introd. to Applied Culinary and Butchery Techniques	FOD2111	\$1,016.34
			Introduction to Baking and Pastry	FOD2119	\$44.10
			Sanitation and Safety Training	FOD2103	\$93.44
			Theory of Food	FOD2107	\$18.00
		02	Applied Culinary Techniques	FOD2126	\$160.00
			Culinary Restaurant Operations	FOD2197	\$100.00
			Nutrition and Food Preparation	FOD2129	\$20.00
			Contemporary Production Methods	FOD2117	\$108.00
Dental Assisting (Levels I and II)	0608X	01	Dental Materials Laboratory I	DEN4455	\$587.99
			Preclinic Practicum I	DEN4396	\$584.50
			Radiography Practicum I	DEN4453	\$548.83
		02	Dental Materials Lab II	DEN4461	\$129.03
			Preclinic Practicum II	DEN4398	\$941.03
Dental Hygiene	1927X	01	Preclinic Practicum I	DEN4409	\$841.82
			Radiography Practicum I	DEN4453	\$548.83
		02	Dental Materials I	DEN4416	\$129.03
			Preclinic Practicum II	DEN4422	\$1,079.07
		03	Preclinical Practicum III	DEN4430	\$493.58
		04	Clinic Practicum I	DEN4442	\$1,357.31
Design Foundations	1442X	01	Layout and Design I	DSN5351	\$750.00
Developmental Services Worker	0436A	01	Person Centered Approach	FAM0068	\$26.71
			Promoting Health and Wellness	FAM0067	\$21.35
			Current Topics in the Field of		
		02	Developmental Services	FAM1262	\$26.71
		03	Learning and Behaviour Support	FAM0070	\$26.71
			Supporting Families and the Aging with Developmental Services	FAM1287	\$26.71
(charged in Level 03)		03/04	Community & Developmental Service	FAM0072	\$40.73
Drawing Foundations for Animation and Illustration	1452X	01	Layout and Environmental Design 1	ANI2102	\$615.00
		02	Portfolio Preparation	ANI2203	\$275.00
Early Childhood Education	0398X	01	Fostering Children's Creativity	FAM1222	\$16.03
			Preparation for Field Experience	FAM1210	\$13.89
Early Childhood Education	0430X	01	Observation Skills	FAM1000	\$13.89
		03	Creative Art Experiences Child	FAM0030	\$16.03
Early Childhood Education (PT)	0430X	01	Preparation for Practice Teaching	FAM9640	\$10.00
			Fostering Creativity in Children	FAM9637	\$50.00
		03	Families and Community	FAM9626	\$10.00
			Math and Science Experiences for Children	FAM9628	\$35.00
			Language and Literacy	FAM9625	\$30.00
Electrical Engineering Technician	0317X	01	Essential Mathematics	MAT8100P	\$54.00
		02	Electrical Principles - II	ELE8922A	\$405.00
			Introduction to Programming	DAT8921	\$65.00

**Appendix 2
2023-24 Schedule of Fees**

			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		03	Power Electronics	ELE8930	\$90.00
			Programmable Controllers	ELE8932	\$50.00
		04	Industrial Instrumentation	ELE8931	\$50.00
			Industrial Telecommunications	ELE8940	\$75.00
			Robotics and Controls	ELE8941	\$200.00
Electrical Engineering Technology	0318X	01	Essential Mathematics	MAT8100	\$54.00
		02	Electrical Principles - II	ELE8922A	\$405.00
			Introduction to Programming	DAT8921	\$65.00
		03	Power Electronics	ELE8930	\$90.00
			Programmable Controllers	ELE8932	\$50.00
		04	Industrial Instrumentation	ELE8931	\$50.00
			Industrial Telecommunications	ELE8940	\$75.00
			Robotics and Controls	ELE8941	\$200.00
		05	Microcomputer Interfacing	CAM8302E	\$555.00
			Project I	ENG4001	\$25.00
		06	Project II	ENG4003	\$25.00
Electrician (Construction & Maintenance)	0506X	01	Electronics - Level 1	ELE8716	\$75.00
			Installation Methods - Level 1	ELE8714	\$75.00
		02	Electronics - Level 2	ELE8726	\$75.00
			Installation Methods - Level 2	ELE8724	\$75.00
		03	Electronics - Level 3	ELE8737	\$75.00
			Installation Methods - Level 3	ELE8740	\$75.00
Electrician (Construction & Maintenance) (PM)	0506X(PM)	01	Electronics - Level 1	ELE7816	\$75.00
			Installation Methods - Level 1	ELE7814	\$75.00
		02	Electronics - Level 2	ELE8726	\$75.00
			Installation Methods - Level 2	ELE8724	\$75.00
		03	Electronics - Level 3	ELE8737	\$75.00
			Installation Methods - Level 3	ELE8740	\$75.00
EME Technician - Robotics	0550X	01	Computer Aided Design/Drafting (CAD)	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$200.00
			Technical Mathematics for EME	MAT8001M	\$70.00
			Basic Electronic Assembly	ELN8613	\$130.00
		02	Circuit Applications	ELN9192	\$65.00
			Manufacturing Application I	MAC8519	\$190.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		03	Digital Logic Analysis	ELN8305	\$45.00
			Microcontrollers	ELN9215	\$110.00
		04	Industrial Robots	ROB9205	\$130.00
			Interfacing and Programming	ELN9204	\$100.00
			Computer Aided Manufacturing I	CAM8515	\$40.00
Energy Management	1524X	01	Energy Concepts	ELE9001	\$115.00
			Alternative Energy Systems	ENV9000	\$20.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
			Project Management Fundamentals	MGT4500	\$20.00
		02	Energy Management Project	ENG9002	\$20.00
Environmental Management & Assessment	1517X	1	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Environmental Management & Assessment (Pembroke)	1517X	01	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Environmental Technician (Pembroke)	1212X	01	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Esthetician	1103X	01	Esthetics Practical Lab I	HLT1103	\$1,275.00
		02	Esthetics Practical Lab II	HLT2102	\$1,240.00
			Spa Operations I	FLD2109	\$180.00
		03	Spa Operation II	FLD3100	\$280.00
			Esthetics Practical Lab III	HLT3101	\$165.00
			Event Projects I Practical	FAE1347	\$20.00
Film and Media Production	1421X	01	Editing and Audio Workflow I	TVA3105	\$300.00
			Production I	TVA3102	\$125.00
		02	Cinematography II	TVA3201	\$170.00
			Production II	TVA3202	\$245.00
		03	Field Placement	TVA3305	\$290.00
			Production III	TVA3302	\$190.00
Financial Services - Cnd Context	1318X	01	Spreadsheets for Financial Services	FIN2344	\$100.00
		02	Registered Savings and Retirement Planning	FIN2302	\$113.00
			Financial Planning Fundamentals	FIN2311	\$113.00

**Appendix 2
2023-24 Schedule of Fees**

			Income Tax Planning	FIN2319	\$187.00
			Insurance and Estate Planning	FIN2327	\$113.00
		03	Advanced Financial Planning	FIN2328	\$113.00
Fitness and Health Promotion	3010X	01	Introduction to Fitness/Wellness	FIT2212	\$53.41
		02	Mechanics of Exercise	FIT2222	\$57.66
			Personal Training Fundamentals	FIT2227	\$129.25
Food and Nutrition Management	1204X	01	Quality Mgt - Sanitation/Safety	MGT3001	\$95.00
			Food Modification	NTN4002	\$25.00
Forestry Technician (PM)	0108X	01	The Forest Environment	FOR7310	\$150.00
Game Development	3013X	01	Game Design Foundations	GAM1510	\$80.00
			Tech Math For Game Development	MAT8001V	\$70.00
		04	Cinematics	GAM1575	\$15.00
		06	Capstone II: Project Management	GAM1562	\$400.00
GAS - Aviation Management	0438K	01	Private Pilot Ground School	AVI8810	\$7.00
General Carpenter (PM)	0504X	01	Safety, Materials and Tools	WOO7313	\$200.00
		02	Residential Construction	WOO7323	\$150.00
		03	(ICI) Construction	WOO7333	\$250.00
General Carpenter	0504X	01	Safety, Materials and Tools	WOO8813	\$150.00
		02	Residential Construction	WOO8823	\$150.00
		03	ICI Construction	WOO8839	\$150.00
Geographic Information Systems (WO &	1588X	02	Co-Op Prep Course (Co-Op Delivery Only)		\$400.00
Graphic Design	1400X	03	Graphic Design III	DSN1533	\$30.00
		05	Computer Graphics V	DSN1677	\$30.00
Green Architecture	1501X	01	Computer Modeling for Buildings	CAD8480	\$30.00
			Eco Design	ARC1510	\$80.00
			Project Doc. & Presentation Skills	ARC1522	\$35.00
			Sustainable Methods and Materials I	ARC1511	\$50.00
		02	Building Modeling and Analysis	CAD8481	\$35.00
			Final Project	ARC1520G	\$80.00
			Standards and Accreditation	ARC1523	\$80.00
Hairstyling	1104X	01	Cut Hair I	HAI1016	\$1,428.87
			Preparatory Procedures I	HAI1014	\$25.00
		02	Cut Hair II	HAI2033	\$786.41
			Colour and Lighten Hair I	HAI1018	\$25.00
		03	Textured Hair Service	HAI3019	\$105.00
			Permanent Wave Hair I	HAI2027	\$10.00
			Colour and Lighten Hair II	HAI2028	\$40.00
		04	Cut Hair III	HAI3021	\$340.00
			Colour and Lighten Hair III	HAI3014	\$100.00
			Permanent Wave Hair II	HAI3023	\$20.00
			Hair Additions	MGT3007	\$100.00
Hairstylist	0348X	01	Cut Hair I	HAI2141	\$157.50
		02	Cut Hair II	HAI2215	\$150.00
Heating/Refrigeration/Air Cond Tn	0590X	01	Electrical Fundamentals	ELE8131	\$140.00
			Computer Applications	DAT2004	\$119.00
			Heating System Fundamentals	HRA8141	\$600.00
Horticultural Industries	1406X	01	Horticultural Jobsite Safety	HOR7032	\$340.00
			Urban Agriculture I	HOR7005	\$55.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		03	Urban Agriculture III	HOR7019	\$55.00
Horticultural Technician	1411X	01	Plant Materials 1	HOR0565	\$150.00
			Plant Propagation	HOR0572	\$150.00
Hospitality - Hotel & Rest. Ops. Mgmt.	0208X	01	Beverage Service Theory	HOS2229	\$100.00
			Food Preparation Theory	FOD2200	\$444.00
			Intro.to Hospitality & Tourism Mgt.	HOS2224	\$30.00
		02	Hospitality Marketing II	MKT2245	\$15.00
			Rooms Division Automation	HOS2227	\$55.00
		03	Hospitality Management Applications	DAT2236	\$20.00
			Wine, Food and Culture	HOS2255	\$35.00
(all charged in Level 02)		02/03	Kitchen Operations	FOD2224	\$120.00
			Restaurant Operations and Theory	HOS2234	\$75.00
Interactive Media Design	6149X	1	Entrepreneurial Mindset	GED0020	\$119.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Interdisciplinary Studies-Human-Centred	1420X	1	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Interior Decorating	6142X	02	Perspective Sketching	DSN5323	\$10.00
		03	Residential Decorating	DSN5330	\$10.00

**Appendix 2
2023-24 Schedule of Fees**

International Business Management	1306X	01	International Research	MGT1118	\$595.00
			Global Business	MGT1101	\$68.00
			Corp. Social Responsibility/Ethics	MGT1104	\$152.00
Internet Applications & Web Development	3002X	01	Intro to Comp. Prog. using Python	CST8279	\$119.00
			Tech. Math for Computer Science	MAT8001C	\$70.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Journalism	0402X	02	Newsroom I	JOU0005	\$100.00
		03	Newsroom 2	JOU0009	\$100.00
		04	Story Lab 2	JOU0017	\$100.00
Library and Information Technician	0440X	03	Emerging Library Technologies	LIB2034	\$131.56
		04	Library Software	LIB2045	\$151.08
Marketing Management	1310X	01	Retail Management and Marketing	MKT1207	\$17.00
Manufacturing Engineering Technician	1518X	01	Computer Aided Design/Drafting (CA	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$200.00
			Math for Engineering Technicians	MAT8001M	\$70.00
		02	Machine Shop I	MAC8519	\$190.00
		03	Basic Electronic Assembly	ELN8613	\$130.00
			CNC Machining I	CAM8505	\$50.00
			Computer Aided Manufacturing I	CAM8515	\$40.00
			Manufacturing Application II	MFG8514	\$70.00
		04	CNC Machining II	CAM8506	\$50.00
Massage Therapy	0915X	01	Massage Lab I	MSS3011	\$130.28
		02	Massage Lab II	MSS3021	\$421.28
		03	Massage Practice I	MSS3032	\$86.29
Mechanical Engineering Technology	0010X	01	Computer Aided Design/Drafting (CA	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$200.00
			Essential Mathematics	MAT8100	\$70.00
		02	CAD Applications and GDT	CAD8305	\$40.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
			Manufacturing Techniques I	MAC8519	\$190.00
		03	Computer Aided Manufacturing I	CAM8515	\$40.00
		04	Computer Aided Engineering	DRA8362	\$40.00
			Industrial Electronics	ELN8298	\$25.00
		05	Machine Design and Analysis I	ENG8315	\$25.00
		06	Machine Design and Analysis II	ENG8316	\$25.00
Medical Radiation Technology	1615X	01	Radiological Protocols Laboratory I	IMG0103	\$48.35
		03	Radiological Protocols Lab. III	IMG0116	\$48.35
		06	Clinical Practicum V	IMG0121	\$213.68
Mktng Research & Business Intelligence	1303X	01	Data Analysis - Quant Research I	QUA1206	\$220.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
			Online Marketing Research	MKT1205	\$175.00
Music Industry Arts	1405X	01	Electronic Music Production I	MSC2032	\$515.00
			Entrepreneurship in the Music Industry	MSC2019	\$30.00
			Recording Lab I	MSC2035	\$346.75
		02	Recording Lab II	MSC2037	\$583.50
		03	Recording Lab III	MSC2040	\$583.50
			Industry Preparation	MSC2021	\$750.00
Music, Media and Film Foundations	1432X	01	Audio Fundamentals	RAD0002	\$460.00
			Video Fundamentals	TVA0006	\$130.00
		02	Audio & Video Production	TVA0009	\$380.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Office Administration - Executive	0210A	02	Clinical Placement I	WKT0006P	\$56.72
OTA/PTA	1623X	03	Fundamentals of the Cardioresp Sys	HLT0247	\$53.42
		04	Clinical Placement III	WKT0008P	\$37.39
Outdoor Adventure (PM)	6780X	01	Fall Camp	OAD7104	\$480.00
			Outdoor Expedition	OAD7103	\$80.00
			Camp Craft	OAD7109	\$40.00
			River Rescue I	OAD7110	\$20.00
			Whitewater Kayak I	OAD7111	\$40.00
			River Rafting I	OAD7112	\$20.00
			Flatwater Canoeing	OAD7114	\$40.00
			Cross Country Cycling I	OAD7115	\$20.00
			Rock Climbing I	OAD7126	\$40.00

**Appendix 2
2023-24 Schedule of Fees**

		02	Alpine Skiing and Snowboarding I	OAD7220	\$200.00
			Winter Expedition	OAD7202	\$35.00
			Nordic Skiing I	OAD7213	\$5.00
			Ice Climbing I	OAD7216	\$20.00
		03	Backpacking Guide	OAD7350	\$70.00
			Canoe Guiding	OAD7344	\$70.00
			Cycle Touring Guide	OAD7352	\$65.00
			Mountain Bike Guide/Trail Steward	OAD7351	\$70.00
			Multi-day Whitewater Guide	OAD7353	\$65.00
			Raft Guide - Paddle and Oar Rig	OAD7342	\$70.00
			Rock Climbing II	OAD7343	\$70.00
			Sea Kayak Expedition	OAD7307	\$199.81
			Whitewater Kayak Instructor	OAD7345	\$50.00
		04	Advanced Bicycle Mechanic	OAD7452	\$10.00
			Advanced Expedition	OAD7401	\$400.00
			Advanced Trail Design	OAD7408	\$20.00
			Alpine Ski II	OAD7433	\$50.00
			Ice Climbing II	OAD7416	\$10.00
			Introduction to Mountain Rescue	OAD7413	\$10.00
			Nordic Ski Instructor	OAD7439	\$50.00
			Rope Rescue	OAD7440	\$10.00
			Ski Patrol	OAD7454	\$10.00
			Snowboard II	OAD7434	\$50.00
			Sports Injury Management	OAD7447	\$10.00
			Terrain Park Operations	OAD7446	\$10.00
			Wilderness First Responder Recert.	OAD7403	\$20.00
			Zipline	OAD7455	\$10.00
Outdoor Adventure Naturalist (PM)	6783X	01	Ecology	ADN7104	\$30.00
			Fall Camp	ADN7116	\$320.00
			Flatwater Canoeing	OAD7517	\$35.00
			No Trace Camping/Wilderness Travel	OAD7512	\$98.50
			River Touring	OAD7521	\$40.00
			Canoe Travel, Safety & Interpretation	OAD7537	\$50.00
			Rock Wall/Rope & Challenge	OAD7526	\$20.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
		02	Interpretive Program Planning	ADN7101	\$200.00
			Cycle Touring, Safety & Interpretation	OAD7003	\$50.00
			Winter Travel, Safety and Tracking	OAD7006	\$50.00
		03	Sea Kayaking Expedition	OAD7540	\$138.00
			Student Directed Field Trips	ADN7149	\$250.00
Paramedic	0620X	01	Patient Care Laboratory I	PAR3618	\$506.13
		03	Medical Directives	PAR3648	\$350.00
			Paramedic Practicum I	PAR3634	\$331.84
			Patient Care Laboratory III	PAR3631	\$31.13
		04	Paramedic Practicum II	PAR3641	\$186.97
Plumber	0522X	01	Tools and Piping Methods	PLU0712	\$125.00
			Welding for Plumbers 1	WEL0710	\$25.00
		02	Welding for Plumbers 2	WEL0720	\$25.00
			Drainage Waste, Vent Piping Systems	PLU0722	\$125.00
		03	Process Piping Systems	PLU0732	\$150.00
Police Foundations	0444X	01	Introduction to Sociology	PFP1031	\$50.00
		03	Mental Health in Law Enforcement	PFP2031	\$50.00
Powerline Technician	1511X	01	Math Fundamentals	MAT8001	\$54.00
		02	Line Work 1	ELE8026	\$2,675.00
Practical Nursing	1704X	01	Nursing I Practicum (L)	NSG5112L	\$415.60
		03	Nursing III Practicum (L)	NSG5133L	\$168.02
		04	Nursing IV Practicum (L)	NSG5142L	\$152.33
Practical Nursing (Perth)	1704X	01	Nursing I Practicum (L)	NSG9102L	\$472.98
			Nursing I Practicum (P)	NSG9102P	\$10.00
Pre-Serv. Firefighter Educ. & Training	6236X	01	Firefighter Skills Development I	FIR0005	\$133.55
			Fire Theory I	FIR0003	\$16.71
Project Management	1312X	01	Project Management Fundamentals	MGT4104	\$115.00
			Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Public Relations	0468X	02	Public Relations II	PRL1548	\$25.00
			Social Media Management II	PRL1564	\$10.00
			Design For Public Relations II	PRL1536	\$25.00

**Appendix 2
2023-24 Schedule of Fees**

		03	Measurement & Analytics for PR	PRL1568	\$25.00
			Public Relations III	PRL1551	\$20.00
Recreation and Leisure Services	0422X	01	Introduction to Fieldwork	RCR1303	\$76.92
			Introduction to Recreation	RCR1478	\$139.96
			Leadership and Group Dynamics I	RCR0015	\$25.11
		02	Leadership and Group Dynamics II	RCR1364	\$117.52
Refrigeration & Air Cond. Systems Mech.	0500X	01	AC&R System Installation/Maintenan	ACR1711	\$150.00
		02	Installing AC&R Systems/Component	ACR1422	\$150.00
		03	Electricity & Electronics for AC&R	ACR1430	\$150.00
Regulatory Affairs - Sciences Res. (Low Rise) Sheet Metal Installer	1523X	01	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
	0532X	01	Hand Tools, Power Tools & Equipme	MET1082	\$150.00
		02	Vent, Exhaust/Distrib Duct Install	MET1088	\$150.00
Residential & ICI Air Cond. Common Core	0500C	01	AC&R System Installation/Maintenan	ACR1711	\$150.00
Residential A/C Systems Mechanic	0500R	01	AC&R System Installation/Maintenan	ACR1711	\$150.00
		02	Res. AC Electricity/Electronics	ACR1440	\$150.00
Respiratory Therapy	0606X	01	Medical Gas Therapy - Laboratory	RES4815	\$13.89
		04	Clinical Practicum II	RES4871	\$58.76
Scriptwriting	0382X	01	Writing for Live Performance I	SCR1518	\$30.00
			Writing for Live Performance 2	SCR1544	\$30.00
Sheet Metal Worker	0526X	01	Fabricates for Shop and Field	MET1311	\$62.50
			Lay-out and Drafting 1	DRA1313	\$62.50
			Weld and Cut 1	WEL8508	\$25.00
		02	Install Roofing/Architectural Metal	MET1322	\$62.50
			Lay-out and Drafting 2	DRA1323	\$62.50
			Weld and Cut 2	WEL8512	\$25.00
		03	Fab/Install Ind. Env. Systems	MET1332	\$62.50
			Lay-out and Drafting 3	DRA1333	\$62.50
			Weld and Cut 3	WEL8516	\$25.00
Social Service Worker	0432X	02	Crisis Intervention	FAM1263	\$35.25
Social Service Worker	0432Z	02	Crisis Intervention in Social Work	FAM1424	\$35.25
Sommelier	0820X	01	Grape Varieties	HOS5127	\$100.00
			Wine Food and Restaurant Service	FOD2106	\$140.00
			The Dinner Party	HOS2288	\$75.00
			Wine Tasting	HOS5162	\$150.00
			Beers of the World	HOS5165	\$90.00
			Vinification	HOS5168	\$100.00
		02	WSET LV. 2 Award in Wines and Spi	HOS1101	\$150.00
			WSET LV. 2 Award in Spirits	HOS1102	\$125.00
			Theories of Wine and Food Pairing	HOS5158	\$140.00
			New World Wines	HOS5164	\$90.00
			Sommelier - Advanced	HOS5097	\$110.00
			Old World Wines	HOS5163	\$70.00
			Whiskies of the World	HOS5169	\$60.00
Spa and Wellness Operations Management	1102X	01	Introduction to Spa Management	MGT4000	\$50.00
		02	Field Work II	FLD4101	\$50.00
Sport Business Management	6073X	01	Introduction to Sport Management	MGT2120	\$60.00
			Sport Tourism	MGT2139	\$45.00
Strategic Global Business Managemen	1330X	01	Corporate Social Responsibility and B	MGT1104	\$152.00
			Global Business Environment	MGT1101	\$68.00
		02	Feasibility of International Trade	MGT1118	\$595.00
Supply Chain Management - Global	1319X	01	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Technical Writer	1182X	01	Co-Op Prep Course (Co-Op Delivery Only)	GEP1001	\$400.00
Therapeutic Recreation	1629X	01	Leadership and Adaptive Recreation	HLT0327	\$261.16
Tourism - Travel Services	0224X	01	Computer Reservations I	TRV2209	\$50.00
			Inclusive Tours	TRV2281	\$65.00
			Intro.to Hospitality & Tourism Mgt.	HOS2224	\$30.00
		01	Tourism Geography-North America	GEO1714	\$35.00
		04	Wine, Food and Culture	HOS2255	\$35.00
Truck and Coach Technician	0529M	01	Trade Practices	TRK8308	\$150.00
		02	Trade Practices and Auxiliary Syst	TRK8837	\$150.00
		03	Trade Practices & Aux. Systems II	TRK8840	\$150.00
Urban Forestry - Arboriculture (PM)	1214X	01	Basic Tree Climbing	FOR7101	\$1,600.00
Veterinary Technician	6320X	01	Clinical Practices I	VET1127	\$673.08

Appendix 2
2023-24 Schedule of Fees

		03	Clinical Practices III	VET1316	\$11.50
Victimology	1611X	02	Victimology:Assess. & Intervention	VIC2004	\$133.55
Water and Wastewater Technician	3014X	03	Field Techniques	WWT3500	\$25.00
Welding and Fabrication Techniques	1507W	01	Welding Techniques	WEL1013	\$270.00
			Welding Techniques Lab	WEL1011	\$620.00
Welding and Fabrication Techniques	1507X	01	Welding Techniques	WEL1013	\$270.00
			Welding Techniques Lab	WEL1011	\$620.00

**FEES
2023-24
GLOSSARY**

ANCILLARY FEES*

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

GENERAL PURPOSE OPERATING GRANT*

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

HIGH DEMAND PROGRAM OF INSTRUCTION*

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

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

INTERNATIONAL STUDENT*

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

PRIOR LEARNING ASSESSMENT AND RECOGNITION (PLAR)*

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

TUITION FEE FACTOR (TFF)*

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

TUITION FEE INCREASE

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

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

06.2.3 Appendix C



October 7, 2022

High Demand Program Calculation

In accordance with MCU policy, enrolment in basic post-secondary programs of instruction identified as high demand may not exceed 15.00% of a college's total basic post-secondary enrolment. The 15% does not include graduate certificate, bachelor degree and Collaborative Baccalaureate of Nursing programs.

15% CAP CALCULATION - 2023-24 (DRAFT)

Programs	2021-22 Audited FTE	Average Fee	2023-24 Projected FTE
Full Time, Basic Regular	14075	\$ 2,745	15905
Full Time, Basic High Demand	2060	\$ 5,126	2328
Full Time, Post Basic	1001	\$ 4,937	1131
Full Time, Applied Degree	550	\$ 6,827	622
Overall Summary			
Total FTE	17685		19984
Basic HD%	12.77%		14.64%

06.2.4 Appendix 4

Students' Association / College Compulsory Fee Agreement

Compulsory Ancillary Fees for 2023-2024 for all Part-time post-secondary students taking two or more courses in a standard Fall/Winter delivery

3-Oct-22

Compulsory Ancillary Fee Type	2023-2024	
Student Activity Fee (including buildings)	\$108.69	per term
Athletics and Recreation Fee	\$80.00	per term
Health Plan Fee	\$243.65	per year (note: third-party provider contract, subject to change at year-end)
Technology Fee*	\$166.91	per term
Health Services Fee	\$10.50	per term
Graduation Fee (assessed in final level)	\$38.00	once per level 1
Transcript Fee	\$20.00	once per level 2
Student Experience Fee	\$9.50	per term

* \$1.66 per course hour to a maximum of \$166.91 per term



 10/11/2022
 Date



 10/11/2022
 Date

On behalf of the College
 Krista Marsden
 Associate Registrar

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

Students' Association / College Compulsory Fee Agreement

Compulsory Ancillary Fees for 2023-2024 for all Full-time online post-secondary students in a standard Fall/Winter delivery

3-Oct-22

Compulsory Ancillary Fee Type	2023-2024	
Student Activity Fee (including buildings)	\$0.00	per term
Athletics and Recreation Fee	\$0.00	per term
Health Plan Fee	\$0.00	per year
U-Pass Fee	\$0.00	per term
U-Pass Administrative Fee	\$0.00	per year
Technology Fee	\$166.91	per term
Health Services Fee	\$0.00	per term
Graduation Fee (assessed in level one)	\$38.00	once per level 1
Transcript Fee	\$20.00	once per level 2
Student Experience Fee	\$0.00	per term



 10/11/2022
 Date

On behalf of the College
 Krista Marsden
 Associate Registrar



 10/11/2022
 Date

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

Students' Association / College Compulsory Fee Agreement

Compulsory Ancillary Fees for 2023-2024 for all Full-time post-secondary students in a standard Fall/Winter delivery (excluding full-time online students)

3-Oct-22

Compulsory Ancillary Fee Type	2023-2024	
Student Activity Fee (including buildings)	\$217.37	per term
Athletics and Recreation Fee	\$160.00	per term
Health Plan Fee	\$243.65	per year (note: third-party provider contract, subject to change at year-end)
U-Pass Fee	\$229.07	per term
U-Pass Administrative Fee	\$6.00	per year
Technology Fee	\$166.91	per term
Health Services Fee	\$21.00	per term
Graduation Fee (assessed in level one)	\$38.00	once per level 1
Transcript Fee	\$20.00	once per level 2
Student Experience Fee	\$19.00	per term



10/11/2022

Date

On behalf of the College
 Krista Marsden
 Associate Registrar



10/11/2022

Date

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

06.2.5 Appendix 5

DRAFT 2023-24 Compulsory Ancillary Fees

Last updated
04-Oct-21

FEE TYPE	2017-18	2018-19	2019-20	Pandemic Revised 2020-21	2021-22	2022-23	Proposed 2023-24	\$ increase (based on 2 terms)	change in %
SA Activity	\$ 355.74	\$ 355.74	\$ 254.20	\$417.96	\$ 434.74	\$ 434.74	\$ 434.74	\$ -	0%
(as of 20-21 incl former SA Bldg & Auditorium fees)	(\$177.87/term)	(\$177.87/term)	(\$127.10/term)	(\$208.98/term)	(\$217.37/term)	(\$217.37/term)	(\$217.37/term)		
SA Sports	\$ 145.26	\$ 145.26	\$ 145.26	\$ 105.94					
	(\$72.63/term)	(\$72.63/term)	(\$72.63/term)	(\$52.97/term)					
SA Athletics and Recreation Fee (formerly SA Sports)					\$ 300.00	\$ 300.00	\$ 320.00	\$ 20.00	6.67%
					(\$150.00/term)	(\$150.00/term)	(\$160.00/term)		
SA Health Plan (charged once annually & amount may increase or decrease depending on utilization rates from the previous year)	\$ 149.66	\$ 153.19	\$ 168.36	\$ 174.22	\$ 178.62	\$ 243.65	\$ 243.65	\$ -	not yet known
Technology Fee (IT merged with BYOD in 2017-2018)	\$ 319.24	\$ 319.24	\$ 319.24	\$ 319.24	\$ 324.02	\$ 328.88	\$ 333.82	\$ 4.94	1.50%
	(\$159.62/term)	(\$159.62/term)	(\$159.62/term)	(\$159.62/term)	(\$162.01/term)	(\$164.44/term)	(\$166.91/term)		
Health Services	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 42.00	\$ 2.00	5.00%
	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$21.00/term)		
Graduation Fee (assessed only at level 1)	\$ 40.00	\$ 40.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 38.00	\$ 38.00	\$ -	0.00%
Transcript Fee (assessed only at level 1)	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ -	0.00%
Student Experience Fee	\$ 36.00	\$ 36.00	\$ 33.44	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ -	0.00%
	(\$18.00/term)	(\$18.00/term)	(\$16.72/term)	(\$19.00/term)	(\$19.00/term)	(\$19.00/term)	(\$19.00/term)		
SA U-Pass	\$ 404.92	\$ 415.04	\$ 425.42	\$ 436.06	\$ 446.96	\$ 446.96	\$ 458.14	\$ 11.18	2.50%
	(\$202.46/term)	(\$207.52/term)	(\$212.71/term)	(\$218.03/term)	(\$223.48/term)	(\$223.48/term)	(\$229.07/term)		
U-Pass Administrative fee (charged once per year)	\$ 3.42	\$ 3.42	\$ 5.51	\$ 5.51	\$ 5.51	\$ 5.65	\$ 6.00	\$ 0.35	6.19%
TOTAL (Fall & Winter)	\$ 1,593.24	\$ 1,606.89	\$ 1,618.53	\$ 1,578.93	\$ 1,809.85	\$ 1,895.88	\$ 1,934.35	\$ 38.47	2.03%
Total Actual \$ increase	\$ 179.38	\$ 13.65	\$ 11.64	\$ (39.60)	\$ 230.92	\$ 86.03	\$ 38.47		
Total Actual % increase	12.69%	0.86%	0.72%	-2.45%	14.63%	4.75%	2.03%		
Max 20% increase in \$	\$ 282.77	\$ 318.65	\$ 321.38	\$ 323.71	\$ 315.79	\$ 361.97	\$ 379.18		
Students' Association proportion of fees (\$)	\$ 1,134.58	\$ 1,148.23	\$ 1,173.78	\$ 1,134.18	\$ 1,360.32	\$ 1,425.35	\$ 1,456.53		
Students' Association proportion of fees (%)	71.21%	71.46%	72.52%	71.83%	75.16%	75.18%	75.30%		
College proportion of fees (\$)	\$ 458.66	\$ 458.66	\$ 444.75	\$ 444.75	\$ 449.53	\$ 470.53	\$ 477.82		
College proportion of fees (%)	28.79%	28.54%	27.48%	28.17%	24.84%	24.82%	24.70%		

06.2.6 Appendix 6

Sample 2023-24 Fees Comparison of Four Programs

First Term Fees Comparison

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

TERM	2020F	2021F	2022F	2023F
Tuition	\$2,210.06	\$2,210.06	\$2,210.06	\$2,210.06
Student Activity	\$208.98	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$72.63	\$150.00	\$150.00	\$160.00
Technology	\$159.62	\$162.01	\$164.44	\$166.91
Course-related Ancillary	\$0.00	\$0.00	\$0.00	\$0.00
Health Services	\$20.00	\$20.00	\$20.00	\$21.00
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$22.00	\$38.00	\$38.00
Student Experience	\$16.72	\$19.00	\$19.00	\$19.00
Program-related Ancillary	\$900.00	\$900.00	\$900.00	\$900.00
Health Plan (charged once annually)	\$174.22	\$178.62	\$243.65	\$243.65
U-Pass	\$218.03	\$223.48	\$223.48	\$229.07
U-Pass Admin (charged once annually)	\$5.51	\$5.51	\$5.65	\$6.00
TOTAL FEES PAYABLE (FIRST TERM)	\$4,027.77	\$4,128.05	\$4,211.65	\$4,231.06

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

TERM	2020F	2021F	2022F	2023F
Tuition	\$3,241.61	\$3,241.61	\$3,241.61	\$3,241.61
Student Activity	\$208.98	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$72.63	\$150.00	\$150.00	\$160.00
Technology	\$159.62	\$162.01	\$164.44	\$166.91
Health Services	\$20.00	\$20.00	\$20.00	\$21.00
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$22.00	\$38.00	\$38.00
Student Experience	\$16.72	\$19.00	\$19.00	\$19.00
Health Plan (charged once annually)	\$174.22	\$174.22	\$243.65	\$243.65
U-Pass	\$218.03	\$223.48	\$223.48	\$229.07
U-Pass Admin(charged once annually)	\$5.51	\$5.51	\$5.65	\$6.00
TOTAL FEES PAYABLE (FIRST TERM)	\$4,159.32	\$4,255.20	\$4,343.20	\$4,362.61

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

TERM	2020F	2021F	2022F	2023F
Tuition	\$1,361.29	\$1,361.29	\$1,361.29	\$1,361.29
Student Activity	\$208.98	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$72.63	\$150.00	\$150.00	\$160.00
Technology	\$159.62	\$162.01	\$164.44	\$166.91
Course-related Ancillary	\$114.00	\$114.00	\$114.00	\$114.00
Health Services	\$20.00	\$20.00	\$20.00	\$21.00
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$22.00	\$38.00	\$38.00
Student Experience	\$16.72	\$19.00	\$19.00	\$19.00
Health Plan (charged once annually)	\$174.22	\$174.22	\$243.65	\$243.65
U-Pass	\$218.03	\$223.48	\$223.48	\$229.07
U-Pass Admin (charged once annually)	\$5.51	\$5.51	\$5.65	\$6.00
TOTAL FEES PAYABLE (FIRST TERM)	\$2,393.00	\$2,488.88	\$2,755.50	\$2,774.91

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

TERM	2020F	2021F	2022F	2023F
Tuition	\$1,361.29	\$1,361.29	\$1,361.29	\$1,361.29
Technology Fee	\$159.62	\$162.01	\$164.44	\$166.91
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$22.00	\$38.00	\$38.00
TOTAL FEES PAYABLE (FIRST TERM)	\$1,540.91	\$1,543.30	\$1,545.73	\$1,548.20

06.2.7 Appendix 7: Sample Student Funding and Expenditures

First Year Estimate (two semesters) 2023-24

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

BUSINESS - ACCOUNTING (0214C)

STANDARD DELIVERY (REGULAR TUITION FEE)

2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2022-23 data averages)

		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 6,193.80	average award for single student
Average Student Assistance Bursary	\$ 1,107.14	estimated average award per year
Fixed Expected Personal Contribution (minimum)	\$ 3,600.00	
TOTAL FUNDING	\$ 10,900.94	

EDUCATION EXPENSES 2023-24

Tuition Fees	\$ 2,722.58
Ancillary Fees	\$ 1,934.35
SUB-TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 4,656.93

LIVING EXPENSES (2023-24 estimate)

OSAP Living Allowance for Single Student at Home	\$ 4,267.00
SUB-TOTAL LIVING EXPENSES	\$ 4,267.00
TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR	\$ 8,923.93
BALANCE (FUNDING LESS EXPENSES)	\$ 1,977.01

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

BUSINESS - ACCOUNTING (0214C)

STANDARD DELIVERY (REGULAR TUITION FEE)

2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2022-23 data averages)

		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 12,405.00	may vary with travel/living expenses
Average Student Assistance Bursary	\$ 970.59	estimated average award per year
Fixed Expected Personal Contribution (minimum)	\$ 3,600.00	
TOTAL FUNDING	\$ 16,975.59	

EDUCATION EXPENSES 2023-24

Tuition Fees	\$ 2,722.58
Ancillary Fees	\$ 1,934.35
TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 4,656.93

LIVING EXPENSES (2023-24 estimate)

OSAP Living Allowance for Single Student away from home	\$ 10,246.00
SUB-TOTAL LIVING EXPENSES	\$ 10,246.00
TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR	\$ 14,902.93
BALANCE (FUNDING LESS EXPENSES)	\$ 2,072.66

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

BUSINESS - ACCOUNTING (0214C)

STANDARD DELIVERY (REGULAR TUITION FEE)

2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2022-23 data averages)

		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 24,645.00	may vary tuition/living expense; average for all sole support parents
Average Student Assistance Bursary	\$ 750.00	estimated average award per year; includes all sole support parents
Fixed Expected Personal Contribution (minimum)	\$ -	
TOTAL FUNDING	\$ 25,395.00	

EDUCATION EXPENSES 2023-24

Tuition Fees	\$ 2,722.58
Ancillary Fees	\$ 1,934.35
TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 4,656.93

LIVING EXPENSES (2023-24 estimate)

OSAP Living Allowance for Sole Support Parent w one dependent	\$ 18,726.00
SUB-TOTAL LIVING EXPENSES	\$ 18,726.00
TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR	\$ 23,382.93
BALANCE (FUNDING LESS EXPENSES)	\$ 2,012.07

Report title:	Five-Year Capital Investment Plan
Report to:	Board of Governors
Date:	December 5, 2022
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

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

2. PURPOSE / EXECUTIVE SUMMARY:

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

3. BACKGROUND:

Annually, the Five-Year Capital Investment Plan is prepared and presented to the Audit and Risk Management Committee and the Board of Governors for information in support of the Board of Governors' Policy BGII-02 Financial Management. The policy requires the College's administration to maintain a long-term Capital Asset Development Planning Framework, the Integrated College Development Plan. This report identifies current and future investment requirements and the anticipated sources of funding to support the Integrated College Development Plan, the Campus Master Development Plan, and other significant Strategic Investment Priorities.

4. DISCUSSION:

In the Ontario college sector, projected capital requirements often exceed available financial resources. The College undertakes a rigorous review and prioritization process to ensure that the most critical investment needs are addressed. Fundraising and advocating for government (federal and provincial) capital grants are required activities to supplement the College's limited sources of funds.

Four 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. R3 -Student Information System Renewal Project;
2. Pedestrian Bridge from Algonquin Centre for Construction Excellence to Bus Rapid Transit Station (Algonquin Station);
3. Salesforce Classic upgrade to Salesforce Lightning; and
4. Campus Accessibility Project.

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

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

The full report is presented in Appendix A: Five-Year Capital Investment Report 2023-24 to 2027-28.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

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

7. FINANCIAL IMPACT:

The Five-Year Capital Investment Plan presents the future capital requirements of the College that will be included in the Strategic Investment Priorities annual budgets. Decisions on investments consider the need to maintain the College’s financial sustainability as measured by the seven financial health indicators that are monitored by the College. Recommendations to approve these capital projects will only be submitted to the Board of Governors once the

College administration has a high degree of confidence of securing the required sources of funds.

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

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

11. CONCLUSION:

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

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Five-Year Capital Investment Plan 2023-24 to 2027-28
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Five-Year Capital Investment Plan

2023-24 to 2027-28

ALGONQUIN
COLLEGE



Contents

1. Introduction	2
2. Budget Principle and Administrative Policy	3
3. Project Categories	3
4. Background.....	4
5. Summary List of Current and Future Capital Projects and Projected Expenditures	5
R3(Student Information System).....	7
Pedestrian Bridge to Bus Rapid Transit	11
Salesforce Lightning Upgrade	13
Campus Accessibility.....	16
Cyber Security Audit Redress.....	19
Projects in Planning / Advocacy Status	22
Improved Heating, Ventilation, and Air Conditioning Systems	22
Ottawa Campus of Care	25
Data Centre Facility.....	28
Enterprise Portal.....	29
Infrastructure Renewal	30

1. Introduction

This document presents Algonquin College's Five-Year Capital Investment Plan for the fiscal years 2023-24 to 2027-28. The purpose of the Plan is to guide the development of capital assets until fiscal year 2027-28.

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

At the time of the updated report, the College is navigating through lower than anticipated domestic and international enrolments as a result of changing demographics, a strong labour market and delays by the government in processing international student visa applications. As reported in our First Quarter 2022-23 Financial Projection Report, overall net contribution is projected at \$1.8 million, a \$1.2 million decline from the Approved Annual Budget. Looking forward to the 2023-24 fiscal year, the College is focusing on rebuilding financial sustainability and moving towards increasing our net operating revenue ratio in alignment with the 2022-24 Business Plan. Another focus of the current budget cycle is the rebuilding of the College's reserves that were partially drawn upon during the pandemic, as well as for some major capital projects already in place, such as R3, the replacement of the College's Student Information System. These reserve accounts represent accumulated surpluses from prior years that have been set aside to address the anticipated capital investment needs of the College, as detailed in this report. As such, this year's Five-Year Capital Investment Plan will need to maintain the flexibility required to respond to the financial impacts of the coming years, while maintaining the ability to respond to the critical capital needs of the College.

Each year, the Five-Year Capital Investment Plan is presented to the Algonquin College Board of Governors for information, so they can guide the Algonquin College Executive Team in planning and proposing capital projects for approval over a five-year period.

The Five-Year Capital Investment Plan provides an overview of the College's needs, challenges, and projects in their various stages of development. The plan provides additional details for those projects in advocacy and approved status, and high-level information for those projects that are still in planning status.

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

2. Budget Principle and Administrative Policy

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

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

3. Project Categories

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

1. CAPITAL EXPANSION

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

2. INTELLECTUAL PROPERTY

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

3. TECHNOLOGICAL INVESTMENT

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

4. ENTREPRENEURIAL ACTIVITIES

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

5. OTHER

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

4. Background

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

The seven key value drivers (in no particular order) are:

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

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

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

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

#	Project Name	Stage ¹ (Approved, Advocacy, Planning)	Start Date	Completion Date	Total Project Investment ² (in millions)	Total Projected Expenditures (in millions)				
						2023-24	2024-25	2025-26	2026-27	2027-28
1	R3 (Student Information System)	Approved /Planning	2019-20	2024-25	\$58.0 to \$78.0	\$11.5 to \$27.0	\$8.8 to \$16.3			
2	Pedestrian Bridge to Bus Rapid Transit	Approved	2019-20	2023-24	\$3.3	\$0.8				
3	Salesforce Lightning Transition Project	Approved	2021-22	2023-24	\$5.5	\$2.1	\$1.1			
4	Campus Accessibility	Approved /Planning	2021-22	2024-25	\$9.5	\$3.1	\$3.1			
5	Cyber Security Audit Redress	Approved/ Advocacy/ Planning	2020-21	2024-25	\$2.6	\$0.1	\$0.5	\$0.9	\$0.7	
6	Algonquin College Sustainability (HVAC)	Planning	2022-23	2024-25	\$15.0 to \$24.0	\$7.1 to \$11.6	\$7.1 to \$11.6			
7	Ottawa Campus of Care	Advocacy	2022-23	2026-27	\$76.0 to \$105.0	\$0.1	\$13.0 to \$20.0	\$31.5 to \$42.5	\$31.4 to \$42.4	
8	Data Centre Facility	Planning	2024-25	2025-26	\$1.5 to \$2.5	\$0.3	\$1.2 To \$2.2			
9	Enterprise Portal	Planning	2024-25	2026-27	\$1.8 to \$3.0	\$0.3	\$1.3 To \$2.2	\$0.2 To \$0.5		
10	Infrastructure Renewal Project	Planning	2024-25	2027-28	\$70.1		\$10.1	\$20.0	\$20.0	\$20.0

¹ Projects may be identified as being in one or more of the following Stages:

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

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

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

² Total Project Investment figures presented in the table above do not necessarily reflect final investment amounts committed for each fiscal year. Annual investments are adjusted as required to reflect the financial capacity of the College to undertake and or continue a project. The Board of Governors will approve all final investments for the 2023-24 fiscal year in February 2023 as part of the Approved Annual Budget.

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

1. Current Situation

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

The current legacy system is incapable of delivering on learner and institutional expectations. To deliver on Algonquin College’s mission to *transform hopes and dreams into lifelong success* and pursue the vision of *being a global leader in personalized, digitally connected, experiential learning*, staff recommend an investment of up to \$78 million over a five-year period in a Student Information System replacement. This estimate is based on the experience of other Ontario colleges that have undertaken a student information system implementation in recent years.

Prior to each fiscal year, the Board of Governors is presented with the upcoming annual expenditures for approval. To date, the Board of Governors has approved the following:

- February 25, 2019: the Board of Governors approved an expenditure of up to \$3.1 million funded 50% from the College’s internally restricted net asset accounts and 50% from the Strategic Investment Priorities budget in fiscal year 2019-20, to Strategize and Plan, Architect and Select phases of the Student Information System project.
- April 20, 2020: the College Board of Governors approved an additional \$4 million to continue development of the business architecture, identity and access management, and data governance model to support the Student Information System.
- October 26, 2020: the Board of Governors approved the next stage of the project. This was the awarding of the contract to the preferred vendor, Unit4 (Thesis) <https://www.thesiscloud.com/about-us> , and the related expenditures of up to \$21 million over the next five years.
- April 19, 2021: the Board of Governors approved \$21.8 million in expenditures for the 2021-22 fiscal year.
- February 28, 2022: the Board of Governors approved \$20 million in expenditures 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. Project Description

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

3. Project Objectives

The four key objectives are:

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

4. College Value Drivers

The R3 Projection will have a positive impact on student success and satisfaction by enabling student self-administration and access to academic records information at any time of the day. Access and storage to College data and information will be safeguarded with modern technology and security features.

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

5. Project Outcomes

A new Student Information System will:

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

6. Project Cash Flow (Estimate)

Project Phase	Projected Expenditures (in millions)					
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
1. Planning	\$2.5					
2. Advocacy						
3. Implementation		\$6.2	\$10.2	\$15.8 to \$20.0	\$11.5 to \$27.0	\$8.8 to \$16.3
4. Closeout (training, moving, etc.)						TBD
5. Operationalize						TBD
6. Review						TBD

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
College Reserves (total approved as of February 28, 2022)	\$23,650,000	High
2019-20 to 2022-23 Strategic Investment Priorities (actuals and budgeted)	\$27,650,000	High
College Reserves (not approved-estimates)	\$5,350,000 to \$15,350,000	High
Strategic Investment Priorities (not approved-estimates)	\$1,350,000 to \$11,350,000	High
Total Estimated Range	\$58,000,000 to \$78,000,000	

8. Risk Management: Current Risks to be Mitigated

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

Student Information System is relied upon to account for multiple student financial transactions amounting to tens of millions of dollars each year.

9. Project Schedule

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

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

1. Current Situation

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

To date, the Board of Governors has approved the following:

- On June 12, 2017, the College Board of Governors approved spending up to \$3.1 million from the College’s Reserve Funds between 2018 and 2023 to support the construction of the pedestrian bridge.
- On June 6, 2022, the College Board of Governors approved a project increase of \$230,000 to the project due to increased legal costs, escalating costs due to construction supply chain issues, and inflationary pressures.

2. Project Description

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

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

3. Project Objectives

The three key objectives are:

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

4. College Value Drivers

This initiative will enhance our employees, our community and our students’ experience in utilizing the transit system and provide for reputational benefit associated with social and environmental sustainability.

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

5. Project Outcomes

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

6. Project Cash Flow

Project Phase	Projected Expenditures (in millions)					
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
1. Planning						
2. Advocacy						
3. Implementation	\$0.6		\$1.3	\$0.6	\$0.8	
4. Closeout (training, moving, etc.)						
5. Operationalize						
6. Review						

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
College Reserves	\$3,330,000	High
Total	\$3,330,000	

8. Risk Management: Current Risks to be Mitigated

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

9. Project Schedule

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

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

1. Current Situation

Algonquin College uses Salesforce as its preferred Customer Relationship Management (CRM) platform. Salesforce has announced that it will sunset its current “Classic” version and all solutions built in “Classic” will be required to be upgraded to the “Lightning” version. However, Salesforce not yet announced when they will officially stop supporting the Classic version of Salesforce, but the company has indicated that the loss of support is imminent.

The College relies heavily on a Customer Relationship Management platform that must be upgraded. Failure to do so will put the College at risk of not being able to provide critical College business operations such as recruitment of international students, as one example.

On June 7, 2021, The Board of Governors approved the expenditure of up to \$5.5 million over the fiscal years 2021-22 to 2023-24 to complete this project.

2. Project Description

Algonquin College first implemented the Salesforce Classic Customer Relationship Management application twelve years ago. Since that time, this application has been rolled out to automate and support College processes across many departments including, but not limited to, Academic Services, International Education Centre, and the Registrar’s Office. This major capital project will upgrade the College’s Salesforce Customer Relationship Management system from the “Classic” version to the “Lightning” version. The migration of current applications to the Lightning version will allow Information Technology Services to comply with Salesforce best practices, configuration, and customization standards.

3. Project Objectives

The key objectives for this project are the following:

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

4. College Value Drivers

- Reputational: Improve the platform stability, look, and feel, and overall ease of use of Salesforce for students and faculty.
- Financial Health and Capacity: A newer version improves and streamlines the student application pipeline for better decision making (domestic and international); better and quicker service to applicants and agents; improve student retention and engagement;

better alignment with departments and data sharing.

- Student Experience: Improved student engagement through use of mobile devices; 360 Degree View of Student’s Journey at Algonquin; Improved Student Services.
- Academic Excellence & Program Relevance: Program Life Cycle Management - track outcomes of Program Quality Reviews and Domestic, International and Public College Private Partnership applications.

5. Project Outcomes

The key deliverables of the Salesforce Lightning Upgrade:

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

6. Project Cash Flow (Estimate)

Project Phase	Projected Expenditures (in millions)			
	2021-22	2022-23	2023-24	2024-25
1. Planning				
2. Advocacy				
3. Implementation	\$0.2	\$2.1	\$2.1	\$1.0
4. Closeout (training, moving, etc.)				\$0.1
5. Operationalize				
6. Review				

7. Sources of Funds

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

8. Risk Management: Current Risks to be Mitigated

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

9. Project Schedule

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

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

1. Current Situation

The Government of Ontario has mandated that all public institutions across the province be fully compliant with the Accessibility for Ontarians with Disabilities Act (AODA) by January 1, 2025, when undertaking a major renovation or construction of a new facility. This project is designed to ensure that all of Algonquin College’s campuses are compliant with the Act by eliminating all physical and architectural barriers for those with disabilities.

On April 19, 2021, the Board of Governors approved investing \$1.2 million for fiscal year 2021-22. On December 6, 2021, the Board of Governors approved investing an additional \$2.1 million for fiscal year 2022-23. Future year expenditures will be approved annually at Board of Governor meetings.

2. Project Description

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

3. Project Objectives

The key objectives are:

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

4. College Value Drivers

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

5. Project Outcomes

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

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

6. Project Cash Flow

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

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
College Reserves (approved to date)	\$1,650,000	High
Strategic Investment Priorities (approved to date)	\$1,650,000	High
Total (approved to date)	\$3,300,000	
College Reserves (additional estimates not approved)	\$3,100,000	Moderate
Strategic Investment Priorities (additional estimates not approved)	\$3,100,000	Moderate
Total Additional Estimated Range	\$6,200,000	

8. Risk Management: Current Risks to be Mitigated

- Reputational: This initiative has the risk of reputational damage if the College does not comply with AODA standards.
- Operational / Hazard: There is a risk that the project will encounter unknown hazardous materials and/or structural deficiencies. This risk will be mitigated by conducting reviews/investigations prior to commencement of significant construction as well as allocating a portion of the budget to address the need for asbestos abatement or encapsulation.

9. Project Schedule

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

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

1. Current Situation

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

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

Their findings report identified ten key security requirements:

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

2. Project Description

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

1. Legislative and Regulatory Compliance
2. Vulnerability Management
3. Data Protection
4. Information Technology Disaster Recovery
5. Cloud Computing and Mobile Device Management (Emerging Trends)

3. Project Objectives

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

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

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

4. College Value Drivers

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

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

5. Project Outcomes

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

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

6. Project Cash Flow

Project Phase	Projected Expenditures				
	2022-23	2023-24	2024-25	2025-26	2026-27
1. Planning	\$85,000	\$20,000	\$10,000	\$100,000	\$25,000
2. Advocacy					
3. Implementation	\$340,381	\$45,000	\$490,000	\$760,000	\$619,619
4. Closeout (training, moving, etc.)	\$20,000	\$10,000	\$10,000	\$40,000	\$25,000
5. Operationalize					
6. Review					

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
Strategic Investment Priorities	\$2,600,000	High
Total	\$2,600,000	

8. Risk Management: Current Risks to be Mitigated

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

9. Project Schedule

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

Projects in Planning / Advocacy Status

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
6	Capital Expansion	Ottawa	Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems	Planning	Ryan Southwood

1. Current Situation

The Canadian Federal Government has ambitious sustainability targets for reduction in Greenhouse Gas Emissions; reductions of 30% from 2005 levels by the year 2030, and Net-Zero by 2050. Algonquin College has a published strategy that aligns with the federal government for the 2030 target, but only achieves an 80% reduction by 2050. The College's True North goal is NetZero, but the Greenhouse Gas Emissions reduction goals for 2030 and 2050 will require the College to take many more Greenhouse Gas Emissions reduction and building efficiency steps. This project seeks to replace aging, end of life Heating, Ventilation and Air Conditioning (HVAC) systems with a combination of extremely efficient air and ground source heat pumps that will reduce the greenhouse gas production on the Ottawa Campus.

2. Project Description

This project targets the existing HVAC of the three Residence buildings, Building P (Police and Public Safety), and Building V (Veterinary Technology). The condition of the HVAC equipment in these buildings is poor (past useful life), inefficient, and/or emits significant amounts of Greenhouse Gas Emissions. Further, the units frequently require costly repairs. This can result in lengthy service interruption, thereby negatively impacting the student experience. This project will replace aging HVAC equipment (and associated building systems) with a combination of extremely efficient air and ground source heat pumps – known to be a sustainable HVAC best practice. Included with the project will be ancillary building improvements including the replacement of poor-condition roofing to allow for the installation of photovoltaic (solar) panels - further improving building efficiency and Greenhouse Gas Emissions performance.

3. Project Objectives

The key objectives are:

- Greenhouse Gas Emissions reduction through retrofit of existing HVAC systems for five College buildings (Residences 1-3, P and V) through a combination of air source or ground source heat pump systems and photovoltaic panels.
- Improved building energy performance with efficient distribution and load metering.
- Replacement of existing roof membranes to improve building thermal performance.
- Implementation of a large solar photovoltaic array on select buildings to reduce energy load.

4. College Value Drivers

- Reputational: This initiative will allow the College to continue to increase its sustainability initiatives and progress towards provincial and federal Net-Zero targets.
- Student Experience: Academic experience improvement opportunity by capitalizing on access to new modern building efficiency systems and maintaining the comfort level of the identified buildings.
- Our People: Improved interior building environments.

5. Project Outcomes

To replace end of life HVAC systems the Residence, P and V buildings while providing an appropriate learning and living environment for College learners and employees. This project will also reduce greenhouse gas production and allow the College to progress towards achieving stated sustainability targets.

This Project holds the potential of positively impacting student enrolment by increasing the sustainability reputation of the College. Implementing this project will reduce the College's deferred maintenance and emergency-based repairs.

6. Project Cash Flow

Project Phase	Projected Expenditures (in millions)		
	2022-23	2023-24	2024-25
1. Planning	\$0.8		
2. Advocacy			
3. Implementation (not approved-estimates)		\$7.1 to \$11.6	\$7.1 to \$11.6
4. Closeout (training, moving, etc.)			
5. Operationalize			
6. Review			

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
Federal Government Grant	\$4,500,000	Moderate
College Reserves (additional estimates not approved)	\$10,250,000-14,750,000	Moderate
Strategic Investment Priorities (additional estimates not approved)	\$250,000-4,750,000	Moderate
Total Estimated Range	\$15,000,000-24,000,000	

8. Risk Management: Current Risks to be Mitigated

- Reputational: Reputational damage is possible if the College does not continue to reduce its greenhouse gas emissions.
- Operational / Hazard: This initiative will introduce innovative environmental sustainability technologies to five buildings at the Ottawa campus. In the near term (during the implementation phase), there is a medium risk of interruption to the College's ability to deliver mission-centric programs and services in two of the five targeted buildings. The facilities team will identify that which buildings will be clarified and mitigated during the design phase

9. Project Schedule

Project Phases (shade boxes to indicate timing)	2022-23				2023-24				2024-25			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
7. Planning												
8. Advocacy												
9. Implementation												
10. Closeout (training, moving, etc.)												
11. Operationalize												
12. Review												

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

1. Current Situation

Algonquin College is exploring opportunities in the general areas of long-term health care, academic training, collaborative research, applied research, student learning and/or work opportunities, and to identify funding opportunities in support of these initiatives.

Algonquin is considering partnerships to collaboratively investigate opportunities to develop a new space together, determine the best location of such a development, and to explore how to fund and govern such an undertaking. One potential partnership being explored is with Perley Health. The College will also consider other like-minded partnerships or may consider how the College may undertake a similar project without an external partner.

2. Project Description

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

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

3. Project Objectives

The key advocacy objectives are:

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

4. College Value Drivers

- Technology: This initiative will incorporate diverse technologies to support experiential learning outcomes.
- Academic Excellence: Co-locating senior living and academic learning will provide

students with relevant experiences in community-based healthcare.

- Financial Health: This initiative will likely require significant funding support from the Ministries of Health, Long Term Care, and Colleges and Universities.
- Stakeholder Relationships: This initiative will require significant external legal and accounting support.
- Our People: If approved, the Ottawa Campus of Care undertaking will require significant participation from many of the College departments including Academic Services, Facilities Management, Risk Management, Finance and Student Support Services.

5. Project Outcomes

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

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

Project Phase	Projected Expenditures (in millions)			
	2023-24	2024-25	2025-26	2026-27
1. Planning		\$2.0 to \$5.0		
2. Advocacy	\$0.1			
3. Implementation (not approved-estimates)		\$11.0 to \$15.0	\$31.5 to \$42.5	\$31.4 to \$42.4
4. Closeout (training, moving, etc.)				
5. Operationalize				
6. Review				

7. Sources of Funds

Project Sources of Funds	Amount	Assurance Level
College Reserves (not approved-estimates)	\$24,000,000 to \$32,000,000	Moderate
Strategic Investment Priorities (not approved-estimates)	\$17,000,000 to \$23,000,000	Moderate
Capital Grants / Partnership Funding (not approved-estimates)	\$30,000,000 to \$40,000,000	Low / Moderate
Fundraising (not approved – estimates)	\$5,000,000 to	Moderate

	\$10,000,000	
Total Estimated Range (Algonquin Spaces Only)	\$76,000,000 to \$105,000,000	

8. Risk Management: Current Risks to be Mitigated

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

9. Project Schedule

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

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

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
8	Technological Investment	Ottawa	Data Centre Facility	Planning / Advocacy	Yen Do, Acting Chief Digital Officer

Project Phase	Projected Expenditures (in millions)	
	2024-25	2025-26
1. Planning	\$0.3	
2. Advocacy		
3. Implementation		\$1.2 to \$2.2
4. Closeout (training, moving, etc.)		
5. Operationalize		
6. Review		

Preliminary Overview – Project Requires Further Development

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

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

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

Project #	Project Category	Campus / Location	Project Name	Project Stage	Project Lead
9	Technological Investment	Ottawa	Enterprise Portal	Planning / Advocacy	Yen Do, Acting Chief Digital Officer

Project Phase	Projected Expenditures (in millions)		
	2024-25	2025-26	2026-27
1. Planning	\$0.3		
2. Advocacy			
3. Implementation		\$1.3 to \$2.2	\$0.2 to \$0.5
4. Closeout (training, moving, etc.)			
5. Operationalize			
6. Review			

Preliminary Overview – Project Requires Further Development

The implementation of an enterprise portal is required to support students, alumni, employees, and retirees providing a single point of access to essential college services. An enterprise portal will provide a flexible and personalized experience to our learners to help support student enrollment and retention. From the employee side, an enterprise portal will empower our employees providing them with easy access to all college tools and services supporting collaboration and promoting innovation.

This approach would reduce the overall operating costs by replacing multiple systems currently used to support these areas into a single enterprise solution to become more user friendly and sustainable. Operation efficiencies can also be achieved by improving the process through automations.

While significant progress has been made through the R3 project to document the student requirements, more work is required to fully design and implement a college enterprise portal to support students, alumni, employees, and retirees. As a result, this project is being added to the Five-Year Capital Plan with an estimated cost of approximately \$1.8 to \$3.0 million.

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

Project Phase	Projected Expenditures				
	2024-25	2025-26	2026-27	2027-28	2028-29
1. Planning					
2. Advocacy					
3. Implementation		\$11.4M	\$10.1M	\$20.0M	\$20.0
4. Closeout (training, moving, etc.)					
5. Operationalize					
6. Review					

Preliminary Overview – Project Requires Further Development

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

SUMMARY OF FIVE YEAR CAPITAL INVESTMENT REQUIREMENTS

Version Date: October 27, 2022

CATEGORY	Approved Budget 2022-23	Q1 Projection 2022-23	Five Year Forecast					Five Year Total
			Forecast 2023-24	Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	
Base Ongoing Maintenance Costs								
Information Technology Infrastructure Maintenance	2,270,000	2,270,000	2,372,090	2,443,253	2,517,000	2,592,000	2,670,000	12,594,343
Equipment - Academic	1,000,000	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274	5,468,410
Equipment - Non-Academic	-	-	204,000	208,080	212,000	216,000	221,000	1,061,080
Physical Infrastructure Maintenance	2,800,000	2,800,000	2,884,000	2,970,520	3,060,000	3,151,000	3,246,000	15,311,520
Campus Services (Residence Maintenance)	275,000	275,000	282,000	520,000	4,990,000	4,510,000	600,000	10,902,000
Total Base Ongoing Maintenance Costs	6,345,000	6,345,000	6,772,090	7,202,753	11,871,727	11,594,509	7,896,274	45,337,353
Base Recurring Development Needs								
Initiatives & Opportunities	4,823,599	3,377,149	2,956,701	3,637,422	3,660,483	3,683,890	3,707,649	17,646,145
New Program Development	1,081,800	1,081,800	1,021,760	1,052,413	1,084,000	1,117,000	1,150,000	5,425,173
Apprenticeship Capital Grant Fund	1,000,000	1,483,882	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	5,460,000
Upgrades of the 44kV/8.32kV main switchgear	1,000,000	1,255,353	685,000	1,900,000	-	-	-	2,585,000
<i>Campus Expansion Projects / Physical Resources Development</i>								
Adaptations and Renovations	1,049,000	1,049,000	2,080,000	1,112,000	1,145,000	1,179,000	1,215,000	6,731,000
Total Base Recurring Development Needs	8,954,399	8,247,184	7,835,461	8,793,835	6,981,483	7,071,890	7,164,649	37,847,318
Subtotal Base Maintenance & Development Needs	15,299,399	14,592,184	14,607,551	15,996,588	18,853,210	18,666,399	15,060,923	83,184,671
Approved Major Capital Projects								
Pedestrian Bridge to Bus Rapid Transit Station	1,161,000	1,161,000	820,000	-	-	-	-	820,000
R3 - Student Information System (SIS)	20,000,000	20,000,000	20,000,000	14,100,000	-	-	-	34,100,000
Cyber Security Redress Audit	445,381	445,381	75,000	510,000	900,000	669,619	-	2,154,619
Campus Accessibility	2,100,000	2,125,653	1,000,000	3,136,000	2,145,000	-	-	6,281,000
Salesforce Lightning Upgrade Project	3,154,000	2,125,532	2,140,000	1,060,000	-	-	-	3,200,000
Total Approved Major Capital Projects	26,860,381	25,857,566	24,035,000	18,806,000	3,045,000	669,619	-	46,555,619
Potential Major Capital Projects - Estimated Costs <i>(these items are not included in the 2022-23 Approved Projects)</i>								
Planning and Advocacy Stages:								
Ottawa Campus of Care	-	188,076	50,000	15,000,000	35,000,000	35,000,000	-	85,050,000
Provisioning a Data Centre Facility	-	-	-	250,000	2,250,000	-	-	2,500,000
Infrastructure Renewal Project	-	-	-	10,100,000	20,000,000	20,000,000	20,000,000	70,100,000
HVAC Project	-	-	8,000,000	8,000,000	-	-	-	16,000,000
Enterprise Portal	-	-	-	250,000	2,250,000	500,000	-	3,000,000
Replace locks and keys across Campus	-	-	-	1,250,000	1,250,000	-	-	2,500,000
Enterprise Resource Planning (ERP) Upgrade	-	-	-	-	2,000,000	2,000,000	1,000,000	5,000,000
Total Major Potential Capital Projects - Estimated Costs	-	188,076	8,050,000	34,850,000	62,750,000	57,500,000	21,000,000	184,150,000
Total Major Capital Project Costs	26,860,381	26,045,642	32,085,000	53,656,000	65,795,000	58,169,619	21,000,000	230,705,619
GRAND TOTAL PROJECT COSTS	\$ 42,159,780	\$ 40,637,826	\$ 46,692,551	\$ 69,652,588	\$ 84,648,210	\$ 76,836,018	\$ 36,060,923	\$ 313,890,290

SUMMARY OF FIVE YEAR CAPITAL INVESTMENT SOURCES OF FUNDS

Version Date: October 27, 2022

CATEGORY	Approved Budget 2022-23	Five Year Forecast					Five Year Total
		Forecast 2023-24	Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	
High Assurance Funds							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities	22,040,529	16,621,553	28,533,579	28,016,443	35,366,164	21,807,821	130,345,560
Specific Purpose Grants (Facilities Renewal Program, Apprenticeship Capital Grant, Colleges Equipment Renewal Fund)	6,503,000	7,495,512	7,495,512	7,495,512	7,495,512	7,495,512	37,477,560
Approved Drawdown from Internally Restricted Net Assets							
Information Technology and Physical Infrastructure Renewal Projects	1,553,251	998,396	675,018	3,129,677	5,164,342	6,157,590	16,125,023
R3 - Student Information System (SIS)	8,000,000	10,000,000	3,373,266	-	-	-	13,373,266
Salesforce Lightning Upgrade Project	1,577,000	1,070,000	530,000	-	-	-	1,600,000
Campus Accessibility	1,050,000	-	-	-	-	-	-
Pedestrian Bridge to Bus Rapid Transit Station	1,161,000	820,000	-	-	-	-	820,000
Campus Services Reserves	275,000	-	-	-	-	-	-
Total High Assurance	42,159,780	37,005,461	40,607,375	38,641,632	48,026,018	35,460,923	199,741,409
Moderate Assurance Funds							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities		1,955,477	3,356,892	3,296,052	-	-	8,608,421
Capital Grants							
HVAC Project		2,250,000	2,250,000	-	-	-	4,500,000
Fundraising							
Ottawa Campus of Care - Potential Fundraising		-	1,500,000	3,500,000	3,500,000	-	8,500,000
Additional Unapproved Withdrawal from Internally Restricted Net Assets							
Campus Accessibility		500,000	1,568,000	1,072,500	-	-	3,140,500
Campus Services Reserves		282,000	520,000	4,990,000	4,510,000	600,000	10,902,000
HVAC Project		4,671,875	4,671,875	-	-	-	9,343,750
Ottawa Campus of Care - Future Capital Expansion		-	1,500,000	3,500,000	3,500,000	-	8,500,000
Total Moderate Assurance	-	9,659,352	15,366,767	16,358,552	11,510,000	600,000	53,494,671
Low Assurance Funds							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities		27,738	1,678,446	1,648,026	-	-	3,354,210
Capital Grants / Partnership Funding							
Ottawa Campus of Care - Potential Grants		-	12,000,000	28,000,000	17,300,000	-	57,300,000
Total Low Assurance	-	27,738	13,678,446	29,648,026	17,300,000	-	60,654,210
Grand Total - Sources of Funds	\$ 42,159,780	\$ 46,692,551	\$ 69,652,588	\$ 84,648,210	\$ 76,836,018	\$ 36,060,923	\$ 313,890,290

Summary of Sources of Revenue and Shortfall

POTENTIAL SOURCE OF FUNDS AVAILABLE FOR STRATEGIC INVESTMENT PRIORITIES 2023-24 : 2027-28	
High Assurance of Funds / Low Risk	
Approved Drawdown from Internally Restricted Net Assets	31,918,289
Specific Purpose Grants (FRP, ACG, CERF)	37,477,560
Funded & Non-Funded Activity Contributions to SIP	130,345,560
	199,741,409
Moderate Assurance of Funds / Medium Risk	
Funded & Non-Funded Activity Contributions to SIP	8,608,421
Capital Grants - HVAC Project	4,500,000
Fundraising - Ottawa Campus of Care	8,500,000
Withdrawal from Internally Restricted Net Assets	31,886,250
	53,494,671
Low Assurance of Funds / High Risk	
Funded & Non-Funded Activity Contributions to SIP	3,354,210
Potential Capital Grants - Ottawa Campus of Care	57,300,000
	60,654,210
TOTAL IDENTIFIED AND POTENTIAL SOURCES OF FUNDS	313,890,290
CUMULATIVE 5 YEAR CAPITAL INVESTMENT REQUIREMENTS	
Base Ongoing Maintenance Costs	45,337,353
Base Recurring Development Needs	37,847,318
Approved Major Capital Projects	46,555,619
Potential Major Capital Projects	184,150,000
TOTAL 5-YEAR CAPITAL PROFORMA CURRENT PRELIMINARY ESTIMATES	313,890,290
HIGH ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	(114,148,882)
HIGH & MODERATE ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	(60,654,211)
ALL AVAILABLE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	\$ 0

Report title:	Second Quarter 2022-23 Financial Projection
Report to:	Board of Governors
Date:	December 5, 2022
Author/Presenter:	Grant Perry, Chief Financial Officer

1. RECOMMENDATION:

THAT the Board of Governors approves the Second Quarter 2022-23 Financial Projection with a projected annual surplus of \$1.8 million for submission to the Ministry of Colleges and Universities through the College Financial Information System.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present Appendix A: Second Quarter 2022-23 Financial Projection, including a summary of funded positions, and to provide an updated compliance status of the Board Policy BGII-02: Financial Management presented in Appendix B: Second Quarter 2022-23 Compliance Schedule.

3. BACKGROUND:

On February 28, 2022, the Board of Governors approved the 2022-23 Annual Budget with an overall net contribution of \$3.0 million, in compliance with both the Board of Governors' Direction and the Ministry of Colleges and Universities Operating Directive.

4. DISCUSSION:

The Quarterly Projection takes into consideration any changes to the assumptions underlying the Approved Annual Budget including enrolment, funding and other operational and capital changes. Variance analysis for significant changes are included within the report.

A decrease of \$1.2 million is projected to the overall net contribution of the College for the fiscal year, compared to the Approved Annual Budget. This decline is due to a 10.4% projected overall enrolment shortfall, lower Campus Services revenues due to lower than projected on-campus activities, and a significant reduction in net contribution from Contract Activity within the Business Development and Corporate Training Department.

\$M	Approved 2022-23 Net Contribution	Second Quarter 2022-23 Net Contribution	Variance Approved vs Second Quarter
Funded Activity / College Operations	\$ (5.7)	\$ (10.0)	\$ (4.3)
Contract and Other Non-Funded Activity	4.3	2.2	(2.1)
Campus Services	7.3	6.5	(0.8)
International Education Centre	<u>22.9</u>	<u>20.1</u>	<u>(2.8)</u>
Net Contribution from Total College Operations	28.8	18.8	(10.0)
Net Strategic Investment Priorities	(35.6)	(26.6)	9.0
Non-Cash Adjustments: Capitalization & Depreciation	<u>9.8</u>	<u>9.6</u>	<u>(0.2)</u>
Net Contribution	\$3.0	\$1.8	\$ (1.2)
	Approved Annual Budget 2022-23	Second Quarter 2022-23 Projection	Variance Approved vs Second Quarter
Domestic & International Enrolment	49,565	44,424	5,171

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

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

7. FINANCIAL IMPACT:

The Second Quarter 2022-23 Financial Projection reports a decrease in net contribution of \$1.2 million from the 2022-23 Approved Annual Budget of \$3.0 million, for a total projected net contribution of \$1.8 million. Between the date of the First Quarter Financial Projection Report and this Second Quarter Financial Projection, overall enrolment continued to fall short of expected targets. This resulted in significant decreases to overall College revenues. The College has been able to maintain an overall positive net contribution despite the revenue decline by undertaking a number of cost reduction initiatives and deferral of current year capital projects. It is important to note that the College's cash flow continues to be negatively impacted by operational expenditures that are exceeding revenues.

8. HUMAN RESOURCES IMPACT:

The 2022-23 Approved Annual Budget provided required funding for all existing full-time permanent staff, complement positions, and other than permanent positions.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

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

11. CONCLUSION:

The Algonquin College Second Quarter 2022-23 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. College management will be monitoring enrolments, revenues, and expenditures closely and providing financial projection updates throughout this fiscal year. College management will continue to explore and implement mitigation strategies until financial sustainability is achieved.

Respectfully submitted:

Approved for submission:



Duane McNair
Vice President, Finance and Administration

Claude Brulé
President and CEO

Appendices:

Appendix A: Second Quarter 2022-23 Financial Projection Appendix B: Second Quarter 2022-23 Compliance Schedule

Financial Projection

SECOND QUARTER
2022-23

Board of Governors
December 5, 2022

ALGONQUIN
COLLEGE



Second Quarter 2022-23 Financial Projection

TABLE OF CONTENTS

Second Quarter Financial Projection Summary.....	3
Statement of Financial Position	4
Revenue Schedule.....	5
Revenue Schedule Variance Analysis.....	6
Expenditures Schedule.....	8
Expenditures Schedule Variance Analysis.....	9
Strategic Investment Priorities Schedule	11
Strategic Investment Priorities Schedule Variance Analysis	12
Internally Restricted Net Assets Schedule	13
Summary of Funded Positions	14
Financial Sustainability Metrics – Annual Surplus	16
Financial Sustainability Metrics – Liquidity	17
Financial Sustainability Metrics – Operating	18
Financial Sustainability Metrics – Debt.....	19
Financial Sustainability Metrics – Accumulated Surplus.....	20

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ Unfavourable	Variance as % of Approved
Funded Activity/College Operations					
Revenue	\$ 283,975	\$ 280,608	\$ 273,948	\$ (10,027)	-4%
Expenditures	<u>289,654</u>	<u>286,682</u>	<u>283,911</u>	5,743	2%
Net Contribution	(5,679)	(6,074)	(9,963)	(4,284)	-75%
Contracts & Other Non-Funded Activity					
Revenue	46,856	43,905	43,481	(3,375)	-7%
Expenditures	<u>42,527</u>	<u>41,550</u>	<u>41,324</u>	1,203	3%
Net Contribution	4,329	2,355	2,157	(2,172)	-50%
Campus Services					
Revenue	35,567	34,498	32,772	(2,795)	-8%
Expenditures	<u>28,280</u>	<u>27,716</u>	<u>26,265</u>	2,015	7%
Net Contribution	7,287	6,782	6,507	(780)	-11%
International Education Centre					
Revenue	73,277	68,379	66,757	(6,520)	-9%
Expenditures	<u>50,398</u>	<u>48,274</u>	<u>46,672</u>	3,726	7%
Net Contribution	22,879	20,105	20,085	(2,794)	-12%
Strategic Investment Priorities					
Revenue	6,503	7,495	8,187	1,684	26%
Expenditures	<u>42,160</u>	<u>40,246</u>	<u>34,828</u>	7,332	17%
Net Contribution	(35,657)	(32,751)	(26,641)	9,016	25%
Non-Cash Revenue Adjustments					
Capital Grants recorded as Deferred Capital Contributions	(1,100)	(1,100)	(1,400)	(300)	-27%
Amortization of Deferred Capital Contributions	7,900	7,800	7,800	(100)	-1%
Non-Cash Expenditure Adjustments					
Expenditures to be Capitalized (Moved to Balance Sheet)	18,700	20,500	19,100	400	2%
Amortization Expense	(16,200)	(15,500)	(15,500)	700	4%
Change in Vacation, Sick Leave & Post-Employment Benefits	500	(300)	(390)	(890)	-178%
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 2,959	\$ 1,817	\$ 1,755	\$ (1,204)	-41%

	March 31, 2022 Year-End Actual	March 31, 2023 Approved Annual Budget	March 31, 2023 Q1 Projected	March 31, 2023 Q2 Projected	Q2 vs. Approved Variance
ASSETS					
Current Assets					
Cash and Short Term Investments	\$ 98,786	\$ 76,018	\$ 79,589	\$ 78,601	\$ 2,583
Accounts Receivable	26,818	29,000	28,000	28,000	(1,000)
Inventory	1,936	2,200	2,200	2,200	-
Prepaid Expenses	5,538	4,500	5,500	5,500	1,000
	133,078	111,718	115,289	114,301	2,583
Investments	37,155	28,500	36,300	39,017	10,517
Long Term Prepaid Asset	5,500	5,326	5,326	5,326	-
Endowment Assets	35,383	35,337	36,383	36,383	1,046
Capital Assets	<u>287,509</u>	<u>294,036</u>	<u>294,613</u>	<u>293,213</u>	<u>(823)</u>
TOTAL ASSETS	\$ 498,625	\$ 474,917	\$ 487,911	\$ 488,240	\$ 13,323
LIABILITIES & NET ASSETS					
Current Liabilities					
Accounts Payable & Accrued Liabilities	\$ 30,315	\$ 29,000	\$ 29,000	\$ 29,000	\$ -
Asset Retirement Obligation ¹	-	2,103	2,103	2,103	-
Accrued Salaries & Employee Deductions Payable	10,901	9,500	9,500	9,500	-
Deferred Revenue	57,965	45,000	55,294	55,294	10,294
Current Portion of Long Term Debt	3,846	4,084	4,084	4,084	-
	103,027	89,687	99,981	99,981	10,294
Long Term Debt	32,339	28,254	28,254	28,254	-
Vacation, Sick Leave & Post-Employment Benefits	18,808	17,225	19,108	19,198	1,973
Deferred Capital Contributions	147,554	138,817	140,854	141,154	2,337
Interest Rate Swaps	2,212	4,203	2,212	2,212	(1,991)
Net Assets					
Unrestricted	1,000	1,000	1,000	1,000	-
Investment in Capital Assets	103,771	122,881	121,421	119,721	(3,160)
Vacation, Sick Leave & Post-Employment Benefits	(18,808)	(17,225)	(19,108)	(19,198)	(1,973)
Internally Restricted	76,737	58,709	61,204	62,933	4,224
Endowment Fund	35,383	35,337	36,383	36,383	1,046
	198,083	200,702	200,900	200,839	137
Accumulated Remeasurement Losses	(3,398)	(3,971)	(3,398)	(3,398)	573
	194,685	196,731	197,502	197,441	710
TOTAL LIABILITIES & NET ASSETS	\$ 498,625	\$ 474,917	\$ 487,911	\$ 488,240	\$ 13,323

¹ Public Sector Accounting Standard PS3280 - Asset Retirement Obligations (ARO) came into effect on April 1, 2022.

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ Unfavourable
FUNDED ACTIVITY/COLLEGE OPERATIONS				
Grants				
Post Secondary Activity	\$ 105,439	\$ 106,339	\$ 107,306	\$ 1,867
Apprentice	5,302	5,321	5,368	66
Flow-Through Student Aid	1,620	2,218	2,218	598
TOTAL GRANTS	112,361	113,878	114,892	2,531
Tuition Fees				
Full-Time Post Secondary ²	91,456	87,948	83,972	(7,484)
Full-Time Non-Funded	298	298	486	188
Part-Time ²	10,927	10,691	10,453	(474)
Apprenticeship Fees (formerly Adult Training) ²	1,159	1,115	1,100	(59)
Student Technology Fees	9,054	8,444	7,975	(1,079)
TOTAL TUITION FEES	112,894	108,496	103,986	(8,908)
Contract Educational Services				
Corporate & Other Programs	6,219	6,436	6,687	468
TOTAL CONTRACT EDUCATIONAL SERVICES	6,219	6,436	6,687	468
Other				
Early Learning Centre	1,118	1,118	1,118	-
Student Ancillary Fees	6,548	6,435	5,813	(735)
Investment Income	722	2,258	2,258	1,536
Transfer from International Education Centre ¹	33,132	31,318	29,557	(3,575)
Miscellaneous	10,981	10,669	9,637	(1,344)
TOTAL OTHER	52,501	51,798	48,383	(4,118)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	283,975	280,608	273,948	(10,027)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	46,856	43,905	43,481	(3,375)
CAMPUS SERVICES	35,567	34,498	32,772	(2,795)
INTERNATIONAL EDUCATION CENTRE	73,277	68,379	66,757	(6,520)
STRATEGIC INVESTMENT PRIORITIES	6,503	7,495	8,187	1,684
TOTAL REVENUE	\$ 446,178	\$ 434,885	\$ 425,145	\$ (21,033)

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

² \$169K in revenue that was categorized within the Approved Annual Budget 2022-23 in the category previously known as Adult Training was recategorized to Full-Time Post Secondary tuition and Part-Time tuition. The revenue remaining in that category has been relabeled as Apprenticeship Fees.

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ 1,867	Favourable variance mainly due to the confirmation of an additional \$1M in provincial funding for an extension of the Personal Support Worker Accelerated program which was not announced by the Ministry until after the Annual Budget was approved. Also, a \$746K favourable variance due to lower than projected International Student Recovery by the Ministry.
Flow-Through Student Aid	\$ 598	Favourable variance due to the confirmation of an additional \$598K in provincial funding for Personal Support Worker Accelerated program bursaries which was not announced by the Ministry until after the Annual Budget was approved.
Full-Time Post Secondary Tuition Fees	\$ (7,484)	Unfavourable variance due to a 10.4% reduction in total enrolment from the Approved Annual Budget 2022-23.
Part-Time Tuition Fees	\$ (474)	Unfavourable variance due to a decrease in non-funded program revenues as a result of the Building Trades program wind-down at the Algonquin Centre for Construction Excellence (ACCE), and lower than planned enrolment in Continuing Education activities within Technology and Trades non-funded programs.
Student Technology Fees	\$ (1,079)	Unfavourable variance due to lower than projected student enrolment from the Approved Annual Budget 2022-23.
Corporate & Other Programs	\$ 468	Favourable variance of \$328K due to a new City of Ottawa Food Services program within the School of Hospitality and Tourism and an \$85K Algonquin Centre for Construction Excellence (ACCE) Wood Manufacturing Council program.
Student Ancillary Fees	\$ (735)	Unfavourable variance due to 10.4% reduction in total enrolment from the Approved Annual Budget 2022-23.
Investment Income	\$ 1,536	Favourable variance due to a \$1.5M increase in the estimated investment income as a result of transferring \$40M in short-term investments into a higher-yielding investment.
Transfer from International Education Centre	\$ (3,575)	Unfavourable variance due to decrease of International Fee Premiums allocated to Funded Activity as a result of a 9.6% decline in international student enrolment from the Approved Annual Budget.
Miscellaneous	\$ (1,344)	Unfavourable variance mainly due to a decrease in unallocated revenue included within the Approved Annual Budget 2022-23.

REVENUE SCHEDULE

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

Description	Variance Favourable/ (Unfavourable)	Comments
Contract and Other Non-Funded Activity	\$ (3,375)	Unfavourable variance due to a \$6.8M decrease in Business Development and Corporate Training as the SkillsAdvance Ontario (SAO) contracts were not awarded in 2022-23 as projected, as well as lower than expected Corporate Training activities. Also, a \$284K unfavourable variance is due to a number of Applied Research projects that were not awarded as anticipated. These revenue decreases are partially offset by a favourable variance of \$2.3M in Truth, Reconciliation and Indigenization contract activities as a result of the delay in the start of the Indigenous YouthBuild Canada Expansion program in 2021-22 and the extension of the program into 2022-23. An additional \$1.2M favourable variance due to a 20% increase in Public College Private Partnership (PCPP) enrolment from the projected Annual Budget 2022-23. As well as a \$542K increase in School contracts mainly due to a one-time adjustment for the Nunavut Sivuniksavut project.
Campus Services	\$ (2,795)	Unfavourable variance due to a \$1.2M decrease in Bookstore sales mainly as a result of lower enrolment numbers. A \$1.2M decrease in Food and Conference Services sales as a result of a delay in re-opening four out of seven Food Services locations, as well as lower than anticipated post-pandemic food sales from the other opened locations. Also, a \$399K decrease in Residence revenue due to a decline in occupancy rate and a 53% reduction in Summer Hotel Revenues as a result of the delay in the re-opening of the Summer Hotel.
International Education Centre	\$ (6,520)	Unfavourable variance mainly due to a \$5.6M decrease in Full-Time Tuition Fees & International Premium revenues as a direct result of a 9.6% reduction in international student enrolment from the Approved Annual Budget 2022-23. Also due to a \$899K decrease in contract and other revenues as a result of a decline in insurance premiums, delays in restarting short-term programs, and a delay in the launch of the Algonquin College - Kuwait degree program.
Strategic Investment Priorities	\$ 1,684	Favourable variance due to additional \$900K in Facilities Renewal Program Grant funding announced by the Ministry after the Annual Budget was approved. Also, an additional \$483K for Apprenticeship Capital Grant funding mainly related to a new Electronics Lab and an additional \$300K donation towards the Health Sciences Lab.
Total Explained Variances	\$ (21,228)	
Other Minor Variances	\$ 195	
Total Variance	\$ (21,033)	

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/ Unfavourable
FUNDED ACTIVITY/COLLEGE OPERATIONS				
TOTAL SALARIES & BENEFITS ¹	\$ 209,164	\$ 207,253	\$ 206,136	\$ 3,028
Other Operating Costs				
Mandated Student Aid	5,321	5,321	5,321	-
Contingencies	5,358	4,358	3,108	2,250
Long Term Debt Interest	612	612	612	-
Contract Services ¹	20,893	18,286	18,242	2,651
Instructional Supplies & Equipment	5,279	6,084	5,977	(698)
Information Technology	13,285	13,060	13,015	270
Marketing and Promotion	2,087	2,102	2,017	70
Building Maintenance & Utilities	13,579	13,307	13,743	(164)
Flow-Through Student Aid	1,620	2,218	2,218	(598)
Cost of Goods Sold	322	328	287	35
Other ¹	12,134	13,753	13,235	(1,101)
TOTAL OTHER OPERATING	80,490	79,429	77,775	2,715
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS ¹	289,654	286,682	283,911	5,743
CONTRACTS & OTHER NON-FUNDED ACTIVITY ¹	42,527	41,550	41,324	1,203
CAMPUS SERVICES	28,280	27,716	26,265	2,015
INTERNATIONAL EDUCATION CENTRE	50,398	48,274	46,672	3,726
STRATEGIC INVESTMENT PRIORITIES	42,160	40,246	34,828	7,332
TOTAL EXPENDITURES	\$ 453,019	\$ 444,468	\$ 433,000	\$ 20,019

¹ The Approved Budget and Q1 Projection values have been restated due to a Human Resources departmental reorganization with the AC Way moving from Contract to Funded activity.

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ 3,028	Favourable variance due to vacancies within the College which is partly being driven by the competitive market for talent and hiring impacts due to the pandemic. Favourable variance also due to lower than anticipated enrolment resulting in minor salary savings.
Contingencies	\$ 2,250	Favourable variance due to \$2M reduction in Special Contingency allocation and \$250K reduction in General Contingency allocation to offset financial impact of lower than projected enrolment.
Contract Services	\$ 2,651	\$3.3M favourable variance due to reduction of Contract Services expenditures due to lower enrolment and other factors. Favourable variance of \$318K within Facilities Management due to lower than projected maintenance expenditures as a result of reduced running hours of the facilities cogeneration engines. Offset by unfavourable variance of \$936K within Information Technology Services due to contracts put in place to address project management capacity.
Instructional Supplies & Equipment	\$ (698)	Unfavourable variance due to the extension of the provincially funded Personal Support Worker Accelerated program for the second year which was announced by the Ministry after approval of the Annual Budget 2022-23 (offset by corresponding increases in revenues).
Information Technology	\$ 270	Favourable variance in hardware and software expenditures mainly due to lower than projected expenditures for software licenses and variances due to exchange rates.
Flow-Through Student Aid	\$ (598)	Unfavourable variance due to the bursary distribution for the extension of the provincially funded Personal Support Worker Accelerated program (offset by a corresponding increase in revenue).
Other Costs	\$ (1,101)	\$283K unfavourable variance due to higher than projected bank and credit card merchant fees, \$230K unfavourable variance due to increased transportation costs for Practical Nursing students, as well as other minor variances.

Description	Variance Favourable/ (Unfavourable)	Comments
Contract and Other Non-Funded Activity	\$ 1,203	Favourable variance in Business Development and Corporate Training due to reduced activity on SkillsAdvance Ontario contracts, as well as new contracts not awarded as projected. Partially offset by an unfavourable variance mostly due to delays and lower than projected activities in Indigenous YouthBuild Canada Expansion program in 2021-22 and the extension of the program into the fiscal year 2022-23, as well as an unfavourable variance due to a 20% increase in Public College Private Partnership (PCPP) enrolment from the Approved Annual Budget 2022-23 (offset by a corresponding increase in revenue).
Campus Services	\$ 2,015	Favourable variance due to a decrease in the cost of goods sold as a direct result of the decrease in Textbook and E-Text sales, as well as operational expenses such as maintenance costs and upkeep of the facility as a result of the delay in re-opening the Summer Hotel. Also, due to a decrease in staffing costs as a result of the delay in the hiring process due to the competitive labour market.
International Education Centre	\$ 3,726	Favourable variance mainly due to a 9.6% decline in international student enrolment from the Approved Annual Budget 2022-23, as well as other savings in health insurance, travel expenditures, cell phones and office supplies related to shift to work remotely, also savings in Contract Services due to a 2.5% decrease in Level 1 International enrolment to the Approved Annual Budget 2022-23.
Strategic Investment Priorities	\$ 7,332	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 20,078	
Other Minor Variances	\$ (59)	
Total Variance	\$ 20,019	

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance Favourable/Unfavourable
SOURCE OF FUNDS:				
Facilities Renewal Grant	\$ 4,000	\$ 4,900	\$ 4,900	\$ 900
College Equipment Renewal Fund Grant	1,503	1,503	1,503	-
Apprenticeship Capital Grant	1,000	1,092	1,484	484
Donations	-	-	300	300
TOTAL SOURCE OF FUNDS	6,503	7,495	8,187	1,684
EXPENDITURES:				
Major Capital Projects				
Campus Accessibility	2,100	2,126	2,126	(26)
Pedestrian Bridge to Bus Rapid Transit Station	1,161	1,161	341	820
R3 (Student Information System)	20,000	20,000	15,800	4,200
Salesforce Lightning Upgrade	3,154	2,126	2,126	1,028
Total Major Capital Projects	26,415	25,413	20,393	6,022
Other				
Academic & Other Equipment	1,000	1,000	1,000	-
Apprenticeship Capital Grant	1,000	1,092	1,484	(484)
Campus Services	275	275	275	-
College Space & Infrastructure	5,527	6,300	6,055	(528)
College Technologies	2,715	2,715	2,715	-
Initiatives & Opportunities	4,146	4,369	2,444	1,702
New Program Initiatives	1,082	1,082	962	120
Adjustment for Anticipated Underspend	-	(2,000)	(500)	500
Total Other	15,745	14,833	14,435	1,310
TOTAL EXPENDITURES	42,160	40,246	34,828	7,332
TOTAL NET CONTRIBUTION	\$ (35,657)	\$ (32,751)	\$ (26,641)	\$ 9,016

Description	Variance Favourable/ (Unfavourable)	Comments
Revenue		
Facilities Renewal Grant	\$ 900	Favourable variance due to additional funding announced by the Ministry in May 2022 after the Annual Budget 2022-23 was approved.
Apprenticeship Capital Grant	\$ 484	Favourable variance due to \$392K in funding for a new Electronics Lab for the Electrician Apprenticeship program and an increase of \$92K related to the base Apprenticeship Capital Grant announced after the Annual Budget 2022-23 was approved (offset by an increase in expenditures).
Donations	\$ 300	Favourable variance due to donations received for the Health Services Lab.
Expenditures		
Pedestrian Bridge to Bus Rapid Transit Station	\$ 820	Favourable variance due to deferral of expenditures to 2023-24 related to delays in the City of Ottawa portion of the construction.
R3 (Student Information System)	\$ 4,200	Favourable variance due to the carry forward of project costs to future fiscal years as a result of changes to the resource onboarding timeline and an expected reduction in contingency requirements.
Salesforce Lightning Upgrade	\$ 1,028	Favourable variance due to delays in hirings. Expenses will be realized in a future fiscal year.
Apprenticeship Capital Grant	\$ (484)	Unfavourable variance offset by increased revenue as detailed above.
College Space & Infrastructure	\$ (528)	Unfavourable variance due to the carry forward of project costs from 2021-22 resulting from delays related to supply chain issues.
Initiatives & Opportunities	\$ 1,702	Favourable variance due to lower than projected expenditures on multiple projects with some deliverables being deferred to 2023-24.
Adjustment for Anticipated Underspend	\$ 500	Based on historical trends, a provision has been added to account for anticipated underspending on Strategic Investment Priorities projects.
Total Explained Variances	\$ 8,922	
Other Minor Variances	\$ 94	
Total Variance	\$ 9,016	



Second Quarter 2022-23 Financial Projection
INTERNALLY RESTRICTED NET ASSETS SCHEDULE
 (all figures in \$ 000's)

	Year-End Actual March 31, 2022	Projected In-Year Use of Funds (2022-23)	Projected Year- End Adjustments (2022-23)	Projected March 31, 2023
Specific Reserves:				
Other Projects & Initiatives	\$ 36,418	\$ 12,115	\$ (4,470)	\$ 19,833
Campus Services Reserve Fund	287	275	2,140	2,152
Employment Stabilization Funds	<u>589</u>	-	4	593
	37,294	12,390	(2,326)	22,578
Contingency Reserve Fund	9,449	-	1,019	10,468
Reserve Funds:				
Future Capital Expansion	27,552	341	203	27,414
Net Proceeds from Sale of March Road Land	<u>2,442</u>	-	31	2,473
	29,994	341	234	29,887
TOTAL INTERNALLY RESTRICTED NET ASSETS ¹	\$ 76,737	\$ 12,731	\$ (1,073)	\$ 62,933
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000	\$ -	\$ -	\$ 1,000
Investment in Capital Assets	103,771	-	15,950	119,721
Vacation, Sick Leave & Post-Employment Benefits	(18,808)	-	(390)	(19,198)
Interest Rate Swaps	(3,398)	-	-	(3,398)
Endowment Fund	35,383	-	1,000	36,383
TOTAL NET ASSETS	\$ 194,685	\$ 12,731	\$ 15,487	\$ 197,441

¹ Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets include the impact of budgeted expenditures from Specific Reserves and Reserve Funds, and contributions 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.

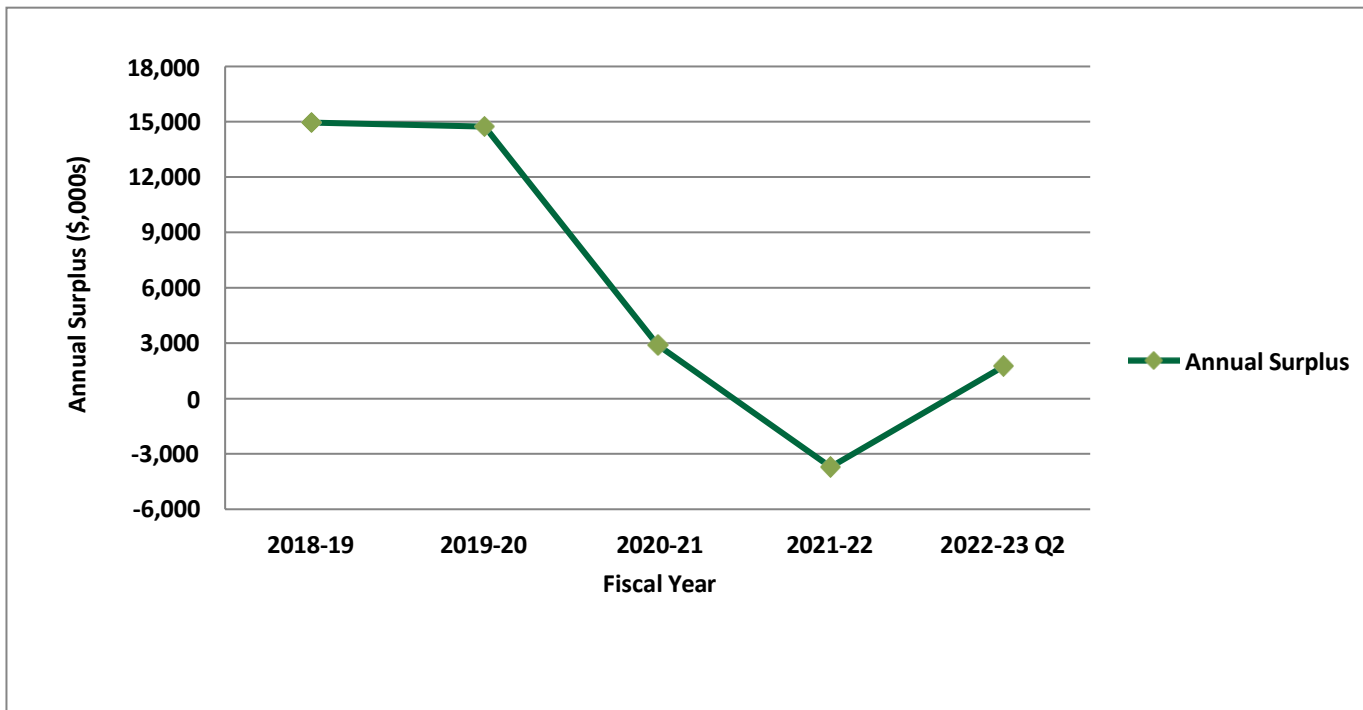
	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
Academic Services												
Academic Development	9	9	-	6	6	-	12	10	2	27	25	2
Academic Operations & Planning	1	1	-	3	3	-	9	8	1	13	12	1
Algonquin College Heritage Institute	9	7	2	3	3	-	9	9	-	21	19	2
Algonquin College In The Ottawa Valley	29	27	2	7	6	1	40	38	2	76	71	5
Algonquin Centre for Construction Excellence	67	64	3	5	4	1	12	12	-	84	80	4
Associate Vice-President - Experiential Learning and Innovation	-	-	-	9	6	3	25	22	3	34	28	6
Associate Vice-President - Global, Online and Corporate Learning	-	-	-	27	27	-	69	67	2	96	94	2
Faculty of Arts Media & Design	121	116	5	9	9	-	32	30	2	162	155	7
Faculty of Health, Public Safety & Comm. Studies	135	128	7	10	10	-	37	35	2	182	173	9
School of Advanced Technology	118	107	11	8	7	1	19	17	2	145	131	14
School of Business	92	85	7	5	4	1	9	9	-	106	98	8
School of Hospitality & Tourism	42	40	2	4	3	1	10	10	-	56	53	3
Senior Vice-President Academic	2	-	2	3	2	1	-	-	-	5	2	3
Academic Services Total	625	584	41	99	90	9	283	267	16	1,007	941	66
Advancement & Strategy												
Advancement Operations	-	-	-	7	7	-	5	4	1	12	11	1
Strategy	-	-	-	1	1	-	-	-	-	1	1	-
Advancement & Strategy Total	-	-	-	8	8	-	5	4	1	13	12	1
Finance & Administration												
Campus Services	-	-	-	16	16	-	73	70	3	89	86	3
Facilities Management	-	-	-	12	11	1	36	32	4	48	43	5
Finance And Administrative Services	-	-	-	15	15	-	26	26	-	41	41	-
Information Technology Services	-	-	-	26	22	4	100	92	8	126	114	12
Internal Control	-	-	-	1	1	-	-	-	-	1	1	-
Risk Management	-	-	-	9	8	1	1	1	-	10	9	1
Vice-President Finance and Administration	-	-	-	2	2	-	-	-	-	2	2	-
Finance & Administration Total	-	-	-	81	75	6	236	221	15	317	296	21
Human Resources												
Labour Relations	-	-	-	19	19	-	-	-	-	19	19	-
People and Culture	-	-	-	18	15	3	4	4	-	22	19	3
Vice-President Human Resources	-	-	-	2	2	-	-	-	-	2	2	-
Human Resources Total	-	-	-	39	36	3	4	4	-	43	40	3

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
President And Board Of Governors												
Communications	-	-	-	4	4	-	7	6	1	11	10	1
President and Board of Governors	-	-	-	4	4	-	-	-	-	4	4	-
President And Board Of Governors Total	-	-	-	8	8	-	7	6	1	15	14	1
Student Services												
Marketing & Recruitment	-	-	-	3	3	-	29	28	1	32	31	1
R3 Executive Business Lead	-	-	-	-	-	-	8	7	1	8	7	1
R3 Executive Technical Lead	-	-	-	-	-	-	3	1	2	3	1	2
Registrar	-	-	-	10	10	-	69	68	1	79	78	1
Student Support Services	20	20	-	12	12	-	41	40	1	73	72	1
Vice-President Student Services	-	-	-	2	2	-	-	-	-	2	2	-
Student Services Total	20	20	-	27	27	-	150	144	6	197	191	6
Truth, Reconciliation & Indigenization												
Indigenous Services and Partnerships	-	-	-	4	3	1	-	-	-	4	3	1
Truth, Reconciliation & Indigenization Total	-	-	-	4	3	1	-	-	-	4	3	1
College Totals	645	604	41	266	247	19	685	646	39	1,596	1,497	99
							Total % for the positions:			100.0%	93.8%	6.2%
Funded Positions as per Approved Annual Budget 2022-23	645			258			620			1,523		
Q2 vs. Approved Annual Budget Variance - Increase / (Decrease)	-			8			65			73		
Variance % - Increase / (Decrease)	0%			3%			10%			5%		



Second Quarter 2022-23 Financial Projection
Financial Health Indicators

Operating Results: Annual Surplus



Objective:

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

Benchmark:

Must be greater than \$0.

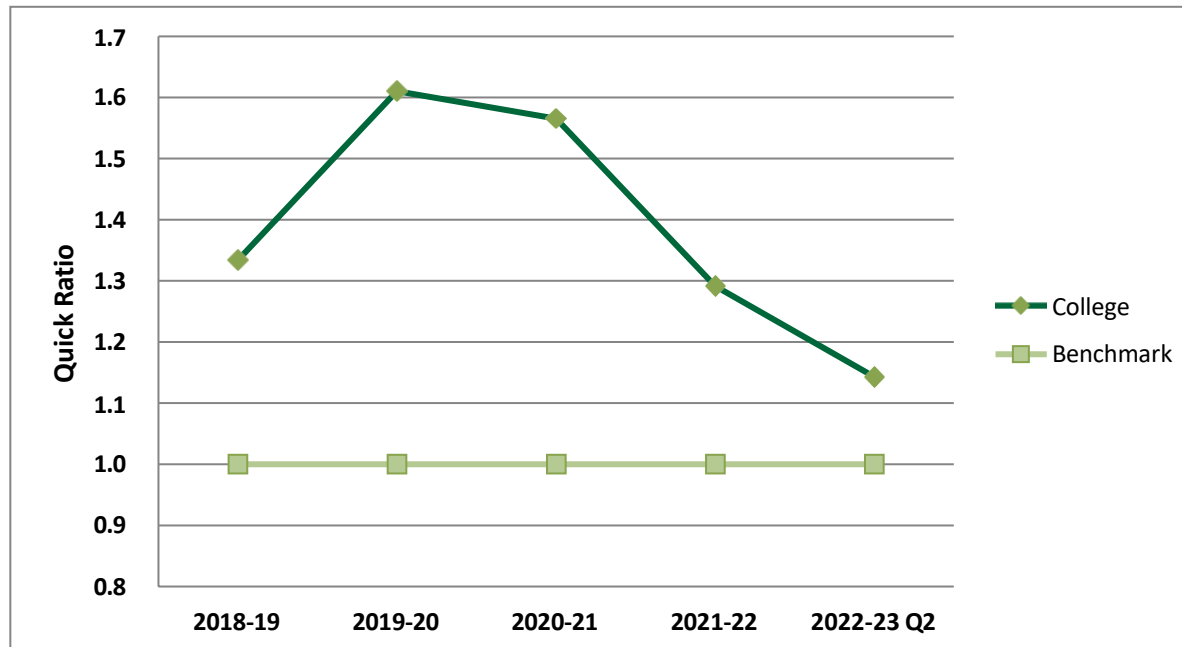
Rationale:

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



Second Quarter 2022-23 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.

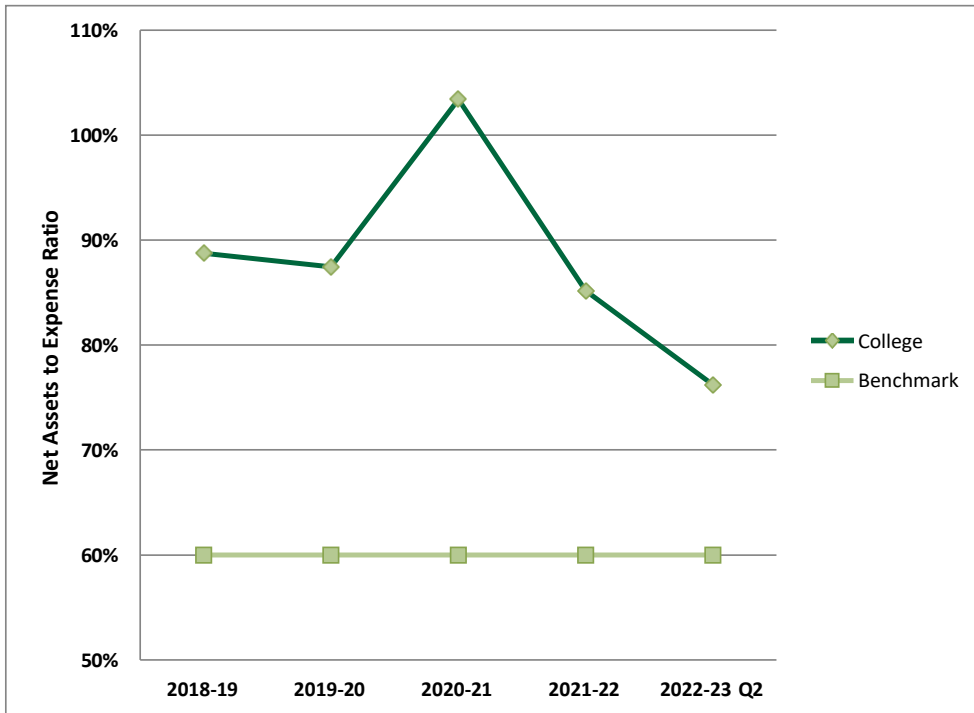
Rationale:

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 is at 1.53 for Q2 2022-23.



Second Quarter 2022-23 Financial Projection
Financial Health Indicators

Operating Results: Net Assets to Expense Ratio



Objective:

A traditional indicator to ascertain the ability of a college to continue operations in the event there is a delay in revenue streams.

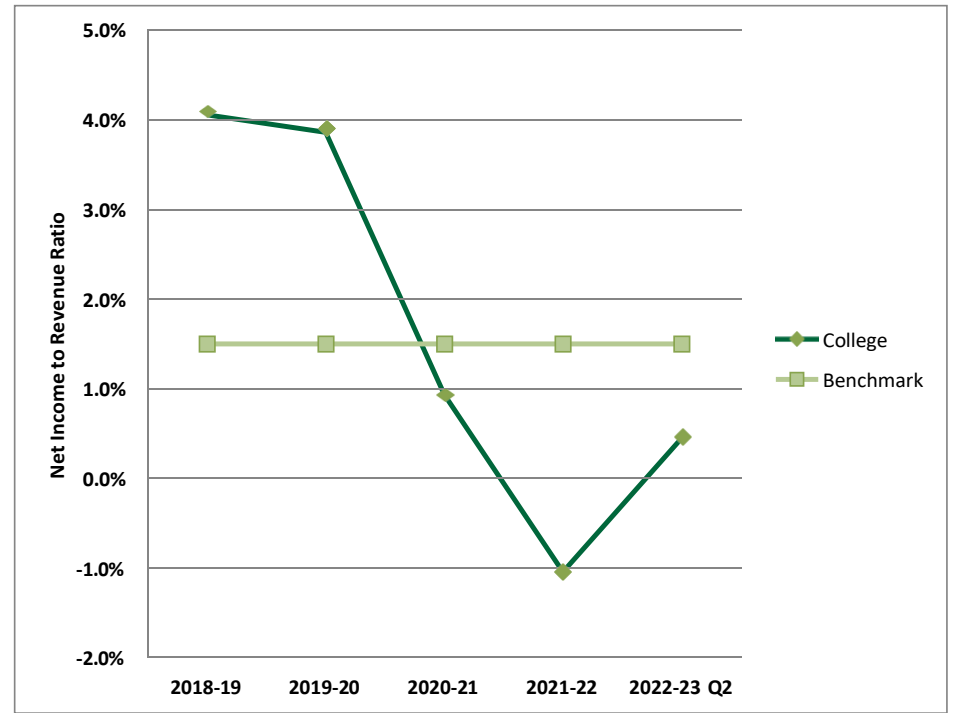
Benchmark:

60% or higher.

Rationale:

A net balance that is less than 60% of annual expenses may indicate a lower tolerance for variable or volatile revenues.

Operating Results: Net Income to Revenue Ratio



Objective:

This ratio measures the return an institution generates on each dollar of revenue.

Benchmark:

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

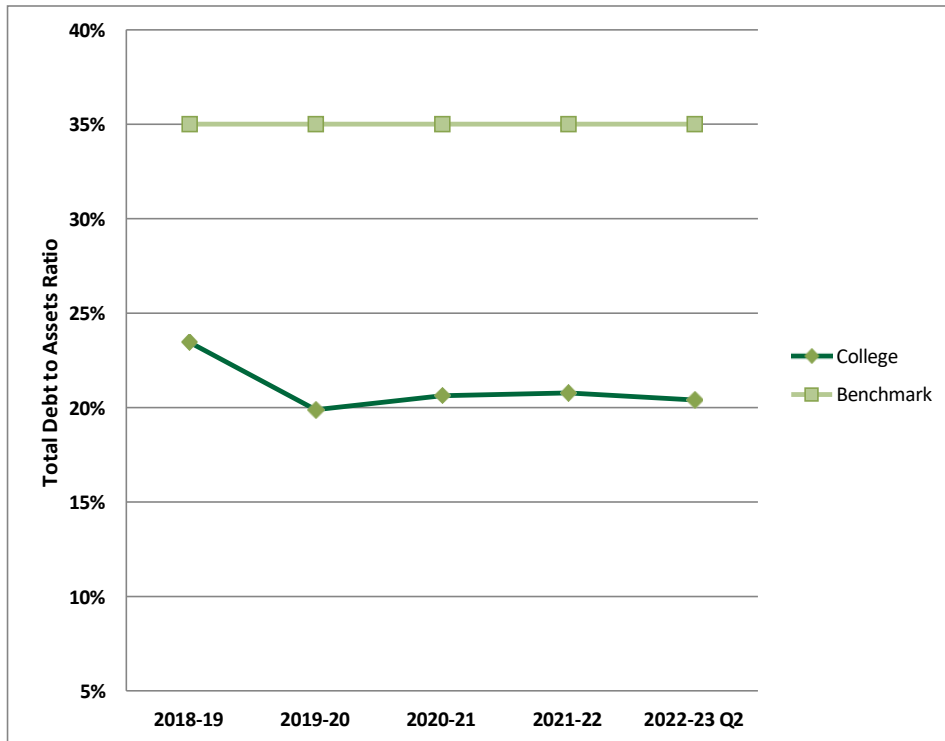
Rationale:

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



Second Quarter 2022-23 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.

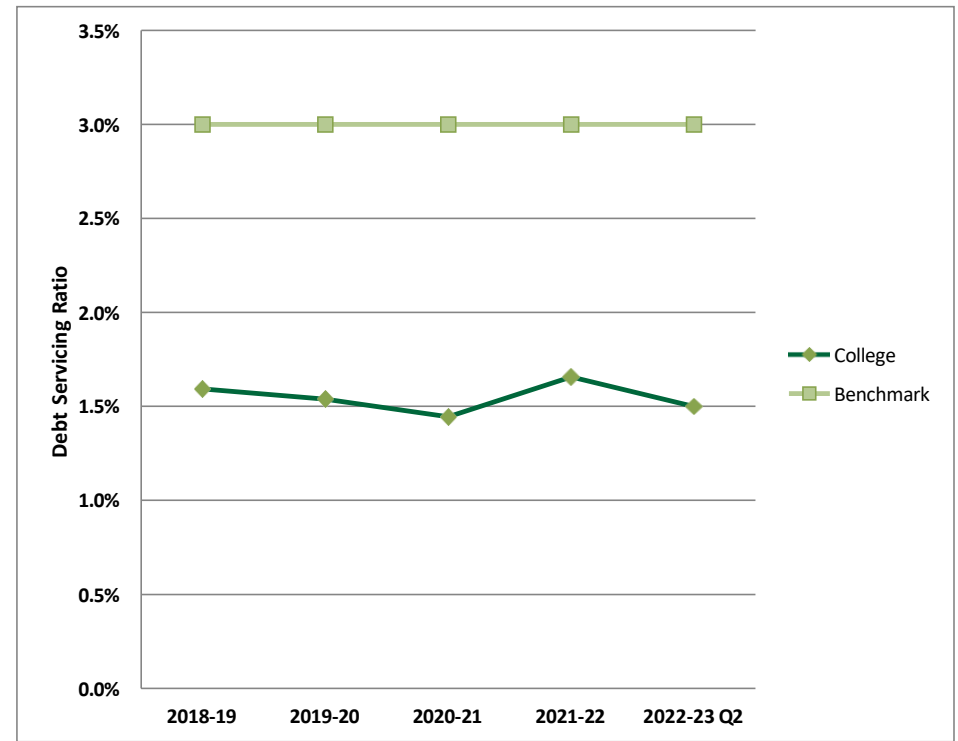
Benchmark:

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.

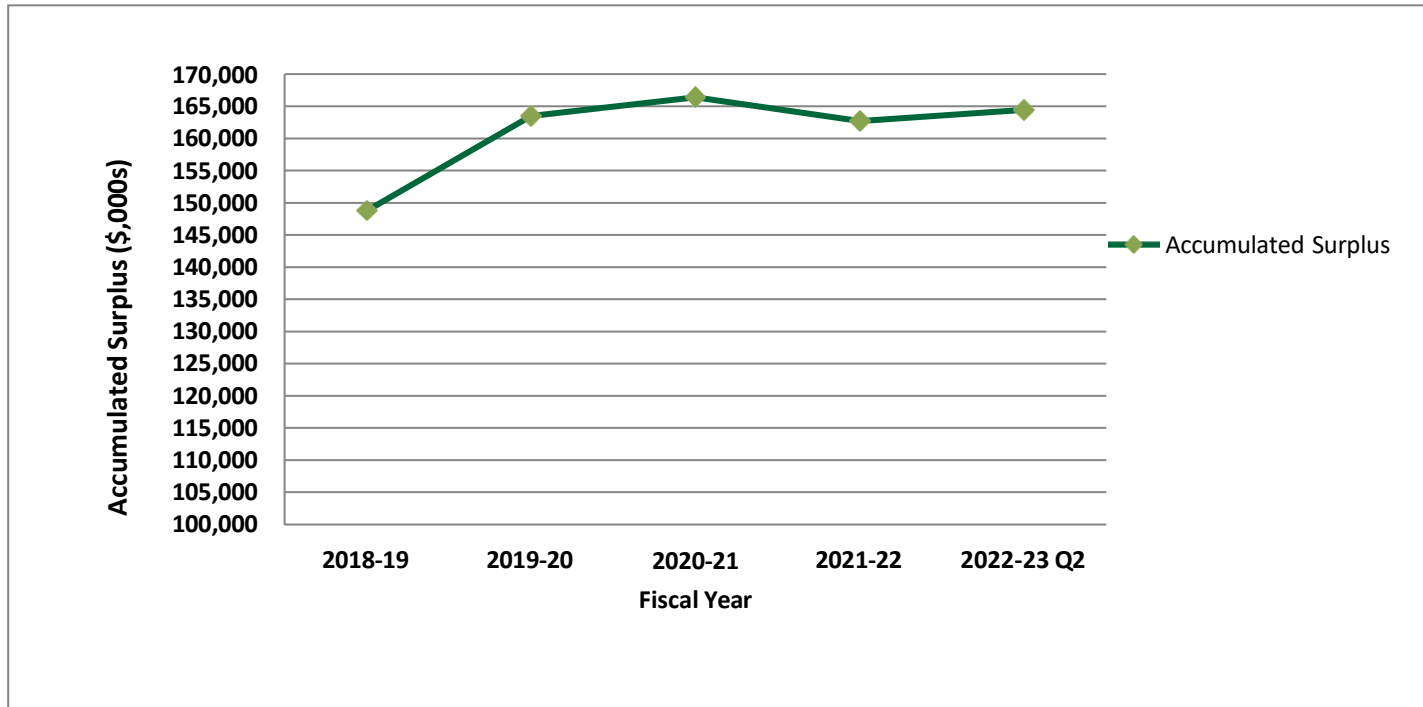
Rationale:

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.



Second Quarter 2022-23 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.

07.1.2 APPENDIX B

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCHEDULE Second Quarter 2022-23 Financial Projection

	Source	Budget/Projection Requirement	Compliant (Y/N)
1	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.2 Have expenditures not exceeding revenues unless the Board has approved ... to spend from reserve funds;	Y
2	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.3 Have ancillary expenditures not exceeding ancillary revenues unless the Board has specifically directed otherwise.	Y
3	BGII-02 Board Financial Management Policy	2.3 Quarterly projections of the annual budget shall be presented to the Board, ensuring the College's projected surplus or deficit are at least equal to or better than the Approved Budget.	N Approved Annual Budget=\$3.0M Second Quarter Projection=\$1.76M
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	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 Strategic Investment Priorities expenditures (budgeted and projected) do not exceed the sum of: - Non-Funded Activities net contributions; and - Allocations from Internally Restricted Net Assets such that the ending balance of Internally Restricted Net Assets is at least equal to or greater than the balance approved by the Board in the Annual Budget (see #4 above).	Y

Report title:	Second Quarter 2022-23 Business Plan Performance Update
Report to:	Board of Governors
Date:	December 5, 2022
Author(s)/Presenter(s):	Scott Gonsalves, Director, Strategy and Planning

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 Performance Dashboard and Exceptions Report. The Business Plan Performance Dashboard for the Second Quarter covers the period July 1 through to September 30, 2022, provided in *Appendix A - Second Quarter 2022-2023 Business Plan Performance Dashboard*.

The legend for the Second Quarter Performance Dashboard reads as follows:

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

The Exceptions Report highlights any targeted actions or initiatives from the Business Plan Performance Dashboard that are labelled as either *Yellow*, *Orange* or *Red*. The Exceptions Report outlines the reason(s) for the exception (e.g., delay, risk, circumstance). The Exceptions Report for the Second Quarter covers the period July 1 through to September 30, 2022 and is provided in *Appendix B - Second Quarter 2022-2023 Exceptions Report*.

4. DISCUSSION:

The 2022-23 Business Plan is made up of a collection of nine major initiatives meant to achieve progress across the three goals in the College Strategic Plan. Each initiative is broken into specific targeted actions that are monitored. There is a total of 29 targeted actions for 2022-23. On a quarterly basis, a status colour is assigned to each target.

As of September 30, 2022, six (6) targeted actions have been successfully completed and 14 targets are on-track to be completed within the originally-established quarter of the fiscal year. Of the remaining targets, five (5) are experiencing delays in the second quarter and four (4) are forecasted not to be fully completed within the current fiscal year.

GOAL 01: Provide flexible, personalized, and lifelong learner experiences

- 2.1a) Two (2) new part-time online programs launched by AC Online by March 31, 2023.
- 2.2a) International Level 01 enrolment increased by 1,700 over fiscal 2021-22 by March 31, 2023.
- 2.2d) Two (2) new full-time online programs approved by March 31, 2023.
- 5c) Three (3) additional PCPP programs launched by January 31, 2023.

GOAL 02: Empower our people to foster a high-quality, innovative, learner-driven culture.

- 6a) Personalize Phase (Phase 3) of R3 Student Information System 65% completed by March 31, 2023.

GOAL 03: Create an equitable, diverse, and inclusive work environment.

- 8.1a) Indigenization strategic framework developed and presented to Board of Governors by June 21, 2022.
- 8.1b) Indigenization strategic plan implemented by March 31, 2023.
- 8.2a) Indigenous leadership and governance advisory group formalized by September 1, 2022.
- 8.2b) Indigenous Advisory Group inaugural one-year work plan completed by September 30, 2022.

Detailed status updates for the nine (9) initiatives above are laid out in the Exceptions Report.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

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

7. FINANCIAL IMPACT:

The concerns with international enrolment, as outlined in the Exceptions Report, is currently being monitored for its financial impact to the College. Second quarter budget adjustments are being made as a result.

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

The second quarter update is made available to the public on the Board of Governors website prior to the Board of Governors December 5, 2022 meeting.

11. CONCLUSION:

Through the quarterly Business Plan Updates, the Board of Governors will be kept informed of the progress towards Business Plan initiatives throughout the year. Targets and initiatives within a Business Plan are intended to balance an ambition to move the organization forward while maintaining the ability to manage daily operations of the College. Given the Business Plan objectives are established a minimum of six months prior to a new fiscal year, coupled

with the ongoing impact of the COVID-19 Pandemic, the breadth and depth of the College's business operations and the highly dynamic nature of the College system, it is not unusual to have some business plan initiatives incomplete at the conclusion of the year.

Respectfully submitted:



Mark Savenkoff
Vice President, Advancement & Strategy

Approved for submission:








Claude Brulé
President and CEO

Appendices:

Appendix A: Second Quarter 2022-2023 Business Plan Performance Dashboard
Appendix B: Second Quarter 2022-2023 Exceptions Report










08.1.1 Appendix A

Business Plan Performance [2022-23: Q2]

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, 2023






Executive Sponsor

AC Academic	HR Human Resources
SS Student Services	COM Communications
FA Finance & Administration	ADV Advancement
TRI Truth, Reconciliation & Indigenization	

GOAL 01. Provide flexible, personalized, and lifelong learner experiences.					
Initiative	Sponsor	2022-23 Target(s)	Desired Outcome	Deadline	Q2 Status
1. Increased number of flexible program options, including multimodal and virtual, to learners.					
1a)	AC	Ten (10) classrooms meet multimodal standard	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	March 31, 2023	
1b)	AC	100 courses offered with multimodal delivery	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	March 31, 2023	
1c)	AC	Multimodal pedagogy training modules developed	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	June 30, 2022	
1d)	AC	100 faculty members complete multimodal training modules	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	March 31, 2023	
2. Strategic Enrolment Management Objectives					
2.1 Flexible online, multimodal and part-time delivery options increased.					
2.1a)	AC	Two (2) new part-time online programs launched by AC Online	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	March 31, 2023	
2.1b)	AC	500 additional course-level part-time enrolments	1.3 A strategy for serving part-time learners that responds to their needs and educational goals.	March 31, 2023	
2.2 International level 01 enrolment increased.					
2.2a)	AC	International level 01 enrolment increased by 1,700 over fiscal 2021-22 (Q3 Projection)	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	
2.2b)	AC	Four (4) new programs with strong potential for international applicant demand introduced	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	
2.2c)	AC	Two (2) new two-year Ontario College Graduate Certificate programs with strong potential for international applicants demand approved	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	

2.2d)	AC	Two (2) new full-time online programs approved	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	
2.3 Co-operative Education intake model reviewed and workplace-based, work- integrated learning feasibility tool created to meet strategic enrolment objectives.					
2.3a)	AC	250 additional co-op enrolments	1.4 Innovative, high-quality, hands-on, applied learning that is aligned to industry needs.	March 31, 2023	
3. Business case for a new academic school focused on graduate, professional and/or part-time programs developed.					
3a)	AC	Business case endorsed by the Algonquin College Executive Team	1.3 A strategy for serving part-time learners that responds to their needs and educational goals.	December 31, 2022	
4. Strategic industry and community partnerships developed and stewarded.					
4a)	ADV	Response to External Partner Engagement and Needs Assessment Survey findings completed	1.4 Innovative, high-quality, hands-on, applied learning that is aligned to industry needs.	June 1, 2022	
4b)	ADV	Two (2) new strategic partnerships launched	1.4 Innovative, high-quality, hands-on, applied learning that is aligned to industry needs.	March 31, 2023	
5. Algonquin College's first partnership pursuant to the MCU Binding Policy Directive: Public College Private Partnerships (PCPP) launched.					
5a)	AC	225 PCPP learners enrolled	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	
5b)	AC	Three (3) new PCPP programs launched	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	September 30, 2022	
5c)	AC	Three (3) additional PCPP programs launched	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	January 31, 2023	

Business Plan Performance [2022-23: Q2]








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, 2023

Executive Sponsor

AC Academic	HR Human Resources
SS Student Services	COM Communications
FA Finance & Administration	ADV Advancement
TRI Truth, Reconciliation & Indigenization	

GOAL 02.

Empower our people to foster a high-quality, innovative, learner-driven culture.

Initiative	Sponsor	2022-23 Target(s)	Desired Outcome	Deadline	Q2 Status
6. Student Information System Project continues a multi-year plan to transform systems to a cloud-based technology.					
6a)	SS	Personalize (Phase 3) 65% completed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	March 31, 2023	
6b)	SS	Annual project budget remained within allocation	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	March 31, 2023	
7. Strategic Workforce Planning project focused on optimized data driven approach to planning workforce requirements launched.					
7a)	HR	Strategic Workforce Planning Framework developed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	August 31, 2022	
7b)	HR	Technical Gap Analysis completed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	October 31, 2022	
7c)	HR	High Level Solution Design completed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	January 27, 2023	
7d)	HR	Detailed Business Case developed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	February 28, 2023	
7e)	HR	Business case presented and endorsed by Algonquin College Executive Committee	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	March 31, 2023	

**Business Plan Performance
[2022-23: Q2]**

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, 2023

Executive Sponsor

AC Academic	HR Human Resources
SS Student Services	COM Communications
FA Finance & Administration	ADV Advancement
TRI Truth, Reconciliation & Indigenization	




GOAL 03.

Create an equitable, diverse, and inclusive work environment.

Initiative	Sponsor	2022-23 Target(s)	Desired Outcome	Deadline	Q2 Status
8. Indigenization Initiatives					
8.1 "Standing Up the Tree" multiyear Indigenization strategic framework developed.					
8.1a)	TRI	New "Standing Up the Tree" multiyear Indigenization strategic framework developed and presented to the Board of Governors	3.3 Indigenous ways of knowing are integrated into College practices.	June 21, 2022	
8.1b)	TRI	Standing Up the Tree Indigenization strategic plan implemented	3.3 Indigenous ways of knowing are integrated into College practices.	March 31, 2023	
8.2 Indigenous Leadership and Governance framework established.					
8.2a)	TRI	Indigenous leadership and governance advisory group formalized	3.3 Indigenous ways of knowing are integrated into College practices.	September 1, 2022	
8.2b)	TRI	Indigenous advisory group inaugural one-year work plan completed	3.3 Indigenous ways of knowing are integrated into College practices.	September 30, 2022	
9. College employee value proposition enhanced through design and implementation of a flexible work model program.					
9a)	HR	100% of College full-time positions reviewed for flexible work model options	3.4 Flexible, adaptive work arrangements that meet the needs of the College and our people.	March 31, 2023	


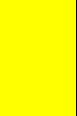

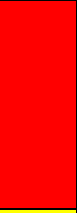

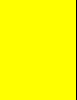

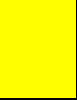
08.1.2 Appendix B

Exceptions Report [2022-23: Q2]


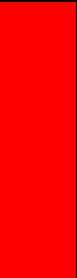
Legend	
	Measures that may be delayed in reaching target
	Measures that may be at risk in reaching target
	Measures that will not reach target by March 31, 2023

Executive Sponsor	
AC Academic	HR Human Resources
SS Student Services	COM Communications
FA Finance & Administration	ADV Advancement
TRI Truth, Reconciliation & Indigenization	

GOAL 01. Provide flexible, personalized, and lifelong learner experiences.

Initiative	Sponsor	2022-23 Target(s)	Desired Outcome	Deadline	Q1 Status	Q1 Update	Q2 Status	Q2 Update
2. Strategic Enrolment Management Objectives								
2.1 Flexible online, multimodal and part-time delivery options increased.								
2.1a)	AC	Two (2) new part-time online programs launched by AC Online	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	March 31, 2023		One (1) new part-time program (<i>Bachelor of Business Administration in Trades Management</i>) was launched this Fall. Additional part-time programs are expected to be approved this year but not launched until 2023-24.		One (1) new part-time program (<i>Bachelor of Business Administration in Trades Management</i>) was launched this Fall. The second part-time program (<i>Cloud Computing and Interactive Media Design</i>) is expected to be approved this year but not launched until Fall 2023.
2.2 International level 01 enrolment increased.								
2.2a)	AC	International level 01 enrolment increased by 1,700 over fiscal 2021-22 (Q3 Projection)	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023		International students still experiencing delays in study permit processing in time to attend start of Fall term. Expect some to defer registration to Winter 2023.		Delays in study permit processing for international students contributed to not reaching Fall enrolment target. As expected, some international students did defer to Winter and projections are currently ahead of the target for Winter international enrolment. Mitigation efforts to have international students start their studies in their home country were employed but it is not expected that the target specified for this initiative will be met.
2.2d)	AC	Two (2) new full-time online programs approved	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023		A graduate certificate in <i>Cloud Development and Operations</i> is currently being costed in preparation for initial scoping. Currently working with Academic Operations and Planning on identifying a second program.		One (1) graduate certificate (<i>Cloud Development and Operations</i>) is currently being costed in preparation for initial scoping. Currently working with Academic Operations and Planning on identifying a second program.
5. Algonquin College's first partnership pursuant to the MCU Binding Policy Directive: Public College Private Partnerships (PCPP) launched.								
5c)	AC	Three (3) additional PCPP programs launched	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	January 31, 2023		Three (3) PCPP programs are set to launch with a Winter 2023 intake - <i>Interactive Media Design; Project Management; and Business - Accounting</i> .		On track to launch two (2) new PCPP programs for Winter 2023 - <i>Interactive Media Design and Project Management. Business - Accounting</i> was offered as a third program but its launch was suspended due to low enrolment.

GOAL 02. Empower our people to foster a high-quality, innovative, learner-driven culture.

Initiative	Sponsor	2022-23 Target(s)	Desired Outcome	Deadline	Q1 Status	Q1 Update	Q2 Status	Q2 Update
6. Student Information System Project continues a multi-year plan to transform systems to a cloud-based technology.								
6a)	SS	Personalize (Phase 3) 65% completed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	March 31, 2023		The extension of the previous phase (Familiarize) led to a delayed start of the Personalize Phase, which had been accounted for with the original projection of 65% completion by March 31, 2023. In April 2022, the estimation of work for the integration platform and related configurations necessitated a schedule review and a two-month extension was added to the Personalize Phase. This resulted in a change in the projected completion by end of current fiscal year from 65% to 50%. This change is not expected to impact the overall project schedule, which is still planned for completion in 2025.		The extension of the previous phase (Familiarize) led to a delayed start of the Personalize Phase, which had been accounted for with the original projection of 65% completion by March 31, 2023. In April 2022, the estimation of work for the integration platform and related configurations necessitated a schedule review and a two-month extension was added to the Personalize Phase. This resulted in a change in the projected completion by end of current fiscal year from 65% to 50%. This change is not expected to impact the overall project schedule, which is still planned for completion in 2025.

GOAL 03.

Create an equitable, diverse, and inclusive work environment.

Initiative	Sponsor	2022-23 Target(s)	Deadline	Q1 Status	Q1 Update	Q2 Status	Q2 Update
8. Indigenization Initiatives							
8.1 "Standing Up the Tree" multiyear Indigenization strategic framework developed.							
8.1a)	TRI	New "Standing Up the Tree" multiyear Indigenization strategic framework developed and presented to the Board of Governors	3.3 Indigenous ways of knowing are integrated into College practices.	June 21, 2022		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.	The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.
8.1b)	TRI	Standing Up the Tree Indigenization strategic plan implemented	3.3 Indigenous ways of knowing are integrated into College practices.	March 31, 2023		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.	The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.
8.2 Indigenous Leadership and Governance framework established.							
8.2a)	TRI	Indigenous leadership and governance advisory group formalized	3.3 Indigenous ways of knowing are integrated into College practices.	September 1, 2022		President Brulé and Della Meness will serve as Co-chairs of the College's 2022-23 Indigenous Education Council (IEC). The first IEC meeting is scheduled for October 3, 2022.	The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.
8.2b)	TRI	Indigenous Advisory Group inaugural one-year work plan completed	3.3 Indigenous ways of knowing are integrated into College practices.	September 30, 2022		The College's 2022-23 Indigenous Education Council will review its annual work plan at its October 3, 2022 meeting.	The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.

**Report from the Chair
Board of Governors Meeting
December 5, 2022**

2022 Premier's Awards

The 2022 Premier's Awards was held on Monday, November 28, 2022. This year, 126 distinguished college graduates were nominated province-wide. Algonquin staff nominated an illustrious list of alumni for Premier's Awards this year and we congratulated and thanked them for attending the Awards. The Algonquin College 2022 Premier's Awards nominees are:

Lorrie Potvin – Auto Body Apprentice, 1985 – Author, Tradeswoman, Artist, Teacher – Apprenticeship Award

Wendy Beckles – Financial Management, 1993 – President and CEO, Shepherd Village Inc. – Business Award

Joseph A Dandurand – General Arts and Science (Theatre/Performing Arts), 1990 – Poet, Director, Kwantlen Cultural Centre– Creative Arts & Design Award

Randy Patrick – Law & Security Administration, 1980 – Deputy Chief, Peel Regional Police – Community Services Award

Frank Fiorenza – Respiratory Therapy, 2002 – Inventor and Product Development and National Sales Manager, McArthur Medical Sales – Health Sciences Award

Keshana King – Business-Management & Entrepreneurship, 2019 – Student, University of Ottawa – Recent Graduate Award

John Hewie – Computer Technology – Computing Science, 1993 – National Security Officer, Microsoft Canada – Technology Award

Colleges Ontario 2022 Higher Education Summit – Professional Development

This year's Higher Education Summit in Toronto took place on November 26 to 28, 2022 at the Sheraton Centre Toronto Hotel. This year's theme was Charting the Course with featured keynote speakers Lynsey Addario, Pulitzer prize-winning photojournalist, New York Times bestselling author, and Fareed Zakaria, Bestselling author and host of Fareed Zakaria GPS on CNN.

The Board's Governance Committee endorsed six Governors to attend the 2022 Higher Education Summit.

2022-23 Board Meeting Dates

The Board meeting dates from September 2022 to June 2023 are posted on the Board's public website and on SharePoint. The meetings for the remainder of the year are as follows:

Monday, December 5, 2022 Board meeting

Monday, February 24, 2023 Board meeting

Monday, April 24, 2023 Board meeting

Monday, June 5, 2023 Board meeting and Annual General Meeting

2022-23 Board Dinners and 2023 Spring Board Retreat

- 2023 Spring Board Retreat: Saturday, March 25, 2023 – Location Ottawa Campus Room T102 AB
- Board of Governors End of Year Dinner: Tuesday, June 6, 2023 – Location Ottawa Hunt & Golf Club

**Report from the President
Board of Governors Meeting
December 5, 2022**

For the reporting period, from October 17 to November 28, 2022, President Brulé met primarily in-person and occasionally virtually with the following key external contacts from the post-secondary education leaders, community leaders and elected officials:

- Board Members, Polytechnics Canada;
- John Hannaford, Deputy Minister, Natural Resources Canada;
- Stephanie Giguère, CEO, Ottawa Community Housing;
- Peter Devlin, President and CEO, Fanshawe College
- Dr. Rick Huijbregts, Global Lead, Stantec;
- Mayor Jim Watson;
- Hon. Randy Boissonnault, Minister of Tourism & Associate Minister of Finance (Edmonton);
- Tanya Wood, CEO & Chief Impact Officer, Kind Villages;
- James Schlegel, President and CEO, Schlegel Health Care
- Paul McConville, CEO Thesis
- David Hong, Vice President, Ontario College Application Service (OCAS);
- College Presidents and Vice Presidents Academic from the Multi-College Collaborative Model consortium (Lambton, Northern, Sault);
- Board members of Colleges and Institutes Canada (CICan);
- Simon Kennedy, Deputy Minister, Innovation, Science and Economic Development;
- Dr. Leigh Chapman, Chief Nursing Officer of Canada, Health Canada
- Indigenous Education Council members
- Board Members, Invest Ottawa;
- Board Members, College Employer Council;

Date	Event	Purpose
Oct. 19, 2022	European Association of Institutions in Higher Education meeting w/CICan (EURASHE)	President Brulé attended a meeting with EURASHE, where they came to Ottawa to visit Canadian Colleges and CEGEPs to learn more about higher education policies and practices and also to be able to learn more about student experiences and international mobility.
Oct. 21, 2022	Future of Health and Wellness Speaker Series Virtual Event	President Brulé hosted a virtual Future of Health and Wellness Speaker Series with panelists Suzanne Madore, Executive Vice President, Chief Clinical Officer and Chief Nursing Officer, and Dr. Abi Sriharan, Director, Systems Leadership and Innovation, Institute of Health Policy, Management and Evaluation, University of Toronto for a pertinent conversation to shed light on the staffing crisis in Health Human Resources.

Oct. 21, 2022	Blair H. Tetreault Memorial Award Presentation	President Brulé attended the Blair H Tetreault Memorial Award Presentation where they recognized and thanked the Tetreault family for their gift, provided an opportunity for the Tetreault family to meet the first recipient of the award and see the broadcast TV studio, and to present Michelle Young with an award certificate.
Oct. 25, 2022	Kaleidoscope Conference	President Brulé attended the Kaleidoscope Conference Algonquin College in the Nawapon Room where Keynote Speaker Dr. Rick Huijbregts discussed <i>The College campus as a catalyst of Disruption & Transformation in Higher Education</i> .
Oct. 26, 2022	Algonquin College Fall 2022 Convocation	Two Fall 2022 Convocation Ceremonies took place on Wednesday, October 26th at 10am and 2:30pm at the Canadian Tire Centre.
Oct. 27, 2022	VOscars Awards Gala	President Brulé attended the VOscars Awards Gala at The Westin Ottawa. The VOscars Awards Gala is the highlight of the year for Ottawa's volunteers, not-for-profits and community supporters. This high-profile event gives special recognition to individuals, organizations and businesses that have made a difference in the community.
Oct. 28, 2022	10th Anniversary of Algonquin College's Pembroke Waterfront Campus	President Brulé attended and provided remarks at the 10th Anniversary of Algonquin College's Pembroke Waterfront Campus.
Nov. 6, 2022	University of Ottawa Fall 2022 Convocation	President Brulé attended the ceremony where Bachelor of Science in Nursing graduates were presented their credential.
Nov. 10, 2022	Ontario College Application Service Conference (OCAS)	President Brulé attended the OCAS Conference in Guelph Ontario, with keynote presentation from leadership expert and author Tim Arnolds followed by discussions on key topics in the college system.
Nov. 12, 2022	Carleton University Fall 2022 Convocation	President Brulé attended the ceremony where Bachelor of Information Technology graduates were presented their credential.
Nov. 15, 2022	Kanata North Business Association and Hub350	President Brulé attended a roundtable with MP Jenna Sudds, Sir Terry Matthews, Jamie Patten, CEO KNBA and Hub 350, and key industry leaders. The discussion focused on opportunities for growth in the Technology Park.
Nov. 15, 2022	Jewish National Fund of Ottawa Gala (Negev)	President Brulé attended the Negev Gala, honouring Ron Prehogan at the Infinity Convention Centre in Ottawa.

Nov. 24, 2022	Best Ottawa Business Awards (BOBs)	President Brulé attended the 2022 Best Ottawa Business Awards. The Best Ottawa Business Awards (BOBs) is an annual award ceremony that celebrates Ottawa's history of innovative, ethical and profitable businesses, and recognizes its entrepreneurial spirit.
Nov. 26, 27, 28, 2022	Higher Education Summit (HES)	President Brulé attended the Higher Education Summit at the Sheraton Centre, Toronto. The Higher Education Summit, hosted by Colleges Ontario, is an annual event that explores the top issues affecting post-secondary education today. Highlights include featured addresses from world-renowned leaders and networking opportunities at the most senior level.
Nov. 28, 2022	2022 Premier's Awards Gala	President Brulé attended the 2022 Premier's Awards Gala at the Sheraton Centre, Toronto. The Premier's Awards for outstanding college graduates honour the important social and economic contribution that graduates make to Ontario and throughout the world. The awards were launched in 1992 and are administered by Colleges Ontario, the advocacy voice for the province's 24 colleges.

COMMITTEE OF PRESIDENTS

The Committee of President met on October 18, 2022 and on November 27, 2022. The topics discussed included the following:

- Apprenticeship Update;
- Technology Teacher Qualifications Working Group Update;
- International Education:
 - Student Enrolment – Standards of Practice for Recruitment;
 - Communications and Government Relations;
 - Creation of a new Coordinating Committee for Vice Presidents International
- Applied Research – Multi-Year Advocacy Plan;
- College Financial Sustainability, and Financial Advocacy Priorities (in particular Tuition Fee Policy Advocacy);
- Colleges Employer Council Update;
- Colleges Ontario Marketing Plan Renewal
- Search of new CEO for Colleges Ontario.

08.4

For Algonquin College to deliver on its Mission and Vision we have two Strategic Directions and six Foundational Themes, focused on three goals. These commitments guide our strategic priorities and budget process.

STRATEGIC DIRECTION

Reporting Timeframe: Sep. 6, 2022 to Oct. 31, 2022

LEARNER DRIVEN

Goal 1: Provide Flexible, Personalized, And Lifelong Learner Experiences

Summary Report from:	Activity
Academic Services	<ul style="list-style-type: none"> • The Pembroke Waterfront campus saw the restoration of the Medicine Wheel Garden completed by students forming an Algonquin Greens Club. This work reflected a re-connection with The Circle of Turtle Lodge, that has gifted Algonquin College their medicines and sacred plants. • A team from Applied Research participated in “Transport Canada Expo” Area X.O Canadian Smart Mobility Demonstration Day hosted by Invest Ottawa. Held on September 20, 2022 and organized in collaboration with Transport Canada and Innovation, Science and Economic Development Canada, this first of its kind demo day brought together hundreds of innovators, smart mobility companies, academic institutions, thought leaders and regulators from across the country. Algonquin College was represented by teams from the Data Analytics Centre, the Construction Research Centre and Cheetah Networks – a high profile partner of the Office of Applied Research. • Algonquin College partnered with the Kanata North Business Association (KNBA) and HUB350 to provide students with the opportunity to attend a free inaugural hackathon titled Technata Hacks. This inter-institutional collaborative event ran during three evenings in the month of October, where over 30 Algonquin students formed teams with other National Capital Region post-secondary institutions to leverage the use of 5G to solve real-world problems. Algonquin College students performed well and finished in second and third place in the competition.
Advancement and Strategy	<ul style="list-style-type: none"> • Algonquin College received \$174,000 from the proceeds of the Perth Truck raffle held on September 25th. The 2022 GMC Sierra Truck was generously donated by Keith Bean of Bean Chevrolet Buick GMC Ltd. In Carleton Place. • Algonquin College hosted the first in-person Alumni of Distinction Awards since 2019 featuring many alumni, including Emcee Patricia Boal, music from Vi and Throat Singers Silla. Nearly 300 alumni, employees, guests and students joined us to celebrate our graduates and the impact they are making in their communities.

08.4

<p>Communications Events and External Relations</p>	<ul style="list-style-type: none"> • In September and October, the College Events Team lead 58 in-person, virtual and hybrid workshops for students, focused on a variety of interests. • The October hybrid Town Hall meeting saw over 450 employees in attendance, in a virtual and in-person format. • President Brulé hosted a Future of Health and Wellness Speaker event on October 21, 2022 for a pertinent conversation to shed light on the staffing crisis in Health Human Resources.
<p>Finance and Administration</p>	<ul style="list-style-type: none"> • The Campus Store supported Fall term start-up through the fulfilment of 27,741 orders (in-store and online) of course materials, course kits and AC branded items. Coffee Break Infographic Fall 2022 38 23v2 (algonquincollege.com)
<p>Human Resources</p>	<p>Centre for Organizational Learning:</p> <ul style="list-style-type: none"> • Two New Employee College Orientation sessions were offered to a total of 47 new employees or those in new roles and assigned Welcome Partners. • A total of seven employees from the two New Employee College Orientation sessions were identified as Algonquin College alumni and referred to the Alumni & Friends Network (Advancement & Strategy). • Two hundred and ninety employees registered for the 20th annual employee Kaleidoscope Conference. • One hundred and fifteen Administrators completed the Contract Review & Approval training module. • Advice for the delivery of 43 employee learning and development sessions to 625 registrants was provided for course design, course scheduling, and Learning Management System (LMS). • Seven sessions from the Management Academy and the Support Staff Academy were offered to 72 registrants.
<p>Student Services</p>	<ul style="list-style-type: none"> • The Recruitment Team returned to in-person visits this Fall noting increased attendance at presentations. The College Information Program returned to the five-week in-person format travelling throughout the province together with the other 24 Ontario Colleges. A contingent from Algonquin College also exhibited at the Ontario College Fair in Toronto in October. • Fall 2022 AC Day 1 at the Ottawa Campus had 8,622 attendees, with over 300 employee and student volunteers. 61% of Level 1 and 20% of Level 2 students attended AC Day 1, bringing attendance to 87% of the target, which was approximately 600 attendees short of pre-COVID-19 attendance levels. • Frontline service provision in the Registrar’s Office experienced significant changes year-over-year with the return to in-person, on-campus delivery for most programs. This resulted in a decrease in calls by 47.9% (from 33,656 to 17,525), which supported an improved answer rate of 88% compared to 75% the year prior. In addition, in-person service increased by 447% from 971 to 5,319.

PEOPLE

08.4

Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	
Summary Report from:	Activity:
Academic Services	<ul style="list-style-type: none"> The School of Hospitality received Secretary Torruco, Minister of Tourism for Mexico, and Mr. Camacho, The Mexican Ambassador to the School of Hospitality, on October 6, 2022. The Minister and Ambassador spoke with students in Restaurant International, followed by a tour of the School of Hospitality. On October 5, 2022, Nadia Ramseier (Associate Director, International Recruitment & Business Development for South Asia), Vineet Bajaj (Senior Regional Manager, South Asia) and the six staff of the Algonquin India Offices hosted an appreciation event in New Delhi for educational agent partners in India engaged in student recruitment for all three Algonquin College campuses and Algonquin College’s Private College Public Partners in the Greater Toronto Area. The event saw over 50 attendees from 35 of Algonquin College’s 37 recruitment partners in India. The goal of the evening was to honour select partners in the market, and to reinforce the College’s commitment to responsible and ethical recruitment. The Human-Centred Design Lab sent a team of researchers to Dominica as part of the Global Affairs Canada, Colleges and Institutes Canada ‘Skills to Access the Green Economy’ (SAGE) program. In collaboration with Dominica State College, students Luna Liu and Jane Wang, under the direction of Professor Jed Looker, designed an environmental scan of carpenters in Dominica. Findings will help Dominica State College create new training as part of an initiative to develop hurricane resiliency.
Communications Events and External Relations	<ul style="list-style-type: none"> To observe Canada’s National Day for Truth and Reconciliation on September 30, 2022, the Communications and Events Teams planned and executed a hybrid event open to all staff and students. This event included the unveiling of a permanent art installation dedicated to remembering Indigenous children, in Ishkodewan Courtyard. Developed and released a podcast to the Algonquin College community highlighting the Pembroke campus and its 10th anniversary celebrations. Click to listen here. In partnership with Polytechnics Canada, the Communications Team drafted and edited an Op-ed on behalf of President Brulé featured in the Toronto Star: Back to School can mean you too – if we remove barriers to lifelong learning.
Finance and Administration	<ul style="list-style-type: none"> The College Food Services Management Team achieved a significant milestone in their recovery plan this Fall, with the re-opening of all food locations at the Ottawa Campus, including three food locations that were closed since March 2020.

08.4

Human Resources	<p>Wellness and Abilities:</p> <ul style="list-style-type: none"> • Work continued to define Algonquin Colleges’ underlying behavioural issues that impact Psychological Health and Safety for the development of the remediation roadmap(s) to solve underlying risk factors as part of Algonquin College support for employee mental health. <p>Equity, Diversity and Inclusion (EDI):</p> <ul style="list-style-type: none"> • Meeting held with Accessibility Committee on October 4, 2022 to review and gain consensus on the new 2022-26 Accessibility for Ontarians with a Disability Act (AODA) Multi-Year Plan. • Equity, Diversity and Inclusion Thought Exchange – five weeks of survey participation - Inclusion and Diversity input gathering and thoughts exchanged in consultation with employee community on equity, diversity, inclusion and feelings of belonging among historically marginalized groups of employees and allies. Launched October 3, 2022 through to November 4, 2022. • Inclusion Infusions Keynote with Sandi Boucher on the topic of Lateral Violence was held on November 1, 2022. • Ethical Upstander Workshop on Creating Safer Spaces with Sandi Boucher also held on November 1, 2022.
Student Services	<ul style="list-style-type: none"> • The Marketing Department Web Team presented a session entitled What's New, Next and Best with Web at the employee Kaleidoscope Conference. • On September 15, 2022 Ottawa Public Health, in collaboration with Health Services, offered a Monkeypox vaccination clinic at the Ottawa campus. • On September 30, 2022, Canada’s National Day for Truth and Reconciliation, the Mamidosewin Centre offered programming to help all students develop a better understanding of the historic realities of Canada’s Indigenous peoples.
STUDENT & EMPLOYEE SUCCESSES:	Activity
Academic Services	<ul style="list-style-type: none"> • The Chair of the Victimology Research Centre, Dr. Benjamin Roebuck, was appointed as the Federal Ombudsperson for Victims of Crime and has taken a leave of absence from Algonquin College starting October 24, 2022. • Learning and Teaching Services team members William Hennessey, Curriculum Consultant and Sara Powell, Instructional Designer, presented at the Learning Outcomes Symposium on designing courses that support neurodivergent learners. • The culinary faculty partnered with the Canadian Culinary Federation to run a Black Box competition on Monday, October 24, 2022. The competitors received two hours to break down a whole duck and create a main course dish

08.4

	<p>with three mystery ingredients. Chefs from the Ottawa region volunteered to judge the first face-to-face event since 2019.</p> <ul style="list-style-type: none"> • The Supply Chain Research Team of the School of Business had a publication accepted and presented to the peer-reviewed conference EROMA2022. The authorship of this paper includes two Algonquin College professors and two students from the Bachelor of Commerce-Supply Chain Management.
Student Services	<ul style="list-style-type: none"> • On October 4, 2022 student employee, Jules Medeiros, had the opportunity to share information about the Purple Couch initiative in support of student mental health, with Member of Parliament Anita Vandenbeld, Honourable Carolyn Bennett, Minister of Health and Addictions and Associate Minister of Health. • On September 21, 2022 the Volunteer Village attracted over 200 students with 20 vendors. • Student feedback on service has remained steady with a Net Promoter Score of +71 despite a 392% increase in responses (from 224 to 1,101). This increase in responses and maintenance of service satisfaction is attributed to service provision flexibility to meet student preferences: email, call centre, in-person, or by appointment.

2022-23 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>24-Oct-2022</u>	<u>5-Dec-2022</u>	<u>27-Feb-2023</u>	<u>17-Apr-2023</u>	<u>5-Jun-2023</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	-5.0	-20.0	15.0	-5.0
Time Required							
2023-24 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2023-25 Business Plan	D. McNair, M. Savenkoff	30		P			
Approval of the 2023-25 Business Plan & 2023-24 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	D. McNair, G. Perry	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.J to confirm pause	C. Janzen	20				P	
People Update (Information item only October & June meetings) Defer to February meeting	D. McCutcheon	0			I		I
Employee Engagement Update (Information item for October meeting) not presented in Oct. Possible Apr or June following survey results	D. McCutcheon	0					
Public College Private Partnership - Update	C. Janzen	20			P		
R3 Project (Rethink, Redesign, Reimagine) - Update L.S to confirm if updates are required (also included in Major Capital Projects Report)	L. Stanbra	20			P		P
Academic Plan	C. Janzen, K. Dawson	0				I	
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, G. Beck	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 2022-23 and progress against Strategic Plan 2022-25	S. Gonsalves	10					P
Quarterly 2022-23 Business Plan Update (for information)	M. Savenkoff	0	I	I	I		see row 24
Fourth Quarter 2022-23 Business Plan performance	M. Savenkoff	10					P
Program Advisory Committee's Annual Report (ASAC Report)	C. Janzen	0		I			
2022-23 Sexual Assault/Sexual Violence Annual Report to the Board (Approval is not required at any board level it needs to be presented for compliance item ASAC Report)	L. Stanbra	0					Via ASAC report

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.			<u>24-Oct-2022</u>	<u>5-Dec-2022</u>	<u>27-Feb-2023</u>	<u>24-Apr-2023</u>	<u>5-Jun-2023</u>
2023-24 Schedule of Tuition and Ancillary Fees	L. Stanbra	20		P			
ESCO Project	R. Southwood, D. McNair	10				P	
Major Capital Project: Algonquin College Sustainability: Improved Heating, Ventilation and Air Conditioning Systems (HVAC)	R. Southwood, D. McNair	15				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 2022-23 Financial Projection (Note: Q2 always 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.							
Freedom of Information Annual Report	D. McNair	0					I
2023 Corporate Risk Profile	D. McNair	10				P	
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, S. Flynn	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)	G. Beck	0					
Contract Signing Authority Policy (Board approval - Review after 1 year)	D. McNair, P. Gardner	0					
Board Generative Discussion - Session to be held as required (separate meeting)	G. Beck	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 2023-24	G. Beck	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
2022-23 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	G. Beck	5					V
LEGAL COMPLIANCE – The Board ensures that appropriate processes are in place to effect compliance with legal requirements.							
Confirmation of mandatory Government remittances (hand out to Board members at the meeting)	D. McNair	0	I	I	I		
Attestation of Section 28 Process (Memo to Minister, Colleges and Universities from Board Chair)	D. McNair	0					I

08.6



REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of October 28, 2022, 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