

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND THIRTY SEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, DECEMBER 11, 2023 FROM 4:00 P.M. – 6:30 P.M. IN NAWAPON C100, OTTAWA CAMPUS

AGENDA		Presenter	Time
0.	CONSTITUTION OF THE MEETING AND APPROVAL OF THE AGENDA	Jamie McCracken	1 m.
1.	Celebrating Success – Changemaker Award Pre-Service Firefighter (PSFF) Education and Training	Chris Janzen	10 m. 4:05-4:15
2.	DECLARATIONS OF CONFLICT OF INTEREST	Jamie McCracken	1 m.
3.	APPROVAL OF PREVIOUS MEETING MINUTES AND CONSENT AGENDA ITEMS		
	3.1 Minutes of the Board of Governors’ meeting of October 23, 2023	Jamie McCracken	1 m.
4.	COMMITTEE REPORTS		
	4.1 Board Executive Committee Report (verbal)	Jamie McCracken	5 m. 4:20-4:25
	4.2 Academic and Students Affairs Committee Report (verbal) For Information: Appendix A: Enrolment Update Appendix B: 2022-23 Program Advisory Committee 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 2023-24 College Endowment and Operating Funds Investment Report Appendix B: Second Quarter 2023-24 Major Capital Projects Report Appendix C: Second Quarter 2023-24 High-Risk Dashboard Report	Jeff Darwin	5 m. 4:30-4:35
	4.4 Governance Committee Report (verbal) For Approvals: Appendix A: BG I-05 Election of Internal Members to the Board of Governor (Tracked Changes) Appendix B: BG I-05 Election of Internal Members to the Board of Governor (Clean Version) Appendix C: Bylaw 1 Proposed Amendments (Tracked Changes) Appendix D: Bylaw 1 Proposed Amendments (Clean Version)	Stephen Tudor	10 m. 4:35-4:45

5.	BUSINESS ARISING FROM THE MINUTES		
	There is no Business Arising from the Minutes		
6.	NEW BUSINESS		
	6.1 2024-25 Schedule of Tuition and Ancillary Fees – (For Approval) Appendix A: Executive Summary of Fee Information for the Draft 2024-25 Tuition and Fee Schedules Appendix B: Proposed 2024-25 Schedule of Fees Appendix C: Draft 2024-25 High Demand Program Calculation Appendix D: Students' Association Approval of Compulsory Ancillary Fees Appendix E: Draft 2024-25 Compulsory Ancillary Fees Appendix F: Sample 2024-25 Fee Comparison of Four Programs Appendix G: Sample 2024-25 Student Funding and Expenses	Laura Stanbra Krista Marsden	20 m. 4:45-5:05
	6.2 First Draft Concepts of the 2024-26 Business Plan & 2024-25 Budget Assumptions, Five-Year Pro Forma – (For Information) Appendix A: Draft Five-Year Pro Forma Budget Appendix B: 2024-25 Pro Forma Scenarios	Mark Savenkoff Scott Gonsalves Duane McNair Grant Perry Emily Woods	30 m. 5:05-5:35
	6.3 Five-Year Capital Investment Plan – (For Information) Appendix A: Five-Year Capital Investment Plan	Duane McNair Emily Woods	15 m. 5:35-5:50
	6.4 College Accessibility Major Capital Project Annual Budget Request – (For Approval)	Duane McNair Ryan Southwood	10 m. 5:50-6:00
7.	DECISION ITEMS AND REPORTS		
	7.1 Second Quarter 2023-24 Financial Projection – (For Approval) For Information: Appendix A: Second Quarter 2023-24 Financial Projection Appendix B: Second Quarter 2023-24 Compliance Schedule	Duane McNair Grant Perry	20 m. 6:00-6:20
	7.2 Second Quarter 2023-24 Business Plan Performance Update – (For Information) Appendix A: Second Quarter 2023-24 Business Plan Performance Dashboard	Mark Savenkoff Scott Gonsalves	0 m.
8.	ITEMS FOR INFORMATION		
	8.1 Report from the Board Chair	Jamie McCracken	5 m. 6:20-6:25
	8.2 Report from the President	Claude Brulé	5 m. 6:25-6:30
	8.3 Board of Governors Management Summary Report	Executive Team	0 m.
	8.4 2023-24 Board of Governors Workplan	Jamie McCracken	0 m.
	8.5 Confirmation of Mandatory Government Remittances	Grant Perry	0 m.

9.	UPCOMING EVENTS –	Date
	• Board of Governors Generative Discussion	February 7, 2024
	• Board Orientation Part 2, Session 3: Human Resources & Communications	February 26, 2024
	• Board of Governors Meeting	February 26, 2024
	• 2024 Spring Board of Governors Retreat	March 23, 2024
	• Board of Governors Meeting	April 29, 2024
	• Board of Governors Meeting & Annual General Meeting	June 3, 2024
	• Perth Convocation	June 6, 2024
	• President’s & Board of Governors End-of-Year of Dinner	June 7, 2024
	• Pembroke Convocation	June 14, 2024
	• Ottawa Convocation	June 18-21, 2024
	• AC Vision	August - TBD
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 23, 2023 AT 4:00 PM AT THE OTTAWA CAMPUS IN ROOM T102 ABC

<p><u>Present: - Update</u> Jamie McCracken, Board Chair Claude Brulé, President & CEO Stephen Tudor, Board Vice Chair Anthony Pollard Bharat Rudra Brandon Wong-Dearing Gabrielle Berard Laura Jarrell Michele Bellows Robert Harvey Rodney Wilson Shaun Denis Tanya Buckley Wadhah Al-monaifi</p> <p><u>Regrets:</u> Jeff Darwin</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Senior Executive Assistant, Board of Governors Wendy Eastwood, Executive Support Clerk, 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 Chris Janzen, Senior Vice President, Academic Mark Savenkoff, Vice President, Advancement & Strategy</p> <p><u>Presenters/Guests:</u> Emily Woods, Director, Corporate Planning Scott Gonsalves, Director, Strategy and Planning</p> <p><u>Changemaker Awards Presenters:</u> David Solomon, Professor</p> <p><u>Students - Project Management Club:</u> Ana Paula Bouchardet, Lead Claudia Ximen Munoz Trivino Maria Camila Zuluaga Lineros Maria Echavarria Zapata Rachidi Tamara Younes Rojas Rafael Barreto</p>
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WELCOME REMARKS

Governor McCracken, Board Chair, welcomed members and observers to the meeting at 4:00 p.m. He welcomed new Governors B. Rudra, M. Bellows, T. Buckley, student Governor, B. Wong-Dearing, Support Staff Representative, W. Al-monaifi and Academic Staff Representative, R. Harvey.

0. Celebrating Student Success – Changemaker Award: Project Management Club

C. Janzen, Senior Vice President, Academic, provided a brief overview and introduced D. Solomon, Professor, Project Management to introduce the student presenters. The award — designed as a way for the board to formally acknowledge exceptional student efforts and projects — was given to learners Rafael Barreto, Ana Paula Bouchardet, Rachidi Tamara Younes Rojas, Claudia Ximena Munoz Trivino, Maria Camila Zuluaga Lineros and Maria Echavarria Zapata. As a team, these learners

developed the new Algonquin College Project Management Club. The club “seeks to be an invaluable resource for students who are looking to further their knowledge of project management as a career” and offers learners and alumni the chance to network, attend events and access project management resources. The creation of the club was part of the team’s Project Management program capstone project. These efforts have resulted in a club that has more than 170 members, including students from the Project Management program and some from other fields of study at the College. According to the team, they have developed handover documents and mentorship efforts to ensure that this club will function long after they have left the College.

Governor McCracken, Chair of the Board of Governors, and C. Brulé, President and CEO extended their sincere congratulations to the students for their hard work and presented them with Changemaker Award certificates.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor McCracken, Chair Board of Governors, constituted the meeting at 4:16 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. Denis & R. Wilson

THAT the Board of Governors approves the meeting agenda of October 23, 2023.

CARRIED.

2. DECLARATION OF CONFLICT OF INTEREST

Governor McCracken 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 5, 2023

Approval of the Board of Governors meeting minutes of June 5, 2022.

RESOLUTION

MOVED & SECONDED: T. Pollard & L. Jarrell

THAT the Board of Governors approves the meeting minutes of June 5, 2023.

ABSTAINED: R. Wilson

CARRIED.

3.2 Minutes of the Board of Governors’ Closed meeting of June 21, 2023

Approval of the Board of Governors Closed meeting minutes of June 21, 2023.

RESOLUTION

MOVED & SECONDED: S. Tudor & G. Berard

THAT the Board of Governors approves the closed meeting minutes of June 21, 2023.

ABSTAINED: T. Buckley

CARRIED.

4. COMMITTEE REPORTS

4.1 Board Executive Committee Report (verbal)

Governor McCracken provided members with a verbal report of agenda items discussed at the October 10, 2023 Board Executive Committee meeting. Meeting highlights included:

- 2023-24 President's Performance Contract Approval Process;
- Debrief - 2023 Fall Board of Governors Retreat (October 1, 2023);
- Generative Discussion;
- Board Meeting Agenda review; and
- Planning for 2024 Spring Board Retreat (March 23, 2024).

Members accepted this report for information.

4.2 Academic & Student Affairs Committee Report

Members accepted this report for information. Governor Berard on behalf of Governor Wilson provided additional details on agenda items presented at the September 26, 2023 Committee meeting.

Members accepted this report for information.

4.3 Audit & Risk Management Committee Report

Members accepted this report for information. Governor McCracken on behalf on Governor Darwin provided additional details on agenda items presented at the September 28, 2023 Committee meeting.

4.4 Governance Committee Report

Members accepted this report for information. Governor Tudor provided additional details on agenda items presented at the October 2, 2023, Committee meeting Board of Governors approval were requested for the following:

RESOLUTION

MOVED & SECONDED: S. Tudor & T. Buckley

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

CARRIED.

5. BUSINESS ARISING FROM THE MINUTES

There is no Business arising from the minutes.

6. NEW BUSINESS

There is no new business.

7. DECISION ITEMS & REPORTS

7.1 First Quarter 2023-24 Financial Projection

D. McNair, Vice President, Finance and Administration presented the First Quarter 2023-24 Financial Projection on behalf of Grant Perry, Chief Financial Officer.

The First Quarter 2023-24 Financial Projection details an increase in net contribution of \$15.9 million above the 2023-24 Approved Annual Budget of \$4.0 million, for a total net contribution of \$19.9 million for the fiscal year.

Approved Annual Budget to Quarterly Report Highlights included the following:

- 1) Overall enrolment remains relatively flat, with a slight increase of 0.1% from the approved annual budget;
- 2) The Public College – Public Partnership enrollment is expected to be 7.5% higher than the 2,333 approved annual budget target; and
- 3) Changes to reserves have improved by \$16.1 million.

Internally Restricted Funds of \$15.9 million used to fund Strategic Investment Priorities and Operations. The College is projecting significant expense increases (to be quantified) for the Second Quarter 2023-24 Financial Projection due to the overturn of Bill 124 - Protecting a Sustainable Public Sector for Future Generations Act. The adjustments, amounting to \$14.4 million, will yield an additional annual impact of approximately \$11 million in salaries, inclusive of retroactive adjustments for future salaries. It was also noted that the College is experiencing robust growth in its international student population, both onsite and through the public college - private partnership.

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

7.2 First Quarter 2023-24 Business Plan Performance Update

M. Savenkoff, Vice President, Advancement and Strategy provided a brief overview and introduced presenter S. Gonsalves, Director, Strategy and Planning. As of June 30, 2023, eight of the nine initiatives are tracking as expected, including the completion of the planned deliverables for the R3 Student Information System Transformation. One initiative, the implementation of Strategic Workforce Planning, is experiencing a delay due to capacity constraints and is being closely monitored at this time. The upcoming College Strategic Plan is set to commence in the second quarter. Progress on all 14 deliverables outlined in the Strategic Enrolment Management plan for this year is on track and tracking well. Enrolment targets, including the summer 2023 goal, have been achieved.

Members accepted this update for information.

8. ITEMS FOR INFORMATION

8.1 Report from the Board Chair

Governor McCracken referred members to the Report from the Board Chair for information and noted the following highlights:

- 2023 New Governor Orientation Part 1 & Part 2 Sessions;
- 2023 Fall Board of Governors Retreat (October 1, 2023);
- Colleges Ontario 2023 Higher Education Summit – Professional Development

8.2 Report from the President

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

- Attendance at several community Board meetings and community events; and
- Short description of main topics of discussion at recent Committee of Presidents meetings and retreat.

8.3 Board of Governors Management Summary Report

Members accepted this report for information.

8.4 2023-24 Board of Governors Meeting Schedules and Workplan

Appendix A: 2023-24 Board of Governors Meeting Schedule

Appendix B: 2023-24 Board of Governors Workplan

Appendix C: 2023-24 Board of Governors and Committee Meeting Schedule and Submission Deadlines

Members accepted the Meeting Schedules and Workplan for information.

8.5 Confirmation of Mandatory Government Remittances

Members accepted the remittances for information.

9. UPCOMING EVENTS

Board Chair McCracken informed members of upcoming events for information.

REGULAR MEETING ADJOURNMENT

There being no further business, the Regular meeting was adjourned at 5:05 p.m. and moved by Governor McCracken and seconded by Governor Tudor.

10. IN CAMERA

An IN CAMERA session was held with Board members only following a 15 minute break.

An IN CAMERA session was held with external Board members.

Jamie McCracken, Board Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Ahmad Teymouri, Acting Chair, Operations Manager, School of Business.
Ala Qadi, Professor, Mechanical and Transportation
Annette Bouzi, Professor, Legal Studies
Brent Brownlee, Director, Campus Services
Christopher Hahn, Dean, Perth Campus & ACCE
David Soltis, Director, People and Culture
Doreen Jans, Manager, Financial Services
Erin Stitt-Cavanagh, Dean, School of Health Studies
Ernest Mulvey, Director, International Education Centre, Global, Online and Corporate Learning
Farbod Karimi, Acting Dean, AC Online
Jane Trakalo, Dean, School of Wellness, Public Safety
Jodi Jaffray, Chair, Community Studies
Kina Simmons, Executive Assistant, Communications
Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation
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, Finance
Michael Qaqish, Manager, Government Relations
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning
Paul Garner, Senior Manager, Internal Control, Risk Management
Paula ter Huurne, Field Placement Officer
Philip Davie, Director, Applied Research
Rebecca Volk, Manager, Employee Learning and Talent Management
Rob Kershaw, Manager, eLearning and Development
Ryan Southwood, Executive Director, Facilities Management
Scott Gonsalves, Director, Strategy and Planning, Advancement & Strategy
Tara Kelly, Human Resources Special Projects Coordinator
Teri Kinnunen, Manager, Corporate Planning
Trevor Oattes, Communications Officer
Wilma Allan, Acting Manager, Enrolment Systems & Reporting
Yen Do, Acting Chief Digital Officer, Finance and Administration

Enrolment Update

Academic and Student Affairs Committee

Nov. 7, 2023

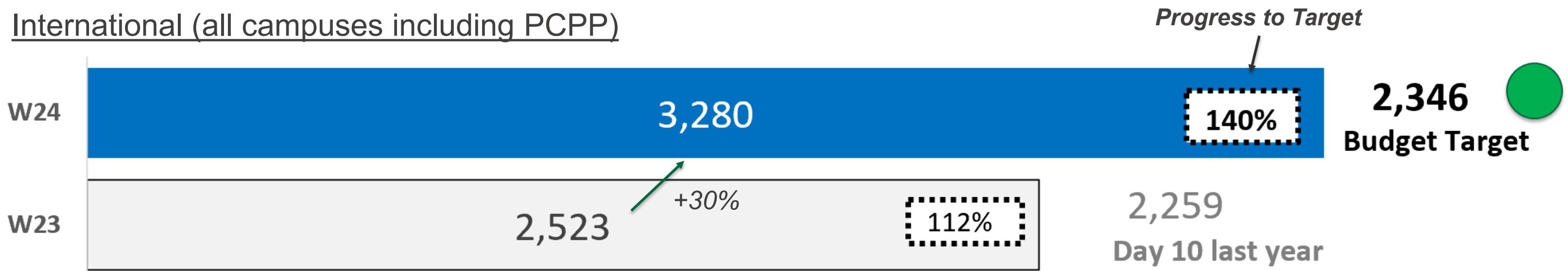
Academic Operations and Planning

And the Registrar's Office

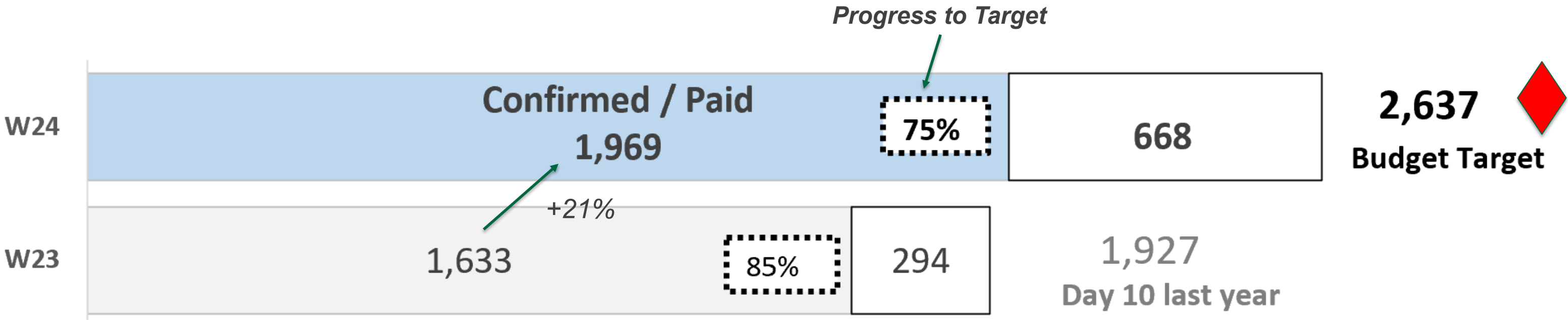
Summary

- Winter 2024 admission indicators trending well year-over-year for international students and progressing very well towards Budget target
- Domestic entering student admissions are ahead in comparison to last year at the same time, however there is risk to achieving the domestic Budget target
- Potential domestic budget shortfall will be more than offset by strong international trend

Winter '24 international intake significantly ahead of last year at the same time



Winter 2024: number of paid & confirmed Level 01 domestic students higher than last year by 21%, however Budget target has increased by 37%



4.2 Appendix B

Report title:	2022-23 Program Advisory Committee Annual Report
Report to:	Boar of Governors
Date:	December 11, 2023
Author(s)/Presenter(s):	Chris Janzen, Senior Vice President Academic

1. RECOMMENDATION:

THAT the Board of Governors 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 2022-23 academic year. This is an information item.

3. BACKGROUND:

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

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

4.2 Appendix B

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

4. DISCUSSION:

During the 2022-23 academic year, the College had 117 program advisory committees (some providing advice for a single program and some for a cluster of programs). Two programs did not formally meet, the Aboriginal Studies and Pathways to Empowerment and the Office Administrative – Executive (Pembroke) due to the program intake suspension.

An important activity that the Program Advisory Committees participate in is the Program Quality Review. During the 2022-23 academic year, program advisory committees participated in 20 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:

Advantages and disadvantages of artificial Intelligence and the use of Chat GPT both in the classroom and in industry.

There are challenges in long-term impact of COVID-19 with the reluctance to return to work with more flexible for being fully remote or hybrid. There are challenges is having staff return fully back on-site.

Staffing shortages, layoffs, offshoring, turnover.
Program Quality Review.

5. LINK TO STRATEGIC PLAN:

6. STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	

4.2 Appendix B

6. STUDENT IMPACT:

Supporting the overall viability and relevance of programming, Program Advisory Committees 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 occupational area addressed by the program or program cluster. Membership is drawn from industry, business, and professional organizations. Recent graduates are also invited to sit on advisory committees. College professors and academic administrators serve as resource persons to advisory committees. Each advisory committee has from eight to fifteen members.

10. COMMUNICATIONS:

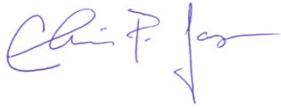
There is no communications plan or strategy required.

11. CONCLUSION:

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

4.2 Appendix B

Respectfully submitted:



Chris Janzen
Senior Vice President Academic

Approved for submission:



Claude Brulé
President and CEO

4.3 Appendix A

Second Quarter 2023-2024 Investment Reports

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

Period ended September 30, 2023

Second Quarter 2023-2024 College Endowment Funds Investment Report

Period ended September 30, 2023



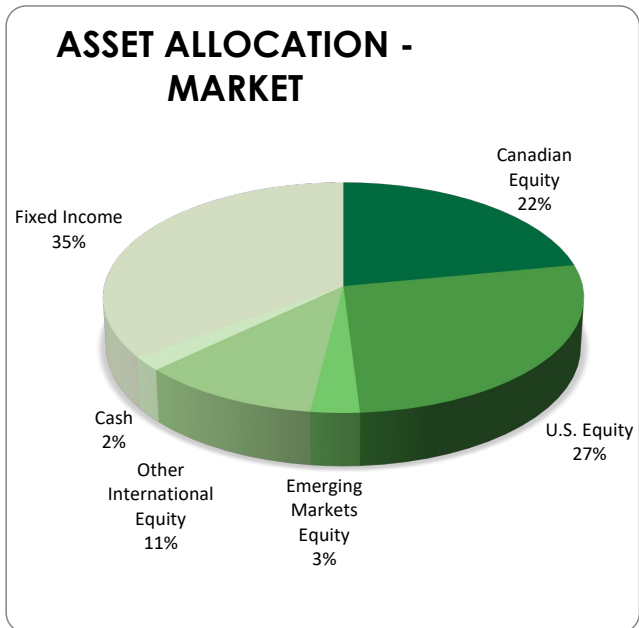
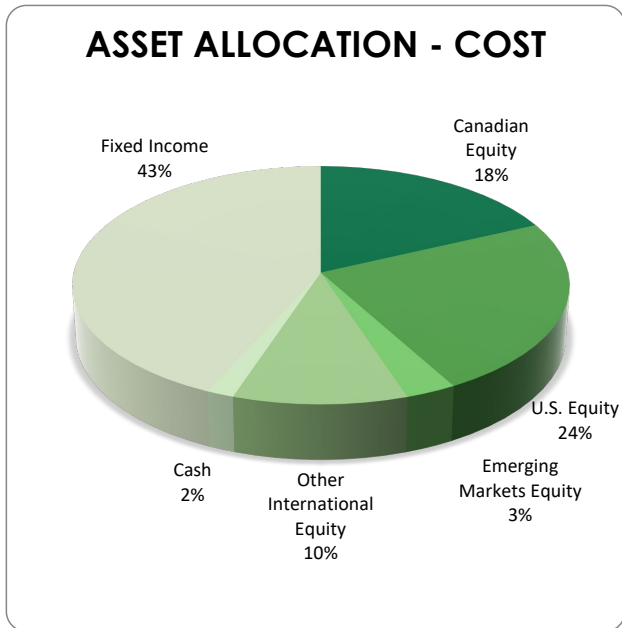
Endowment Fund Balance

	Book Value	Market*
Fund Balance March 31, 2023	\$ 33,314,030	\$ 34,755,362
Deposits	52,041	52,041
Net Share Donations Proceeds	-	-
Withdrawals	(1,092,996)	(1,092,996)
Accrued income from Buys/Sells	-	(458)
Investment Fees	(98,698)	(98,698)
Investment Income (Loss)	531,577	533,146
Unrealized Gain/Loss	-	(1,036,898)
Realized Gain/Loss	235,889	235,889
Fund Balance September 30, 2023	\$ 32,941,843	\$ 33,347,388

* excludes accrued interest

Asset Allocation-Endowment

Endowment Fund Balance - Breakdown September 30, 2023	Cost	% of Cost	Market*	% of Market	Benchmark	Policy Range
Cash	\$ 530,948	2%	\$ 554,466	2%	3%	0-20%
Fixed Income	\$ 14,239,498	43%	\$ 11,699,128	35%	35%	25-45%
Canadian Equity	\$ 5,869,004	18%	\$ 7,307,905	22%	22%	12-32%
US Equity	\$ 7,846,661	24%	\$ 9,020,229	27%		
Emerging Markets Equity	\$ 1,030,069	3%	\$ 985,498	3%		
Other International Equity	\$ 3,425,663	10%	\$ 3,780,162	11%		
Total Global Equity	\$ 12,302,393	37%	\$ 13,785,889	41%	40%	30-50%
Total	\$ 32,941,843	100%	\$ 33,347,388	100%	100%	100%

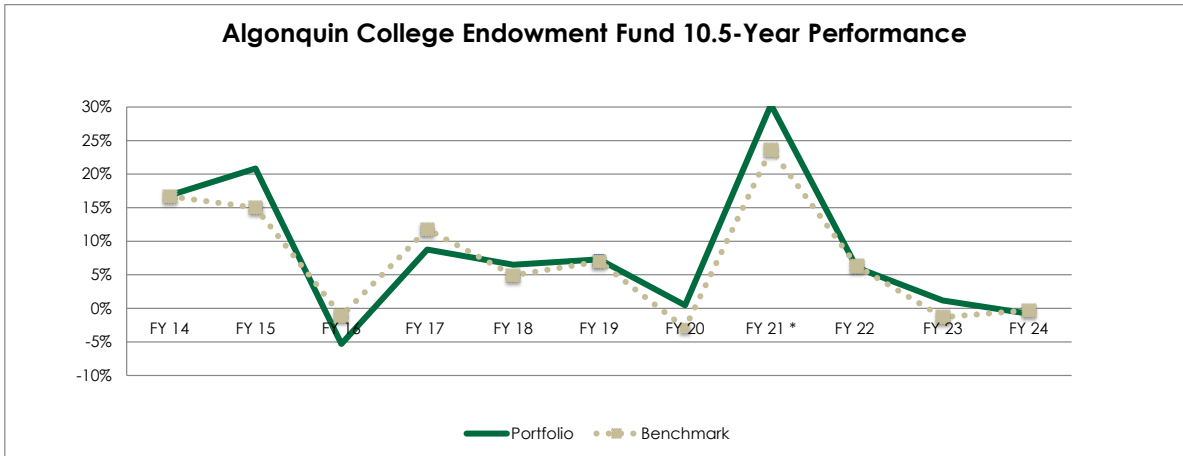


Second Quarter 2023-2024 College Endowment Funds Investment Report

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%
Fiscal 2023	3.99%	2.81%	1.15%	-1.05%	-2.02%	1.00%	-1.48%	-5.18%	3.46%	3.98%	0.73%	2.49%	1.18%	-1.31%	2.25%
Q1 2024	0.70%	1.01%	-0.31%	-0.40%	-0.69%	0.29%	2.59%	1.10%	1.49%	2.39%	4.82%	-2.43%	1.43%	1.96%	-0.53%
Q2 2024	1.59%	1.22%	0.37%	-3.79%	-3.87%	0.08%	-2.57%	-2.20%	-0.37%	-0.80%	-1.04%	0.24%	-2.20%	-2.21%	0.01%
Annual Return	2.30%	2.24%	0.06%	-4.17%	-4.53%	0.36%	-0.05%	-1.12%	1.08%	1.57%	3.73%	-2.16%	-0.80%	-0.29%	-0.51%
10.5 year compounded				1.45%	1.31%	0.14%	9.26%	6.87%	2.38%	14.02%	12.08%	1.94%	8.33%	7.35%	0.98%

Second Quarter 2023-2024 College Endowment Funds Investment Report



Sharpe Ratio

Sharpe Ratio			
Endowment Funds Equity Portfolio vs Benchmark			
Period Ending	1 Year Equity Portfolio Sharpe Ratio	1 Year Equity Benchmark Sharpe Ratio	Relative Performance
30-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
31-Dec-22	-0.98	-1.85	0.87
31-Mar-23	-0.24	-0.55	0.31
30-Jun-23	3.05	3.69	-0.64
30-Sep-23	1.22	1.48	-0.26

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

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

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

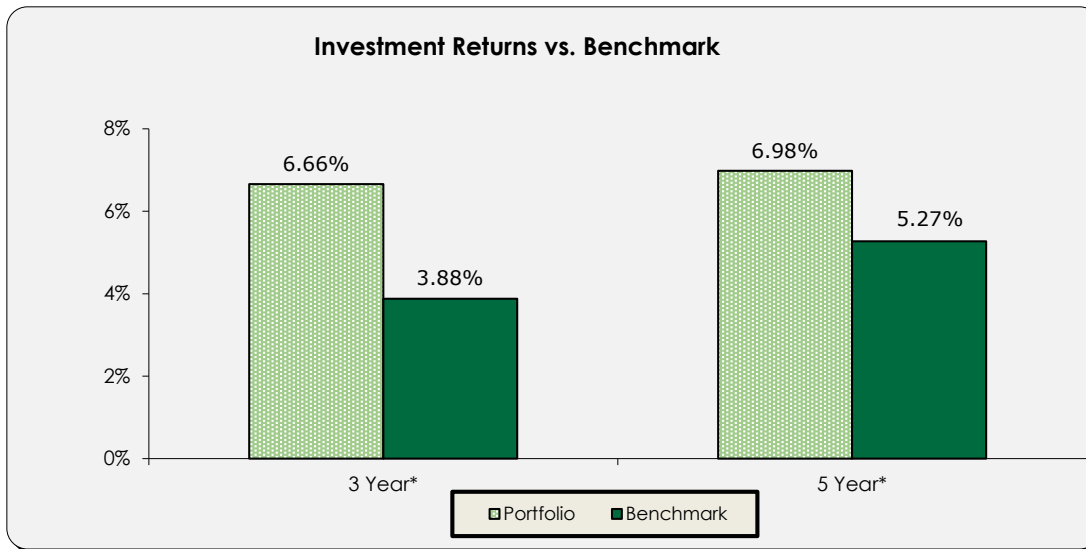
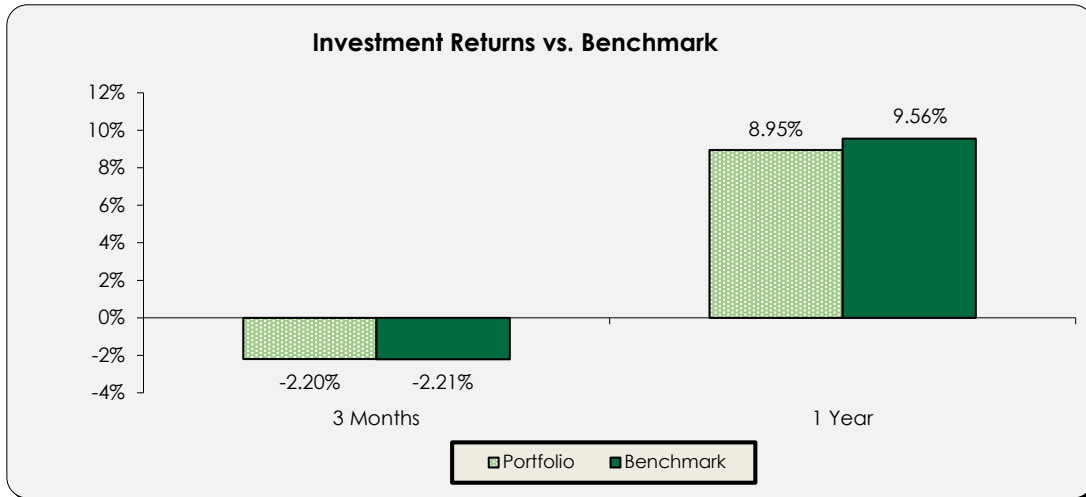
Algonquin College Endowment Fund 10.25-Year Performance	Portfolio	Benchmark
FY 14	16.82%	16.68%
FY 15	20.84%	15.01%
FY 16	-5.30%	-1.12%
FY 17	8.76%	11.78%
FY 18	6.51%	4.93%
FY 19	7.30%	6.98%
FY 20	0.45%	-2.93%
FY 21 *	30.33%	23.69%
FY 22	6.06%	6.32%
FY 23	1.18%	-1.31%
FY 24	-0.80%	-0.29%

* FY 2021 Q4 one-year compounded rate

** FY 2024 Q1 & Q2

Second Quarter 2023-2024 College Endowment Funds Investment Report

Performance Review-Endowment



Endowment Fund - Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	-2.20%	8.95%	6.66%	6.98%
Benchmark	-2.21%	9.56%	3.88%	5.27%

* Compounded Annual Return

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

	2018	2019	2020	2021	2022	2023	2024
Amount available for future distribution, beginning of year	\$ 3,543,474	\$ 4,213,486	\$ 3,755,820	\$ 4,422,827	\$ 9,697,884	\$ 10,935,543	\$ 11,506,253
Realized investment income/(loss)	1,703,516.62	622,075.96	2,627,518.00	6,433,494.25	2,479,530.30	1,813,975.50	235,889.00
Investment fees	\$ (100,539)	\$ (97,112)	\$ (126,534)	\$ (121,872)	\$ (188,850)	\$ (168,179)	\$ (98,698)
Amount Withdrawn	\$ (932,966)	\$ (982,630)	\$ (1,833,977)	\$ (1,036,565)	\$ (1,053,022)	\$ (1,075,086)	\$ (1,092,996)
Amount available for future distribution, end of year	\$ 4,213,486	\$ 3,755,820	\$ 4,422,827	\$ 9,697,884	\$ 10,935,543	\$ 11,506,253	\$ 10,550,448

Schedule of Unrealized Investment Income/ (Loss)

	2018	2019	2020	2021	2022	2023	2024
Unrealized income/(loss)	\$ (136,038)	\$ 1,255,147	\$ (1,583,331)	\$ 1,587,698	\$ (433,304)	\$ (1,504,104)	\$ (1,036,898)

Fund Balance as per Leith Wheeler

	2018	2019	2020	2021	2022	2023	2024
Cash	9%	13%	7%	5%	3%	4%	2%
Fixed Income	29%	29%	33%	31%	31%	34%	35%
Canadian Equity	17%	15%	17%	25%	25%	22%	22%
Global Equity*	45%	43%	43%	39%	41%	40%	41%
Total	100%	100%	100%	100%	100%	100%	100%

* combined U.S. & international

Asset Mix - Market

	2018	2019	2020	2021	2022	2023	2024
Cash	\$ 2,240,828	\$ 3,594,267	\$ 1,780,221	\$ 1,689,732	\$ 1,124,556	\$ 1,526,882	\$ 554,466
Fixed Income	\$ 7,458,927	\$ 7,941,402	\$ 8,851,991	\$ 10,488,101	\$ 10,809,393	\$ 11,788,836	\$ 11,699,128
Canadian Equity	\$ 4,453,579	\$ 3,957,871	\$ 4,428,934	\$ 8,608,693	\$ 8,722,772	\$ 7,704,771	\$ 7,307,905
Global Equity*	\$ 11,366,416	\$ 11,561,129	\$ 11,535,128	\$ 13,345,504	\$ 14,651,910	\$ 13,734,873	\$ 13,785,889
Total	\$ 25,519,750	\$ 27,054,668	\$ 26,596,274	\$ 34,132,030	\$ 35,308,631	\$ 34,755,362	\$ 33,347,388

* combined U.S., international, and emerging markets

Second Quarter 2023-2024 College Operating Funds Investment Report

Period ended September 30, 2023

Operating Fund Balance

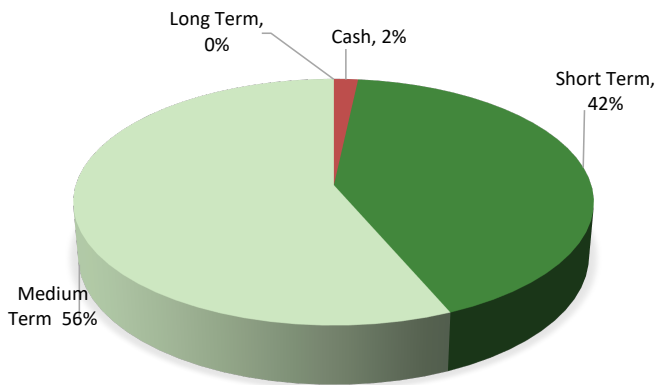
	Book Value	Market**
Fund Balance March 31, 2023	\$ 63,769,324	\$ 63,194,250
Deposits	-	-
Withdrawals	-	-
Accrued Interest from Buys/Sells	171,567	171,567
Investment Fees	(55,614)	(55,614)
Investment Income (Loss)	-	(57,755)
Interest Received	633,610	633,610
Unrealized Gain/Loss	-	(221,610)
Realized Gain/Loss	(209,242)	(209,242)
Market Value Gain/Loss		
Fund Balance September 30, 2023	\$ 64,309,645	\$ 63,455,205

** includes accrued interest

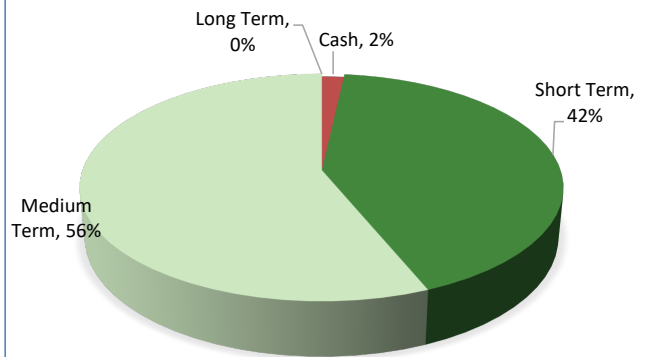
Asset Allocation-Operating

Fund Balance September 30, 2023	Cost	% of Cost	Market & Accrued Interest	% of Market & Accrued Interest	Target	Min/Max
Cash	\$ 1,098,764 *	2%	\$ 1,101,864	2%	0%	n/a
Short Term (0 - 1 year)	26,910,144	42%	26,681,938	42%	40%	20% - 100%
Medium Term (1 - 5 years)	36,300,737	56%	35,671,403	56%	60%	0% - 80%
Long Term (5 - 10 years)	-	0%	-	0%	0%	n/a
Total Portfolio	\$ 64,309,645	100%	\$ 63,455,205	100%	100%	

ASSET ALLOCATION - COST



ASSET ALLOCATION - MARKET & ACCRUED INTEREST

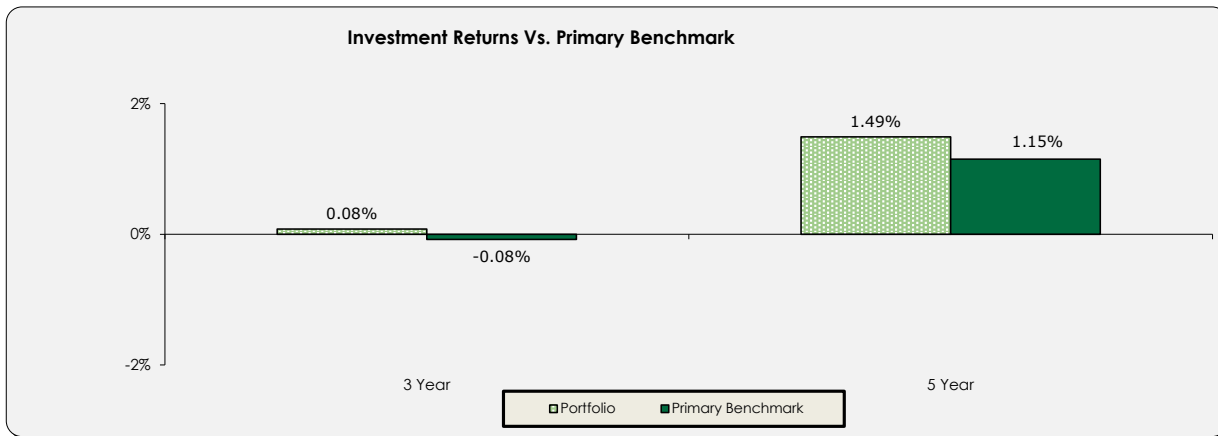
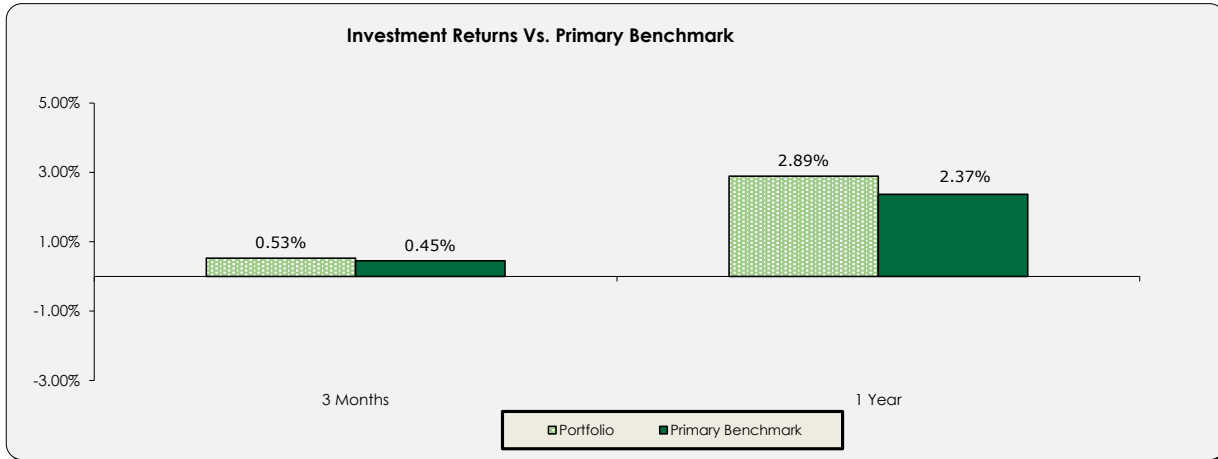


Second Quarter 2023-2024 College Operating Funds Investment Report

Performance Review - Operating

	Portfolio Performance	Primary Benchmark*	Relative Performance
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%
FY 2023	1.61%	1.48%	0.13%
Q1 FY 2024	-0.02%	-0.30%	0.28%
Q2 FY 2024	0.53%	0.45%	0.08%
Annual Return	0.51%	0.15%	0.36%
7.5-year Compounded Return	1.21%	1.02%	0.19%

Performance Review-Operating

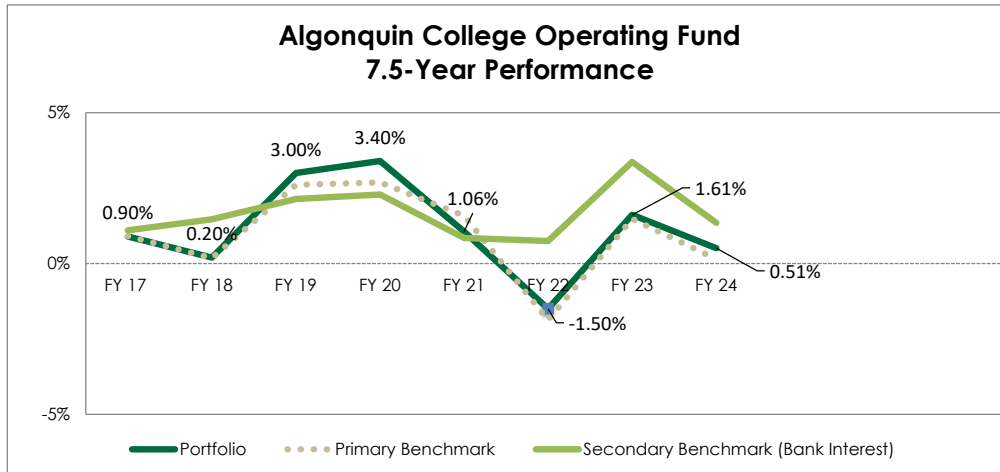


Investment Returns

	3 Months	1 Year	3 Year	5 Year
Portfolio	0.53%	2.89%	0.08%	1.49%
Primary Benchmark*	0.45%	2.37%	-0.08%	1.15%

* Compounded Annual Return

Second Quarter 2023-2024 College Operating Funds Investment Report



	Portfolio	Primary Benchmark	Secondary Benchmark (Bank Interest)
[Equity Portfolio Return - Risk Free Rate (Blended US & Canada)] / Portfolio Standard Deviation			
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	1.61%	1.48%	3.37%
FY 24	0.51%	0.15%	1.35%

* FY 2024 Q1 ^ Q2

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	4%
4	Campus Accessibility	4.3	5%
7	Salesforce Lightning Upgrade	5.5	7%
9	R3 (Student Information System)	65 – 71.1	84%
	Total Approved <u>Current</u> Projects Value	\$78.1 - \$84.2	100%
12	Summary of all Projects Completed Since Fiscal 2011-12	\$398.4	

4.3 APPENDIX B

Second Quarter 2023-24

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
<u>Meeting #503</u> – 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
<u>Meeting #529</u> – 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
Construction start date	2022
Anticipated Substantial completion date	2025

Project Funding	Value
Algonquin College reserves	\$3.33 million

Project Contingency	Value
Approved project contingency	\$0.08 million
Contingency balance remaining as of September 30, 2023	\$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	1.36 million
Expenditures in Fiscal 2022-23	0.39 million
Expenditures in Fiscal 2023-24 (April 1, 2023 to September 30, 2023)	0.00 million
Projected Expenditures remaining in Fiscal 2023-24	0.06 million
Projected Expenditures in Fiscal 2024-25	0.84 million
Total	\$3.33 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B
Second Quarter 2023-24
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 fiscal year 2024-25 due to the City of Ottawa’s delays.
Y	Schedule Management	Schedule management is being presided over by the Light Rail Transit 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 Light Rail Transit pedestrian link. Construction within the ACCE building itself is almost complete. All remaining interior work requires the completion of the pedestrian link to finalize. External flashing on the building, deficiencies, and fire testing is substantially complete. Deficiencies related to City of Ottawa contractors have been addressed. The City of Ottawa’s completion date is not yet confirmed but projected to be in 2025.
G	Project Resources	The College has an internal project manager to lead the implementation and has 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.

As of September 30, 2023

4.3 APPENDIX B
Second Quarter 2023-24
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
<u>Meeting #531</u> - The Board of Governors approves Phase 3: an expenditure of up to \$1.0 million from the College’s Strategic Investment Priorities budget for fiscal year 2023-24 to address campus infrastructure upgrades that support legislated Accessibility for Ontarians with Disabilities Act (AODA) compliance across the Ottawa, Perth and Pembroke campuses. Sources of funds include in-year net operating revenues, reserves and/or the Facilities Renewal Program Grant.	February 27, 2023

4.3 APPENDIX B
Second Quarter 2023-24
Major Capital Projects Report

Campus Accessibility – continued

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
Phase 3 (2023-24) completion date	March 31, 2024

Project Funding	Value
Algonquin College reserves	\$2.15 million
Strategic Investment Priorities budget allocation	2.15 million
Total	\$4.30 million

Project Contingency	Value
Approved budget project contingency	\$0.35 million
Contingency balance remaining as of September 30, 2023	\$0.18 million

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22	\$1.20 million
Expenditures in Fiscal 2022-23	1.75 million
Expenditures in Fiscal 2023-24 (April 1, 2023 to September 30, 2023)	0.26 million
Project Expenditures remaining in Fiscal 2023-24	1.09 million
Total	\$4.30 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B
Second Quarter 2023-24
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 scope for fiscal year 2022-23 included accessibility improvements in ACCE building, B building, and J building. Scope for 2023-24 includes the additions of accessibility upgrades in E building, P building, and T building. Additional scope has been undertaken for accessibility upgrades to the Perth and Pembroke campuses. Site conditions were reviewed as part of the original site investigation and incorporated into the project construction cost estimates.
G	Cost Management	The scope of work was tendered using a construction management approach to address market, supply chain constraints and end-user requirements. For the Perth and Pembroke campuses the College is utilizing a general contractor.
Y	Schedule Management	ACCE, B Building and J Building were substantially completed at the end of October 2023. The contractor is still working through a list of deficiencies in these spaces. The completion of upgrades in E building, P building, and T building is scheduled for completion by November 2023. Upgrades in Perth and Pembroke to be completed by March 2024.
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 ongoing 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 work on the Ottawa campus will assist in placing orders on time to mitigate supply chain timelines. Work on Perth and Pembroke campuses has been awarded to a general contractor.
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.

As of September 30, 2023

4.3 APPENDIX B

Second Quarter 2023-24

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: Yen 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	September 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 as of September 30, 2023	\$594,000

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22	\$0.22 million
Expenditures in Fiscal 2022-23	1.55 million
Expenditures in Fiscal 2023-24 (April 1, 2023 to September 30, 2023)	0.89 million
Project Expenditures remaining in Fiscal 2023-24	1.16 million
Projected Expenditures in Fiscal 2024-25	1.68 million
Total	\$5.5 million

Total Project Variance	\$0 million
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4.3 APPENDIX B
Second Quarter 2023-24
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. Subsequently, Salesforce Operation Group was established in December 2022, as part of the efforts to integrate operational support into the project governance and decision making. The Operating Group meeting is held 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.
G	Schedule Management	Due to the delay in the hire of project resources, a revised timeline was proposed and approved in December 2022 by the Steering Committee.
G	Project Resources	All resources have now been hired.
G	Risk Management	The previously identified risk of limited resources has been mitigated with 100% of resources on-boarded.
G	Stakeholder Engagement	The project team is implementing the communication plan by continuously engaging with clients and stakeholder groups at different levels: meetings are scheduled as needed to ensure that user groups are kept informed on status updates and changes that may impact them. ITS communication channel is also being utilized when there is a need to communicate updates to the wider groups.
G	Operational Readiness	Change management plan to be developed during implementation phase.

As of September 30, 2023

4.3 APPENDIX B
Second Quarter 2023-24
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 2025-26, is estimated to cost between \$65.0 million and \$71.1 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 additional expenses of \$22.4 million as detailed in this entry. 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, 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.	February 28, 2022
<u>Meeting #531</u> – The Board of Governors approves a \$20.0 million expenditure for fiscal year 2023-24, funded 50% from the in-year Strategic Investment Priorities budget and 50% from internally restricted net assets, to continue the implementation work for the R3 Project.	February 27, 2023

4.3 APPENDIX B
Second Quarter 2023-24
Major Capital Projects Report

R3 (Student Information System) Project – continued

Project Milestones	Start 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 Phase	March 1, 2021
Phase 3: Personalize Phase	July 5, 2022
Phase 4: Integrated System Testing	May 6, 2024
Phase 5: User Acceptance Testing	Sep 30, 2024
Phase 6: Deployment of System	March 3, 2025
Phase 7: Project Close-Out	June 2, 2025

Project Funding	Value
Algonquin College reserves	\$32.5 - \$35.5 million
Strategic Investment Priorities budget allocation	\$32.5 - \$35.5 million
Total	\$65.0 - \$71.1 million

Project Contingency	Value
Approved project contingency for 2023-24 funding allocation	\$1.8 million
Contingency balance remaining as of September 30, 2023	\$1.8 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	13.2 million
Expenditures in Fiscal 2023-24 (April 1, 2023, to September 30, 2023)	6.4 million
Project Expenditures remaining in Fiscal 2023-24	12.6 million
Projected Expenditures Fiscal 2024-25	13.0 million to 19.0 million
Projected Expenditures Fiscal 2025-26	1.0 million
Total Projected Costs	65 million to \$71.1 million

Total Project Variance (to approved expenditures)	\$0 million
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4.3 APPENDIX B
Second Quarter 2023-24
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 with the R3-Thesis Executive Sponsors. In addition, Algonquin College continues to provide strong oversight on the project’s progress by maintaining regular meetings with Thesis’ Chief Executive Officer. Regularly scheduled updates are provided to the Audit and Risk Management Committee.
Y	Scope Management	The project is progressing; configuration, data migration, and integration activities for Program Increment 7 of the Personalize Phase are in-progress (July 19 - October 3, 2023). Status is yellow to reflect the delayed delivery of PI 7 enhancements. Upgrade Release 22.8 is an environment version that has been delayed by 3-weeks from October 10 to November 1, 2023, because of quality issues that arose in its development; quality product is important, so a delay is prudent. Joint teams continue to monitor future product delivery to identify potential delays and impacts on future deliverables.
G	Cost Management	Following a schedule re-baseline exercise, which was reported in the last update, an Amendment to Schedule I.1 No. 2 (Milestone and Deliverables Schedule for Implementation Agreement) of the contract has been finalized. The contract amendment signoff includes the redefining of the milestone payment schedule to align with the revised and agreed upon schedule for the remainder of the Thesis Student Management system implementation. The re-baselined project schedule and contract amendment will now guide the College and Thesis toward the finish line of the project implementation, which is scheduled for Go-Live on May 26, 2025. As a reminder, the project schedule extension does not impact the total value of the vendor contract (fixed price contract) and budget remains on-track.
Y	Schedule Management	The overall schedule status remains yellow to reflect Algonquin College’s concern about product delivery. The project schedule has limited contingency, therefore, any delays to the schedule is cause for concern as the Program Increments cycle work is dependent upon it. Schedule and scope will continue to appear as yellow until all expected dates for deliverables occur without further issues in Program Increment 8.
G	Project Resources	Thesis added a Program Manager in July 2023, which has already realized a benefit in supporting Thesis on the R3 Project. Resource capacity continues to be closely monitored by both teams.
Y	Risk Management	High-level risks continue to be monitored, documented, and escalated as per the established governance model. Concerns have been discussed at the Executive Leadership and Executive Sponsor level with appropriate actions linked to mitigate issues. Product management remains on the 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.

As of September 30, 2023

4.3 APPENDIX B

Second Quarter 2023-24

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	

4.3 Appendix C

High-Risk Dashboard Report

Second Quarter: 2023-24

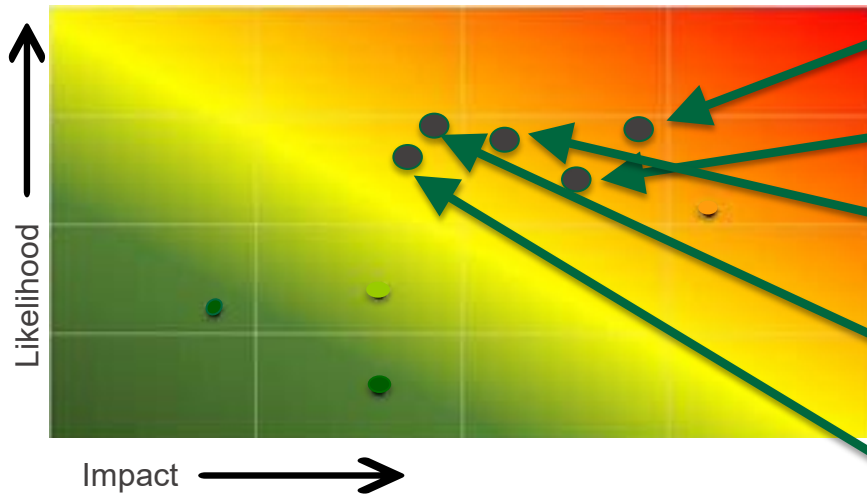
Appendix A

Audit & Risk Management Committee

November 23, 2023

2023 Corporate Risk Profile

Top 5 – Strategic Risks



Risk 1: Financial Sustainability
The risk that the College does not effectively manage its financial resources to ensure ongoing operations.

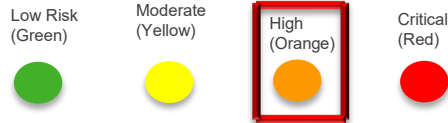
Risk 2: Competition
The risk that traditional and/or non-traditional competitors decrease the College's share of current and planned markets.

Risk 3: Cyber Breach
The risk of unauthorized access to the College's IT systems.

Risk 4: Resourcing and Capacity
The risk of misalignment between resourcing (including human capital, financial and ITS) and the College's strategic goals.

Risk 5: People Empowerment and Accountabilities
The risk that the College does not empower and enable its people to act in a manner that is agile and appropriate to drive desired outcomes.

Risk Scores

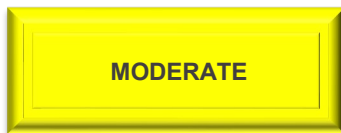


Performance of Risk Treatment

How effective are the College's Mitigative Controls?



STRONG: Mitigation measures are sufficiently reducing the risk and trending favourably compared to last Quarter.

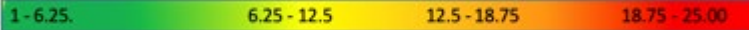


MODERATE: Mitigations moderately reduce the risk, with insignificant change compared to last Quarter. Monitoring required.



WEAK: Mitigations have very limited influence in reducing the risk. Close monitoring required, change may be necessary.

Risk #1 – Financial Sustainability



Risk Score

The risk that the College does not effectively manage its financial resources to ensure ongoing operations.

Potential Impacts

- Deterioration of buildings and facilities beyond acceptable levels
- Employee layoffs & incentivized retirements
- Increased Governmental oversight
- Deterioration of College’s reputation amongst stakeholders
- Failure to achieve Key Objectives
- Capacity Constraints
- Inability to invest in initiatives of significance
- Capital Investments stifled

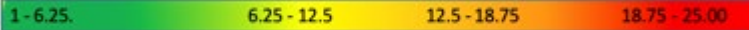
Key Mitigation Plans

- Financial Sustainability Roadmap
- Exit unprofitable activities, businesses and facilities
- Strategic Enrolment Management Plan
- Recruiting Optimal Mix of International Students to Domestic
- Six-year Academic Plan
- Private College Public Partnership
- Strategic Workforce Planning
- Capital Project Planning
- Master Campus Development Plan
- Integrated College Development Planning Framework
- Net Margin Analysis to support decision making
- Asset Management Strategy
- Replacement of the Student Information System

Mitigation Update STRONG

- International Level One enrolment for Algonquin Campuses for Fall 2023: Ottawa: 2,901 +18.6% over target of 2,445.
- International Level One enrolment for Private College Public Partnership for Fall 2023: CDI campuses: 559 +28.5% over target of 435.
- Domestic Level One enrolment for Algonquin Campuses for Fall 2023: 7,955 = 1% over target
- At Risk: Immigration, Refugees and Citizenship Canada exploring options to limit/cap international study permits. IRCC is piloting a “Recognized Institution” framework with select colleges and universities across Canada. Framework may come into effect as early as Fall 2024.
- Portfolio Analysis Report on commercial activities has been prepared and presented to Algonquin College Executive Team.
- The Value for Money benchmarking exercise has kicked off with the contracted professional services firm.
- The Algonquin College Leadership Team is reviewing programs and services to identify opportunities to repurpose resources to support projected international enrolment growth.

Risk #2 – Competition



Risk Score

The risk of traditional and non-traditional competitors reducing the College's share of current and planned markets.

Potential Impacts

- Losing market share to universities, trade organizations, private career colleges – leading to risk of declining enrolment levels needed to support sustainable finances.
- Inter-linked risks associated to Risk #1 – Financial Sustainability, and Risk #4 – Resourcing & Capacity.

Key Mitigation Plans

- Marketing Plan
- Program Performance Reviews
- Strategic Enrolment Management Plan
- Program Quality Reviews
- New Program Development
- Academic Plan (2023-29)
- Private College Public Partnership
- Website Refresh
- Investment in Academic Spaces (Learning Environments)
- Develop process to understand and meet Employers' training, upskilling and reskilling needs

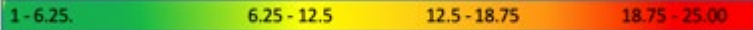
Mitigation Update

MODERATE

- Multi-channel Brand campaign – launched September, 2023.
- Improvements to the International Education Centre web presence.
- Program Quality Reviews are on target, completed on time.
- Planning for Initial Scoping (new program ideation) is underway.
- Enrolment for Domestic Level One has minimally surpassed target for Fall Term.
- Enrolment for Private College Public Partnership (PCPP) for fiscal year 2022-2023 exceeded target. Level One target for Spring and Fall 2023 exceeded and on track to exceed target for fiscal year 2023-24.
- International enrolment for Algonquin Campuses on track to exceed target for fiscal year 2023-24 with Level One for Spring and Fall 2023 exceeding targets.
- Lambton College creating an international campus at Saint Paul University in Ottawa.

Risk #3 – Cyber Breach

The risk of unauthorized access to the College's IT systems.



Risk Score

Potential Impacts

- Loss of access to software applications used by Learners and Employees.
- Loss of access to data, permanent loss of data, loss of data accuracy.
- Technology applications performing unintended operations.
- Leakage of sensitive data to the public domain.
- Ultimately leading to financial costs, disruption to College's operations and program delivery, negative impact to Learner satisfaction, and damage to the College's reputation.

Key Mitigation Plans

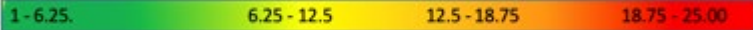
- Endpoint Protection
- Cyber Security Awareness Training
- Threat Vulnerability Management (TVM) program
- Cyber Security incident Response Plan (CIRP)
- Data Protection Plan
- Identity Access Management (IAM) targeted for FY2024
- Bring Your Own Device (BYOD) Usage guidelines FY2024
- Updating the Disaster Recovery Plan (DRP) targeted for FY2025

Mitigation Update

MODERATE

- Endpoint Protection program is in place.
- Cyber Security Awareness Training: Active enrolment is 3901, with 2786 completions (completion rate of 71.42%).
- TVM Program: Currently, all systems are scanned daily for known vulnerabilities. Resources remediate the vulnerabilities and monthly metrics are in place to ensure compliance.
- CIRP: Incident Response Plan is in place. The development of playbooks are in progress.
- Data Protection Plan: Laptop encryption program is in place. Email scanning for transmission of Social Insurance Number and Credit card information is working effectively. Further improvements to sensitive information scanning are in progress.
- IAM: Multi-factor authentication has been implemented and Privileged Account Management was introduced for key accounts.
- BYOD: Standards and Guidelines planned for FY2025.
- DRP: The strategic adoption of cloud-based applications has provided disaster recovery for key data applications such as Workday, Salesforce, Adaptive Insights, Microsoft 365 (including SharePoint) and Brightspace. The new Student Information System will further improve our disaster recovery position. Other key systems are backed up using varying technology (e.g. off-site tape storage, cloud-based backup). A formalized DRP initiative is planned to be submitted for prioritization in FY2025.

Risk #4 – Resourcing & Capacity



Risk Score

The risk of misalignment between resourcing – including human capital, financial and IT – and the College’s strategic goals.

Potential Impacts

- Negative impact to employee health.
- Increase in employee turnover.
- Shortage of effectively and appropriately skilled personnel.
- Low employee morale and decreasing productivity.
- Loss of institutional knowledge.
- Failure to achieve objectives.

Key Mitigation Plans

- Strategic Workforce Planning (expected to launch Q3 or Q4)
- Financial Sustainability Roadmap
- Due diligence requirements to identify Total Cost of Ownership and financial return on investment.
- Leveraging technology to achieve more efficient processes
- Multi-Year Accessibility Plan
- 2023-26 Inclusion, Diversity, Equity & Accessibility (**IDEA**) blueprint
- Master Campus Development Plan (**MCDP**)
- Establish a Project Management Office

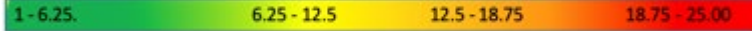
Mitigation Update

MODERATE

- Master Campus Development Plan is underway, with key leader providing initial thoughts on development opportunities for the Ottawa Campus.
- Strategic Workforce Planning has moved to operationalization and focuses on three main areas including position management, headcount planning and forecasting and expansion of workforce planning tools and processes to four areas of the College.
- Year two of the Accessibility Multi-Year Plan is in flight which includes a focus on universal design for learning training, training compliance and enhancements to our physical space per plan.
- Executive team members are engaging with academic services budget officers to address capacity and workload concerns.
- The Inclusion, Diversity, Equity and Accessibility (IDEA) led Affinity Group Conversation Circle Program was developed and prepared for launch to commence in Q3.
- 2023 Employee Engagement Survey results shared with College Community on Sep.13th. Area results and training on action planning portal provided to Algonquin College Leadership Team members. Area engagement action plans to commence in Q3.

Risk #5 – People Empowerment & Accountabilities

The risk that the College does not empower its people to act in a manner that is agile and appropriate to drive desired outcomes.



Risk Score

Potential Impacts

- Inability to achieve an optimal balance between employee empowerment and the application of consistent processes designed to reduce other risks – may lead to legal exposures, operational issues, financial loss, and reputational damage.
- Inability to make timely decisions or seize opportunities.
- Increased attrition of employees.
- Increased cost to operate and deliver programs & services
- Stagnation and complacency of key staff.

Key Mitigation Plans

- Talent Acquisition Strategy & Roadmap
- Performance Management Program
- Regular review and education of Policies
- Financial acumen training of employees
- Increased focus on professional development as a means for employee motivation and growth
- Using the model and tools of AC Way, based on lean management principles – accompanied by appropriate training and education
- Contract Approval Process improvement

Mitigation Update

MODERATE

- A Talent Acquisition Strategy Map has been developed and is moving forward to year one operationalization following re-organization.
- Performance management deployed to Administrators. Expansion to other-than-full-time faculty is planned for Fall.
- Professional development opportunities have been enhanced and communicated to employees (e.g. offerings from corporate training).
- 96% of non-exempt College administrators have completed Contract Review and Approval certification (associated with the Delegation of Contract Signing Authority policy).



Thank you



4.4 Appendix A

Board Governance Policy

BG I-05 Election of Internal Members to the Board of Governors			
Policy Category :	Board Process		
Date First Approved:	2018-12-10 (yyyy-mm-dd)	Date Last Reviewed	2023-10-02 (yyyy-mm-dd)
Board Meeting Number:	510	Mandatory Review Date	2026 2025-10-02 24 (yyyy-mm-dd)

PURPOSE

The Board of Governors is responsible for ensuring that the election of internal members to the Board of Governors (the “Board”) complies with Ontario Regulation 34/03 (the “Regulation”) under the Ontario Colleges of Applied Arts and Technology Act, 2002 and the Minister’s Binding Policy Directive: Protocol for Board Nominations and Appointments (the “MTCU Directive - Board Nominations”).

POLICY

1. ADMINISTRATION OF POLICY

- 1.1 The Office of the President and Board of Governors is responsible for administering this policy on behalf of the Board of Governors.
- 1.2 The President may delegate the administration of this policy to a member of the College management executive team.

2. VOTER QUALIFICATIONS

2.1 General

There are four constituent groups represented on ~~at~~ the College’s Board of Governors. An individual is eligible to vote for a candidate only within their constituent group:

- 2.1.1 Academic Staff Member - a person who is employed by the College as a professor, instructor, counsellor or librarian;
- 2.1.2 Administrative Staff Member - a person who is employed by the College and who is not an Academic Staff Member, a Support Staff or a Student;
- 2.1.3 Student - a person who is enrolled in a minimum of three (3) courses (online or in person) or one (1) program of instruction at the College. If enrolled in online offerings only, the student must be able to participate in regular meetings of the Board;
- 2.1.4 Support Staff Member - a person who is employed by the College as a member of the office, clerical, technical, health care, maintenance, building service, shipping, transportation, cafeteria or Early Learning Centre.

3. CANDIDATE QUALIFICATIONS

3.1 A qualified employee candidate is an Algonquin College employee (full-time or other-than-full-time) ~~or a full-time student maintaining a cumulative Grade Point Average of 2.4.~~ Other-than-full-time employees must not be in a position with an employment term scheduled to end before a three (3) year term of office. ~~In addition, A qualified student candidate is a full-time student maintaining a cumulative Grade Point Average of 2.4.~~ A part-time student is eligible if enrolled in a minimum of three (3) courses per academic term (online or in person) for at least two (2) academic terms during the one year term of office and maintains a Grade Point Average of 2.4.

Commented [LP1]: Grouped "like with like" sentences for ease of reading.

3.2 Qualified candidates are only eligible to run in one of the constituent groups ~~described in Section 4 (1) (c) of Regulation 34/03.~~ The candidate's group is determined through ~~his/hers~~their main affiliation with Algonquin College.

Commented [LP2]: We have defined the groups in Section 2. It could be confusing to point to the Regulation when it was not previously mentioned. No need to mention the regs here.

3.3 The following individuals are not qualified to be appointed as a governor:

3.3.1 an individual who is less than 18 years of age;

3.3.2 an individual who has the status of bankruptcy; ~~or~~

3.3.3 an individual who is concurrently serving as a Director on the Algonquin Students' Association Board of Directors;

3.3.4 ~~an individual who is employed at the College~~an employee under a contract or term with a termination date before the last date of a three (3) year term of office; ~~or~~

Commented [LP3]: editorial

3.3.5 ~~an individual who is A~~ a part-time student who is not enrolled in at least three (3) courses per academic term for at least two (2) academic terms before the end of a one year term of office.

Commented [LP4]: editorial

4. TERM OF OFFICE

4.1 Student Governor

The student governor will serve a term of one year. The student governor may serve ~~two one~~ additional one-year ~~term~~term if re-elected provided they continue to be eligible to be a candidate under Section 3 Candidate Qualifications.

Commented [LP5]: Correction to ensure this is consistent with By-Law No.1

4.2 Academic, Administrative and Support Staff Governor(s)

The Academic, Administrative and Support Staff Governor(s) will serve a term of three years. The Academic, Administrative and Support Staff Governor(s) may serve a second three-year term if re-elected provided they continue to be eligible to be a candidate under Section 3 Candidate Qualifications.

4.3 Mid-Term Vacancies

The Returning Officer will assess the circumstances surrounding vacancies and provide the Board with a plan of action.

5. STAFFING

5.1 Selection of Returning Officer

The President or his/her designate shall recommend a candidate to be appointed as the Returning Officer by the Board. The Returning Officer shall have the following qualifications:

- 5.1.1 Familiarity with Algonquin College;
- 5.1.2 Experience in accounting, auditing, administration or experience and knowledge of election processes.

5.2 Duties of the Returning Officer:

- 5.2.1 receive the nominations from the constituent populations;
- 5.2.2 verify eligibility of nominees;
- 5.2.3 inform candidates of their eligibility or ineligibility;
- 5.2.4 establish procedures for the election;
- 5.2.5 ensure the integrity of the election;
- 5.2.6 monitor the campaign of the candidates;
- 5.2.7 conduct the orientation session for candidates;
- 5.2.8 be responsible for keeping the signed election agreement;

5.2.9 ensure the election results are promptly communicated and reported as set out in this policy;

5.2.95.2.10 have authority to answer questions arising from these policies, procedures, guidelines and schedules for the Election of Internal Members to the Board of Governors;

5.2.105.2.11 have authority to disqualify a candidate found in violation of these policies, procedures, guidelines and schedules; and

5.2.115.2.12 where appropriate, seek guidance from the Chair of the Board of Governors.

6. SELECTION OF SCRUTINEERS

Each candidate may select one representative to review the election process with the Returning Officer.

7. DUTIES OF THE SCRUTINEERS

The scrutineers shall:

- 7.1 demonstrate objectivity and compliance with the policies, procedures and guidelines for the *Election of Internal Members to the Board of Governors*;

- 7.2 review the election process with the Returning Officer; and
- 7.3 observe the results of the electronic ballots for the candidate that he/she is representing.

8. NOTICE OF THE ELECTION

Notice of the election for each constituent group will be communicated electronically through myAC, Algonquin College's internal website, and through social media and on campus video screens.

9. CONFLICT OF INTEREST

- 9.1 **College Administrative Staff**
In the event that College administrative staff are observed to be endorsing a candidate, the candidate may be disqualified by the President of the College.
- 9.2 **Unions and Associations Representing Constituent Groups**
In the event that members of the executive of the Academic and/or Support Staff unions, Students' Association or Administrative Staff Association are observed to be endorsing a candidate, the candidate may be disqualified by the President of the College.

PROCEDURE

1. NOMINATION PROCESS PROCEDURES

- 1.1 The Returning Officer will supervise a call for nominations addressed to the specific constituent group(s).
- 1.2 Information for each group will be available on the internet at: www.algonquincollege.com/bog_elections and will provide details of the nomination/electoral process (including dates, deadlines and schedules). Candidates will be directed to the Board website at www.algonquincollege.com/board/manual where they can access this Board Policy as well as other information pertaining to the Board.
- 1.3 The Returning Officer will distribute an electronic call for nominations. The call will also be addressed to part-time students and other-than-full-time members of the employee constituent groups.
- 1.4 Nominees and nominators for a governor position on the Board from a constituent group must be members of that constituent group.
- 1.5 Nominations must be supported by at least ten (10) nominators for each nominee of the constituent groups.
- 1.6 For an employee to nominate an employee from their constituent group, they must login to the [Algonquin College Voting System \(ACVS\)](#) using their Algonquin College network credentials, and the ACVS will automatically populate the required employee contact information fields.
- 1.7 For a student to nominate a student, they must login to the [Algonquin College Student Information System \(ACSIS\)](#) using their Algonquin College student network credentials. Once logged in, a direct

link to the [Algonquin College Voting System \(ACVS\)](#) will be available during the election period. The ACVS will automatically populate the required student contact information fields.

- 1.8 A member of a constituent group may nominate more than one nominee of the constituent group.
- 1.9 Nomination must be completed online through the [Algonquin College Voting System \(ACVS\)](#) by the date and time specified.
- 1.10 The Returning Officer will review all nomination online submission for conformity to this procedure.
- 1.11 Where only one candidate has been officially nominated within the time fixed for that purpose, the Returning Officer shall declare that candidate elected by acclamation.
- 1.12 The Returning Officer will then post the list of candidates on myAC and, for students, the [Algonquin College Student Information System \(ACSIS\)](#). An email will also be sent out notifying the constituent group(s) of the candidates.

2. CANDIDATE PROCEDURES

- 2.1 If the Returning Officer finds a candidate to be in violation of the policies, procedures and guidelines of the Election of Internal Members to the Board of Governors, he/she shall take such action as he/she deems reasonably necessary to ensure compliance with these policies, procedures and guidelines, up to and including disqualifying the candidate from running in the election. Any candidate who fails to comply with subsections 2.2 through 2.4 of this section may be disqualified from running in the election.
- 2.2 All qualified candidates **must attend** an orientation with the Returning Officer to receive, review and agree in writing to abide by the policies, procedures and guidelines for the Election of Internal Members to the Board of Governors. In the event that any candidate cannot attend the scheduled orientation session, it will be the responsibility of that candidate to reschedule a date with the Returning Officer.
- 2.3 Campaign material may be posted and distributed within the College as listed within the Guidelines for Posting Board of Governors Election Campaign Posters.
- 2.4 There is to be no electioneering at any campus on election day(s). "Electioneering" includes, but is not limited to, putting up for display or replacing campaign materials, distributing campaign information (printed and electronic) and speaking to, or hosting activities for, members of the constituent group that could be viewed as asking the constituents to vote for a particular candidate.

3. DISQUALIFICATION

In the event that a candidate, or the executive of the constituent group that he/she represents, is found to be in violation of this policy, the following steps will be taken:

- 3.1 The Returning Officer will be notified of the violation either in writing or verbally;

- 3.2 The Returning Officer will assess whether or not the violation actually occurred in consultation with the President or his/her designate;
- 3.3 Once a violation has been confirmed, the candidate will be contacted and requested to meet with the Returning Officer;
- 3.4 The Returning Officer will present to the candidate a written memo reporting that:
 - 3.4.1 he/she is disqualified;
 - 3.4.2 the specific element of this policy, procedure or associated guidelines violated; and
 - 3.4.3 the process available to appeal the decision.

4. VOTING

The Algonquin College Voting System will open at a designated time(s) and date(s) as set by the Returning Officer. Those eligible to vote will follow the electronic voting instructions to cast their electronic ballot as follows:

- 4.1 Employees – follow instructions as set out on myAC or at a designated voting station.
- 4.2 Students – follow instructions as set out on the [Algonquin College Student Information System \(ACSIS\)](#) or at a designated voting station.
- 4.3 Electors may vote through the electronic voting system from the time the election begins until it ends.

5. ASSISTED VOTING PROCESS

Where an elector has reason to believe that he or she will be unable to use a computer to vote electronically due to medical or physical limitations, the elector may apply in writing, or by a means as deemed appropriate to their limitation, to the Returning Officer, to seek assistance casting his/her vote using the Algonquin College Voting System.

6. COUNTING THE BALLOTS

- 6.1 The Returning Officer will oversee the process of totaling the electronic votes.
- 6.2 The scrutineers will be invited to be present for the count and will be informed of the total number of ballots cast for the candidate that he/she is representing per elector register.
- 6.3 Election results are embargoed until candidates are informed. Section 7 identifies the process for communicating election results.
- 6.4 In the event of a tie between two candidates, the Returning Officer shall select the successful candidate by the flipping of a coin in the presence of the tied candidates.

7. COMMUNICATION AND PUBLICATION OF ELECTION RESULTS

Commented [LP6]: This is typically included, to foster transparency.

Commented [DM7R6]: Agreed, very appropriate

7.1 Election results will be reported transparently and accurately. This includes providing information about the methodology used for counting and tabulating votes.

Algonquin College is committed to upholding the principles of transparency, integrity, and accountability in all aspects of its electoral processes. This policy outlines this commitment to ensuring transparency in the reporting and dissemination of election results.

Commented [LP8]: This paragraph is good however it is not consistent with the tenor/content of the document. Apart from the Purpose statement, the document is very procedural rather than policy-based. If the College wants to emphasise this it could be added to Section 7.1.

7.1.2 Communication and Publication of Preliminary Election Results

Commented [DM9R8]: Yes, I believe the current wording of 7.1 is sufficient

7.2.1 7.1.1 — On the day the votes are counted and prior to publishing any election results, the Returning Officer will communicate the preliminary election results, including a breakdown of results, to all candidates either in person or by calling the candidate at the telephone number provided. Where the candidate cannot be reached by the end of the day, an email will be sent communicating the preliminary election results.

Commented [LP10]: As discussed, the contents of the original draft have been re-ordered so that they appear chronologically. This should facilitate ease-of-reading and comprehension of the process.

7.2.2 On the day the votes are counted, the Returning Officer will provide to the President the preliminary election results (the names of the candidates elected/acclaimed), who will notify the Chair of the Board of Governors, Office and the College Employer Council ("The Council") and the Returning Officer shall promptly also provide to the Governance Committee of the Board of Governors a report of the official tabulation of the results.

Commented [DM11R10]: Yes, this re-ordering is easier to follow

Commented [CB12]: Should that say "preliminary election results" to be consistent with follow-on paragraphs?

Commented [DM13R12]: Yes, I've amended

7.1.4 The day after the votes are counted, the College will publish preliminary election results following on myAC and the conclusion of voting Algonquin College Student Information System (ACSIS) and communicate the results through other appropriate channels, ensuring that these the results are easily accessible to the College community through College official website or other appropriate channels.

Commented [CB14]: Same comment as in 7.2.1.

Commented [DM15R14]: Yes, amended to specify preliminary

Commented [CB16]: I don't recall us communicating the results to CEC? Is this standard practice?

7.1.2.3 7.1.2 — The publication of preliminary results should will include a breakdown of results by candidate, allowing each candidate the opportunity to verify the accuracy of the data.

Commented [DM17R16]: If it's not required in the Regulation, then we can remove this

Commented [CB18]: For clarity, is it not to the Governance Committee? Rather than the full Board?

Commented [DM19R18]: Yes, I've amended

7.2.4 If no appeals are filed within the period specified in Section 9.1.3, the preliminary results will become official election results upon expiration of the appeal period. If an appeal is filed, the contested results will only be official once all appeals have been addressed.

Mechanisms for independent verification and auditing of election results will be established. This may involve inviting scrutineers to assess to verify and validate the results.

Commented [CB20]: This needs to be a numbered paragraph.

Commented [DM21R20]: Vickie, can you address this?

7.2.3 7.1.4 — Any irregularities or discrepancies identified during the verification and auditing process will be thoroughly investigated, and corrective measures will be implemented as necessary.

7.1 Transparency in Results Reporting

~~7.2.1 7.2.1 — The Board of Governors Office will ensure that election results are reported transparently and accurately. This includes providing information about the methodology used for counting and tabulating votes.~~

~~7.2.2 — The Returning Officer shall provide the election result (the names of the candidates elected/acclaimed) to the President, who will notify the Chair of the Board of Governors~~

~~and the College Employer Council ("The Council") on the day the votes are counted.~~

~~7.2.3 The Returning Officer shall communicate to all candidates the election results on the day of the day, an email will be sent communicating the election results.~~

~~7.2.5 The Returning Officer shall also provide to the Board of Governors a report of the official tabulation of the results on the day the votes are counted.~~

~~7.2.6 Election results will be communicated to the College community the day after the votes are counted using myAC and the Algonquin College Student Information System (ACSIS).~~

8. DISPOSITION OF THE ELECTION DOCUMENTS

The Returning Officer shall arrange to have all pertinent election print and electronic materials stored for a period of one month. In the event of an appeal, pertinent election materials will be retained until final disposition of the appeal process. Thereafter the stored materials may be securely destroyed.

9. ELECTION REVIEW AND APPEAL BOARDS

Before an election is held, the Board of Governors shall appoint an Election Review Board and an Election Appeal Board, each consisting of three current external Board Members. Both the Election Review Board and Election Appeal Board shall select one of its members to chair its proceedings.

9.1 Election Review Board

- 9.1.1 The Election Review Board shall hear and resolve any appeal by a candidate (appellant) against a decision of the Returning Officer (respondent).
- 9.1.2 The Election Review Board shall answer any question put to it by the Returning Officer that arises from the application of the policies, procedures and guidelines for the Election of Internal Members to the Board of Governors to the election of an internal governor.
- 9.1.3 Any appeal to the Election Review Board must be filed with the Office of the President and Board of Governors or his/her designate's office within five (5) working days ~~eff~~following the posted preliminary election results. The appeal must be in writing and contain reasons why the Returning Officer's decision should be reviewed.
- 9.1.4 Parties shall be entitled to full disclosure of all information to be relied upon at the Election Review Board hearing.
- 9.1.5 The Election Review Board shall hear any appeal within five (5) working days of its having been filed.
- 9.1.6 The Election Review Board shall notify the appellant, Returning Officer, and any other person with information or knowledge relevant to the appeal of the date, time, and place of the hearing. The notice of hearing shall include a statement that if any party does not attend, the hearing may proceed in his or her absence and he/she will not be entitled to any further notice of the proceedings.
- 9.1.7 The appellant shall be invited to attend the Election Review Board hearing and to address the contents of his or her letter of appeal and present any other information he/she

believes is relevant to the matter under appeal.

- 9.1.8 The Returning Officer and any other person with information or knowledge relevant to the appeal shall also be invited to attend the Election Review Board hearing and to present information about the matters at issue.
- 9.1.9 The Election Review Board, appellant and respondent may put questions to any person present at the hearing. The appellant and the respondent shall have the right to call and cross-examine witnesses.
- 9.1.10 All parties shall be entitled to be represented at the hearing by a person of his/her choice and at his/her own expense.
- 9.1.11 The Election Review Board shall give its decision within five (5) working days from the completion of the hearing to the parties. It shall communicate its decision to the Board of Governors and the involved parties.

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- 9.2.1 Within five (5) working days of the Election Review Board's decision, the appellant may appeal to the Election Appeal Board. The notice of appeal shall be sent in writing to the Office of the President and Board of Governors or his/her designate's office and it shall contain reasons for the appeal.
- 9.2.2 The Election Appeal Board shall hear the appeal within ten (10) working days of its having been filed.
- 9.2.3 The Election Appeal Board shall follow the same procedures as the Election Review Board set out in subsections 9.1.4 and 9.1.6 to 9.1.10.
- 9.2.4 The Election Appeal Board shall forward its written decision, with reasons, to the Board of Governors. It shall communicate its decision to the parties within ten (10) working days of the hearing.
- 9.2.5 The decision of the Election Appeal Board is final and binding on all the parties.

10. THE ALGONQUIN COLLEGE VOTING SYSTEM

The Algonquin College Voting System is the College's electronic voting system and is supported by the College's Information Technology Services Department and their systems access policies and protocols. This allows voters to log in and be authenticated as an entitled voter for election purposes. The Algonquin College Voting System is recognized as secure and accurate in its ability to authenticate voters and to tabulate voting results.

11. ACCESS TO THE ELECTRONIC VOTING SYSTEM

The Returning Officer will promote and advertise to the electorate the applicable voting days for elections. During such a voting period, the Algonquin College Voting System will include a link enabling the electorate to cast their votes. By engaging this link, the voters will be authenticated for validity and then be shown the electronic ballot form. Voters will complete the electronic ballot as indicated and

confirm their vote.

Access will be available to the Algonquin College Voting System throughout the entire voting period. Voters may access the Algonquin College Voting System through any internet-enabled computer workstation, either at Algonquin College or at another location (i.e. personal computer at home). The Returning Officer will be responsible for ensuring the activation of the Algonquin College Voting System at the start of the voting period and deactivating the Algonquin College Voting System at the conclusion of the voting period. It is the responsibility of the voters to ensure that they allow enough time to complete the voting transaction process on the Algonquin College Voting System when the voting period will be closing. Should a voter not complete the voting transaction process by the stated end of the voting period, the electronic ballot will not be included in the final vote tabulation. The deadline for the end of the voting period is not flexible and will be strictly enforced.

12. FAILURE OF THE ELECTRONIC VOTING SYSTEM

- 12.1 In the event that the Algonquin College Voting System is inaccessible, the Returning Officer should be notified immediately to alert the Information Technology Services (ITS) department. A message advising the constituents of the unforeseen delay and the estimated time when the system will be restored will be posted.
- 12.2 In the event the Algonquin College Voting System is rendered inaccessible due to a system failure, the Returning Officer, in consultation with ITS, will determine if the voting period must be rerun or if the voting period will continue without interruption. If the system is determined to be in a state of failure for longer than twenty-five percent (25%) of the total time allotted for the voting period, then the period will be rerun at the time when the Returning Officer is satisfied that the system is restored. When possible, the period for conducting the extension should be no longer than five (5) business days after the system is restored. Such rescheduling of the vote will be communicated to the Algonquin College community.
- 12.3 In an instance where the Algonquin College Voting System is determined to be inaccessible due to a system failure for a period of less than twenty-five percent (25%) of the total time allotted for the voting period, the Returning Officer will either extend the voting period or continue with the regularly scheduled voting period. Under this scenario, the Returning Officer will only extend the voting period if the system has been inaccessible during a large portion of a business day during the voting period, i.e. inaccessible for six hours during a normal business day.
- 12.4 ITS will be consulted in determining if the voters list has been compromised by a system failure. Should the list be determined to have been compromised, the Returning Officer will rerun the voting period as described in subsection 12.2 of this section. Should the voter's list not be compromised by the failure, the Returning Officer will be permitted to continue under the terms described in subsection 12.3 in this section.

13. USE OF PAPER BALLOTS

The Returning Officer reserves the right to conduct elections using traditional paper ballots for any election where there is concern for the reliability of the Algonquin College Voting System or the system is in a state of prolonged failure.

MONITORING

The Returning Officer shall report to the Governance Committee on an annual basis on each election process, outcomes and recommendations to amend this policy or related materials.

RELATED MATERIALS

Guidelines for the Election of Internal Members to the Board of Governors (*development pending policy approval*)

Guidelines for Posting Board of Governors Election Campaign Posters (*development pending policy approval*)

4.4 Appendix B

Board Governance Policy

BG I-05		Election of Internal Members to the Board of Governors	
Policy Category :	Board Process		
Date First Approved:	2018-12-10 (yyyy-mm-dd)	Date Last Reviewed	2023-11-20 (yyyy-mm-dd)
Board Meeting Number:	510	Mandatory Review Date	2025-11-20 (yyyy-mm-dd)

PURPOSE

The Board of Governors is responsible for ensuring that the election of internal members to the Board of Governors (the “Board”) complies with Ontario Regulation 34/03 (the “Regulation”) under the Ontario Colleges of Applied Arts and Technology Act, 2002 and the Minister’s Binding Policy Directive: Protocol for Board Nominations and Appointments (the “MTCU Directive - Board Nominations”).

POLICY

1. ADMINISTRATION OF POLICY

- 1.1 The Office of the President and Board of Governors is responsible for administering this policy on behalf of the Board of Governors.
- 1.2 The President may delegate the administration of this policy to a member of the College management executive team.

2. VOTER QUALIFICATIONS

2.1 General

There are four constituent groups represented on the College’s Board of Governors. An individual is eligible to vote for a candidate only within their constituent group:

- 2.1.1 Academic Staff Member - a person who is employed by the College as a professor, instructor, counsellor or librarian;
- 2.1.2 Administrative Staff Member - a person who is employed by the College and who is not an Academic Staff Member, a Support Staff or a Student;
- 2.1.3 Student - a person who is enrolled in a minimum of three (3) courses (online or in person) or one (1) program of instruction at the College. If enrolled in online offerings only, the student must be able to participate in regular meetings of the Board;
- 2.1.4 Support Staff Member - a person who is employed by the College as a member of the office, clerical, technical, health care, maintenance, building service, shipping, transportation, cafeteria or Early Learning Centre.

3. CANDIDATE QUALIFICATIONS

- 3.1 A qualified employee candidate is an Algonquin College employee (full-time or other-than-full-time). Other-than-full-time employees must not be in a position with an employment term scheduled to end before a three (3) year term of office. A qualified student candidate is a full-time student maintaining a cumulative Grade Point Average of 2.4. A part-time student is eligible if enrolled in a minimum of three (3) courses per academic term (online or in person) for at least two (2) academic terms during the one year term of office and maintains a Grade Point Average of 2.4.
- 3.2 Qualified candidates are only eligible to run in one of the constituent groups. The candidate's group is determined through their main affiliation with Algonquin College.
- 3.3 The following individuals are not qualified to be appointed as a governor:
 - 3.3.1 an individual who is less than 18 years of age;
 - 3.3.2 an individual who has the status of bankruptcy;
 - 3.3.3 an individual who is concurrently serving as a Director on the Algonquin Students' Association Board of Directors;
 - 3.3.4 an employee under a contract or term with a termination date before the last date of a three (3) year term of office; or
 - 3.3.5 a part-time student who is not enrolled in at least three (3) courses per academic term for at least two (2) academic terms before the end of a one year term of office.

4. TERM OF OFFICE

- 4.1 **Student Governor**

The student governor will serve a term of one year. The student governor may serve one additional one-year term if re-elected provided they continue to be eligible to be a candidate under Section 3 Candidate Qualifications.
- 4.2 **Academic, Administrative and Support Staff Governor(s)**

The Academic, Administrative and Support Staff Governor(s) will serve a term of three years. The Academic, Administrative and Support Staff Governor(s) may serve a second three-year term if re-elected provided they continue to be eligible to be a candidate under Section 3 Candidate Qualifications.
- 4.3 **Mid-Term Vacancies**

The Returning Officer will assess the circumstances surrounding vacancies and provide the Board with a plan of action.

5. STAFFING

- 5.1 **Selection of Returning Officer**

The President or his/her designate shall recommend a candidate to be appointed as the Returning Officer by the Board. The Returning Officer shall have the following qualifications:

5.1.1 Familiarity with Algonquin College;

5.1.2 Experience in accounting, auditing, administration or experience and knowledge of election processes.

5.2 Duties of the Returning Officer:

5.2.1 receive the nominations from the constituent populations;

5.2.2 verify eligibility of nominees;

5.2.3 inform candidates of their eligibility or ineligibility;

5.2.4 establish procedures for the election;

5.2.5 ensure the integrity of the election;

5.2.6 monitor the campaign of the candidates;

5.2.7 conduct the orientation session for candidates;

5.2.8 be responsible for keeping the signed election agreement;

5.2.9 ensure the election results are promptly communicated and reported as set out in this policy;

5.2.10 have authority to answer questions arising from these policies, procedures, guidelines and schedules for the Election of Internal Members to the Board of Governors;

5.2.11 have authority to disqualify a candidate found in violation of these policies, procedures, guidelines and schedules; and

5.2.12 where appropriate, seek guidance from the Chair of the Board of Governors.

6. SELECTION OF SCRUTINEERS

Each candidate may select one representative to review the election process with the Returning Officer.

7. DUTIES OF THE SCRUTINEERS

The scrutineers shall:

7.1 demonstrate objectivity and compliance with the policies, procedures and guidelines for the *Election of Internal Members to the Board of Governors*;

7.2 review the election process with the Returning Officer; and

7.3 observe the results of the electronic ballots for the candidate that he/she is representing.

8. NOTICE OF THE ELECTION

Notice of the election for each constituent group will be communicated electronically through myAC, Algonquin College's internal website, and through social media and on campus video screens.

9. CONFLICT OF INTEREST

9.1 College Administrative Staff

In the event that College administrative staff are observed to be endorsing a candidate, the candidate may be disqualified by the President of the College.

9.2 Unions and Associations Representing Constituent Groups

In the event that members of the executive of the Academic and/or Support Staff unions, Students' Association or Administrative Staff Association are observed to be endorsing a candidate, the candidate may be disqualified by the President of the College.

PROCEDURE

1. NOMINATION PROCESS PROCEDURES

- 1.1 The Returning Officer will supervise a call for nominations addressed to the specific constituent group(s).
- 1.2 Information for each group will be available on the internet at: www.algonquincollege.com/bog_elections and will provide details of the nomination/electoral process (including dates, deadlines and schedules). Candidates will be directed to the Board website at www.algonquincollege.com/board/manual where they can access this Board Policy as well as other information pertaining to the Board.
- 1.3 The Returning Officer will distribute an electronic call for nominations. The call will also be addressed to part-time students and other-than-full-time members of the employee constituent groups.
- 1.4 Nominees and nominators for a governor position on the Board from a constituent group must be members of that constituent group.
- 1.5 Nominations must be supported by at least ten (10) nominators for each nominee of the constituent groups.
- 1.6 For an employee to nominate an employee from their constituent group, they must login to the [Algonquin College Voting System \(ACVS\)](#) using their Algonquin College network credentials, and the ACVS will automatically populate the required employee contact information fields.
- 1.7 For a student to nominate a student, they must login to the [Algonquin College Student Information System \(ACSIS\)](#) using their Algonquin College student network credentials. Once logged in, a direct link to the [Algonquin College Voting System \(ACVS\)](#) will be available during the election period. The ACVS will automatically populate the required student contact information fields.
- 1.8 A member of a constituent group may nominate more than one nominee of the constituent group.

- 1.9 Nomination must be completed online through the [Algonquin College Voting System \(ACVS\)](#) by the date and time specified.
- 1.10 The Returning Officer will review all nomination online submission for conformity to this procedure.
- 1.11 Where only one candidate has been officially nominated within the time fixed for that purpose, the Returning Officer shall declare that candidate elected by acclamation.
- 1.12 The Returning Officer will then post the list of candidates on myAC and, for students, the [Algonquin College Student Information System \(ACSIS\)](#). An email will also be sent out notifying the constituent group(s) of the candidates.

2. CANDIDATE PROCEDURES

- 2.1 If the Returning Officer finds a candidate to be in violation of the policies, procedures and guidelines of the Election of Internal Members to the Board of Governors, he/she shall take such action as he/she deems reasonably necessary to ensure compliance with these policies, procedures and guidelines, up to and including disqualifying the candidate from running in the election. Any candidate who fails to comply with subsections 2.2 through 2.4 of this section may be disqualified from running in the election.
- 2.2 All qualified candidates **must attend** an orientation with the Returning Officer to receive, review and agree in writing to abide by the policies, procedures and guidelines for the Election of Internal Members to the Board of Governors. In the event that any candidate cannot attend the scheduled orientation session, it will be the responsibility of that candidate to reschedule a date with the Returning Officer.
- 2.3 Campaign material may be posted and distributed within the College as listed within the Guidelines for Posting Board of Governors Election Campaign Posters.
- 2.4 There is to be no electioneering at any campus on election day(s). "Electioneering" includes, but is not limited to, putting up for display or replacing campaign materials, distributing campaign information (printed and electronic) and speaking to, or hosting activities for, members of the constituent group that could be viewed as asking the constituents to vote for a particular candidate.

3. DISQUALIFICATION

In the event that a candidate, or the executive of the constituent group that he/she represents, is found to be in violation of this policy, the following steps will be taken:

- 3.1 The Returning Officer will be notified of the violation either in writing or verbally;
- 3.2 The Returning Officer will assess whether or not the violation actually occurred in consultation with the President or his/her designate;
- 3.3 Once a violation has been confirmed, the candidate will be contacted and requested to meet with the Returning Officer;

- 3.4 The Returning Officer will present to the candidate a written memo reporting that:
 - 3.4.1 he/she is disqualified;
 - 3.4.2 the specific element of this policy, procedure or associated guidelines violated; and
 - 3.4.3 the process available to appeal the decision.

4. VOTING

The Algonquin College Voting System will open at a designated time(s) and date(s) as set by the Returning Officer. Those eligible to vote will follow the electronic voting instructions to cast their electronic ballot as follows:

- 4.1 Employees – follow instructions as set out on myAC or at a designated voting station.
- 4.2 Students – follow instructions as set out on the [Algonquin College Student Information System \(ACSIS\)](#) or at a designated voting station.
- 4.3 Electors may vote through the electronic voting system from the time the election begins until it ends.

5. ASSISTED VOTING PROCESS

Where an elector has reason to believe that he or she will be unable to use a computer to vote electronically due to medical or physical limitations, the elector may apply in writing, or by a means as deemed appropriate to their limitation, to the Returning Officer, to seek assistance casting his/her vote using the Algonquin College Voting System.

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- 7.2.2 On the day the votes are counted, the Returning Officer will provide to the President the preliminary election results (the names of the candidates elected/acclaimed), who will notify the Chair of the Board of Governors. The Returning Officer shall also provide to the Governance Committee of the Board of Governors a report of the official tabulation of the results.
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12. FAILURE OF THE ELECTRONIC VOTING SYSTEM

12.1 In the event that the Algonquin College Voting System is inaccessible, the Returning Officer should be notified immediately to alert the Information Technology Services (ITS) department. A message advising the constituents of the unforeseen delay and the estimated time when the system will be restored will be posted.

12.2 In the event the Algonquin College Voting System is rendered inaccessible due to a system failure, the Returning Officer, in consultation with ITS, will determine if the voting period must be rerun or if the voting period will continue without interruption. If the system is determined to be in a state of failure for longer than twenty-five percent (25%) of the total time allotted for the voting period, then the period will be rerun at the time when the Returning Officer is satisfied that the system is restored. When possible, the period for conducting the extension should be no longer than five (5) business days after the system is restored. Such rescheduling of the vote will be communicated to the Algonquin College community.

12.3 In an instance where the Algonquin College Voting System is determined to be inaccessible due to a system failure for a period of less than twenty-five percent (25%) of the total time allotted for the voting period, the Returning Officer will either extend the voting period or continue with the regularly scheduled voting period. Under this scenario, the Returning Officer will only extend the voting period if the system has been inaccessible during a large portion of a business day during the voting period, i.e. inaccessible for six hours during a normal business day.

12.4 ITS will be consulted in determining if the voters list has been compromised by a system failure. Should the list be determined to have been compromised, the Returning Officer will rerun the voting period as described in subsection 12.2 of this section. Should the voter's list not be compromised by the failure, the Returning Officer will be permitted to continue under the terms described in subsection 12.3 in this section.

13. USE OF PAPER BALLOTS

The Returning Officer reserves the right to conduct elections using traditional paper ballots for any election where there is concern for the reliability of the Algonquin College Voting System or the system is in a state of prolonged failure.

MONITORING

The Returning Officer shall report to the Governance Committee on an annual basis on each election process, outcomes and recommendations to amend this policy or related materials.

RELATED MATERIALS

Guidelines for the Election of Internal Members to the Board of Governors (*development pending policy approval*)

Guidelines for Posting Board of Governors Election Campaign Posters (*development pending policy approval*)

4.4 Appendix C

BYLAW 1

THE BOARD OF GOVERNORS OF THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BE IT ENACTED as a bylaw of THE BOARD OF GOVERNORS OF THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY (herein called the Corporation) for the general conduct of the affairs of the Corporation as follows:

1 INTERPRETATION

1.1 In this bylaw, the following terms shall have the indicated meanings:

1.1.1 “academic staff member”, “administrative staff member”, “support staff member” and “student” shall have the same meanings as defined in the Regulations;

1.1.2 “Act” shall mean the *Ontario Colleges of Applied Arts and Technology Act, 2002*, as amended from time to time;

1.1.3 “Board” shall mean the Board of Governors of the Corporation;

1.1.4 “Regulations” shall mean the regulations made under the “Act”;

1.1.5 “spouse” and “same sex partner” shall have the same meanings as defined in the Regulations.

1.2 In these bylaws and in all other bylaws and special resolutions of the Corporation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice-versa, and references to persons shall include firms and corporations.

2 HEAD OFFICE: The ~~h~~Head ~~o~~Office of the Corporation shall be in the City of Ottawa in the Province of Ontario and at such place therein as the governors may from time to time determine.

3 SEAL: The seal, an ~~impression image of which whereof is stamped~~appears at the end of this bylaw, shall be the corporate seal of the Corporation.

Commented [LP1]: Fixing an inconsistent use of this term in the by-law. Ideally when capitalizing a term, it would be defined somewhere. I have fixed a few instances of inconsistent use of capitalized vs. not capitalised terms so that they are consistently presented.

4 BOARD OF GOVERNORS

4.1 **Size and Constitution of Board:** Subject to the transition procedure set out in section 4(10) of the current Ontario Regulation 34/03 the Board shall consist of seventeen (17) governors of whom: twelve (12) governors, hereinafter referred to as "external" governors, shall be appointed in the manner provided in section 4.2 below; four (4) additional governors, hereinafter referred to as "internal" governors, shall be elected as provided in section 4.3 below; and the President of the Corporation (who shall for the purposes of the Regulations be regarded as "the President of the College") shall be appointed by the Board pursuant to section 11.5.4 hereof and who shall be a voting member of the Board by virtue of office.

4.2 **Appointment of External Governors:** The external governors shall be appointed as follows:

4.2.1 Four (4) governors are to be appointed by the Lieutenant Governor in Council ("LGIC"). ~~For each governor to be appointed by the LGIC, the College shall forward to the Colleges Unit of the Ministry of Training, Colleges and Universities, up to three (3) nominees;~~

Commented [LP2]: The process is as outlined in the Protocol for Board Nominations and Appointments which is referred to later in the bylaws. We don't need to state this here.

4.2.2 Eight (8) governors are to be appointed by the members of the Board holding office at the time of appointment;

4.2.3 A member of the Board appointed under sections 4.2.1 and 4.2.2 shall not participate in a vote of the Board relating to a renewal or extension of ~~his or her~~their appointment.

4.2.4 Where a regional campus is established and maintained in an Ontario cCommunity, other than the main campus located at the hHead office of the Corporation, at least one eExternal gGovernor who is an Ontario resident living in the community served by the regional campus, will be appointed to the Board under Section 4.2.1 or 4.2.2.

Commented [LP3]: Not a defined term and appears in lower case elsewhere in the document.

4.2.4.2.5 In recognition of the College's commitment to the Calls to Action from the 2015 Final Report of the Truth and Reconciliation Commission of Canada, at least one eExternal gGovernor who is a First Nations, Métis or Inuit person, an Indigenous person from one of the Indigenous communities surrounding the main campus located at the Head Office, will be appointed to the Board under Section 4.2.1 or 4.2.2.

Commented [CB4]: This language is to be validated in consultation with the College's Indigenous Education Council (IEC).

Commented [LP(5R4)]: The provision now reflects the updated language submitted by the College's IEC.

4.3 **Election of Internal Governors:** The internal governors shall comprise one student, one academic staff member, one administrative staff member, and one support staff member, -each of whom shall be elected by the students, academic staff members, administrative staff members and support staff members, respectively, -in accordance with the procedures established in Bylaw No. 3 of this Corporation.

4.4 **Eligibility Requirements of External ~~Members~~ Governors:** No person shall be eligible for appointment as an external governor if such person is a student or an employee of a cCollege of aApplied aArts and tTechnology.

Commented [LP6]: For consistency, I'd recommend using governors here.

4.5 **Term and Term Limits:**

4.5.1 Each external governor and each internal governor (other than the student governor) shall be appointed or elected, as applicable, for a term not to exceed 3 years;

4.5.2 Each student governor shall be elected for a term of 1 year;

4.5.3 Each governor shall take office on the first day of September of September following the Annual General Meeting of the Board in the year of appointment or election;

Commented [LP7]: Regulation, Section 4(8) requires that the term of all governors be effective September 1 of the year of their appointment.

4.5.4 Notwithstanding the length of the term to which an internal governor may be elected, such term shall immediately terminate upon such governor ceasing temporarily or permanently to be a student, academic staff member, administrative staff member or support staff member, as applicable. Provided that a student governor who graduates prior to the expiration of such student governor's term may continue to serve until the 31st day of August the Annual General Meeting of the Board ~~the 31st day of August~~ in such student's year of graduation;

4.5.5 No person shall serve as an external governor or internal governor (other than the student governor) for more than 6 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election or re-appointment, as applicable, for successive terms not to exceed 6 years;

4.5.6 No person shall serve as the student governor for more than 2 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election for successive terms not to exceed 2 years.

4.6 **Vacancies:**

4.6.1 Where a vacancy occurs among the external governors of the Board appointed by the LGIC pursuant to section 4.2.1, the College shall follow the nomination process set out in the Ministry of Colleges and University's (MCU) Protocol for Board Nominations and Appointments and comply with any other relevant instructions as may be provided by MCU to the Corporation from time to time. ~~forward to the Colleges Unit of the Ministry of Training, Colleges and Universities (MTCU), up to three (3) nominees for each vacant position in accordance with the direction provided by MTCU in the October 12, 2010, memo from Nancy Naylor, Assistant Deputy Minister providing direction on the New Appointment Processes for Lieutenant Governor In Council appointed College Governors.~~;

Commented [CB8]: Verify if this still holds, given the current government's public appointment practice.

Commented [VTS9R8]: Refer to Appendix A Memo

4.6.2 Where a vacancy occurs among the external governors of the Board appointed by the Board pursuant to section 4.2.2, the Board shall appoint a person to fill the vacancy;

4.6.3 Where a vacancy occurs among the internal governors of the Board, such of the students, academic staff members, administrative staff members, or support staff members as originally appointed the governor whose position is vacant shall elect a person to fill the vacancy; such election to be conducted in accordance with the procedures set forth in Bylaw No. 3;

4.6.4 The term of the person appointed or elected pursuant to section 4.6.1 or 4.6.2 shall be for the remainder of the term of the governor whose position became vacant, and shall commence upon such appointment or election and shall terminate on August 31st on August 31st at the Annual General Meeting of the Board in the year in which such term expires.

Commented [CB10]: At the Annual General Meeting.

Commented [LP11R10]: Prevented by regulation from modifying the start-end of term.

5 POWERS OF THE BOARD

5.1 The Board shall oversee the direction and management of the College.

5.2 The Board may make, or cause to be made, in the Corporation's name any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally may exercise all such powers and do all such other acts and things as the Corporation is authorized to exercise and do, as provided by any applicable statute or law.

5.3 Without in any way derogating from the foregoing, the Board is expressly empowered from time to time to purchase, lease or otherwise acquire, alienate, sell, exchange or otherwise dispose of shares, stocks, rights, warrants, options and other securities, lands, buildings, and other property movable or immovable, real or personal, or any right or interest therein owned by the Corporation for such consideration and upon such terms and conditions as it may deem advisable.

6 MEETINGS OF THE BOARD

6.1 **Calling of Meetings:** Except as otherwise required by law, the Board may hold its meetings at such place or places as it may from time to time determine. Governors' meetings may be formally called by the Chair or Vice Chair or by the Secretary or Treasurer on the direction of the Chair, or of the Vice Chair or of any two (2) governors.

6.2 **Notice of Meetings:** The Board may appoint a day or days in any month or months for regular meetings of the Board at an hour to be named and in respect of such regular meetings no notice need be given to the governors but notice of the days and times so appointed shall be posted in the foyer of the main administration building published on the College's public website not less than seven days before the first monthly meeting in September of each academic year. Where urgent conditions prevail, notice of a Board meeting shall be delivered, telephoned or sent by electronic mail to each governor not less than one (1) day before the meeting

Commented [LP12]: Wondering if, given the availability of online notices, it would make sense to promote transparency to add that a notice will also be posted on the College's website? Are your meetings webcasted - municipal council meetings are now webcast. I've checked Seneca College and they indicate a notice on their website - may be helpful to benchmark what peer organizations are doing.

Commented [CB13R12]: A good observation Lise. Posting of meeting notices are done electronically nowadays on the College's website. Vickie, work with Tracy/Comms to reflect current practice.

Commented [DM14R12]: I have amended to align with Seneca and Humber

is to take place or shall be mailed to each governor not less than four (4) days before the meeting is to take place. Notice of all meetings of the Board shall be given to the public by posting of a notice in the foyer of the main administration building published on the College's public website concurrent with the giving of notice to the governors. The certificate of the Secretary or Treasurer or Chair that notice has been given pursuant to this bylaw shall be sufficient and conclusive evidence of the giving of such notice. The governors may consider or transact any business, either special or general, at any meeting of the Board.

Commented [LP15]: Same comment.

Commented [DM16R15]: Amended

6.3 **Disclosure of Conflict of Interest:** At the opening of each meeting, the Chair shall ask for disclosures of any actual, potential, or perceived conflicts of interest of any governor relating to any agenda item. Any such declared conflicts shall be recorded in the minutes.

6.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the Board. No business shall be transacted at any meeting unless the requisite quorum shall be present.

6.5 **Meetings to be Public:** Subject to section 6.6 below, meetings of the Board shall be open to the public and no person shall be excluded from such a meeting except for improper conduct as determined and expressed by resolution of the Board.

6.6 **In Camera:** The Board may conduct that part of its meeting in camera as concerns:

6.6.1 Such items as individual personnel matters, strategic labour relations, real and personal property transactions, litigation in which the Corporation is involved and other matters which by their nature require confidentiality so as to preserve the legitimate interests of the Corporation;

6.6.2 Matters of a personal nature concerning an individual unless such individual requests and the Board agree that the matter may be discussed in public.

All governors shall keep all information, discussions and proceedings at in camera sessions of the Board strictly confidential.

6.7 **Adjournments:** Any meeting of governors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of an adjournment to a future date, notice of the rescheduled meeting shall be given in the same manner as provided in section 6.1.

6.8 **Errors in Notice:** No error or omission in giving such notice for a meeting of governors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any governor may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.

6.9 **Voting:**

6.9.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of governors shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair shall have a second or casting vote;

6.9.2 All votes at any such meeting shall be taken by ballot, if so demanded by any governors present; but if no demand be made, the vote shall be taken in the usual way by assent or dissent.

6.9.3 Unless there is a demand for a recorded vote, a declaration by the Chair that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority, and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of votes recorded in favour of or against such resolution. In the absence of the Chair, the Chair's duties may be performed by the Vice Chair or such other external governor as the Board may from time to time appoint for the purpose.

6.10 **Meetings by Electronic Means:** Meetings of the Board may be held by means of such telephone, electronic, or other communication facilities as will permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously and a member of the Board participating by such means shall be deemed to be present at that meeting and shall be counted for the purposes of quorum.

7 COMPLIANCE WITH CONFLICT OF INTEREST OBLIGATIONS

The Board of Governors shall comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act. Should any provision in this section be in conflict with this Policy Directive or any further Policy Directives issued by the Minister, the conflicting provision shall be ineffective to the extent of such conflict without invalidating the remaining provisions of this section. Notwithstanding the above, any provisions of this section that exceed the minimum requirements contained in the aforementioned Policy Directive are not in conflict with such and shall remain in force.

7.1 **Definitions:**

7.1.1 **Actual conflict of interest:** a situation where a governor has a private or personal interest that is sufficiently connected to the governor's duties and responsibilities as a governor that it influences the exercise of these duties and responsibilities.

7.1.2 **Internal governor:** For the purpose of this section 7, the president of the college shall be deemed to be an internal governor.

Commented [LP17]: Confirming that the definition of conflict of interest in the College's context has not expanded beyond the governor's interests - the Ontario policy focuses only on the governor as do the laws/regulations and not-for-profit act. FYI- For employees of Ontario ministries it extends to family/spouses.

Commented [DM18R17]: I have provided the link to the Binding Policy Directive for reference. It does not expand beyond the governor's interest.
https://www.ontario.ca/page/conflict-interest-policy-directive-colleges-applied-arts-and-technology?_ga=2.137579248.134167540.1699473193-1995405778.1698961207

7.1.3 **Perceived conflict of interest:** a situation where reasonably well-informed persons could properly have a reasonable belief that a governor has an actual conflict of interest, even where that is not the case in fact.

7.1.4 **Potential conflict of interest:** a situation where a governor has a private or personal interest that could influence the performance of the governor's duties or responsibilities, provided that the governor has not yet exercised that duty or responsibility.

7.2 Principles:

7.2.1 Members of the Board are expected to act honestly and uphold the highest ethical standards.

7.2.2 Members of the Board are obligated to perform their official duties and conduct themselves in a manner that will bear the closest public scrutiny because colleges are part of the broader public sector and are subject to greater public scrutiny than private organizations.

7.2.3 Members of the Board shall not have private interests (other than those permitted pursuant to the Minister's binding policy directive, or applicable laws, or statutes) that would be affected particularly or significantly by college decisions or actions in which they participate as governors.

7.2.4 When appointed, members of the Board must arrange their private interests to prevent conflicts of interest. If a conflict does arise between the private interests of a governor and the official duties of that individual, the conflict shall be resolved in favour of the public interest.

7.2.5 Each governor (regardless of how the governor becomes a member of the Board) has a responsibility first and foremost to the welfare of the institution and must function primarily as a member of the Board, not as a member of any particular constituency.

7.2.6 All governors shall annually complete the Code of Ethical Conduct and Governor's Agreement being Appendix 1 to the Governor's Code of Ethics in which, among other things, they shall agree to comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act and to comply with their obligations respecting the Governor's Code of Ethics and the Code of Ethical Conduct.

7.3 Minister's Binding Policy Directive

7.3.1 A conflict of interest arises when a governor's private or personal interest supersedes or competes with that governor's duties and responsibilities as a member of a Board. This could arise from an actual, potential, or perceived conflict of interest of a financial or other nature.

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- 7.3.2 At the beginning of every Board meeting, the Chair of the Board is to ask and have recorded in the minutes whether any member of the Board has a conflict to declare in respect to any agenda item.
- 7.3.2.1 When the agenda item arises in the open portion of the Board meeting, the member(s) of the Board with an actual conflict of interest may remain in the room for the duration of the discussion and not participate in the vote on this item. The minutes are to record that the member(s) of the Board in conflict of interest remained in the room for the discussion and did not vote on this item. Should the matter occur in the in camera portion of a meeting, the member(s) of the Board shall withdraw while the matter is being discussed or voted on and the minutes should reflect this.
- 7.3.2.2 When the conflict of interest is perceived or potential, the Board will determine whether the member or members of the Board remain for the discussion and vote on agenda items. The minutes should reflect what takes place.
- 7.3.3 In cases where a conflict cannot be avoided, a Board member is to declare a conflict of interest at the earliest opportunity and, at the same time, should declare the general nature of the conflict. Where a conflict of interest is declared prior to a Board meeting, the declaration is to be made to the Chair of the Board and the Board is to be informed.
- 7.3.4 Where a Board member is unsure whether the member is in conflict, the said member is to raise the perceived potential conflict with the Board, and the Board is to determine by majority vote whether or not a conflict of interest exists. The said Board member must refrain from voting on whether or not a conflict of interest exists.
- 7.3.5 Where a conflict of interest is discovered after consideration of a matter, it is to be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that involvement of said member of the Board influenced the decision of the matter, the Board is to re-examine the matter and may rescind, vary, or confirm its decision.
- 7.3.6 Any member of the Board who perceives another member of the Board to be in conflict of interest in a matter under consideration is to raise this concern with the Chair of the Board. The Chair, in turn, is to discuss the matter with the member of the Board who is perceived to be in conflict and, as appropriate, to hold further discussion with the reporting governor. If the discussions do not lead to a resolution, the matter is to be brought to the Board and the Board is to determine by majority vote whether or not a conflict of interest exists. The member of the Board perceived to be in conflict is to refrain from voting.

7.3.7 Where there has been a failure on the part of a member of the Board to comply with this binding policy directive, unless the failure is the result of a bona fide error in judgment, the Board is to:

7.3.7.1 Issue a verbal reprimand; or

7.3.7.2 Issue a written reprimand; and/or

7.3.7.3 Request that a member of the Board resign; and/or

7.3.7.4 Remove the member of the Board through processes established in Board bylaws.

7.4 Without limiting the general application of the Minister's Binding Policy Directive on Conflict of Interest, the Board shall recognize the following circumstances as an actual conflict of interest requiring the affected Board member to conduct themselves in accordance with s. 7.3.2.1. hereof:

7.4.1 President:

7.4.1.1 Agenda items relating either directly or indirectly to the President's compensation, perquisites, and/or benefits;

Note: the Board may require certain information from the President to assist their deliberations, but these queries must be of the general nature or relate to providing performance related information concerning the President's success in meeting agreed to objectives and must not in anyway, either directly or indirectly, influence decisions on ~~his or her~~their compensation, perquisites, and/or benefits.

7.4.2 Internal Governors:

7.4.2.1 Agenda items relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment and/or academic programs in relation to their constituent group;

Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting;

7.4.2.2 Agenda items relating to the President's evaluation or performance review;

Note: this does not prevent the Chair or evaluation committee asking for their input as part of a general information-gathering process in preparing the President's evaluation.

7.4.3 Student Governor:

7.4.3.1 Agenda items relating to an increase in the tuition fees for the particular program in which the student is enrolled;

7.4.3.2 Agenda items relating to the President's evaluation or performance review;

Note: this does not prevent the Chair or evaluation committee asking for their input as part of a general information-gathering process in preparing the President's evaluation;

7.4.3.3 Agenda items relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment for college staff.

Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting.

7.5 **Insignificant Conflicts:**

The Minister's Binding Policy Directive does not apply where the interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the Board member or where a pecuniary or other interest is in common with a broad group of which the governor is a member (e.g., students, support staff, academic staff, administrative staff). The ~~is~~ Binding Policy Directive does not apply where the issue is one of general or public information.

7.6 **Disclosure of Interests in Contracts:**

7.6.1 Every governor who is in any way directly or indirectly interested in a proposed contract or a contract with the Corporation or any subsidiary of the Corporation shall declare the governor's interest and conflict in accordance with the Minister's Binding Policy Directive.

7.6.2 If a governor has made a declaration of ~~his or her~~their interest in a proposed contract or contract in compliance with this section and has not voted in respect of the resolution which awards the contract (or, in the case of a conflict declared in accordance with section 7.3.5 hereof, the governor has not voted on the resolution confirming the award of the contract), the governor is not accountable to the Corporation or to any of its members or creditors for any profit realized from the contract, and the contract is not voidable by reason only of the governor's holding that office or of the fiduciary relationship established thereby.

8 **REMOVAL OF GOVERNORS**

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- 8.1 The Board may remove a governor (other than the President or members of the Board appointed by the Lieutenant Governor in Council) from the Board by a resolution of the governors (enacted pursuant to section 8.2 below) if:
- 8.1.1 The governor has failed to attend, without leave of the Board, at least 50% of the regular meetings of the Board in any 12 month period or 4 successive meetings of the Board;
 - 8.1.2 The governor has neglected or refused to participate on Board committees and/or to contribute to effective discussion and decision making at the Board;
 - 8.1.3 The governor has failed to comply with the Minister's Binding Policy Directive on Conflict of Interest which is set forth in section 7 of this Bylaw;
 - 8.1.4 The governor has failed to maintain the confidentiality of any and all information, discussions, or proceedings at in camera sessions of the Board;
 - 8.1.5 The governor has failed to observe and perform the governor's fiduciary duty to the Corporation in that the governor has not acted with honesty, in good faith and in the best interests of the Corporation;
 - 8.1.6 The governor has, in the opinion of the Board, committed one of the following grounds of misconduct and in consequence would, if such governor were to continue as a member of the Board, adversely affect the image and/or operations of the Board or of the College:
 - 8.1.6.1 Harassment (including activities that would constitute harassment under College directives);
 - 8.1.6.2 Violence (including activities that would constitute violence under College directives);
 - 8.1.6.3 Conviction of a criminal offense;
 - 8.1.6.4 Conduct unbecoming of a member of the Board;
 - 8.1.6.5 Discrimination as defined under the Ontario Human Rights Code (including activities that would constitute discrimination under College directives).
 - 8.1.7 The governor has refused or is unable to comply with the provisions of the Governor's Code of Ethics being Appendix A to this Bylaw #1; and,
 - 8.1.8 The governor has failed to observe and comply with the provisions of the Governor's Code of Ethics being Appendix A to this Bylaw #1.
- 8.2 Prior to the Board voting to remove a governor (the "Subject Governor"), the Chair or the Vice-Chair is to discuss the matter with the Subject Governor to explain why

the removal is being considered and to seek a satisfactory explanation of or solution to the alleged grounds for removal (the "Grounds"). If the discussions do not result in a satisfactory explanation or solution, the matter is to be brought to the Board in an in camera session, and the Board is to determine by resolution, passed by at least two-thirds of the votes cast, whether the Subject Governor is to be removed. The notice for the in camera session is to specify the intention to pass a resolution removing the Subject Governor and the Grounds therefore. The Subject Governor is to be given an opportunity to respond to the Grounds by addressing the Board at the in camera session, but is to refrain from voting. The Subject Governor is to be clearly notified of the final consideration and decision of the Board and any action that will be taken.

8.3 Any person who is removed as a governor from the Board may apply to the Executive Committee to review the decision to remove the person from the Board. As provided in the Regulations, the Executive Committee's review shall be subject to the following:

8.3.1 The Executive Committee's review is limited to determining whether the removal was for a reason set out in this Bylaw and in accordance with the procedure established in this Bylaw and does not include a review of whether the Board was correct in removing a governor of the Board;

8.3.2 The Chair of the Board and the President shall sign a written attestation that the removal process was carried out in accordance with this Bylaw;

8.3.3 The decision of the Executive Committee on whether the decision of the Board was made for a reason set out in this Bylaw and in accordance with the procedure established in this Bylaw is final and binding.

8.4 With respect to any member of the Board appointed by the Lieutenant Governor in Council pursuant to section 4.2.1 of this Bylaw, if the Board believes that there exist reasons for justifying the removal of such member from the Board, the Board may set those reasons out in a report to the Minister of Training, Colleges and Universities for referral to the Lieutenant Governor in Council.

9 REMUNERATION OF GOVERNORS AND COMMITTEE MEMBERS

9.1 The external governors of the Corporation shall serve without remuneration and no governor shall directly or indirectly receive any profit from their position as such; provided that a governor may be paid reasonable travel and living expenses incurred by them in the performance of their duties.

9.2 The provisions of section 9.1 shall apply equally to all members of committees and subcommittees of the Board.

~~9.2 Subject to compliance with the provisions of section 7 hereof, if any person who is a governor or officer of the Corporation shall be employed by or shall perform services for the Corporation otherwise than as a governor or officer or shall be a member of a firm or a shareholder, director or officer of a company which is~~

Commented [LP19]: This is existing language that I have moved from Section 10, (the liability protection section), as it is more typical to talk about remuneration matters under the section on remuneration than under the limitation of liability/protection section.

Commented [CB20R19]: Hi Lise, it is my expectation that no external governor or LGIC appointee is on college payroll or on contract with the college at any time during their term of office. This new paragraph appear to indicate otherwise, especially without the rest of the key words from 10.2.2 that states "except such as shall have been submitted to and authorized or approved by the Board".

Commented [LP21R19]: Just want to clarify, this is not a new paragraph - I have clarified my original comment to avoid future reader confusion. This is copied/moved provision from Section 10 and deleted from the old Section 10. If the new policy is to bar governors from also acting as paid service providers to the College, this would need to be modified.

Commented [DM22R19]: Lise, could we just remove clause 9.3 to align with Claude's expectation? Clause 9.1 on its own seems clear.

Commented [LP23R19]: We can be silent on this. The risk is the question may be raised - is it an issue if I'm being paid as an employee (3 internal governors are)? Or, what if I am employed by, or own, a company that has a contract with the College?

Another approach could be to revise this to recognize that it's not a contravention for the academic/admin/support internal governors to be paid as employees and any other situation will have to be "submitted to and approved by the Board" - and keep the reference to disclosure of conflicts.

Let me know what option is preferred or we can get on a quick call to talk through this.

Commented [DM24R19]: Let's be silent on this - I've removed 9.3

~~employed by or performs services for the Corporation, the fact of such person being a governor or officer of the Corporation shall not disentitle such person or such firm or company, as the case may be, from receiving proper remuneration for such services.~~

10 PROTECTION OF GOVERNORS AND OFFICERS

10.1 Indemnification by Corporation:

10.1.1 ~~The Corporation shall indemnify a governor or officer of the Corporation, a former governor or officer of the Corporation or another individual who acts or acted at the Corporation's request as a director or officer (or an individual acting in a similar capacity) of another entity, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil, criminal, administrative, investigative or other proceeding in which the individual is involved because of that association with the Corporation or other entity.~~

Commented [LP25]: Old language reflected the Ontario Corporations Act liability protection language. This has been updated to reflect the new Ontario Not-for-Profit Corporations Act legislation indemnity provision.

Commented [LP26]: I'm not sure this will ever apply to your context but leaving it in just in case. It applies if the Board has authority to appoint directors to affiliate organizations.

10.1.2 ~~Unless prohibited by law, the Corporation shall advance monies to a governor, officer or other individual for the costs, charges and expenses of a proceeding referred to in paragraph 10.1.1. The individual shall repay the monies if he or she does not fulfill the conditions of paragraph 10.1.3.~~

10.1.3 ~~The Corporation shall not indemnify an individual under paragraph 10.1.1 unless they (i) acted honestly and in good faith with a view to the best interests of the Corporation or, as the case may be, to the best interests of the other entity for which they acted as a director or officer or in a similar capacity at the Corporation's request and (ii) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, they had reasonable grounds for believing that their conduct was lawful.~~

10.1.4 ~~The Corporation shall also indemnify the individual referred to in paragraph 10.1.1, in such other circumstances as the law permits or requires. Nothing in this by-law shall limit the right of any person entitled to indemnity to claim indemnity apart from the provisions of this by-law.~~

~~10.1— Every governor of the Corporation and such governor's heirs, estate trustees, and estate and effects, respectively, and all Senior Officers who report directly to the President shall from time to time and at all times, be indemnified and saved harmless, out of the funds of the Corporation from and against:~~

~~All costs, charges and expenses whatsoever which such governor or officer sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against such governor or officer in respect of any act, deed, matter or thing whatsoever made, done or permitted by such governor or officer in or about the execution of the duties of such governor's or officer's office.~~

10.2 Limitations on Liability

~~10.1.1~~10.2.1 No governor or officer for the time being of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other governor or officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by the Corporation for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of such governor's or officer's respective office or trust or in relation thereto unless the same shall happen by or through such governor's or officer's own wrongful and wilful act or through such governor's or officer's own wrongful and wilful neglect or default.

~~10.1.2~~10.2.2 The governors for the time being of the Corporation shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made, done or entered into in the name or on behalf of the Corporation except such as shall have been submitted to and authorized or approved by the Board. ~~Subject to compliance with the provisions of section 7 hereof, if any person who is a governor or officer of the Corporation shall be employed by or shall perform services for the Corporation otherwise than as a governor or officer or shall be a member of a firm or a shareholder, director or officer of a company which is employed by or performs services for the Corporation, the fact of such person being a governor or officer of the Corporation shall not disentitle such person or such firm or company, as the case may be, from receiving proper remuneration for such services.~~

Commented [LP27]: Moved this out from protection and into Section 9 remuneration section as the subject matter is more closely linked to remuneration than it is liability.

11 OFFICERS OF THE CORPORATION

11.1 **Officers:** There shall be a Chair, a Vice Chair, a President, a Secretary and a Treasurer, and such other officers as the Board may determine by resolution from time to time. The Chair and Vice Chair shall be external governors of the Board. The other officers of the Corporation (excepting the President who is a member of the Board by virtue of office) need not be members of the Board.

11.2 **Appointment:** At the May or June meeting of the Board each year, the Nominating Committee shall bring forward a recommendation for appointment of the oOfficers and Committee Chairs requiring annual appointment. Following their appointment by resolution of the Board, the oOfficers and Committee Chairs will assume their responsibilities on the 1st of September each year. If the Board shall fail to appoint any or all of such officers by September 1st, the incumbents for whom no replacements have been appointed shall continue in office until their successors

Commented [CB28]: Following the Annual General Meeting

Commented [LP29R28]: If this is to align with the start of a director's term, then this should not be modified.

Commented [CB30]: The Annual General Meeting

Commented [LP31R30]: If this is to align with the start of a director's term, then this should not be modified.

are appointed except in the case of a Chair or Vice Chair whose term as governor has expired.

11.3 **Remuneration:** The governors may, in accordance with, and subject to the obtaining of such approvals as may be required by any applicable statutory provision, fix the remuneration to be paid to oOfficers of the Corporation.

11.4 **Removal:** All oOfficers, in the absence of agreement to the contrary, shall be subject to the removal from that office of the Corporation by resolution of the Board at any time with or without cause.

11.5 **Duties of Officers:** The duties of the oOfficers are as follows:

11.5.1 **Chair:** The Chair shall be appointed annually and shall, when present, preside at all meetings of the Board. He or she shall, together with the Secretary or other officer appointed for the purpose, sign all bylaws of the Corporation; and ~~he or she~~they shall sign such contracts, documents or instruments in writing as require ~~his or her~~their signature. The Chair shall also have such other powers and duties as may from time to time be assigned to ~~them~~him or her by the Board or as are incidental to ~~his or her~~their office and shall interpret the resolutions of the Board and the intent of the Bylaws.

11.5.2 **Vice Chair:** The Vice Chair shall be appointed annually and shall have such powers and perform such duties as may be assigned to him or her by the Board, and in the absence or inability to act of the Chair, shall perform all the duties and have all the powers of the Chair and if a Vice Chair, or such other external governor as the Board may from time to time appoint for the purpose, performs any such duty or exercises any such power, the absence, inability or refusal to act of the Chair shall be presumed with reference thereto.

11.5.3 **President:** The Board shall appoint a President for such term as the Board may consider appropriate from time to time and hereby delegates to the President such authority to manage and direct the business and affairs of the Corporation, except such matters and duties as by law must be transacted or performed by the Board, and further to employ and discharge agents and employees of the Corporation as the President may from time to time decide. He or she shall conform to all lawful orders given to him or her by the Board of the Corporation and/or by the Chair thereof and shall at all reasonable times give to the governors or any of them all information they may require regarding the affairs of the Corporation.

11.5.4 **Secretary:** The Secretary shall be the President unless the Board shall otherwise determine in which event the Secretary shall be appointed annually. The Secretary shall:

11.5.4.1 Be ex-officio clerk of the Board;

11.5.4.2 Attend all meetings of the Board and record, or cause to be recorded, all facts and minutes of all proceedings in the books kept for that purpose;

11.5.4.3 Give, or cause to be given, all notices required to be given to governors;

11.5.4.4 Be the custodian of the corporate seal of the Corporation and of all books, papers, records, correspondence, contracts and other documents belonging to the Corporation which he or she shall deliver up only when authorized by a resolution of the Board to do so;

11.5.4.5 Perform such other duties as may from time to time be determined by the Board.

11.5.5 **Treasurer:** The Treasurer shall be the Vice President, Finance and Administration unless the Board shall otherwise determine in which event the Treasurer shall be appointed annually. The Treasurer shall:

11.5.5.1 Keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account;

11.5.5.2 Deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such banks as may from time to time be designated by the Board;

11.5.5.3 Disburse the funds of the Corporation under the direction of the Board, taking proper vouchers therefore;

11.5.5.4 Render to the Board at the regular meetings thereof or whenever required of ~~him or her~~them, an account of all ~~his or her~~their transactions as Treasurer, and of the financial position of the Corporation;

11.5.5.5 Co-operate with the auditors of the Corporation during any audit of the accounts of the Corporation;

11.5.5.6 Perform such other duties as may from time to time be determined by the Board.

11.5.6 **Other Officers:** The duties of all other officers of the Corporation shall, subject to the provisions of any applicable statute or regulation, be such as the terms of their engagement call for or the Board or the President require of them.

11.6 **Vacancies:**

11.6.1 If the office of the Chair or Vice Chair, or one or more of them, shall become vacant by reason of death, resignation, and disqualification or otherwise, the Board shall appoint one of the external governors to fill such vacancy.

11.6.2 If the office of the Secretary, Treasurer or President, or one or more of them, shall become vacant, such vacancy shall be filled as the Board may appoint.

11.7 **Delegation of Duties of Officers.** In case of the absence or inability to act of the Chair, a Vice Chair or any other officer of the Corporation or for any other reason that the governors may deem sufficient, the governors may delegate all or any of the powers of such officer to any other officer or to any external governor for the time being.

12 **EXECUTION OF DOCUMENTS**

12.1 **Cheques, Drafts, Notes, Etc.:** All cheques, drafts or orders for the payment of money and all notes and acceptances and bills of exchange shall be signed by such officer or officers or person or persons, whether or not officers of the Corporation, in such manner as the Board may from time to time designate by resolution.

12.2 **Contracts, documents or instruments in writing:**

12.2.1 Contracts, documents or instruments in writing, required to be signed by the Corporation, may be signed by any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is someone other than the President), and the Treasurer and all contracts, documents or instruments in writing so signed shall be binding upon the Corporation without any further authorization or formality;

12.2.2 The corporate seal of the Corporation may, when required, be affixed to contracts, documents or instruments in writing signed as aforesaid or by any Officer or Officers, person or persons appointed by resolution of the Board pursuant to section 12.2.5 hereof;

12.2.3 The term "contracts, documents or instruments in writing" as used herein shall include deeds, mortgages, hypothecs, charges, conveyances, transfers and assignments, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings;

12.2.4 In particular without limiting the generality of the foregoing, any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is someone other than the President), and the Treasurer are authorized to sell, assign, transfer, exchange, convert or convey any and all shares, bonds, debentures, rights, warrants or other securities owned by or registered in the name of the Corporation in its individual capacity or any other capacity or as trustee or otherwise and to sign and execute (under the

corporate seal of the Corporation or otherwise) all assignments, transfers, conveyances, powers of attorney and other instruments that may be necessary for the purpose of selling, assigning, transferring, exchanging, converting or conveying any such shares, bonds, debentures, rights, warrants or other securities;

12.2.5 Notwithstanding any provisions to the contrary contained in the bylaws of the Corporation, the Board may at any time by resolution direct the manner in which, and the person or persons by whom, any particular instrument, contract or obligations of the Corporation may or shall be executed.

13 BOOKS AND RECORDS

13.1 The Board shall ensure that all necessary books and records of the Corporation required by the bylaws of the Corporation or by any applicable statute or law are regularly and properly kept.

13.2 Without limiting the generality of section 13.1 immediately preceding, the Board shall keep minutes and records of its proceedings that accurately reflect the proceedings of the Board.

13.3 The Bylaws of the Corporation:

13.3.1 Shall be open to examination by the public during the normal office hours of the Corporation; and

13.3.2 Whenever possible, shall be available to the public at no charge on the Corporation's website.

14 STANDING COMMITTEES

14.1 The Board may, from time to time, appoint committees, consisting of such persons as may from time to time be appointed members thereof by the Board, to act in an advisory capacity to the Board in connection with the particular field of activity referred to each of such committees. The members of such committees shall hold office during the pleasure of the Board, and the Chair and the President shall be ex-officio (voting) members of each such committee.

14.2 The Board may fill any vacancies occurring from time to time in such committees and may abolish and from time to time re-appoint any such committee.

14.3 The Secretary shall record or cause to be recorded the minutes of the proceedings of any such standing committee which shall be confirmed under the signature of the Chair of that meeting and a report shall be forwarded to the Board. Any such committee so appointed may meet for the transaction of business, adjourn and otherwise regulate its meetings as it thinks fit.

14.314.4 The quorum for any such standing committee shall be a majority of the governors on the committee. Questions arising at any meeting of a committee shall

be decided by a majority of votes and, in the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

Commented [CB32]: I would like to see this be a separate paragraph 14.4.

15 AUDIT AND RISK MANAGEMENT COMMITTEE

15.1 The Audit and Risk Management Committee heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in connection with all matters that may be properly referred to it by the Board. The Audit and Risk Management Committee shall be composed of at least four external governors. The Chair of the Board who shall be ex-officio (voting) member, and the President of the College shall be an ex-officio (non-voting) member of the Audit and Risk Management Committee.

15.2 Each Audit and Risk Management Committee member shall be appointed by the Board for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new member to the Committee.

16 GOVERNANCE COMMITTEE

16.1 The Governance Committee is established to assist the governors in carrying on the affairs of the Corporation in connection with matters relating to governance performance, the review and assessment of Board governance practices, the recommendation of measures to employ in assessing governance performance, the nomination for vacancies in the Board and the development of selection criteria and profiles for the nomination and performance of Board members as well as the management and assessment of the Board's continuing orientation, education and development activities, and all other matters that may be properly referred to it. The Governance Committee may also be responsible for the annual nomination of the Chair, Vice Chair, Secretary (if other than the President), Treasurer (if other than the Vice President, Finance [and Administration](#)), such other Officers as the Board may determine are to be appointed annually, Chair of the Audit and Risk Management Committee, Chair of the Governance Committee, Chair of any other standing committees which the Board may constitute and which require the annual appointment of a Chair. The Governance Committee shall be composed of at least five governors who shall be appointed by the Board, in addition to the Chair of the Board and the President who shall be ex-officio (voting) members of the Governance Committee. The Chair of the Governance Committee shall be an external governor and a majority of the five members of the Governance Committee shall be external governors.

16.2 Each Governance Committee member shall be appointed for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Governance Committee by appointing a new member to the Committee.

17 ACADEMIC AND STUDENT AFFAIRS COMMITTEE

- 17.1 The Academic and Student Affairs Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its Academic and Student Affairs oversight responsibilities.
- 17.2 The Academic and Student Affairs Committee shall be composed of at least five members of the Board of Governors, and shall optimally include the Academic Staff Governor and the Student Governor. The Senior Vice-President Academic and the Vice-President Student Services of the College shall be non-voting members of the Committee. In addition, the Board Chair and the President shall be ex-officio (voting) members of the Academic and Student Affairs Committee.
- 17.3 Each Academic and Student Affairs Committee member shall be appointed for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Academic and Student Affairs Committee by appointing a new member to the Committee.

18 EXECUTIVE COMMITTEE

- 18.1 The Executive Committee, heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in carrying on the affairs of the Corporation in connection with all matters that may be properly referred to it by the Board. The Committee shall consist of the Chair, the Vice Chair, the Chair of the Audit and Risk Management Committee, the Chair of the Governance Committee, and the Chair of the Academic and Student Affairs Committee, Past Chair, or in the event that there is no Past Chair, this position shall remain vacant. In the event of any such offices other than the Past Chair being vacant, one other external governor will be appointed by the Board to fill such vacancy. In addition, the President shall be an ex-officio (voting) member of the Executive Committee by virtue of office. The Executive Committee is empowered to act on behalf of the Board during the summer as well as on other occasions when a quick decision is required and it is not possible to achieve the requisite quorum of Governors.

19 MEMBERS

- 19.1 The members of the Corporation shall consist of such persons as are from time to time appointed governors of the Corporation in accordance with the provisions of these Bylaws. The interest of a member is not transferable and lapses and ceases to exist when ~~he or she~~they ceases to be a member of the Board of the Corporation by ~~his or her~~their resignation, expiration of ~~his or her~~their term of office as a governor or otherwise in accordance with these Bylaws or as provided by any applicable statute or law.

20 MEETINGS OF MEMBERS

20.1 Annual and Other General Meetings:

- 20.1.1 The annual or any other general meeting of the members shall be held at the head office of the Corporation or elsewhere in Ontario as the Board may determine and on such day as the said governors shall appoint.

20.1.2 The annual meeting shall be the meeting at which the audited financial statements and officer and committee appointments are received, in addition to any other business that may be transacted. The members may consider and transact any business either special or general without any notice thereof at any meeting of the members. The Board or the Chair or Vice Chair shall have power to call at any time a general meeting of the members of the Corporation.

Commented [CB33]: It should also be the meeting where Board of Governor Officers and Committee Membership Appointments are received.

20.2 Notice of Meetings:

20.2.1 Notice of the time and place of every annual or general meeting of members shall be made by sending notice of the time and place of any such meeting which shall be delivered or telephoned not less than ten (10) days prior to the time fixed for the holding of any such meeting and published on the College's public website. Provided always that any meeting of members may be held for any purpose at any date and time and any place within Ontario without notice if all the members are present in person at the meeting or if all the absent members waive notice thereof or otherwise signify in writing their consent to such meeting being held in their absence. Such waiver of notice or consent may be given either before or after the meeting.

Commented [CB34]: Similar to 6.2.

Commented [LP35R34]: Yes but all of these provisions are reproduced to apply, not to Board meetings, but to Member Meetings in this section.

20.2.2 No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any members may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

Commented [CB36]: Similar to 6.8.

20.3 **Adjournments:** Any meeting of the members of the Corporation may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of adjournment a notice of the re-scheduled meeting is required.

Commented [CB37]: Repeat of 6.7.

20.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the members. No business shall be transacted at any meeting unless the requisite quorum shall be present.

Commented [CB38]: Repeat of 6.4.

20.5 Voting:

Commented [CB39]: Similar to 6.9.

20.5.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of members shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

20.5.2 All votes at any meeting of members shall be taken by ballot, if so demanded by any members present, but if no demand be made the vote shall be taken in the usual way by assent or dissent. Unless there is a demand for a recorded vote a declaration by the Chair of the meeting that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority and an entry to that effect in the minutes of the Corporation shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.

20.6 **Chair:** In the absence of the Chair and the Vice Chair of the Board, the external members present at any meeting of members shall choose one of their members to be Chair of the meeting.

20.7 **Polls:** If at any meeting a poll is demanded on the election of a Chair of the meeting or on the question of adjournment it shall be taken forthwith without adjournment. If a poll is demanded on any other question it shall be taken in such manner and either at once or later at the meeting or after adjournment as the Chair of the meeting directs. The result of a poll shall be deemed to be the resolution of the meeting at which the poll was demanded. A demand for a poll may be withdrawn.

21 FINANCIAL YEAR

Unless otherwise ordered by the Board, the fiscal year of the Corporation shall terminate on the 31st day of March in each year.

Enacted this 22nd day of February, 2021

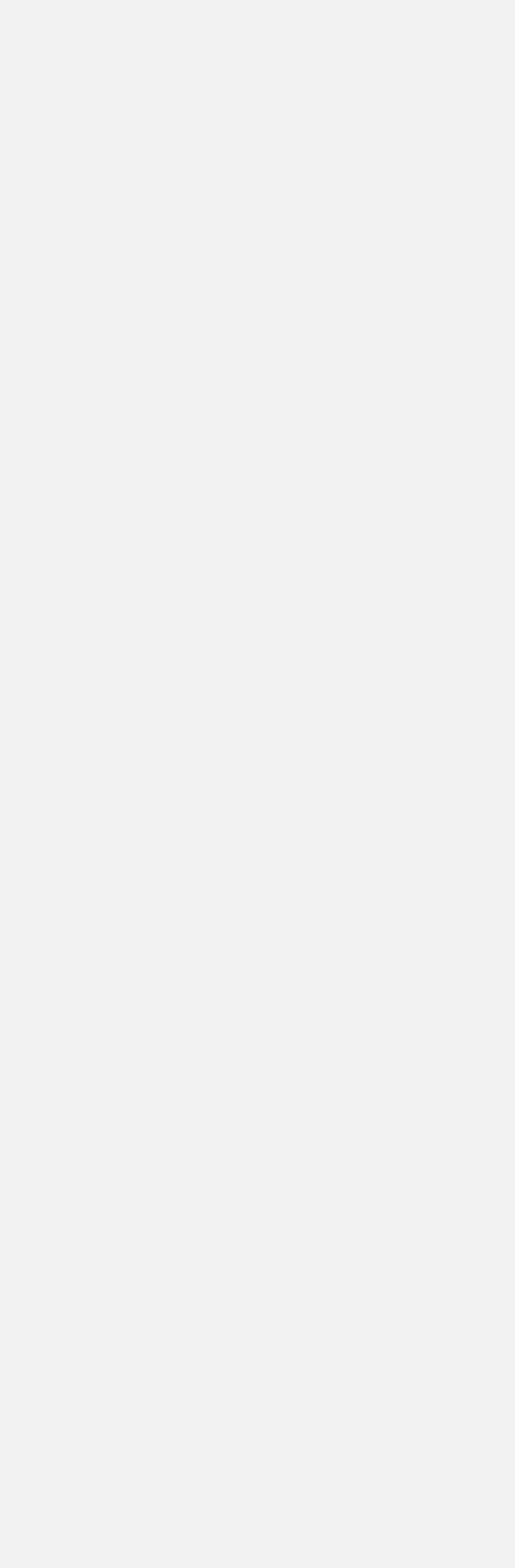
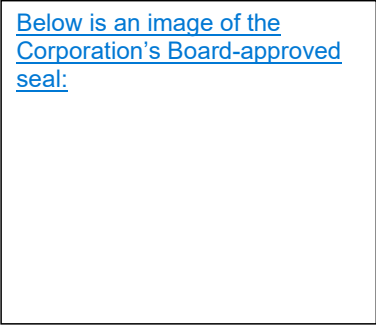


Jay McLaren
Chair, Board of Governors



Claude Brulé
Secretary, Board of Governors

[Below is an image of the Corporation's Board-approved seal:](#)



GOVERNOR'S CODE OF ETHICS

BACKGROUND

Since public trust and confidence are vested in the Board of Governors, the Board and individual Governors have a commitment to discharge their responsibilities and duties in a manner that inspires respect and adheres to the highest standards of conduct. This Code of Ethics outlines the specific conduct required of Governors. It is closely linked with sections 7 and 8 of Algonquin College Bylaw #1 and Minister's Binding Policy Directive on Conflict of Interest issued April 1, 2003 under the provisions of the Ontario Colleges of Applied Arts and Technology Act as amended from time to time.

CODE OF ETHICS

1. Governors will consistently comply with the fiduciary duty of a college Governor to act honestly, in good faith, and in the best interest of the college.

2. As ~~representatives of the citizens of Ontario~~ custodians of public trust, Governors must avoid conflict of interest with respect to their fiduciary responsibility. Specific provisions regarding conflict of interest are outlined in College Bylaw #1 section 7 and the Minister's Binding Policy Directive on Conflict of Interest issued under the Act.

3. Governors will respect the confidentiality appropriate to issues of a sensitive nature, and all information in-camera must be kept confidential. Subsequent discussions of confidential issues may only involve those participants who attended or who were eligible to attend the original confidential discussions.

Issues determined to be confidential will remain confidential until they are released publicly through appropriate means.

4. Governors will promote Board policies and support Board decisions. Once a decision has been made, the Board will speak with one voice with respect to that decision. Governors will only speak on behalf of the Board when requested to act on behalf of the Chair.

5. Governors will respect each other and the democratic process.

6. Governors are ~~volunteers and are~~ expected to attend all regularly scheduled Board meetings and planning workshops. Notification for unavoidable absence should be provided to the Chair via the Board Secretary before the meeting.

Commented [LP40]: This isn't correct at law. They are not representing citizens. Perhaps change to describe the governors of custodians of public trust instead? For the College's consideration.

Commented [DM41R40]: Yes, I like this suggestion, Lise. I couldn't find a source document for this Code of Ethics on the Ministry website or our College policies website.

Commented [DM42R40]: amended

Commented [LP43]: I'm not sure I'd use this term. Some are appointed and elected by their constituent groups which is more than volunteering. I would delete "are volunteers" from this but it's not a substantive / big issue.

Commented [DM44R43]: Yes, I agree with this change Lise

Commented [DM45R43]: amended

The Chair is responsible for addressing attendance problems. Unacceptable attendance could result in the Chair requesting the Governor's resignation. The following attendance patterns are unacceptable and constitute a breach of the Governor's Code of Conduct:

- missing a total 50% of regular Board meetings in a year or 4 successive meetings of the Board without leave of the Board;
- frequent late arrivals at Board meetings or early departures, unless the reason for the late arrival is deemed justifiable.

Note: Under extenuating circumstances, Board members may submit a written request for a leave of absence which will be considered by the Board in the closed portion of the Board meeting.

7. Governors will not attempt to exercise individual authority within the College. Any interactions with the President or staff must occur in accordance with Board policy and the Role of the Governor. Governors who are approached about operational issues should refer the person/issue to the President.
8. Governors in their interactions with the public, press or other groups must recognize that an individual Governor cannot speak for or represent the Board on Board matters, College business, College administration or College governance without specific authority granted by the Board and that they have no legal or moral authority as an individual outside of Board meetings to represent the Board or comment on Board matters, College business, College administration or College governance except that authority as is specifically granted to the individual Governor by the Board.
9. Each Governor shall annually sign the Code of Ethical Conduct and Governors' Agreement (Attachment 1 hereto).
10. It is the responsibility of the Board Chair to ensure that Governors have had the opportunity to review the Code of Ethical Conduct before the first meeting of the Board in September and to secure their signatures on the Governors' Agreement included in Attachment 1 hereto at that meeting, or before the next scheduled meeting of the Board, at the latest.

Code of Ethical Conduct and Governors' Agreement

Algonquin College of Applied Arts and Technology has an outstanding reputation in the community for its integrity, loyalty, dedication and commitment as well as its high quality training and educational programs. In support of this positive image, it is expected and required that the Governors conduct themselves in a professional, respectful and collegial manner while carrying out their responsibilities as Board Members.

As a Governor of Algonquin College, I hereby commit myself to the highest ethical conduct as an individual and a member of the Board and will strive at all times to:

1. Comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act, the Governor's Code of Conduct being Appendix A to Bylaw #1 and this Code of Ethical Conduct.
2. Work with fellow Governors and the College President in a co-operative and respectful manner, remembering that I am accountable to the community as a whole, and not any special interest group(s).
3. Support my fellow Governors in fulfilling ethical, fiscal and professional obligations.
4. Participate actively in Board and committee meetings, respecting the opinions of others.
5. Practice and uphold openness and transparency in the conduct of Board business as demanded by the legislation and regulations governing colleges in Ontario while respecting confidentiality when required by law, regulation or policy.
6. Honour and follow the rules of order and procedure adopted by the Board to facilitate meetings and decision-making.
7. Base my decisions on the facts of each situation, vote with honest conviction, unswayed by any special interests and honour and uphold all majority decisions taken by the Board.
8. Ensure the College's mission, values and strategic plan and objectives are achieved in a democratic and fiscally responsible manner which meets the needs of learners and enables staff to carry out their responsibilities competently and ethically and which enhance the College's public image.
9. Treat my fellow Governors, College staff, students and the general public in a fair and equitable manner, regardless of race, religion, gender, sexual orientation, disabilities, age or national origin.

10. Accept the consequences of any of my actions which violate this Code of Ethical Conduct, the Governors' Code of Conduct or the MTCU Minister's Binding Policy Directives on Conflict of Interest and abide by the resulting decisions.
11. Participate fully in any review conducted under this Code of Ethical Conduct, the Governors' Code of Conduct or the MTCU Minister's Binding Policy Directives on Conflict of Interest and any revisions decided upon.
12. Generally be guided by high ethical standards in my performance of Board responsibilities.

I, _____ hereby acknowledge receipt of a copy of and agree to abide by this Algonquin College Code of Ethical Conduct, the Governors' Code of Conduct and the MTCU Minister's Binding Policy Directives on Conflict of Interest at all times in exercising my responsibilities as a Governor.

Signature of Governor: _____

Date: _____

To ensure that Governors have been duly informed of their obligation and that they understand this obligation and the consequences associated with violating the Code of Ethical Conduct and supporting policies and guidelines, the following written sign off is required:

This is to confirm that a copy of the Code of Ethical Conduct, Governors' Code of Conduct and the MTCU Minister's Binding Policy Directives on Conflict of Interest have been provided, reviewed and explained to _____ who has pledged to honour all obligations under it, and has provided his/her signature as confirmation of that pledge.

Signature of Board Chair: _____

Date: _____

4.4 Appendix D

BYLAW 1

THE BOARD OF GOVERNORS OF THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BE IT ENACTED as a bylaw of THE BOARD OF GOVERNORS OF THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY (herein called the Corporation) for the general conduct of the affairs of the Corporation as follows:

1 INTERPRETATION

1.1 In this bylaw, the following terms shall have the indicated meanings:

1.1.1 “academic staff member”, “administrative staff member”, “support staff member” and “student” shall have the same meanings as defined in the Regulations;

1.1.2 “Act” shall mean the *Ontario Colleges of Applied Arts and Technology Act, 2002*, as amended from time to time;

1.1.3 “Board” shall mean the Board of Governors of the Corporation;

1.1.4 “Regulations” shall mean the regulations made under the “Act”;

1.1.5 “spouse” and “same sex partner” shall have the same meanings as defined in the Regulations.

1.2 In these bylaws and in all other bylaws and special resolutions of the Corporation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice-versa, and references to persons shall include firms and corporations.

2 HEAD OFFICE: The head office of the Corporation shall be in the City of Ottawa in the Province of Ontario and at such place therein as the governors may from time to time determine.

3 SEAL: The seal, an image of which appears at the end of this bylaw, shall be the corporate seal of the Corporation.

4 **BOARD OF GOVERNORS**

- 4.1 **Size and Constitution of Board:** Subject to the transition procedure set out in section 4(10) of the current Ontario Regulation 34/03 the Board shall consist of seventeen (17) governors of whom: twelve (12) governors, hereinafter referred to as "external" governors, shall be appointed in the manner provided in section 4.2 below; four (4) additional governors, hereinafter referred to as "internal" governors, shall be elected as provided in section 4.3 below; and the President of the Corporation (who shall for the purposes of the Regulations be regarded as "the President of the College") shall be appointed by the Board pursuant to section 11.5.4 hereof and who shall be a voting member of the Board by virtue of office.
- 4.2 **Appointment of External Governors:** The external governors shall be appointed as follows:
- 4.2.1 Four (4) governors are to be appointed by the Lieutenant Governor in Council ("LGIC").;
- 4.2.2 Eight (8) governors are to be appointed by the members of the Board holding office at the time of appointment;
- 4.2.3 A member of the Board appointed under sections 4.2.1 and 4.2.2 shall not participate in a vote of the Board relating to a renewal or extension of their appointment.
- 4.2.4 Where a regional campus is established and maintained in an Ontario community, other than the main campus located at the head office of the Corporation, at least one external governor who is an Ontario resident living in the community served by the regional campus, will be appointed to the Board under Section 4.2.1 or 4.2.2.
- 4.2.5 In recognition of the College's commitment to the Calls to Action from the 2015 Final Report of the Truth and Reconciliation Commission of Canada, at least one external governor who is a First Nations, Métis or Inuit person will be appointed to the Board under Section 4.2.1 or 4.2.2.
- 4.3 **Election of Internal Governors:** The internal governors shall comprise one student, one academic staff member, one administrative staff member, and one support staff member, each of whom shall be elected by the students, academic staff members, administrative staff members and support staff members, respectively, in accordance with the procedures established in Bylaw No. 3 of this Corporation.
- 4.4 **Eligibility Requirements of External Governors:** No person shall be eligible for appointment as an external governor if such person is a student or an employee of a college of applied arts and technology.

4.5 **Term and Term Limits:**

- 4.5.1 Each external governor and each internal governor (other than the student governor) shall be appointed or elected, as applicable, for a term not to exceed 3 years;
- 4.5.2 Each student governor shall be elected for a term of 1 year;
- 4.5.3 Each governor shall take office on the first day of September in the year of appointment or election;
- 4.5.4 Notwithstanding the length of the term to which an internal governor may be elected, such term shall immediately terminate upon such governor ceasing temporarily or permanently to be a student, academic staff member, administrative staff member or support staff member, as applicable. Provided that a student governor who graduates prior to the expiration of such student governor's term may continue to serve until the 31st day of August in such student's year of graduation;
- 4.5.5 No person shall serve as an external governor or internal governor (other than the student governor) for more than 6 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election or re-appointment, as applicable, for successive terms not to exceed 6 years;
- 4.5.6 No person shall serve as the student governor for more than 2 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election for successive terms not to exceed 2 years.

4.6 **Vacancies:**

- 4.6.1 Where a vacancy occurs among the external governors of the Board appointed by the LGIC pursuant to section 4.2.1, the College shall follow the nomination process set out in the Ministry of Colleges and University's (MCU) Protocol for Board Nominations and Appointments and comply with any other relevant instructions as may be provided by MCU to the Corporation from time to time. ;
- 4.6.2 Where a vacancy occurs among the external governors of the Board appointed by the Board pursuant to section 4.2.2, the Board shall appoint a person to fill the vacancy;
- 4.6.3 Where a vacancy occurs among the internal governors of the Board, such of the students, academic staff members, administrative staff members, or support staff members as originally appointed the governor whose position is vacant shall elect a person to fill the vacancy; such election to be conducted in accordance with the procedures set forth in Bylaw No. 3;

4.6.4 The term of the person appointed or elected pursuant to section 4.6.1 or 4.6.2 shall be for the remainder of the term of the governor whose position became vacant and shall commence upon such appointment or election and shall terminate on August 31st in the year in which such term expires.

5 POWERS OF THE BOARD

- 5.1 The Board shall oversee the direction and management of the College.
- 5.2 The Board may make, or cause to be made, in the Corporation's name any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally may exercise all such powers and do all such other acts and things as the Corporation is authorized to exercise and do, as provided by any applicable statute or law.
- 5.3 Without in any way derogating from the foregoing, the Board is expressly empowered from time to time to purchase, lease or otherwise acquire, alienate, sell, exchange or otherwise dispose of shares, stocks, rights, warrants, options and other securities, lands, buildings, and other property movable or immovable, real or personal, or any right or interest therein owned by the Corporation for such consideration and upon such terms and conditions as it may deem advisable.

6 MEETINGS OF THE BOARD

- 6.1 **Calling of Meetings:** Except as otherwise required by law, the Board may hold its meetings at such place or places as it may from time to time determine. Governors' meetings may be formally called by the Chair or Vice Chair or by the Secretary or Treasurer on the direction of the Chair, or of the Vice Chair or of any two (2) governors.
- 6.2 **Notice of Meetings:** The Board may appoint a day or days in any month or months for regular meetings of the Board at an hour to be named and in respect of such regular meetings no notice need be given to the governors but notice of the days and times so appointed shall be published on the College's public website not less than seven days before the first monthly meeting in September of each academic year. Where urgent conditions prevail, notice of a Board meeting shall be delivered, telephoned or sent by electronic mail to each governor not less than one (1) day before the meeting is to take place or shall be mailed to each governor not less than four (4) days before the meeting is to take place. Notice of all meetings of the Board shall be published on the College's public website concurrent with the giving of notice to the governors. The certificate of the Secretary or Treasurer or Chair that notice has been given pursuant to this bylaw shall be sufficient and conclusive evidence of the giving of such notice. The governors may consider or transact any business, either special or general, at any meeting of the Board.
- 6.3 **Disclosure of Conflict of Interest:** At the opening of each meeting, the Chair shall ask for disclosures of any actual, potential, or perceived conflicts of interest of any governor relating to any agenda item. Any such declared conflicts shall be recorded in the minutes.

6.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the Board. No business shall be transacted at any meeting unless the requisite quorum shall be present.

6.5 **Meetings to be Public:** Subject to section 6.6 below, meetings of the Board shall be open to the public and no person shall be excluded from such a meeting except for improper conduct as determined and expressed by resolution of the Board.

6.6 **In Camera:** The Board may conduct that part of its meeting in camera as concerns:

6.6.1 Such items as individual personnel matters, strategic labour relations, real and personal property transactions, litigation in which the Corporation is involved and other matters which by their nature require confidentiality so as to preserve the legitimate interests of the Corporation;

6.6.2 Matters of a personal nature concerning an individual unless such individual requests and the Board agree that the matter may be discussed in public.

All governors shall keep all information, discussions and proceedings at in camera sessions of the Board strictly confidential.

6.7 **Adjournments:** Any meeting of governors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of an adjournment to a future date, notice of the rescheduled meeting shall be given in the same manner as provided in section 6.1.

6.8 **Errors in Notice:** No error or omission in giving such notice for a meeting of governors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any governor may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.

6.9 **Voting:**

6.9.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of governors shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair shall have a second or casting vote;

6.9.2 All votes at any such meeting shall be taken by ballot, if so demanded by any governors present; but if no demand be made, the vote shall be taken in the usual way by assent or dissent.

6.9.3 Unless there is a demand for a recorded vote, a declaration by the Chair that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority, and an entry to that

effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of votes recorded in favour of or against such resolution. In the absence of the Chair, the Chair's duties may be performed by the Vice Chair or such other external governor as the Board may from time to time appoint for the purpose.

- 6.10 **Meetings by Electronic Means:** Meetings of the Board may be held by means of such telephone, electronic, or other communication facilities as will permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously and a member of the Board participating by such means shall be deemed to be present at that meeting and shall be counted for the purposes of quorum.

7 COMPLIANCE WITH CONFLICT OF INTEREST OBLIGATIONS

The Board of Governors shall comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act. Should any provision in this section be in conflict with this Policy Directive or any further Policy Directives issued by the Minister, the conflicting provision shall be ineffective to the extent of such conflict without invalidating the remaining provisions of this section. Notwithstanding the above, any provisions of this section that exceed the minimum requirements contained in the aforementioned Policy Directive are not in conflict with such and shall remain in force.

7.1 Definitions:

- 7.1.1 **Actual conflict of interest:** a situation where a governor has a private or personal interest that is sufficiently connected to the governor's duties and responsibilities as a governor that it influences the exercise of these duties and responsibilities.
- 7.1.2 **Internal governor:** For the purpose of this section 7, the president of the college shall be deemed to be an internal governor.
- 7.1.3 **Perceived conflict of interest:** a situation where reasonably well-informed persons could properly have a reasonable belief that a governor has an actual conflict of interest, even where that is not the case in fact.
- 7.1.4 **Potential conflict of interest:** a situation where a governor has a private or personal interest that could influence the performance of the governor's duties or responsibilities, provided that the governor has not yet exercised that duty or responsibility.

7.2 Principles:

- 7.2.1 Members of the Board are expected to act honestly and uphold the highest ethical standards.

- 7.2.2 Members of the Board are obligated to perform their official duties and conduct themselves in a manner that will bear the closest public scrutiny because colleges are part of the broader public sector and are subject to greater public scrutiny than private organizations.
- 7.2.3 Members of the Board shall not have private interests (other than those permitted pursuant to the Minister's binding policy directive, or applicable laws, or statutes) that would be affected particularly or significantly by college decisions or actions in which they participate as governors.
- 7.2.4 When appointed, members of the Board must arrange their private interests to prevent conflicts of interest. If a conflict does arise between the private interests of a governor and the official duties of that individual, the conflict shall be resolved in favour of the public interest.
- 7.2.5 Each governor (regardless of how the governor becomes a member of the Board) has a responsibility first and foremost to the welfare of the institution and must function primarily as a member of the Board, not as a member of any particular constituency.
- 7.2.6 All governors shall annually complete the Code of Ethical Conduct and Governor's Agreement being Appendix 1 to the Governor's Code of Ethics in which, among other things, they shall agree to comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act and to comply with their obligations respecting the Governor's Code of Ethics and the Code of Ethical Conduct.

7.3 Minister's Binding Policy Directive

- 7.3.1 A conflict of interest arises when a governor's private or personal interest supersedes or competes with that governor's duties and responsibilities as a member of a Board. This could arise from an actual, potential, or perceived conflict of interest of a financial or other nature.
- 7.3.2 At the beginning of every Board meeting, the Chair of the Board is to ask and have recorded in the minutes whether any member of the Board has a conflict to declare in respect to any agenda item.
- 7.3.2.1 When the agenda item arises in the open portion of the Board meeting, the member(s) of the Board with an actual conflict of interest may remain in the room for the duration of the discussion and not participate in the vote on this item. The minutes are to record that the member(s) of the Board in conflict of interest remained in the room for the discussion and did not vote on this item. Should the matter occur in the in camera portion of a meeting, the member(s) of the Board shall withdraw while the matter is being discussed or voted on and the minutes should reflect this.

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- 7.3.2.2 When the conflict of interest is perceived or potential, the Board will determine whether the member or members of the Board remain for the discussion and vote on agenda items. The minutes should reflect what takes place.
- 7.3.3 In cases where a conflict cannot be avoided, a Board member is to declare a conflict of interest at the earliest opportunity and, at the same time, should declare the general nature of the conflict. Where a conflict of interest is declared prior to a Board meeting, the declaration is to be made to the Chair of the Board and the Board is to be informed.
- 7.3.4 Where a Board member is unsure whether the member is in conflict, the said member is to raise the perceived potential conflict with the Board, and the Board is to determine by majority vote whether or not a conflict of interest exists. The said Board member must refrain from voting on whether or not a conflict of interest exists.
- 7.3.5 Where a conflict of interest is discovered after consideration of a matter, it is to be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that involvement of said member of the Board influenced the decision of the matter, the Board is to re-examine the matter and may rescind, vary, or confirm its decision.
- 7.3.6 Any member of the Board who perceives another member of the Board to be in conflict of interest in a matter under consideration is to raise this concern with the Chair of the Board. The Chair, in turn, is to discuss the matter with the member of the Board who is perceived to be in conflict and, as appropriate, to hold further discussion with the reporting governor. If the discussions do not lead to a resolution, the matter is to be brought to the Board and the Board is to determine by majority vote whether or not a conflict of interest exists. The member of the Board perceived to be in conflict is to refrain from voting.
- 7.3.7 Where there has been a failure on the part of a member of the Board to comply with this binding policy directive, unless the failure is the result of a bona fide error in judgment, the Board is to:
- 7.3.7.1 Issue a verbal reprimand; or
 - 7.3.7.2 Issue a written reprimand; and/or
 - 7.3.7.3 Request that a member of the Board resign; and/or
 - 7.3.7.4 Remove the member of the Board through processes established in Board bylaws.
- 7.4 Without limiting the general application of the Minister's Binding Policy Directive on Conflict of Interest, the Board shall recognize the following circumstances as

an actual conflict of interest requiring the affected Board member to conduct themselves in accordance with s. 7.3.2.1. hereof:

7.4.1 President:

- 7.4.1.1 Agenda items relating either directly or indirectly to the President's compensation, perquisites, and/or benefits;

Note: the Board may require certain information from the President to assist their deliberations, but these queries must be of the general nature or relate to providing performance related information concerning the President's success in meeting agreed to objectives and must not in anyway, either directly or indirectly, influence decisions on their compensation, perquisites, and/or benefits.

7.4.2 Internal Governors:

- 7.4.2.1 Agenda items relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment and/or academic programs in relation to their constituent group;

Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting;

- 7.4.2.2 Agenda items relating to the President's evaluation or performance review;

Note: this does not prevent the Chair or evaluation committee asking for their input as part of a general information-gathering process in preparing the President's evaluation.

7.4.3 Student Governor:

- 7.4.3.1 Agenda items relating to an increase in the tuition fees for the particular program in which the student is enrolled;

- 7.4.3.2 Agenda items relating to the President's evaluation or performance review;

Note: this does not prevent the Chair or evaluation committee asking for their input as part of a general information-gathering process in preparing the President's evaluation;

- 7.4.3.3 Agenda items relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment for college staff.

Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting.

7.5 Insignificant Conflicts:

The Minister's Binding Policy Directive does not apply where the interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the Board member or where a pecuniary or other interest is in common with a broad group of which the governor is a member (e.g., students, support staff, academic staff, administrative staff). The Binding Policy Directive does not apply where the issue is one of general or public information.

7.6 Disclosure of Interests in Contracts:

7.6.1 Every governor who is in any way directly or indirectly interested in a proposed contract or a contract with the Corporation or any subsidiary of the Corporation shall declare the governor's interest and conflict in accordance with the Minister's Binding Policy Directive.

7.6.2 If a governor has made a declaration of their interest in a proposed contract or contract in compliance with this section and has not voted in respect of the resolution which awards the contract (or, in the case of a conflict declared in accordance with section 7.3.5 hereof, the governor has not voted on the resolution confirming the award of the contract), the governor is not accountable to the Corporation or to any of its members or creditors for any profit realized from the contract, and the contract is not voidable by reason only of the governor's holding that office or of the fiduciary relationship established thereby.

8 REMOVAL OF GOVERNORS

8.1 The Board may remove a governor (other than the President or members of the Board appointed by the Lieutenant Governor in Council) from the Board by a resolution of the governors (enacted pursuant to section 8.2 below) if:

8.1.1 The governor has failed to attend, without leave of the Board, at least 50% of the regular meetings of the Board in any 12 month period or 4 successive meetings of the Board;

8.1.2 The governor has neglected or refused to participate on Board committees and/or to contribute to effective discussion and decision making at the Board;

8.1.3 The governor has failed to comply with the Minister's Binding Policy Directive on Conflict of Interest which is set forth in section 7 of this Bylaw;

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- 8.1.4 The governor has failed to maintain the confidentiality of any and all information, discussions, or proceedings at in camera sessions of the Board;
 - 8.1.5 The governor has failed to observe and perform the governor's fiduciary duty to the Corporation in that the governor has not acted with honesty, in good faith and in the best interests of the Corporation;
 - 8.1.6 The governor has, in the opinion of the Board, committed one of the following grounds of misconduct and in consequence would, if such governor were to continue as a member of the Board, adversely affect the image and/or operations of the Board or of the College:
 - 8.1.6.1 Harassment (including activities that would constitute harassment under College directives);
 - 8.1.6.2 Violence (including activities that would constitute violence under College directives);
 - 8.1.6.3 Conviction of a criminal offense;
 - 8.1.6.4 Conduct unbecoming of a member of the Board;
 - 8.1.6.5 Discrimination as defined under the Ontario Human Rights Code (including activities that would constitute discrimination under College directives).
 - 8.1.7 The governor has refused or is unable to comply with the provisions of the Governor's Code of Ethics being Appendix A to this Bylaw #1; and,
 - 8.1.8 The governor has failed to observe and comply with the provisions of the Governor's Code of Ethics being Appendix A to this Bylaw #1.
- 8.2 Prior to the Board voting to remove a governor (the "Subject Governor"), the Chair or the Vice-Chair is to discuss the matter with the Subject Governor to explain why the removal is being considered and to seek a satisfactory explanation of or solution to the alleged grounds for removal (the "Grounds"). If the discussions do not result in a satisfactory explanation or solution, the matter is to be brought to the Board in an in camera session, and the Board is to determine by resolution, passed by at least two-thirds of the votes cast, whether the Subject Governor is to be removed. The notice for the in camera session is to specify the intention to pass a resolution removing the Subject Governor and the Grounds therefore. The Subject Governor is to be given an opportunity to respond to the Grounds by addressing the Board at the in camera session, but is to refrain from voting. The Subject Governor is to be clearly notified of the final consideration and decision of the Board and any action that will be taken.
- 8.3 Any person who is removed as a governor from the Board may apply to the Executive Committee to review the decision to remove the person from the Board.

As provided in the Regulations, the Executive Committee's review shall be subject to the following:

- 8.3.1 The Executive Committee's review is limited to determining whether the removal was for a reason set out in this Bylaw and in accordance with the procedure established in this Bylaw and does not include a review of whether the Board was correct in removing a governor of the Board;
 - 8.3.2 The Chair of the Board and the President shall sign a written attestation that the removal process was carried out in accordance with this Bylaw;
 - 8.3.3 The decision of the Executive Committee on whether the decision of the Board was made for a reason set out in this Bylaw and in accordance with the procedure established in this Bylaw is final and binding.
- 8.4 With respect to any member of the Board appointed by the Lieutenant Governor in Council pursuant to section 4.2.1 of this Bylaw, if the Board believes that there exist reasons for justifying the removal of such member from the Board, the Board may set those reasons out in a report to the Minister of Colleges and Universities for referral to the Lieutenant Governor in Council.

9 REMUNERATION OF GOVERNORS AND COMMITTEE MEMBERS

- 9.1 The external governors of the Corporation shall serve without remuneration and no governor shall directly or indirectly receive any profit from their position as such; provided that a governor may be paid reasonable travel and living expenses incurred by them in the performance of their duties.
- 9.2 The provisions of section 9.1 shall apply equally to all members of committees and subcommittees of the Board.

10 PROTECTION OF GOVERNORS AND OFFICERS

10.1 Indemnification by Corporation:

- 10.1.1 The Corporation shall indemnify a governor or officer of the Corporation, a former governor or officer of the Corporation or another individual who acts or acted at the Corporation's request as a director or officer (or an individual acting in a similar capacity) of another entity, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil, criminal, administrative, investigative or other proceeding in which the individual is involved because of that association with the Corporation or other entity.
- 10.1.2 Unless prohibited by law, the Corporation shall advance monies to a governor, officer or other individual for the costs, charges and expenses of

a proceeding referred to in paragraph 10.1.1. The individual shall repay the monies if he or she does not fulfill the conditions of paragraph 10.1.3.

10.1.3 The Corporation shall not indemnify an individual under paragraph 10.1.1 unless they (i) acted honestly and in good faith with a view to the best interests of the Corporation or, as the case may be, to the best interests of the other entity for which they acted as a director or officer or in a similar capacity at the Corporation's request and (ii) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, they had reasonable grounds for believing that their conduct was lawful.

10.1.4 The Corporation shall also indemnify the individual referred to in paragraph 10.1.1. in such other circumstances as the law permits or requires. Nothing in this by-law shall limit the right of any person entitled to indemnity to claim indemnity apart from the provisions of this by-law.

10.2 Limitations on Liability

10.2.1 No governor or officer for the time being of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other governor or officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by the Corporation for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of such governor's or officer's respective office or trust or in relation thereto unless the same shall happen by or through such governor's or officer's own wrongful and wilful act or through such governor's or officer's own wrongful and wilful neglect or default.

10.2.2 The governors for the time being of the Corporation shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made, done or entered into in the name or on behalf of the Corporation except such as shall have been submitted to and authorized or approved by the Board. .

11 OFFICERS OF THE CORPORATION

11.1 **Officers:** There shall be a Chair, a Vice Chair, a President, a Secretary and a Treasurer, and such other officers as the Board may determine by resolution from time to time. The Chair and Vice Chair shall be external governors of the Board. The other officers of the Corporation (excepting the President who is a member of the Board by virtue of office) need not be members of the Board.

- 11.2 **Appointment:** At the May or June meeting of the Board each year, the Nominating Committee shall bring forward a recommendation for appointment of the officers and Committee Chairs requiring annual appointment. Following their appointment by resolution of the Board, the officers and Committee Chairs will assume their responsibilities on the 1st of September each year. If the Board shall fail to appoint any or all of such officers by September 1st, the incumbents for whom no replacements have been appointed shall continue in office until their successors are appointed except in the case of a Chair or Vice Chair whose term as governor has expired.
- 11.3 **Remuneration:** The governors may, in accordance with, and subject to the obtaining of such approvals as may be required by any applicable statutory provision, fix the remuneration to be paid to officers of the Corporation.
- 11.4 **Removal:** All officers, in the absence of agreement to the contrary, shall be subject to the removal from that office of the Corporation by resolution of the Board at any time with or without cause.
- 11.5 **Duties of Officers:** The duties of the officers are as follows:
- 11.5.1 **Chair:** The Chair shall be appointed annually and shall, when present, preside at all meetings of the Board. He or she shall, together with the Secretary or other officer appointed for the purpose, sign all bylaws of the Corporation; and they shall sign such contracts, documents or instruments in writing as require their signature. The Chair shall also have such other powers and duties as may from time to time be assigned to them by the Board or as are incidental to their office and shall interpret the resolutions of the Board and the intent of the Bylaws.
- 11.5.2 **Vice Chair:** The Vice Chair shall be appointed annually and shall have such powers and perform such duties as may be assigned to him or her by the Board, and in the absence or inability to act of the Chair, shall perform all the duties and have all the powers of the Chair and if a Vice Chair, or such other external governor as the Board may from time to time appoint for the purpose, performs any such duty or exercises any such power, the absence, inability or refusal to act of the Chair shall be presumed with reference thereto.
- 11.5.3 **President:** The Board shall appoint a President for such term as the Board may consider appropriate from time to time and hereby delegates to the President such authority to manage and direct the business and affairs of the Corporation, except such matters and duties as by law must be transacted or performed by the Board, and further to employ and discharge agents and employees of the Corporation as the President may from time to time decide. He or she shall conform to all lawful orders given to him or her by the Board of the Corporation and/or by the Chair thereof and shall at all reasonable times give to the governors or any of them all information they may require regarding the affairs of the Corporation.

11.5.4 **Secretary:** The Secretary shall be the President unless the Board shall otherwise determine in which event the Secretary shall be appointed annually. The Secretary shall:

- 11.5.4.1 Be ex-officio clerk of the Board;
- 11.5.4.2 Attend all meetings of the Board and record, or cause to be recorded, all facts and minutes of all proceedings in the books kept for that purpose;
- 11.5.4.3 Give, or cause to be given, all notices required to be given to governors;
- 11.5.4.4 Be the custodian of the corporate seal of the Corporation and of all books, papers, records, correspondence, contracts and other documents belonging to the Corporation which he or she shall deliver up only when authorized by a resolution of the Board to do so;
- 11.5.4.5 Perform such other duties as may from time to time be determined by the Board.

11.5.5 **Treasurer:** The Treasurer shall be the Vice President, Finance and Administration unless the Board shall otherwise determine in which event the Treasurer shall be appointed annually. The Treasurer shall:

- 11.5.5.1 Keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account;
- 11.5.5.2 Deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such banks as may from time to time be designated by the Board;
- 11.5.5.3 Disburse the funds of the Corporation under the direction of the Board, taking proper vouchers therefore;
- 11.5.5.4 Render to the Board at the regular meetings thereof or whenever required of them, an account of all their transactions as Treasurer, and of the financial position of the Corporation;
- 11.5.5.5 Co-operate with the auditors of the Corporation during any audit of the accounts of the Corporation;
- 11.5.5.6 Perform such other duties as may from time to time be determined by the Board.

11.5.6 **Other Officers:** The duties of all other officers of the Corporation shall, subject to the provisions of any applicable statute or regulation, be such as

the terms of their engagement call for or the Board or the President require of them.

11.6 Vacancies:

11.6.1 If the office of the Chair or Vice Chair, or one or more of them, shall become vacant by reason of death, resignation, and disqualification or otherwise, the Board shall appoint one of the external governors to fill such vacancy.

11.6.2 If the office of the Secretary, Treasurer or President, or one or more of them, shall become vacant, such vacancy shall be filled as the Board may appoint.

11.7 Delegation of Duties of Officers. In case of the absence or inability to act of the Chair, a Vice Chair or any other officer of the Corporation or for any other reason that the governors may deem sufficient, the governors may delegate all or any of the powers of such officer to any other officer or to any external governor for the time being.

12 EXECUTION OF DOCUMENTS

12.1 Cheques, Drafts, Notes, Etc.: All cheques, drafts or orders for the payment of money and all notes and acceptances and bills of exchange shall be signed by such officer or officers or person or persons, whether or not officers of the Corporation, in such manner as the Board may from time to time designate by resolution.

12.2 Contracts, documents or instruments in writing:

12.2.1 Contracts, documents or instruments in writing, required to be signed by the Corporation, may be signed by any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is someone other than the President), and the Treasurer and all contracts, documents or instruments in writing so signed shall be binding upon the Corporation without any further authorization or formality;

12.2.2 The corporate seal of the Corporation may, when required, be affixed to contracts, documents or instruments in writing signed as aforesaid or by any Officer or Officers, person or persons appointed by resolution of the Board pursuant to section 12.2.5 hereof;

12.2.3 The term "contracts, documents or instruments in writing" as used herein shall include deeds, mortgages, hypothecs, charges, conveyances, transfers and assignments, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings;

12.2.4 In particular without limiting the generality of the foregoing, any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is

someone other than the President), and the Treasurer are authorized to sell, assign, transfer, exchange, convert or convey any and all shares, bonds, debentures, rights, warrants or other securities owned by or registered in the name of the Corporation in its individual capacity or any other capacity or as trustee or otherwise and to sign and execute (under the corporate seal of the Corporation or otherwise) all assignments, transfers, conveyances, powers of attorney and other instruments that may be necessary for the purpose of selling, assigning, transferring, exchanging, converting or conveying any such shares, bonds, debentures, rights, warrants or other securities;

12.2.5 Notwithstanding any provisions to the contrary contained in the bylaws of the Corporation, the Board may at any time by resolution direct the manner in which, and the person or persons by whom, any particular instrument, contract or obligations of the Corporation may or shall be executed.

13 BOOKS AND RECORDS

13.1 The Board shall ensure that all necessary books and records of the Corporation required by the bylaws of the Corporation or by any applicable statute or law are regularly and properly kept.

13.2 Without limiting the generality of section 13.1 immediately preceding, the Board shall keep minutes and records of its proceedings that accurately reflect the proceedings of the Board.

13.3 The Bylaws of the Corporation:

13.3.1 Shall be open to examination by the public during the normal office hours of the Corporation; and

13.3.2 Whenever possible, shall be available to the public at no charge on the Corporation's website.

14 STANDING COMMITTEES

14.1 The Board may, from time to time, appoint committees, consisting of such persons as may from time to time be appointed members thereof by the Board, to act in an advisory capacity to the Board in connection with the particular field of activity referred to each of such committees. The members of such committees shall hold office during the pleasure of the Board, and the Chair and the President shall be ex-officio (voting) members of each such committee.

14.2 The Board may fill any vacancies occurring from time to time in such committees and may abolish and from time to time re-appoint any such committee.

14.3 The Secretary shall record or cause to be recorded the minutes of the proceedings of any such standing committee which shall be confirmed under the signature of the Chair of that meeting and a report shall be forwarded to the Board. Any such

committee so appointed may meet for the transaction of business, adjourn and otherwise regulate its meetings as it thinks fit.

- 14.4 The quorum for any such standing committee shall be a majority of the governors on the committee. Questions arising at any meeting of a committee shall be decided by a majority of votes and, in the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

15 AUDIT AND RISK MANAGEMENT COMMITTEE

- 15.1 The Audit and Risk Management Committee heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in connection with all matters that may be properly referred to it by the Board. The Audit and Risk Management Committee shall be composed of at least four external governors. The Chair of the Board who shall be ex-officio (voting) member, and the President of the College shall be an ex-officio (non-voting) member of the Audit and Risk Management Committee.

- 15.2 Each Audit and Risk Management Committee member shall be appointed by the Board for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new member to the Committee.

16 GOVERNANCE COMMITTEE

- 16.1 The Governance Committee is established to assist the governors in carrying on the affairs of the Corporation in connection with matters relating to governance performance, the review and assessment of Board governance practices, the recommendation of measures to employ in assessing governance performance, the nomination for vacancies in the Board and the development of selection criteria and profiles for the nomination and performance of Board members as well as the management and assessment of the Board's continuing orientation, education and development activities, and all other matters that may be properly referred to it. The Governance Committee may also be responsible for the annual nomination of the Chair, Vice Chair, Secretary (if other than the President), Treasurer (if other than the Vice President, Finance and Administration), such other Officers as the Board may determine are to be appointed annually, Chair of the Audit and Risk Management Committee, Chair of the Governance Committee, Chair of any other standing committees which the Board may constitute and which require the annual appointment of a Chair. The Governance Committee shall be composed of at least five governors who shall be appointed by the Board, in addition to the Chair of the Board and the President who shall be ex-officio (voting) members of the Governance Committee. The Chair of the Governance Committee shall be an external governor and a majority of the five members of the Governance Committee shall be external governors.

- 16.2 Each Governance Committee member shall be appointed for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall

fill a vacancy on the Governance Committee by appointing a new member to the Committee.

17 ACADEMIC AND STUDENT AFFAIRS COMMITTEE

- 17.1 The Academic and Student Affairs Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its Academic and Student Affairs oversight responsibilities.
- 17.2 The Academic and Student Affairs Committee shall be composed of at least five members of the Board of Governors, and shall optimally include the Academic Staff Governor and the Student Governor. The Senior Vice-President Academic and the Vice-President Student Services of the College shall be non-voting members of the Committee. In addition, the Board Chair and the President shall be ex-officio (voting) members of the Academic and Student Affairs Committee.
- 17.3 Each Academic and Student Affairs Committee member shall be appointed for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Academic and Student Affairs Committee by appointing a new member to the Committee.

18 EXECUTIVE COMMITTEE

- 18.1 The Executive Committee, heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in carrying on the affairs of the Corporation in connection with all matters that may be properly referred to it by the Board. The Committee shall consist of the Chair, the Vice Chair, the Chair of the Audit and Risk Management Committee, the Chair of the Governance Committee, and the Chair of the Academic and Student Affairs Committee, Past Chair, or in the event that there is no Past Chair, this position shall remain vacant. In the event of any such offices other than the Past Chair being vacant, one other external governor will be appointed by the Board to fill such vacancy. In addition, the President shall be an ex-officio (voting) member of the Executive Committee by virtue of office. The Executive Committee is empowered to act on behalf of the Board during the summer as well as on other occasions when a quick decision is required and it is not possible to achieve the requisite quorum of Governors.

19 MEMBERS

- 19.1 The members of the Corporation shall consist of such persons as are from time to time appointed governors of the Corporation in accordance with the provisions of these Bylaws. The interest of a member is not transferable and lapses and ceases to exist when they ceases to be a member of the Board of the Corporation by their resignation, expiration of their term of office as a governor or otherwise in accordance with these Bylaws or as provided by any applicable statute or law.

20 MEETINGS OF MEMBERS

20.1 Annual and Other General Meetings:

20.1.1 The annual or any other general meeting of the members shall be held at the head office of the Corporation or elsewhere in Ontario as the Board may determine and on such day as the said governors shall appoint.

20.1.2 The annual meeting shall be the meeting at which the audited financial statements and officer and committee appointments are received, in addition to any other business that may be transacted. The members may consider and transact any business either special or general without any notice thereof at any meeting of the members. The Board or the Chair or Vice Chair shall have power to call at any time a general meeting of the members of the Corporation.

20.2 Notice of Meetings:

20.2.1 Notice of the time and place of every annual or general meeting of members shall be made by sending notice of the time and place of any such meeting which shall be delivered or telephoned not less than ten (10) days prior to the time fixed for the holding of any such meeting and published on the College's public website. Provided always that any meeting of members may be held for any purpose at any date and time and any place within Ontario without notice if all the members are present in person at the meeting or if all the absent members waive notice thereof or otherwise signify in writing their consent to such meeting being held in their absence. Such waiver of notice or consent may be given either before or after the meeting.

20.2.2 No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any members may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

20.3 **Adjournments:** Any meeting of the members of the Corporation may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of adjournment a notice of the re-scheduled meeting is required.

20.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the members. No business shall be transacted at any meeting unless the requisite quorum shall be present.

20.5 Voting:

20.5.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of members shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

20.5.2 All votes at any meeting of members shall be taken by ballot, if so demanded by any members present, but if no demand be made the vote shall be taken in the usual way by assent or dissent. Unless there is a demand for a recorded vote a declaration by the Chair of the meeting that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority and an entry to that effect in the minutes of the Corporation shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.

20.6 **Chair:** In the absence of the Chair and the Vice Chair of the Board, the external members present at any meeting of members shall choose one of their members to be Chair of the meeting.

20.7 **Polls:** If at any meeting a poll is demanded on the election of a Chair of the meeting or on the question of adjournment it shall be taken forthwith without adjournment. If a poll is demanded on any other question it shall be taken in such manner and either at once or later at the meeting or after adjournment as the Chair of the meeting directs. The result of a poll shall be deemed to be the resolution of the meeting at which the poll was demanded. A demand for a poll may be withdrawn.

21 FINANCIAL YEAR

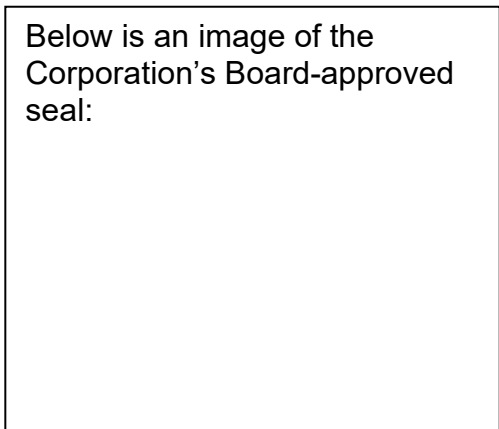
Unless otherwise ordered by the Board, the fiscal year of the Corporation shall terminate on the 31st day of March in each year.

Enacted this 11th day of December, 2023

James McCracken
Chair, Board of Governors

Claude Brulé
Secretary, Board of Governors

Below is an image of the
Corporation's Board-approved
seal:



GOVERNOR'S CODE OF ETHICS

BACKGROUND

Since public trust and confidence are vested in the Board of Governors, the Board and individual Governors have a commitment to discharge their responsibilities and duties in a manner that inspires respect and adheres to the highest standards of conduct. This Code of Ethics outlines the specific conduct required of Governors. It is closely linked with sections 7 and 8 of Algonquin College Bylaw #1 and Minister's Binding Policy Directive on Conflict of Interest issued April 1, 2003 under the provisions of the Ontario Colleges of Applied Arts and Technology Act as amended from time to time.

CODE OF ETHICS

1. Governors will consistently comply with the fiduciary duty of a college Governor to act honestly, in good faith, and in the best interest of the college.
2. As custodians of public trust, Governors must avoid conflict of interest with respect to their fiduciary responsibility. Specific provisions regarding conflict of interest are outlined in College Bylaw #1 section 7 and the Minister's Binding Policy Directive on Conflict of Interest issued under the Act.
3. Governors will respect the confidentiality appropriate to issues of a sensitive nature, and all information in-camera must be kept confidential. Subsequent discussions of confidential issues may only involve those participants who attended or who were eligible to attend the original confidential discussions.

Issues determined to be confidential will remain confidential until they are released publicly through appropriate means.

4. Governors will promote Board policies and support Board decisions. Once a decision has been made, the Board will speak with one voice with respect to that decision. Governors will only speak on behalf of the Board when requested to act on behalf of the Chair.
5. Governors will respect each other and the democratic process.
6. Governors are expected to attend all regularly scheduled Board meetings and planning workshops. Notification for unavoidable absence should be provided to the Chair via the Board Secretary before the meeting.

The Chair is responsible for addressing attendance problems. Unacceptable attendance could result in the Chair requesting the Governor's resignation. The following attendance patterns are unacceptable and constitute a breach of the Governor's Code of Conduct:

- missing a total 50% of regular Board meetings in a year or 4 successive meetings of the Board without leave of the Board;
- frequent late arrivals at Board meetings or early departures, unless the reason for the late arrival is deemed justifiable.

Note: Under extenuating circumstances, Board members may submit a written request for a leave of absence which will be considered by the Board in the closed portion of the Board meeting.

7. Governors will not attempt to exercise individual authority within the College. Any interactions with the President or staff must occur in accordance with Board policy and the Role of the Governor. Governors who are approached about operational issues should refer the person/issue to the President.
8. Governors in their interactions with the public, press or other groups must recognize that an individual Governor cannot speak for or represent the Board on Board matters, College business, College administration or College governance without specific authority granted by the Board and that they have no legal or moral authority as an individual outside of Board meetings to represent the Board or comment on Board matters, College business, College administration or College governance except that authority as is specifically granted to the individual Governor by the Board.
9. Each Governor shall annually sign the Code of Ethical Conduct and Governors' Agreement (Attachment 1 hereto).
10. It is the responsibility of the Board Chair to ensure that Governors have had the opportunity to review the Code of Ethical Conduct before the first meeting of the Board in September and to secure their signatures on the Governors' Agreement included in Attachment 1 hereto at that meeting, or before the next scheduled meeting of the Board, at the latest.

Code of Ethical Conduct and Governors' Agreement

Algonquin College of Applied Arts and Technology has an outstanding reputation in the community for its integrity, loyalty, dedication and commitment as well as its high quality training and educational programs. In support of this positive image, it is expected and required that the Governors conduct themselves in a professional, respectful and collegial manner while carrying out their responsibilities as Board Members.

As a Governor of Algonquin College, I hereby commit myself to the highest ethical conduct as an individual and a member of the Board and will strive at all times to:

1. Comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act, the Governor's Code of Conduct being Appendix A to Bylaw #1 and this Code of Ethical Conduct.
2. Work with fellow Governors and the College President in a co-operative and respectful manner, remembering that I am accountable to the community as a whole, and not any special interest group(s).
3. Support my fellow Governors in fulfilling ethical, fiscal and professional obligations.
4. Participate actively in Board and committee meetings, respecting the opinions of others.
5. Practice and uphold openness and transparency in the conduct of Board business as demanded by the legislation and regulations governing colleges in Ontario while respecting confidentiality when required by law, regulation or policy.
6. Honour and follow the rules of order and procedure adopted by the Board to facilitate meetings and decision-making.
7. Base my decisions on the facts of each situation, vote with honest conviction, unswayed by any special interests and honour and uphold all majority decisions taken by the Board.
8. Ensure the College's mission, values and strategic plan and objectives are achieved in a democratic and fiscally responsible manner which meets the needs of learners and enables staff to carry out their responsibilities competently and ethically and which enhance the College's public image.
9. Treat my fellow Governors, College staff, students and the general public in a fair and equitable manner, regardless of race, religion, gender, sexual orientation, disabilities, age or national origin.

10. Accept the consequences of any of my actions which violate this Code of Ethical Conduct, the Governors' Code of Conduct or the MCU Minister's Binding Policy Directives on Conflict of Interest and abide by the resulting decisions.
11. Participate fully in any review conducted under this Code of Ethical Conduct, the Governors' Code of Conduct or the MCU Minister's Binding Policy Directives on Conflict of Interest and any revisions decided upon.
12. Generally be guided by high ethical standards in my performance of Board responsibilities.

I, _____ hereby acknowledge receipt of a copy of and agree to abide by this Algonquin College Code of Ethical Conduct, the Governors' Code of Conduct and the MCU Minister's Binding Policy Directives on Conflict of Interest at all times in exercising my responsibilities as a Governor.

Signature of Governor: _____

Date: _____

To ensure that Governors have been duly informed of their obligation and that they understand this obligation and the consequences associated with violating the Code of Ethical Conduct and supporting policies and guidelines, the following written sign off is required:

This is to confirm that a copy of the Code of Ethical Conduct, Governors' Code of Conduct and the MCU Minister's Binding Policy Directives on Conflict of Interest have been provided, reviewed and explained to _____ who has pledged to honour all obligations under it, and has provided his/her signature as confirmation of that pledge.

Signature of Board Chair: _____

Date: _____

Agenda Item No: 6.1

Report title:	2024-25 Schedule of Tuition and Ancillary Fees
Report to:	Board of Governors
Date:	December 11, 2023
Author/Presenter:	Laura Stanbra, Vice President, Student Services Krista Marsden, Acting Registrar

1. RECOMMENDATION:

THAT the Board of Governors approve the proposed 2024-25 Tuition and Fees Schedules.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to review the Proposed 2024-25 Tuition and Ancillary Fees Schedules as established in accordance with the Ministry of Colleges and Universities' Binding Policy Directive on Tuition and Ancillary Fees. Please refer to Appendix A for the Executive Summary of Fee Information.

3. BACKGROUND:

Each year the Tuition and Fees Schedules for the upcoming academic year are presented to the Board of Governors. The proposed 2024-25 Tuition and Fees Schedules apply to the academic year beginning September 1, 2024, and ending August 31, 2025.

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 ten per cent 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, maintaining the tuition freeze. A further extension of the freeze on tuition fees was announced through a press release on March 3, 2023. The Tuition Fee Framework for 2024-25 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 sixth 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 three per cent.

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Principles of the tuition fee framework for establishing 2024-25 schedule of fees include:

- a) A continued freeze on tuition fees for the 2024-25 academic year at 2019-20 tuition rates (which themselves are a ten per cent reduction of the 2018-19 tuition rates) as outlined in Appendix B proposed 2024-25 Schedule of Tuition and Ancillary Fees.
- b) The 2024-25 Tuition Fee Framework will not be issued prior to December 2023; however, should the 2024-25 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 three per cent annually).
- d) As per Ministry guidelines, High Demand domestic enrolment must be not be greater than 15% of the College's post-secondary domestic enrolment. This calculation is outlined in Appendix C Draft 2023-24 High Demand Program Calculation.

The draft 2024-25 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.

Algonquin College Executive Team-Approved 2024-25 Compulsory Ancillary Fee changes were presented to the Students' Association College Collaborative Committee on June 27, 2023, where initial feedback on the fees was provided prior to a presentation to the Students' Association Board of Directors on August 26, 2023. The Students' Association Board of Directors expected to make their decision at the September 22, 2023, meeting, following receipt of answers to follow-up questions; however, subsequently requested an extension until October 17, 2023, to add compulsory ancillary fees to a Class Representatives meeting on October 16, 2023. On October 17, 2023, the Protocol Agreement, in alignment with Ministry of Colleges and University policy, was signed by the Students' Association and is included as Appendix D, the Students' Association Approval of Compulsory Ancillary. The Compulsory Ancillary Fees are detailed in Appendix E.

The 2024-25 Schedule of Tuition and Ancillary Fees preparation assumptions were endorsed by the College Budget Committee on August 24, 2023 and approved by the Algonquin College Executive Team on September 13, 2023. On October 18, 2023, the College Budget Committee endorsed the draft 2024-25 Schedule of Fees and subsequently approved by the Algonquin College Executive Team on October 25, 2023, and endorsed at the Board of Governors Academic and Student Affairs Committee on November 7, 2023

4. DISCUSSION:

The preparation details for the proposed Tuition and Fees Schedules are summarized in Appendix A: Executive Summary of Fee Information for the draft 2024-25 Tuition and Fee

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Schedules. All changes to fees have been highlighted in yellow in the enclosed fee tables in Appendix B: Proposed 2024-25 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 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 five dollars of thirteen of the 24 Colleges. In this way, Algonquin is competitive and comparable within the Ontario college system. For sample program fees and affordability context, refer to Appendix F Sample 2023-24 Fee Comparison of Four Programs and Appendix G Sample 2023-24 Student Funding and Expenses.

7. FINANCIAL IMPACT:

The draft 2024-25 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.

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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 30, 2023 as reflected in the Protocol Agreement.

10. COMMUNICATIONS:

Preparation of the Tuition and Fees Schedules provides new students with the fee information for the 2024-25 admissions cycle and prior to the provincial confirmation deadline of May 1, 2024 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 2024-25 Tuition and Fees Schedules were established in a thorough and consultative process in compliance with Ministry policies. The goal is to continue to support the College in balancing affordable and market competitive fees for students while providing sustainable and high-quality resources for quality education.

Respectfully submitted:



Laura Stanbra
Vice President, Student Services

Approved for submission:



Claude Brulé
President and CEO

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Appendices:

- 06.1.1 Appendix A: Executive Summary Information for the Draft 2024-25 Schedule of Fees
- 06.1.2 Appendix B: Draft 2024-25 Schedule of Fees
- 06.1.3 Appendix C: Draft 2024-25 High Demand Program Calculation
- 06.1.4 Appendix D: Students' Association Approval of Compulsory Ancillary Fees
- 06.1.5 Appendix E: Draft 2024-25 Compulsory Ancillary Fees
- 06.1.6 Appendix F: Sample 2024-25 Fee Comparison of Four Programs
- 06.1.7 Appendix G: Sample Student Funding and Expenses 2024-25

6.1.1 Appendix A: Executive Summary Information for the Draft 2024-25 Schedule of Fees

Minister's Binding Policy Directive (Tuition Fee Framework)

The Ministry of Colleges and Universities' updated Binding Policy Directive on Tuition and Ancillary Fees for 2024-25 has not yet been released. An extension of the freeze on tuition fees was announced through a press release on March 3, 2023. A continuation of the freeze on tuition fees for 2024-25 is anticipated. Should the 2024-25 Tuition Fee Framework be released with an allowable increase, an amended recommendation will be made inclusive of that direction.

Tuition Fees (Appendix 2: 2024-25 Schedule of Fees, p. 1)

Tuition fees for the 2024-25 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: 2024-25 Schedule of Fees, p. 8-11)

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 2024-25 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 will be signed and enclosed for reference (Appendix 4).

Proposed Changes to Compulsory Ancillary Fees

The two proposed changes to the ancillary fees represent an increase of \$16.18 per academic year (two terms of study) or 0.84% in 2024-25 over 2023-24 (from \$1,928.46 to \$1,944.64), reflecting \$1,461.82 collected by the Students' Association and \$482.82 collected by the College. This increase is due to the anticipated increase of third-party contracts (U-Pass) and the 1.5% approved Technology fee increase (as per the Memorandum of Understanding with the Students' Association. The Students' Association did not endorse new and proposed fee changes to College Ancillary-fee funded services.

Within the current Ministry Binding Policy Directive, the compulsory ancillary fees may increase up to 20% annually; at less than 1% Algonquin College remains well under the maximum allowable increase. You will note from the chart below, the only pending compulsory ancillary fee increase is the annual increase in the student Health Plan. The third-party supplier of the plan bases increases upon past performance. Last year's increase was \$5.29 (or 2.2%); prior year increases can be found in Appendix 5.

Fee Name	From	To	Note
U-Pass Fee	\$223.48 per term	\$229.07 per term	2.5% increase as per third party contract; requires City of Ottawa decision.
Technology Fee	\$166.91 per term	\$169.41 per term	1.5% increase as per MOU
SA Health Plan	\$248.94 per year	Not yet known	As per third-party contract, usually established early in the new year
Health Services Fee			Remains at \$21 per term
SA Activity Fee			Remains at \$217.37 per term
SA Athletics and Recreation Fee			Remains at \$160 per term
Graduation Fee			Remains at \$38 level one only
Transcript Fee			Remains at \$20 level one only
Student Experience Fee			Remains at \$19 per term
U-Pass Administrative Fee			Remains at \$6 per Academic Year

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

High Demand Tuition Fee (Appendix 2: 2024-25 Schedule of Fees, p. 2-6)

All tuition fees for High Demand programs are frozen at the 2023-24 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 2024-25 High Demand enrolment estimates that the College's enrolment in High Demand programs will be 13.76%. Please note that there is an effort to maximize this revenue threshold without exceeding the maximum.

International Fees - Tuition Premium (Appendix 2: 2024-25 Schedule of Fees, p. 13-16; also captured in Appendix 6 for fee comparisons)

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: 2024-25 Schedule of Fees, p. 18-30)

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 2024-25, there are 765 courses with incidental fees, compared to 743 on 2023-24, ranging from \$7.00 for supplies for an Aviation training course to \$2,675 for a Power Line Technician Line Work course. Overall, the average course incidental fee has increased to \$178.03 compared to \$152.62 in 2023-24.

Algonquin College Fee Comparison and Provincial Context (Appendix 6: Sample 2024-25 Fees Comparison including Domestic and International)

At Algonquin College, student Tuition Fees for standard delivery range from \$1,588.70 in a two-year diploma program to \$4,371.40 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 \$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 2024-25)

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 \$1,400 is realized. This is attributed in part to educational costs that have been frozen for three years, but also reflects the elimination of personal contribution for independent students with dependents. A positive balance assists with the expenditures not accounted for such as course materials not included in assessments, lifestyle, and other personal expenses. As this positive balance declines, it necessitates that the student seeks resources elsewhere, such as through bursary support or student employment.

Fees Exemptions

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

**6.1.2 Appendix B
Draft 2024-25 Schedule of Fees**

**FEES
FOR MINISTRY-FUNDED PROGRAMS
2024-25**

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 2023-24 amt.)

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

(Tuition fee factor matching duration)

	Per Term	Annually (two terms)
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)

	Per Term	Annually (three terms)
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 2023-24 amt.)

	Per Term	Annually (two terms)
1704X/IIF 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 2023-24 amt.)

		Per Term	Annually (two terms)
1213X Action Sports Park Development	All Levels	\$1,692.02	\$3,384.04
1522X Aircraft Maintenance Technician	All Levels	\$1,974.00	\$3,948.00
0446C Applied Museum Studies	All Levels	\$1,611.50	\$3,223.00
0298X Bartending	Level 01	\$1,330.24	\$2,660.48
0380X Broadcasting - Radio	All Levels	\$1,692.02	\$3,384.04
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
1507X Welding and Fabrication Techniques	All Levels	\$1,735.50	\$3,471.00

TUITION SHORT PROGRAMS

(no change from 2023-24 amt.)

Tuition (per week)		\$74.31
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Appendix 2
2024-25 Schedule of Fees

**TUITION FEES
FOR HIGH DEMAND MINISTRY-FUNDED PROGRAMS
2024-25**

UNCHANGED

Program Number and Title		Level	2022/23 Tuition Fee (per level)	2023/24 Tuition Fee (per level)	2024/25 Tuition Fee (per level)	% Increase	\$ Increase
1456X	Advertising and Marketing Communications Management <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1288X	Animation <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
0381X	Broadcasting - Television <i>TFF: 2 Duration: 2</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1628X	Cardiovascular Technology <i>TFF: 2 Duration: 2</i>	All	\$1,782.67	\$1,782.67	\$1,782.67	0.00%	\$0.00
0608X	Dental Assisting (Levels I and II) <i>TFF: 1.25 Duration: 1</i>	Levels 1, 2 Level 3	\$2,313.84 \$616.90	\$2,313.84 \$616.90	\$2,313.84 \$616.90	0.00% 0.00%	\$0.00 \$0.00
1927X	Dental Hygiene <i>TFF: 3 Duration: 3</i>	All	\$2,900.74	\$2,900.74	\$2,900.74	0.00%	\$0.00
1421X	Film and Media Production <i>TFF: 2 Duration: 1.5</i>	All	\$3,843.67	\$3,843.67	\$3,843.67	0.00%	\$0.00
3013X	Game Development <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1400X	Graphic Design <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
0402X	Journalism <i>TFF: 2 Duration: 2</i>	All	\$2,210.06	\$2,210.06	\$2,210.06	0.00%	\$0.00
0915X	Massage Therapy <i>TFF: 3 Duration: 3</i>	All	\$2,276.37	\$2,276.37	\$2,276.37	0.00%	\$0.00
1615X	Medical Radiation Technology <i>TFF: 3 Duration: 3</i>	All	\$2,427.17	\$2,427.17	\$2,427.17	0.00%	\$0.00
1405X	Music Industry Arts <i>NSDP 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>NSDP 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 \$500 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 Level 3	\$4,982.23 \$2,657.16	\$4,982.23 \$2,657.16	\$4,982.23 \$2,657.16	0.00% 0.00%	\$0.00 \$0.00
0468X	Public Relations <i>TFF: 2 Duration: 2</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00

Note:
Part-time fees are prorated.
Final part-time hourly rates will be confirmed following curriculum approval for 2024-2025.

Appendix 2
2024-25 Schedule of Fees

**TUITION FEES FOR MINISTRY-FUNDED
HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS)
AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS
2024-25**

GRADUATE CERTIFICATE PROGRAMS WITH HIGH DEMAND TUITION FEES (Part-time fees are prorated)		UNCHANGED					
Program Number and Title		Level	2022/23 Tuition Fee (per level)	2023/24 Tuition Fee (per level)	2024/25 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 Level 3	\$2,070.14 \$1,181.60	\$2,070.14 \$1,181.60	\$2,070.14 \$1,181.60	0.00% 0.00%	\$0.00 \$0.00
3005X	Advanced Care Paramedic <i>TFF: 1 Duration: 1</i>	Level 1 Level 2 Level 3	\$5,213.29 \$3,041.06 \$7,385.52	\$5,213.29 \$3,041.06 \$7,385.52	\$5,213.29 \$3,041.06 \$7,385.52	0.00% 0.00% 0.00%	\$0.00 \$0.00 \$0.00
1606X	Anesthesia Assistant <i>TFF: 1.5 Duration: 1.5</i>	Level 1 Level 2	\$4,705.82 \$7,843.04	\$4,705.82 \$7,843.04	\$4,705.82 \$7,843.04	0.00% 0.00%	\$0.00 \$0.00
1535X	Artificial Intelligence Software Development <i>TFF: 1 Duration: 1</i>	All	\$2,450.00	\$2,450.00	\$2,450.00	0.00%	\$0.00
1529X	<i>BIM - LM Canadian Context</i>	All	N/A	\$8,692.35	\$8,692.35	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	\$1,853.15	\$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 Level 3	\$2,252.82 \$3,838.19	\$2,252.82 \$3,838.19	\$2,252.82 \$3,838.19	0.00% 0.00%	\$0.00 \$0.00
1531X	Cloud Development and Operations	All	\$3,041.06	\$3,041.06	\$3,041.06	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 Level 2	\$2,100.35 \$2,080.34	\$2,100.35 \$2,080.34	\$2,100.35 \$2,080.34	0.00% 0.00%	\$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
2024-25 Schedule of Fees

TUITION FEES FOR MINISTRY-FUNDED HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS) AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS 2024-25							
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	\$2,342.09	\$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
2024-25 Schedule of Fees

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

2024-25

BACHELOR DEGREE PROGRAMS (Part-time fees are prorated)		UNCHANGED					
Program Number and Title	Level	Tuition Fee	Tuition Fee	Tuition Fee	Increase	Increase	
6800X Bachelor of Business Administration (Trades Management) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,184.65	\$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	
6327X Bachelor of Commerce (Marketing) <i>TFF: 4 Duration: 4</i>	All	\$3,412.40	\$3,412.40	\$3,412.40	0.00%	\$0.00	
6328X Bachelor of Commerce (Strategic Human Resources Management) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,412.39	\$3,412.39	\$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	\$3,253.16	\$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	\$3,143.62	\$3,143.62	\$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
2024-25**

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>

Appendix 2
2024-25 Schedule of Fees

**TUITION FEES
FOR NON-FUNDED MINISTRY-APPROVED PROGRAMS
2024-25**

CHANGED

Program Number and Title	Level	2022/23 Tuition Fee (per level)	2023/24 Tuition Fee (per level)	2024/25 Tuition Fee (per level)	% Increase	\$ Increase
1430X Brand Management	All	\$8,262.81	\$8,429.97	\$8,602.15	2.04%	\$172.18
1529X Building Information Modeling - Lifecycle Management Canadian Context	All	N/A	\$8,692.35	\$8,866.28	2.00%	\$173.93
1318X Financial Services - Canadian Context	All	\$8,262.81	\$8,429.97	\$8,602.15	2.04%	\$172.18
1438Y General Arts and Science - English for Academic Purposes	All	N/A	\$3,147.90	\$3,225.42	2.46%	\$77.52
1330X Strategic Global Business Management	All	\$8,262.81	\$8,429.97	\$8,602.15	2.04%	\$172.18

Note:

Part-time fees are prorated.

Final part-time hourly rates will be confirmed following curriculum approval for 2024-2025.

ANCILLARY FEES 2024-25

COMPULSORY ANCILLARY FEES

STUDENT ACTIVITY FEE

UNCHANGED

\$217.37 per term

Assessed each term to all full-time students.

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

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

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

ATHLETICS AND RECREATION FEE

UNCHANGED

\$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

TBD

\$248.94 annually. Prorated for Winter (\$221.58) and Spring Terms (\$34.48)

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.

ANCILLARY FEES 2024-25

U-PASS FEE

CHANGED: (\$223.48 in 2023-24)

\$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

UNCHANGED

\$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: (\$166.91 in 2023-24)

\$169.42 per term

\$1.69 per hour to a maximum of \$169.42 per term for part-time program registrants

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

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

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

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

HEALTH SERVICES FEE

UNCHANGED

\$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. \$11.00 per term.

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

GRADUATION FEE

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
2024-25**

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. \$10.00 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

information

- 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.

DRAFT

**ANCILLARY FEES
2024-25**

CO-OP FEE

UNCHANGED

\$579.00 per Co-op work term

Assessed in registered work term.

\$579 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.

- Co-op students pay 10% of the Students' Association Fees

Note:

- 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 2024-2025 program-related ancillary

ADDITIONAL NON-TUITION-RELATED FEES

Unchanged from 2023-2024

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	A \$150.00 late fee will be charged to all students who pay
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
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

PCPP ANCILLARY FEES 2024-25

COMPULSORY ANCILLARY FEES

HEALTH INSURANCE FEE

UNCHANGED

Full-time International students in post-secondary, graduate certificate and bachelor degree programs pay the \$753.75 annually. Prorated for students commencing studies in the Winter (\$502.56) and Spring

STUDENT SUPPORT SERVICES FEE

\$250.00 per term

Assessed each term to all students.

Purpose: To cover student support services provided by CDI college, including network accounts, student IDs, housing support, health services support, career services, learning resources.

TECHNOLOGY FEE

unchanged

\$35.00 per term

\$1.69 per hour to a maximum of \$169.42 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.

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.

PROGRAM ANCILLARY FEES

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 2024-2025 program-related ancillary

ADDITIONAL NON-TUITION-RELATED FEES

Unchanged from 2023-2024

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	A \$150.00 late fee will be charged to all students who pay
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
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
2024-25**

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

CHANGED: \$5,971.43 in 2023-24

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$6,150.57 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	\$7,052.65	(\$6,847.23 in 2023-24)
0188W, 0188X, 0188Y	Architectural Technician	\$7,052.65	(\$6,847.23 in 2023-24)
0006X	Computer Eng. Technology - Computer Science	\$7,052.65	(\$6,847.23 in 2023-24)
0336X	Computer Programmer	\$7,052.65	(\$6,847.23 in 2023-24)
0150X, 1560X	Computer Systems Technician	\$7,052.65	(\$6,847.23 in 2023-24)
0190W, 0190X, 0190Y	Construction Engineering Technician	\$7,052.65	(\$6,847.23 in 2023-24)
0398X, 0430X	Early Childhood Education	\$7,052.65	(\$6,847.23 in 2023-24)
0317X	Electrical Engineering Technician	\$7,052.65	(\$6,847.23 in 2023-24)
0550X	EME Technician Robotics	\$7,052.65	(\$6,847.23 in 2023-24)
1704F, 1704X	Practical Nursing	\$7,610.69	(\$7,389.02 in 2023-24)

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

CHANGED: \$5,739.18 in 2023-24

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$5,911.36 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 (including Private College Public Partnership):

The hourly rate for part-time activity is*	\$6.30	(no change on 2023-24 amt)
International Student Premium**	\$18.43 per hour	(\$17.89 per hour in 2023-24)
Total, Part-time Fees for International Students	\$24.73 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.

**Appendix 2
2024-25 Schedule of Fees**

**INTERNATIONAL STUDENT FEES
2024-25**

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

Per 8 Week Level:

Tuition	\$1,558.00	(unchanged from 2023-24)
International Premium*	\$1,574.94	(increased from 2023-24)
Student Activity Fee	\$108.69	(unchanged from 2023-24)
Athletics and Recreation Fee	\$80.00	(unchanged from 2023-24)
Health Services Fee	\$11.00	(increased from 2023-24)
Technology Fee (once per term)	\$169.42	(increased from 2023-24)
U-Pass Administrative Fee (once per year)	\$6.00	(unchanged from 2023-24)
U-Pass Fee (once per term)	\$229.07	(increased from 2023-24)
Student Experience Fee	\$10.00	(increased from 2023-24)
Health Insurance Fee*	\$119.00	
Career Pathways Fee	\$11.00	(new fee)
Student ID Card Fee	\$2.50	(new fee)
Total	\$3,879.62	

ENGLISH FOR ACADEMIC PURPOSES PROGRAM (1438Y):

Per 8 Week Level:

Tuition*	\$564.00	(unchanged from 2023-2024)
International Premium*	\$2,661.42	(increased from 2023-24)
Student Activity Fee	\$108.69	(unchanged from 2023-24)
Athletics and Recreation Fee	\$80.00	(unchanged from 2023-24)
Health Services Fee	\$11.00	(increased from 2023-24)
Technology Fee (once per term)	\$169.42	(increased from 2023-24)
U-Pass Administrative Fee (once per year)	\$6.00	(unchanged from 2023-24)
U-Pass Fee (once per term)	\$229.07	(increased from 2023-24)
Student Experience Fee	\$10.00	(increased from 2023-24)
Health Insurance Fee**	\$119.00	
Career Pathways Fee	\$11.00	(new fee)
Student ID Card Fee	\$2.50	(new fee)
Total	\$3,958.60	

***Entered together as A001 in GeneSIS*

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

ESL/FLS PART-TIME NON-FUNDED COURSES:

CHANGED: (\$10.00 per hour in 2023-24)

International students registering in any ESL/FLS part-time, non-funded course will be charged, in addition to other applicable fees, a premium of \$10.30 per hour or a premium of \$206.00 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

2024-25

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.

PRIVATE COLLEGE PUBLIC PARTNERSHIP INTERNATIONAL STUDENT FEES 2024-25

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

CHANGED: \$5,971.43 in 2023-24

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$6,150.57 per academic term. As programs delivered at the Public College Private Partnership are non-funded, Canadian tuition fees plus an International Premium combined in one fee.

FULL-TIME POST-SECONDARY PROGRAMS WITH REGULAR AND HIGH DEMAND TUITION WITH NON-REGULAR PREMIUM (INCLUDING PRIVATE COLLEGE PUBLIC PARTNERSHIP)

CHANGED

Full-time international students in the below programs pay Canadian tuition fees plus the following International Premium per academic term. As programs delivered at the Public College Private Partnership are non-funded, Canadian tuition fees plus an International Premium combined in one fee.

0336X	Computer Programmer	\$7,052.65	(\$6,847.23 in 2023-24)
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FULL-TIME GRADUATE CERTIFICATE AND BACHELOR DEGREE

CHANGED: \$5,739.18 in 2023-24

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$5,911.36 per academic term. As programs delivered at the Public College Private Partnership are non-funded, Canadian tuition fees plus an International Premium combined in one fee.

FINAL

**APPRENTICESHIP FEES
2024-25**

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	270	\$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

2024-25

*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 2024-25.*

Program Title	Program Number	Level	Course Title	Course Number	2024-25 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
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
		03	Collections Management I - Reg'n	MUS2007	\$50.00
			Museum Management	MUS2006	\$31.00
		04	Shop Practices	MUS2008	\$84.00
			Techniques in Exhibition	MUS2013	\$17.00
Applied Nuclear Sci. & Radiation Safety	1215X	01	Human Resources Plan & Mngt	MUS1982	\$31.00
			Plan & Develop Educational Exhibits	MUS2019	\$50.00
		06	Museum Field Placement	MUS2022	\$75.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Architectural Technician	0188W	01	Architectural CAD I	CAD8407	\$25.00
			Working Drawings I	ARC8601	\$15.00
			Mathematics for Architecture	ENG8490	\$54.00
		02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
			Architectural CAD II	CAD8409	\$30.00
			Visual Communication II	DSN8402	\$30.00
			Working Drawings II	ARC8602	\$40.00
		03	Design I	DSN8441	\$30.00
			Revit Architecture I	CAD8414	\$30.00
			Working Drawings III	ARC8603	\$50.00
04	Design II	DSN8442	\$20.00		
	Revit Architecture II	CAD8415	\$30.00		
	Working Drawings IV	ARC8604	\$50.00		
Architectural Technician	0188X	01	Architectural CAD I	CAD8407	\$25.00
			Working Drawings I	ARC8601	\$15.00
			Mathematics for Architecture	ENG8490	\$54.00
		02	Architectural CAD II	CAD8409	\$30.00
			Visual Communication II	DSN8402	\$30.00
		03	Working Drawings II	ARC8602	\$40.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
			Design I	DSN8441	\$30.00
		04	Revit Architecture I	CAD8414	\$30.00
			Working Drawings III	ARC8603	\$50.00
Design II	DSN8442		\$20.00		
Revit Architecture II	CAD8415		\$30.00		
Architectural Technology	0018X	01	Working Drawings IV	ARC8604	\$50.00
			Architectural CAD I	CAD8407	\$25.00
			Working Drawings I	ARC8601	\$15.00
		02	Mathematics for Architecture	ENG8490	\$54.00
			Architectural CAD II	CAD8409	\$30.00
		03	Visual Communication II	DSN8402	\$30.00
			Working Drawings II	ARC8602	\$40.00
Design I	DSN8441	\$30.00			
Revit Architecture I	CAD8414	\$30.00			

**Appendix 2
2024-25 Schedule of Fees**

			Working Drawings III	ARC8603	\$50.00
		04	Design II	DSN8442	\$20.00
			Revit Architecture II	CAD8415	\$30.00
			Working Drawings IV	ARC8604	\$50.00
		05	Architectural Project I	ARC8497	\$50.00
			Construction Methods & Materials V	ARC8425	\$135.00
			Working Drawings V	ARC8605	\$50.00
		06	Architectural Project II	ARC8498A	\$50.00
			Working Drawings VI	ARC8606	\$30.00
Artificial Intelligence Software develop	1535X	01	Applying Artificial Intelligence Techniques	CST8504	\$499.99
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Auto Body Repairer	0502X	01	Applied Mechanical I	AUT8846	\$200.00
		02	Applied Mechanical II	AUT8886	\$200.00
		03	Applied Mechanical III	AUT8866	\$200.00
Automotive Service Technician	0529S	01	Work Practices	AST8801	\$200.00
		02	Air Conditioning Systems	AST8310	\$200.00
		03	Climate Control Systems	AST8320	\$200.00
Automotive Service Technician (GM-ASEP)	0568S	01	Work Practices I	AST8613	\$200.00
		02	Work Practices II	AST8623	\$200.00
		03	Climate Control Systems I	AST8633	\$200.00
		04	Climate Control Systems II	AST8643	\$200.00
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
		03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
BA Technology (Bus. Sys. Dev)	6520X	03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
BA Technology (Digital Health)	6525X	05	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
BA Tech (Digital Health) - Pathway CP and CET	6525A	05	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Bachelor of Culinary Arts & Food Science	6180X	01	Culinary Arts Fundamentals	FOD0031	\$95.00
		02	Culinary Arts	FOD0032	\$154.00
		03	Advanced Culinary Arts	FOD0131	\$94.00
			Food Production Fundamentals	FSC0033	\$180.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		04	Baking and Pastry Fundamentals	FOD0040	\$54.00
			Management of Food and Bevel	MGT0131	\$200.00
Bachelor of Digital Marketing Communication	6450X	03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
			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	\$579.00
Bachelor of Digital Marketing Communication	6450B	03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
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	\$579.00
		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
BEAR - Pathway Electro Mechanical Eng Tec	6519A	03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		05	Industrial Robotics	ROB8403	\$80.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00

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BEAR - Pathway Elec. Eng. Technologist	6519B	03	CAD	CAD8202	\$40.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		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
BEAR - 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	\$579.00
		05	Industrial Robotics	ROB8403	\$80.00
		06	Real Time Systems and Embedded Sys	CST8703	\$100.00
BEAR - Pathway Elec. Eng. Technician	6519D	03	CAD	CAD8202	\$40.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		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	Construction Methods and Materials	ARC1000	\$40.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		06	Sustainable Design	DSN2211	\$25.00
Bachelor of Building Science (Entry Level 03)	1512A	03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		08	Seminar in Sustainable Solutions	BSC4400	\$25.00
Bachelor of Building Science (Entry Level 06)	1512B	05	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		08	Seminar in Sustainable Solutions	BSC4400	\$25.00
Bachelor of Building Science (Honours) (Entry Level 03)	1512C	03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Bachelor of Building Science (Honours) (Entry Level 03)	1512E	03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		06	Sustainable Design	DSN2211	\$25.00
Bachelor of Building Science (Honours) (Entry Level 03)	1512F	03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
			Construction Methods and Materials	ARC1000	\$40.00
		06	Sustainable Design	DSN2211	\$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	\$579.00
		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	\$579.00
Baking and Pastry Arts	1201X	01	Baking Practical I	FOD2146	\$975.00
			Sanitation and Safety	FOD2103	\$93.44
			Introduction to Culinary	FOD2140	\$45.00
		02	Baking Practical II	FOD2166	\$103.00
			Cake Decorating Techniques	FOD2156	\$42.00
Baking and Pastry Arts Management	1207X	01	Baking Practical I	FOD2146	\$975.00
			Sanitation and Safety	FOD2103	\$93.44
			Introduction to Culinary	FOD2140	\$45.00
		02	Baking Practical II	FOD2166	\$103.00
			Cake Decorating Techniques	FOD2156	\$42.00
		03	Sugar Techniques and Artistry	FOD2148	\$460.00
			Chocolate Techniques and Artistry	FOD2149	\$63.00
			Nutrition and Food Preparation	FOD2129	\$22.00
			Baking for Special Diets	FOD2158	\$63.00
			Artisan Bread	FOD2159	\$120.00
		04	Advanced Cake Decoration/Gum Pas	FOD2231	\$90.00
			Pastry and Plating Techniques	FOD2253	\$95.00

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			Specialty Cakes-Marizpan/Petit Four	FOD2232	\$306.00
Bartending	0298X	01	Customer Relations	HOS2082	\$105.00
			Mixology Practical	HOS2080	\$130.00
			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	\$579.00
BHTM (Honours)	6225X	01	Food and Beverage Studies	FOD6101	\$150.00
			Foundations Hospitality and Tourism	HOS6100	\$70.00
			Hotel Operations	HOS6102	\$30.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		02	Computer Applications	DAT6107	\$55.00
			Food and Beverage Operations	FOD6103	\$110.00
		03	Food Production and Service	FOD6109	\$457.00
			Intro to Hospitality and Tourism	MKT6108	\$30.00
		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	\$150.00
			Foundations Hospitality and Tourism	HOS6100	\$70.00
			Food Production and Service	FOD6109	\$457.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		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
		08	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	\$579.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
			Applied Research Methods	QUA6127	\$30.00
		08	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	\$579.00
		04	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
		08	Attractions Management	TOU6129	\$100.00
BHTM - Pathway Tourism-Travel Services	6225D	03	Food and Beverage Studies	FOD6101	\$150.00
			Food Production and Service	FOD6109	\$457.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		04	Food and Beverage Operations	FOD6103	\$110.00
			Cost Control in Hospitality	HOS6115	\$30.00
		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	Attractions Management	TOU6129	\$100.00
Biotechnology - Advanced	1020X	03	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00

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BISI	1514X	01	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
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	\$579.00
Business - Agriculture	1938X	01	Plants, Soil and Fertilization	HOR9100	\$18.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		02	Animal Health and Nutrition	SCI9200	\$8.50
		03	Dairy Business Operations	BUS9400	\$11.00
			Pest, Disease and Weed Managemen	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 - Accounting (XB)	0214C	01	Business Computer Applications	BUS2301Z	\$105.00
		02	Spreadsheet Applications	ACC2343Z	\$100.00
Business Fundamentals	1457X	01	Business Computer Applications	BUS2301	\$105.00
Business - Marketing	0214E	01	Business Computer Applications	BUS2301	\$105.00
		02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Business - Management & Entrepreneurship	0242X	01	Business Computer Applications	BUS2301	\$105.00
		02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		03	Project Management for Business St	MGT2225	\$20.00
Business - Management & Entrepreneurship (XA)	0242X	01	Business Computer Applications	BUS2301Z	\$105.00
		03	Project Management for Business St	MGT2225Z	\$20.00
Business Administration - Core	0216X	01	Business Computer Applications	BUS2301	\$105.00
		03	Introduction to Finance	FIN2303	\$105.00
			Human Resources Management	MGT2381	\$85.00
Business Admin - Accounting	0216A	01	Business Computer Applications	BUS2301	\$105.00
		03	Introduction to Finance	FIN2303	\$105.00
			Human Resources Management	MGT2381	\$85.00
		04	Business Computer Applications	ACC2343	\$100.00
Business Administration - Finance	0216K	01	Business Computer Applications	BUS2301	\$105.00
		03	Introduction to Finance	FIN2303	\$105.00
			Human Resources Management	MGT2381	\$85.00
		04	Intro to the Cdn. Financial System	FIN2330	\$105.00
			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	01	Business Computer Applications	BUS2301	\$105.00
		03	Introduction to Finance	FIN2303	\$105.00
			Human Resources Management	MGT2381	\$85.00

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		04	Finance for Non-Finance Prof.	FIN2305	\$100.00
Business Administration - International Business	0216G	01	Business Computer Applications	BUS2301	\$105.00
		03	Introduction to Finance	FIN2303	\$105.00
			Human Resources Management	MGT2381	\$85.00
		04	Finance for Non-Finance Prof.	FIN2305	\$100.00
Business Administration - Marketing	0216D	01	Business Computer Applications	BUS2301	\$105.00
		03	Introduction to Finance	FIN2303	\$105.00
			Human Resources Management	MGT2381	\$85.00
		04	Finance for Non-Finance Prof.	FIN2305	\$100.00
Business Administration - Supply and Operations Mgt	0216L	01	Business Computer Applications	BUS2301	\$105.00
		03	Introduction to Finance	FIN2303	\$105.00
			Human Resources Management	MGT2381	\$85.00
		04	Finance for Non-Finance Prof.	FIN2305	\$100.00
		06	Manufacturing Simulation (SAP)	MGT2308	\$65.00
Business Administration	0216E	01	Business Computer Applications	BUS2301	\$105.00
		03	Introduction to Finance	FIN2303	\$105.00
			Human Resources Management	MGT2381	\$85.00
(charged if selected)		04	Finance for Non-Finance Prof.	FIN2305	\$100.00
(charged if selected)			Manufacturing Simulation (SAP)	MGT2308	\$65.00
(charged if selected)			Retirement Planning	FIN2306	\$113.00
(charged if selected)		05	Risk and Estate Planning	FIN2307	\$113.00
(charged if selected)		06	Investment Planning	FIN2308	\$113.00
(charged if selected)			Income Tax Planning	FIN2309	\$164.00
Cabinetmaking and Furniture Technician	0575X	01	Joinery	WOO8930	\$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
Cloud Development and Operations	1531X	01	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Cyber Security Analysis	1530X	01	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
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	\$200.00
Computer Eng. Technology - Comp. Science	0006X	01	Tech. Math for Computer Science	MAT8001C	\$54.00
		02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		03	Processor Architecture	CST8216	\$30.00
		05	Interfacing	CST8227	\$91.51
Computer programming and	1561X	01	Tech Math for Computer Science	MAT8001C	\$54.00
		02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Computer Programmer	0336X WO	01	Tech. Math for Computer Science	MAT8001C	\$54.00
		02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Computer Programmer	0336X XA/XE	01	Tech. Math for Computer Science	MAT8001Z	\$54.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Computer Programmer	0336X PM	02			\$579.00
Computer Systems Technician	0150X	01	Windows Operating Systems I	CST8202	\$225.00

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		02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Computer Systems Technician (PM)	0150X	01	PC Systems Technology	CST7205	\$65.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Computer Systems Technician - Networking	1560X	01	Windows Operating Systems I	CST8202	\$225.00
		02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
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	\$579.00
		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
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		03	AutoCAD I	CAD8400	\$25.00
			Civil Estimating	CON8404	\$30.00
		04	AutoCAD II	CAD8405	\$35.00
Carpentry and Renovation Techniques	1519X	01	Building Tools and Materials	CON7014	\$350.00
		02	Res Framing and Ext Finish	CON7015	\$150.00
Cook	0346X	01	Culinary Restaurant Operations	FOD2197A	\$200.00
			Wine Food and Restaurant Service	FOD2119A	\$45.00
		02	Food - Practical II	FOD2126A	\$200.00
			Pastry and Plating Techniques	FOD2253A	\$95.00
Culinary Management	0354X	01	Culinary Fundamentals	FOD2132	\$70.00
			Introd. to Applied Culinary and Butchery Techniques	FOD2111	\$1,116.34
			Introduction to Baking and Pastry	FOD2119	\$45.00
			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	\$22.00
			Contemporary Production Methods	FOD2117	\$108.00
			The Dinner Party	HOS2288	\$75.00
		03	Contemporary Banquet and Restaurant Farm to Fork	FOD2189	\$136.66
				FOD2105	\$87.60
		04	Capstone Culinary Restaurant	FOD2249	\$60.00
			Advanced Culinary Operations	FOD2250	\$93.44
			International Cuisine	FOD2133	\$70.00
			Pastry and Plating Techniques	FOD2253	\$95.00
(Charged in Level 03, two of the four courses taken alternate terms)		elect. gen. ed.	Wine Food and Restaurant Service	FOD2106	\$160.00
			The Dinner Party	HOS2288	\$75.00
Culinary Skills - Chef Training	0206X	01	Culinary Fundamentals	FOD2132	\$70.00
			Introd. to Applied Culinary and Butchery Techniques	FOD2111	\$1,116.34
			Introduction to Baking and Pastry	FOD2119	\$45.00
			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	\$22.00
			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

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			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
		02	Current Topics in the Field of Developmental Services	FAM1262	\$26.71
		03	Learning and Behaviour Support	FAM0070	\$26.71
		04	Supporting Families and the Aging with Developmental Services	FAM1287	\$26.71
(charged in Level 03)		03/04	Community & Developmental Services	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	\$425.00
			Introduction to Programming	DAT8921	\$65.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		03	Analog and Power Electronics	ELE8935	\$100.00
			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	MAT8100P	\$54.00
		02	Electrical Principles - II	ELE8922A	\$425.00
			Introduction to Programming	DAT8921	\$65.00
		03	Power Electronics	ELE8936	\$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	ENG4001E	\$25.00
		06	Project II	ENG4003E	\$25.00
Electrician (Construction & Maintenance)	0506X	01	Electronics - Level 1	ELE8716	\$100.00
			Installation Methods - Level 1	ELE8714	\$100.00
		02	Electronics - Level 2	ELE8726	\$100.00
			Installation Methods - Level 2	ELE8724	\$100.00
		03	Electronics - Level 3	ELE8737	\$100.00
			Installation Methods - Level 3	ELE8740	\$100.00
Electrician (Construction & Maintenance) (PM)	0506X(PM)	01	Electronics - Level 1	ELE7816	\$100.00
			Installation Methods - Level 1	ELE7814	\$100.00
		02	Electronics - Level 2	ELE8726	\$100.00
			Installation Methods - Level 2	ELE8724	\$100.00
		03	Electronics - Level 3	ELE8737	\$100.00
			Installation Methods - Level 3	ELE8740	\$100.00
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	\$54.00
			Basic Electronic Assembly	ELN8613	\$130.00
		02	Circuit Applications	ELN9192	\$65.00
			Manufacturing Application I	MFG8519	\$190.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		03	Digital Logic Analysis	ELN8305	\$45.00
			Microcontrollers	ELN9215	\$110.00
		04	Industrial Robots	ROB9205	\$130.00

**Appendix 2
2024-25 Schedule of Fees**

			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	\$579.00
			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	\$579.00
Environmental Management & Assessment (Pembroke)	1517X	01	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Environmental Technician (Pembroke)	1212X	01	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
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 Management	0390X	01	Event Projects I Practical	FAE1347	\$30.00
Film and Media Production	1421X	01	Editing and Audio Workflow I	TVA3105	\$300.00
			Production I	TVA3102	\$125.00
		02	Cinematography II	TVA3201	\$210.00
			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
			Introduction to the Canadian Financial	FIN2339	\$105.00
		02	Registered Savings and Retirement P	FIN2302	\$113.00
			Financial Planning Fundamentals	FIN2311	\$113.00
			Insurance and Estate Planning	FIN2327	\$113.00
		03	Advanced Financial Planning	FIN2328	\$113.00
			Income Tax Planning	FIN2319	\$113.00
	3010X	01	Introduction to Fitness/Wellness	FIT2212	\$53.41
		02	Mechanics of Exercise	FIT2222	\$57.66
Food and Nutrition Management	1204X	01	Quality Mgt - Sanitation/Safety	MGT3001	\$127.30
		02	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	\$54.00
		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	\$200.00
		02	Residential Construction	WOO8823	\$200.00
		03	ICI Construction	WOO8839	\$200.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Geographic Information Systems (W	1588X	02			
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	\$35.00
			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	\$160.00
Hairstylist	0348X	01	Cut Hair I	HAI2141	\$200.00
		02	Cut Hair II	HAI2215	\$200.00

Appendix 2
2024-25 Schedule of Fees

Heating/Refrigeration/Air Cond Tn	0590X	01	Electrical Fundamentals	ELE8131	\$140.00
			Heating System Fundamentals	HRA8151	\$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	\$579.00
		03	Urban Agriculture III	HOR7019	\$55.00
Horticultural Technician	1411X	01	Plant Materials 1	HOR0566	\$200.00
		02	Plant Propagation	HOR0572	\$200.00
Hospitality - Hotel & Rest. Ops. Mgmt.	0208X	01	Beverage Service Theory	HOS2229	\$120.00
			Food Preparation Theory	FOD2200	\$400.00
			Intro.to Hospitality & Tourism Mgt.	HOS2224	\$30.00
		02	Hospitality Marketing II	MKT2245	\$15.00
			Rooms Division Automation	HOS2227	\$35.00
		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	\$85.00
Interactive Media Design	6149X	1	Entrepreneurial Mindset	GED0020	\$134.00
		2	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Interactive Media Design (XA)	6149X	1	Entrepreneurial Mindset	GED0020Z	\$134.00
Interdisciplinary Studies-Human-Centred	1420X	1	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Interior Decorating	6142X	02	Perspective Sketching	DSN5323	\$10.00
		04	Residential Decorating	DSN5330	\$10.00
International Business Management	1306X	01	International Research	MGT1118	\$595.00
International Business Management (XA/XB)	1306X	01	International Research	MGT1118Z	\$595.00
Internet Applications & Web Development	3002X	01	Intro to Comp. Prog. using Python	CST8279	\$119.00
			Tech. Math for Computer Science	MAT8001C	\$54.00
		02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Internet Applications & Web Development	3002X	01	Intro to Comp. Prog. using Python	CST8279Z	\$119.00
			Tech. Math for Computer Science	MAT8001C	\$54.00
Journalism	0402X	02	Newsroom I	JOU0005	\$100.00
		03	Newsroom 2	JOU0009	\$100.00
		04	Story Lab 2	JOU0017	\$100.00
Law Clerk	0220X	01	Legal Research I	LAW2245L	\$100.00
Library and Information Technician	0440X	03	Emerging Library Technologies	LIB2034	\$80.07
		04	Library Software	LIB2045	\$151.08
Manufacturing Engineering Technician	1518X	01	Computer Aided Design/Drafting (CA	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$200.00
			Basic Electronic Assembly	ELN8613	\$130.00
			Math for Engineering Technicians	MAT8001M	\$54.00
		02	Computer Aided Manufacturing I	CAM8515	\$40.00
			Machine Shop I	MFG8519	\$190.00
		03	CNC Machining I	CAM8505	\$50.00
			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	\$54.00
		02	CAD Applications and GDT	CAD8305	\$40.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
			Manufacturing Techniques I	MFG8519	\$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

**Appendix 2
2024-25 Schedule of Fees**

Mkting Research & Business Intelligence	1303X	01	Data Analysis - Quant Research I	QUA1206	\$220.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
			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
Office Administration - Executive	0210A	02	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
OTA/PTA	1623X	02	Clinical Placement I	WKT0006P	\$56.72
		03	Fundamentals of the Cardioresp Sys	HLT0247	\$53.42
		04	Clinical Placement III	WKT0008P	\$37.39
Outdoor Adventure (PM)	6780X	01	Fall Camp	OAD7104	\$523.20
			Outdoor Expedition	OAD7103	\$93.20
			Camp Craft	OAD7109	\$73.20
			River Rescue I	OAD7110	\$43.20
			Whitewater Kayak I	OAD7111	\$73.20
			River Rafting I	OAD7112	\$43.20
			Flatwater Canoeing	OAD7114	\$73.20
			Cross Country Cycling I	OAD7115	\$43.20
			Rock Climbing I	OAD7126	\$73.20
		02	Alpine Skiing and Snowboarding I	OAD7220	\$385.22
			Winter Expedition	OAD7202	\$48.20
		03	Backpacking Guide	OAD7350	\$83.20
			Canoe Guiding	OAD7344	\$123.20
			Cycle Touring Guide	OAD7352	\$78.20
			Mountain Bike Guide/Trail Steward	OAD7351	\$136.39
			Multi-day Whitewater Guide	OAD7353	\$78.20
			Raft Guide - Paddle and Oar Rig	OAD7342	\$136.39
			Rock Climbing II	OAD7343	\$136.39
			Sea Kayak Expedition	OAD7307	\$213.01
			Whitewater Kayak Instructor	OAD7345	\$106.39
		04	Advanced Expedition	OAD7401	\$400.00
			Advanced Trail Design	OAD7408	\$43.20
Outdoor Adventure Naturalist (PM)	6783X	01	Ecology	ADN7104	\$30.00
			Fall Camp	ADN7116	\$363.20
			Flatwater Canoeing	OAD7517	\$58.20
			No Trace Camping/Wilderness Travel	OAD7512	\$151.70
			River Touring	OAD7521	\$86.39
			Canoe Travel, Safety & Interpretation	OAD7537	\$63.20
			Rock Wall/Rope & Challenge	OAD7526	\$43.20
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
		02	Interpretive Program Planning	ADN7101	\$200.00
			Cycle Touring, Safety & Interpretation	OAD7003	\$93.20
			Winter Travel, Safety and Tracking	OAD7006	\$93.20
		03	Sea Kayaking Expedition	OAD7540	\$151.20
			Student Directed Field Trips	ADN7149	\$250.00
			Indigenous People Past, Present	ADN7132	\$48.20
Paralegal	1316X	01	Legal Research and Writing	LAW1104	\$300.00
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	\$150.00
			Welding for Plumbers 1	WEL0710	\$50.00
		02	Welding for Plumbers 2	WEL0720	\$50.00
			Drainage Waste, Vent Piping Systems	PLU0722	\$150.00
		03	Process Piping Systems	PLU0732	\$200.00
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

**Appendix 2
2024-25 Schedule of Fees**

		02	Line Work 1	ELE8026	\$2,675.00
Practical Nursing	1704X	01	Nursing I Practicum (L)	NSG5112L	\$472.28
		03	Nursing III Practicum (L)	NSG5133L	\$168.02
		04	Nursing IV Practicum (L)	NSG5142L	\$152.33
Practical Nursing - INE	1704I	02	Basic Nursing Skills in the Canadian Healthcare System	NSG0140	\$508.11
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	\$579.00
Project Management	1312X	01	Project Management Fundamentals	MGT4104Z	\$115.00
Public Relations	0468X	02	Public Relations II	PRL0005	\$50.00
			Social Media Management II	PRL1564	\$25.00
			Design For Public Relations II	PRL1536	\$25.00
		03	Measurement & Analytics for PR	PRL1568	\$25.00
			Public Relations III	PRL0008	\$20.00
Recreation and Leisure Services	0422X	01	Introduction to Fieldwork	RCR1303	\$52.00
			Introduction to Recreation	RCR1478	\$139.96
			Leadership and Group Dynamics I	RCR0015	\$25.11
		02	Leadership and Group Dynamics II	RCR1364	\$91.00
Refrigeration & Air Cond. Systems Mech.	0500X	01	AC&R System Installation/Maintenan	ACR1711	\$200.00
		02	Installing AC&R Systems/Component	ACR1422	\$200.00
		03	Electricity & Electronics for AC&R	ACR1430	\$200.00
			Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Regulatory Affairs - Sciences	1523X	01			
Res. (Low Rise) Sheet Metal Installer	0532X	01	Hand Tools, Power Tools & Equipme	MET1082	\$250.00
		02	Vent, Exhaust/Distrib Duct Install	MET1088	\$150.00
Residential & ICI Air Cond. Common Core	0500C	01	AC&R System Installation/Maintenan	ACR1711	\$200.00
Residential A/C Systems Mechanic	0500R	01	AC&R System Installation/Maintenan	ACR1711	\$200.00
		02	Res. AC Electricity/Electronics	ACR1440	\$200.00
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
		02	Writing for Live Performance 2	SCR1544	\$30.00
Sheet Metal Worker	0526X	01	Fabricates for Shop and Field	MET1311	\$250.00
			Lay-out and Drafting 1	DRA1313	\$125.00
			Weld and Cut 1	WEL8508	\$50.00
		02	Install Roofing/Architectural Metal	MET1322	\$100.00
			Lay-out and Drafting 2	DRA1323	\$150.00
			Weld and Cut 2	WEL8512	\$25.00
		03	Fab/Install Ind. Env. Systems	MET1332	\$150.00
			Lay-out and Drafting 3	DRA1333	\$125.00
			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	\$160.00
			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 Management	1330X	02	Feasibility of International Trade	MGT1118	\$595.00
Supply Chain Management - Global	1319X	01	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00

Appendix 2
2024-25 Schedule of Fees

Technical Writer	1182X	01	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Therapeutic Recreation	1629X	01	Leadership and Adaptive Recreation	HLT0327	\$261.16
		02	Facilitation Techniques	HLT0351	\$244.45
Tourism - Travel Services	0224X	01	Computer Reservations I	TRV2209	\$50.00
			Inclusive Tours	TRV2281	\$65.00
			Intro.to Hospitality & Tourism Mgt.	HOS2224	\$30.00
			Tourism Geography-North America	GEO1714	\$35.00
		03	Wine, Food and Culture	HOS2255	\$35.00
Truck and Coach Technician	0529M	01	Trade Practices	TRK8308	\$200.00
		02	Trade Practices and Auxiliary Systs	TRK8837	\$200.00
		03	Trade Practices & Aux. Systems II	TRK8840	\$200.00
Urban Forestry - Arboriculture (PM)	1214X	01	Basic Tree Climbing	FOR7101	\$1,600.00
Veterinary Technician	6320X	01	Clinical Practices I	VET1127	\$673.08
		03	Clinical Practices III	VET1316	\$11.25
Victimology	1611X	02	Victimology:Assess. & Intervention	VIC2004	\$254.25
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
2024-25
GLOSSARY**

ANCILLARY FEES*

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

GENERAL PURPOSE OPERATING GRANT*

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

HIGH DEMAND PROGRAM OF INSTRUCTION*

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

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

INTERNATIONAL STUDENT*

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

PRIOR LEARNING ASSESSMENT AND RECOGNITION (PLAR)*

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

TUITION FEE FACTOR (TFF)*

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

TUITION FEE INCREASE

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

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

6.1.3 Appendix C: Draft 2024-25 High Demand Program Calculation



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	2022-23 Audited FTE	Average Fee	2024-25 Projected FTE
Full Time, Basic Regular	13,446	\$ 2,746	13177
Full Time, Basic High Demand	2,146	\$ 5,234	2103
Full Time, Post Basic	893	\$ 5,092	875
Full Time, Applied Degree	574	\$ 6,809	563
Overall Summary			
Total FTE	17,059		16,718
Basic HD%	13.76%		13.76%

6.1.4 Appendix D: Students' Association Ancillary Fee Protocol Agreement

Students' Association / College Compulsory Fee Agreement

Compulsory Ancillary Fees for 2024-2025 for all Full-time post-secondary students in a standard Fall/Winter delivery (excluding full-time online students)

30-Oct-23

Compulsory Ancillary Fee Type	2024-2025	
Student Activity Fee (including buildings)	\$217.37	per term
Athletics and Recreation Fee	\$160.00	per term
Health Plan Fee	\$248.94	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	\$169.41	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

 10/30/2023
Date

On behalf of the College
Krista Marsden
Associate Registrar

 10/30/2023
Date

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


Students' Association / College Compulsory Fee Agreement

Compulsory Ancillary Fees for 2024-2025 for all Part-time post-secondary students taking two or more courses in a standard Fall/Winter delivery

30-Oct-23

Compulsory Ancillary Fee Type	2024-2025	
Student Activity Fee (including buildings)	\$108.69	per term
Athletics and Recreation Fee	\$80.00	per term
Health Plan Fee	\$248.94	per year (note: third-party provider contract, subject to change at year-end)
Technology Fee*	\$169.41	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

* \$1.69 per course hour to a maximum of \$169.41 per term


 10/30/2023
 Date

On behalf of the College
 Krista Marsden
 Associate Registrar


 10/30/2023
 Date

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

Students' Association / College Compulsory Fee Agreement

Compulsory Ancillary Fees for 2024-2025 for all Full-time online post-secondary students in a standard Fall/Winter delivery

30-Oct-23

Compulsory Ancillary Fee Type	2024-2025	
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	\$169.41	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

 10/30/2023
Date

On behalf of the College
Krista Marsden
Associate Registrar

 10/30/2023
Date

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

Appendix 5

6.1.5 Appendix E: Draft 2024-25 Compulsory Ancillary Fees

Last updated
30-Oct-23

FEE TYPE	2021-22	2022-23	2023-24	Proposed 2024-25	\$ increase (based on 2 terms)	change in %
SA Activity	\$ 434.74	\$ 434.74	\$ 434.74	\$ 434.74	\$ -	0%
(as of 20-21 incl former SA Bldg & Auditorium fees)	(\$217.37/term)	(\$217.37/term)	(\$217.37/term)	(\$217.37/term)		
SA Sports						
SA Athletics and Recreation Fee	\$ 300.00	\$ 300.00	\$ 320.00	\$ 320.00	\$ -	0%
(formerly SA Sports)	(\$150.00/term)	(\$150.00/term)	(\$160.00/term)	(\$160.00/term)		
SA Health Plan (charged once annually & amount may increase or decrease depending on utilization rates from the previous year)	\$ 178.62	\$ 243.65	\$ 248.94	\$ 248.94	\$ -	not yet known
Technology Fee (IT merged with BYOD in 2017-2018)	\$ 324.02	\$ 328.88	\$ 333.82	\$ 338.82	\$ 5.00	1.5%
	(\$162.01/term)	(\$164.44/term)	(\$166.91/term)	(\$169.41/term)		
Health Services	\$ 40.00	\$ 40.00	\$ 42.00	\$ 42.00	\$ -	0.0%
	(\$20.00/term)	(\$20.00/term)	(\$21.00/term)	(\$21.00/term)		
Graduation Fee (assessed only at level 1)	\$ 22.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ -	0.0%
Transcript Fee (assessed only at level 1)	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ -	0.0%
Student Experience Fee	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ -	0.0%
	(\$19.00/term)	(\$19.00/term)	(\$19.00/term)	(\$19.00/term)		
SA U-Pass	\$ 446.96	\$ 446.96	\$ 446.96	\$ 458.14	\$ 11.18	2.5%
	(\$223.48/term)	(\$223.48/term)	(\$223.48/term)	(\$229.07/term)		
U-Pass Administrative fee (charged once per year)	\$ 5.51	\$ 5.65	\$ 6.00	\$ 6.00	\$ -	0.0%
TOTAL (Fall & Winter)	\$ 1,809.85	\$ 1,895.88	\$ 1,928.46	\$ 1,944.64	\$ 16.18	0.8%
Total Actual \$ increase	\$ 230.92	\$ 86.03	\$ 32.58	\$ 16.18		
Total Actual % increase	14.63%	4.75%	1.72%	0.84%		
Max 20% increase in \$	\$ 315.79	\$ 361.97	\$ 379.18	\$ 385.69		
Students' Association proportion of fees (\$)	\$ 1,360.32	\$ 1,425.35	\$ 1,450.64	\$ 1,461.82		
Students' Association proportion of fees (%)	75.16%	75.18%	75.22%	75.17%		
College proportion of fees (\$)	\$ 449.53	\$ 470.53	\$ 477.82	\$ 482.82		
College proportion of fees (%)	24.84%	24.82%	24.78%	24.83%		

6.1.6 Appendix F: Sample 2024-25 Fees Comparison of Four Programs

Sample 2024-25 Fees Comparison of Four Programs - Domestic Fees

First Term Fees Comparison

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

TERM	2021F	2022F	2023F	2024F
Tuition	\$2,210.06	\$2,210.06	\$2,210.06	\$2,210.06
Student Activity	\$217.37	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$150.00	\$150.00	\$160.00	\$160.00
Technology	\$162.01	\$164.44	\$166.91	\$169.41
Health Services	\$20.00	\$20.00	\$21.00	\$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	\$38.00	\$38.00	\$38.00
Student Experience	\$19.00	\$19.00	\$19.00	\$19.00
Program-related Ancillary	\$900.00	\$900.00	\$500.00	\$500.00
Health Plan (charged once annually)	\$178.62	\$243.65	\$248.94	\$248.94
U-Pass	\$223.48	\$223.48	\$223.48	\$229.07
U-Pass Admin (charged once annually)	\$5.51	\$5.65	\$6.00	\$6.00
TOTAL FEES PAYABLE (FIRST TERM)	\$4,128.05	\$4,211.65	\$3,830.76	\$3,838.85

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

TERM	2021F	2022F	2023F	2024F
Tuition	\$3,241.61	\$3,241.61	\$3,241.61	\$3,241.61
Student Activity	\$217.37	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$150.00	\$150.00	\$160.00	\$160.00
Technology	\$162.01	\$164.44	\$166.91	\$169.41
Health Services	\$20.00	\$20.00	\$21.00	\$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	\$38.00	\$38.00	\$38.00
Student Experience	\$19.00	\$19.00	\$19.00	\$19.00
Health Plan (charged once annually)	\$174.22	\$243.65	\$248.94	\$248.94
U-Pass	\$223.48	\$223.48	\$223.48	\$229.07
U-Pass Admin(charged once annually)	\$5.51	\$5.65	\$6.00	\$6.00
TOTAL FEES PAYABLE (FIRST TERM)	\$4,255.20	\$4,343.20	\$4,362.31	\$4,370.40

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

TERM	2021F	2022F	2023F	2024F
Tuition	\$1,361.29	\$1,361.29	\$1,361.29	\$1,361.29
Student Activity	\$217.37	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$150.00	\$150.00	\$160.00	\$160.00
Technology	\$162.01	\$164.44	\$166.91	\$169.41
Course-related Ancillary	\$114.00	\$114.00	\$114.00	\$105.00
Health Services	\$20.00	\$20.00	\$21.00	\$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	\$38.00	\$38.00	\$38.00
Student Experience	\$19.00	\$19.00	\$19.00	\$19.00
Health Plan (charged once annually)	\$174.22	\$243.65	\$248.94	\$248.94
U-Pass	\$223.48	\$223.48	\$223.48	\$229.07
U-Pass Admin (charged once annually)	\$5.51	\$5.65	\$6.00	\$6.00
TOTAL FEES PAYABLE (FIRST TERM)	\$2,488.88	\$2,576.88	\$2,595.99	\$2,595.08

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

TERM	2021F	2022F	2023F	2024F
Tuition	\$1,361.29	\$1,361.29	\$1,361.29	\$1,361.29
Technology Fee	\$162.01	\$164.44	\$166.91	\$169.41
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$38.00	\$38.00	\$38.00
TOTAL FEES PAYABLE (FIRST TERM)	\$1,565.30	\$1,583.73	\$1,586.20	\$1,588.70

6.1 Appendix F

Sample 2024-25 Fees Comparison of Four Programs - International Fees

First Term Fees Comparison

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

TERM	2021F	2022F	2023F	2024F
Tuition	\$7,950.16	\$8,007.56	\$8,181.49	\$8,360.63
Student Activity	\$217.37	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$150.00	\$150.00	\$160.00	\$160.00
Technology	\$162.01	\$164.44	\$166.91	\$169.41
Health Services	\$20.00	\$20.00	\$21.00	\$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	\$38.00	\$38.00	\$38.00
Student Experience	\$19.00	\$19.00	\$19.00	\$19.00
Program-related Ancillary	\$900.00	\$900.00	\$500.00	\$500.00
Health Plan (charged once annually)	\$178.62	\$243.65	\$248.94	\$248.94
U-Pass	\$223.48	\$223.48	\$223.48	\$229.07
U-Pass Admin (charged once annually)	\$5.51	\$5.65	\$6.00	\$6.00
TOTAL FEES PAYABLE (FIRST TERM)	\$9,868.15	\$10,009.15	\$9,802.19	\$9,989.42

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

TERM	2021F	2022F	2023F	2024F
Tuition	\$8,216.63	\$8,813.63	\$8,980.79	\$9,152.97
Student Activity	\$217.37	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$150.00	\$150.00	\$160.00	\$160.00
Technology	\$162.01	\$164.44	\$166.91	\$169.41
Health Services	\$20.00	\$20.00	\$21.00	\$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	\$38.00	\$38.00	\$38.00
Student Experience	\$19.00	\$19.00	\$19.00	\$19.00
Health Plan (charged once annually)	\$174.22	\$243.65	\$248.94	\$248.94
U-Pass	\$223.48	\$223.48	\$223.48	\$229.07
U-Pass Admin(charged once annually)	\$5.51	\$5.65	\$6.00	\$6.00
TOTAL FEES PAYABLE (FIRST TERM)	\$9,230.22	\$9,915.22	\$10,101.49	\$10,281.76

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

TERM	2021F	2022F	2023F	2024F
Tuition	\$7,101.39	\$7,158.79	\$7,332.72	\$7,511.86
Student Activity	\$217.37	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$150.00	\$150.00	\$160.00	\$160.00
Technology	\$162.01	\$164.44	\$166.91	\$169.41
Course-related Ancillary	\$114.00	\$114.00	\$114.00	\$105.00
Health Services	\$20.00	\$20.00	\$21.00	\$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	\$38.00	\$38.00	\$38.00
Student Experience	\$19.00	\$19.00	\$19.00	\$19.00
Health Plan (charged once annually)	\$174.22	\$243.65	\$248.94	\$248.94
U-Pass	\$223.48	\$223.48	\$223.48	\$229.07
U-Pass Admin (charged once annually)	\$5.51	\$5.65	\$6.00	\$6.00
TOTAL FEES PAYABLE (FIRST TERM)	\$8,228.98	\$8,374.38	\$8,567.42	\$8,745.65

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

TERM	2021F	2022F	2023F	2024F
Tuition	\$7,101.39	\$7,158.79	\$7,332.72	\$7,511.86
Technology Fee	\$162.01	\$164.44	\$166.91	\$169.41
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$22.00	\$38.00	\$38.00	\$38.00
TOTAL FEES PAYABLE (FIRST TERM)	\$7,305.40	\$7,381.23	\$7,557.63	\$7,739.27

6.1.7 Appendix G: Sample Student Funding and Expenditures

First Year Estimate (two semesters) 2024-25

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 2023-24 data averages)		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 6,190.01	average award for single student
Average Student Assistance Bursary	\$ 1,142.31	estimated average award per year
Fixed Expected Personal Contribution (minimum)	\$ 3,600.00	
TOTAL FUNDING	\$ 10,932.32	
EDUCATION EXPENSES 2024-25		
Tuition Fees	\$ 2,722.58	
Ancillary Fees	\$ 1,946.64	
SUB-TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 4,669.22	
LIVING EXPENSES (2024-25 estimate)		
OSAP Living Allowance for Single Student at Home	\$ 4,551.00	
SUB-TOTAL LIVING EXPENSES	\$ 4,551.00	
TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR	\$ 9,220.22	
BALANCE (FUNDING LESS EXPENSES)	\$ 1,712.10	

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 2023-24 data averages)		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 13,048.56	may vary with travel/living expenses
Average Student Assistance Bursary	\$ 1,007.14	estimated average award per year
Fixed Expected Personal Contribution (minimum)	\$ 3,600.00	
TOTAL FUNDING	\$ 17,655.70	
EDUCATION EXPENSES 2024-25		
Tuition Fees	\$ 2,722.58	
Ancillary Fees	\$ 1,944.64	
TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 4,667.22	
LIVING EXPENSES (2024-25 estimate)		
OSAP Living Allowance for Single Student away from home	\$ 10,944.00	
SUB-TOTAL LIVING EXPENSES	\$ 10,944.00	
TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR	\$ 15,611.22	
BALANCE (FUNDING LESS EXPENSES)	\$ 2,044.48	

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 2023-24 data averages)		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 25,187.00	may vary tuition/living expense; average for all sole support parents
Average Student Assistance Bursary	\$ 875.00	estimated average award per year; includes all sole support parents
Fixed Expected Personal Contribution (minimum)	\$ -	
TOTAL FUNDING	\$ 26,062.00	
EDUCATION EXPENSES 2024-25		
Tuition Fees	\$ 2,722.58	
Ancillary Fees	\$ 1,944.64	
TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 4,667.22	
LIVING EXPENSES (2024-25 estimate)		
OSAP Living Allowance for Sole Support Parent w one dependent	\$ 19,992.00	
SUB-TOTAL LIVING EXPENSES	\$ 19,992.00	
TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR	\$ 24,659.22	
BALANCE (FUNDING LESS EXPENSES)	\$ 1,402.78	

Agenda Item No: 6.2

Report title:	First Draft Concepts of the 2024-26 Business Plan & 2024-25 Budget Assumptions, Five-Year Pro Forma
Report to:	Board of Governors
Date:	December 11, 2023
Author(s)/Presenter(s):	Duane McNair, Vice President, Finance and Administration Emily Woods, Director, Corporate Planning Mark Savenkoff, Vice President, Advancement and Strategy Scott Gonsalves, Director, Strategy and Planning

1. RECOMMENDATION:

That the Board of Governors accepts the 2024-25 Budget Assumptions and the Draft Five-Year Pro Forma for information, and that the Board is advised of, and provide feedback on, key concepts in the development of the 2024-26 Business Plan.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present to the Board of Governors the budget assumptions for 2024-25, a draft five-year pro forma for the period 2024-25 to 2028-29, and insight into the development of the 2024-26 Business Plan.

3. BACKGROUND:

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

- The changing demographics of our learner population is resulting in declining domestic enrolment.
- Impacts of the Ministry of Colleges and Universities’ Corridor Funding Model and the Strategic Mandate Agreement 3, which provides a stable level of funding, but is not adjusted to account for inflationary pressures.
- A 10% tuition reduction introduced in 2019-20, and the ongoing tuition freeze that is anticipated to extend for the fifth year into the 2024-25 fiscal year. This has led to minimal revenue growth in the College’s Funded Activity / College Operations budget segment (core programs, services and operations).
- Increasing operating costs and rising inflation rates.
- Growing deferred maintenance backlog for physical and technological infrastructure.

Each of the above noted challenges impacts the College’s operating budget. The College Budget Committee, comprised of a cross-College team of Deans and Directors, has worked

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collaboratively since the Spring of 2023 to develop estimates and assumptions supporting the draft five-year pro forma.

The final 2024-25 Annual Budget and Business Plan will be presented to the Board of Governors for approval at the February 26, 2024, meeting.

4. DISCUSSION:

Preliminary estimates for the five-year pro forma from fiscal year 2024-25 to fiscal year 2028-29 are presented in Appendix A: Draft Five-Year Pro Forma Budget.

The ongoing domestic tuition freeze, and the corridor funding model has put severe restrictions on the College's financial sustainability. Though the Ontario government has established a Blue-Ribbon Panel that has now provided advice and recommendations in its final report, the acceptance and/or adoption of those recommendations at this point are still unknown. Algonquin College has taken a conservative approach to additional government funding in this five-year pro forma, but to further its financial sustainability and meet the needs of its local economy and abroad, the College is planning on growing enrolments. With the changes in the demographics of Ontario, particularly within the traditional post-secondary learner demographic, this five-year pro forma reflects the decline in these demographics. Algonquin College is not reducing efforts to attract and retain domestic students, but rather adjusting its domestic targets to the reality of the demographic situation. However, the reduced projection in domestic students provides an opportunity for the College to grow international enrolments. Overall enrolment growth over this five-year period, is expected to be 24% over the Second Quarter 2023-24 Projection. The pro forma presented includes the operating supports and capital investments required to achieve this ambitious enrolment target.

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

- Fixed provincial operating funding is projected as per the terms of the Strategic Mandate Agreement and the Corridor Funding Model.
- Salaries and benefits have been estimated based on current collective agreements, and the impacts of the overturn of Bill 124 – Protecting a Sustainable Public Sector for Future Generations Act 2019, and existing compensation practices has been reflected.
- Expenditure increases have been projected at 0% to 1.5% for most other operating expenditures, with some exceptions for goods and services where significant inflationary pressures are being observed.
- 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

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pro forma is a planned allocation of funding for a number of strategic projects and initiatives.

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

2024-25

- Full-time overall enrolment growth of 3% total (excludes Public College Private Partnership enrolments) over the Second Quarter 2023-24 Projection, comprised of:
 - 3% decrease in domestic enrolments; and
 - 15% increase in international enrolments.
- 0% tuition increase for full-time tuition, anticipating that the Ministry will maintain the current freeze on domestic tuition fee increases.
- 3% increase in international student premiums.
- Public College Private Partnership enrolments of 5,241, a 86.8% increase over the Second Quarter 2023-24 Projection.
- Strategic Investment Priorities capacity is estimated at \$59.6 million, of which \$39.2 million will fund Major Capital Projects comprised of approved and planned initiatives.

2025-26

- Full-time overall enrolment growth of 3.7% total (excludes Public College Private Partnership enrolments) over the 2024-25 Pro Forma, comprised of:
 - 3% decrease in domestic enrolments; and
 - 15% increase in international enrolments.
- 2% tuition increase for full-time tuition. It should be noted that an updated tuition framework has not been released by the Ministry of Colleges and Universities, however it is anticipated that some increase in tuition fees will be permitted in 2025-26.
- 1% increase in international student premiums.
- Public College Private Partnership enrolments of 6,801, a 30% increase over the 2024-25 Pro Forma.
- Strategic Investment Priorities capacity is estimated at \$49.4 million, of which \$28.4 million will fund Major Capital Projects comprised of approved and planned initiatives.

2026-27

- Full-time overall enrolment growth of 4.4% total (excludes Public College Private Partnership enrolments) over the 2025-26 Pro Forma, comprised of:
 - 3% decrease in domestic enrolments; and
 - 15% increase in international enrolments.
- 3% tuition increase for full-time tuition. It should be noted that an updated tuition framework has not been released by the Ministry of Colleges and Universities, however it is anticipated an increase in tuition fees will be permitted starting in 2025-26, reflecting historical rates of increase.

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- 1% increase in international student premiums.
- Public College Private Partnership enrolments of 8,061, an 18.5% increase over the 2025-26 Pro Forma.
- Strategic Investment Priorities capacity is estimated at \$49 million, of which \$25.7 million will fund Major Capital Projects, comprised of approved and planned initiatives.

2027-28

- Full-time overall enrolment growth of 5.1% total (excludes Public College Private Partnership enrolments) over the 2026-27 Pro Forma, comprised of:
 - 3% decrease in domestic enrolments; and
 - 15% increase in international enrolments.
- 3% tuition increase for full-time tuition.
- 1% increase in international student premiums.
- Public College Private Partnership enrolments of 9,194, a 14% increase over the 2026-27 Pro Forma.
- Strategic Investment Priorities capacity is estimated at \$45.6 million, of which \$28.7 million will fund anticipated Major Capital Projects.

2028-29

- Full-time overall enrolment growth of 5.9% total (excludes Public College Private Partnership enrolments) over the 2027-28 Pro Forma, comprised of:
 - 3% decrease in domestic enrolments; and
 - 15% increase in international enrolments.
- 3% tuition increase for full-time tuition.
- 1% increase in international student premiums.
- Public College Private Partnership enrolments of 9,893, a 10% increase over the 2027-28 Pro Forma.
- Strategic Investment Priorities capacity is estimated at \$45.4 million, of which \$28.7 million will fund anticipated Major Capital Projects.

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 enrolment (students delay school in favour of work), and the aggressive growth projected by the College over the next five years, three scenarios have been presented in Appendix B: 2024-25 Pro Forma Scenarios. The most likely scenario mirrors the draft 2024-25 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 0% over the Second Quarter 2023-24 Financial Projection.

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- International growth (excluding Public College Private Partnership enrolments) increases by 20% over the Second Quarter 2023-24 Financial Projection.
- Public College Private Partnership enrolments increase to 7,650, a 173% increase over the Second Quarter 2023-24 Financial Projection.

Worse Case:

- Domestic enrolment decreases by 5% from the Second Quarter 2023-24 Financial Projection.
- International growth (excluding Public College Private Partnership enrolments) increases by 10% over the Second Quarter 2023-24 Financial Projection.
- Public College Private Partnership enrolments increase to 3,417, a 22% increase over the Second Quarter 2023-24 Financial Projection.

2024-26 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 improving its measures of success and meeting its targeted metrics. The upcoming 2024-26 Business Plan will take the College to the conclusion of the current Strategic Plan (2022-25).

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

Primary themes of the 2024-26 Business Plan include:

- Infrastructure
- Strategic Renewal
- Academic Priorities
- Financial Sustainability
- System Transformation
- Talent and Skills
- Inclusion, Diversity, Equity and Accessibility

This includes a continuation of the nine initiatives from the current year Business Plan (2023-24) with the addition of three new initiatives focused on:

1. Academic Plan Implementation
2. Student Housing
3. Science Labs

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Initiatives within these themes contribute to the advancement of all the goals from the College Strategic Plan. These draft concepts are presented to the Board of Governors for their input and feedback to help the College to finalize the 2024-26 Business Plan in preparation for returning for Board approval in February 2024.

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

7. FINANCIAL IMPACT:

As presented, these budget assumptions and financial pro forma will result in the College achieving a positive net contribution as calculated under Public Sector Accounting Standards, of approximately \$11.1 million in 2024-25. This budgeted net contribution exceeds the Ministry’s Governance and Accountability Policy – Minister’s Binding Policy Directive, Section C requirement, that requires colleges to balance expenditures with revenue sources when preparing and implementing a budget.

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

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The 2024-25 five-year pro forma, adhere to the Ministry’s Business Plan Directive on Deficit Recovery plans and the College’s Board Financial Management Policy.

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10. COMMUNICATIONS:

The budget estimates will inform the development of the College's Annual Budget and Business Plan. Both will be presented to the Board of Governors for approval on February 26, 2024.

11. CONCLUSION:

The budget assumptions and financial pro forma are projected based on the current information available to the College. Projected net contributions and reserve balances will be used to support the College's Strategic Plan, and the College's Mission: To Transform Hopes and Dreams into Lifelong Success.

Respectfully submitted:

Approved for submission:



Duane McNair
Vice President, Finance and Administration

Claude Brulé
President and CEO



Mark Savenkoff
Vice President, Advancement

Appendices:

Appendix A: Draft Five-Year Pro Forma Budget Appendix B: 2024-25 Pro Forma Scenarios

6.2 APPENDIX A



PRO FORMA SUMMARY 2024-25 Pro Forma - Most Likely Scenario



(All figures in 000's)

	Second Quarter Projection 2023-24	Pro Forma 2024-25	Pro Forma 2025-26	Pro Forma 2026-27	Pro Forma 2027-28	Pro Forma 2028-29
Funded Activity/College Operations						
Revenue	\$ 311,794	\$ 321,303	\$ 335,345	\$ 353,537	\$ 375,969	\$ 402,186
Expenditures						
Salary and Fringe Expenditures	232,734	248,414	263,140	276,634	291,292	305,715
<i>year-over-year increase (2024-25 compared to Q2 2023-24)</i>		7%	6%	5%	5%	5%
Discretionary Expenditures	2,159	2,073	2,077	2,082	2,086	2,088
Non-Discretionary Expenditures	76,303	78,771	82,083	83,223	84,420	85,559
Principal Portion of Debt	2,945	3,184	3,503	3,296	3,553	3,825
Total Expenditures	314,141	332,442	350,803	365,235	381,351	397,187
Net Contribution as per Modified Cash Flow Basis	(2,347)	(11,139)	(15,458)	(11,698)	(5,382)	4,999
Net Contribution %	-0.8%	-3.5%	-4.6%	-3.3%	-1.4%	1.2%
Contract Activity & Other Non-Funded Activity						
Revenue	56,125	72,536	88,493	102,256	114,771	123,008
Expenditures	51,414	63,591	76,073	87,130	96,793	103,799
Net Contribution as per Modified Cash Flow Basis	4,711	8,944	12,420	15,126	17,978	19,209
Net Contribution %	8.4%	12.3%	14.0%	14.8%	15.7%	15.6%
Campus Services						
Revenue	38,403	40,799	42,693	44,687	46,791	47,726
Expenditures	30,293	33,160	34,398	35,755	37,145	38,682
Principal Portion of Debt	3,125	3,330	3,729	3,375	1,397	1,937
Net Contribution as per Modified Cash Flow Basis	4,985	4,309	4,566	5,558	8,249	7,108
Net Contribution %	13.0%	10.6%	10.7%	12.4%	17.6%	14.9%
International Education Centre						
Revenue	106,652	131,422	155,295	180,976	211,078	246,300
Expenditures	72,258	91,064	106,615	123,423	142,461	164,657
Net Contribution as per Modified Cash Flow Basis	34,394	40,358	48,679	57,553	68,617	81,642
Net Contribution %	32.2%	30.7%	31.3%	31.8%	32.5%	33.1%
Net Contribution on Operating Activities	41,743	42,473	50,207	66,539	89,462	112,959
Net Contribution Margin % on Operating Activities	8.1%	7.5%	8.1%	9.8%	12.0%	13.8%
Strategic Investment Priorities						
Revenue	6,403	6,325	6,325	6,325	6,325	6,325
Expenditures	37,822	59,589	49,372	48,956	45,583	45,407
Net Contribution as per Modified Cash Flow Basis	(31,419)	(53,264)	(43,047)	(42,631)	(39,258)	(39,082)
Net Contribution as per Modified Cash Flow Basis	\$ 10,324	\$ (10,791)	\$ 7,160	\$ 23,908	\$ 50,204	\$ 73,877
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(2,200)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)
Amortization of Deferred Capital Contributions	7,800	8,000	8,000	8,000	8,000	8,000
Non-Cash Expenditure Adjustments						
Expenditures to be Capitalized	21,020	28,385	17,330	20,500	12,500	12,000
Amortization Expense	(18,600)	(18,663)	(24,263)	(24,848)	(25,098)	(29,398)
Change in Vacation, Sick Leave & Post-Employment Benefits	(500)	(600)	(600)	(600)	(600)	(600)
Add back: Principal Portion of Debt Payments	6,069	6,514	7,233	6,671	4,950	5,761
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 23,913	\$ 11,145	\$ 13,160	\$ 31,931	\$ 48,255	\$ 67,940
Net Assets						
Unrestricted	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Investment in Capital Assets	123,381	146,146	152,746	161,381	160,031	154,691
Vacation, Sick Leave and Post-Employment Benefits	(20,037)	(20,637)	(21,237)	(21,837)	(22,437)	(23,037)
Internally Restricted						
Specific Reserves	42,062	30,255	34,236	52,422	93,744	155,438
Contingency Reserve Fund	12,796	13,666	14,942	16,321	17,804	19,280
Reserve Funds - Future Capital Expansion	28,679	24,719	26,547	30,422	34,853	39,338
Reserve Funds - Net Proceeds from Sale of March Road Land	2,555	2,586	2,619	2,652	2,685	2,718
Endowments	35,860	36,940	38,040	39,160	40,300	41,460
	226,296	234,675	248,893	281,521	327,980	390,888
Accumulated Remeasurement Losses	(1,534)	(1,034)	(1,034)	(1,034)	(1,034)	(1,034)
TOTAL NET ASSETS	\$ 224,762	\$ 233,641	\$ 247,859	\$ 280,487	\$ 326,946	\$ 389,854

6.2 APPENDIX B



PRO FORMA SUMMARY 2024-25 Pro Forma - Three Scenarios

ASSUMPTIONS	Worse Case Pro Forma 2024-25	Most Likely Pro Forma 2024-25	Better Case Pro Forma 2024-25
Domestic Enrolment	32,169	32,846	33,862
International Enrolment	18,464	19,303	20,142
Total Domestic and International Enrolment	50,632	52,149	54,004
PCPP Enrolment	3,417	5,241	7,650
Overall Total Enrolment	54,049	57,390	61,654

(All figures in 000's)

PRO FORMA SUMMARY	Worse Case Pro Forma 2024-25	Most Likely Pro Forma 2024-25	Better Case Pro Forma 2024-25
Funded Activity/College Operations			
Revenue	\$ 315,226	\$ 321,303	\$ 327,103
Expenditures			
Salary and Fringe Expenditures	247,744	248,414	248,669
Discretionary Expenditures	2,073	2,073	2,073
Non-Discretionary Expenditures	78,151	78,771	79,012
Principal Portion of Debt	3,184	3,184	3,184
Total Expenditures	331,152	332,442	332,938
Net Contribution as per Modified Cash Flow Basis	(15,925)	(11,139)	(5,834)
Net Contribution %	-5.1%	-3.5%	-1.8%
Contract Activity & Other Non-Funded Activity			
Revenue	56,844	72,536	92,683
Expenditures	49,894	63,591	79,221
Net Contribution as per Modified Cash Flow Basis	6,950	8,945	13,462
Net Contribution %	12.2%	12.3%	14.5%
Campus Services			
Revenue	39,599	40,799	42,799
Expenditures	32,508	33,160	34,718
Principal Portion of Debt	3,330	3,330	3,330
Net Contribution as per Modified Cash Flow Basis	3,761	4,309	4,751
Net Contribution %	9.5%	10.6%	11.1%
International Education Centre			
Revenue	126,328	131,422	136,516
Expenditures	88,360	91,064	93,769
Net Contribution as per Modified Cash Flow Basis	37,968	40,358	42,747
Net Contribution %	30.1%	30.7%	31.3%
Net Contribution on Operating Activities	32,754	42,473	55,127
Net Contribution Margin % on Operating Activities	6.1%	7.5%	9.2%
Strategic Investment Priorities			
Revenue	6,325	6,325	6,325
Expenditures	59,589	59,589	59,589
Net Contribution as per Modified Cash Flow Basis	(53,264)	(53,264)	(53,264)
Net Contribution as per Modified Cash Flow Basis	\$ (20,510)	\$ (10,791)	\$ 1,863
Non-Cash Revenue Adjustments			
Capital Grants recorded as Deferred Capital Contributions	(1,700)	(1,700)	(1,700)
Amortization of Deferred Capital Contributions	8,000	8,000	8,000
Non-Cash Expenditure Adjustments			
Expenditures to be Capitalized	28,385	28,385	28,385
Amortization Expense	(18,663)	(18,663)	(18,663)
Change in Vacation, Sick Leave & Post-Employment Benefits	(600)	(600)	(600)
Add back: Principal Portion of Debt Payments	6,514	6,514	6,514
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 1,426	\$ 11,145	\$ 23,798
Net Assets			
Unrestricted	\$ 1,000	\$ 1,000	\$ 1,000
Investment in Capital Assets	146,146	146,146	146,146
Vacation, Sick Leave and Post-Employment Benefits	(20,637)	(20,637)	(20,637)
Internally Restricted	61,507	71,226	83,880
Endowments	36,940	36,940	36,940
	224,956	234,675	247,329
Accumulated Remeasurement Losses	(1,034)	(1,034)	(1,034)
TOTAL NET ASSETS	\$ 223,922	\$ 233,641	\$ 246,295

Agenda Item No: 6.3

Report title:	Five-Year Capital Investment Plan
Report to:	Board of Governors
Date:	December 11, 2023
Author/Presenter:	Emily Woods, Director, Corporate Planning 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 that will be 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, known as 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.

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At the date of this report, there are four major capital projects that have already been approved in whole, or in part by the Board of Governors. Work continues on these projects along with regular reporting on the progress of these projects. These projects are:

1. R3 (Student Information System) Project
2. Construction of a Pedestrian Bridge to the Bus Rapid Transit Station
3. Salesforce Lightning Upgrade
4. Campus Accessibility Project

In support and in concert with various corporate planning documents including the Strategic Mandate Agreement 3, Five-Year Ottawa Campus Master Development Plan 2015-2020, the Corporate Risk Profile and the 2022-2025 Strategic Plan, this report provides a view of the projects which may be undertaken over the next five years to support the various goals and plans of the College. These include investments in cyber-security, facilities and equipment.

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 approval is received by the Board of Governors.

The full report is presented in Appendix A: Five-Year Capital Investment Report 2024-25 to 2028-29.

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"/>

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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 section of the annual pro forma budget. 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 in 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 reviewed, validated and updated 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.

Agenda Item No: 6.3

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 2024-25 to 2028-2029
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Five-Year Capital Investment Plan

2024-25 to 2028-29



Executive Summary

This annual report presents Algonquin College's Five-Year Capital Investment Plan for the fiscal years 2024-25 to 2028-29. The purpose of the Plan is to guide the development of capital assets until fiscal year 2028-29.

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 is under development and will be presented for approval to the Board of Governors in 2024-25. 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.

The College continues to focus on rebuilding financial sustainability and rebuilding the College's reserves that were partially drawn upon during the pandemic. 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.

The Five-Year Capital Investment Plan provides an overview of the College's needs, issues, and projects in their various stages of development. The plan provides a financial summary of the four major capital projects approved by the Board of Governors to date (total project investment range between \$83.3 million and \$89.4 million) as well as additional information on projects that are currently in the planning phase which will help to support the strategic priorities of the College into the future.

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

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1. Budgeting and Policies

In March of 2019, the [Major Capital Projects Budget Principle 1.10](#) was approved by the Algonquin College Executive Team, and aligns with [Board of Governors Policy BGII-02 for Financial Management](#). This Budget Principle details that all development project requests which will exceed \$1,000,000 must include an appropriate investment case that is objective, asserts the project's strategic importance, affordability and achievability, and assesses risk in accordance with the College's [Administrative Policy, AD 20 Enterprise Risk Management](#).

All approved Major Capital Project budgets, schedules, and risk assessments are monitored through project specific steering committees, and progress on these projects are presented quarterly to the Executive Team, the Audit and Risk Management Committee, and to the Board of Governors through the quarterly Major Capital Projects Report.

Proposed future Major Capital Projects, through the investment case process and in conjunction with the financial planning process, identify the overall affordability of proposed initiatives, as well as sources of project funding before being presented to the Board of Governors for approval.

2. Current Situation

The 2022-2025 Strategic Plan of the College is focused on two main themes: Learner-driven and People. The goals and desired outcomes to support these themes require investment by the College into various aspects of our business, and those significant investments are captured within this report. Several internal and external environmental factors are impacting the College's ability to invest in capital projects. The College must prioritize its capital projects in the next five years as the estimated value of these investments exceed \$234 million, and therefore the College must consider other sources of potential funding that may be available.

2.1 Deferred Maintenance / State of Current Assets

In addition to investing into projects supporting our Strategic Plan, the College must also factor in the investments required to address the growing deferred maintenance liability across our campuses. The current estimate of deferred maintenance in 2023 is approximately \$58 million across the three campuses, and it is estimated to reach \$252 million by 2032.

While the College receives approximately \$4 million annually from the Ministry of Colleges and Universities for Facilities Renewal investments, this amount falls painfully short of the annual investment required to maintain the College’s physical assets, resulting in the ongoing growth of the College’s deferred maintenance liability.

2.2 Project Cost Escalation / Inflation

Future cost escalations are expected to continue to be an issue for the College as inflation rates remain high. Construction costs for non-residential buildings has increased by 41% since 2017¹. While some costs have started to come down from levels that were seen at the height of the pandemic, inflation on both physical and digital infrastructure costs are expected to remain elevated.

2.3 Enrolment Growth / Space

Over the next five years, the College plans to increase overall College enrolment by 24% with a focus on international student growth. To enable this growth, appropriate academic and non-academic space is required. To map these requirements, the Campus Master Development Plan is identifying the space requirements for the specific classroom, laboratory, housing, social spaces, and office spaces that will be needed to support our learners.

3. Summary of Current Major Capital Projects

The following Major Capital Projects have been approved by the Board of Governors. Status reports are provided to the Board of Governors quarterly within the Major Capital Projects Report; these reports can be referred to for detailed project descriptions and status updates.

#	Project Name	Start Date	Completion Date	Total Project Investment ² (in millions)	Total Projected Expenditures (in millions)	
					2024-25	2025-26
3.1	R3 (Student Information System) ¹	2019-20	2024-25	\$65.0 to \$71.1	\$19.0	\$1.0
3.2	Pedestrian Bridge to Bus Rapid Transit	2019-20	2023-24	\$3.3	\$0.8	-
3.3	Salesforce Lightning Transition Project	2021-22	2023-24	\$5.5	\$1.7	-
3.4	Campus Accessibility ¹	2021-22	2025-26	\$9.5	\$3.1	\$2.1

¹ [Canada: construction price index 2023, by type | Statista](#)

¹ The R3 (Student Information System) and Campus Accessibility projects include a total estimated investment value but are required to present their annual budget requirements to the Board of Governors for approval.

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 2024-25 fiscal year in February 2024 as part of the Approved Annual Budget.

4. Future Projects

The following projects are currently in various points of the planning stage and have not yet been presented to the Board of Governors for approval as a Major Capital Project. Additional information regarding each project is provided below following the summary table. Approval from the Board of Governors for major capital projects is not sought until the College has a high degree of assurance that the funds required to complete the projects are available.

#	Project Name	Start Date	Completion Date	Total Project Investment (in millions)	Total Projected Expenditures (in millions)				
					2024-25	2025-26	2026-27	2027-28	2028-29
4.1	Science Labs	2023-24	2025-26	\$14.0	\$12.0	\$1.5	-	-	-
4.2	Campus Services Renewal Projects	2024-25	2028-29	\$9.4	\$2.3	\$1.3	\$2.0	\$3.8	-
4.3	Enterprise Portal	2025-26	2028-29	\$4.0	-	\$0.3	\$2.3	\$1.0	\$0.5
4.4	Provisioning a Data Centre Facility	2025-26	2026-27	\$2.5	-	\$0.3	\$2.3	-	-
4.5	Infrastructure Renewal	2025-26	2028-29	\$80.0	-	\$20.0	\$20.0	\$20.0	\$20.0

4.1. Science Labs

Algonquin College's Woodroffe campus is at a pivotal juncture, facing an escalating demand for state-of-the-art science labs. This demand is not arbitrary but is substantiated by a report compiled by Educational Consulting Services (ECS) for Winter 2023, which underscores the need for three Biosafety Level 2 labs and four organic chemistry labs to accommodate the projected enrolment surge. The College's commitment to academic excellence and its aspiration to lead in science-related program delivery necessitate a comprehensive evaluation of potential construction options. Four distinct construction options are being examined to support the development of an investment case. The first option, maintaining the status quo, avoids immediate capital expenditure but poses long-

term challenges, including potential reputational damage and increased scheduling complexities. The second option, which proposes the addition of three new Biosafety Level 2 labs, offers a balanced approach between meeting immediate needs and managing costs. The third option is more ambitious, suggesting the addition of five new labs, including two chemistry and three biosafety level two labs, aiming to ensure the College remains at the forefront of scientific education. The fourth option, a variation of the third, contemplates decommissioning three existing labs once the new labs are completed.

4.2. Campus Services Renewal Projects

The College's Campus Services Department is responsible for our ancillary services such as Food & Conference Services, Retail Services, Parking and Locker Services, Residence, Print Services, and Card Services. In 2022, the College contracted Roth IAMS to conduct a review of the current Campus Services capital assets and to provide insight into future investment requirements to address the list of deferred maintenance in this area. The findings indicated that over the next nine years, an estimated \$73.8 million investment into Campus Services assets is required. While not all projects can be afforded, the College will continue to review and prioritize the projects over the coming years. The immediate projects for consideration include replacement of the heating, ventilation and air conditioning systems for one phase of the College residence buildings, updates to the 35th Street Market Café, a refresh of the Marketplace Food Court and renovations to the Portable Feast.

4.3. Enterprise Portal

The implementation of an enterprise portal is required to support students, alumni, employees, and retirees by 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 enrolment and retention. From the employee side, an enterprise portal will empower our employees by providing them with easy access to all college tools and services supporting collaboration and promoting innovation.

This approach would reduce the overall Information Technology 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 considerable 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.

4.4. Provisioning a Data Centre Facility

The implementation of security safeguards is required 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 in the event of security, legislation, and regulation non-compliance.

On March 2, 2017, the Audit and Risk Management Committee directed 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 having a duplicate data center facility.

4.5. Infrastructure Renewal

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 buildings, or other regulatory code issues. The 2019 audit has estimated the current replacement value of Algonquin College facilities to be approximately \$690 million. The current estimate of deferred maintenance in 2023 is approximately \$58 million across the three campuses. Based on the audit forecast the deferred maintenance backlog will reach \$252 million by 2032. This increased deferred maintenance backlog has a direct impact on the learning and working environment through health and safety issues and potential for 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. Supporting this strategy is the renewal of the building condition assessments for all three campuses.

5. Schedule A: Summary of Five-Year Capital Investment Requirements

SUMMARY OF FIVE-YEAR CAPITAL INVESTMENT REQUIREMENTS

CATEGORY	Approved Budget 2023-24	Five Year Forecast					Five Year Total
		Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	
APPROVED MAJOR CAPITAL PROJECTS							
Campus Accessibility	\$ 1,000,000	\$ 3,136,000	\$ 2,145,000	\$ -	\$ -	\$ -	\$ 5,281,000
Pedestrian Bridge to Bus Rapid Transit Station	820,000	835,302	-	-	-	-	835,302
R3 (Student Information System)	20,000,000	19,000,000	1,000,000	-	-	-	20,000,000
Salesforce Lightning Upgrade Project	2,245,000	1,727,802	-	-	-	-	1,727,802
Sub-total: Approved Major Capital Projects	24,065,000	24,699,104	3,145,000	-	-	-	27,844,104
POTENTIAL MAJOR CAPITAL PROJECTS - ESTIMATED COSTS							
Campus Services Renewal	-	1,979,000	1,284,000	2,028,000	3,750,000	-	9,041,000
Enterprise Portal	-	-	250,000	2,250,000	1,000,000	500,000	4,000,000
Infrastructure Renewal Projects (to be determined)	-	-	20,000,000	20,000,000	20,000,000	20,000,000	80,000,000
Provisioning a Data Centre Facility	-	-	250,000	2,250,000	-	-	2,500,000
Science Labs	500,000	12,000,000	1,500,000	-	-	-	13,500,000
Sub-total: Potential Major Capital Projects	500,000	13,979,000	23,284,000	26,528,000	24,750,000	20,500,000	109,041,000
TOTAL APPROVED & POTENTIAL MAJOR CAPITAL PROJECTS	24,565,000	38,678,104	26,429,000	26,528,000	24,750,000	20,500,000	136,885,104
OTHER STRATEGIC INVESTMENT PRIORITIES							
Recurring Annual Investments							
Apprenticeship Capital Grant Fund	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	5,460,000
Equipment - Academic	1,000,000	1,200,000	1,236,000	1,273,080	1,311,272	1,350,611	6,370,963
Equipment - Non-Academic	-	200,000	206,000	212,180	218,545	225,102	1,061,827
Human Resources Programs Envelope	200,000	204,000	210,120	216,424	222,916	229,604	1,083,064
Information Technology Infrastructure Maintenance Envelope	2,270,000	2,856,000	2,941,680	3,029,930	3,120,828	3,214,453	15,162,891
Innovation Fund	-	100,000	100,000	100,000	100,000	100,000	500,000
Marketing Envelope	639,000	812,500	836,000	860,000	885,000	881,048	4,274,548
New Program Development	886,000	1,020,000	1,050,600	1,082,118	1,114,581	1,148,018	5,415,317
Physical Infrastructure Maintenance Envelope	2,800,000	3,136,000	3,230,080	3,326,982	3,426,792	3,529,596	16,649,450
Space Adaptations Envelope	543,000	1,568,000	1,615,040	1,663,491	1,713,396	1,764,798	8,324,725
Strategic Enrolment Envelope	152,500	275,000	283,000	291,000	300,500	309,000	1,458,500
Sub-total: Recurring Annual Investments	9,582,500	12,463,500	12,800,520	13,147,205	13,505,830	13,844,230	65,761,285
Other Projects							
Campus Master Development Plan	650,000	380,000	-	-	-	-	380,000
Cyber Security Redress Audit	327,000	510,000	392,405	392,405	392,405	392,405	2,079,620
N101 Reconfiguration/Optimization of Existing Sound Base Curriculum Space	-	585,000	-	-	-	-	585,000
Grease Trap Infrastructure Renewal	-	-	1,000,000	-	-	-	1,000,000
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (Residence)	5,750,000	4,000,000	3,000,000	2,000,000	-	-	9,000,000
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (P & V Buildings)	-	3,000,000	3,000,000	2,000,000	-	-	8,000,000
Replace locks and keys across Campus	-	-	1,250,000	1,250,000	-	-	2,500,000
Residence Vestibule	-	300,000	-	-	-	-	300,000
Strategic Renewal: College Strategic Plan 2025	40,000	120,000	-	-	-	-	120,000
Other Miscellaneous Projects	2,073,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Sub-total: Other Projects	8,840,000	10,895,000	10,642,405	7,642,405	2,392,405	2,392,405	33,964,620
TOTAL OTHER STRATEGIC INVESTMENT PRIORITIES	18,422,500	23,358,500	23,442,925	20,789,610	15,898,235	16,236,635	99,725,905
GRAND TOTAL PROJECT COSTS	\$ 42,987,500	\$ 62,036,604	\$ 49,871,925	\$ 47,317,610	\$ 40,648,235	\$ 36,736,635	\$ 236,611,009

SUMMARY OF FIVE YEAR CAPITAL INVESTMENT SOURCES OF FUNDS

CATEGORY	Approved Budget 2023-24	Five Year Forecast					Five Year Total
		Forecast 2024-25	Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	
High Assurance Funds							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities	\$ 15,034,426	\$ 24,907,841	\$ 26,603,921	\$ 25,427,308	\$ 20,162,192	\$ 19,249,030	\$ 116,350,292
Specific Purpose Grants (Facilities Renewal Program, Apprenticeship Capital Grant, College Equipment Renewal Fund)	7,495,000	6,324,000	6,324,000	6,324,000	6,324,000	6,324,000	31,620,000
Approved Drawdown from Internally Restricted Net Assets							
Academic Equipment	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Campus Accessibility	500,000	-	-	-	-	-	-
Campus Services Reserves	5,750,000	-	-	-	-	-	-
Information Technology and Physical Infrastructure Renewal Projects	1,765,574	3,239,792	3,892,695	5,551,130	6,354,009	7,266,717	26,304,343
Pedestrian Bridge to Bus Rapid Transit Station	820,000	835,302	-	-	-	-	835,302
R3 (Student Information System)	10,000,000	4,923,266	-	-	-	-	4,923,266
Salesforce Lightning Upgrade Project	1,122,500	863,901	-	-	-	-	863,901
Total High Assurance	42,987,500	41,594,103	37,320,615	37,802,438	33,340,201	33,339,747	183,397,105
Moderate Assurance Funds							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities		2,930,334	3,129,873	2,991,448	2,372,023	2,264,592	13,688,270
Capital Grants							
College Equipment Renewal Fund - Competitive Portion		700,000	250,000	-	-	-	950,000
Additional Unapproved Withdrawal from Internally Restricted Net Assets							
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (P & V Buildings)		1,500,000	1,500,000	1,000,000	-	-	4,000,000
Campus Accessibility		1,568,000	1,072,500	-	-	-	2,640,500
Campus Services Reserves		6,279,000	4,284,000	4,028,000	3,750,000	-	18,341,000
Science Lab		6,000,000	750,000	-	-	-	6,750,000
Total Moderate Assurance	-	18,977,334	10,986,373	8,019,448	6,122,023	2,264,592	46,369,770
Low Assurance Funds							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities		1,465,167	1,564,937	1,495,724	1,186,011	1,132,296	6,844,135
Total Low Assurance	-	1,465,167	1,564,937	1,495,724	1,186,011	1,132,296	6,844,135
Grand Total - Sources of Funds	42,987,500	62,036,604	49,871,925	47,317,610	40,648,235	36,736,635	236,611,009

Summary of Sources of Revenue and Shortfall

POTENTIAL SOURCE OF FUNDS AVAILABLE FOR STRATEGIC INVESTMENT PRIORITIES	
2024-25 to 2028-29	
High Assurance of Funds / Low Risk	
Approved Drawdown from Internally Restricted Net Assets	35,426,812
Specific Purpose Grants (FRP, ACG, CERF)	31,620,000
Funded & Non-Funded Activity Contributions to SIP	116,350,292
	183,397,105
Moderate Assurance of Funds / Medium Risk	
Funded & Non-Funded Activity Contributions to SIP	13,688,270
Capital Grants	950,000
Withdrawal from Internally Restricted Net Assets	31,731,500
	46,369,770
Low Assurance of Funds / High Risk	
Funded & Non-Funded Activity Contributions to SIP	6,844,135
	6,844,135
TOTAL IDENTIFIED AND POTENTIAL SOURCES OF FUNDS	236,611,009
CUMULATIVE 5 YEAR CAPITAL INVESTMENT REQUIREMENTS	
Approved Major Capital Projects	27,844,104
Potential Major Capital Projects - Estimated Costs	109,041,000
Recurring Annual Investments	65,761,285
Other Projects	33,964,620
TOTAL 5-YEAR CAPITAL PROFORMA CURRENT PRELIMINARY ESTIMATES	236,611,009
HIGH ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	(53,213,904)
HIGH & MODERATE ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	(6,844,135)
ALL AVAILABLE FUNDS LESS CURRENT PRELIMINARY ESTIMATES	\$ -

6. Schedule B: Related Documents

[Major Capital Projects Budget Principle 1.10](#)

[Board of Governors Policy BGII-02 for Financial Management](#)

[Administrative Policy AD 20 Enterprise Risk Management](#)

Agenda Item No: 6.4

Report title:	College Accessibility Major Capital Project Annual Budget Request
Report to:	Board of Governors
Date:	December 11, 2023
Author(s)/Presenter(s):	Ryan Southwood, Executive Director, Facilities Management Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors approves an expenditure of up to \$3,100,000 from the College’s Strategic Investment Priorities budget for fiscal year 2024-25 to address campus infrastructure upgrades that support legislated Accessibility for Ontarians with Disabilities Act (AODA) compliance across the Ottawa campus. Sources of funds include in-year net operating revenues, reserves and/or the Facilities Renewal Program Grant.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to seek approval from the Board of Governors to proceed with the fiscal year 2024-25 scope as part of the College Accessibility Major Capital which includes the implementation of various renovations to College grounds and existing buildings to align with Provincial legislation and built environment standards related to accessibility. In accordance with previous College approvals, this project will return to the Board of Governors, in a stage gate approach, to request the annual funding allocation. It is recommended that Facilities Management complete all remaining work on the Ottawa Campus and close out the project next fiscal year by descoping some elements from the project.

3. BACKGROUND:

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

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The Algonquin College Executive Team (ACET) previously approved the development of the full Investment Case on November 12, 2020. The full Investment Case was subsequently presented and accepted by ACET on February 17, 2021.

This Investment Case was presented again to ACET on March 18, 2021, as additional information was discovered since the full Investment Case was reviewed on February 17, 2021. A formal legal review was sought and has indicated that the College is not obligated to conduct renovations to existing facilities to meet the January 1, 2025 legislative deadline. The Accessibility for Ontarians with Disabilities Act (AODA) legislation is only applied to new construction or major renovations of existing facilities. However, there remained reputational risk for the College if accessibility to the existing facilities was not improved.

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

The Campus Accessibility Major Capital Project includes a program of accessibility improvements across the three College campuses over five years. The improvements include renovations to existing facilities to go beyond Ontario Building Code by following Facility Accessibility Design Standards, Ottawa Accessibility Standards, and Design of Public Open Spaces standards.

The original schedule of the project was phased over five years to align with the current fiscal realities of the College and to be funded through Strategic Investment Priorities (SIP) in-year funding and College Reserves to complete each stage of the improvements. Previously, an analysis was completed to support the prioritization of accessibility improvements. This analysis focused on overall building utilization (e.g., classrooms, labs and associated academic spaces), feedback from the Centre for Accessible Learning, Steering Committee comments, current Class 'D' cost estimate including recommendations from the Prime Consultant and overall strategic input from Facilities Management.

The scope of new work for fiscal year 2023-24 was valued at \$1,000,000. In addition, the 2023-24 scope of work included completing the balance of remaining accessibility improvements from fiscal year 2022-23, with associated funding approval, at the Ottawa campus and all improvements at the Pembroke and Perth campuses.

4. DISCUSSION:

The proposed approach for next year is to target completion of all recommended improvements as accepted by the College at the Ottawa campus. The anticipated cash flow/spend for fiscal year 2024-25 is approximately \$3,100,000. To achieve this target, align with this budget, and in consideration of the long-term campus planning, Facilities

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Management recommends deferring specific elements of the existing scope. This change would reduce the schedule of the project by one full year and save \$2,600,000.

Recommended scope deferral options include removal of select buildings from the scope of work or reduction in extent of improvements due to future re-development opportunities or transfer of scope to other College maintenance programs. This would primarily impact Buildings A, C, F, G, and M.

Although the College is not obligated to comply with the AODA legislation, completing the remaining work would ensure College facilities are substantially compliant with AODA legislation by March 2025. This strategy adheres to the original project mandate to complete accessibility improvements and striving to meet best practices, while being practical and maintaining a value-for-money perspective in alignment with future campus planning.

Expediting completion of the project will also reduce overall project costs in the long-term by capitalizing on completing works concurrently and mitigating the impact of rising costs of products and materials in the coming years due to high inflation rates. Although risks related to market volatility and cost escalation appears to be reducing, they continue to be a concern in the construction industry where an imbalance of supply and demand remains an ongoing challenge related to both materials and availability of labour. Extending the project over a longer term also risks losing the existing momentum of the project, requires re-mobilization of consultants and resources that can create inefficiencies by extending schedules and potentially further increasing project costs.

The balance of the project scope of work has been designed and will be ready for tender in early calendar year 2024 which is expected to be delivered through a typical stipulated-sum contract, subject to the approval of the 2024-25 Annual Budget by the Board of Governors. Consultation with College stakeholders on the final design details is ongoing.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input 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:

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

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7. FINANCIAL IMPACT:

\$3,100,000 has been allocated to the project for the fiscal year 2024-25 Strategic Investment Priorities budget. The budget for this scope of work is generally defined as follows:

Fiscal Year 2024-25 Project Costs		Comments
Design & Consultant Fees	\$ 125,000	Estimate
Construction	\$ 2,651,250	Inclusive of General Conditions, Estimate
Permits, Other Costs	\$ 75,000	Estimate
Contingency	\$ 142,563	5% of overall costs
Taxation	\$ 102,089	3.41% (College Rate)
Total (excl. HST):	\$ 3,095,902	

Construction costs identified include an embedded contingency in addition to the overall project contingency identified. Opportunities for value engineering to ensure best value for money continue to be considered while maintaining AODA compliance and meeting the accessibility goals of the College.

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

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

Key communication initiatives will include:

- Early consultation with department leads on a building-by-building basis ahead of any work to minimize disruption and flag any potential issues.
- Consultation with Centre for Accessible Learning with regards to any potential impacts on accessible routes within buildings before work commencement.

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- Distribution of disruption notices directly to the Algonquin College Leadership Team (ACLT) ahead of any works.
- Posting of disruption notices to College MyAC website at least 72 hours before any disruptive work. This will be increased to 1-week, if work is longer-term, or causes significant disruption such as impacts to accessibility, paths of travel, or pick-up points (e.g., ParaTranspo); and,
- Construction signage and wayfinding for detours to be posted indicating the work and any immediate hazards to occupants.

11. CONCLUSION:

Algonquin College is committed to supporting learners, employees and the community by addressing existing barriers to its physical infrastructure. Implementing these renovations and modifications will increase accessibility for persons with disabilities and will make the campuses more welcoming and inclusive. The College's intent to exceed the minimum standard of the Accessibility for Ontarians with Disabilities Act will be another example of aligning the institution's physical campuses with Algonquin College's stated Mission, Vision, and Values.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Agenda Item No: 7.1

Report title:	Second Quarter 2023-24 Financial Projection
Report to:	Board of Governors
Date:	December 11, 2023
Author/Presenter:	Grant Perry, Chief Financial Officer Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors approve the Second Quarter 2023-24 Financial Projection for submission to the Ministry of Colleges and Universities.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present Appendix A: Second Quarter 2023-24 Financial Projection, including a summary of funded positions, and to provide an update on the College's compliance to Board Policy [BGII-02: Financial Management](#), presented in Appendix B: Second Quarter 2023-24 Compliance Schedule.

3. BACKGROUND:

On February 27, 2023, the Board of Governors approved the 2023-24 Annual Budget with a net contribution of \$4.0 million, in compliance with the Board of Governors' Direction and the Ministry of Colleges and Universities Operating Directive.

4. DISCUSSION:

The Quarterly Projection Report takes into consideration changes to some of the original assumptions underlying the Approved Annual Budget, including projected enrolment levels, funding and other operational and capital changes. Variance analysis for significant changes is included within the report.

As the Second Quarter Financial Projection was prepared, increases in the projected net contribution of the overall College for the fiscal year were primarily a result of an increase in international enrolment beyond the levels planned in the 2023-24 Approved Annual Budget. Report details are provided in [Appendix A: Second Quarter 2023-24 Financial Projection](#).

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Total College enrolment has increased by 6.8% over the 2023-24 Approved Annual Budget target (17% increase over prior year actuals) with most of that growth in international enrolment. International enrolment is currently projected to exceed the 2023-24 Approved Annual Budget target by 22.6%, or 3,097 enrolments (60% increase over prior year actuals). This significant growth in International enrolment is combined with a small increase in Domestic enrolment of 0.3%, or 115 enrolments (3.2% increase over prior year actuals). This exceptional growth in International enrolment will result in increased overall revenue for the College due to the international student premium fees. The premium fees charged to international students is to replace the grant funds that are not received from the Ministry of Colleges and Universities for non-domestic students.

The financial data on the chart below is presented on both a modified cash flow basis, and on a Public Sector Accounting Standards basis. That is, the report below details the net cash inflows and outflows before incorporating accounting adjustments such as the repayment of debt, and non-cash adjustments and depreciation expense. These accounting adjustments are required to report on the College’s financial position based on Public Sector Accounting Standards (PSAS). Presentation of the College financials on both a cash and accounting basis provides a more transparent view of the financial results, cash flow, and financial performance of the College.

\$M	Approved 2023-24	Second Quarter 2023-24	Variance Approved vs
	Net Contribution	Net Contribution	Second Quarter
Funded Activity / College Operations	\$(8.9)	\$(2.3)	\$6.6
Contract and Other Non-Funded Activity	2.5	4.7	2.2
Campus Services	4.5	5.0	0.5
International Education Centre	<u>25.9</u>	<u>34.4</u>	<u>8.5</u>
Net Contribution from Total College Operations	24.0	41.8	17.8
Net Strategic Investment Priorities	(35.5)	(31.5)	4.0
Net Contribution as per Modified Cash Flow Basis	\$(11.5)	\$10.3	\$21.8
Add Back Principal Portion of Debt	6.1	6.1	0.0
Non-Cash Adjustments: Capitalization & Depreciation	9.4	7.5	(1.9)
Net Contribution: Public Sector Accounting Standards Basis	\$4.0	\$23.9	\$19.9
	Approved Annual Budget 2023-24	Second Quarter 2023-24 Projection	Variance Approved vs Second Quarter
Domestic Enrolment	33,747	33,862	0.3%
International Enrolment	13,688	16,785	22.6%
Public College Private Partnership Enrolment (Toronto)	2,333	2,806	20.3%
Total Enrolments	49,768	53,453	7.4%

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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 have benefited 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 2023-24 Financial Projection details a significant increase in net contribution of \$19.9 million above the 2023-24 Approved Annual Budget of \$4.0 million, for a total projected net contribution of \$23.9 million for the fiscal year.

8. HUMAN RESOURCES IMPACT:

The 2023-24 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 [Public Relations and Communications Department](#).

11. CONCLUSION:

The 2023-24 Second Quarter 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

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future. College management will continue to monitor enrolments, revenue, and expenditures closely, with a continued focus on financial sustainability for the College.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Second Quarter 2023-24 Financial Projection Appendix B: Second Quarter 2023-24 Compliance Schedule

Financial Projection

SECOND QUARTER
2023-24

Board of Governors
December 11, 2023

ALGONQUIN
COLLEGE



Second Quarter 2023-24 Financial Projection

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	Approved Annual Budget	First Quarter Year-End Projection	Second Quarter Year-End Projection	Second Quarter vs. Approved Variance Favourable/Unfavourable	Variance as % of Approved
Funded Activity/College Operations					
Revenue	\$ 291,351	\$ 301,177	\$ 311,794	\$ 20,443	7%
Expenditures	300,272	302,562	314,141	(13,869)	-5%
Net Contribution as per Modified Cash Flow Basis	(8,921)	(1,385)	(2,347)	6,574	74%
Contracts & Other Non-Funded Activity					
Revenue	46,809	51,193	56,125	9,316	20%
Expenditures	44,268	46,875	51,415	(7,147)	-16%
Net Contribution as per Modified Cash Flow Basis	2,541	4,318	4,710	2,169	85%
Campus Services					
Revenue	38,341	38,313	38,403	62	0%
Expenditures	33,804	33,775	33,418	386	1%
Net Contribution as per Modified Cash Flow Basis	4,537	4,538	4,985	448	10%
International Education Centre					
Revenue	86,450	97,804	106,652	20,202	23%
Expenditures	60,517	67,405	72,258	(11,741)	-19%
Net Contribution as per Modified Cash Flow Basis	25,933	30,399	34,394	8,461	33%
Net Contribution on Operating Activities	24,090	37,870	41,742	17,652	73%
Strategic Investment Priorities					
Revenue	7,495	7,062	6,403	(1,092)	-15%
Expenditures	42,988	39,685	37,822	5,166	12%
Net Contribution as per Modified Cash Flow Basis	(35,493)	(32,623)	(31,419)	4,074	11%
Net Contribution as per Modified Cash Flow Basis	(11,403)	5,247	10,323	21,726	191%
Non-Cash Revenue Adjustments					
Capital Grants recorded as Deferred Capital Contributions	(1,100)	(2,200)	(2,200)	(1,100)	-100%
Amortization of Deferred Capital Contributions	8,000	7,800	7,800	(200)	-3%
Non-Cash Expenditure Adjustments					
Expenditures to be Capitalized (Moved to Balance Sheet)	21,500	22,110	21,020	(480)	-2%
Amortization Expense	(18,700)	(18,600)	(18,600)	100	1%
Change in Vacation, Sick Leave & Post-Employment Benefits	(350)	(500)	(500)	(150)	-43%
Add Back: Principal Portion of Debt Payments	6,066	6,069	6,069	3	0%
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 4,013	\$ 19,926	\$ 23,912	\$ 19,899	496%

	March 31, 2023 Year-End Actual	March 31, 2024 Approved Annual Budget ¹	March 31, 2024 Second Quarter Projected ¹	Second Quarter vs. Approved Variance Favourable/ Unfavourable
ASSETS				
Current Assets				
Cash and Short Term Investments	\$ 125,847	\$ 83,088	\$ 122,119	\$ 39,031
Accounts Receivable	21,059	28,000	28,200	200
Inventory	1,848	2,200	2,000	(200)
Prepaid Expenses	7,696	5,500	6,220	720
	156,450	118,788	158,539	39,751
Investments	35,723	30,538	31,500	962
Long Term Prepaid - Students' Association	5,326	5,216	5,216	-
Endowment Assets	34,807	37,383	35,860	(1,523)
Capital Assets	290,093	332,018	326,604	(5,414)
TOTAL ASSETS	\$ 522,399	\$ 523,943	\$ 557,719	\$ 33,776
LIABILITIES & NET ASSETS				
Current Liabilities				
Accounts Payable & Accrued Liabilities	\$ 41,274	\$ 29,000	\$ 36,000	\$ 7,000
Accrued Salaries & Employee Deductions Payable	3,991	9,700	4,000	(5,700)
Deferred Revenue	73,625	57,000	66,000	9,000
Current Portion of Long Term Debt	4,084	6,513	6,513	-
	122,974	102,213	112,513	10,300
Long Term Debt	28,255	59,977	59,977	-
Vacation, Sick Leave & Post-Employment Benefits	19,537	19,548	20,037	489
Deferred Capital Contributions	143,193	134,254	137,593	3,339
Interest Rate Swaps	1,060	1,580	884	(696)
Asset Retirement Obligation	1,813	1,817	1,813	(4)
Net Assets				
Unrestricted	1,000	1,000	1,000	-
Investment in Capital Assets	114,029	131,274	122,521	(8,753)
Vacation, Sick Leave & Post-Employment Benefits	(19,537)	(19,548)	(20,037)	(489)
Internally Restricted	77,302	56,643	87,092	30,449
Endowment Fund	34,807	37,383	35,860	(1,523)
	207,601	206,752	226,436	19,684
Accumulated Remeasurement Losses	(2,034)	(2,198)	(1,534)	664
	205,567	204,554	224,902	20,348
TOTAL LIABILITIES & NET ASSETS	\$ 522,399	\$ 523,943	\$ 557,719	\$ 33,776

¹ Includes the projected impacts from the adoption of accounting changes related to the Energy Savings Contract (ESCO).

	Approved Annual Budget	First Quarter Year-End Projection	Second Quarter Year-End Projection	Second Quarter vs. Approved Variance Favourable/ Unfavourable
FUNDED ACTIVITY/COLLEGE OPERATIONS				
Grants				
Post Secondary Activity	\$ 104,149	\$ 104,100	\$ 104,489	\$ 340
Apprentice	7,282	7,278	7,420	138
Flow-Through Student Aid	1,610	1,610	1,610	-
TOTAL GRANTS	113,041	112,988	113,519	478
Tuition Fees				
Full-Time Post Secondary	91,695	93,513	98,545	6,850
Full-Time Non-Funded	473	329	432	(41)
Part-Time	9,575	8,971	9,023	(552)
Apprenticeship Fees	1,262	1,275	1,380	118
Student Technology Fees	8,553	8,664	9,192	639
TOTAL TUITION FEES	111,558	112,752	118,572	7,014
Contract Educational Services				
Corporate & Other Programs	6,365	6,412	6,752	387
TOTAL CONTRACT EDUCATIONAL SERVICES	6,365	6,412	6,752	387
Other				
Early Learning Centre	1,115	1,115	1,128	13
Student Ancillary Fees	6,139	6,122	6,430	291
Investment Income	4,160	6,160	6,160	2,000
Transfer from International Education Centre ¹	40,118	45,738	49,098	8,980
Miscellaneous	8,855	9,890	10,135	1,280
TOTAL OTHER	60,387	69,025	72,951	12,564
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	291,351	301,177	311,794	20,443
CONTRACTS & OTHER NON-FUNDED ACTIVITY	46,809	51,193	56,125	9,316
CAMPUS SERVICES	38,341	38,313	38,403	62
INTERNATIONAL EDUCATION CENTRE	86,450	97,804	106,652	20,202
STRATEGIC INVESTMENT PRIORITIES	7,495	7,062	6,403	(1,092)
TOTAL REVENUE	\$ 470,446	\$ 495,549	\$ 519,377	\$ 48,931

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

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ 340	Favourable variance is due to a \$309K increase in revenue from the Collaborative Nursing Program in partnership with the University of Ottawa, a result of the deferral of funding from the 2022-23 fiscal year. Additionally, there is a \$139K increase in the Accessibility Fund for Students with Disabilities, reflecting actual funding received from the Ministry. This information was not available during the preparation of the 2023-24 Approved Annual Budget. However, this favourable variance is partially offset by a \$107K change in the International Student Recovery projection.
Full-Time Post Secondary Tuition Fees	\$ 6,850	Favourable variance due to a \$5.7M increase in Full-Time Post-Secondary Fees and a \$827K increase in incidental fees revenue resulting from a 6.8% growth in overall enrolment compared to the 2023-24 Approved Annual Budget. Additionally, there is a \$349K increase in Cooperative Education Program revenue due to an increase in Co-op program ancillary fees effective Fall 2023 as well as increased enrolment.
Part-Time Tuition Fees	\$ (552)	Unfavourable variance is due to a \$577K reduction in revenue from AC Online's part-time funded programs as a result of a 9.4% decrease in anticipated enrolments.
Student Technology Fees	\$ 639	Favourable variance due to a 6.8% increase in total enrolment from the 2023-24 Approved Annual Budget.
Corporate & Other Programs	\$ 387	Favourable variance is primarily due to a \$569K increase in revenues from collaborative programs. This includes a \$400K increase from the Bachelor of Information Technology collaborative program with Carleton University, and a \$169K increase from the Bachelor of Commerce collaborative program with Nipissing University. Miscellaneous contract revenue within the various Schools is projected to increase by \$146K, although that increase is offset by a decrease of \$328K due to the delay of the City of Ottawa Food Service Worker contract within the School of Business and Hospitality until May 2024.
Student Ancillary Fees	\$ 291	Favourable variance due to a \$464K increase in Full-Time student ancillary fees resulting from a 6.8% growth in overall enrolment compared to the 2023-24 Approved Annual Budget. However, this favourable variance is offset by a \$173K decrease in the Part-Time and AC Online student ancillary fees as a result of lower than anticipated Part-Time enrolment from the 2023-24 Approved Annual Budget.

Description	Variance Favourable/ (Unfavourable)	Comments
Investment Income	\$ 2,000	Favourable variance in investment income is driven by the continued increase in interest rates earned on savings and a larger than anticipated cash balance. The average interest rate projected during the Annual Budget was 4.2%, and it is estimated to average 5.5% for the Second Quarter 2023-24 Financial Projection.
Transfer from International Education Centre	\$ 8,980	Favourable variance due to increase of International Fee Premiums allocated to Funded Activity as a result of a 22.6% increase in international student enrolment from the 2023-24 Approved Annual Budget.
Miscellaneous	\$ 1,280	Favourable variance in miscellaneous revenue is mainly due to a \$1M increase in the HST rebates, as determined by the analysis conducted by KPMG, which exceeded the initial projections during Annual Budget preparation. Additionally, there's a \$535K increase in the overall miscellaneous revenues for Academic Services, resulting from increased enrolment and other factors. However, this favourable variance is partially offset by a \$200K reduction for lower than expected Special Project revenue.
Contract and Other Non-Funded Activity	\$ 9,316	Favourable variances due to \$4.4M increase in revenue with a 20.3% projected growth in enrolment for the Public College Private Partnership (PCPP), a \$2.8M increase for the School College Work Initiative revenue partially due to deferrals from fiscal year 2022-23, a \$2.1M increase due to extensions and delays in the Indigenous YouthBuild Canada Expansion program from last fiscal year, and a \$1.1M increase due to new funding from the Ministry of Labour, Immigration, Training and Skills Development for the Literacy and Basic Skills program for the Workplace Literacy and Under-Represented Groups projects. These favourable variances were partially offset by a \$1.4M decrease with lower than projected cash and gift in kind donations.
International Education Centre	\$ 20,202	Favourable variance due to a 22.6% increase in international student enrolment from the 2023-24 Approved Annual Budget.
Strategic Investment Priorities	\$ (1,092)	Lower than projected revenue received for the Facilities Renewal Grant (\$433K) as well as the competitive application-based portion of the College Equipment Renewal Fund Grant (\$659K).
Total Explained Variances	\$ 48,641	
Other Minor Variances	\$ 290	
Total Variance	\$ 48,931	

	Approved Annual Budget	First Quarter Year-End Projection	Second Quarter Year-End Projection	Second Quarter vs. Approved Variance Favourable/ Unfavourable
FUNDED ACTIVITY/COLLEGE OPERATIONS				
TOTAL SALARIES & BENEFITS	\$ 217,793	\$ 218,824	\$ 232,506	\$ (14,713)
Other Operating Costs				
Mandated Student Aid	5,320	5,320	5,320	-
Contingencies	7,098	7,098	2,498	4,600
Long Term Debt Interest	2,411	2,411	2,411	-
Contract Services	16,950	16,599	17,429	(479)
Instructional Supplies & Equipment	5,600	5,669	6,290	(690)
Information Technology	13,347	13,400	13,340	7
Marketing and Promotion	2,169	2,218	2,226	(57)
Building Maintenance & Utilities	10,346	11,481	12,217	(1,871)
Flow-Through Student Aid	1,610	1,610	1,610	-
Cost of Goods Sold	309	309	273	36
Principal Portion of Debt Payments	2,941	2,945	2,945	(4)
Other	14,378	14,678	15,076	(698)
TOTAL OTHER OPERATING	82,479	83,738	81,635	844
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	300,272	302,562	314,141	(13,869)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	44,268	46,875	51,415	(7,147)
CAMPUS SERVICES	33,804	33,775	33,418	386
INTERNATIONAL EDUCATION CENTRE	60,517	67,405	72,258	(11,741)
STRATEGIC INVESTMENT PRIORITIES	42,988	39,685	37,822	5,166
TOTAL EXPENDITURES	\$ 481,849	\$ 490,302	\$ 509,054	\$ (27,205)

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ (14,713)	Unfavourable variance resulting from the Ontario Superior Court ruling in November 2022 that Bill 124 was deemed unconstitutional leading to an adjustment of prior salary increases within the Collective Agreements. Also an increase in teaching costs due to increased enrolment.
Contingencies	\$ 4,600	Favourable variance due to a \$4.6M reduction in Special Contingency to offset the increase to salary and benefits expenditures due to the status of Bill 124 as detailed above.
Contract Services	\$ (479)	Unfavourable variance of \$672K in Information Technology Services due to contracts put in place for additional support on various projects and to address capacity concerns. Additionally, unfavorable variance of \$393K due to an increase in costs for the new snow removal contract. These variances are offset by savings of \$235K under part-time courses due to a reduction in part-time activity in AC Online as well as a \$150K reduction in Special Projects contract expenditures and a \$195K reduction in Wilderness Tour charges due to lower than projected fall intake for the Outdoor Adventure and Outdoor Adventure Naturalist programs.
Instructional Supplies & Equipment	\$ (690)	Unfavourable variance due to increased overall enrolment and in particular within the School of Business and Hospitality, School of Advanced Technology, and Faculty of Arts, Media & Design.
Building Maintenance & Utilities	\$ (1,871)	Unfavourable variance due to \$1.27M of revised energy forecast costs based on updated energy consumption and pricing projections; \$475K higher than projected maintenance costs as a result of an increase in the volume of annual work requests as well as an unfavourable variance of \$192K in refuse removal costs due to a new contract.
Other Costs	\$ (698)	Unfavourable variance of \$425K due to an increase in bad debts expense as a result of higher projected enrolment, a \$205K increase in professional development and travel costs in various academic departments and other minor variances.

Description	Variance Favourable/ (Unfavourable)	Comments
Contract and Other Non-Funded Activity	\$ (7,147)	Unfavourable variance mainly due to a \$3.2M increase in expenditures resulting from a 20.3% enrolment growth in the Public College Private Partnership (PCPP), a \$2.8M expenditure increase for the School College Work Initiative program, a \$1.42M increase due to extensions and delays in the Indigenous YouthBuild Canada Expansion program from fiscal year 2022-23, and a \$892K increase due to added project costs for the new funding from the Ministry of Labour, Immigration, Training and Skills Development for the Literacy and Basic Skills program for the Workplace Literacy and Under-Represented Groups projects (these expenditure increases are offset by revenue increases). These unfavourable variances were also offset by a \$1.35M reduction in flow-through donations and gift in kind expenditures.
Campus Services	\$ 386	Favourable variance is driven by a decrease of \$734K in the cost of goods sold related to a reduction in the sales of textbooks, e-texts, and computer accessories. This favourable variance is partially offset by an increase of \$109K in Residence operational expenditures for facility maintenance and upkeep due to an increase in summer hotel activity. Parking Services also experienced an increase in expenditures primarily due to a \$64K cost associated with upgrading several payment machines to meet Payment Card Industry (PCI) compliance as well as other minor operational expenditure increases.
International Education Centre	\$ (11,741)	Unfavourable variance due to a 22.6% increase in international student enrolment from the 2023-24 Approved Annual Budget resulting in increased referral fees, arriving services expenditures and increased health insurance expenditures.
Strategic Investment Priorities	\$ 5,166	See <i>Strategic Investment Priorities Variances</i> page for details.
Total Explained Variances	\$ (27,187)	
Other Minor Variances	\$ (18)	
Total Variance	\$ (27,205)	

(all figures in \$ 000's)

	Approved Annual Budget	First Quarter Year-End Projection	Second Quarter Year-End Projection	Second Quarter vs. Approved Variance Favourable/Unfavourable
SOURCE OF FUNDS:				
Facilities Renewal Grant	\$ 4,900	\$ 4,467	\$ 4,467	\$ (433)
College Equipment Renewal Fund Grant	1,503	1,503	844	(659)
Apprenticeship Capital Grant	1,092	1,092	1,092	-
TOTAL SOURCE OF FUNDS	7,495	7,062	6,403	(1,092)
EXPENDITURES:				
Major Capital Projects				
Campus Accessibility	1,000	1,379	1,379	(379)
Pedestrian Bridge to Bus Rapid Transit Station	820	855	55	765
R3 (Student Information System)	20,000	20,000	19,000	1,000
Salesforce Lightning Upgrade	2,245	2,045	2,045	200
Total Major Capital Projects	24,065	24,279	22,479	1,586
Other				
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (Residence Building)	5,750	500	700	5,050
Academic & Other Equipment	1,000	1,000	1,000	-
Apprenticeship Capital Grant	1,092	1,092	1,092	-
College Space & Infrastructure	6,589	8,178	7,983	(1,394)
College Technologies	2,597	2,734	2,863	(266)
Initiatives & Opportunities	1,840	1,847	1,736	104
New Program Initiatives	886	886	800	86
Adjustment for Anticipated Underspend	(831)	(831)	(831)	-
Total Other	18,923	15,406	15,343	3,580
TOTAL EXPENDITURES	42,988	39,685	37,822	5,166
TOTAL NET CONTRIBUTION	\$ (35,493)	\$ (32,623)	\$ (31,419)	\$ 4,074

Description	Variance Favourable/ (Unfavourable)	Comments
Revenue		
Facilities Renewal Grant	\$ (433)	Unfavourable variance due to reduced funding announced by the Ministry of Colleges and Universities in June 2023 after the 2023-24 Annual Budget was approved.
College Equipment Renewal Fund Grant	\$ (659)	Reduction in revenue related to the competitive application-based portion of the College Equipment Renewal Fund which the College did not receive this fiscal year.
Expenditures		
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (Residence Building)	\$ 5,050	Favourable variance due to delay in the start date of construction to 2024-25. Planning activities are ongoing through the current fiscal year.
Campus Accessibility	\$ (379)	Unfavourable variance due to delays in work being completed prior to 2022-23 year-end with expenditures subsequently deferred to 2023-24 to complete the work.
Pedestrian Bridge to Bus Rapid Transit Station	\$ 765	Due to the delays in the Stage 2 Light Rail Transit construction, final payment to the City of Ottawa has been deferred to next fiscal year.
R3 (Student Information System)	\$ 1,000	Favourable variance as a result of lower than projected resource requirements for the year.
Salesforce Lightning Upgrade	\$ 200	Favourable variance due to delay in project start and issues with resourcing resulting in a project deferral from 2023-24 to 2024-25.
College Space & Infrastructure	\$ (1,394)	Unfavourable variance primarily due to a \$930K increase in expenses as the Facilities Renewal Program (FRP) Grant was not received as anticipated, as well as \$190K higher than expected costs for the Mixology lab and \$155K of additional unexpected costs for the Switchgear Upgrade project related to the installation and campus shutdown. Also, a \$90K increase in expenses due to the new Residence Vestibule project approved at the First Quarter 2023-24.
Total Explained Variances	\$ 4,150	
Other Minor Variances	\$ (76)	
Total Variance	\$ 4,074	



Second Quarter 2023-24 Financial Projection
INTERNALLY RESTRICTED NET ASSETS SCHEDULE
 (all figures in \$ 000's)

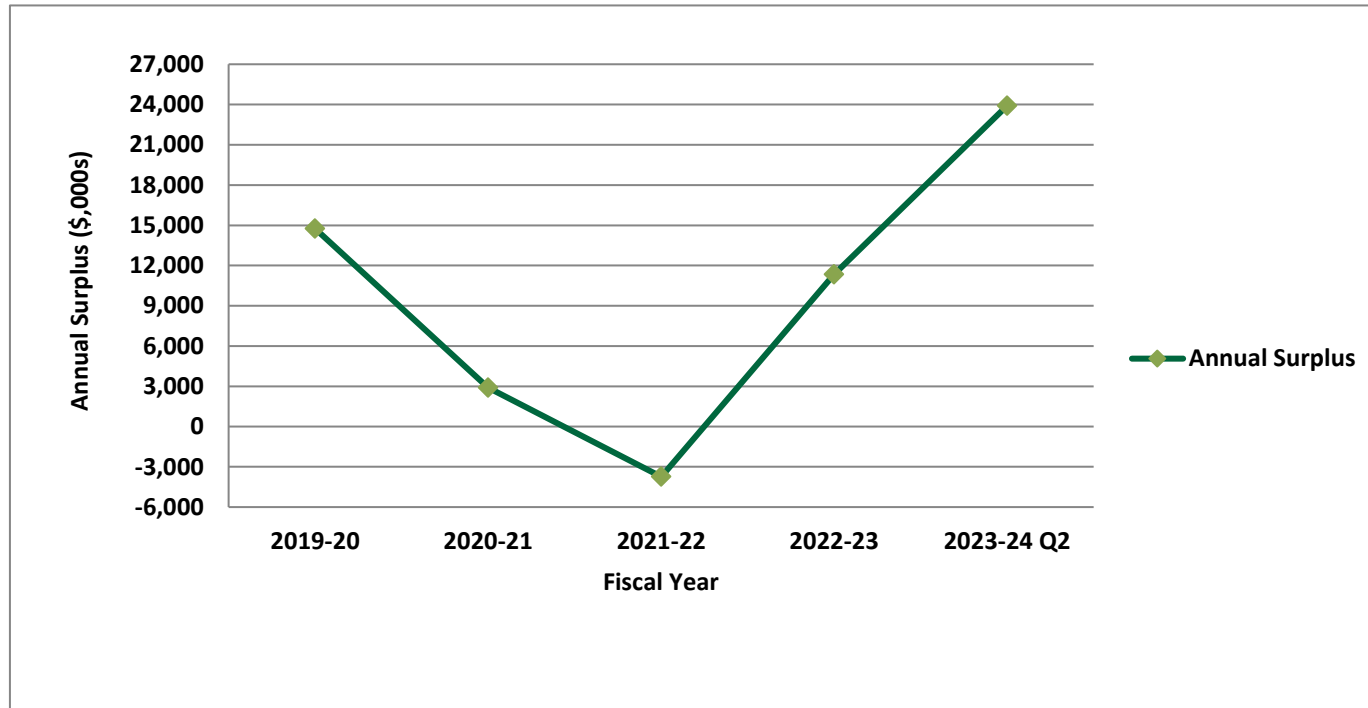
	Year-End Actuals March 31, 2023	Projected In-Year Use of Funds (2023-24)	Projected Year- End Adjustments (2023-24)	Projected March 31, 2024
Specific Reserves:				
Other Projects & Initiatives	\$ 32,132	\$ 13,743	\$ 15,238	\$ 33,627
Campus Services Reserve Fund	4,755	790	4,821	8,786
Employment Stabilization Funds	628	-	21	649
	<u>37,515</u>	<u>14,533</u>	<u>20,080</u>	<u>43,062</u>
Contingency Reserve Fund	10,454	-	2,342	12,796
Reserve Funds:				
Future Capital Expansion	26,810	55	1,924	28,679
Net Proceeds from Sale of March Road Land	2,523	-	32	2,555
	<u>29,333</u>	<u>55</u>	<u>1,956</u>	<u>31,234</u>
TOTAL INTERNALLY RESTRICTED NET ASSETS ¹	\$ 77,302	\$ 14,588	\$ 24,378	\$ 87,092
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000	\$ -	\$ -	\$ 1,000
Investment in Capital Assets	114,029	-	8,492	122,521
Vacation, Sick Leave & Post-Employment Benefits	(19,537)	-	(500)	(20,037)
Interest Rate Swaps	(2,034)	-	500	(1,534)
Endowment Fund	34,807	-	1,053	35,860
TOTAL NET ASSETS	\$ 205,567	\$ 14,588	\$ 33,923	\$ 224,902

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 2023-24. 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	8	1	6	5	1	16	13	3	31	26	5
Academic Operations and Planning	1	1	-	5	5	-	9	9	-	15	15	-
Algonquin College Heritage Institute	7	7	-	3	2	1	9	9	-	19	18	1
Algonquin College In The Ottawa Valley	28	28	-	8	7	1	39	38	1	75	73	2
Algonquin Centre for Construction Excellence	67	65	2	4	4	-	12	12	-	83	81	2
Associate Vice-President - Experiential Learning and Innovation	-	-	-	10	10	-	31	27	4	41	37	4
Associate Vice-President - Global, Online and Corporate Learning	-	-	-	28	28	-	66	65	1	94	93	1
Faculty of Arts Media and Design	115	110	5	9	9	-	31	30	1	155	149	6
School of Advanced Technology	126	115	11	7	7	-	19	19	-	152	141	11
School of Business and Hospitality	133	126	7	9	7	2	19	17	2	161	150	11
School of Health Studies	68	68	-	5	5	-	18	17	1	91	90	1
School of Wellness, Public Safety and Community Studies	72	69	3	7	7	-	20	19	1	99	95	4
Senior Vice-President Academic Services	1	-	1	3	3	-	-	-	-	4	3	1
Academic Services Total	627	597	30	104	99	5	289	275	14	1,020	971	49
Advancement & Strategy												
Advancement Operations	-	-	-	7	6	1	5	4	1	12	10	2
Strategy	-	-	-	1	1	-	1	1	-	2	2	-
Advancement & Strategy Total	-	-	-	8	7	1	6	5	1	14	12	2
Finance & Administration												
Campus Services	-	-	-	16	16	-	74	69	5	90	85	5
Enterprise Project Management Office	-	-	-	1	-	1	1	-	1	2	-	2
Facilities Management	-	-	-	13	13	-	39	36	3	52	49	3
Finance And Administrative Services	-	-	-	16	15	1	26	26	-	42	41	1
Information Technology Services	-	-	-	27	23	4	103	99	4	130	122	8
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	-	-	-	85	78	7	244	231	13	329	309	20
Human Resources												
Director Employee and Labour Relations	-	-	-	25	23	2	-	-	-	25	23	2
People and Culture	-	-	-	12	12	-	4	4	-	16	16	-
Vice-President Human Resources	-	-	-	2	2	-	-	-	-	2	2	-
Human Resources Total	-	-	-	39	37	2	4	4	-	43	41	2

	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												
R3 Executive Business Lead	-	-	-	1	1	-	8	8	-	9	9	-
R3 Executive Technical Lead	-	-	-	-	-	-	4	4	-	4	4	-
Marketing and Recruitment	-	-	-	3	3	-	28	27	1	31	30	1
Registrar	-	-	-	10	10	-	73	71	2	83	81	2
Student Support Services	20	20	-	12	11	1	41	41	-	73	72	1
Vice-President Student Services	-	-	-	3	2	1	-	-	-	3	2	1
Student Services Total	20	20	-	29	27	2	154	151	3	203	198	5
Truth, Reconciliation & Indigenization												
Indigenous Services and Partnerships	-	-	-	1	-	1	-	-	-	1	-	1
Truth, Reconciliation & Indigenization Total	-	-	-	1	-	1	-	-	-	1	-	1
College Totals	647	617	30	274	256	18	704	672	32	1,625	1,545	80
							Total % for the positions:			100.0%	95.1%	4.9%
Funded Positions as per Approved Annual Budget 2023-24	663			268			687			1,618		
Second Quarter vs. Approved Annual Budget Variance - Increase / (Decrease)	(16)			6			17			7		
Variance % - Increase / (Decrease)	-2%			2%			2%			0%		

Operating Results: Annual Surplus



Objective:

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

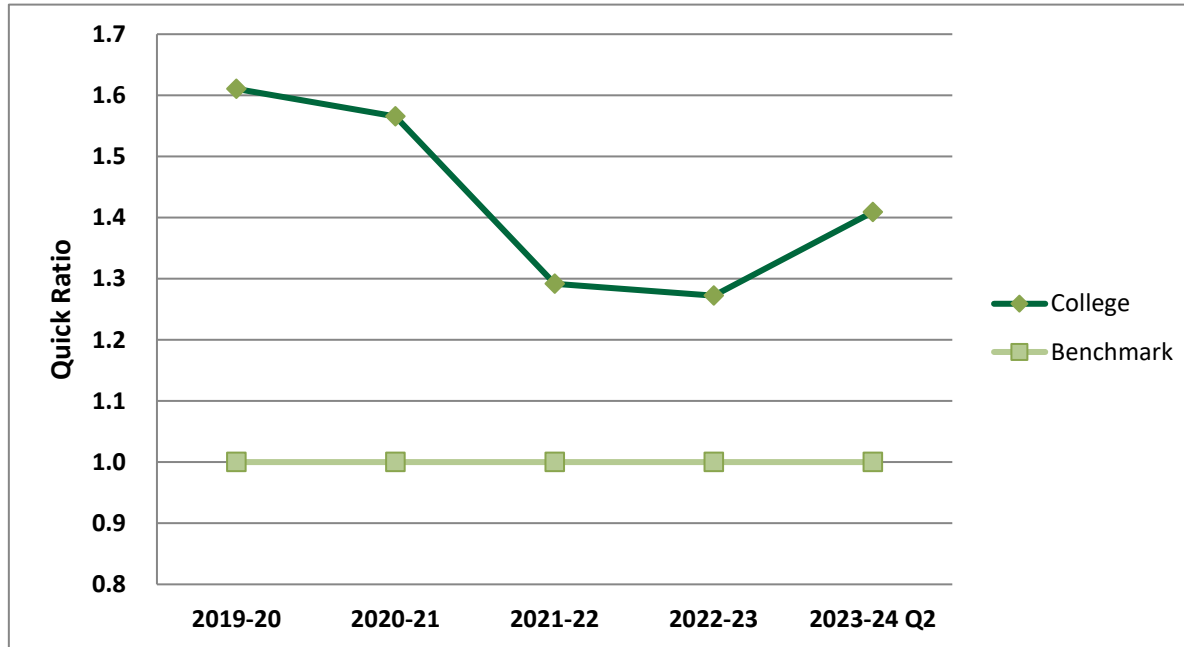
Benchmark:

Must be greater than \$0.

Rationale:

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

Measuring Liquidity: Quick Ratio



Objective:

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

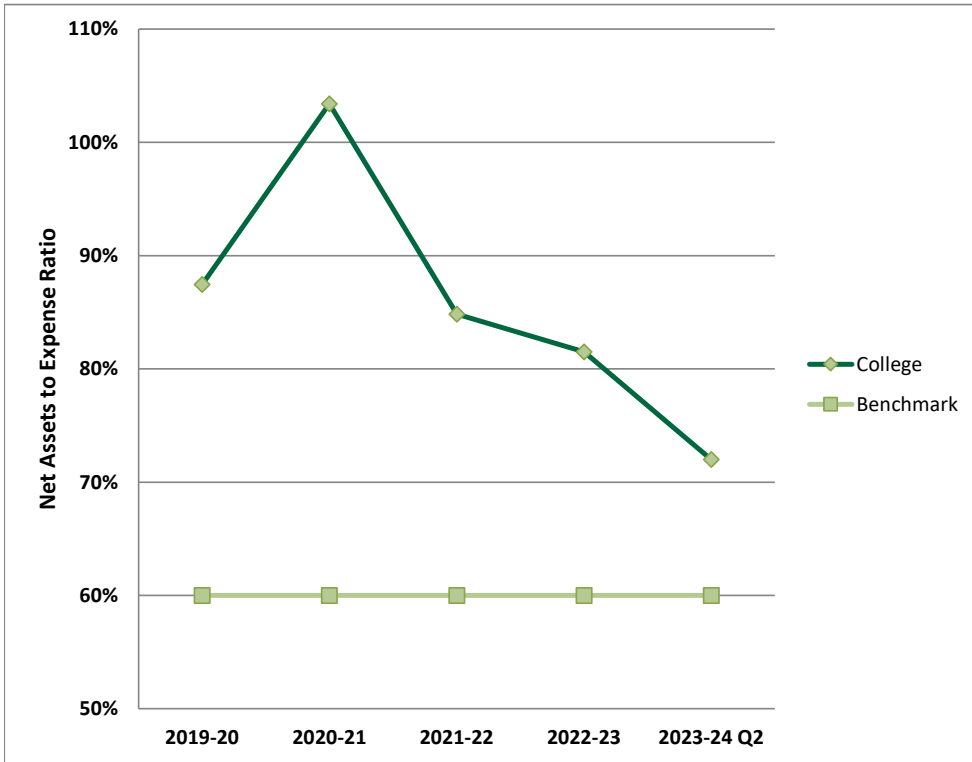
Benchmark:

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

Rationale:

A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short-term obligations. When including surplus cash invested in longer term investments (greater than one year) Algonquin's Quick Ratio is at 1.69 for Second Quarter 2023-24.

Operating Results: Net Assets to Expense Ratio



Objective:

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

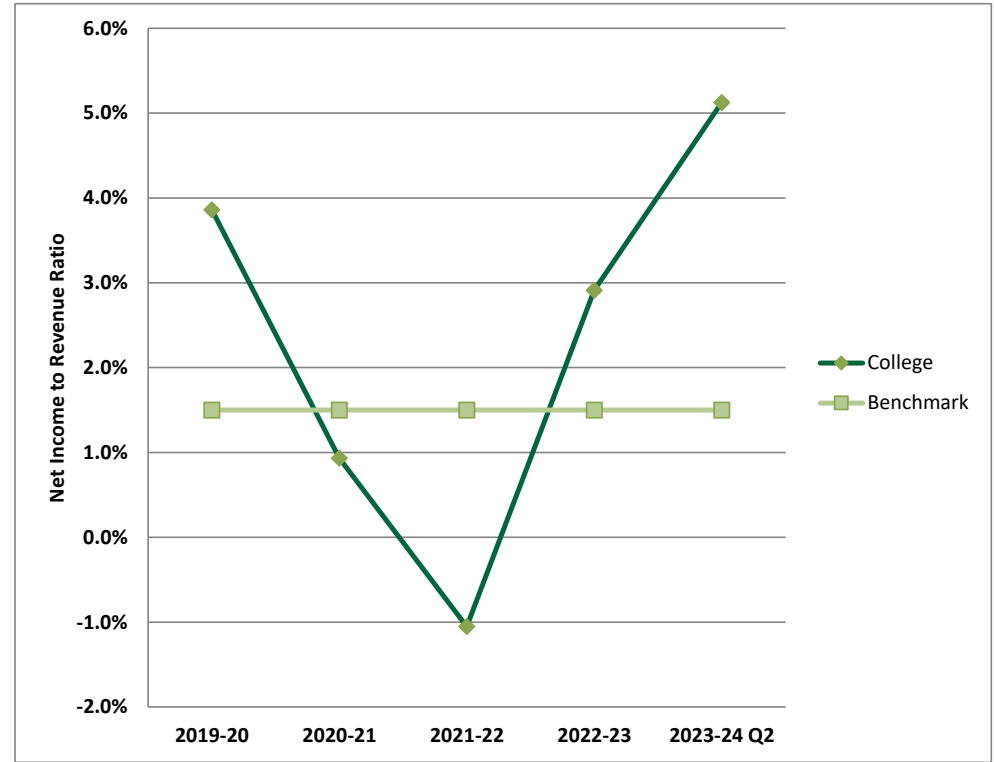
Benchmark:

60% or higher.

Rationale:

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

Operating Results: Net Income to Revenue Ratio



Objective:

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

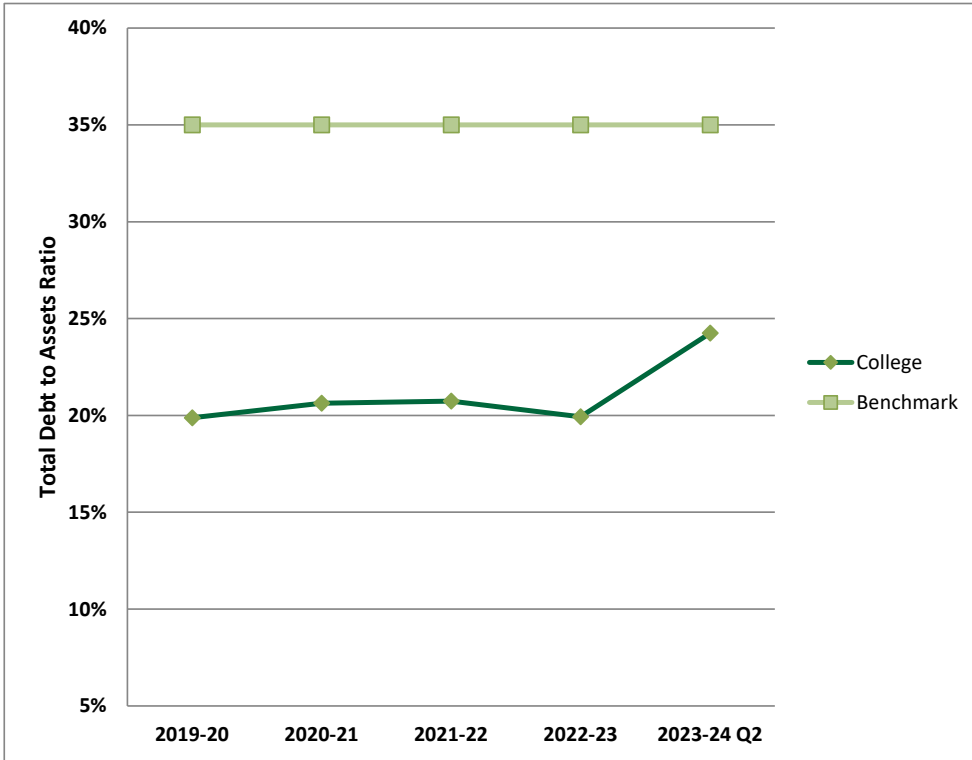
Benchmark:

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

Rationale:

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

Managing Debt: Total Debt to Assets Ratio



Objective:

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

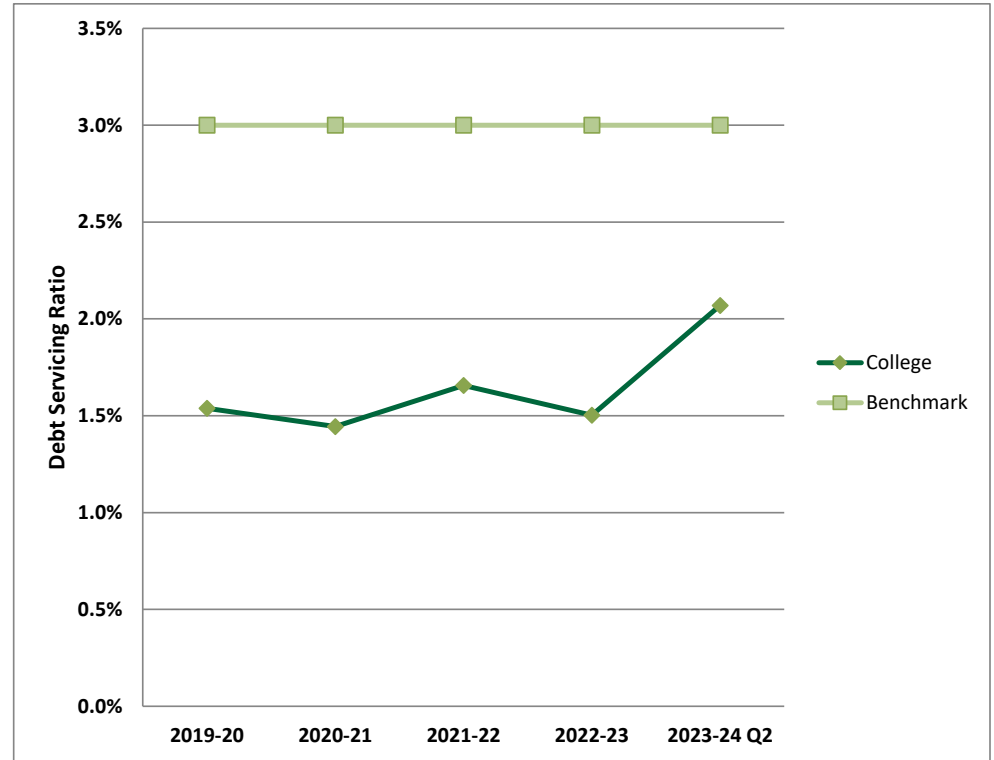
Benchmark:

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

Rationale:

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

Managing Debt: Debt Servicing Ratio



Objective:

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

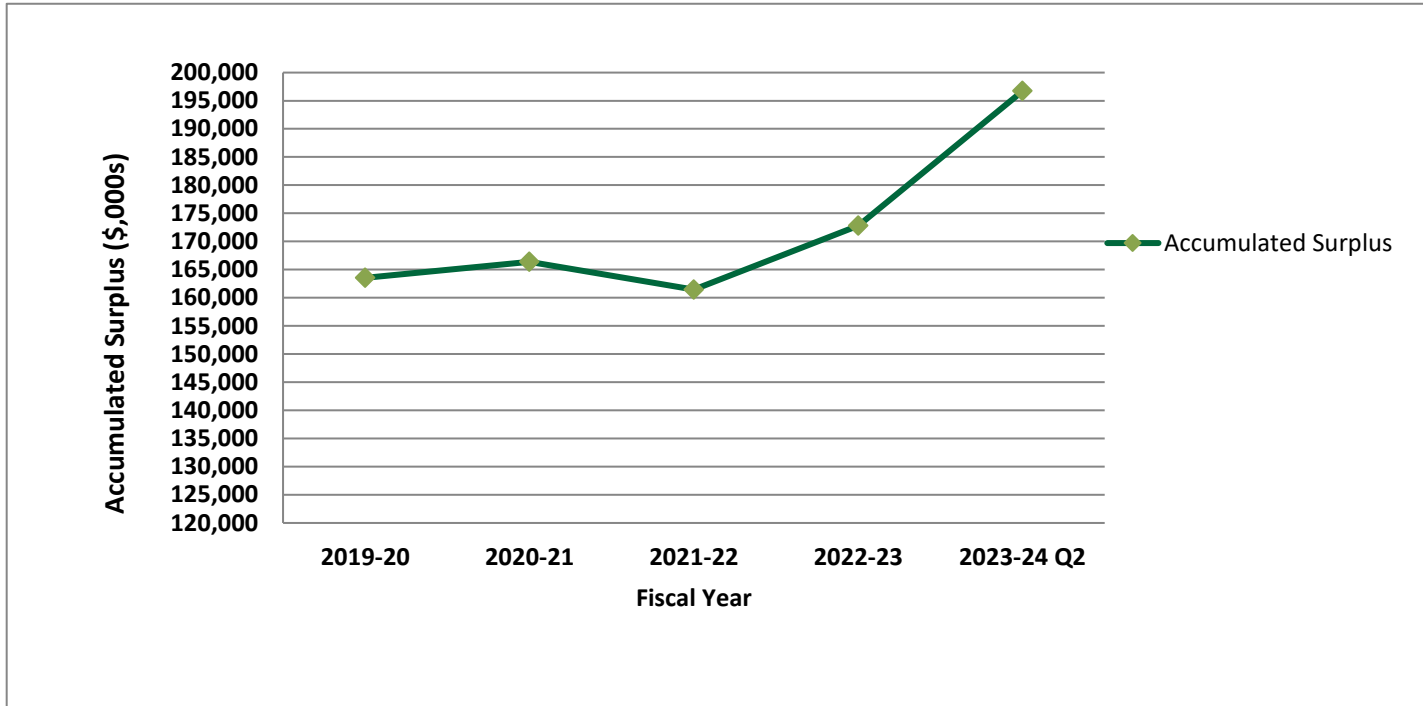
Benchmark:

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

Rationale:

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

Accumulated Surplus/(Deficit)



Objective:

Represents the cumulative wealth that an institution has under its own control to assist with ongoing operations.

Benchmark:

Must be greater than \$0.

Rationale:

An accumulated deficit indicates that the College may have borrowed to support its past operations and will have to make up this difference in the future.

07.1 APPENDIX B

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCHEDULE Second Quarter 2023-24 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.	Y
4	BGII-02 Board Financial Management Policy	4.2 The President may not approve an unbudgeted expenditure or commitment that will result in the College's fiscal year-end total balance of unrestricted net assets plus internally restricted net assets being lower than budgeted without the approval of the Board.	Y
5	President's Budget Overview - Annual Budget	President's Overview: 'We will be aggressively pursuing further opportunities in the non funded area which will provide funds for investment in all of the things that are currently not funded through government sources such as technology upgrades, infrastructure improvements, equipment for faculty and staff etc.' - we must ensure that our SIP expenditures (budgeted and projected) do not exceed the sum of: - Non-Funded Activities net contributions; and - Allocations from Internally Restricted Net Assets such that the ending balance of Internally Restricted Net Assets is at least equal to or greater than the balance approved by the Board in the Annual Budget (see #4 above).	Y
6	2023-25 Business Plan Scorecard - Metrics	Net Operating Revenue target for 2023-24: 5.2%	Y (Q2 = 8.1%)
7	2023-25 Business Plan Scorecard - Metrics	Return on Net Assets target for 2023-24: 2.1%	Y (Q2 = 9.4%)

Agenda Item No: 7.2

Report title:	Second Quarter 2023-24 Business Plan Performance Update
Report to:	Board of Governors
Date:	December 11, 2023
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:

Business Plan Dashboard

The Board of Governors is provided with quarterly updates on progress being made against the annual business plan using a Business Plan Performance Dashboard. The Business Plan Performance Dashboard for the Second Quarter covers the period July 1 through to September 31, 2023, and is provided in *Appendix A - Second Quarter 2023-2024 Business Plan Performance Dashboard*.

The legend for the 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.

Agenda Item No: 7.1

4. DISCUSSION:

The 2023-24 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 deliverables and deadlines that are monitored. On a quarterly basis, a health indicator (status colour) is assigned to each initiative as a summary of progress against the deliverables and deadlines for that initiative.

As of September 31, 2023, eight of the nine initiatives are tracking as expected, including the completion of the planned deliverables for the R3 Student Information System Transformation. One initiative have been flagged as having delays in achieving the deliverables in the expected timeframe:

Strategic Workforce Planning Implementation

As identified in the first quarter, some resourcing challenges continue which may impact the ability to reach targeted milestones. Risk mitigation strategies have been applied in order to address schedule risk. Regardless of these challenges, the initiative continues to progress against stated deliverables.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	☒
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	☒
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	☒

6. STUDENT IMPACT:

There is no negative student impact identified. Students benefit from the achievement of the targets of the annual business plan initiatives and the achievement of scorecard metrics.

7. FINANCIAL IMPACT:

There is no financial impact identified at this time.

8. HUMAN RESOURCES IMPACT:

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

Agenda Item No: 7.1

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 11, 2023 meeting.

11. CONCLUSION:

The Board of Governors is kept informed of the progress toward achieving the 2023-24 Business Plan initiatives through regular reporting 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 lasting impacts 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:

Approved for submission:



Mark Savenkoff
Vice President, Advancement & Strategy

Claude Brulé
President and CEO

Appendices:

Appendix A: Second Quarter 2023-2024 Business Plan Performance Dashboard
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7.2 Appendix A

Business Plan Performance 2023-24: 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, 2024

Executive Sponsor

AC	Academic
ADV	Advancement & Strategy
COM	Communications
FA	Finance & Administration
HR	Human Resources
PR	President's Office
SS	Student Services

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

Initiative	2023-24 Deliverable(s)	Deadline	Sponsor	Q1 Health	Q1 Status	Q2 Health	Q2 Status
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1. Ten-year Integrated Master Campus Development Plan

1a)	Stakeholder consultations completed	October 31, 2023	FA		Terms of Reference for the Working Group were drafted and the first meeting occurred in June 2023. The Working Group will provide project oversight, reporting to the Integrated College Development Planning Steering Committee. High level interviews with key campus stakeholders were initiated and will continue in Q2.		Consultation plan for learners, college community, and surrounding communities is being developed.
1b)	Strategic planning framework developed and endorsed by Board of Governors.	February 28, 2024					

2. College Strategic Plan 2025

2a)	Strategic planning framework developed and endorsed by Algonquin College Executive Team.	February 28, 2024	ADV		Expected to start in Q2.		Draft of strategic planning framework developed in preparation for discussion at ACET retreat in October. The strategic planning framework outlines the purpose, principles, scope, milestones, and engagement approach to the development of the next Strategic Plan for the College.
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**Business Plan
Performance
2023-24: 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, 2024

Executive Sponsor

AC Academic
ADV Advancement & Strategy
COM Communications
FA Finance & Administration
HR Human Resources
PR President's Office
SS Student Services

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

Initiative	2023-24 Deliverable(s)	Deadline	Sponsor	Q1 Health	Q1 Status	Q2 Health	Q2 Status
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3. Strategic Enrolment Management Plan Implementation

3a)	47,435 full-time learners enrolled for 2023-24 academic year.	March 31, 2024	AC		<p>The Summer 2023 enrolment target was achieved. The Fall 2023 enrolment is on track to meet target.</p> <p>Focusing on Strategic Enrolment Management (SEM) deliverables that were targeted for Q1:</p> <ul style="list-style-type: none"> - Preliminary conversations with stakeholders have taken place to improve alignment of the enrolment planning process with other College planning processes. - Enquiry Experience Tracker project is underway, in conjunction with 10 Ontario colleges, to document the domestic and international applicant experience and identify improvement opportunities through a mystery shopper program. - New five-year Public College-Private Partnership (PCPP) enrolment plan to meet SEM targets is now complete and confirmed with delivery partner. - Programs with high College-initiated withdrawal rates have been identified and an audit of the withdrawal process has begun. <p>Progress has been made on all 14 SEM deliverables to be completed in 2023-24.</p>		<p>As of the end of September 2023, full-time enrolment is currently 5% ahead of target based on Spring and Fall 2023 Day 10 results, including International enrolment that is currently 22% above target.</p> <p>Focusing on Strategic Enrolment Management (SEM) deliverables that were targeted for Q2:</p> <ul style="list-style-type: none"> - Updated 5-year enrolment plan and impact analysis nearing completion. - Enquiry Experience Tracker project to understand the applicant experience through a mystery shopper program is proceeding but is behind schedule. - Pilot of Quality Assurance Framework with Public College-Private Partnership (PCPP) partner completed. - Review of College-initiated withdrawal process to take action to reduce withdrawal rate across five programs tracking well against milestones. - Participation in International Student Orientation increased and Succeed in Canada workshops held.
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**Business Plan
Performance
2023-24: 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, 2024

Executive Sponsor

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SS Student Services

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

Initiative	2023-24 Deliverable(s)	Deadline	Sponsor	Q1 Health	Q1 Status	Q2 Health	Q2 Status
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4. Strategic Industry and Community Partnerships

4a)	College Partnership Strategy completed.	December 31, 2023	ADV		Active engagement with academic stakeholders have taken place and a Prospect Management Committee has been established to vet new partnership targets and opportunities.		Strategic Partnership Framework has been drafted. Feedback from internal stakeholders is being sought and the Associate Director is working with the Executive Partnership Initiative Committee to finalize the document that will be used to guide the direction for the strategic pursuit of industry and community partnerships.
4b)	One (1) new strategic partnership agreement signed.	March 31, 2024					

5. Financial Sustainability: Portfolio Analysis and Cost Containment

5a)	Recommendations for Portfolio Analysis of commercial activities presented to Algonquin College Executive Team.	September 30, 2023	FA		Commercial Activities financial reports have been completed and group sessions have been scheduled to evaluate Commercial Activities which will be used to formulate recommendations. In Q2, the final report for Commercial Activities will be completed and work will begin to design the Academic Programs Portfolio Analysis.		Financial reports, analysis and draft recommendations for the Portfolio Analysis of Commercial Activities completed and submitted to the College Budget Committee for review prior to submission to the Algonquin College Executive Team.		
5b)	Recommendations for Portfolio Analysis of academic programming presented to Algonquin College Executive Team.	January 31, 2024						The Statement of Work was completed, and a Request for Proposal (RFP) was issued with a closing date of September 8, 2023. The Finance and Administrative Services Department and the Risk Management Department have been selected as the two pilot areas to participate in the Services Benchmarking pilot.	Portfolio Analysis of Academic Programs to begin in Q3.
5c)	Recommendations for Administrative Services Benchmarking pilot presented to Algonquin College Executive Team.	March 31, 2024						Competitive procurement process completed for Administrative Services Benchmarking pilot and professional advisory services firm has been contracted to assist with this initiative going forward.	

**Business Plan
Performance
2023-24: 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, 2024

Executive Sponsor

- AC** Academic
- ADV** Advancement & Strategy
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GOAL 02. Empower our people to foster a high-quality, innovative, learner-driven culture.							
Initiative	2023-24 Deliverable(s)	Deadline	Sponsor	Q1 Health	Q1 Status	Q2 Health	Q2 Status

6. R3: Student Information System Transformation

6a)	Project schedule re-baselined with critical milestone criteria and dates.	April 28, 2023	SS		Following the extension of the Personalize Phase, a re-baselining of the project schedule began and is now complete, following the project change control process. The overall project budget range was validated with the Audit and Risk Management Committee in May, resulting in a change in the range from \$58M to \$78M, to \$65M to \$71M. The 2023-24 project budget is currently on-track against planned allocation.		Completed.
6b)	Project budget range validated.	June 30, 2023					

7. Strategic Workforce Planning Implementation

7a)	Position management data issues resolved, and processes developed to ensure ongoing data integrity.	December 31, 2023	HR		Mandate for a new Workforce Planning Working Group has been drafted and a team focused on data cleanup/position management has been established. In addition, a high-level governance framework has been created. Capacity constraints related to concurrent major initiatives and resourcing issues are being experienced.		Position management framework in development focused on improvement of position data and integrity. Goal to finalize in Q4.
7b)	College-wide complement tracking and reporting (for full-time and other-than-full-time employee groups) implemented.	March 31, 2024					Draft reporting framework developed and enhancements applied to complement reporting capability using data visualization tools. Additional enhancements planned for Q3 and Q4.
7c)	Workforce planning processes and tools piloted within four (4) College areas/departments.	March 31, 2024					Pilot areas identified and engaged to test workforce planning processes and tools. Pilots to launch in Q3. Experiencing some challenges due to resourcing, which may impact ability to reach targeted milestones. Resources mitigation strategies applied to address schedule risk.

**Business Plan
Performance
2023-24: 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, 2024

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GOAL 03. Create an equitable, diverse, and inclusive work environment.							
Initiative	2023-24 Deliverable(s)	Deadline	Sponsor	Q1 Health	Q1 Status	Q2 Health	Q2 Status

8. Integrated Leadership to Advance Truth and Reconciliation with Indigenous Communities.

8a)	Indigenous Education Council Annual Plan approved.	December 31, 2023	PR				A draft of the Indigenous Education Council 2023-25 Plan was completed and discussed at the September meeting. Feedback is currently being incorporated and the Plan will be presented for final endorsement at the December meeting.	
8b)	New Indigenous learning opportunities delivered to faculty and learners.	March 31, 2024					Meetings continue with the Indigenous Education Council, leading to an approved plan by end of Q2. Two Indigenous Teaching and Learning Bundles (All Our Relations and We Are All Treaty People) have been shared with Academic Chairs and are open for enrolment. It is expected that the target date for action on the top presenting issue for Indigenous students may be delayed as additional surveying is required.	Two Indigenous Teaching and Learning Bundles have been launched and the first of three events as part of the Indigenous Speaker Series (<i>Walking Together: Two-Eyed Seeing and Land-Based Learning</i>) was held. Other activities focused on Indigenous learning opportunities for faculty and learners currently being planned include: Student Engagement and Experiences talks; a repository for curated resources for faculty, and an Indigenous Research Module to guide faculty research involving Indigenous participants.
8c)	Action taken on the top presenting issue from the Student Experience Survey, as identified by Indig	August 30, 2023					Student Support Services surveyed Indigenous learners and identified three critical issues that require College support: 1) stress and anxiety concerns; 2) financial and housing distress; and 3) academic support needs. Student Support Services have drafted a plan of immediate actions that will be taken to help address these critical issues to Indigenous learners.	

**Business Plan
Performance
2023-24: 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
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Executive Sponsor

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

Initiative	2023-24 Deliverable(s)	Deadline	Sponsor	Q1 Health	Q1 Status	Q2 Health	Q2 Status
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9. Inclusion, Diversity, Equity and Accessibility (IDEA) Blueprint 2023-26 Implementation

9a)	Employment Equity program designed and developed.	June 30, 2023	HR		The Employment Equity Census was completed with a strong response rate. Overall results were shared with the Algonquin College Leadership Team. An action plan for an affinity group strategy has been documented to address forums to create a more inclusive workplace.		The Algonquin College Workforce Diversity Report 2023 was released to the college community, with input from 2,700 employees responding to the Employment Equity Census. Employment Equity report completed including process to maintain and sustain compliance in the Federal Contractors Program.
9b)	Two (2) Employee Resource Group to provide forums for discussion, opportunities to network, and create a more inclusive workplace launched.	March 31, 2024					Affinity Group program content has been developed, including a guide for facilitators. Registration for Affinity Group Conversation Circles to be opened in Q3, with six Conversation Circles to choose from: 2SLGBTQ+, Indigenous Identities, Racialized Identities, Women, People with Disabilities, and Allyship.

**Board of Governors Meeting
December 11, 2023**

2023 Premier's Awards

The 2023 Premier's Awards was held on Monday, November 27, 2023. This year, 117 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 2023 Premier's Awards nominees are:

Imrun Texeira – Cook Apprenticeship, 2014 – Founder, Wanderlust – Apprenticeship Award

Michèle Boudria – Journalism, 1988 – President and CEO, McDonald's Restaurants of Canada – Business Award

Eric Chan (eepmon) – Interactive Multimedia and Design, 2008, Computer Engineering Technology, 2003– Founoder and Digital Artist, EEPMON Inc. – Creative Arts & Design Award

Adam Joiner – Social Service Worker, 2003 – Chief Executive Officer, BGC Ottawa (formerly the Boys and Girls Club Ottawa) – Community Services Award

Suzanne Madore – Nursing, 1990 – Executive Vice President, Chief Operating Officer, and Chief Nuring Executive, The Ottawa Hospital – Health & Sciences

Alycia Lameboy-Dixon – Law Clerk, 2019, General Arts and Sciences: Justice Studies, 2018, General Arts and Sciences: English for Academic Purposes, 2016 – Justice Projects Officer, Department of Justice and Correctional Services at the Cree Nation Government – Recent Graduate Award

Niel Harper – Business Information Systems, 1995 – Chief Information Security Officer – Technology Award

Colleges Ontario 2023 Higher Education Summit – Professional Development

This year's Higher Education Summit in Toronto took place on November 25 to 27, 2023 at the Sheraton Centre Toronto Hotel. This year's theme was "New Pathways" with featured keynote speakers Simu Liu, Actor and writer, Naheed Nenshi, Former mayor of Calgary, Chantal Hébert, Political pundit and Brian Greene, Professor and author, Columbia University. The Board's Governance Committee endorsed ten Governors to attend the 2023 Higher Education Summit.

2023-24 Board Meeting Dates

The Board meeting dates from September 2023 to June 2024 are posted on the Board's public website. The meetings for the remainder of the year are as follows:

- Monday, February 26, 2024 Board meeting
- Monday, April 29, 2024 Board meeting
- Monday, June 3, 2024 Board meeting and Annual General Meeting

2023-24 Board Dinners and 2023 Spring Board Retreat

- 2024 Spring Board Retreat: Saturday, March 23, 2024 – Location Algonquin College Corporate Training, 700 Sussex
- Board of Governors End of Year Dinner: Friday, June 7, 2024 – Location Ottawa Hunt & Golf Club

**Report from the President
Board of Governors Meeting
December 11, 2023**

For the reporting period, from October 23 to December 8, 2023, 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:

- André Gobeil, Director General, Cégèp de Chicoutimi;
- Board Members, College Employer Council (CEC);
- Members, Indigenous Education Council (IEC);
- Board Members, Invest Ottawa;
- Board Members, Polytechnics Canada;
- Dan McFadden, Post-Secondary Education Liaison, Métis Nation of Ontario;
- David Wai, Deputy Minister, Ministry of Colleges and Universities;
- His Excellency, Margus Rava, Estonian Ambassador; Houssam Alaouie, Global Head, Collaboration Government Programs & Academic Partnerships at CAE;
- Jenny Tenasco, Elder, Kitigan Zibi;
- Kevin Weaver, President & CEO, Georgian College;
- Nicole Rouillier, Colleges and Institute Canada (CICan) Mentorship Program; and
- Ron McKerlie, President & CEO, Mohawk College

Date	Event	Purpose
Oct. 24, 2023	Kaleidoscope Conference	President Brulé attended the Kaleidoscope Conference Algonquin College in the Nawapon Room where Keynote Speaker Tamey McIntosh discussed the topic of AI is Here to Stay (And that’s a good thing!).
Oct. 25, 2023	Polytechnics - Annual National Strategy Group meeting	President Brulé attended the Polytechnics - Annual National Strategy Group meeting with Christiane Fox, Deputy Minister, Simon Kennedy, Deputy Minister, Francis Bilodeau, Associate Deputy Minister, Alejandro Adem, President Natural Sciences and Engineering Research Council of Canada, Paul Thompson, Deputy Minister, Hon. Marc Miller, Minister, and Deputy Minister Jean-François Tremblay.
Oct. 26, 2023	Pembroke Leadership Conference	President Brulé attended the Pembroke Leadership Conference. Headliners included former Olympic skating silver medalist Elizabeth Manley, Environment Canada’s Chief Climatologist David Phillips, and CTV National News military analyst, retired General David Fraser.
Oct. 26, 2023	VOscars Volunteer Awards Gala	President Brulé attended the VOscars Volunteer Awards Gala at The Sala San Marco, Ottawa. The VOscars Volunteer 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. 27, 2023	Future of Health and Wellness Speaker Series (HLE) in partnership with Ottawa Public Health (OPH)	President Brulé hosted a virtual Future of Health and Wellness Speaker Series in partnership with Ottawa Public Health on the topic of the future of emergency management and preparedness. The panelists were: Dr. Yasmin Khan, Associate Professor in the Division of Emergency Medicine Department of Medicine University of Toronto and the Clinical Public Health Division at the Dalla Lana School of Public Health, and a Physician Lead in Health Protection at Public Health Ontario, Sgt. Eustace (Sam) Roberts, Former Emergency Management Coordinator for the Ottawa Police Service, Incident Management Instructor and an Incident Command System Instructor, and Nicole Robert, Formerly the Executive Director of the Geriatric Psychiatry Community Services of Ottawa, RN, MBA.
Nov. 1, 2023	Alumni of Distinction Awards Recipients' Dinner	President Brulé hosted a dinner at Restaurant International to honour the recipients for the 2023 Alumni of Distinction Awards.
Nov. 2, 2023	Alumni of Distinction Awards Night	President Brulé and Vice President Advancement and Strategy, Mark Savenkoff, hosted the 2023 Alumni of Distinction Awards night in the Algonquin Commons Theatre. The Alumni of Distinction celebration honoured the achievements of 13 alumni who have made distinctive contributions in their fields of endeavour and their communities.
Nov. 23, 2023	Downtown Ottawa Economic Summit	President Brulé attended the Downtown Ottawa Economic Summit hosted by Invest Ottawa. The event focused on strategies to revitalize the Ottawa downtown core.
Nov. 23, 2023	Best Ottawa Business Awards (BOBs)	President Brulé attended the 2023 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. Algonquin College presented two awards: Best in Marketing, and Best Co-op Employer.
Nov. 25, 26, 27, 2023	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. 27, 2023	2022 Premier's Awards Gala	President Brulé attended the 2023 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 Ontario college graduates make to Ontario and throughout the world.

Dec. 1, 2023	2023 Christmas Cheer	President Brulé attended the 2023 Christmas Cheer Breakfast at the Infinity Centre with Board Chair, Jamie McCracken and Board Vice Chair, Stephen Tudor. The event hosts were Graham Richardson and Patricia Boal along with Matt Skube of Bell Media.
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COMMITTEE OF PRESIDENTS

The Committee of President met on November 15, November 21, November 26, and December 7, 2023, and discussed the following:

- Blue Ribbon Panel report release and next steps in advocacy strategy;
- International Student Recruitment – discussion of pro-active solutions for Immigration, Refugees, Citizenship Canada (IRCC)’s consideration
- Approval to pursue three-year degrees in the areas of:
 - Business Administration – General
 - Computer Programming and Analysis
 - Primary Care Paramedicine
- Colleges Ontario provincial pre-budget submission;
- Colleges Ontario marketing research proposal

The Committee of President Annual General Meeting took place on November 26, prior to the start of the Colleges Ontario 2023 Higher Education Summit.

Finally, a signing ceremony took place on November 26 between Colleges Ontario, on behalf of the 24 colleges, and The Higher Education Authority (THEA) of Ireland. This was a renewal of an existing agreement, in place since 2011, that included new elements of collaborations.

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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: September 5, 2023 to October 30, 2023

LEARNER DRIVEN

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

Summary Report from:	Activity
Academic Services	<ul style="list-style-type: none"> • Dr. Joanna Binch and Dr. Anna Don were each selected to have their research projects funded (\$50,000 each project) by the Research Development Institute at Algonquin College. These two research projects included hiring student Research Assistants and served as the foundation for our Nursing Department- Research program. <ul style="list-style-type: none"> ○ Dr. Joanna Binch’s project explored health needs and barriers in accessing health care for individuals who experienced homelessness and addiction in Ottawa. The project informed community agencies and health care providers, improved the quality of life for individuals experiencing homelessness, and supplied learning experiences for students. ○ Dr. Anna Don’s project showed priorities for nursing curriculum to care for persons with intellectual and developmental disabilities, a Delphi study. • The Bachelor of Applied Science Building Conservation Degree, which will begin in the Fall of 2024 as a new credential, was unveiled at the National Trust’s 50th Anniversary National Conference (Transforming Heritage) in Ottawa on October 26 to 28, 2023, to five hundred delegates. • The Business Development / Corporate Training team was thrilled to support the development and launch of the reimagined The Fundamentals of OCAP® (fundamentals of ownership, control, access, and possession) course. Corporate Training had a long-time partnership with the First Nations Information Governance Centre (FNIGC). The launch of this course was based on the result of winning a competitive bid.
Advancement and Strategy	<ul style="list-style-type: none"> • With their generous donation of \$120,000 towards the Computer Aided Design Lab, the Canerector Foundation made a significant contribution to support the education of both Canerector Foundation Scholars and other skilled-trade students at Algonquin College. • A generous gift of \$100,000 in securities from Hazel Smart Patterson assisted in the creation of The Hazel Smart Patterson Scholarship. This scholarship was endowed and set up in perpetuity to support and encourage female students in Science, Technology, Engineering, Mathematics (STEM) programs.

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	<ul style="list-style-type: none"> Algonquin College formed a strategic partnership with Field Effect - a global cybersecurity solutions and services provider, in an effort to transform cybersecurity education. Core to the partnership was Field Effect's Cyber Range, the company's purpose-built cybersecurity educational platform. This \$2M gift-in-kind over three years bolstered the college's cyber program and established Cyber Range as the nucleus of a cybersecurity network, driving growth, innovation, and sustainability.
Communications Events and External Relations	<ul style="list-style-type: none"> In September and October, the College Events Team lead 33 in-person, virtual and hybrid workshops for students, focused on a variety of interests. President Brulé hosted a Future of Health and Wellness Speaker Series event on October 27, 2023 for a thoughtful discussion about the future of emergency management and preparedness.
Student Services	<ul style="list-style-type: none"> The Registrar's Office saw a 9.7% increase in confirmed and paid domestic applicants compared to the same time last year (from 1,741 to 1,910) for the next intake (winter term). This increase was attributed to improved admissions conversion work, specifically in communications to applicants, particularly around securing a place in highly competitive programs, as well as deliberate efforts to support the conversion of incomplete applications through to completion. There were 4,657 international applications processed during this reporting period. This was up 55.4% compared to the same period last year (from 2,996 to 4,657). This was attributed to two additional admissions officers and the contribution of the new international admissions specialist whose focus was on training and process improvements for the team. A cross-college contingent exhibited at the Ontario College Fair on October 17 to 18, 2023. The Fair welcomed 14,677 students, educators, and guests to speak to all 24 colleges about learning opportunities. The attendance was up 36% year over year.
<p>PEOPLE Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment</p>	
Summary Report from:	Activity:
Academic Services	<ul style="list-style-type: none"> On Saturday, September 23, 2023, approximately seventy people, including Algonquin College graduates and students, attended the first Cardiovascular Technology Education Day conference held at Algonquin College. Hosted by the School of Health Studies, the College welcomed experts who presented the latest in Advanced Cardiac Technology. The theme of this year's event was "Advances in Diagnostic Testing of the Heart." The conference raised over \$2,900 for

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	<p>the Cardiovascular Technology Placement Bursary, which supported out-of-town clinical placements for Cardiovascular Technology students.</p> <ul style="list-style-type: none"> • The Culinary and Baking department resumed their “Pant a Thon,” which involved community volunteers hemming five hundred and fifty checkered pants for Level One students during the first week of classes. The initiative raised \$3,500.00, which was donated to the Algonquin College Student Food Cupboard. • On Tuesday, October 24, 2023, Matt Henchey (Senior Regional Manager, East Asia, International Education Centre) and Aira Galla (Recruitment Manager, Philippines) hosted an appreciation event in Manila for Algonquin College Educational Agent Partners engaged in student recruitment for all Algonquin College and CDI campuses in the Philippines. Over sixty people from thirty companies attended the event. The evening’s goal was to thank our select partners in the market and to reinforce our commitment to responsible ethical recruitment, show areas for improvement in the way Algonquin College manages application processing and international enrollment. A similar event was held on Friday, October 27, 2023, for Algonquin College Educational Agent Partners engaged in student recruitment for all Algonquin College and CDI campuses in India.
<p>Advancement and Strategy</p>	<ul style="list-style-type: none"> • A college delegation representing partnerships, experiential learning, and research attended the Hub350's Annual Partner Summit on November 14, 2023. Among the community and industry leaders in attendance were Jenna Sudds, MP for Kanata—Carleton, His Worship Mayor Mark Sutcliffe, and Sir Terry Matthews. Patrick Devey, Associate Vice-President – Global, Online, and Corporate Learning, participated in a panel discussion.
<p>Communications Events and External Relations</p>	<ul style="list-style-type: none"> • To observe Canada’s National Day for Truth and Reconciliation, a variety of activities, events and learning opportunities were offered to educate our College community on the significance of the day, share Indigenous knowledge, and support the Indigenous community. Additionally, on Saturday, September 30th the Survivor’s Flag, as well as our municipal and national flags were flown at half-mast from sunrise to sunset. • Flags were lowered to half-mast on Sunday, September 24, 2023, in honour of Police and Peace Officers’ National Memorial Day.
<p>Finance and Administration</p>	<ul style="list-style-type: none"> • The renovation of the Four Corners Washroom in A building was completed. New facilities provide twelve All Gender individual stalls; two barrier free washrooms to support accessibility; a universal washroom with adult lift and change table and a nursing/lactation room.
<p>Human Resources</p>	<ul style="list-style-type: none"> • In support of the College’s Inclusion, Diversity, Equity, and Accessibility efforts, the Affinity Group Conversation Program was launched, which included videos for the launch of registration for affinity group conversations (180 unique viewers) and completed the pilot test of the program with members of the Inclusion and Diversity Circle.

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	<ul style="list-style-type: none"> • Delivery of key events, including Becky Sasakamoose Kuffner presenting her talk on "Shifting the Lens" (Indigenous Engagement and Inclusion) for National Truth and Reconciliation Day on September 29, and Zarqa Nawaz presented her talk on representation in the media for Islamic Heritage Month on October 17. • Regarding Employee Engagement: over 20 Algonquin College Leadership Team (ACLT) areas submitted over 100 actions to enhance employee engagement, leveraging their results from the Employee Engagement Survey. Focus areas included enhancing team retreats, focusing on process and workload, developing learning plans, assessing meeting effectiveness, and health and wellness initiatives. • The 2023 Kaleidoscope employee conference was hosted on October 24th with an “Open Doors AC: Open Doors, Open Minds, Open Possibilities” theme. Programs were organized at the Ottawa, Pembroke, and Perth campuses with over 200 registered participants. The event kicked off with Keynote Tamey McIntosh speaking on the topic of Artificial Intelligence.
Student Services	<ul style="list-style-type: none"> • A one-day Knowledge Exchange devoted to the topic of Suicide Prevention/Postvention and Clinician Self Care when supporting students with suicide ideation was held on October 25, 2023. There were 50 participants from across the college and ten from community partners, such as the University of Ottawa, The Royal, and Ottawa Public Health that attended.
STUDENT & EMPLOYEE SUCCESSES:	Activity
Academic Services	<ul style="list-style-type: none"> • Laura Jarrell, Chair, Program Quality and Renewal, graduated with a Master of Education from Memorial University. • The Social Innovation Lab lead Kevin Holmes was an invited panelist at the Second International Symposium 2023 “TVET (Technical and Vocational Education and Training) and its contribution to the sustainable development goals”. This international panel had representatives from Italy, Chile, and Canada with a focus on the United Nations Sustainable Development Goal (SDG) #8 Decent Work & Economic Growth. • The Director of Applied Research, Philip Dawe, took part in the Canada Foundation for Innovation 2023 College Fund competition as a member of the Multidisciplinary Assessment Committee, as well as in the Natural Sciences and Engineering Research Council of Canada (NSERC) 2023 Technology Access Centre grant competition as a member of the selection committee.
Communications Events and External Relations	<ul style="list-style-type: none"> • A President’s Star award was presented to Shannon Trick on September 13, 2023.

2023-24 BOG Workplan						
LEGEND: D - Discussion I - Information Item P - Presentation V - Verbal	Total Meeting Time		MEETING DATES			
ROLE OF THE BOARD OF GOVERNORS	120		<u>11-Dec-2023</u>	<u>26-Feb-2024</u>	<u>29-Apr-2024</u>	<u>3-Jun-2024</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 >>	-5.0	-10.0	#REF!	-5.0
2024-25 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2024-26 Business Plan	VP Finance & VP Advancement	30	P			
Approval of the 2024-26 Business Plan & 2024-25 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 50)	VP Finance	0	I	I		I
New/Suspended and Cancelled Academic Programs (Included in ASAC report to BOG, see row 45)	Chair ASAC & SVP Academic	0				
Campus Tours for BOG (Before each Board meeting) will commence once the College is back to regular operations	President					
Executive compensation	President	0		I	I	
Five- Year Capital Investment Plan	VP Finance & CFO	15	P			
Student Satisfaction and Engagement Report (Included in ASAC Report, see row 45)	SVP Academic	10				I
Learner-Driven Plan Implementation Update (Paused During COVID-19) C. Janzen to confirm pause	SVP Academic	20			P	
People Update (Information item only October & June meetings) Defer to June meeting	VP HR	0				I
Employee Engagement Update (Information item for October meeting) not presented in Oct. Possible Apr or June	VP HR	0				
Public College Private Partnership - Update (Defer to April Board Meeting)	SVP Academic	20			P	
R3 Project (Rethink, Redesign, Reimagine) Update	VP Student Services, R3 Project Leads	10		P	I	
Academic Plan	SVP Academic, Associate VP ELI	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)	President, Board Chair	10	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 2023-24 and progress against Strategic Plan 2022-25	Director Strategy	10				P
Quarterly 2023-24 Business Plan Update (for information)	VP Advancement	0	I	I		see row 24
Fourth Quarter 2023-24 Business Plan performance	VP Advancement	10				P
Program Advisory Committee's Annual Report (included in ASAC Report row 50)	SVP Academic	0	I			
2023-24 Sexual Assault/Sexual Violence Annual Report (Approval is not required at any board level it needs to be presented for compliance item ASAC Report)	VP Student Services	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.			11-Dec-2023	26-Feb-2024	29-Apr-2024	3-Jun-2024
2024-25 Schedule of Tuition and Ancillary Fees	VP Student Services, Registrar	20	P			
Science Labs Major Capital Project	VP Finance, ED Facilities	15		P		
TENTATIVE: Major Capital Project: P & V Buildings: Improved Heating, Ventilation and Air Conditioning Systems (HVAC)	VP Finance, ED Facilities	15				P
Master Campus Development Plan Framework	VP Finance, ED Facilities	20		P		
College Accessibility Major Capital Project - Annual Budget Request - Approval	VP Finance, ED Facilities	15	P			
Major Capital Project: Residences Building: Improved Heating, Ventilation and Air Conditioning Systems (HVAC)	VP Finance, ED Facilities	15				
Banking Officers' resolution (AGM agenda) if new officers are to be added, present at next meeting	VP Finance	5				V
Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors (emailed to Governors)	President	0				I
Quarterly 2023-24 Financial Projection (Note: Q2 always requires Board Approval)	VP Finance	10	P	P		
Fourth Quarter Financial Report	VP Finance	10				P
Appointment of auditors (AGM agenda)	VP Finance	5				V
Draft Audited Financial Statements (AGM agenda)	VP Finance	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	VP Finance	0				I
2024 Risk Appetite Statements	VP Finance	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						
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
Celebrating Student Success - Changemaker Awards	SVP Academic, EA SVP Academic	10	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)	Board Chair	0				
Board Generative Discussion - Session to be held as required (separate meeting)	Board Chair	0				
Board Committee reports (Academic & Student Affairs; Audit & Risk Management; Governance)	SEA Board of Governors	30	V	V	V	V
Appointment of new Governors for 2024-25	Board Chair	5			V	
Board Officer; Committee Appointments; BGI-01 Report Card; Governor Reappointments (Included in Governance Committee Report, see row 50)	Chair Governance	0			I	
BOG Officer & Committee Memberships (AGM agenda)	Chair Governance	0				V
2023-24 Board of Governors Evaluation Results (Included in Governance Committee Report to the Board, see row 50)	Chair Governance	0				I
Approval of previous year AGM Minutes	Board Chair	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)	VP Finance	0	I	I		I
Attestation of Section 28 Process (Memo to Minister, Colleges and Universities from Board Chair)	VP Finance	0				I



REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of December 4, 2023, 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 black ink, appearing to read "Grant Perry".

Grant Perry
Chief Financial Officer
Algonquin College

A handwritten signature in black ink, appearing to read "Duane McNair".

Duane McNair
Vice President, Finance and Administration
Algonquin College