

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND FORTY FIVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, JUNE 2, 2025 FROM 4:00 P.M. TO 7:00 P.M. AT THE OTTAWA CAMPUS, BUILDING T, IN ROOM T102 ABC

AGENDA		Presenter	Time
1.	CONSTITUTION OF THE MEETING AND APPROVAL OF THE AGENDA	Jamie McCracken	1 m.
2.	Celebrating Student Success – Changemaker Award		
	2.1 Random Act of Kindness – Giving Back to Armed Forces Veterans	Julie Beauchamp	10 m. 4:05-4:15
3.	DECLARATIONS OF CONFLICT OF INTEREST	Jamie McCracken	1 m.
4.	APPROVAL OF PREVIOUS MEETING MINUTES AND CONSENT AGENDA ITEMS		
	4.1 Minutes of the Board of Governors’ meeting of April 22, 2025	Jamie McCracken	1 m.
5.	COMMITTEE REPORTS		
	5.1 Board Executive Committee Report (Verbal)	Jamie McCracken	5 m. 4:15-4:20
	5.2 Academic and Students Affairs Committee Report (Verbal)	Gabrielle Berard	20 m. 4:20-4:40
	5.3 Audit and Risk Management Committee Report (Verbal)	Tanya Buckley	5 m. 4:40-4:45
	5.4 Governance Committee Report (Verbal)	Stephen Tudor	5 m. 4:45-4:50
6.	BUSINESS ARISING FROM THE MINUTES		
	6.1 Master Campus Development Plan 2025-35 For Approval: Appendix A: Final Master Campus Development Plan 2025-35	Grant Perry Ryan Southwood	20 m. 4:50-5:10
7.	REPORTS		
	7.1 Fourth Quarter 2024-25 Financial Report For Information: Appendix A: Fourth Quarter 2024-25 Financial Report Appendix B: Fourth Quarter 2024-25 Compliance Schedule	Grant Perry Emily Woods	15 m. 5:10-5:25
	7.2 Fourth Quarter 2024-25 Business Plan Performance Update For Information: Appendix A: Fourth Quarter 2024-25 Business Plan Performance Dashboard	Mark Savenkoff	0
	7.3 2024-25 Annual Report and Progress against Strategic Plan 2022-25 For Approval: Appendix A: 2024-25 Draft Annual Report Link to: Annual report operating procedure for colleges of applied arts and technology	Mark Savenkoff	10 m. 5:25-5:35

8.	NEW BUSINESS & DECISION ITEMS		
	8.1 2024-25 Draft Audited Financial Statements For Approval at the Annual General Meeting: Appendix A: 2024-25 Draft Audited Financial Statements – Algonquin College Appendix B: 2024-25 Draft Audited Financial Statements – 2364193 Ontario Inc.	Grant Perry Emily Woods	30 m. 5:35-6:05
	8.2 2025-2030 Strategic Plan For Approval: Appendix A: 2025-2030 Strategic Plan	Mark Savenkoff Julie Beauchamp	20 m. 6:05-6:25
	8.3 2025-28 Corporate Risk Register For Approval: Appendix A: 2025-28 Corporate Risk Register and Top Five Corporate Risks	Grant Perry Paul Gardner Sue Mainse	15 m. 6:25-6:40
	8.4 Office of Indigenous Initiatives Annual Report (Information)	Krista Pearson Anita Tenasco	10 m. 6:40-6:50
9.	ITEMS FOR INFORMATION		
	9.1 Freedom of Information and Protection of Privacy Act – 2024 Annual Report Appendix A: 2024 Information and Privacy Commissioner Statistical Report	Grant Perry	0
	9.2 Report from the Board Chair	Jamie McCracken	5 m. 6:50-6:55
	9.3 Report from the President	Claude Brulé	5 m. 6:55-7:00
	9.4 Confirmation of Mandatory Government Remittances	Grant Perry	0
10.	UPCOMING EVENTS	Date	
	Perth Convocation	June 5, 2025	
	President’s & Board of Governors End-of-Year Dinner	June 6, 2025	
	Algonquin College Donor Appreciation Event	June 11, 2025	
	Pembroke Convocation	June 13, 2025	
	Ottawa Convocation	June 17- 20, 2025	
	New Governor Orientation Part 1 – Board & Governance Model	August 18,2025	
	AC Vision	August 28, 2025	
	Board Orientation Part 2, Session 1 – Academic & Student Services Divisions	September 15, 2025	
	2025 Fall Board of Governors Retreat	September 28, 2025	
	Board Orientation Part 2 - Session 2 – Budget & Business Plan Preparation	October 28, 2025	
	Board Orientation Part 2 - Session 3 – Human Resources & Communications	December 8, 2025	
	2026 Spring Board of Governors Retreat	March 21, 2026	
11.	REGULAR MEETING ADJOURNMENT		

4.1

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND FORTY-FOUR OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON TUESDAY, APRIL 22, 2025 AT 4:00 PM AT THE OTTAWA CAMPUS, BUILDING T, IN ROOM T102 ABC.

<p><u>Present:</u> Aditya Mishra Anthony Pollard Bharat Rudra Claude Brulé, President & CEO Gabrielle Berard Heather Simpson Jamie McCracken, Board Chair Julia Fortey Mehdi Zahed Richard Goodyear Rodney Wilson, Board Vice Chair Shaun Denis Stephen Tudor Tania Dube Tanya Buckley Wadhah Al-monaifi</p> <p><u>Regrets:</u> Michele Bellows</p>	<p><u>Recorder:</u> Victoria Tiqui-Sanford, Senior Executive Assistant, Board of Governors</p> <p><u>Algonquin College Executive Team:</u> Grant Perry, Acting Vice President, Finance & Administration Julie Beauchamp, Senior Vice President, Academic Kin Choi, Vice President, Human Resources Krista Pearson, Vice President, Student Services Mark Savenkoff, Vice President, Advancement & Strategy Tracy McDougall, Director, Communications & President's Office</p> <p><u>Presenters/Guests:</u> Emily Woods, Acting Chief Financial Officer Scott Gonsalves, Director, Strategy & Planning</p>
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WELCOME REMARKS

Governor McCracken, Board Chair, called the meeting to order at 4:00 p.m., extending a warm welcome to both members and observers in attendance. He began with a land acknowledgement.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor McCracken, Chair Board of Governors, constituted the meeting at 4:02 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: J. McCracken & R. Wilson

THAT the Board of Governors approves the meeting agenda April 22, 2025.

CARRIED.

2. CELEBRATING STUDENT SUCCESS – CHANGEMAKER AWARD

2.1 “Handwriting Heroes” A structured program designed to improve handwriting skills through play

J. Beauchamp, Senior Vice President, Academic introduced S. McCormick, Chair, Wellness and Innovation, School of Wellness, Public Safety and Community Studies, T. Tosh, Full-Time Professor, Wellness who introduced student presenters O. Savoie, S. Batoff, J. Fowler, and E. Jordan.

These four Level 2 students from Algonquin College’s Occupational Therapist Assistant and Physiotherapist Assistant Program received the Student Changemaker Award for their outstanding work on the “Handwriting Heroes” project during the Winter 2025 semester. This initiative supported children aged 6 to 8 in the Ottawa community by helping them improve their handwriting and fine motor skills through engaging, structured activities. Each child was paired with a student from the program, working under the supervision of a college instructor. The project responded to a recognized need for fine motor development among school-aged children and used therapeutic techniques to promote greater independence in schoolwork. The program was met with high community interest, drawing over 60 applicants, and received overwhelmingly positive feedback from participants, parents, and students.

Questions from members were answered.

Governor McCracken and President Brulé congratulated the students and presented each of them with a Changemaker Award certificate.

3. 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.

4. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA

3.1 Minutes of the Board of Governors’ meeting of February 24, 2025

Approval of the Board of Governors meeting minutes of February 24, 2025.

RESOLUTION

MOVED & SECONDED: A. Pollard & R. Goodyear

THAT the Board of Governors approves the meeting minutes of February 24, 2025.

CARRIED.

5. COMMITTEE REPORTS

5.1 Board Executive Committee Report (verbal)

Governor McCracken provided members with a verbal report of agenda items discussed at the February 11, 2025 Board Executive Committee meeting.

Members accepted this report for information.

5.2 Academic & Student Affairs Committee Report

President Brulé emphasized investing in the College’s future through strategic programming aligned with employer demand and government priorities, especially in STEM fields. A recent \$750 million

provincial investment in Science, Technology, Engineering, and Mathematics was noted as support for this direction. New programs will also ensure international graduates remain eligible for post-graduate work permits and contribute to the college's financial sustainability.

Governor Berard Chair, Academic and Student Affairs Committee, provided some highlights of the March 20, 2025 Committee meeting. Members accepted this report for information.

Appendix A: Transmittal New Program Proposal: Environment, Health and Safety Management OCGC

J. Beauchamp informed members that the proposed Environmental Health and Safety Management Ontario College Graduate Certificate, set to launch in Fall 2026, is designed to prepare professionals to manage environmental, health, and safety systems across various industries. Developed with input from industry partners, the program addresses rising demand for expertise in sustainability, risk management, and regulatory compliance. It is eligible for post-graduate work permits and aims to attract both domestic and international students.

RESOLUTION

MOVED & SECONDED: G. Berard & B. Rudra

THAT the Board of Governors approves the Environmental, Health and Safety Management, Ontario College Graduate Certificate program effective Fall 2026.

CARRIED.

Appendix E: Transmittal New Program Proposal: Electronics and Embedded Systems Design OCGC

J. Beauchamp informed members that the Electronics and Embedded Systems Development Ontario College Graduate Certificate, proposed for launch in Fall 2026, is designed to meet growing industry demand in the high-tech sector. The program will prepare students to design and develop both hardware and software for embedded systems, which power technologies from smart devices to medical and industrial equipment. It offers hands-on, practical training aligned with industry needs, is post-graduate work permit eligible, and is expected to attract both domestic and international students.

RESOLUTION

MOVED & SECONDED: G. Berard & R. Wilson

THAT the Board of Governors approves the proposed new Electronics and Embedded Systems Development, Ontario College Graduate Certificate program effective Fall 2026.

CARRIED.

Appendix I: Transmittal New Program Proposal: Electrical Techniques OCC

J. Beauchamp informed members that the Electrical Techniques Ontario College Certificate, proposed for Fall 2026, is designed to provide a direct pathway into electrical apprenticeships for students not yet sponsored. It offers foundational training in theory, safety certification, and hands-on skills aligned with employer expectations. This program complements the College's existing electrical offerings and is open to both domestic and international students.

RESOLUTION

MOVED & SECONDED: G. Berard & S. Tudor

THAT the Board of Governors approves the proposed new Electrical Techniques, Ontario College Certificate program effective Fall 2026.

CARRIED.

Appendix M: Transmittal New Program Proposal: Bachelor of Science in Nursing (Honours)

J. Beauchamp informed members that Algonquin College will launch a new standalone, accelerated Bachelor of Science in Nursing (BScN) program in Fall 2026 at both its Ottawa and Pembroke campuses. Replacing the current collaborative program with the University of Ottawa, this 3.5-year degree is designed to maintain academic quality while accelerating graduates' entry into the workforce, addressing urgent healthcare needs with greater agility and responsiveness.

RESOLUTION

MOVED & SECONDED: G. Berard & T. Pollard

THAT the Board of Governors approve the proposed standalone accelerated Bachelor of Science in Nursing (Honours) degree program effective Fall 2026.

CARRIED.

5.3 Audit & Risk Management Committee Report

Governor Buckley provided some details on agenda items presented at the March 26, 2025 Committee meeting. Members accepted this report for information.

Appendix A: Investment Policy for College Endowment & Operating Funds – Annual Review and Amendments (Approval)

The plan is to extend the current agreement for another year and then revisit the market in the following year to retain either a new or the same investment advisor. This will allow time to define the new policy and benchmarks based on updated financial ratios and liquidity considerations.

RESOLUTION

MOVED & SECONDED: T. Buckley & H. Simpson

THAT the Board of Governors approves of the Investment Policy for College Endowment Funds and Investment Policy for Operating Funds as presented without amendments.

CARRIED.

5.4 Governance Committee Report

Governor Tudor, Committee Chair provided some details on agenda items presented at the March 31, 2025 Committee meeting. Members accepted this report for information.

Appendix A: Transmittal External Governor Reappointments (S. Denis, A. Pollard)

Governor Denis expressed interest to the Ministry of Colleges and Universities, to be reappointed as a Lieutenant Governor in Council appointee. The Board Office is awaiting confirmation from the Ministry's Public Appointments Secretariat regarding his reappointment. Anthony Pollard has expressed his interest for a second term of office (three years) beginning September 1, 2025.

RESOLUTION

MOVED & SECONDED: S. Tudor & R. Goodyear

THAT the Board of Governors approves the reappointment of Governors Shaun Denis for a second term of office (three years, effective September 1, 2025) pending his Lieutenant Governor in Council reappointment; and the reappointment of Anthony Pollard for a second term of office (three years, effective September 1, 2025).

CARRIED.

Appendix C: BG I-07 Board Succession Planning (mandatory review 2024-10-08)

The original wording under item 3 of the Board Chair section could be misinterpreted to suggest that only the Governance Committee members would be canvassed for input on chair candidates. To avoid confusion, it was recommended to change the language to specify that the Governance Committee will canvass all board members, not just those on the committee, to gather their views.

RESOLUTION

MOVED & SECONDED: S. Tudor & T. Buckley

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

CARRIED.

6. BUSINESS ARISING FROM THE MINUTES

There is no business arising from the minutes.

7. NEW BUSINESS & DECISION ITEMS

7.1 2025-26 Draft Business Plan & Proposed Annual Budget (Approval)

President Brulé informed members that, due to ongoing uncertainties and dynamic conditions discussed in previous meetings, the college has opted to present a one-year business plan instead of the usual two-year plan. This approach provides the necessary flexibility and certainty to implement current initiatives without overextending into an unpredictable following year. He also noted that the 2025–26 budget, which will be presented for the Board’s approval, reflects significant work by the college and is shaped primarily by declining international enrollment and continued underfunding within the provincial funding model.

M. Savenkoff, Vice President of Advancement and Strategy, gave a brief overview of the 2025–26 Draft Business Plan and introduced presenter S. Gonsalves, Director of Strategy and Planning. Algonquin College is presenting a one-year business plan for 2025–26, aligning with Ministry expectations and supporting the transition to a new Strategic Plan set for approval in June. The plan focuses on ten strategic initiatives—eight continuing and two new—centered around three themes: Organizational Resilience, Innovation and Technology, and industry Connections. Highlights included launching a new strategic plan, expanding science labs, enhancing applied research, continuing the student information system rollout, initiating an AI strategy, and deepening commitments to Indigenous education and equity. The plan sets measurable targets to guide progress and ensure alignment with future strategic directions.

G. Perry, Acting Vice President Finance and Administration provided an overview & introduced presenters E. Woods, Acting Chief Financial Officer. E. Woods informed members that the ongoing tuition fee freeze, the corridor funding model, and recent federal government announcements regarding changes to international study permits and postgraduate work permits which has led to a rapid decline in enrollments have all contributed to the fiscal challenges facing the College. The 2025-26 proposed annual budget incorporates organizational changes that reflect the first step towards sustainability for the College. Overall, enrolment is expected to decline by 11.2% compared to the current third quarter levels. While domestic enrolment is projected to increase by 3.7%, international enrolments are anticipated to decrease by 40.5%. The Public College-Private Partnership is set to conclude in 2025-26, with the final 502 enrolments.

The 2025-26 Proposed Annual Budget projects an overall deficit net contribution of \$17.4 million on a Public Sector Accounting Standard (PSAS) basis (projected \$18.4 million surplus in 2024-25), and a \$34.8 million deficit on a modified cash flow basis (projected \$2.3 million surplus in 2024-25).

The 2025-26 Proposed Annual Budget also includes draws of up to \$41 million from Internally Restricted Funds to support projects and initiatives in the Strategic Investment Priorities budget.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: S. Tudor & T. Buckley

THAT the Board of Governors approves the 2025-26 Draft Business Plan and Proposed Annual Budget with a projected net contribution deficit of \$17.4 million on a Public Sector Accounting Standards (PSAS) basis.

CARRIED.

8. REPORTS

There were no reports.

9. ITEMS FOR INFORMATION

9.1 Report from the Board Chair

Members accepted the report from the Board Chair information.

9.2 Report from the President

Members accepted the report from the President for information.

9.3 2024-25 Board of Governors Workplan

Members accepted the workplan for information.

9.5 Confirmation of Mandatory Government Remittances

Members accepted the remittances for information.

10. UPCOMING EVENTS

Board Chair McCracken informed members of upcoming events for information.

11. REGULAR MEETING ADJOURNMENT

There being no further business, the regular meeting was adjourned at 5:15 p.m. and moved by Governor McCracken and seconded by Governor Wilson.

12. IN CAMERA MEETING

An In Camera session was held for Governors only.

Report title:	Master Campus Development Plan 2025-2035
Report to:	Board of Governors
Date:	June 2, 2025
Algonquin College Executive Team Member:	Grant Perry, Acting Vice President, Finance and Administration
Presenter(s):	Ryan Southwood, Executive Director, Facilities Management

1. RECOMMENDATION:

THAT the Board of Governors approves the Master Campus Development Plan as presented.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this transmittal is to provide the Board of Governors with Appendix A: Final Master Campus Development Plan (MCDP) 2025-2035, which incorporates feedback from the public engagement sessions, the Working Group, Algonquin College Leadership Team, and the Algonquin College Executive Team.

The final consultation sessions occurred in November 2024. These sessions included all employees, learners, Ottawa City Councillor Laine Johnson and local community groups for the Ottawa Campus. Additionally, employees and learners at the Pembroke campus, as well as local politicians and the Mayor of Pembroke, were consulted after the Ottawa sessions. The MCDP web page has also been disseminating the latest information with over 7,700 views since April 2024. In addition, the cross-College Working Group has reviewed the final draft multiple times and provided their feedback and revisions.

The development focus on the Ottawa campus, over the 10-year timeframe of the MCDP, is centered in updating the Northwest portion of the campus and replacing dated facilities to address the College's existing and upcoming deferred capital renewal liabilities. During the life span of the MCDP 2025-2035, buildings in that quadrant of the campus will reach their end of life and the MCDP addresses the replacement of these buildings to allow for new growth when required.

The MCDP has been adapted to reflect the federal and provincial government direction around growth and management of international student enrolment and priority programs while balancing the needs of Algonquin's two campuses. The reduction in revenue from the

decrease in international student enrolment has meant that several programs will be suspended, resulting in some space becoming available. This has been considered in the final report.

The MCDP has also removed references to the Perth Campus, since the February 24, 2025 Board of Governors' meeting where it was approved to exit the Perth campus by the end of August 2026.

3. BACKGROUND:

The MCDP is being undertaken to ensure the College is compliant with the Board of Governors' Financial Management Policy. It will also ensure physical infrastructure meets the academic and College community needs. The MCDP is a "buildable" five-year plan nested in a ten-year vision. The objective is to provide space to support the needs of the current enrolment targets and to support the Strategic Enrolment Management Plan that is slated for development. The foundation for this project is the [Integrated College Development Planning Principles Framework](#).

The MCDP addresses the following issues for all campuses and satellite locations:

- Build and renovate to meet the demand needs for space under the Strategic Enrolment Management plan.
- To provide the necessary ancillary space to facilitate College requirements including dining areas, kitchens, retail units, loading bays, common areas and learner gathering spaces.
- To address the deferred capital renewal of the existing buildings.
- To provide options for additional student accommodation during the 10-year timeframe of the MCDP.
- To examine opportunities for corporate sponsorship and fundraising for buildings and facilities.

The Audit and Risk Management committee and the Board of Governors were last provided an update in February 2024 where the framework for the report was approved.

4. DISCUSSION:

The College was originally anticipating significant enrolment growth to occur over the next ten years, primarily through the growth of international student enrolment. However, as a result of the federal and provincial government direction around international student enrolment and priority programs, it is anticipated that following an initial decrease in enrolment, the subsequent growth will be much more modest than originally planned. However, the assessments of the College's existing building conditions and the deferred

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capital renewal issues confirm that the College will need another academic facility during the life of this plan to accommodate the replacement of old buildings and future growth. This required future campus development will be anchored and aligned with the strategic portfolio analysis exercise.

Following the completion of the science labs in the Fall of 2025, and based on the existing and future deferred capital renewal liability, the first development on the Ottawa campus will likely be a mixed used development on the current Building F site. The academic focus may include a centre of excellence for the culinary program to replace Building H, whose academic equipment is nearing end of life, or a new health centre, or the centralization of other programs once their buildings are at end of life. Once the final program mix at the Ottawa campus has stabilized, the specific needs will be re-evaluated and will take into consideration both Federal and Provincial Government priorities.

The framework plans provide an overview of the development opportunities on the two campuses. The focus is on the Ottawa campus where most of the old buildings are located, some dating back to the 1960s. The plans show how the College can better integrate with the surrounding communities and the City of Ottawa plans. Initial consultation with the City of Ottawa and City of Pembroke planning staff has occurred and modifications to the report were made where appropriate.

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 type="checkbox"/>

6. STUDENT IMPACT:

As part of the engagement plan, a student survey was undertaken, and a student focus group met on December 4, 2023 to engage and discuss the topic. Further student engagement opportunities were incorporated into the final consultation process in November 2024.

7. FINANCIAL IMPACT:

The outcomes and recommendations from the MCDP will create projects that are expected to require the use of a combination of College reserves, debt financing, and/or financing solutions from third party developers through a Public-Private Partnership (P3) Model. Successful financing to enable the required development will be critical. These impacts will

be considered as part of individual project development and the existing major capital project approval process.

8. HUMAN RESOURCES IMPACT:

The MCDP itself will not identify any additional required positions. However, any project recommended by the MCDP will be a [Major Capital Project](#) and must be approved by the Board of Governors. Net new facilities will require additional positions to maintain and operate the facility, and potential academic positions to operate specialty labs. Each major capital project team will conduct an analysis of the additional College positions required as part of the project's development planning process.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There is no legal or regulatory requirement for the College to complete a MCDP. Capital and major capital projects identified within the MCDP will likely require Financial Administration Act Section 28 (S.28) approval from the Ministry of Colleges and Universities, Research Excellence and Security, and the Ministry of Finance. Municipal construction approvals will also be required for any future projects. The MCDP Team has included representatives from the City of Ottawa and the City of Pembroke into the Steering Committee to ensure that their perspective is identified and considered early in the process.

10. COMMUNICATIONS:

A communications plan was implemented for the College and surrounding community. Regular briefings have been provided to the College Executive Team, the Audit and Risk Management Committee and the Board of Governors have received regular briefings.

11. CONCLUSION:

Algonquin College is committed to supporting learners, employees, and the broader community by addressing existing barriers in its physical infrastructure, responding to the College's future vision, accommodating deferred maintenance needs, meeting future enrolment demands, and supporting academic priorities. The Master Campus Development Plan (MCDP) demonstrates this commitment by aligning the College's physical campuses with its stated Mission, Vision, and Values, and by expanding educational opportunities for both the surrounding and extended communities.

Respectfully submitted:



Grant Perry
Acting Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Final Master Campus Development Plan 2025-2035
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Algonquin College

Master Campus Development Plan

April 2025

FINAL DRAFT



ALGONQUIN
COLLEGE



URBAN
STRATEGIES
INC .

grc architects



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LAND ACKNOWLEDGEMENT

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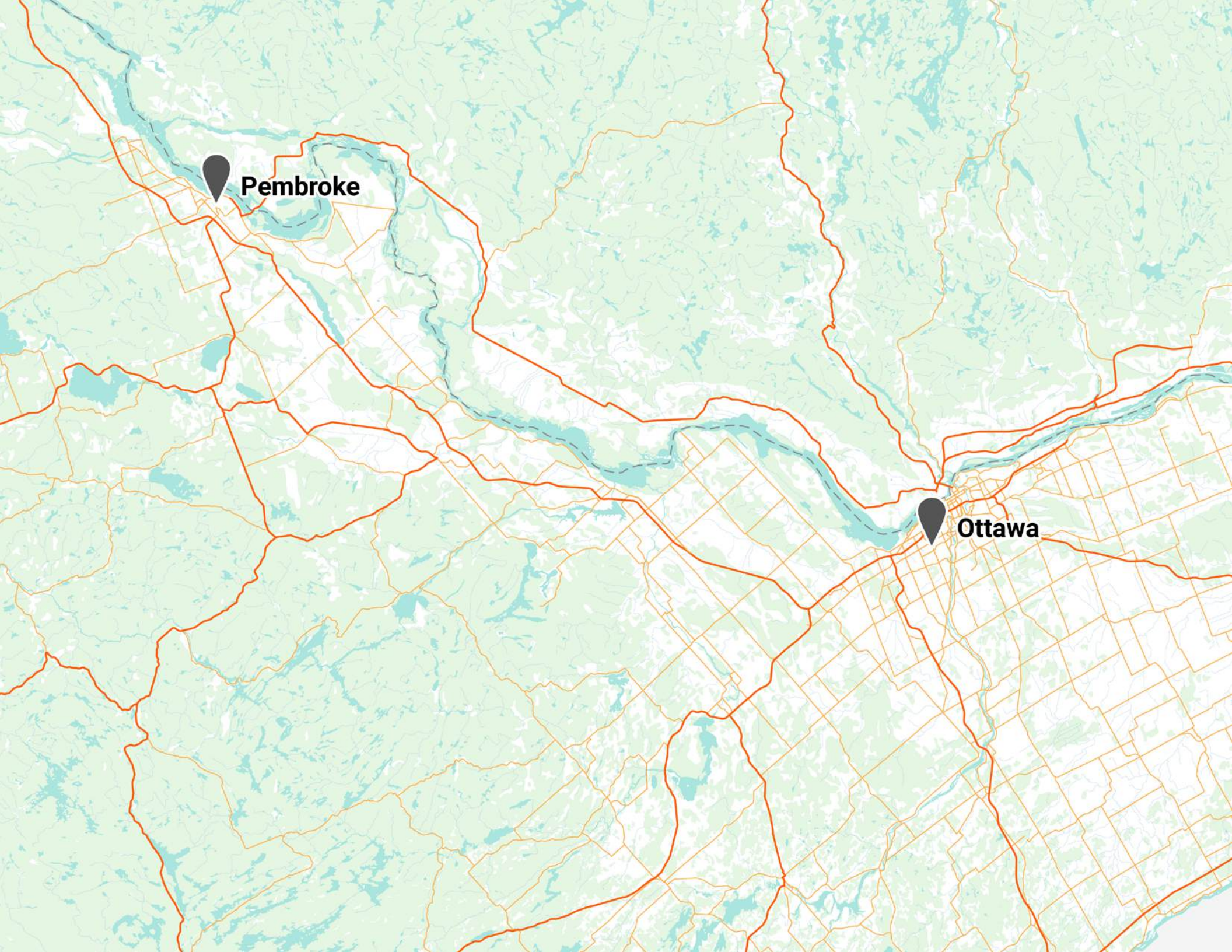
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Pembroke

Ottawa

LAND ACKNOWLEDGEMENT

Algonquin College campuses in Ottawa, Perth and Pembroke are located on the traditional unceded, and unsurrendered territory of the Anishinàbe Algonquin People. The Algonquin People have inhabited and cared for these lands since time immemorial. We take this time to express our gratitude and respect to them and to the land for all that it has provided and will continue to provide.

As a post-secondary institution, we acknowledge the harms done to Indigenous peoples and are committed to learning from the past. We pledge to promote healing and resilience as we move forward in partnership with the Algonquin Nations, First Nations, Métis, and Inuit peoples in a spirit of reconciliation.

While we recognize that territorial acknowledgements are only one step in cultivating greater respect and inclusion of Indigenous Peoples, we commit to accompanying these words with actions. We are dedicated to building a future and community that is better for all.

We pledge to continue exploring and making meaningful contributions to the Truth and Reconciliation Commission of Canada's Calls to Action.

Developed with community consultation and approved July 5, 2024.

PART I: Introduction and Principles



1. Introduction

1.1 PURPOSE OF THE MASTER CAMPUS DEVELOPMENT PLAN

The purpose of the Master Campus Development Plan (MCDP) is to guide the evolution of Algonquin College's two physical campuses over the next 10 years and beyond with new buildings, infrastructure and open spaces. Within a long-term vision, the MCDP will guide decisions about campus investments, including short-term initiatives to replace facilities at the end of their life, accommodate future growth and generally improve the campuses.

Algonquin College has served the Eastern Ontario region as a centre for education and training since 1967, and attracts learners internationally. Approximately 21,300 learners were enrolled at the College full-time in 2023 (2023-2024 Annual Report), a third of whom were International students. Enrolment projections are currently uncertain, although modest growth in domestic students is expected over the long term. Both full-time and part-time learners take advantage of AC Online, the virtual campus established in 2019. Approximately 25,200 full and part-time learners are enrolled in AC Online.

The MCDP's overarching goal is to ensure Algonquin College's physical campuses are attractive, innovative, efficient and maintain high-quality environments for learning, teaching, working and living. The campus frameworks and guidelines described and illustrated in the plan allow the College to respond to a full range of potential facility needs and development opportunities while ensuring each new initiative contributes to a cohesive, long-term vision.

Taking a strategic approach to development, the MCDP recommends a series of initiatives to upgrade existing facilities, support enrolment growth over the next 5-10 years, and generally improve the campus experience for learners, employees and community members. Enhancing the campus will not only benefit these groups but also support future partnerships with industry and the community. In addition to academic facilities, the plan identifies potential sites for student housing in standalone residences or mixed-use buildings. New and enhanced open spaces are also a focus of the plan, since they contribute to a positive campus experience, a healthy natural environment and personal wellbeing.

In guiding future campus development, the MCDP addresses the pressing need to replace older buildings on the Ottawa campus reaching the end of their useful life and costly to maintain in the long term. In this regard, and more broadly, the MCDP emphasizes sustainable development and the ongoing need to address deferred capital renewal the two campuses.

In setting out directions for development of the two existing physical campuses, the MCDP recognizes the College may pursue opportunities to establish facilities in other locations where there would be clear benefits to learners and the ability to create campus communities of learners and employees.

ALGONQUIN COLLEGE STRATEGIC PLAN

The MCDP supports Algonquin College's 2025-2030 Strategic Plan, which states the College's mission, vision and values and establishes strategic priorities and goals to guide future decisions.

Our Mission

To transform hopes and dreams into lifelong success.

Our Vision

The premier destination for innovation through polytechnic leadership, driving prosperity and impact in the nation's capital and beyond.

Our Values

- **Caring:** We have a sincere and compassionate interest in the well-being of the individual.
- **Learning:** We believe in the pursuit of knowledge, personal growth and development.
- **Integrity:** We believe in trust, honesty and fairness in all relationships and transactions.
- **Respect:** We value the dignity and uniqueness of the individual. We value the equity and diversity in our community.

Strategic Priorities

Each of the the plan's three interconnected Strategic Priorities align with an overarching goal:

1. Career-focused, lifelong learning

Goal: To empower and elevate careers by equipping learners with the skills, knowledge, and experience trusted in the marketplace.

2. Technology and intelligence

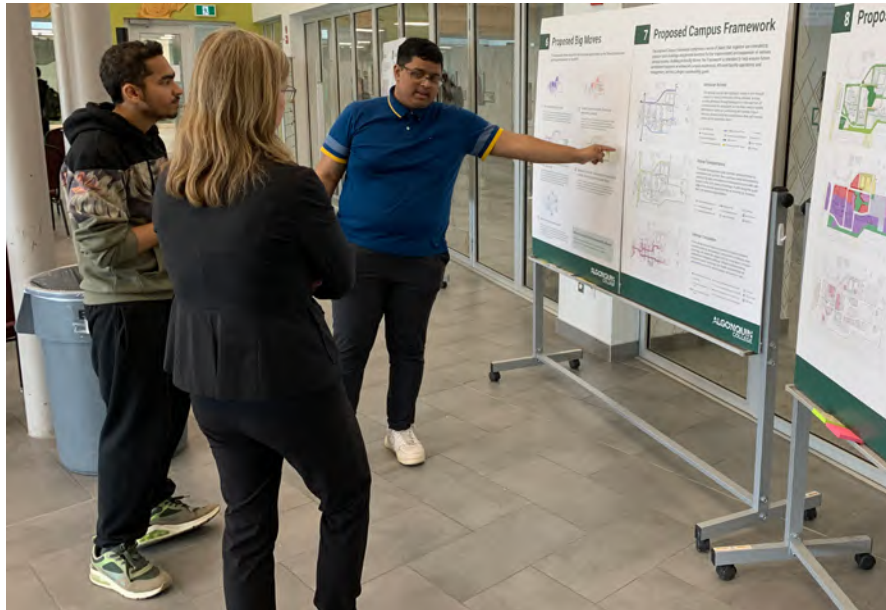
Goal: To drive innovation by leveraging technology and intelligence to elevate learner outcomes, empower employees, and create a more agile, future-ready institution.

3. Partnering for prosperity

Goal: To foster regional prosperity and supply talent matched with labour market needs through integrated industry- and community-aligned action and partnerships.

The Strategic Plan also identifies four Foundations for Success: Our People, Financial Resiliency, Indigenization and Sustainability.

1.2 THE STUDY PROCESS



May 2024 Engagement Event at the Ottawa Campus

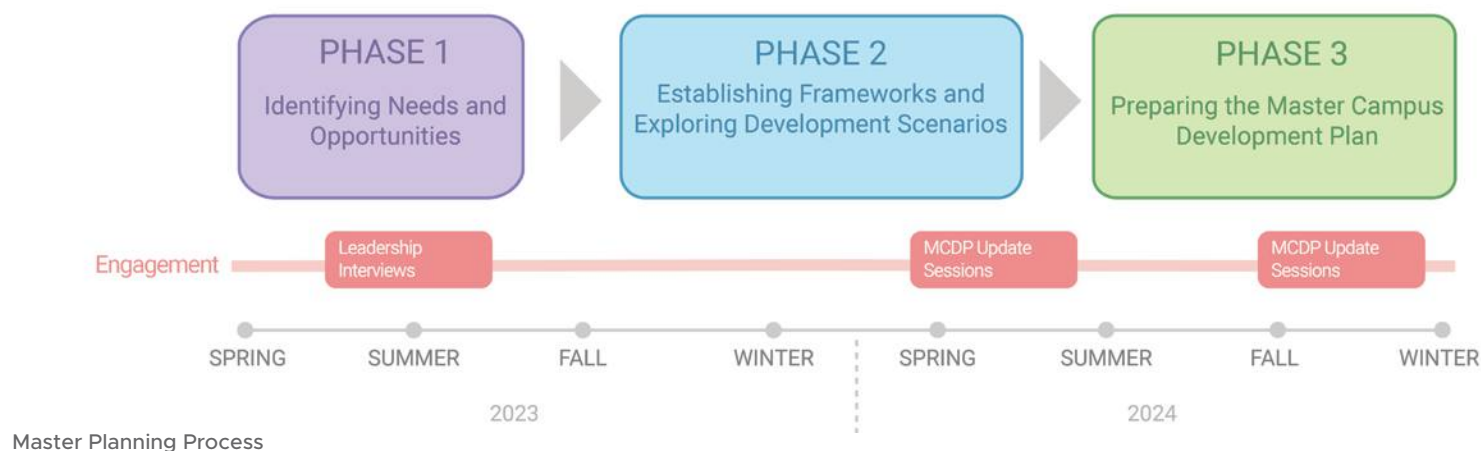


November 2024 Engagement Event at the Ottawa Campus

The MCDP was developed through a highly consultative process over 18 months beginning in 2023 and followed a separate study in 2019-2020 to update general planning principles applicable to all of Algonquin College's physical campuses. The MCDP process involved three phases of work. In Phase 1, workshops were held with College leadership to understand the potential for short-term enrolment growth, programming priorities and facility needs. Based on input from leadership and its own analysis, the consultant team identified space requirements and opportunities to improve the two campuses. In Phase 2, potential short-term development scenarios were explored in the context of emerging frameworks to guide growth and change on each campus over the long term. The outcomes of Phases 1 and 2, together with the planning principles adopted by the Board of Governors in 2020, provided the basis for preparing the MCDP in Phase 3.

Engagement with not only College leadership but also the communities of learners and employees on each campus and their home communities was fundamental to ensuring the MCDP was informed by a broad range of perspectives on the opportunities and challenges facing each campus:

- Interviews were conducted with the College’s deans, the president, vice presidents and directors early in the planning process.
- An MCDP Working Group comprised of academic and administrative leaders as well as municipal officials was engaged monthly to review and discuss work on the plan as it progressed.
- The Algonquin College Leadership Team (ACLT) and Algonquin College Executive Team (ACET) were consulted routinely for feedback and direction.
- The Board of Governors provided input at sessions held in October 2023.
- Representatives from the College’s Indigenous communities were consulted in sessions with staff at the Mamidosewin Centre and the Indigenous Education Council (IEC).
- Meetings were held with officials from the City of Ottawa and the City of Pembroke.
- An online survey was conducted in the fall of 2023 to invite input from learners and employees, a second survey invited feedback on the emerging directions for the MCDP in the spring of 2024 and in the fall of 2024 a survey invited feedback from learners, employees and the public on the final directions for the MCDP.
- In May 2024, a hybrid engagement session with learners and employees on the Ottawa campus was also used to gather feedback on the emerging directions for the plan. This was followed by virtual sessions with employees on the Pembroke campus.
- In November 2024, an engagement session with learners and employees and another session with the public were held at the Ottawa campus to gather feedback on the final directions for the plan. Sessions with employees and stakeholders were also held at the Pembroke campus.
- A meeting was held with the City View Community Association in November 2024 to discuss the final directions and feedback on the plan.



1.3 HOW THE PLAN IS ORGANIZED

The MCDP is divided into three parts and eight chapters. Part I introduces the plan and sets out the Guiding Principles that provide a foundation for all planning at the College. Part II provides context, a framework, guidelines and a development strategy for the future of the Ottawa campus, and Part III focuses on the Pembroke campus.

Since it is the oldest, largest and most complex of the College's campuses, and where most of the College's future growth will take place, the MCDP devotes five chapters to the Ottawa campus and provides more detailed direction for its future development. Chapter 3 examines the campus's dynamic planning context, and Chapter 4 identifies "Big Moves" intended to address the larger issues and opportunities it faces. Chapter 5 then illustrates and describes the framework for future development in terms of transportation, open space and utility networks and land use zones, followed in Chapter 6 by guidelines for future development sites within the framework. Chapter 7 proposes a near-term development strategy intended to begin implementing the Big Moves and ensure the College has the facilities it needs to accommodate enrolment growth and enhanced programs.

In contrast, the Pembroke campus is much newer and smaller, and the main building has capacity to accommodate new programs and enrolment growth. Changes on the campus are expected to be relatively modest but potentially significant in how they improve facilities for learning, teaching, working and gathering. After summarizing the planning context for the campus, the MCDP outlines frameworks and identifies potential initiatives to pursue on the campus over the next 10 years.

1.4 HOW THE PLAN WILL BE IMPLEMENTED

As a guide for developing and improving Algonquin College's two physical campuses, the MCDP will be used regularly to assist in formulating, assessing, designing and approving capital projects. Initiatives identified in the plan will be the subject of detailed planning and concept design before being brought forward for review and approval based on the College's priorities for each campus and available funding. Initiatives not explicitly identified in the plan will be assessed against its principles, vision, frameworks and guidelines to ensure alignment before advancing to detailed planning and concept design. Projects should be checked against the plan at various stages, including program development, site selection, concept design, approval and design development.

All campus development projects will be expected to demonstrate consistency with the MCDP when presented to the Executive Team and the Board of Governors for approval.

It is expected municipal staff will review major projects requiring municipal planning approvals against the MCDP. Such projects should also demonstrate conformity with the local official plan and applicable zoning and guidelines, except where variances supported by the MCDP are proposed.

WHO SHOULD USE THE PLAN

The MCDP is intended to be used by anyone involved, or with an interest, in the future development of Algonquin College's physical campuses, including:

- Facilities Management staff, who will use the plan to guide more detailed facilities planning and evaluate proposals for new or improved facilities;
- Academic and administrative leaders at the College seeking to understand where and how proposals for new facilities and other improvements may be accommodated;
- Architects, landscape architects, engineers and other professionals involved in the planning and design of future buildings, open spaces and infrastructure;
- Learners, employees, alumni, neighbouring residents and the broader public wishing to understand the changes being planned and considered on each campus;
- Municipal officials seeking to understand how the future of each campus may support and benefit from broader city/town-building initiatives, and who are responsible for reviewing proposed campus developments;
- Senior leaders at the College and the Board of Governors responsible for evaluating and approving proposed development projects.

Users of the MCDP are strongly encouraged to become familiar with all chapters of the plan, so they clearly understand the short-term and long-term goals behind its recommendations and appreciate the interrelationships between the various aspects of the plan.

2. Guiding Principles

2.1 GUIDING PRINCIPLES

In 2019, Algonquin College initiated an update to the Integrated College Development Planning (ICDP) Framework Principles that had been guiding development initiatives and decisions on the two physical campuses for the previous five years. Following consultation with College leadership, new principles were drafted and shared with learners and employees at interactive open houses held at each campus for feedback. In March 2020, the Board of Governors adopted the final updated principles.

The new ICDP Framework Principles relate to and tie together four “Capacity Pillars” that inform project planning—Space, Technology, People and Finance. The principles embody the College’s core values and are relevant to all departments and disciplines. As such, they provide a foundation for the MCDP and will be applied during the planning and evaluation of proposed projects intended to enhance each campus, including but not limited to new or upgraded facilities, technologies and services. The intent is to ensure the College achieves its mission and strategic goals and responds effectively to changes in pedagogy, technology and society in general.





FLEXIBILITY AND AGILITY

- Develop environments that meet the needs of students, staff and the community
- Optimize existing facilities and technology
- Provide spaces and infrastructure that are adaptable and secure
- Facilitate personalized learning



COLLABORATION AND PARTNERSHIPS

- Expand opportunities for experiential learning in the community
- Support and leverage partnerships with industry, communities and alumni
- Facilitate cross-disciplinary and inter-campus learning
- Embrace and support Truth and Reconciliation



STEWARDSHIP AND SUSTAINABILITY

- Reduce the College's carbon footprint
 - Maintain and improve existing useful, valued and adaptable facilities
 - Assess the full lifecycle costs and benefits of proposed projects
 - Incorporate natural features and functions in built environments
-



COMMUNITY AND CONNECTIVITY

- Develop campuses that are welcoming, navigable and safe
- Be visible and accessible to the community
- Support community well-being and local economic development
- Celebrate the College's social and cultural diversity



IDENTITY AND PLACE

- Create inviting, inclusive and memorable places
 - Building complete, 24/7 campuses for learning, working and living
 - Promote healthy communities and personal well-being
 - Reinforce the College's identity in all campus environments
-

2.2 SUSTAINABILITY



Algonquin College is committed to sustainability and has developed a framework to guide actions, practices and decisions that will reduce the College's ecological footprint, among other goals. The MCDP reinforces goals within the environmental pillar of sustainability by addressing how all aspects of the campus's infrastructure should be developed and improved.



Mobility

Increasing the proportion of learners and employees who commute to campus by public transit, cycling or walking will reduce greenhouse gas options. The Draft MCDP is based on a framework of campus streets, multi-use paths, internal connections and other infrastructure that will encourage these alternatives to the private vehicle. For those whose only option is to drive to campus, future parking facilities are directed to include charging stations for electric vehicles.



Energy

The College's Energy and Emissions Strategy aims for a 37% reduction by 2030 in the total energy usage from the 2005 baseline. The strategy also identifies a goal of an 80% reduction of the 2005 baseline GHG emissions by 2050. The MCDP supports these goals by listing a range of measures for decarbonizing or reducing the carbon footprint of existing and future buildings. The plan also provides guidance for retrofitting and modernizing the campus's cogeneration plant, specifically identifying options for sustainable energy sources to replace natural gas.



Greening the Campus

More trees, other vegetation and green spaces generally will enhance the ecological wellbeing of the campus and mitigate the heat island effect that contributes to global warming. These goals, along with making the campus more inviting and usable, are fundamental to the open space plan. The plan calls for greener landscapes around existing and future buildings. Over time, surface parking will gradually be reduced or replaced with structured parking below or above ground.



Water

Recent development on the campus has achieved high standards for sustainability, including water conservation. This will continue with future buildings under the MCDP. Onsite low impact development (LID) measures, such as rain gardens and bioretention, will reduce runoff and reliance on municipal infrastructure. Low-maintenance, drought-resistant landscaping will also help to conserve water.



Green Buildings

Carbon emissions will be reduced and potentially eliminated with new buildings and other infrastructure. More broadly, the College strives for LEED Gold certification with major new buildings. The LEED standards will be complemented by the Algonquin College's Green Building Standards, which represent best practice tailored to colleges and other institutions. These will apply to major renovations and retrofits, in addition to new buildings.

PART II: Ottawa Campus



3. Planning Context

Future development of the Ottawa campus will be driven by the facilities needed to support the programs essential to its mission and strategic growth, and by improvements needed to enhance the campus experience for learners, employees and community members. The campus's evolution also must respond to its historical development, existing conditions both on campus and in the surroundings, as well as the City of Ottawa's Official Plan and zoning regulations for the area. These considerations make up the planning context summarized in this chapter, which concludes with a discussion on the challenges and opportunities facing the campus.



3.1 BRIEF HISTORY OF THE OTTAWA CAMPUS

Algonquin College was established in 1967 following the merging of the Ontario Vocational Centre and the Eastern Ontario Institute of Technology. The former opened in 1965 on Woodroffe Avenue while the latter was located at the former Rideau campus. When the Rideau campus closed in 2002, its programs moved to the Woodroffe site, reinforcing the Ottawa campus as the College’s flagship location.

When the College first opened, much of the campus today and its surroundings were farmland, but the suburban community of Nepean quickly developed around the campus. As the College’s programs expanded and enrolment increased, the campus steadily grew to the east and became a complex of interconnected buildings. Residences for more than 1,000 learners were built in the early 2000s, and in 2011, the campus expanded across Woodroffe Avenue with the Algonquin Centre for Construction Excellence. The Student Commons (2012), the DARE District (2018) and Athletics and Recreation Centre (2021) have made the campus more complete by offering more amenities for learners and employees.

Today, the College offers bachelor’s degrees, diplomas, and certificates in a range of disciplines and is widely recognized for its polytechnic programming strengths, research, innovation and sustainability initiatives. The Ottawa campus has 20 buildings of varying age and architectural style, containing 2.1 million square feet of space. Almost 20,800 full-time and part-time learners are enrolled in programs at the campus and close to 2,200 full-time employees work there.

With many buildings more than 45 years old, including large portions of Building A and C, as well as all of Buildings B, D and F, the Ottawa campus is at a turning point. Rather than continuing to expand outward, the College needs to begin replacing outdated buildings on underutilized sites with sustainable, higher-density buildings.

2015 MASTER CAMPUS DEVELOPMENT PLAN

This MCDP builds upon and replaces the Five-Year Woodroffe Master Campus Development Plan prepared by the College in 2015. The previous MCDP identified opportunities to better integrate the campus with the surrounding city, make it more attractive and easier to navigate, and reinforce a sense of community for learners studying and living on campus. The plan recognized the challenge of maintaining older buildings and focused on renewal and revitalization, identifying portions of Building A and Building C as priorities for investment and redevelopment. In taking a longer-term view of campus development, the 2025 MCDP carries forward many of the themes and ideas in the 2015 plan.

Campus Statistics	
Campus Size	91.5 acres
Learners (full- and part-time)*	20,769
Employees (full-time equivalent)	2,165
Student Residence Beds	1,036
Buildings	20

*Students on campus based on Winter 2025 enrolment

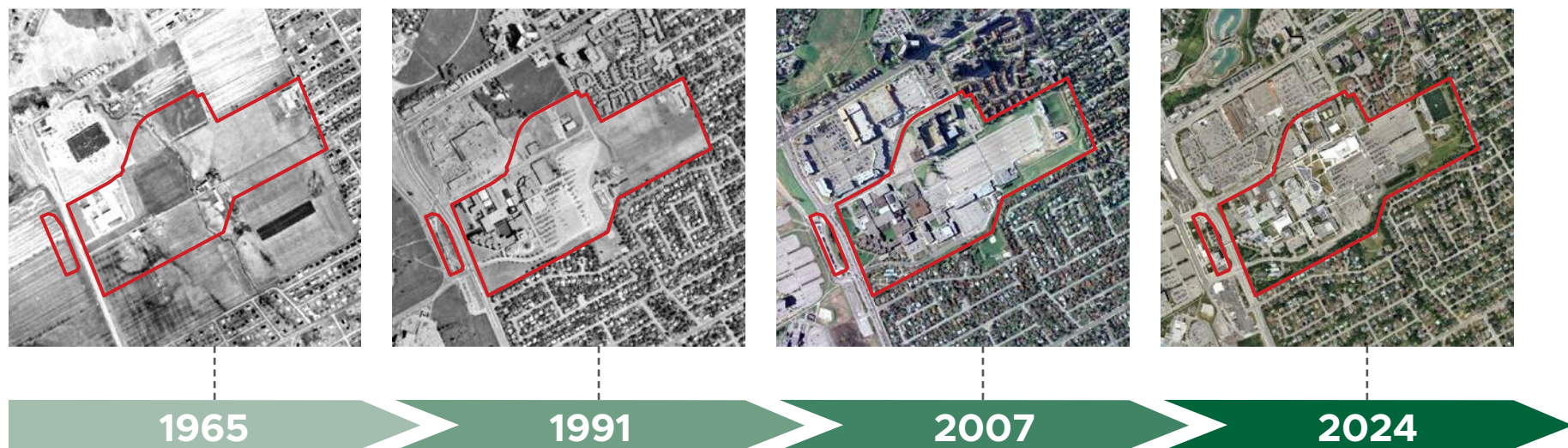


Figure 1. Timeline of Campus Expansion

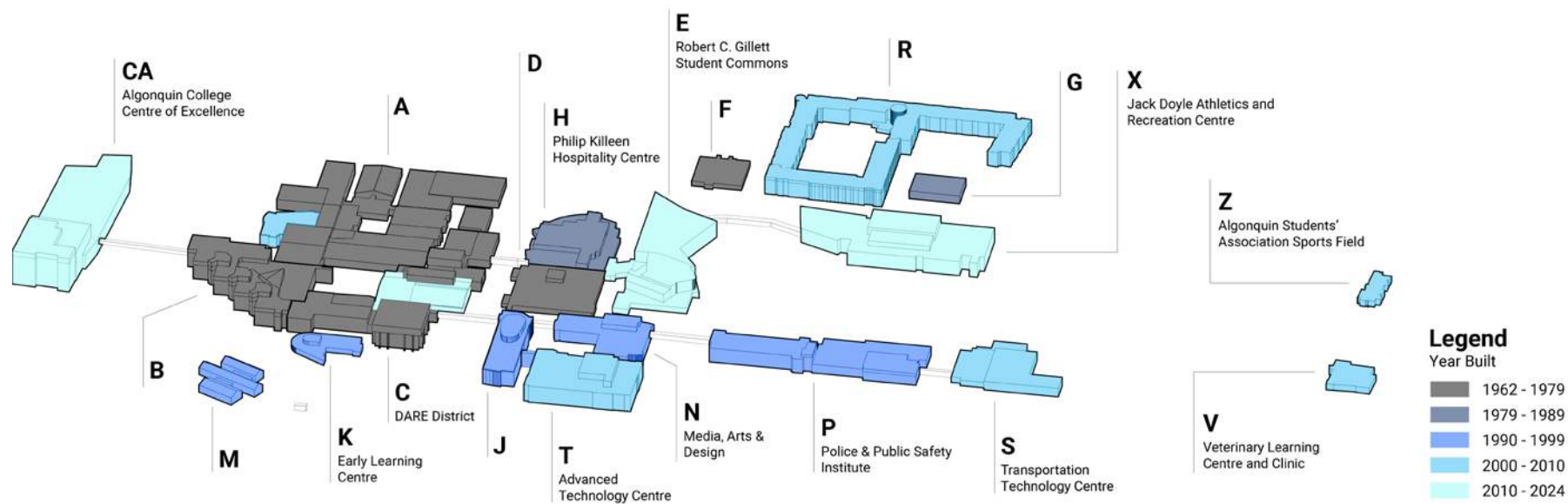


Figure 2. Campus Buildings and Their Age

3.2 THE CAMPUS'S SETTING



Figure 3. Ottawa Campus Lands and Surrounding Areas

The Ottawa campus is located in the City View Neighbourhood within the former City of Nepean, now part of Ottawa. The residential areas surrounding the campus are not expected to experience significant change. The commercial properties, vacant lots and underutilized lands surrounding the future Algonquin Station are expected to be redeveloped in the coming decades. Campus development will need to continue to respect the character of the neighbourhoods to the east and south and at the same time anticipate and complement the intensification of lands to the north and west.

SURROUNDING LAND USES

To the immediate north of the Ottawa campus is the College Square retail plaza, a suburban-style retail area of one-storey commercial buildings and large areas of surface parking. College Square includes two anchor stores, Home Depot and a Loblaws grocery store. It also offers a range of restaurants and other retail offerings patronized by learners and employees of the College. Also north of the campus is Navaho Homes, a residential neighbourhood comprised of townhomes and apartment buildings.

To the west of the campus is the CentrepoinTE neighbourhood, home to provincial and municipal offices, a public library, a performing arts centres, Sir Guy Carleton Secondary School, a public park and large areas of surface parking.

Under the City's Official Plan, discussed below, College Square and the underutilized public and private lands west of Woodroffe Avenue are anticipated to redevelop over time with a mix of uses at high densities to take advantage of coming improvements in rapid transit.

South and east of the campus is the City View neighbourhood comprised of one- and two-storey detached homes. Formal and informal pathways through Ryan Farm Park and at the terminus of Lotta Avenue, Côte-des-Neiges Road, Tower Road and Rita Avenue provide access to the campus from the neighbourhood.

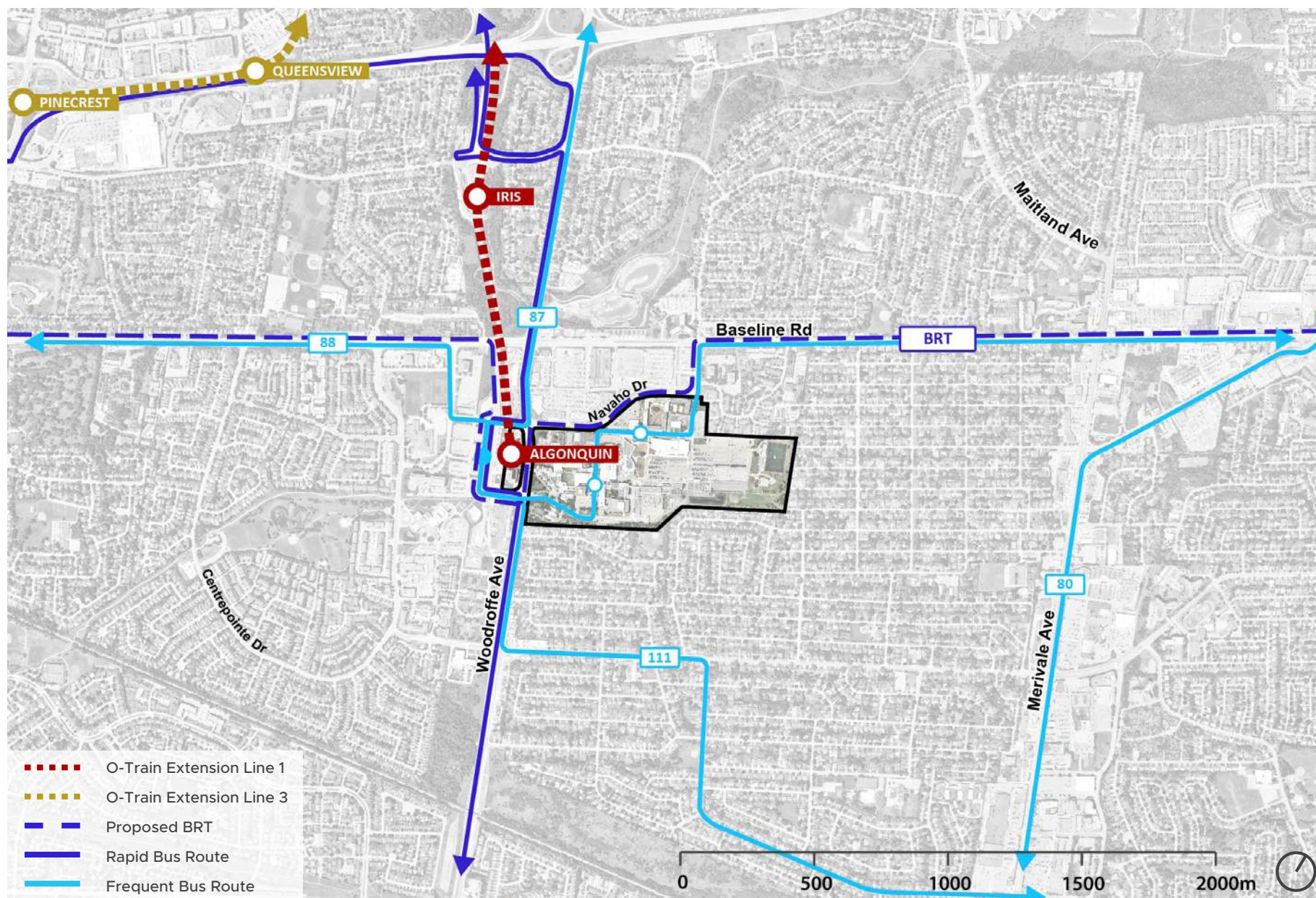


Figure 4. Existing and Planned Public Transit Serving the Ottawa Campus

PUBLIC TRANSIT

The campus is served by several bus routes that stop on Transitway and the 88 Bus, which travels through campus with stops on Wajashk and Nigig. Transit access to the campus will improve significantly with the extension of the O-Train Line 1 to the future Algonquin Station, expected to be in service late 2026. The station's southern entrance and bus rapid transit terminal will connect directly to the ACCE Building via a pedestrian bridge. In addition, the City is moving forward with plans for the Baseline Transitway, a Bus Rapid Transit (BRT) line mostly within a dedicated right-of-way that will travel along Navaho Drive adjacent to the campus, with stops at Wajashk and Algonquin Station. When operational, the 88 Bus will travel along the BRT route and will no longer travel through the campus.



Rendering of Algonquin Station Connecting to the ACCE

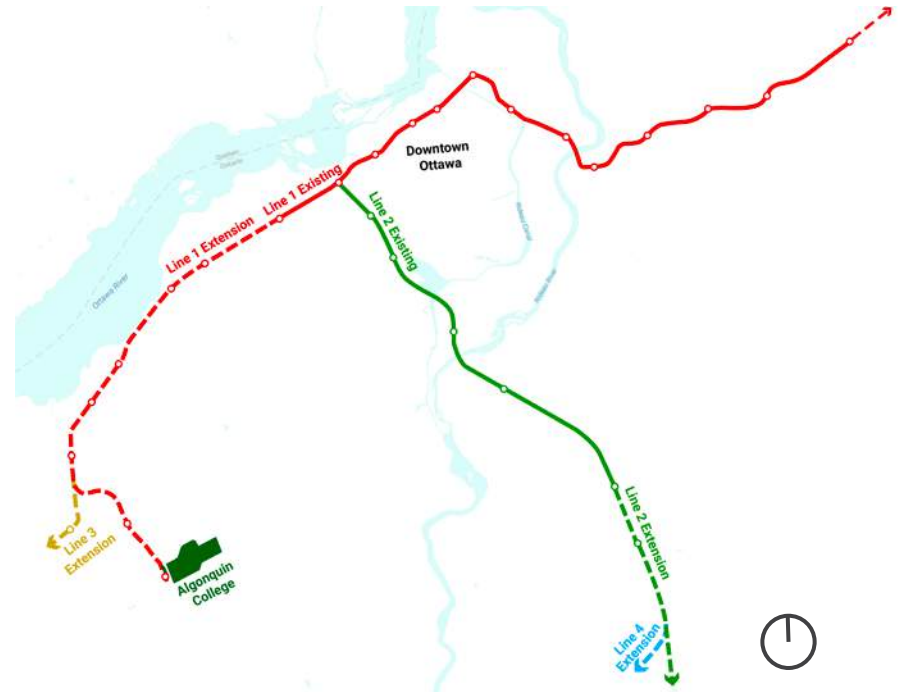


Figure 5. LRT Expansion

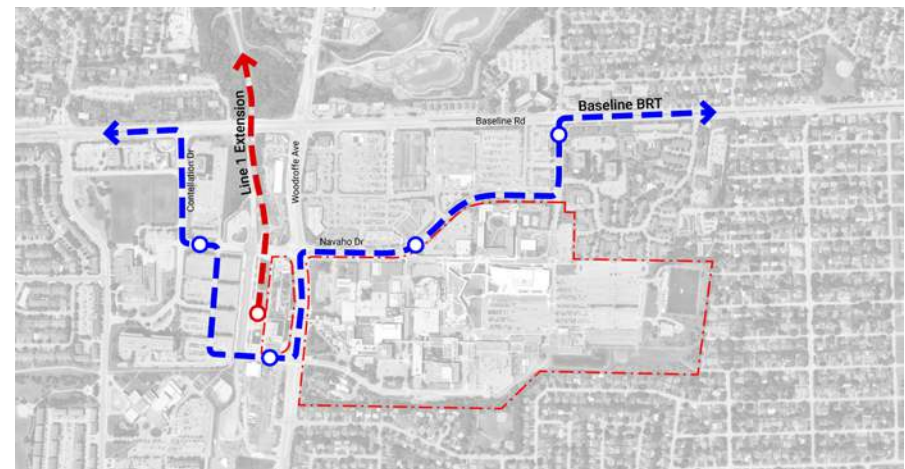


Figure 6. Planned Baseline BRT Route

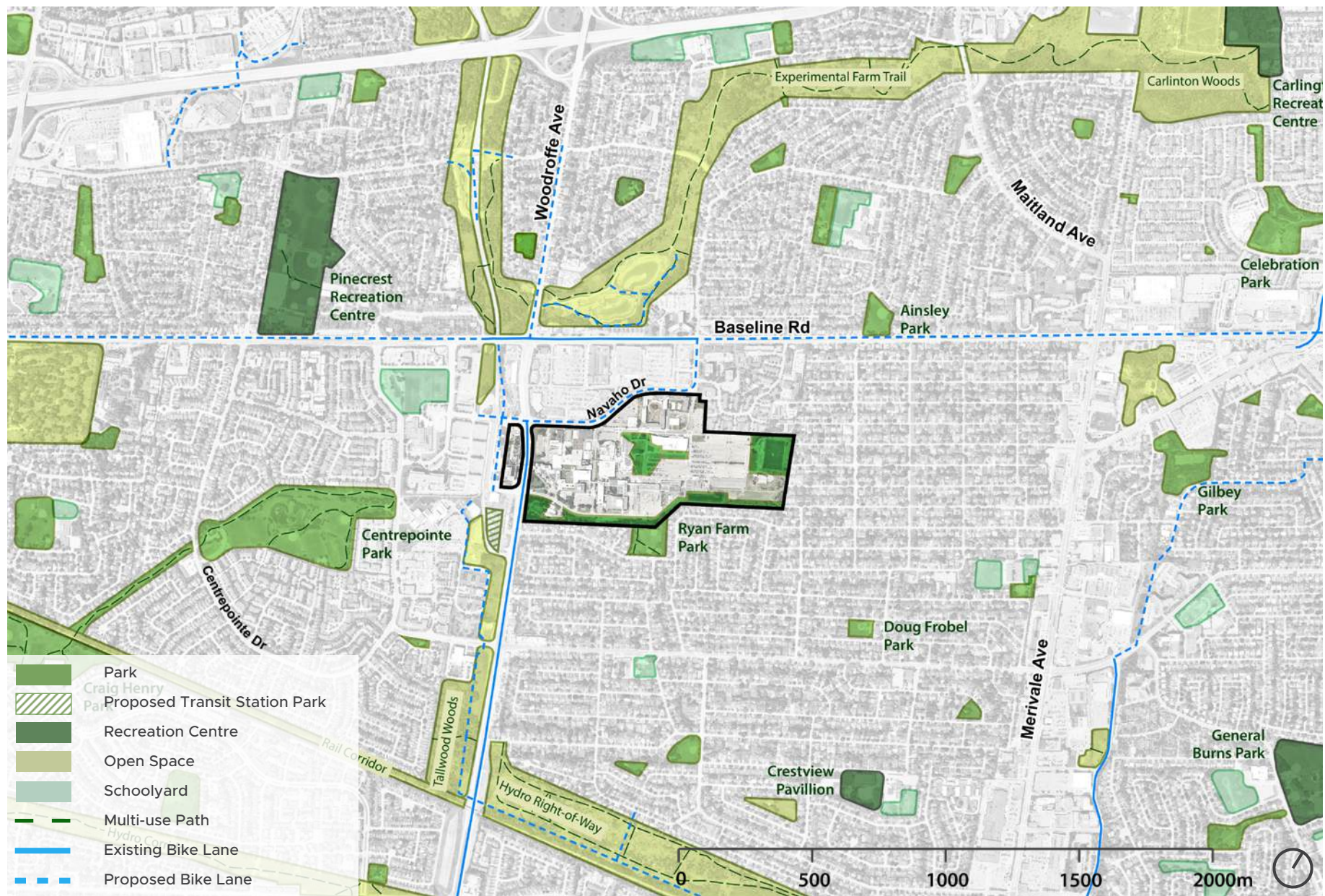


Figure 7. Open Space and Active Transportation Routes

OPEN SPACE NETWORK AND ACTIVE TRANSPORTATION

The campus is within a network of open spaces and trails that branches through neighbourhoods to the north, northeast and west. These open spaces and trails include the Experimental Farm Pathway, the Pinecrest Creek Pathway, multiple hydro corridor rights-of-way and the Nepean Trail, serving both commuters and recreational trail users. The City View Neighbourhood contains several small local parks. Pinecrest Park and CentrepoinTE Park are two major recreational parks close to campus.

The campus is located at the intersection of several active transportation routes that connect the area to destinations in all directions. Planned bike lanes along Baseline Road and Woodroffe Avenue will connect cyclists to nearby transit stops, commercial centres, ravine open spaces and other community amenities. The Baseline Transitway initiative includes cycle tracks on both sides of Navaho Drive, continuing along Baseline Road.

Future development of both the campus and lands to the north and west will create opportunities to enhance connections within the area's networks of open spaces and active transportation infrastructure.

3.3 CITY OF OTTAWA OFFICIAL PLAN

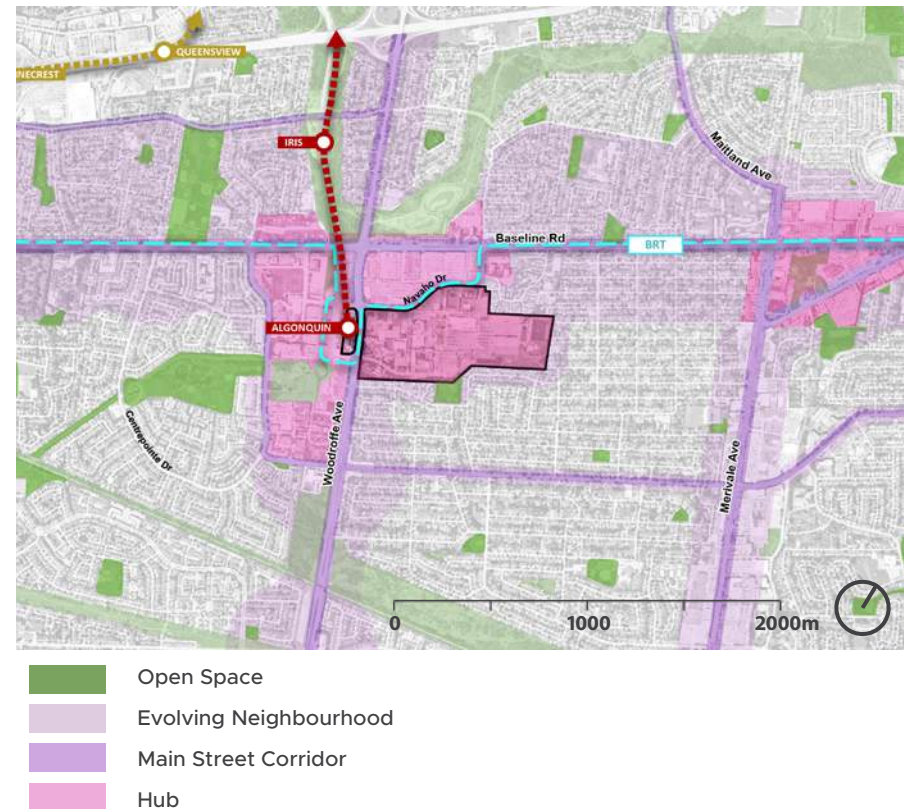
The City of Ottawa Official Plan, approved by Council in November 2021 and by the Province a year later, is the City's policy document that guides growth and development to 2046. By 2046 the population for the City is expected to increase by over 300,000 people to a total of 1.4 million people. The plan identifies Algonquin College's campus and much of its surroundings for strategic intensification over time. Key designations and policies that apply to the campus are summarized below.

Hubs: The campus and adjacent areas to the north and west are identified as a Hub in the Official Plan. Hubs are planned as areas around existing or future transit stations that will intensify over time with high-density mixed-use development. Hubs are also intended to become the places for major employment uses. The Official Plan allows buildings up to 40 storeys in Hubs.

Mainstreet Corridors: Woodroffe Avenue is designated as a Mainstreet Corridor. The designation applies to the lots abutting the corridor up to 220 metres in depth from the centreline of the street. Mainstreet Corridors are planned for intensification with a mix of uses including office and potentially commercial uses at the ground level. The Official Plan allows buildings up to 40 storeys along Mainstreet Corridors.

Minor Corridors: Navaho Drive is designated as a Minor Corridor. The designation applies to the lots abutting the corridor up to 120 metres in depth from the centreline of the street. Minor Corridors are also planned for intensification with a mix of uses. The Official Plan allows buildings up to 6 storeys along Minor Corridors.

Evolving neighbourhoods: Areas adjacent to the campus are designated as evolving neighbourhoods. Evolving neighbourhoods are expected to gradually evolve from suburban development to a more urban built form over time.



Building on the general policies of the Official Plan, the City will be initiating a more detailed Secondary Plan for the area around Algonquin Station in 2025. The MCDP will provide input to the Secondary Plan, and the College will be an active participant in the planning process to help ensure the vision and policies for the larger area are coordinated with the MCDP.

3.4 ZONING

In the City's current Zoning By-Law, the Ottawa campus is zoned Major Institutional (I2). The uses permitted in an I2 zone include (but are not limited to) post-secondary institutions, community and recreation centres, day cares, libraries, museums, parks, recreational facilities and training centres. Residential uses are permitted as an ancillary use if they are on the same lot as a post-secondary institution. The zoning does not set a maximum height for buildings in the I2 zone unless buildings are within 12 metres of a residential R1, R2 or R3 zone, where the height limit is 15 metres. The campus is surrounded by mostly mixed-use and commercial zones to the north and west and residential zones to the east and south.

The City of Ottawa is currently drafting a new zoning by-law, which will be considered for approval in 2025. The new by-law will implement policies and directions in the City's new Official Plan, which proposes an ambitious growth and density strategy. In the current Draft Zoning By-Law, the campus's zoning remains Institutional, but some sites surrounding the College are rezoned to permit a greater mix of uses and higher-density development. The Draft Zoning By-law for residential areas now permits up to three residential units on a lot, as required by the Province, which might result in more housing options for students.

3.5 OPPORTUNITIES AND CHALLENGES



The Ottawa campus today has many assets that support the College's diverse programs, contribute to a generally positive campus experience, and attract learners and employees. Newer buildings stand out for their architecture and high-quality facilities, including Algonquin Centre for Construction Excellence (ACCE), the Robert C Gillett Student Commons, the DARE (Discovery, Applied Research, and

Entrepreneurship) District and the Jack Doyle Athletics and Recreation Centre (ARC). Other valued facilities are located throughout the campus. These assets are acknowledged in the MCDP and inform where future changes are planned. In providing guidance for future growth and improvement of the campus, the MCDP addresses the following challenges and opportunities.

DEFERRED CAPITAL RENEWAL

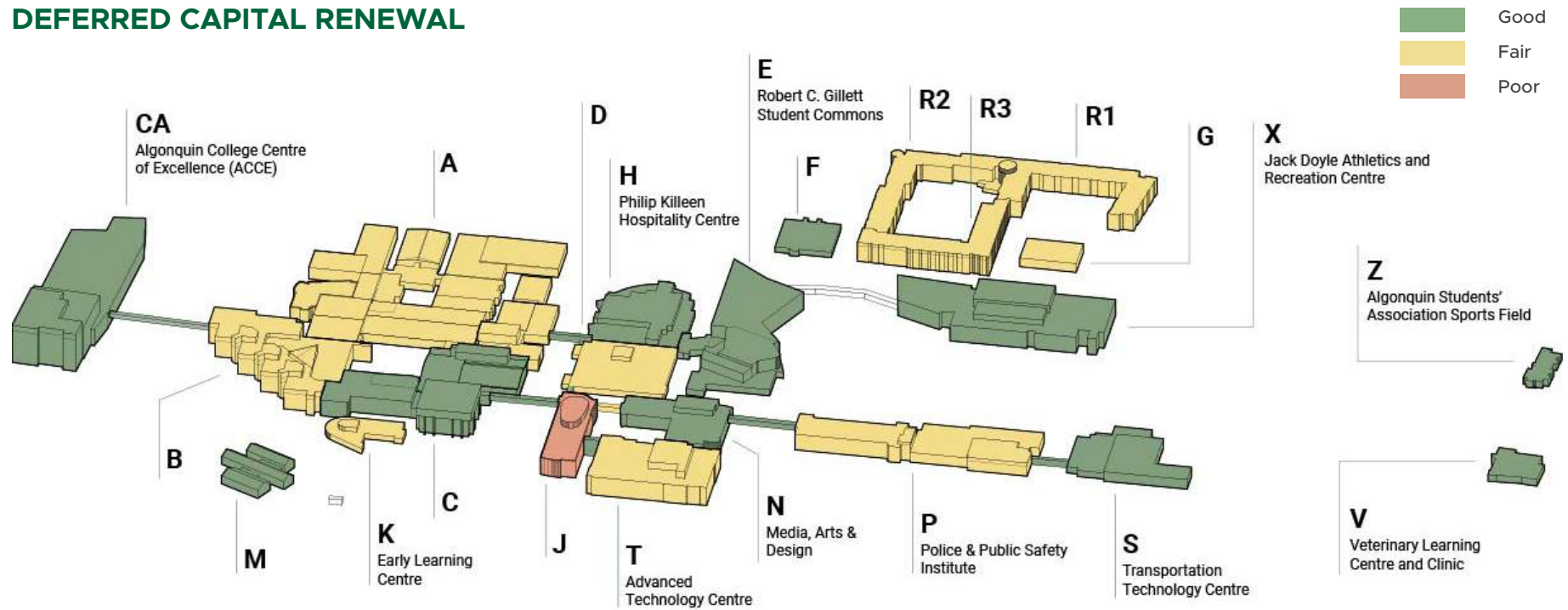


Figure 8. Existing Building Condition

Many of the older buildings on campus are in poor condition due to their age and deferred investments in capital renewal, which is an ongoing financial concern. Some older buildings are worth continuing to invest in while others should be demolished to reduce the deferred capital renewal liability and make way for modern buildings that optimize land and infrastructure. The MCDP includes a development strategy that recommends demolition and redevelopment on key sites over the next decade to achieve a more environmentally and economically sustainable campus.

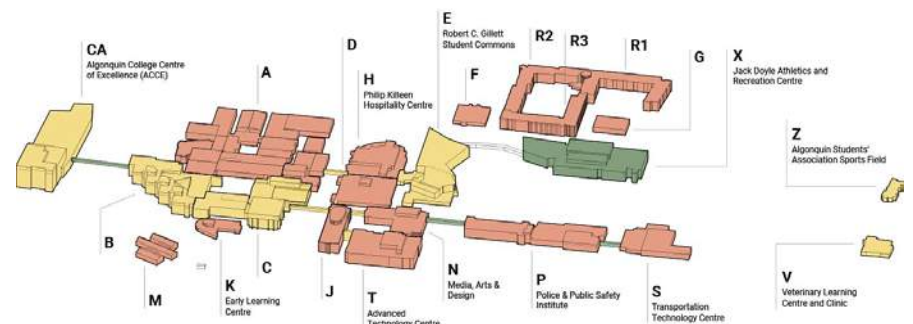


Figure 9. Building Condition in 2032 if Deferred Capital Renewal is Not Addressed

ENROLMENT PROJECTIONS

Algonquin College's enrolment, over the span of the MCDP, is expected to increase. With limited capacity to accommodate enrolment growth on the Ottawa campus, this may necessitate the building of more space for learning and investments in online learning. As a polytechnic, physical spaces are likely to be designed for applied learning. The MCDP focuses on where new academic space needed in the shorter term and longer term should be located.

HOUSING DEMAND

The College's existing residences do not meet the current demand for on-campus housing, which may increase. To assist the College with future plans for additional housing, the MCDP identifies appropriate sites for both standalone residences and mixed-use buildings that include housing.

CAMPUS IMAGE AND EXPERIENCE

The north edge of campus along Navaho Drive, between Woodroffe Avenue and Wajashk, is defined by several older, unattractive buildings in poor condition. The MCDP demonstrates how redevelopment of these lands can transform the image of the campus and how new buildings and streetscape improvements along Wajashk can contribute to a more inviting and vibrant campus.



Existing Student Residence Building R (Looking North)



Building A from Navaho Drive

OPEN SPACE

The campus has notable and valued open spaces, including the courtyards, the horticultural gardens and the central lawn, but not many open spaces that are well used. The MCDP builds on existing assets with new open spaces and linkages to create an interconnected network that will make the campus greener and more sustainable.

MOVING AROUND

The Ottawa campus functions generally well for vehicles and, internally, for pedestrians moving throughout the interconnected buildings. As the campus evolves and takes advantage of improvements to the City's transit and active transportation infrastructure, improvements will be needed to the College's network of streets and pathways to facilitate more walking and cycling. The MCDP also describes how the internal circulation can be expanded and improved.



Ishkodewan Courtyard



Pedestrian Bridge Between ACCE and Building B Over Woodroffe Avenue

4. Big Moves and Long-term Vision

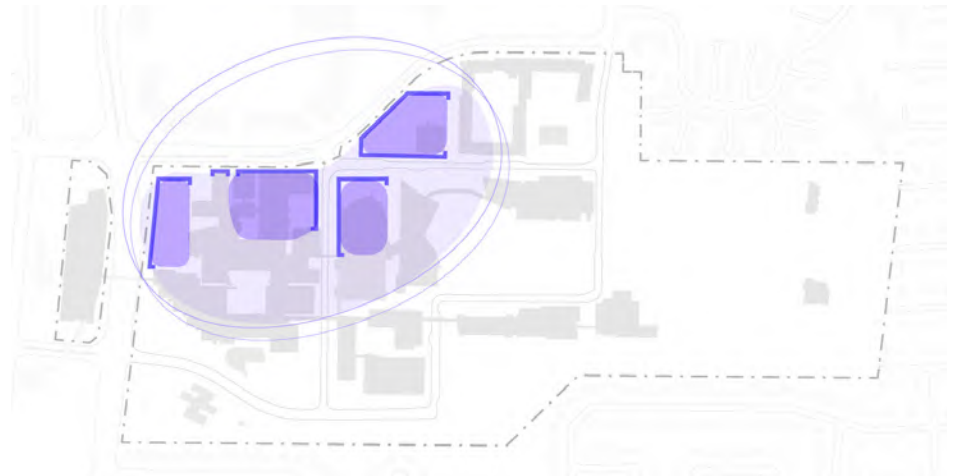
4.1 BIG MOVES

Based on the Guiding Principles in Chapter 2 and analysis of the Ottawa campus's challenges and opportunities summarized in Chapter 3, this chapter describes five interrelated "Big Moves" intended to provide high-level direction for growing and improving the Ottawa campus. Each Big Move involves a series of incremental initiatives that together can have a transformative impact on the look, experience and functions of

the campus as they support the College's mission and strategic goals. Over time, the Big Moves will lead to a more complete, attractive and sustainable campus. This chapter also includes a conceptual vision of the future campus to illustrate the potential for growth and change over the long term and demonstrate the intent of the MCDP's guidelines.

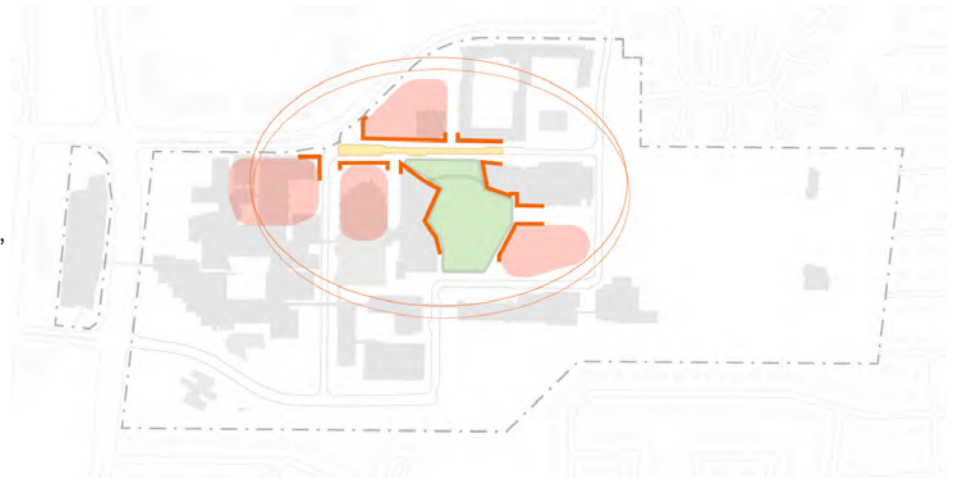
RENEW AND BUILD UP THE CORE

The core of the campus, currently occupied by older buildings in poor condition, is a strategic area to focus development in the next 10-20 years. Multi-storey academic and potentially mixed-use buildings replacing single-storey buildings and parking lots will support the clustering of related programs, optimize land and utilities, and minimize walking distances. Focusing near-term development around the entry from Navaho Drive will also significantly improve the image of the campus and align with the City's Official Plan policies for the area.



CREATE A MORE COMPLETE, LIVABLE, AND WELCOMING CAMPUS

Development of the Student Commons and the Jack Doyle Athletics and Recreation Centre significantly enhanced the amenities available to learners and employees. If many more learners are living on and close to campus as the College grows, additional amenities, such as expanded food service options and social spaces, will need to be included in new buildings. Concentrating new housing in mixed-use buildings close to the heart of campus will reinforce a sense of community and keep indoor and outdoor gathering spaces lively.



ENHANCE EDGES, ENTRIES, AND CONNECTIONS TO THE COMMUNITY

The Ottawa campus's varied surroundings suggest the need for varied conditions along its edges. The landscaped buffer adjacent to the relatively stable low-rise neighbourhoods to the south and east can be enhanced as an amenity for the on-campus population and neighbourhood residents with pathways and other landscaping. New buildings on the south side of Navaho Drive, together with landscape improvements, will not only improve the campus image and arrival experience from the north, but also support a pedestrian- and transit-friendly street and set the stage for complementary mixed-use development on the College Square site.



ESTABLISH A DIVERSE, INTERCONNECTED OPEN SPACE NETWORK, INCLUDING AN ENHANCED CENTRAL GREEN SPACE

The Ottawa campus lacks usable, attractive green space. A network of landscaped pathways and open spaces will enhance the setting for future buildings and provide amenities for learners, employees and community members. An expanded, multi-purpose central green space will reinforce the hub of student life, support casual recreation and accommodate special events.



SAFELY FACILITATE ALL TRAVEL MODES

The Ottawa campus is located in a car-oriented suburban environment planned to evolve into a denser, mixed-use hub that benefits from future O-Train service and a planned bus rapid transit line on Baseline Road and Navaho Drive. Encouraging travel by walking, cycling and public transit with new and improved pathways and other infrastructure, while continuing to accommodate required vehicular parking, will support the College's sustainability goals and make the campus more attractive. Continuing to ensure all buildings and open spaces are universally accessible will also make the campus more welcoming and equitable.



4.2 LONG-TERM VISION

The most successful campus master plans are guided by a vision that can be achieved in different ways over time, recognizing the long-term needs of a college are unpredictable.

The image on the following page looks 50 or more years into the future to conceptually illustrate how the Ottawa campus could grow and evolve to accommodate enrolment growth, support a greener, more pedestrian-friendly campus, and generally advance sustainability objectives. The future buildings conceptualized in the renderings, in total, could accommodate more than two million gross square feet of additional academic space and 2,500 additional student beds. Even then, there would be capacity for significantly more growth. Aligned with the principles outlined in Chapter 3, the long-term development concept highlights the opportunity to build a more complete, compact campus of well-designed buildings, open spaces and streets.

Building on the campus framework plans described in Chapter 5, the images are intended to assist in interpreting the intent of the MCDP's recommendations and guidelines.

VISION FOR THE OTTAWA CAMPUS

The continued evolution of Algonquin College will support a vibrant campus and an even greater place to learn, teach, work, live and play.

New, multi-storey academic and mixed-use buildings, along with existing buildings, will contain modern facilities and be designed to reinforce the College's identity and a strong sense of belonging. New opportunities for living on campus and a full range of amenities and services will contribute to a more complete campus and lively public spaces. New open spaces will include plazas and courtyards and an enhanced central gathering space for a variety of activities and events.

Landscaped pathways and tree-lined streets complementing planned improvements to the City's transit and active transportation networks will make it easier to get to and around campus. New buildings will extend the internal circulation system and contain spaces for studying and socializing.

Over time, the campus will become more compact and integrated with future mixed-use development envisioned around Algonquin Station to create a pedestrian-friendly urban centre. Landmark buildings that expose the College's outstanding facilities and gathering spaces that celebrate its cultural diversity will draw visitors and enhance the campus experience for learners and employees.



The north edge of campus along Navaho Drive will be transformed with new buildings that establish a welcoming entry from the north and anticipate redevelopment of College Square over time.



New buildings and streetscape improvements on Wajashk will enhance the experience of arriving and living on campus.





The Central Green should be expanded and improved to become a signature open space where learners and employees come together for informal gatherings and organized events.



Growing the campus up, in taller buildings, will support the clustering of programs and a strong sense of community, and it's a more sustainable approach to development than expanding outward.

5. Campus Framework Plans

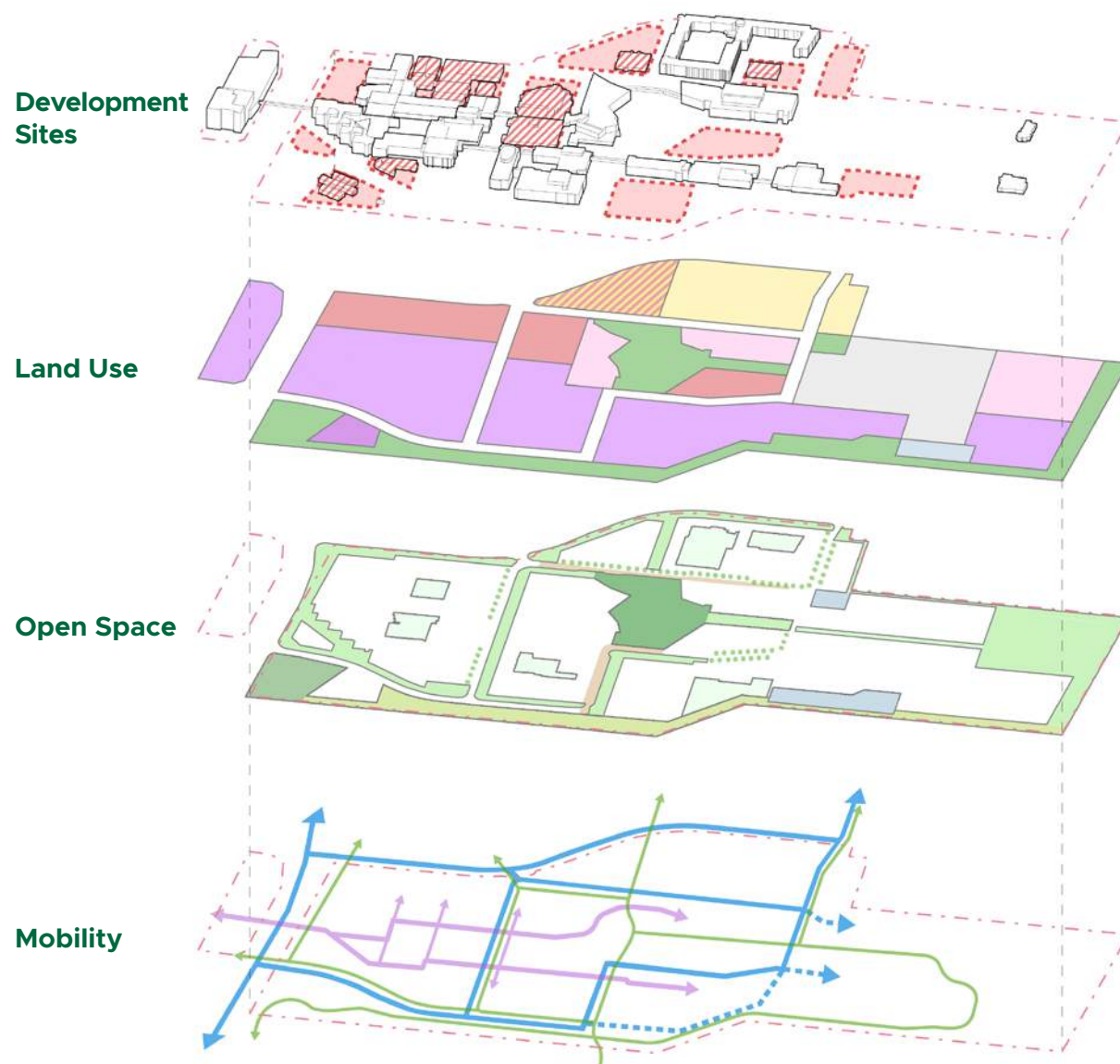


Figure 10. Framework Layers

This chapter describes and illustrates a series of coordinated plans that individually and together provide a framework to guide development of the Ottawa campus, including buildings, open spaces and infrastructure. The intent of the campus framework plans is to ensure the College has the flexibility it needs to respond to facility needs as they arise while also ensuring that each new or improved facility or other development project contributes to the long-term vision of a cohesive, efficient and sustainable campus.

As illustrated in Figure 10, the structuring layers that make up the framework plans include mobility, open space, land use zones and development sites. The framework plans build on the existing structure of the campus and identify initiatives and guidelines for reinforcing and improving various framework elements.

5.1 VEHICULAR ACCESS AND STREETSCAPES

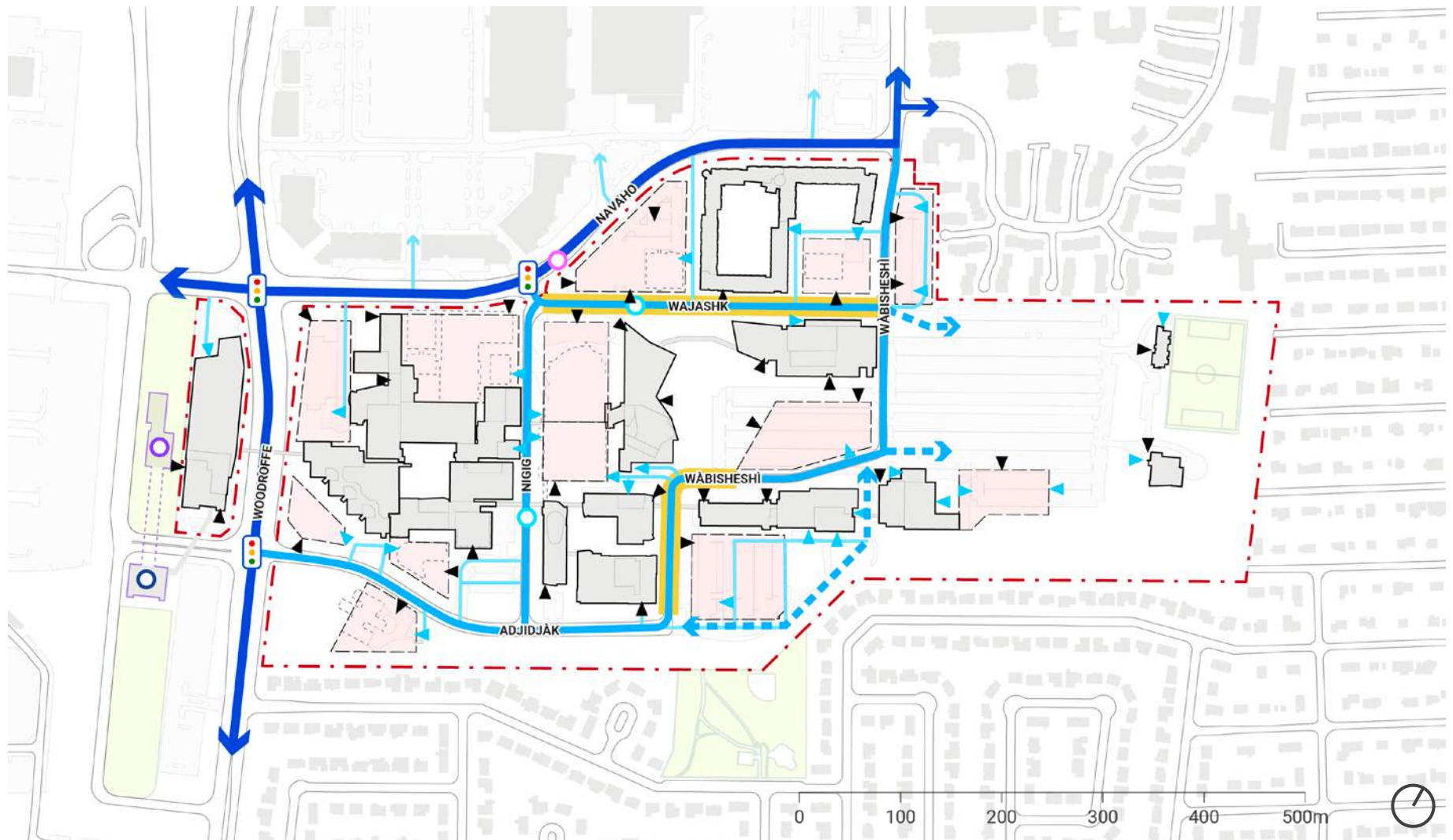
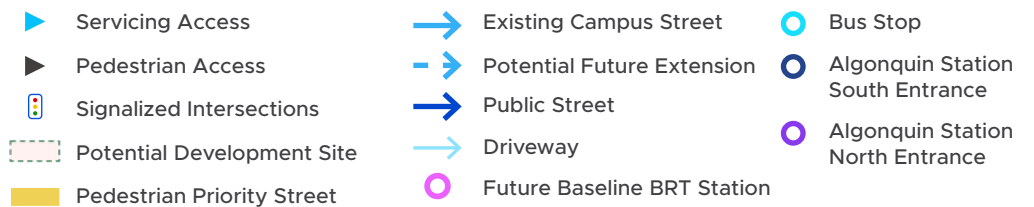


Figure 11. Vehicular Access Framework Plan



Streets will continue to play an important role on the campus, supporting access and mobility by all modes (transit, cycling, walking and driving) and all vehicle types. They also help to define development sites and determine how buildings should be oriented. The vehicular mobility network plan illustrated in Figure 11 will provide for the safe and efficient movement of personal, commercial, service and transit vehicles. It reflects the existing street network on and off campus, with some modifications, as described below. The plan also identifies general locations for access to the loading and servicing areas of existing and potential future buildings, with the intention of minimizing their visual impact and potential conflicts between vehicles, pedestrians and cyclists.

The network of public and private streets providing access to and through the campus is not expected to change significantly in the foreseeable future. Modifications to intersections and street alignments, however, are proposed, and the role and character of some streets are expected to evolve as new buildings define their edges and the campus generally evolves:

- Navaho Drive, a City road and main route into campus, will evolve with implementation of the Baseline BRT Corridor, which will include bus stops at Algonquin Station and at Navaho Drive and Wajashk. The BRT line, expected to be completed in phases, will replace the OC Transpo 88 bus that currently serves the campus. Improvements to Navaho Drive will include bus-only lane markings, bus stops on both sides of the road at Wajashk and the addition of uni-directional cycle tracks on both sides.
- The Navaho/Wajashk/Nigig intersection has the potential to be improved to make it safer for pedestrians, cyclists and drivers and reinforce it as a key campus gateway. As described below, the College is currently exploring three options for reconfiguring the intersection.
- Building on recent streetscape improvements, Wajashk is intended to evolve into a “pedestrian priority street” enlivened by future buildings on F Site and H Site. As described and illustrated in Figure 12, generous boulevards for seating, landscaping and other pedestrian amenities are planned.
- Wàbisheshì will evolve to fully become a proper campus street designed for pedestrians, cyclists and vehicles. With development of a building on Lot 8, the east-west section of Wàbisheshì should be re-aligned as conceptually shown in Figure 13 to allow it to extend east to serve future development in the long term on Lot 9. In conjunction with the re-alignment, the street should be re-designed as a second pedestrian priority street, as per the guidelines below.
- Adjidjàk, formerly College Avenue, will continue to serve as a main entrance to the campus from Woodroffe Avenue with generous landscaping on both sides of the street and active transportation improvements.
- Woodroffe Avenue will be improved by the City with cycle tracks and protected intersections at Navaho Drive and at Adjidjàk, better connecting the main campus to the ACCE Building and Algonquin Station.
- Nigig will continue to function primarily as a service road while also supporting north-south active transportation connections through campus.

Also, in conjunction with the planning of a future building on Lot 8 or south of P Building, the College should consider the feasibility, costs and benefits of re-aligning a portion of Wàbisheshì, where it passes Buildings P, N and T, to bring it closer to the south edge of campus and between Building P and Building S. This would establish a ring road condition and allow the portion of the existing street south of the Central Green to be closed at times to all vehicles except service, commercial and emergency vehicles (access for pick-up and drop-off may also be permitted). Any plans to re-align Wàbisheshì in this way should consider the following:

- Pedestrian and vehicular traffic safety;
- The impact of removing the existing pedestrian walkway between Building P and Building S and other impacts to the existing buildings;
- The impact on loading access for P Building;
- Other potential impacts on Buildings P and S to ensure there is appropriate accommodation for the loop road;
- Impacts to the landscape buffer along the south edge of campus and on the existing residential neighbourhood;
- Impacts to the outdoor instructional space south of Building P.

PEDESTRIAN PRIORITY STREET DIRECTIONS

Portions of Wajashk and Wàbisheshì are identified in Figure 11 as pedestrian priority streets to be designed with a quality and character that supports their intended functions as not just mobility infrastructure but also lively public spaces.

These streets are located at areas of high pedestrian activity near student life facilities, student residences, future open spaces as well as future campus facilities. The streetscape design elements should include street trees, generous sidewalks, special paving for sidewalks and the roadways, seating, lighting, bollards and rolled curbs or curbless streets. While vehicles are permitted on pedestrian priority streets, pedestrian traffic should be prioritized. Portions of these streets can be closed to vehicular traffic at times to support campus events. The pedestrian priority streets will balance the pedestrian activity with the need for vehicular pick-up/drop-off and loading access.

Wajashk

1. Wajashk should be designed with generous sidewalks, seating areas, street trees, pedestrian-scale lighting and high-quality paving materials.
2. Rolled curbs may be considered, but the use of bollards to mark the edge of the roadway should be minimized.
3. A 3-metre landscape boulevard with street trees should be located between the sidewalk and the roadway to provide generous space for trees to grow and provide shade.
4. Layby pick-up and drop-off zones for 2-3 vehicles may be located at building entrances.
5. The roadway should include one 3.5-metre travel lane in each direction to accommodate personal, commercial and service vehicles while minimizing crossing distances for pedestrians.
6. Cycling should be accommodated within the roadway, which should be appropriately marked to indicate a shared street. The maximum speed limit posted should be 20 km/hour.
7. The planting zones for street trees should be a minimum of 2.5 metres wide to allow for sufficient space for the growth of roots to allow for a substantial tree canopy. The use of silva cells, passive irrigation and bioswales are recommended to provide thriving sustainable landscapes.

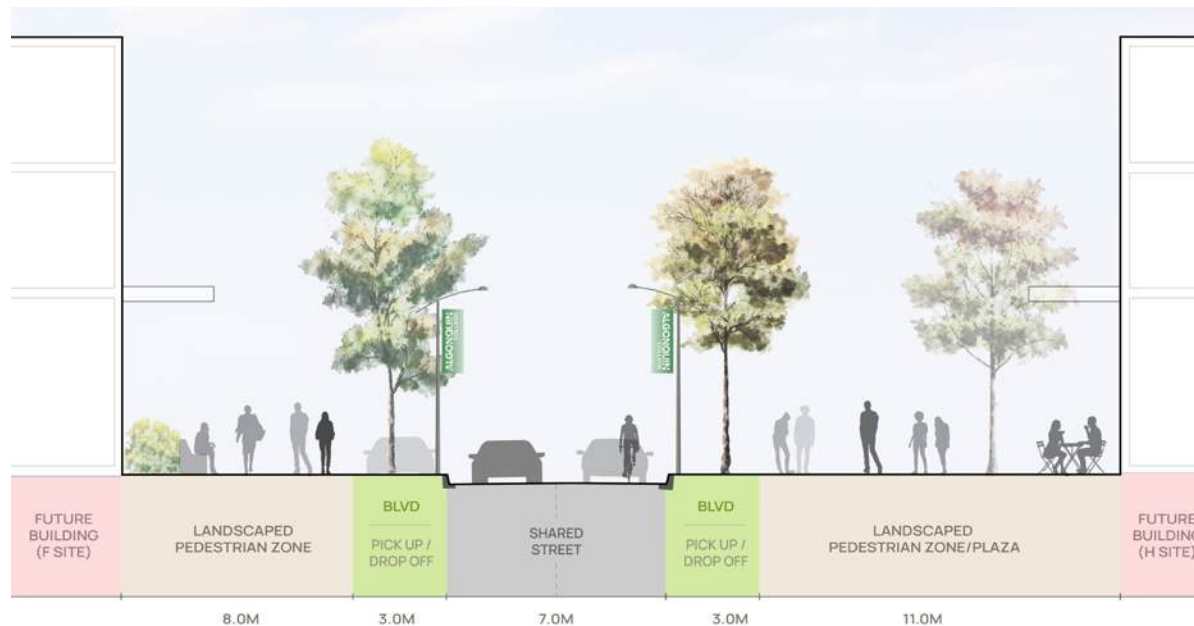
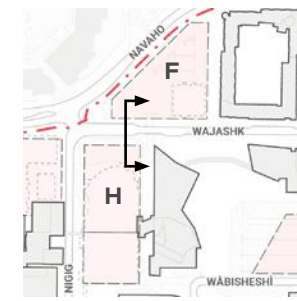


Figure 12. Wajashk Cross Section Looking East



Key Plan

Wàbisheshì

1. In conjunction with the planning of new buildings on Lot 8 and south of P Building, the adjacent sections of Wàbisheshì should be designed with generous sidewalks on both sides, zones for street trees adjacent to the roadway, and a bi-directional cycle track on the south and east sides.
2. The roadway should include one 3.5-metre travel lane in each direction.
3. The bi-directional cycle track should be 3-4 metres wide and have marked paving distinct from the sidewalk.
4. The planting zones for street trees should be a minimum of 2.5 metres wide to allow for sufficient space for the growth of roots to allow for a substantial tree canopy. The use of silva cells, passive irrigation and bioswales are recommended to provide thriving sustainable landscapes.



Figure 13. Wàbisheshì Cross Section Looking East



Key Plan

Navaho/Wajashk/Nigig Intersection

The existing Navaho/Wajashk/Nigig intersection has an unconventional configuration where the streets come together in close proximity to each other though not all in the same place like a typical Y- or T-intersection (Figure 14). There is a traffic signal on Navaho Dr and a stop sign when traveling north on Nigig, and traffic is allowed to move in all directions, including trucks traveling to the loading and servicing areas on Nigig. The intersection can be confusing for drivers and difficult to navigate for pedestrians and cyclists, with the potential for traffic conflicts for all street users.

The conceptual reconfiguration of the Navaho/Wajashk/Nigig intersection has been explored and is supported by a traffic analysis. The objectives of the intersection improvement are to:

1. Make the intersection safer and reduce the risk of conflicts between vehicles and pedestrians/cyclists/other vehicles
2. Better manage the flow of vehicular traffic
3. Support the vision for Wajashk as a pedestrian-centric campus street
4. Support improved transit access to campus
5. Enhance the campus entry and arrival experience



Figure 14. Existing Navaho/Wajashk/Nigig Intersection

The **preferred concept plan** for the intersection creates a new entry road and two proper intersections at Navaho and Wajashk (Figure 15). This will simplify traffic movements and reduce the risk of conflicts. The entry road creates an opportunity for a more formal arrival to the campus with increased public space opportunities. In this option, the Building H site is reduced in area while the Building A site becomes slightly larger. The traffic analysis shows that this concept plan will have minimal impacts on traffic operations.

Further study will be required to implement the intersection improvement. The next steps are to undertake a schematic engineering design for the street alignment and intersection configuration along with a more detailed traffic study. The intersection improvement should be implemented with the redevelopment of either the northeast portion of Building A or the Building H site. As discussed in Section 7.1, Building F is the ideal site for the next new building on campus and will not be impacted by the intersection improvements.



Figure 15. Preferred Intersection Configuration

Two other concepts for the intersection were explored. Alternative Concept A, as shown in Figure 16, closes the intersection with no vehicular access from Navaho Drive. This eliminates the traffic conflicts at the intersection and creates a strong pedestrian gateway to the campus. Traffic analysis shows that closing this intersection results in the intersection of Woodroffe at Adjidjàk being over capacity in the morning peak travel period. With the future traffic volumes based on the projected growth of the campus, the intersection of Wàbisheshì and Wajashk would also be over capacity in the morning peak travel period. Truck traffic would increase on Wajashk as vehicles traveling to Nigig would now need to enter the campus from Navaho Drive at Wàbisheshì. For these reasons, this concept is not recommended. If vehicle trips on campus decrease significantly in the future then this concept may become a viable option.

Alternative Concept B, as shown in Figure 17, closes Nigig and creates a simplified intersection at Navaho Drive and Wajashk. This option would improve the arrival experience and create larger development sites for Building A and Building H. The traffic analysis shows that this concept plan would have minimal impacts on traffic operations. Truck traffic, however, would increase at the Woodroffe and Adjidjàk campus entrance without direct truck access from Navaho Drive to Nigig.



Figure 16. Alternative Intersection Concept A



Figure 17. Alternative Intersection Concept B

5.2 ACTIVE TRANSPORTATION

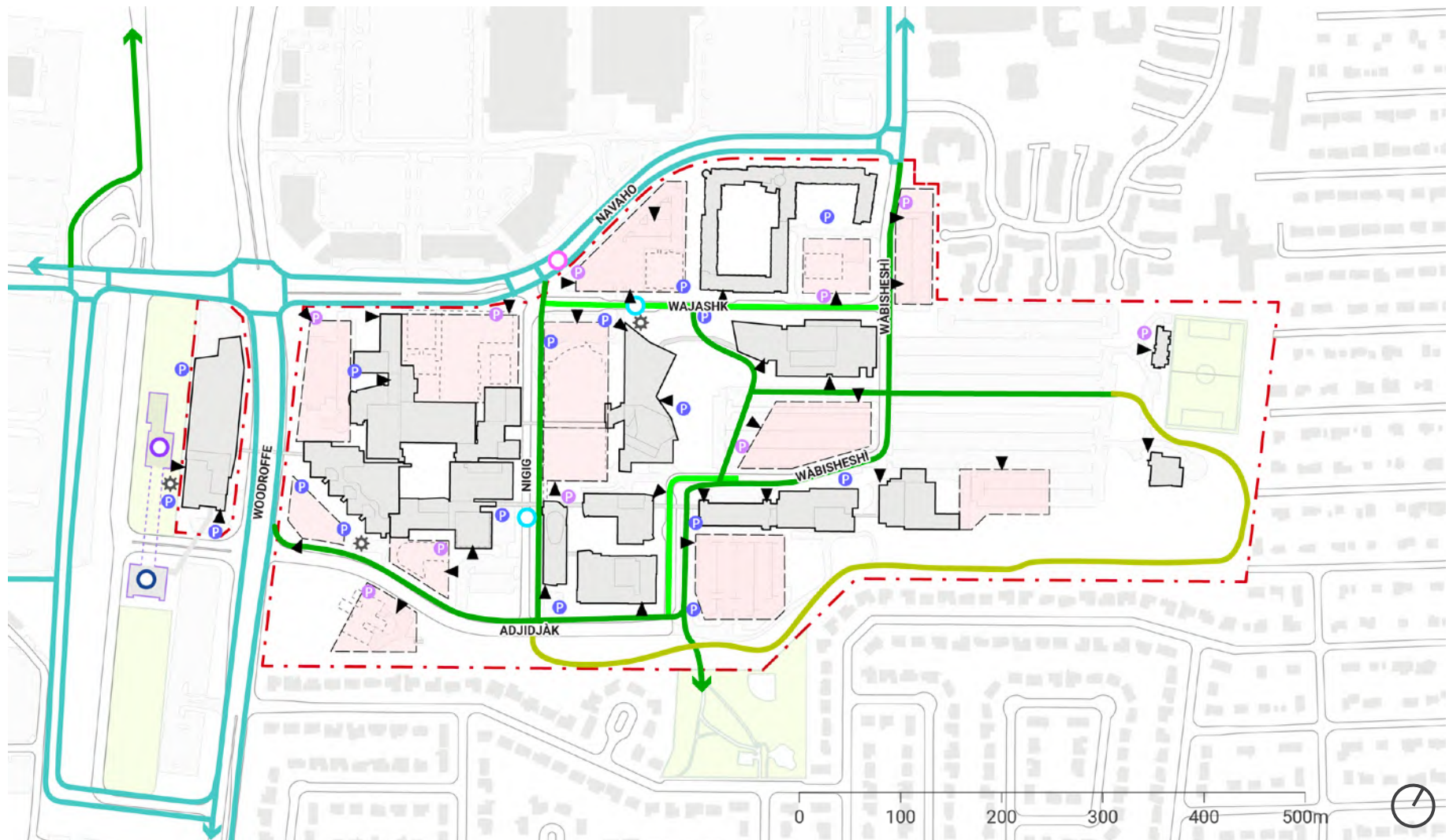


Figure 18. Active Transportation: Cycling Framework Plan

- | | | |
|---------------------------------------|------------------------------------|--------------------------------|
| ▶ Main Pedestrian Entrances | ▭ Potential Development Site | ○ Future Baseline BRT Station |
| ▬ Proposed City Bike Lane/Cycle Track | ○ Existing Bus Stop | P Bike Parking: Existing |
| ▬ Multi Use Path | ○ Algonquin Station South Entrance | P Bike Parking: Proposed |
| ▬ Trail | ○ Algonquin station North Entrance | ⚙ Existing Bike Repair Station |
| ▬ Shared Street | | |

The active transportation framework plan identifies the primary exterior routes for walking and cycling (and users of other micromobility vehicles such as scooters, skateboards and e-bikes) to and across the campus. As the City continues to expand its active transportation and transit infrastructure, and more residential buildings are constructed around the future Algonquin Station, it is anticipated more learners and employees will arrive by foot, bike and transit. The City of Ottawa actively promotes active transportation, adopting a policy to construct cycle tracks on any arterials and collectors being planned for road renewal or repaving. Cycle tracks are planned for Woodroffe Avenue, and improvements to Navaho Drive to accommodate the planned Baseline BRT will include dedicated cycle tracks adjacent to the sidewalks on both sides.

The new and enhanced multi-use paths (MUPs) identified in Figure 18 are intended to be the primary pedestrian and cycling routes providing direct connections from the City's active transportation network to main building entrances and other destinations on campus. MUPs generally will be lighted and lined with trees and other plantings, and in many areas of campus they will complement existing and future sidewalks along campus streets. Although it is expected cycling to campus will steadily increase over time, the volume of cyclists on MUPs within the campus is not expected to result in frequent or high-danger conflicts between cyclists and pedestrians. Shared asphalt paths three metres wide generally should be adequate. Where MUPs pass through areas with high volumes of pedestrians, however, the College should use markings to clearly delineate a lane for cyclists, and signs should warn cyclists to slow down and yield to pedestrians.

Design Directions for Multi-use Paths

1. Multi-use paths (MUPs) should be designed with a generous paved area, at least three metres wide, to accommodate two-way movement for pedestrians, cyclists and other micromobility devices. MUPs should be marked or signed as a shared path, except in areas of routinely high pedestrian volumes, where a lane for cycling should be clearly delineated with distinctive paving and/or markings.
2. Multi-use paths should be separated from adjacent campus streets by a landscape buffer with a minimum width of 2.5 metres to create a tree-lined buffer between the path and the roadway.
3. Buildings should be set back from multi-use paths to provide a planting area in front of buildings and minimize the potential for conflicts between cyclists and pedestrians entering and existing the building.
4. As described in Section 5.5, the pathway planned along the south edge of the campus may have the character of a trail, and its design may vary along its length. Generally, however, it should be three metres wide. A permeable paving material, such as crushed limestone, should be considered.

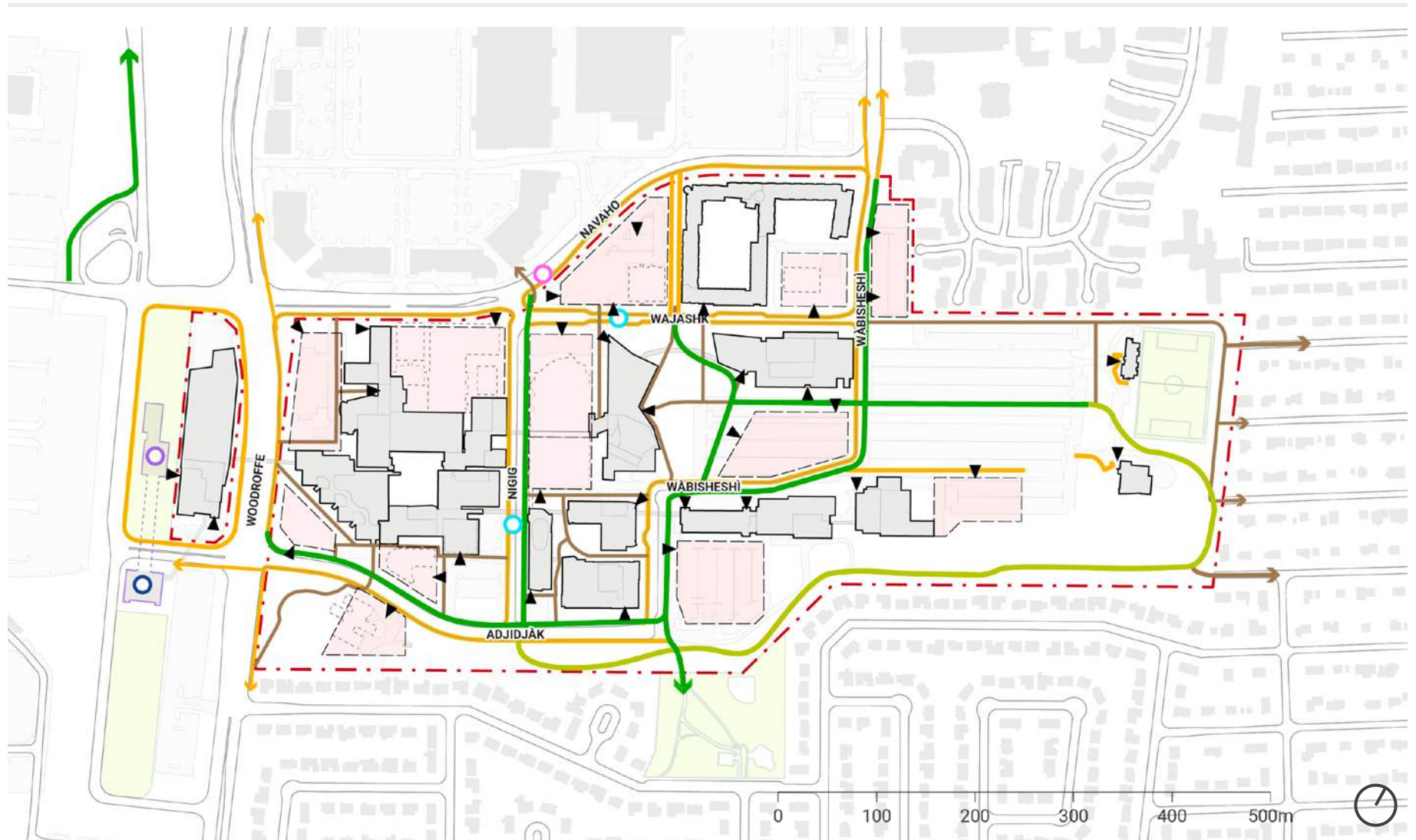


Figure 19. Active Transportation: Pedestrian Framework Plan

- | | |
|-----------------------------|------------------------------------|
| ▶ Main Pedestrian Entrances | ▨ Potential Development Site |
| — Multi Use Path | ○ Existing Bus Stop |
| — Trail | ● Algonquin Station South Entrance |
| — Sidewalk | ● Algonquin station North Entrance |
| — Pedestrian Path | ● Future Baseline BRT Station |

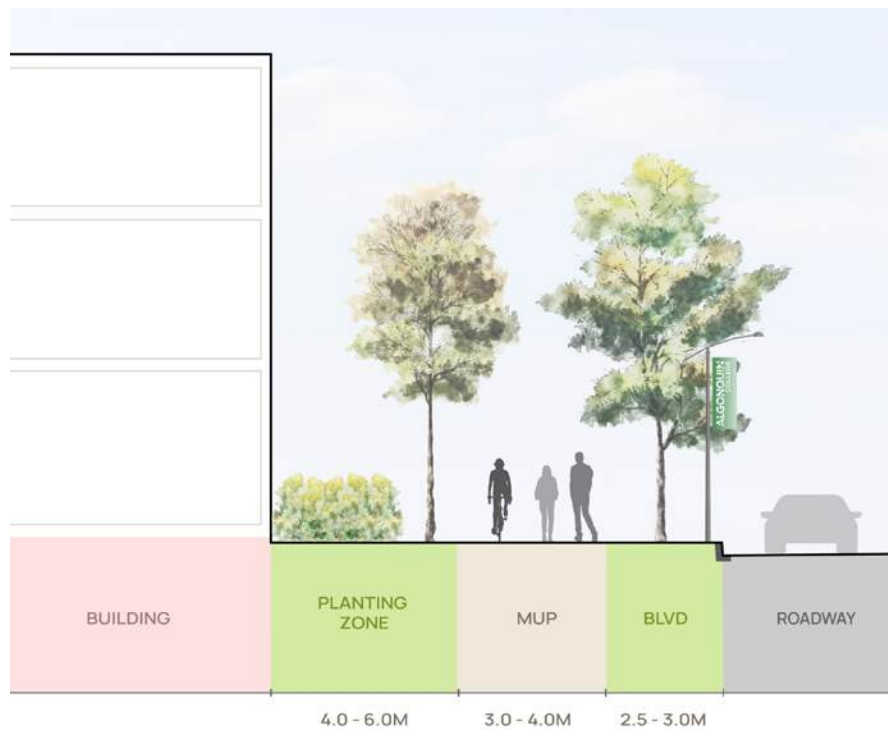


Figure 20. Cross Section of a Multi-Use Path



Multi-Use Path on Swarthmore College Campus, Swarthmore, Pennsylvania



Multi-Use Path on Michigan State University Campus, East Lansing, Michigan

As described in Section 5.1, Wajashk will support east-west connectivity through the campus for cyclists as a shared street.

As the network of multi-use paths and the campus overall develops, new covered facilities for bike parking close to main building entrances will be added in the general locations identified in Figure 19. In addition, indoor bike parking, on the ground floor or as part of underground vehicular parking facilities, should be considered in the design of future buildings and the retrofitting of existing buildings, particularly in buildings close to the main entries to campus. Existing locations for outdoor bike repair stations are also identified in Figure 19, but incorporating such facilities within buildings should also be considered. Amenities for learners and employees commuting by bicycle including lockers, showers and changing rooms should be considered for new facilities.

Figure 19 identifies primary pedestrian routes that will complement multi-use paths. Generally, primary pedestrian routes will be landscaped paths at least two metres wide, designed with varying paving materials, where cycling should be discouraged or prohibited.



Covered Bike Parking along the multi-use pathway south of the Jack Doyle Athletics and Recreation Centre.



Bike Repair Stations allow cyclists to mount their bicycles and use the provided tools to perform minor repairs.

As the campus evolves, new and renewed facilities will optimize the use of limited existing campus lands and bring more activity to the campus. The growth of the campus and increased activity will require efficient movement of people to, from and around campus. Maximizing transportation options will allow more efficient movement of people and optimization of campus lands.

A Transportation Demand Management (TDM) Plan should be prepared to assess the most effective measures to improve transportation options for the campus. As outlined to the right, TDM measures can be categorized from higher to lower implementation cost, including TDM measures that require capital expenditures, resource staff, pricing or policy shifts.

TDM measures requiring capital expenditures

- improved bus stops/shelters
- improved lighting
- improved pedestrian and cycling facilities (e.g., adding missing links, improved connectivity, secure parking, lockers and shower facilities)
- improved roadway crossings

TDM measures requiring resource staff

- rideshare matching service
- car sharing program
- bike-share program
- emergency/guaranteed ride home program

TDM measures focused on pricing or policy shifts

- reduced parking supply
- increased parking rates
- preferential parking spaces and rates for carpools
- improved terms for student transit pass (UPASS)
- parking permits based on need rather than first-come first-serve

5.3 CAMPUS ENTRANCES

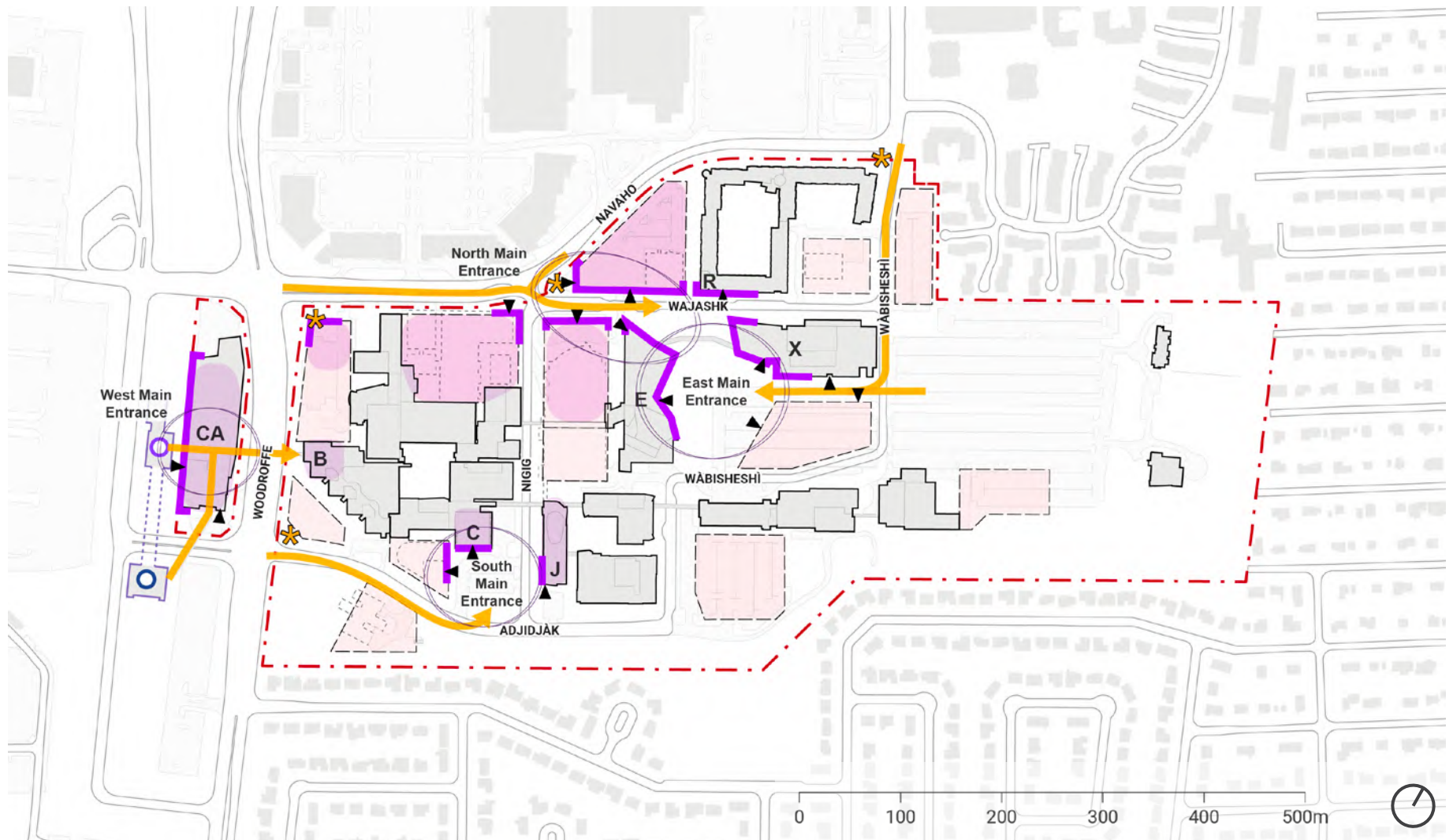


Figure 21. Campus Entrances Framework Plan

- | | |
|-----------------------------|------------------------------|
| ▶ Main Pedestrian Entrances | ✱ Gateways/Entry Landscape |
| ■ Key Entry Site | ▭ Potential Development Site |
| — Entry Building Frontage | ○ Places of Arrival |
| ➔ Primary Arrival Routes | |

The main entrances to a campus and places of arrival connect it to the surrounding city, establish first impressions for visitors and are fundamental to the overall image and experience of the campus. College Avenue, now Adjidjàk, and Building C served as the main entrance to campus for much of the College's history and are where most visitors continue to be directed.

Building CA (ACCE) established a western entry to campus for those arriving by buses that currently stop on Transitway. This entry will be expanded with completion of the Algonquin O-Train Station, which will include a south entrance connected to Building CA with a pedestrian bridge.

Building E (Student Commons) and the adjacent open space mark the eastern entrance to campus, which is heavily used by those who drive to campus and park in Lots 8, 9, 11 and 12, as well as learners living in the residences north of Wajashk. This place of arrival will be enhanced over time with construction of a new building on Lot 8 and coordinated open space improvements, including expansion of the Central Green and a landscaped promenade between the new building and the Athletics and Recreation Centre.

Many learners and employees arrive via Navaho Drive and Wajashk by car, bus or bicycle, and more transit users and cyclists will enter the campus through the Navaho-Wajashk intersection with completion of the Baseline BRT Line and cycling infrastructure on Navaho. The north edge of campus, however, does not look or feel like a front entrance to campus. This will change over time with development of new buildings and landscapes where buildings F and H and the northeast wing of Building A are located today. These future buildings will have amenities, labs and other active uses on the ground floors to showcase the facilities and vibrancy of the campus. Designing Wajashk to prioritize pedestrians will reinforce this place of arrival as a welcoming people place.

Ensuring future buildings at or near the four main entrances to campus are designed to a high standard and with distinctive features will reinforce a memorable sense of arrival and enhance the overall campus experience. Main building entrances should be clearly defined, and signage should point to common destinations. Small plazas and other landscape features at these entrances should also reflect design excellence. Such features should include seating and pedestrian-scale lighting. Public art outdoors or in the lobbies of major buildings would also reinforce the four entrances.



Building C - The South Main Entrance to Campus

5.4 INTERNAL CIRCULATION

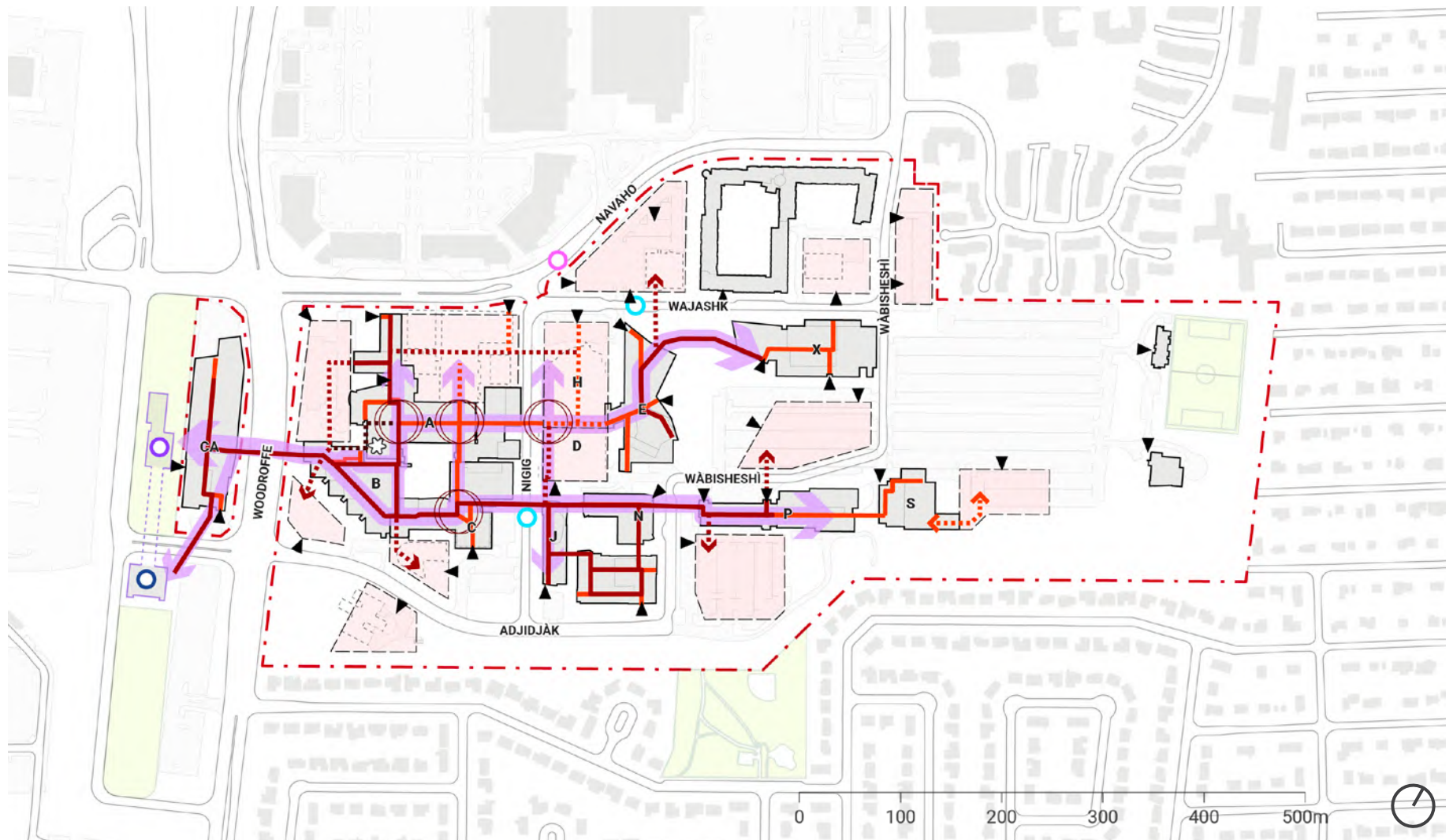


Figure 22. Internal Circulation Framework Plan

- | | | | |
|--------------------------------------|---|------------------------------------|-------------------------------|
| ▶ Main Pedestrian Entrances | — Interior Circulation 100 & 200 Level | ● Existing Bus Stop | ● Future Baseline BRT Station |
| --- Potential Development Site | - - - Future Interior Circulation (100 & 200) | ● Algonquin Station South Entrance | ★ Former Gym |
| → Primary Internal Circulation Route | — Interior Circulation 100 & 200 Level | ● Algonquin Station North Entrance | ○ Key Node |
| | - - - Future Interior Circulation (100 & 200) | | |
| | ... Future Interior Circulation (200) | | |

The existing internal circulation network interconnects most of the buildings on campus at the first storey and second storey through internal corridors, enclosed walkways and pedestrian bridges. There are two primary east-west corridors: one that extends from ACCE to the Athletics and Recreation Centre via buildings B and A, the corridor between buildings H and D, and Building E; and one that also starts in ACCE and passes through buildings B, C, J, N and P to Building S. The former has multiple turns as it moves people between the first and second levels around the former gym making the route confusing to navigate. Shorter north-south corridors through Buildings C and D provide connections between the two east-west corridors and to buildings north and south of the main corridors.

As existing buildings are redeveloped in the heart of the campus, the internal circulation network should be extended and enhanced to form a grid-like pattern that provides direct connections between buildings wherever possible. Incremental redevelopment of the north half of Building A and redevelopment of the Building H site will create the opportunity for a new continuous east-west corridor over time. Where new corridors within and between buildings are planned, alcoves with seating should be considered to complement larger spaces for studying and socializing. The expanded wayfinding system should build upon the Indigenous Pathways and provide direction and walking distances/times to key destinations.

Redevelopment of the former gym should include a more direct connection between the second storey of Building B and Building A via generous corridors, stairs and an elevator. At other major crossroads in the internal circulation network, including those identified as key nodes in Figure 22, when the College renovates adjacent spaces, the addition of food services, casual meeting spaces or other services seeking convenient locations should be considered.



Pedestrian Bridge Between ACCE and Building B Over Woodroffe Avenue

5.5 OPEN SPACE AND PUBLIC REALM

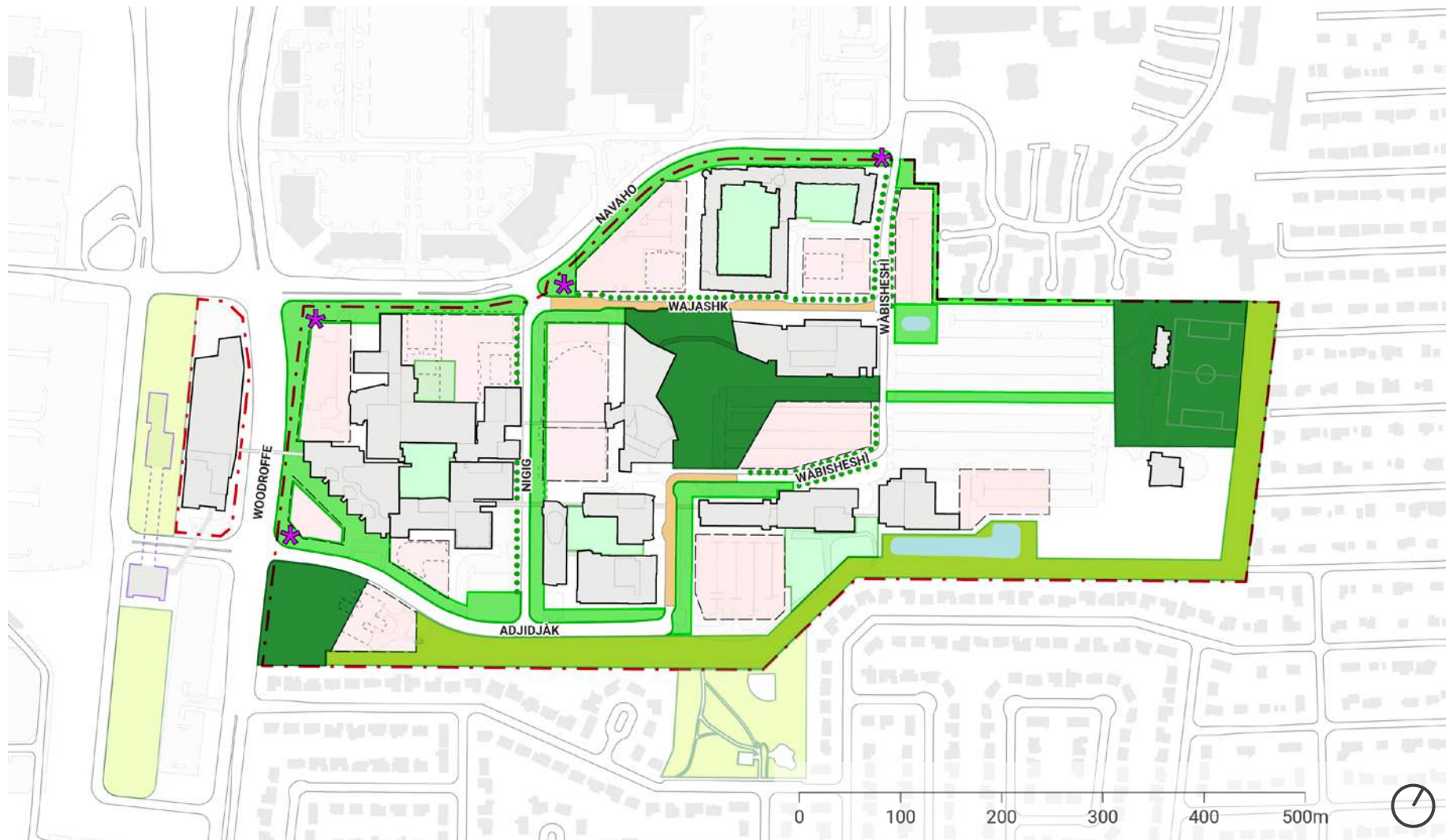


Figure 23. Open Space and Public Realm Framework Plan

- | | | |
|--|--|--|
| Major Open Space | Enhanced Landscape Area | Enhanced Streetscape |
| Courtyard | Potential Development Site | Gateways/Entry Landscape |
| Public Open Space | Pedestrian Priority Street | |
| Enhanced Edge Open Space | Stormwater Management | |

Open spaces and their landscaping are fundamental to the image and experience of a campus. They add beauty and contribute to the wellbeing of learners and employees, as well as the natural environment. A network of green spaces is also critical to achieving sustainability goals.

The open space framework for the Ottawa campus comprises various types of open spaces that together form a network. As identified in Figure 23 and described below, they include major open spaces with special designs and functions; a continuous edge open space that provides a buffer and amenity between the campus and the City View Neighbourhood; landscape corridors between buildings and along streets; and more intimate courtyards framed by buildings. The intention is that over time the different types of open spaces will be enhanced to create a greener campus with more outdoor amenities and gathering places.

HORTICULTURAL GARDEN

The Horticultural Garden is a major open space on campus that helps define the College Avenue entry to campus and provides a space for rest and respite. It also serves as an outdoor learning space for the horticulture learners who maintain the garden. The garden should be maintained in its current location and be further supported by a new academic building expected to replace Building M.

SPORTS FIELD

The Algonquin Students' Association Sports Field, used by the College's soccer and rugby teams, and surrounding landscape form a major open space at the east end of the campus. The field and Building Z, containing locker rooms and the Algonquin Sports Therapy Clinic, will be maintained in their current location.

LANDSCAPE CORRIDORS

The Landscape Corridors identified in Figure 23 will play a vital role in reinforcing a network of green spaces on campus. These corridors will be enhanced over time as independent landscape projects or as new buildings are constructed on adjacent development sites. Most of them will accommodate generous streetscapes or multi-use paths for pedestrians and cyclists, as described in Section 5.2. Deciduous and coniferous trees will be a dominant feature of Landscape Corridors, but other plantings and seating are encouraged, particularly at the entrances to buildings. The planting zones along streets should be a minimum of 2.5 metres wide to allow for sufficient space for the growth of roots to allow for a substantial tree canopy. The use of silva cells, passive irrigation and bioswales are recommended to provide thriving sustainable landscapes.

COURTYARDS

Courtyards offer quieter spaces for socializing, studying and gatherings, and some play a role in teaching and learning. The development of academic buildings on large sites, such as the lands occupied by Building H, Building D and the northeast wing of Building A, will create opportunities to enhance existing courtyards and create new ones. Courtyards should include trees, other soft landscaping and seating, including benches and moveable chairs. They are also appropriate locations for public art and decorative lighting.

CENTRAL GREEN AND PROMENADE

The open space between the Student Commons and the Athletics and Recreation Centre (ARC) has the potential to become a multi-purpose gathering space and signature feature that promotes the College's identity and Indigenous culture—a distinctive and inviting place for studying, relaxing, socializing, informal recreation and organized events. A future academic or mixed-use building on Lot 8 will result in an expansion of the Central Green and help to define and enliven the space.

Figure 25 illustrates a concept for the Central Green and a future landscaped promenade between the ARC and a building on Lot 8.

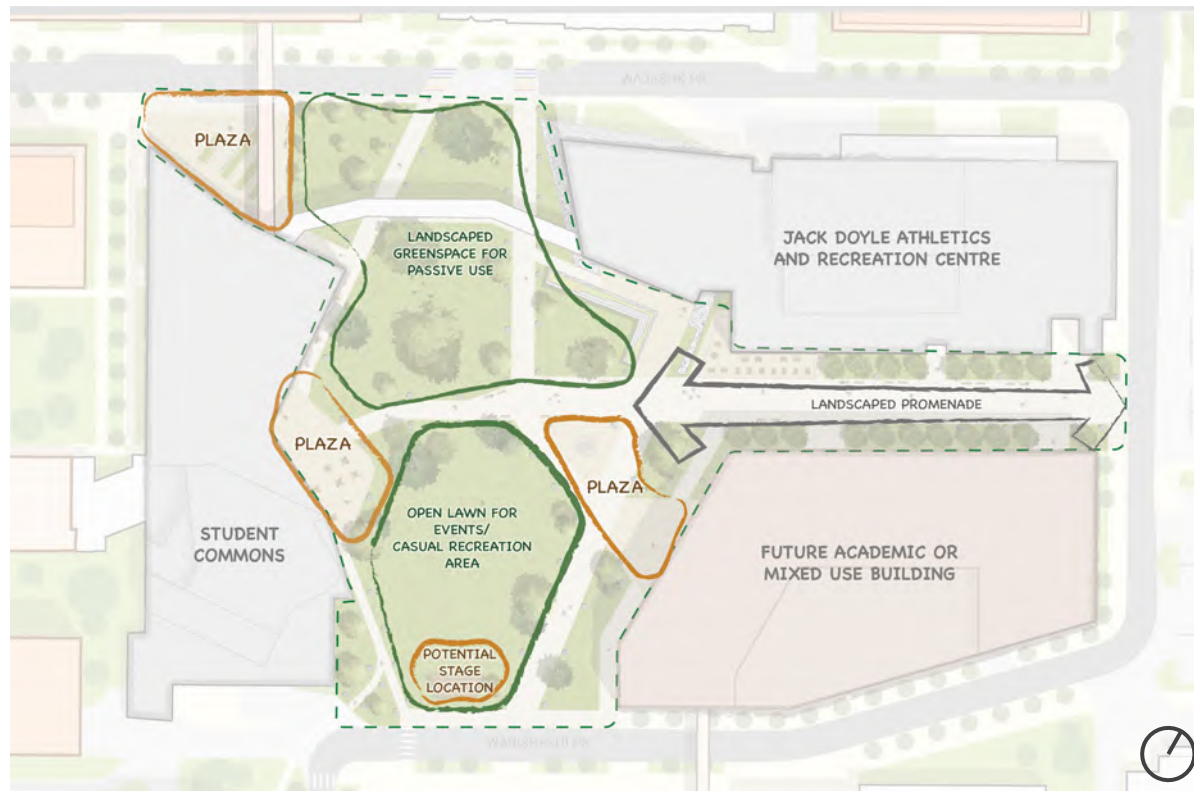


Figure 24. Central Green Programming Diagram

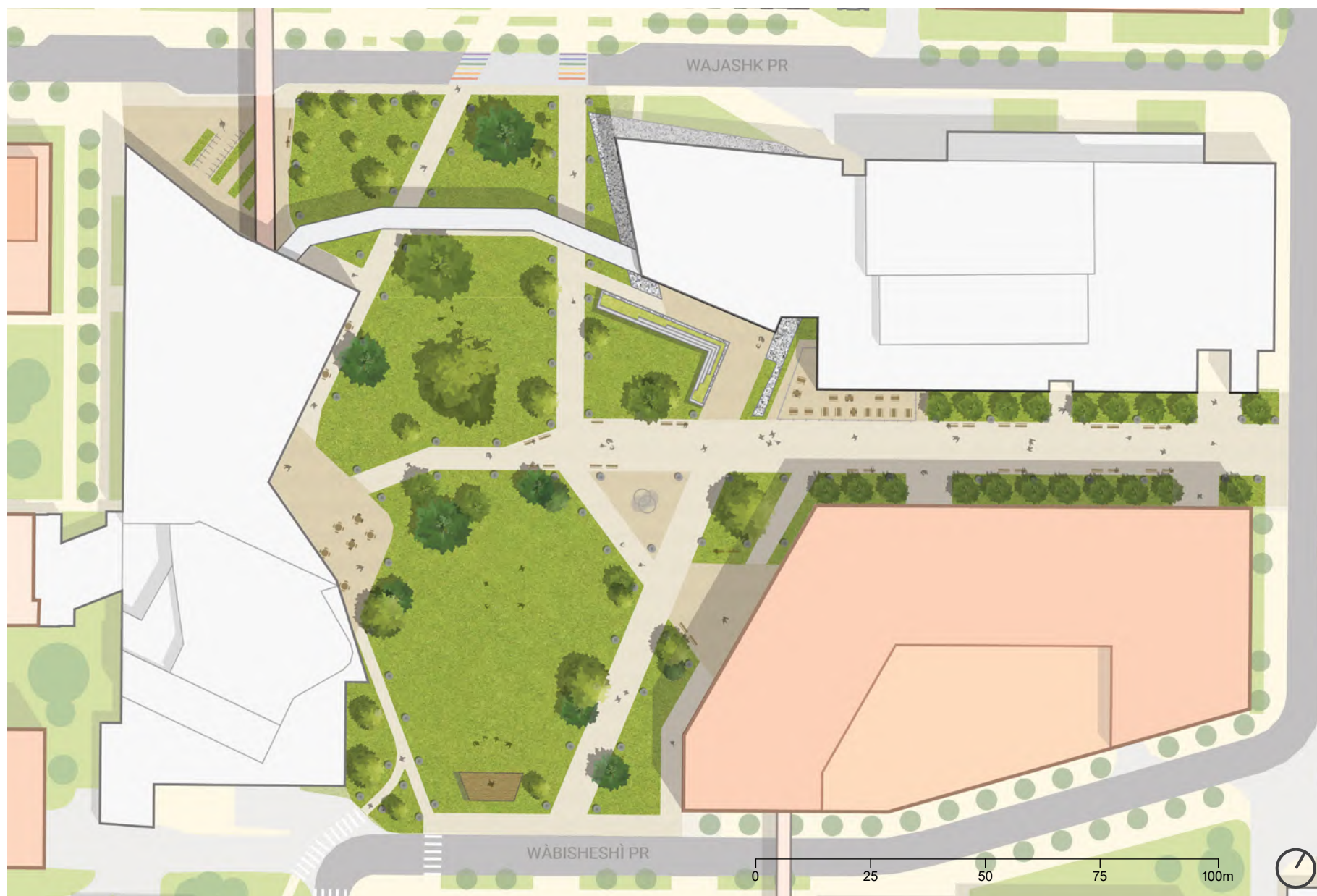


Figure 25. Central Green and Promenade Concept Plan

Directions for the Central Green

1. The Central Green should be designed to accommodate a range of activities, including studying, socializing, casual recreation and planned events, as well as for passive enjoyment.
2. The Central Green should be predominantly a green space with lawns, trees planted in clusters to provide natural shading and a variety of other native plantings, with wide permeable pathways where possible and hardscaped areas at main building entrances. The design of the landscape should be informed by Indigenous knowledge and values.
3. A central hardscaped area where east-west and north-south paths through the space intersect should also be considered as a meeting place, an area to stage events and a potential location for public art (for example, a water feature could be used to inform people of Pinecrest Creek, which once flowed through the campus).
4. Hardscaped areas should contain benches, chairs and where appropriate, tables for outdoor dining and studying, following Algonquin College's Exterior Furniture Standards.
5. Electrical services and anchors for tent tie-downs should be installed to support events staged in a plaza space or at the south end of the Central Green, where temporary stages may be accommodated.
6. Geo-grid or permeable paved pedestrian paths should follow desire lines between main building entrances. Pedestrian-scale lighting and benches should be located along pathways.
7. The east-west landscaped promenade that will connect the Central Green to Lot 9 should be designed as a main pedestrian corridor leading into the Central Green and the core of campus that is shaped by the existing Athletics and Recreation Centre and the Future Lot 8 development. The promenade should include generous planting spaces to support large trees on either side of the walkway.
8. The main north-south and east-west paths through the Central Green and the promenade to Lot 9 should be designed to safely accommodate pedestrians and cyclists with a minimum width of 5 metres. If the volume of pedestrians and cyclists poses a high risk of conflicts, then it may be necessary to delineate a zone for cyclists within the pathways with markings and special paving.
9. When developing the Central Green, native soil horizons should be re-established. Irrigation of the central green using harvested rainwater should be considered.

EDGE OPEN SPACE

The Edge Open Space is located along the south and east edges of the campus and provides a buffer between the campus and the adjacent residential neighbourhoods. The open space is well treed and contains plots used by horticulture programs, a small parking lot, gravel service roads and a stormwater management facility.

The College should undertake the following improvements to the Edge Open Space, potentially with the support of horticulture learners and guided by the concept illustrated in Figure 26, to make it an amenity for learners, employees and the broader community:

- Construct a multi-use path for pedestrians and cyclists from the foot of Nigig to the streets that terminate at the east edge of campus (Lotta Avenue, Cotê-des-Neiges Road, Tower Roads and Rita Avenue).
- Create landscape islands along the north edge of Lot 17 to accommodate trees.
- Introduced naturalized landscapes to the portion of the Edge Open Space east of Ryan Farm Park to enhance habitats for wildlife and generally beautify the space.

In addition, the College should work with both the City and residents in the adjacent neighbourhoods to explore ways the interface between Ryan Farm Park and the Edge Open Space can be improved to create the sense of a continuous park.



Figure 26. Enhanced Edge Open Space Concept Plan

5.6 LAND USE

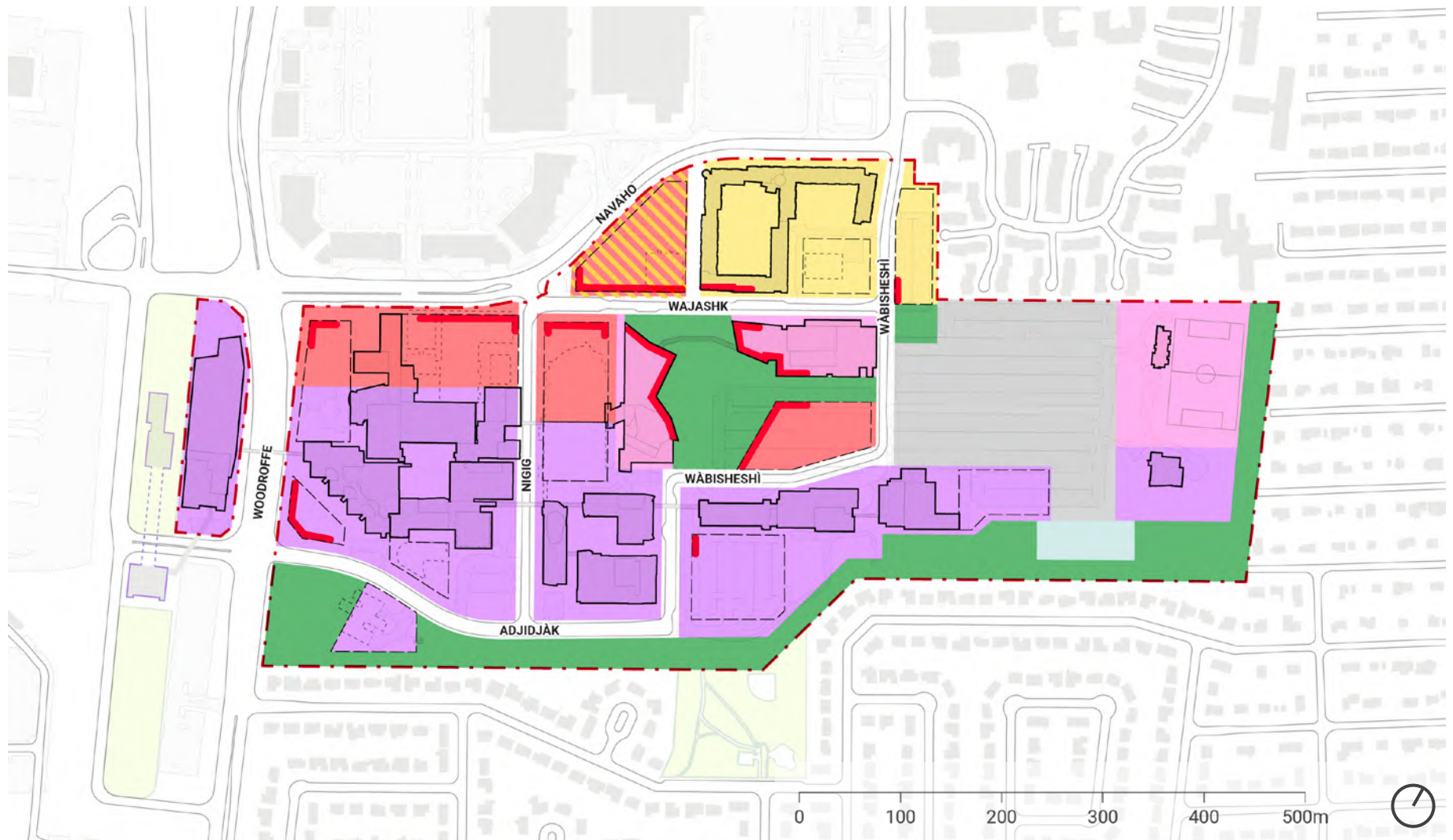
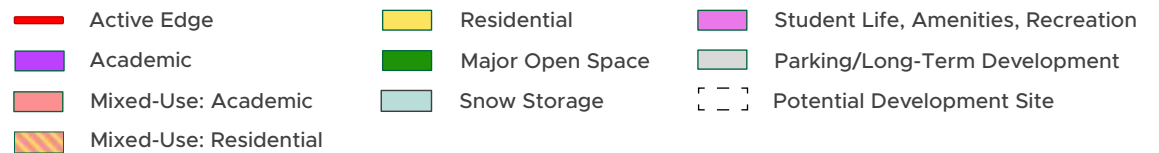


Figure 27. Land Use Framework Plan



The land use framework plan provides a flexible structure for how uses and activities should be organized to reinforce distinct areas of the campus while recognizing opportunities for a mix of complementary uses in strategic areas to create vibrant nodes of sustained activity. As illustrated in Figure 27 and described below, there are eight land use zones that define the types of activities best suited to the different parts of campus.

ACADEMIC

The land use framework recognizes that most of the campus should be reserved for academic uses, particularly the entire southern half, where most existing buildings are intended to be maintained. Academic uses include classrooms, labs, libraries, faculty and administration offices, food services, student services and common areas.

MIXED-USE ACADEMIC

Immediately north of the Academic Zone are several future redevelopment sites currently occupied by academic buildings or surface parking and identified for potential future mixed-use buildings. Such buildings would optimize the use of land, complement future mixed-use buildings on the College Square site and increase the vibrancy of common spaces at the heart of campus.

The academic uses listed above are the primary uses intended for this zone, and such uses should occupy the lower floors of all buildings in the zone. However, student housing is also an appropriate use and is encouraged, but not required, to be located above academic base buildings. Whether academic-only or mixed-use buildings are developed in the Mixed-use Zone, all buildings should have active uses on the ground floor at campus entries, along Wajashk and surrounding the Central Green (see Figure 27). Active uses include labs, lounges, other social or study spaces, food services and dining halls, and other student services.

MIXED-USE RESIDENTIAL

The College has clustered student housing on the north side of Wajashk, which makes the Building F site highly appropriate for additional housing. Since the site is also across the road from the academic heart of the campus, it is also appropriate for academic uses. Future development would ideally include a mix of both academic and residential uses to take full advantage of the site's location. Developing the site only for academic uses is discouraged; however, a standalone residence would be appropriate.

RESIDENTIAL

The Residential Zone recognizes the opportunity to expand student housing onto the Building G site and Lot 11 over the long term thereby reinforcing a sense of community in this part of campus. Other student life uses that complement housing are also appropriate across this zone.

STUDENT LIFE

The Student Life Zone captures the Student Commons, the Athletics and Recreation Centre, and Building Z and the Sports Field. Additional major facilities like these are not anticipated to be needed in standalone buildings in the foreseeable future; rather, additional amenities for learners and employees will be integrated in academic, residential or mixed-use buildings in other zones.

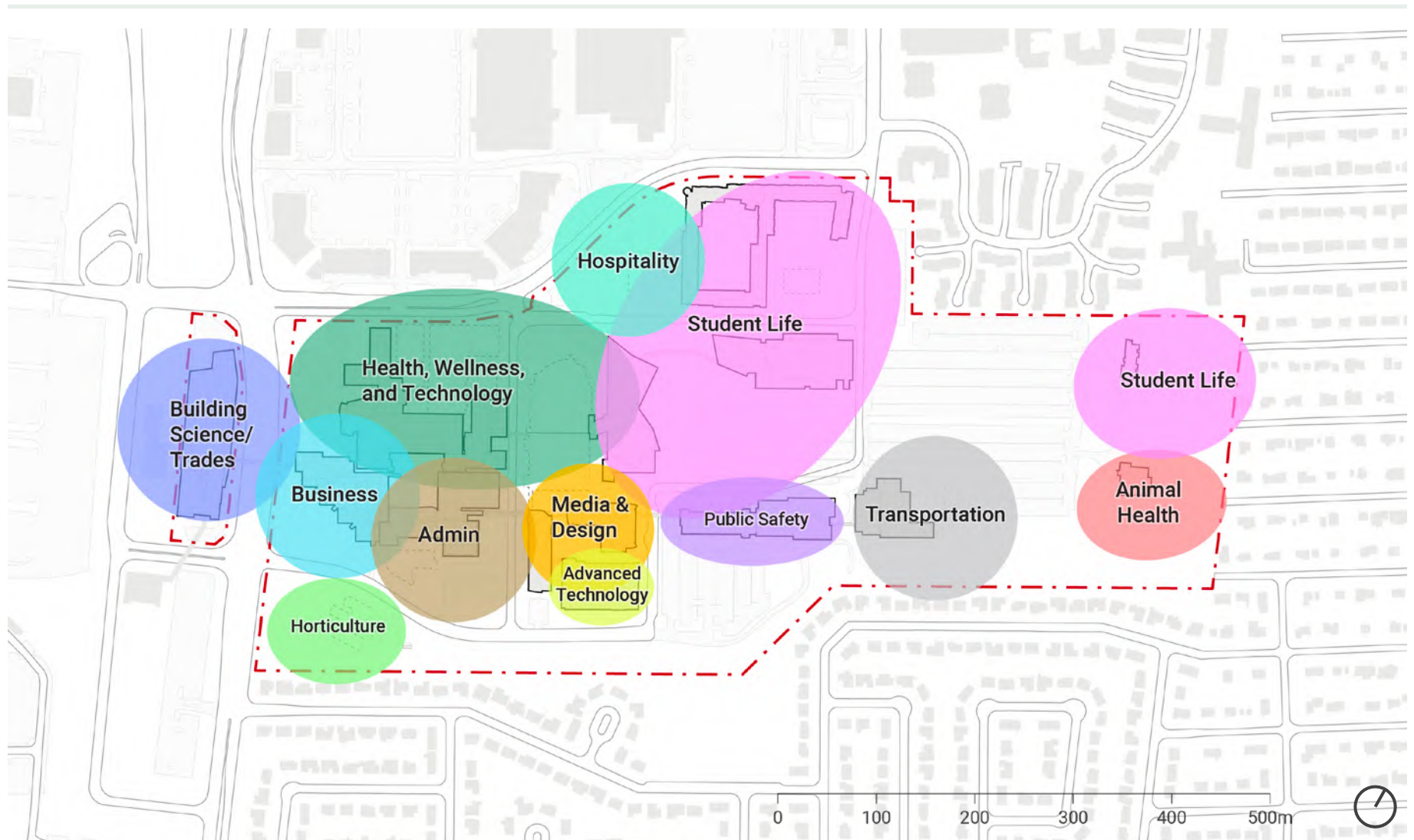


Figure 28. Existing and Potential Clusters

OPEN SPACE

The Open Space Zone highlights the Central Green, the Horticultural Garden and the Edge Open Space as the campus's major public open spaces to be used and enjoyed not only by learners and employees but also the broader community. Section 5.5 provides more details about these spaces as well as other existing and planned open spaces across the campus.

PARKING AND SNOW STORAGE

Lots 9 and 12, and at least a portion of Lot 16, will remain as surface parking for the foreseeable future. An area to the south of these lots will continue to be used to store snow removed from campus streets and parking lots. Section 5.8 provides more detail on the parking strategy for the campus.

ACTIVE EDGE

Active Edge is an overlay designation that applies to some of the above land use zones where an existing or future building plays an important role in helping to enliven an adjacent street or open space and showcase the College's facilities. Active uses should be planned along active edges, such as labs, lounges, other social or study spaces, food services and dining halls, and other student services. These spaces should have a high degree of transparency that contributes to a dynamic and vibrant edge to streets and open spaces. Where social spaces and food services are located along an active edge, opportunities for the uses to spill onto adjacent open spaces or streetscapes should be considered.

Clustering Related Programs and Facilities

As the Ottawa campus grows and evolves with the building of new facilities and the renovation of existing spaces, the College will seek to maintain existing program clusters and establish new ones. This will help to reinforce the identity of each school and the sense of community within them and within individual programs. Greater clustering will also reduce walking distances between classes. Existing and new social spaces open to everyone will provide community gathering places within each cluster. Meanwhile, the hub for amenities serving all learners and employees, together with student housing, will be the Central Green and increasingly Wajashk.

5.7 DEVELOPMENT SITES

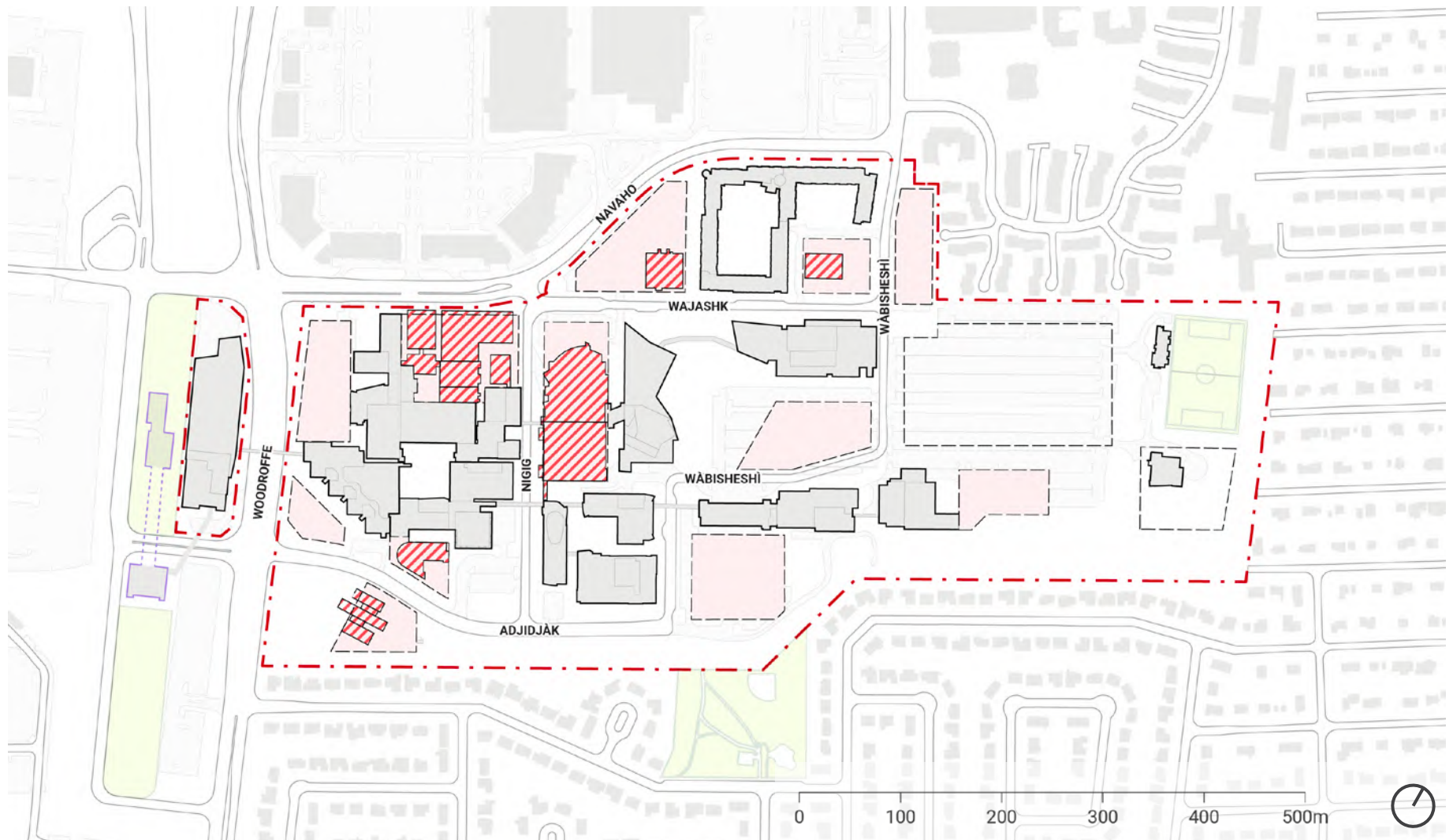





Figure 29. Development Sites Framework Plan

-  Building for Demolition
-  Potential Development Site
-  Long-Term Opportunity Area




Within the mobility and open space frameworks described in this chapter are development sites, as identified in Figure 29. These include existing buildings to be maintained over the long term, sites where older buildings in poor condition are proposed to be demolished in time to make way for new buildings, and parking lots where future buildings would be appropriate. Buildings for demolition have been identified based on the existing building condition, deferred capital renewal costs and opportunity to intensify underutilized sites.

Chapter 6 contains design guidelines for each future development site, and Chapter 7 describes a near-term development strategy focused on priority sites near the Navaho-Wajashk entrance to campus.

5.8 PARKING



Figure 30. Parking Framework Plan

-  Opportunity for Below Grade Parking Integrated in Future Building
-  Potential Location for Above-Grade Parking Structure
-  Surface Parking

As the City extends O-Train service to the Ottawa campus and implements the Baseline BRT Corridor, as well as completing active transportation improvements, more learners and employees are expected to travel to campus by transit, cycling and walking. Many will continue to drive, however, and therefore an adequate supply of parking will need to be maintained. The College will monitor the demand for parking regularly to determine if the currently supply is adequate and if existing parking spaces lost to redevelopment should be replaced.

Since the amount of surface parking will be reduced over time as the campus grows, the development of underground parking may be necessary to ensure an adequate overall supply. Figure 30 identifies development sites where the integration of at least one level of underground parking should be considered when existing buildings and/or parking lots are redeveloped for academic, residential or mixed-use buildings. Alternatively, or in addition, the College may pursue the development of one or more above-ground parking structures. The north half of Lot 9 and Lot 7 are the most appropriate locations for parking structures. New parking areas should be designed so they are screened from the public realm, located below ground or behind buildings. Any new surface parking spaces next to buildings should be within relatively small lots that do not interrupt the public realm and streetscape.

5.9 ENERGY AND DECARBONIZATION STRATEGY

Growth of the Ottawa campus will depend on a system of powering, heating and cooling buildings that is reliable and efficient and moves the College toward its goal of 80% reduction of the 2005 baseline GHG emissions by 2050. This section outlines general directions for the campus's energy systems and a decarbonization strategy. Sections 5.10 and 5.11 provide more specific direction for how the energy, heating and cooling needs of nearer-term development can be met.

BACKGROUND

The Algonquin College Executive Team approved an Energy and Emissions Strategy in 2017. The strategy describes the long-term goals of the College associated with sustainability, energy efficiency and greenhouse gas (GHG) emissions reduction.

In 2019, the College developed its first Conservation and Demand Management (CDM) plan which outlined the current energy and emissions and provided a list of upcoming projects and strategies the College is pursuing to meet its targets and goals. The CDM plans are developed every five years and provide the current status of the College's energy and GHG emissions. The College's Energy and Emissions Strategy was the compass by which a direction was set to establish the College's overall goals while the CDM plan is a snapshot of the where the College currently sits in relation to those goals.

More about the decarbonization strategy:

- The College's Energy and Emissions Strategy identified a 37% reduction of the 2005 baseline for Total Energy Usage, Energy Use Intensity, and GHG emissions as goals for 2030. The Energy and Emissions Strategy also identified a goal of an 80% reduction of the 2005 baseline GHG emissions with a True North metric of a net zero carbon college, i.e. 100% emission reduction by 2050.
- The College's Total Energy Usage needs to be reduced by 11% to meet the 2030 goal. The College has already surpassed the Energy Use Intensity target for 2030 by 9%.
- Currently the GHG emissions per year are 11,878 tCO₂e/year and therefore needs to be reduced by 47% to meet the 2030 goal.
- The operation of natural gas fired cogeneration engines in the Ottawa campus central plant used as the primary heating, cooling and electrical production systems will prevent the College from meeting these goals.
- The College is in the proposal stages of a Master Campus Decarbonization strategy that will lay out the strategic pathway towards meeting the 2030 and 2050 goals.

ONGOING ENERGY EFFICIENCY, SUSTAINABILITY INITIATIVES AND BENCHMARKING

Existing Building Systems

Algonquin College is committed to sustainable building operation and continuous improvement. The College has been reviewing the existing Sequence of Operations (SOO) specifically focusing on improving in the following areas of building automation in control strategies:

- High-Performance Sequences of Operations
The College emphasizes high-performance sequences of operations for Heating, Ventilation and Air Conditioning (HVAC) systems. In collaboration with the College's controls provider, Siemens, the College's highly trained, on-site controls technicians are implementing controls' strategies to comply with the principles outlined in ASHRAE Guidelines 36-2021. These strategies are actively implemented across the College's heating and cooling plants, ventilation, and hydronic pumping loops to improve occupant comfort, reduce energy usage and improve reliability.

- **Functional Result-Based Approach**

There has been an ongoing in-house approach to adopt functional testing into the Facilities Management standard preventative maintenance system. Recognizing that there are multiple ways to achieve energy efficiency without significant cost or investment can support the College's long term efficiency goal. Whether it is sensors, controllers, or control devices, the College prioritizes solutions that enhance building efficiency and ease of operation.

- **Smart Buildings for Sustainability**

The rising awareness of sustainable measures and escalating energy costs drives the College toward Smart buildings. The College is integrating building level analytics for continuous monitoring and fault detections through the building automation systems. By integrating automation, dynamic control is achieved over HVAC, lighting, and other systems. These Smart buildings adapt to changing conditions, optimize energy usage, and enhance occupant well-being.

Energy Use Intensity (EUI)

The current overall Algonquin College EUI of 27.8 ekWh/sq.ft. is below the 2030 goal of 30.5 ekWh/sq.ft. This shows that the College is already using 9% less energy per square footage than the 2030 target. Through the ongoing efforts of management staff and the facilities team the College has been reducing energy usage in a positive downward trend.

The College's 4 MW natural gas fired central cogeneration heating and cooling plant, installed in 2017/18, produces 70-80% of the College's electricity. The College's Scope 1 and Scope 2 emissions are nearly identical to the 2018 levels. There is a direct correlation between how the College has reduced its energy consumption per square foot although not reducing

its overall GHG emissions. This is typical of a campus with a central cogeneration plant where natural gas is the primary fuel source used to generate electricity and thermal energy.

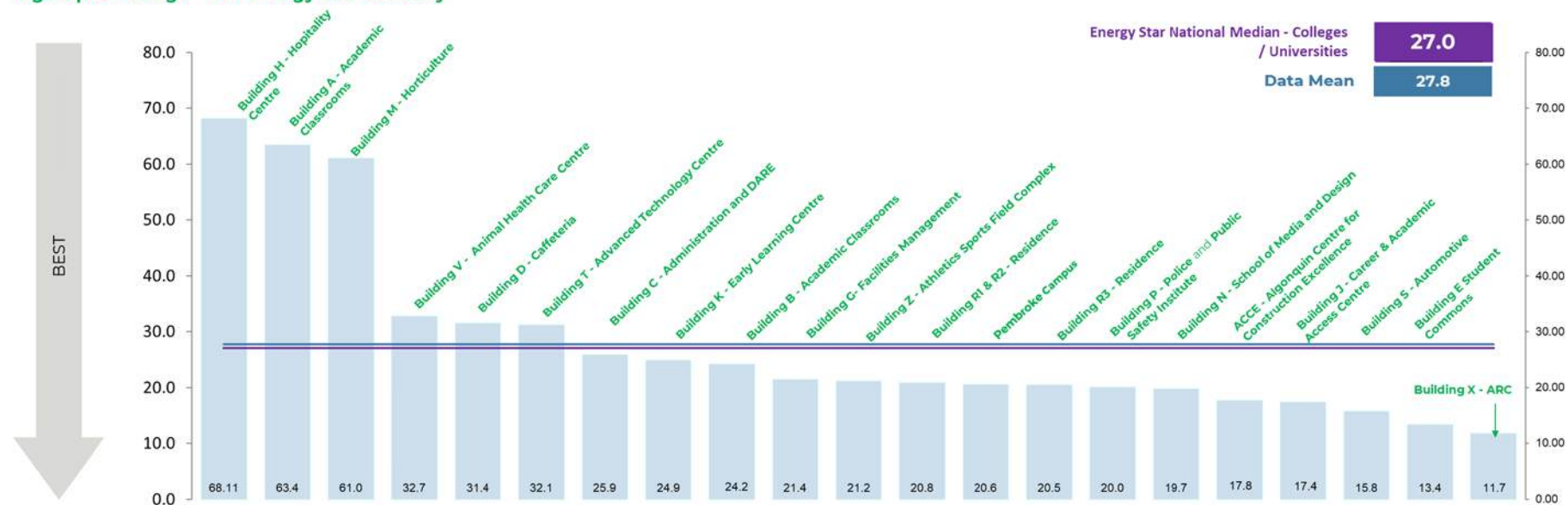
Benchmarking and Target Setting

The College undertook a campus wide benchmarking initiative with the baseline energy use intensities for each building using building level sub-metering in 2024. The Energy Star Canadian Median Site Energy Use Intensity (EUI) was used as the comparative benchmarking metric for all each building.

The purpose of this exercise was to compare each building's weather normalized site EUI against the other buildings in Algonquin Colleges inventory and to the industry standard for each building based on its usage type.

The benchmarking exercise revealed that Buildings C, B, G, E, N, P, J, ACCE, and the Pembroke Campus all perform better than the Energy Star Canadian Median for College/ Universities, while Buildings H, A and T were above the median of 27 ekWh/sq.ft. (see Figure 31). The Building D cafeteria has an EUI of 31.4 ekWh/sq.ft. which is below the median of 47.5 ekWh/sq.ft. The Building K Early Childhood Education and Day Care building has an EUI of 24.9 ekWh/sq.ft. which is slightly below the median of 25.4 ekWh/sq.ft. The College residences Buildings R1/R2 and Building R3 have EUIs of 20.5 ekWh/sq.ft. and 15.8ekWh/sq.ft. respectively, both below the median of 30.7 ekWh/sq.ft. The Building K Animal Health Care Centre has an EUI of 32.7 ekWh/sq.ft. which is below the median of 30.7 ekWh/sq.ft.

Algonquin College - Site Energy Use Intensity



- (1) ekWh – equivalent kilowatt hour. A unit of energy equal to a load of one kilowatt over the duration of one hour. The “e” in ekWh, short for “equivalent”, signifies conversion of other units of energy into kWh. The energy consumption from the COGEN units was allocated using electrical and thermal sub-metering for each building.
- (2) The National Median Site EUI are developed by building type by Energy Star.

Figure 31. Algonquin College Total 2025 Energy Use Intensity Benchmark Comparison to Energy Star Canadian Median – College

OTTAWA CAMPUS PORTFOLIO DECARBONIZATION STUDY

The College is currently beginning a strategic decarbonization plan to look at the campus as a whole and begin making decisions to strategically accelerate decarbonization.

Recapitalization, including both decarbonization retrofits as well as new construction, offers a critical opportunity to implement measures that will yield significant carbon reductions. Deep energy retrofits involve significant overhauls to major building systems that can lead to substantial energy and cost savings. Examples include adding insulation to building envelopes, installing condensing boilers or electrifying thermal energy production through heat pump technology. AC currently uses the latest published energy codes in all recapitalization. Moving forward recapitalization needs to go beyond the energy code by implementing more aggressive measures and ensuring they are installed and operating as designed.

AC's aging infrastructure presents opportunities to improve portfolio condition at the same time as investing in carbon-efficient buildings. AC stakeholders commented that aging infrastructure is a major barrier to reducing carbon emissions. Recapitalization is required for many older buildings, which require replacement or else significant building enclosure repairs (e.g. roof, window and siding replacement) to improve the overall condition of these older buildings, improve operations and support carbon reductions.

New construction and recapitalization projects are sometimes designed beyond AC's O&M capability. The design of new buildings and major renovations must consider personnel capacity and training requirements to ensure the infrastructure can be successfully and efficiently operated.

Decarbonization and carbon reduction implementation during construction (including both major renovations and new construction) may include the following measures:

- Occupancy based lighting and ventilation controls
- New mid-efficiency windows with lower solar gain
- Recommission HVAC systems on a 5 year cycle
- New chilled water equipment, some heat recovery if cost-effective
- Cost-effective enclosure improvements (e.g. eliminate thermal bridging as much as possible, air-tightness, insulation from inside where appropriate, new roofing)
- Better windows (e.g. double low-e coating)
- Replace majority of HVAC with new low-energy schemes, but with maximum reuse of existing systems
- Heat recovery on ventilation, or deeper recovery using heat-pump systems
- On-site renewable energy, typically photovoltaic
- Green roofs where solar photovoltaics (PV) is not applicable
- Solar walls for make-up air
- Transfer air strategies between adjacent spaces
- Air Source Heat Pumps (ASHP)
- Ground Source Heat Pumps (GSHP)
- Special equipment upgrades (for labs, cooking class & kitchens, specialty class)
- Drain-water heat recovery and/or ultra-low-flow fixtures

Not all decarbonization measures are suitable for every building type. Buildings chosen for decarbonization are typically those connected to the central COGEN system for heating, cooling and electrical generation. Regardless of whether a building uses decentralized boiler systems or centralized heating plants, deep retrofit measures involve electrifying the building's heating system. The College is exploring options to convert the central COGEN plant to low-carbon sources.

Applying Best Practices

Algonquin College strives to be a national leader in sustainable development and campus operations. The College is committed to advancing low and zero-carbon, sustainable, healthy and resilient infrastructure across our campuses through various strategic plans and initiatives.



Photovoltaic panels on the roof of the Student Commons

Humber College has recently developed Green Building Standards that reflect best practices in environmental sustainability and which Algonquin College will be applying to a range of future construction projects. Design and construction teams will be expected to demonstrate compliance through clear deliverables. It is their responsibility to ensure these requirements are reflected in design documents and implemented during construction. The College's goals are straightforward: clearly communicate our sustainability objectives, demonstrate leadership, and accelerate market transformation.

Retrofits and Major Renovations

The College has a detailed review process when approaching any major renovations to ensure the best economic and sustainability systems are integrated with each of the campus's existing systems. This includes conducting pre-design life cycle costing analysis of proposed retrofit design option strategies. The potential strategies and technologies include hybrid fuel roof top units (RTU), integration of solar photovoltaic during all roofing reviews and replacements, modernizing zone level controls, and reviewing renewable energy sources where available.

Central Heating Plant Measures

As noted above, continuing operation of the Ottawa campus's natural gas fired cogeneration engines in the central plant will prevent the College from meeting its decarbonization goals. In retrofitting and modernizing the COGEN system, the following alternative energy sources may be considered:

- Fuel switching to efficient electric heating (air- and ground-sourced heat pumps).

-
- Low temperature hot water systems and efficiency improvements – conversion from satellite gas boilers to thermal network, improving the efficiency of both generation and distribution.
 - Thermal exchange – replacing fossil fuel use with geexchange, solar thermal, waste heat and/or water-sourced thermal energy, applied after converting to a hot water boiler system.
 - Biomass boiler systems – replacing fossil fuel use with local biomass sources.

Other factors to consider for central heating and cooling plant decarbonization and future redevelopment include:

- Managing increased plant capacity as losses decrease and buildings become more efficient or leave the system. This may result in existing plants becoming oversized, requiring adjustments to address excess capacity for carbon reductions.
- Designing plants to allow for future capacity expansion. Algonquin's thermal network piping is sized for this expansion.
- Considering additional capacity if there are specific opportunities for GHG reduction by connecting to a low GHG system, such as if a building could be powered electrically through another meter point to Hydro Ottawa or geothermal energy.

5.10 ELECTRICITY SYSTEM

The campus's power supply is primarily fed by a 44kV radial line from a Hydro pole, with a capacity of approximately 5,000 kW, although the exact available capacity is unclear. The peak demand across the campus has been recorded at about 5,800 kW, which exceeds the utility grid's assumed capacity, indicating potential constraints on the available power. The campus has seen a 17.8% increase in power consumption from 2023 to 2024.

Power is stepped down from 44kV to 8.32 kV by two fan-cooled transformers that feed a 1200A 8.32 kV double-ended switchgear lineup in the main electrical room of Building A, distributing power to various buildings throughout the campus and the Central Heating and Cooling Plant (CHP). The transformers and switchgear lineup were upgraded in 2018 and are in very good condition. The transformers have a total capacity ranging from 6,000 kVA to 8,000 kVA with cooling fans in operation. There is about 2,700 kVA available for future load growth, but this may be limited by whatever is available from the grid.

Co-generation is a key part of the campus power supply, with two 2,000 kW natural gas-fueled generators that provide about 75% of the campus's electricity. These generators are synchronized with the utility grid and are capable of supporting the campus load during grid outages, though they would not be sufficient to meet peak demand on their own, triggering load shedding during island mode. Additionally, the campus is equipped with a Battery Energy Storage System (BESS) and photovoltaic (PV) solar arrays. The BESS stores excess solar power for later use and helps maintain optimal generator operation, but the PV system has not been producing at full capacity due to equipment issues.

As the campus redevelops and expands, additional capacity and infrastructure upgrades will be required to meet the

forecasted increases in load. The existing power feed for the buildings is shared, and several buildings are connected to the same supply feeders, raising concerns about potential overloading. Upgrades to the feeders and pad-mount switchgear are essential to ensure reliable power supply for future development.

The development strategy envisions significant new buildings on the Buildings F, H, and A sites. A new mixed-use building on F site will require additional power capacity. Currently, the power feed serving Building F and other connected buildings has a total carrying capacity of about 3,800 kVA, which would be insufficient to support the forecasted additional demand of 1,828 kW. To meet this demand, the existing feeders will need to be upgraded, or a dedicated power supply for Building F from the main 8.32 kV switchgear may be necessary.

Redevelopment of Building H will also require a power upgrade, including a new transformer and upgraded supply cables, as the existing transformer is not adequate for the forecasted peak demand. Redevelopment of the northeast portion of Building A will require substantial power upgrades. The existing transformers and switchboards in Building A are not sufficient to support the forecasted peak demand of 3,430 kW. The transformers will need to be replaced, and the main switchboard will require an upgrade to accommodate the increased load.

For all three priority sites, a dedicated power supply for each building is recommended, with a looped feed configuration for reliability. Pre-construction recommendations include conducting insulation resistance tests, investigating the condition of existing switchgear, exploring new duct bank installations, and evaluating the feasibility of supplying buildings F and H on a shared looped feed.

5.11 HEATING AND COOLING SYSTEMS

The Ottawa campus's existing Central Heating and Cooling Plant (CHP) serves several older buildings using a mix of cogeneration units, gas-fired boilers, and absorption chillers to provide heating and cooling. The two 2MW gas-fired cogeneration units produce both electricity and heat, with waste heat being used for building heating or cooling via absorption chillers. There is also an 800-ton electric chiller to provide additional cooling when necessary. However, the CHP plant is nearing full capacity, especially for cooling, with supplementary cooling systems in place for certain buildings, which are not connected to the CHP network. Some planned modifications aim to connect these supplementary systems to the CHP.

The campus's heating and cooling systems are distributed via two hydronic loops, one for heating and another for chilled water. Based on estimated design loads, the heating system is generally well-sized for current building needs, but the cooling system struggles to meet demand on peak days. A detailed load summary shows that the CHP can handle current heating needs but faces challenges in providing sufficient cooling, especially during high-demand periods. Certain buildings, like B, H, and P, have substantial cooling needs, and a few buildings are independent of the CHP, relying on standalone systems such as water-source heat pumps or air-cooled chillers.

Campus development anticipated in the next ten years will impact the existing heating and cooling infrastructure. The short-term development strategy (see Section 7) focuses on replacing Building F with a new mixed-use building that will require significant new HVAC capacity, as it is not connected to the CHP. The heating and cooling loads for this building are forecasted to be substantial, and the CHP cannot accommodate these new demands. A standalone HVAC plant

will be necessary for a future development on the Building F site, with options like natural gas heating, air-source heat pumps, or ground-source heat pumps. Each system presents its own benefits and challenges in terms of cost, energy efficiency, and emissions.

On Building H, another potential site for near-term redevelopment, the CHP may be able to support part of the HVAC load after the demolition of kitchen spaces. While the CHP's current capacity is insufficient for the new loads, the decanting of high-demand kitchen areas could reduce the overall load. Similarly, the redevelopment of a portion of Building A forecasts HVAC loads that exceed the CHP's current capacity. However, portions of the building could be served by the CHP, especially for academic and mixed-use spaces, while residential areas may require standalone systems. The overall summary highlights that the CHP cannot fully meet the additional HVAC loads from these developments, and standalone solutions are recommended for all three buildings to avoid overstressing the existing infrastructure.

The two cogeneration units are the major source of CO₂ emissions for the campus. In order to achieve the college's decarbonization targets, other approaches will need to be considered, but removing and replacing the units with other equipment or all-electric systems will have a major impact on energy costs, as well as significant capital costs for upgrades to the campus electrical systems. Abandoning the cogeneration systems may provide impetus to eventually convert all buildings to smaller standalone HVAC plants.

5.12 STORMWATER MANAGEMENT

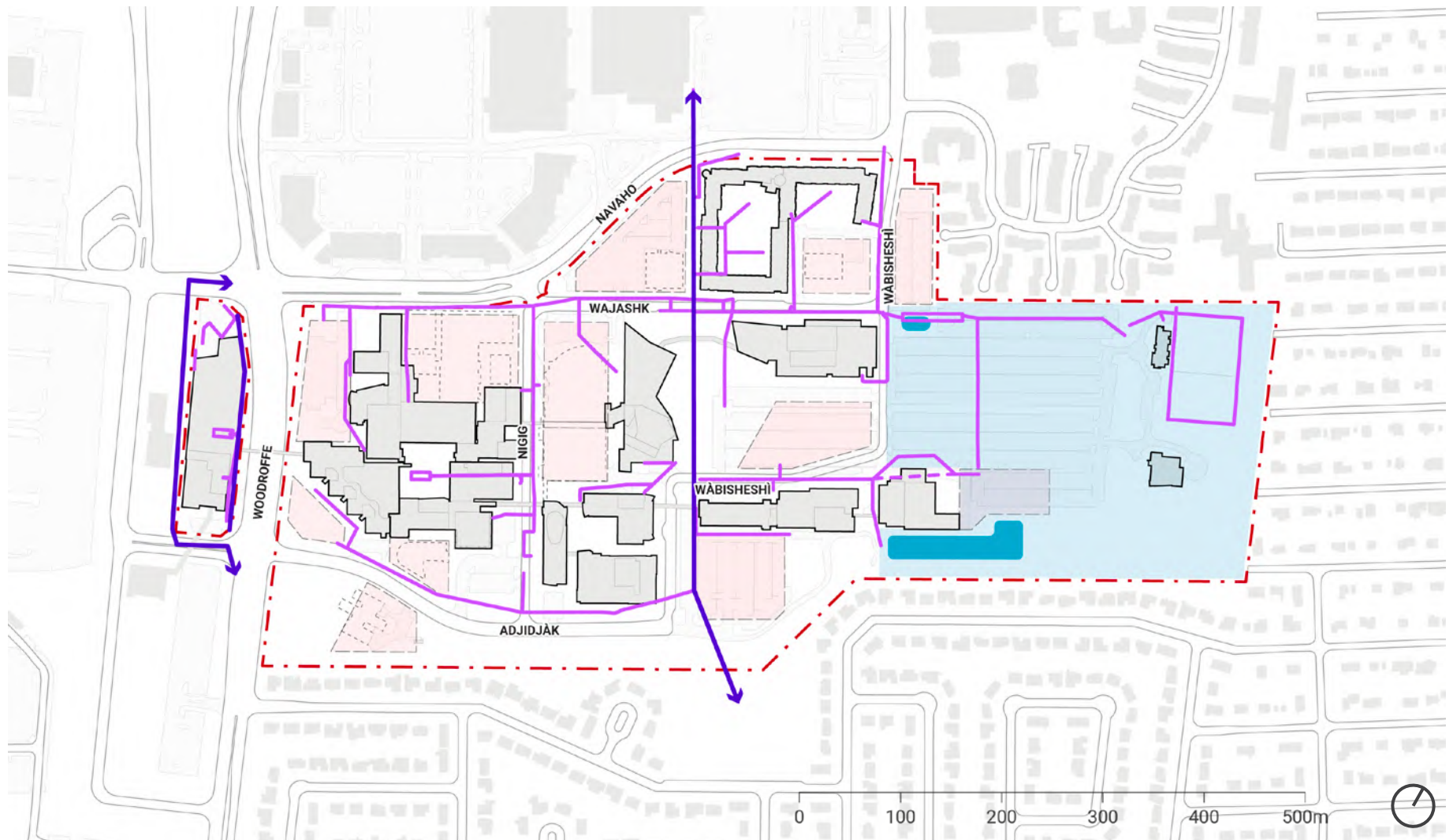







Figure 32. Stormwater Management Framework Plan

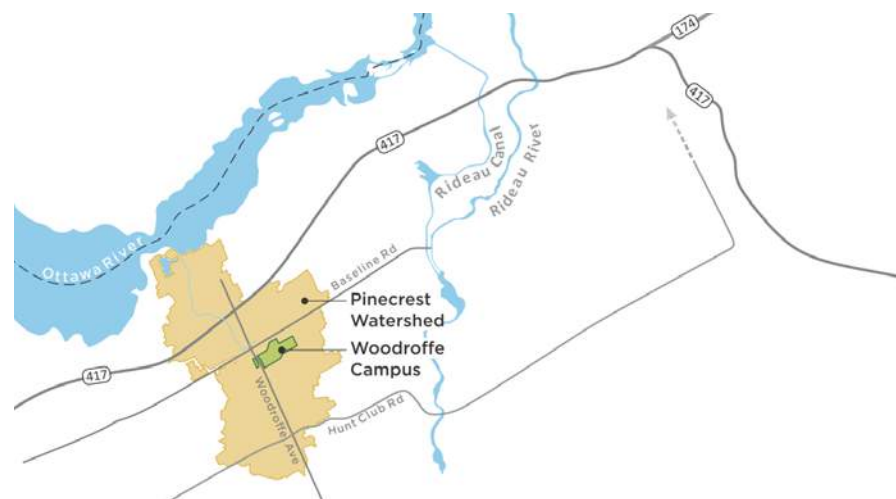
- | | |
|--|---|
|  Municipal Storm Sewer |  Catchment Area for Stormwater Ponds |
|  Existing and Proposed Local Storm Sewer |  Stormwater Pond |
|  Local Storm Sewer to be Realigned with Development | |

The Stormwater Management (SWM) framework describes the existing storm infrastructure currently servicing the campus and how these systems may be considered or potentially affected by future development. Development on the campus will affect existing drainage systems and may require additional SWM measures for the control and treatment of stormwater runoff.

Pinecrest Creek

The Ottawa campus is situated within the heart of the Pinecrest Creek subwatershed. Through urban development, the creek has been altered severely in sections. Many portions are now buried, i.e. enclosed in storm sewers and culverts. Under the campus, the creek is enclosed in a 2100mm diameter trunk storm sewer that bisects campus from north to south. The campus is located just upstream of the remaining natural stream portion, which begins on the north side of Baseline Road.

Impacts of uncontrolled runoff from the existing campus are currently being mitigated by a new City of Ottawa SWM pond at the northeast corner of Baseline Road and Woodroffe Avenue providing water quality treatment and some flood and erosion



control on Pinecrest Creek for a total of 445 hectares upstream, including the current campus lands; however, it cannot be relied upon to address SWM requirements for future development/redevelopment. SWM guidelines established for the Pinecrest Creek subwatershed are applicable to campus lands and future campus development.

Storm Sewer Network

Campus lands west of Woodroffe Avenue currently flow at a controlled rate to the 2400mm diameter City of Ottawa trunk storm sewer on Woodroffe Avenue (“Woodroffe Trunk”).

Lands east of Woodroffe Avenue flow mainly uncontrolled or controlled by conventional approaches (e.g., roof drains, catch basins and storm sewers) that collectively outlet to the 2100mm diameter City trunk storm sewer that discharges to Pinecrest Creek north of Baseline Road (“Baseline Trunk”).

On-Site Source Controls

For campus lands west of Woodroffe Avenue, flow is attenuated on-site from the ACCE building to 25% less than pre-development flow via parking lot storage, green/asphalt roof, and an underground cistern. The ponding areas were designed to store the excess runoff from the 100-year design storm as per City of Ottawa Sewer Design Guidelines.

Until recently, east of Woodroffe Avenue, the SWM approach has been conventional. Flow is mainly uncontrolled from hard surfaces or is controlled to pre-development conditions with roof drains and inlet control devices as per the City’s guidelines. An exception is the Student Commons Building, which is controlled to previous 2009 Pinecrest Creek SWM criteria using roof drains, roof storage, landscaping and on-site infiltration basins. The Student Residence (Phase III) and Courtyard is controlled with roof drains, roof storage and landscaping.

More recently, the ARC building was designed to adhere to the 2012 SWM Guidelines for the Pinecrest Creek/Westboro Area. Key features include rooftop storage, bioretention features and an underground infiltration retention/detention chamber below the parking lot area for quantity control (flood management and erosion control) and runoff volume reduction. In addition, an oil grit separator helps provide the required 80% TSS removal or water quality treatment. The proposed SWM system also meets the rainwater management LEED credits.

Existing Stormwater Management Pond

An existing SWM pond is located on the south side of campus immediately south of Building S. The pond was constructed in 2019 to address a previous SWM deficit incurred for three campus developments that had proceeded without adhering to the Pinecrest Creek SWM Guidelines at the time: NE Parking Lot (reinstatement of parking displaced by Student Commons Building); Building C Addition (DARE District); and Building S Automotive Welding Shop Addition (Phase 1).

In the College's 2018 Rainwater/Stormwater Management Plan, the total shortfall volume (345 m³) was calculated as the total SWM volume required to meet the 2012 Pinecrest Creek SWM criteria for the three projects less the total actual storage volume provided on site for each of those developments.

The pond was designed to meet the 2012 Pinecrest Creek SWM Criteria for its upstream drainage area of 9.3 hectares with an imperviousness of 45%. Accounting for the stormwater deficit for the three shortfall projects, the pond has a total remaining reserve capacity of 5,053 m³, including 409 m³ of permanent pool volume and 4,645 m³ of extended detention/active storage volume. The reserve capacity is available to help mitigate impacts of future development depending on its location, size and imperviousness.

The three shortfall projects required a significant portion for the permanent pool to address their requirements for runoff volume reduction (10mm) and water quality storage (80% TSS removal). The remaining capacity in the permanent pool is the limiting factor as it would only address the water quality storage requirements for an additional three hectares of future development at 90% imperviousness.

Guidance for Future Development

All future development on campus is subject to the City of Ottawa 2012 Pinecrest Creek SWM Criteria for runoff volume reduction with on-site retention, water quality treatment (80% TSS removal), and water quantity control (erosion control and flood management).

As per the 2018 Rainwater/Stormwater Management Plan, future development/redevelopment west of Woodroffe Avenue will continue with on-site source control through use of source control and Low Impact Development (LID) measures.

East of Woodroffe Avenue, SWM requirements should be addressed for future development with on-site source controls and LID where possible. Where on-site measures are not feasible, consideration should be given to using the reserve capacity in the existing SWM pond to mitigate impacts of future development and offset SWM requirements for that site. Priority for use of the reserve pond capacity should be given to smaller developments and those located within the 9.3-hectare catchment area for the pond due to mitigation of water quality impacts. Depending on size, imperviousness and remaining reserve capacity, the SWM pond may be relied upon to offset SWM requirements for water quantity control (erosion control and flood management) for sites east of Woodroffe.

Water quality impacts from sites located outside of the drainage area to the pond cannot be (directly or indirectly) mitigated by the pond. Sites located outside of the pond's drainage area, including those identified for near-term development (buildings F, H and a portion of A) may not rely upon the pond to meet their water quality treatment requirements. These sites will be required to provide their own water quality treatment on-site and may also be required to meet the runoff volume criterion (10 mm retention) on-site as well as per the 2012 Pinecrest Creek Criteria.

As shown in Figure 32, a future addition to the east of Building S (0.40 ha, 100% imperviousness) is located within the drainage area to the pond and may be an opportunity to rely on the reserve capacity to the pond.

LEED vs Pinecrest Creek Criteria

As per the 2018 Rainwater/Stormwater Management Plan, the recommended target for future development is that all new projects pursue maximum credits in LEED Gold and meet Pinecrest Creek criteria at the same time. The more stringent criteria will apply. The College should implement a full range of measures, e.g. infiltration practices, water balance, etc.

Climate Change

Climate change design standards for drainage and SWM should include use of future rainfall IDF curves and City of Ottawa stress test (100-year storm + 20%).



Other Opportunities



Many LID opportunities exist on campus to mitigate impacts of future development.

Parking lots can be redeveloped to include LID measures such as rain gardens and tree pits to help offset SWM requirements for future development.

Future development should be encouraged to mimic the hydrologic cycle with water balance approaches that retain/detain runoff on-site and promote infiltration to groundwater. Preferred SWM measures include green roofs, rainwater harvesting, bioretention, infiltration trenches, permeable pavers, soakaway pits, tree pits, rain gardens and the overall reduction of hard surfaces.

[illegible]

 Municipal Collector Sanitary Sewer
  Municipal Watermain

 Existing and Proposed Local Sanitary Sewer
  Existing and Proposed Campus Watermain

 Local Sanitary Sewer to be Realigned with Development
 Campus Watermain to be Realigned with Development

Redevelopment and construction of new buildings on the campus will require water supply for domestic use, fire protection and sanitary sewer connections. The Water and Wastewater Framework describes the existing water distribution and sanitary sewer infrastructure that services the campus and infrastructure considerations for new development.

Water Distribution

The water distribution system within the campus receives water from municipal watermain lines via three connection points: Navaho Drive at Woodroffe Avenue, Navaho Drive at Baseline Road, and Lotta Avenue to the east of campus. Analysis of the water distribution system was carried out in 2010, and partially updated in 2017. At the time, the system was found to have adequate capacity both for domestic demands (which are assessed for a 'peak hour' condition) and for fire demands. Applicable design guidelines require that the water distribution system be able to supply the required fire flow (RFF) to each building at the same time as meeting the maximum day demand for domestic flows, with the residual pressure falling no lower than 140 kPa (20 psi). RFFs are calculated following the Fire Underwriters Survey methodology based on the size and characteristics of each building.

The previous analyses found the available fire flows to be in the range of 150 to 220 L/s depending on the location within the campus.

A preliminary assessment for the largest buildings proposed in the long-term plan suggests that RFFs will be in the range of 150 to 200 L/s, assuming non-combustible construction as defined by the Fire Underwriters Survey (2020). Requirements of non-combustible construction include protected vertical openings, a minimum one-hour fire resistance rating for all structural elements, walls, floors and roof, and construction of these elements from non-combustible materials.

Considering the proposed locations of the largest buildings close to the connection points from municipal watermain lines, it is likely that the RFFs can be met with little or no improvement of the existing water distribution system. Confirmation of this would require water distribution system analysis. Larger buildings or different construction types, including mass timber except where encapsulated, may only be feasible with measures such as subdivision by two-hour firewalls or increased separation from adjacent buildings.

The existing water distribution system extends to, or close to, all new buildings proposed in the MCDP. Figure 33 identifies the long-term water distribution system, including minor watermain extensions and relocations expected to be required to facilitate construction of the proposed buildings. In all cases these are localized and appear feasible to construct.

In addition to providing the required flows, reliable operation of the water distribution system is essential to campus operations. Both scheduled construction or maintenance work and unscheduled or emergency work to repair watermain breaks can cause portions of the system to be temporarily shut down. Lengthy interruptions to service can only be avoided by ensuring that important buildings are serviced by looped watermain lines which provide multiple pathways for water distribution.

The watermain lines servicing the western portion of the campus are currently looped, but this is not the case for the watermain lines servicing buildings N, T, P and S. Extending services to the major new buildings proposed between the ARC building and Building P, and east of Building S, provides the opportunity to install a new looped watermain within Wàbisheshì Private as also illustrated in Figure 33, providing robust water distribution for both new and existing buildings in this area.

For reliability, and to avoid constraining regular construction and maintenance activities, the City of Ottawa requires that new buildings with an average daily water demand of over 50,000 L/d be provided with dual service connections from the adjacent watermain, which itself must be looped. This requirement would typically be triggered by a large residence building but not by academic buildings (which have lower water demands). However, since water outages can be highly disruptive to campus operations, it is recommended that all significant buildings be provided with dual service connections which allows water service to be maintained when the watermain is shut down for planned work or is out of service. This would include residences, food service buildings, large academic buildings and heating/cooling plants.

Sanitary Sewers

The campus is serviced by a network of local sanitary sewers which discharge to a 525 mm diameter municipal collector sewer that runs south to north through the campus.

A comprehensive analysis of these sewers was completed in 2010, including flow monitoring to confirm actual flow rates. This analysis found that under peak flows at that time, the main collector was operating at a maximum of 17% of its capacity. Similarly, it was found that none of the local sewers were operating at more than 17% of capacity. Sensitivity analysis found that the main collector could accommodate a 30-fold increase in the student population over the full-time equivalent population of 18,000 students at that time, although the receiving capacity of municipal sewers further downstream would likely constrain the actual serviceable population to a somewhat lower total.

Condition assessment of the majority of sanitary sewers was also completed in 2010 based on CCTV inspection. This inspection found the majority of the sanitary sewers to be

in reasonable condition with relatively few defects requiring immediate or near-term attention. This condition assessment was completed 14 years ago and should be updated to provide a more current picture of the condition of the campus's sewer infrastructure. However, considering the age range of the sewers (60 years or younger), durable pipe materials (concrete/PVC), and previous condition assessment findings, it is likely that the majority of the sewers have at least 20 years of remaining life or are in suitable condition for rehabilitation by trenchless methods.

At a campus-wide level, capacity of the existing sanitary sewers is not expected to present a constraint to the level of development proposed in the long-term plan.

The significant increase in density proposed for the building A, F and H sites will increase flows in the local sanitary sewer on Wajashk Private. While analysis will be required to determine whether upsizing of this sewer is needed, the cost of upsizing would be not be out of line with the scale of the proposed development.

5.14 DEMONSTRATION PLAN



Figure 34. Demonstration Plan

Figure 34 synthesizes the campus frameworks described in this chapter and adds conceptual footprints of future buildings to demonstrate how the frameworks can help ensure the Ottawa campus evolves cohesively, holistically and sustainably as it grows over the long term. The demonstration plan also illustrates the design guidelines contained in the next chapter.

6. Development Guidelines

6.1 GENERAL GUIDELINES

A successful college campus is one where the relationship between buildings and open spaces creates a unified and vibrant environment that reflects the institution's identity. On Algonquin College's Ottawa campus, a blend of diverse architectural elements with well-integrated landscapes can cultivate a sense of place that is functional, inspiring and supportive of academic life.

The following guidelines provide general design direction for campus development, with a focus on buildings. These are followed by more detailed guidelines for the individual development sites identified in Section 5.7. The aim of both general and site-specific guidelines is to ensure the creation of durable, high-quality buildings with landscaping that together contribute to the College's identity and sense of place as they support its mission and strategic goals. An overarching objective is to create inviting, safe and comfortable spaces—both indoors and outdoors—through a commitment to excellence in architecture, landscaping, urban design and construction standards.

In addition to the MCDP's design guidelines, the College will apply sustainability guidelines based on relevant best practices, currently represented by Humber College's Green Building Standards. The buildings on campus will apply the City's design guidelines, in particular Design Guidelines for High-Rise Buildings and Transit Oriented Design.

BUILDING DESIGN AND MASSING

1. New academic buildings should optimize their development site. Academic buildings should have a minimum height of three storeys and taller buildings that contribute to a compact campus and leave room for open space are encouraged.
2. Where development sites will only be partially built out, the planning and design process should consider the potential for future build-out. This ensures the long-term realization of the site's full potential. A conceptual design strategy should be developed alongside the initial building plan, accounting for future expansion or additional structures on the site.
3. A bold and contemporary architectural expression is encouraged for all new developments. This includes the continued use of innovative materials, like those showcased in the DARE District, which reflect Algonquin's commitment to innovation and sustainability.
4. Windows and glazed walls should be transparent, not mirrored, to strengthen the visual connection between interior and exterior spaces, contributing to campus safety and a sense of openness. This design approach will not only enhance the aesthetic appeal of buildings but also showcase interior spaces and maximize natural light penetration, as demonstrated by the ACCE Building.
5. The residential portion of mixed-use buildings should be stepped back from the podium containing academic uses to reduce the perceived impact of the massing and to ensure adequate sunlight on pedestrian spaces.
6. Long buildings and those with large floorplates should break up their perceived mass with varied setbacks, stepbacks, recesses, articulated facades and/or material changes.

7. Blank walls facing pedestrian routes and gathering spaces, should be avoided. Existing blank walls should be softened with plantings or architectural features to minimize their impact on public realm.
8. New academic buildings generally should be designed to be flexible and adaptable over time to new or expanded programs, varying classroom sizes and changing technologies.



Ishkodewan Courtyard

CIRCULATION AND PUBLIC REALM

1. For buildings in Algonquin's academic zones, the design should prioritize spacious corridors lined with communal and reception areas. These internal connections should integrate with Algonquin's broader internal pedestrian network, creating accessible, inviting pathways through and around campus buildings.
2. Heavily-used areas like classrooms and labs should be positioned near internal pedestrian links, while departmental offices, restricted labs and other specialized spaces can be located on upper floors to maintain an efficient flow of learners and employees.
3. The ground floors of buildings should interact thoughtfully with surrounding landscapes and pedestrian pathways. Building entrances should be clearly identifiable through unique architectural features or detailed design elements. Where possible, active ground-floor uses—such as study spaces, or student services—should animate adjacent open spaces and streets.
4. Attractive and consistent paving, planters, street trees, and street furniture should be used to establish a distinct character along campus streets. In pedestrian priority areas along Wajashk and Wàbisheshì, different paving materials should be used to separate the spaces for pedestrians and vehicles/cyclists.
5. To accommodate Algonquin's year-round campus life, weather protection in the form of canopies or covered walkways should be provided at key pedestrian entrances and transit stations. Similar protection should be considered for amenity areas and pathways linking primary buildings to associated structures. These features will help ensure comfort during the College's varying seasonal conditions.

BUILDING ACCESS

1. To improve accessibility, building entrances generally should be flush with the exterior pedestrian zone.
2. Service areas and vehicle access should be discreetly integrated into the campus's public realm. Landscape screens and other design measures should be used to minimize the visual and functional impact on the campus environment.
3. Servicing, loading and vehicular parking access should be located at the back of buildings and be accessed from driveways where feasible to maintain attractive streets. Nigig is an exception and is the one campus street that will continue to function as a service corridor that accommodates servicing, loading and parking access.
4. Laneways, service, loading and parking access to buildings should be consolidated where possible to minimize the impact on pedestrian and bicycle movements.
5. Pick-up and drop-off should be accommodated in lay-bys parallel to the street and be located in front of main pedestrian entrances to buildings.
6. Primary building entrances should be located in highly visible places with direct access from the street to support easily identifiable building entrances, pedestrian activity on the street, and direct pick-up and drop-off activities.



Student Commons

6.2 SITE-SPECIFIC GUIDELINES

DEVELOPMENT GUIDELINE ELEMENTS

The site-specific guidelines in this section include illustrations that identify various elements of a building and its immediate setting, as described below.



Property Line: *The property boundary of Algonquin College.*



Development Site: *Area boundaries where new development or redevelopment should occur.*

The development parcels do not necessarily indicate the total development footprint. They may also include landscaping, courtyards, walkways, service/loading areas or other features that extend beyond the walls of the building.



Primary Pedestrian Entrance: *The general location for main building entrances.*

Primary building entrances should be highly visible, well-aligned with the pedestrian network, and contribute to an active public realm. In addition to the primary entrances, secondary entrances are encouraged along primary building frontages.



Vehicular Access: *The route private and commercial vehicles generally will use to access parking, loading and servicing areas.*



Servicing Entrance: *The location for overhead doors providing access to loading areas.*



Servicing Area: *The general location for loading facilities, garbage and recycling bins, and associated storage areas.*



Potential Underground Parking Access: *The preferred location for a ramp to underground parking.*

Servicing Accesses, Servicing Entrances, Servicing Areas, and Underground Parking Accesses should be located away from primary pedestrian routes and building entrances. This will minimize conflict with pedestrians and support the creation of high functioning service routes and loading areas.



Enhanced Landscape: *Areas where improvements to greenspace, sidewalks, street trees, and street furniture are recommended alongside development.*

Enhanced landscapes are noted in areas adjacent to or within the development site that require significant improvements from their existing condition.



Open Space: *Green space projects that improve the open space network on campus.*



Potential Open Space: *Potential green space projects that improve the open space network on campus.*



Landscape Entry Feature: *High-profile areas where unique streetscape features will signify key moments of arrival.*

These places should receive additional design attention and are appropriate locations for art, street furniture and signage.



Primary Building Frontage: *Locations in which facades should generally be aligned with the frontage line to create consistent open space enclosure.*

Primary entrances and active uses should be located along building frontages and loading areas should avoid building frontages.



Active Edge: *Building frontages with a high degree of transparency and where active uses should be located.*

Programs inside the active edge should be student-life or community-oriented and should have a high degree of interaction with the adjacent public realm. Active edges can feature artistic glazing, interior or exterior illumination, and/or facade articulation.



Internal Circulation Connection: *The general location for enclosed connections to neighbouring building should be located.*

New pedestrian bridges and built connections will ensure developments connect seamlessly into the existing internal circulation network. These routes should be intuitive and direct. Views to the outside and the use of natural light is encouraged.

SITE A

SITE AND PROGRAM

Site A, located at the corner of Navaho and Nigig, replaces a portion of Building A. In a prominent location near a future BRT station, Site A is an important gateway to the College and will be integral to revitalizing the north edge of the campus.

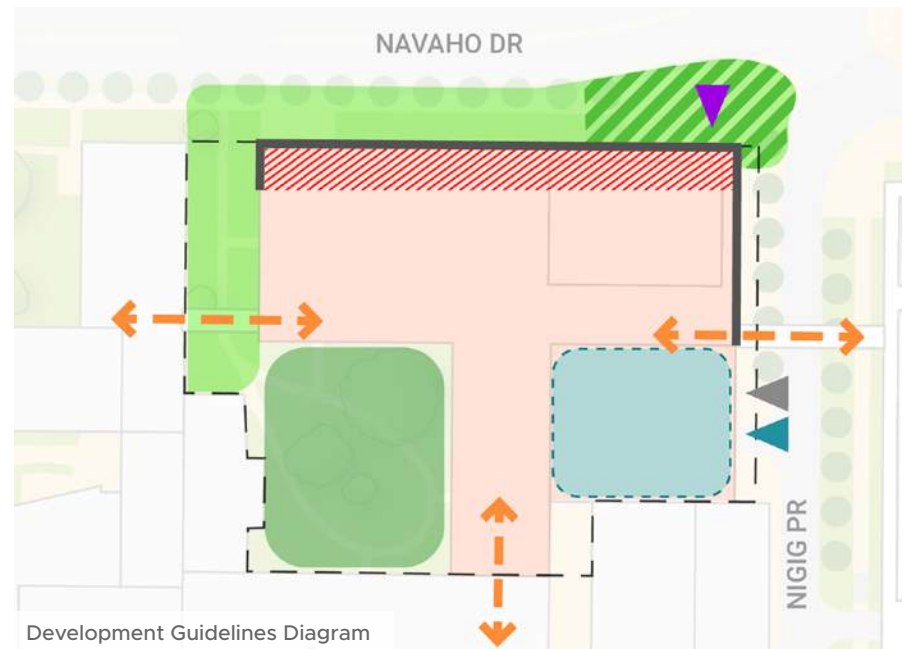
Given its central location, visibility and proximity to existing academic and student life hubs, Site A is suitable for an academic building of 4-6 storeys or a much taller mixed-use building.

KEY PLAN



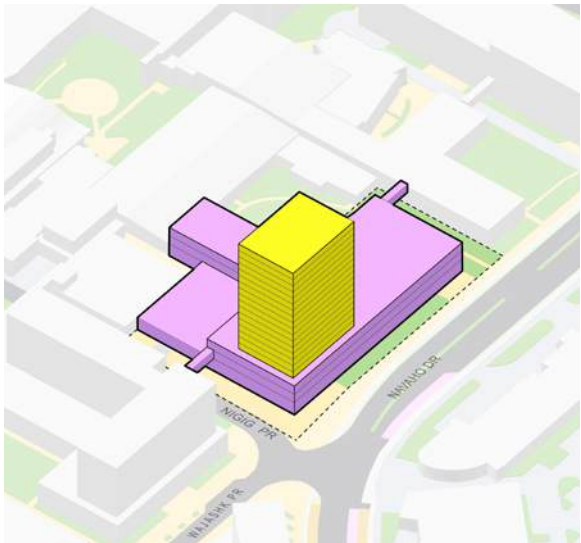
LEGEND

	Property Line		Enhanced or New Landscape
	Development Site		Open Space
	Primary Pedestrian Entrance		Potential Open Space
	Vehicular Access		Landscape Entry Feature
	Servicing Entrance		Primary Building Frontage
	Servicing Area		Potential Underground Parking Access
	Active Edge		Internal Circulation Connection



GUIDELINES

- The frontage along Navaho should be an **active edge**.
- Due to its visibility, the architectural treatment of the Navaho frontage should be of high quality, showcase facilities and promote a positive image of the College.
- The corner of Navaho and Nigig should have a defining **landscape entry feature** that draws attention to the building’s **primary pedestrian entrance**.
- The building can be **serviced** and have an **underground parking entrance** along Nigig away from the intersection.
- **Pedestrian bridges** should connect the future building to existing portions of Building A and Building H.
- An **open space courtyard** in the southwest corner of the development site can provide Building A with a more sizeable, light-filled outdoor amenity.
- Design attention should be given to **enhanced landscape areas** along Navaho and between Building A and the new development.

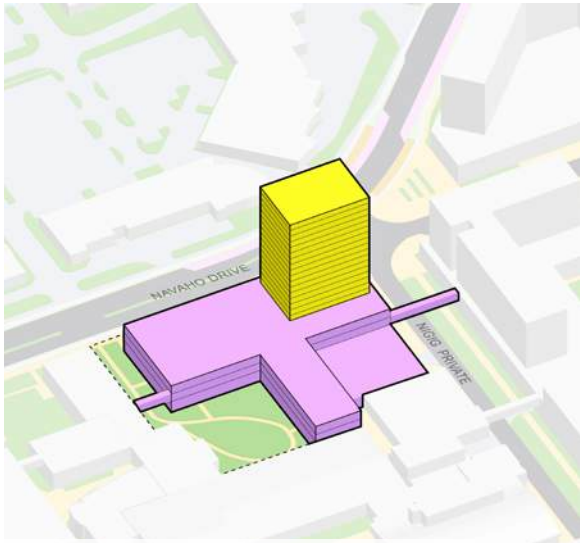


Site A Massing Concept View Looking SW

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
9,070 m²	Academic: 2 - 6 st Residential: up to 25 st	Navaho ROW: 6-8 m Nigig Curb: 8-10 m	6,700 - 20,200 m² (72,000 - 217,400 ft²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Academic Student residences (in a mixed use building) Student life/services 	<ul style="list-style-type: none"> Demolition of northeast portion of Building A 	<ul style="list-style-type: none"> Potential reconfiguration of Navaho/Wajashk/Nigig Intersection Baseline BRT Corridor along Navaho

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Site A Massing Concept View Looking NE

SITE B

SITE AND PROGRAM

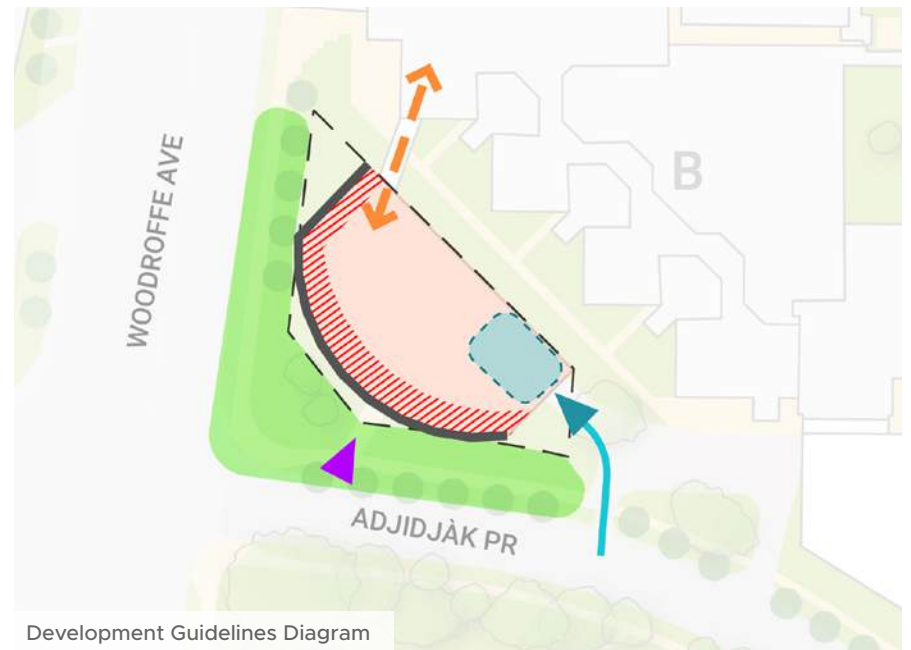
Site B occupies the corner of Woodroffe and Adjidjàk in front of the existing Building B. The new development can redefine the southwestern campus entrance, welcoming passersby and commuters from the south. Site B is suitable for an academic building of 3 to 6 storeys.

KEY PLAN



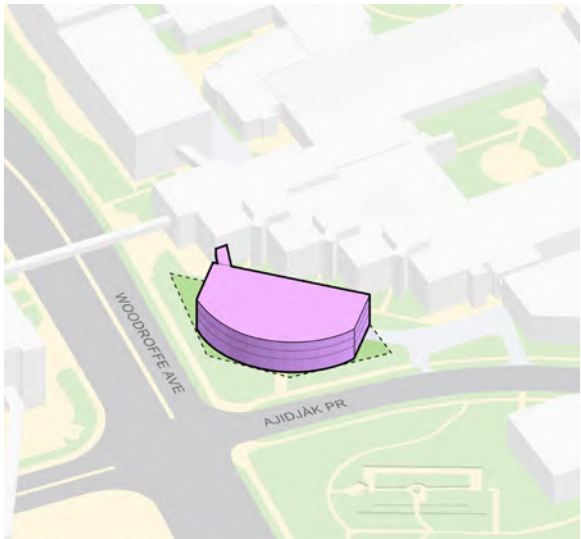
LEGEND

	Property Line		Enhanced or New Landscape
	Development Site		Open Space
	Primary Pedestrian Entrance		Potential Open Space
	Vehicular Access		Landscape Entry Feature
	Servicing Entrance		Primary Building Frontage
	Servicing Area		Potential Underground Parking Access
	Active Edge		Internal Circulation Connection



GUIDELINES

- The Woodroffe and Adjidjàk frontage should be an **active edge** with the building’s **primary pedestrian entrance**.
- Due to its visibility, the architectural treatment of the Woodroffe and Adjidjàk frontage should be of high quality and promote a positive campus image.
- A **pedestrian bridge** should connect the new building to Building B.
- Design attention should be given to **enhanced landscape areas** along Woodroffe and Adjidjàk.



Site B Massing Concept View Looking NE

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
2,060 m²	3 - 6 st	Woodroffe ROW: 8-10 m Adjidjàk Curb: 10-14 m	2,300 - 6,900 m² (24,800 - 74,300 ft²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Academic 	n/a	n/a

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Site B Massing Concept View Looking SW

SITE D















SITE AND PROGRAM

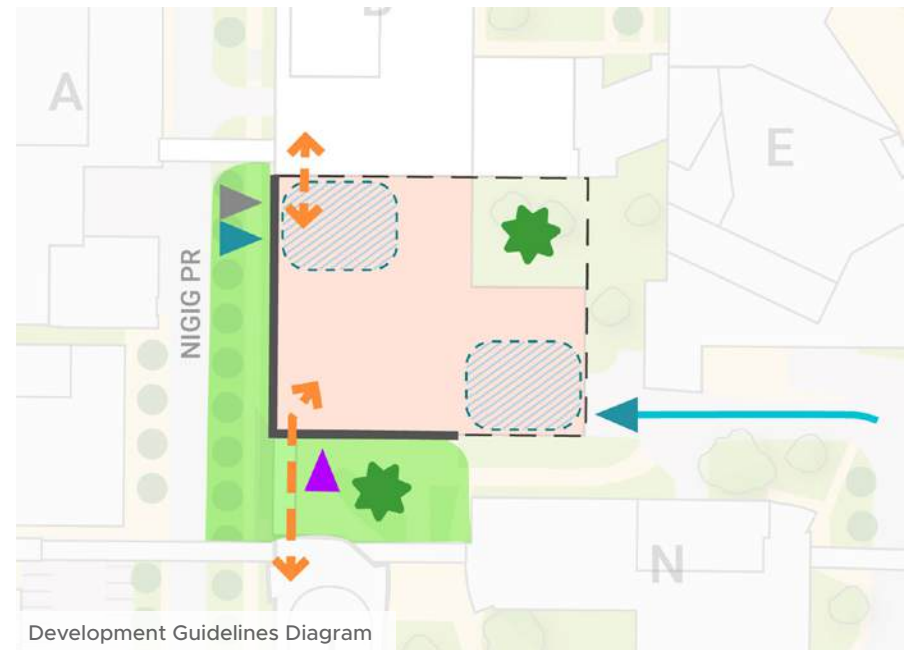
Site D contains the portion of Building D slated for replacement. It is located centrally among existing academic and student services buildings, extending into Building H to the north, and with pedestrian connections to the east, west, and south. With frontage only along Nigig, Site D is not a highly visible site, but can still contribute to the character and image of the campus. Site D is suited as a 2-6 storey academic building.

KEY PLAN



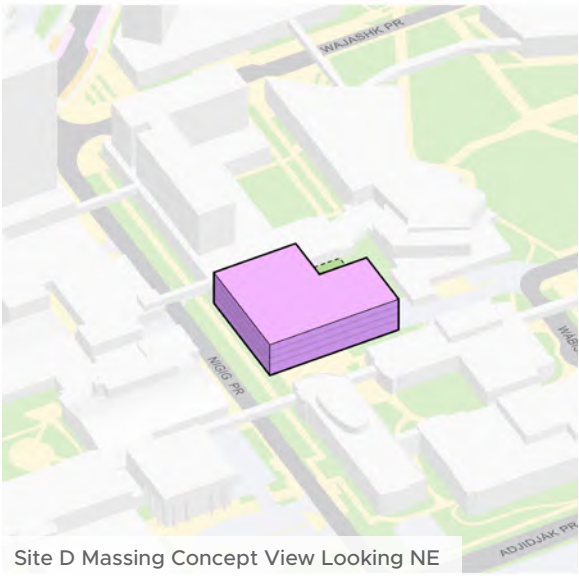
LEGEND

- | | | | |
|---|-----------------------------|---|--------------------------------------|
|  | Property Line |  | Enhanced or New Landscape |
|  | Development Site |  | Open Space |
|  | Primary Pedestrian Entrance |  | Potential Open Space |
|  | Vehicular Access |  | Landscape Entry Feature |
|  | Servicing Entrance |  | Primary Building Frontage |
|  | Servicing Area |  | Potential Underground Parking Access |
|  | Active Edge |  | Internal Circulation Connection |



GUIDELINES

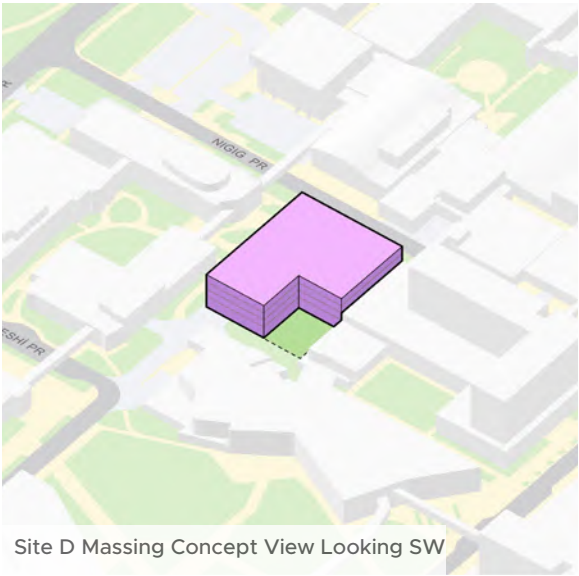
- Site D is not required to have active edges and will serve mainly as an extension of Site H, which will have a prominent active uses and entrances along Wajashk.
- The introduction of a small entry **open space** along the southern edge can visually define the space around the **primary pedestrian entrance**.
- An **open space** courtyard can be considered between Building H and Building E.
- An above-grade **pedestrian bridge** should connect to Building J.
- The **servicing area** and **underground parking entrance** could reside in one of two locations: adjacent to Building H's servicing area along Nigig, or interfacing with the existing servicing driveway to the east. Alternatively, sharing the servicing area and parking entrance with Building H could be considered.
- Design attention should be given to **enhanced landscape areas** along Nigig.



Site D Massing Concept View Looking NE

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
3,710 m ²	2 - 6 st	Nigig Curb: 12.5 m	3,900 - 11,700 m ² (42,000 - 126,000 ft ²)
Appropriate Uses		Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> • Academic • Student life/services 		<ul style="list-style-type: none"> • Demolition of Building D 	<ul style="list-style-type: none"> • Multi-use path on Nigig

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Site D Massing Concept View Looking SW

SITE F

SITE AND PROGRAM

Site F includes the existing Building F and the adjacent parking lot. It has frontage along Navaho and Wajashk and is directly adjacent to the future BRT station. The site is located at the north edge of the campus and is highly visible. Wajashk, the street bordering site to the south, is planned as a pedestrian priority street. A large storm sewer is located in the landscaped area between the student residence and site F and can be maintained in its current location with the development of the site.

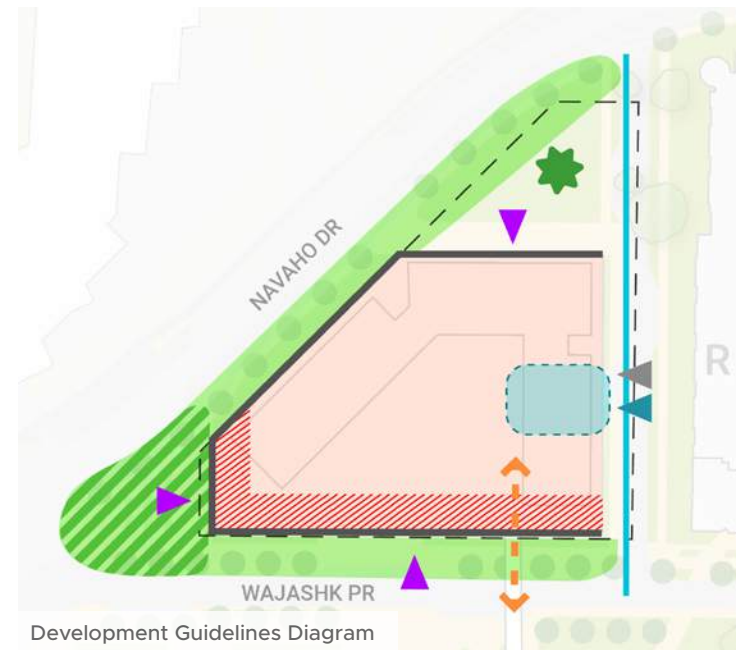
With existing academic uses to the southwest and residential uses to the east, Site F is suitable for a mixed-use building or a standalone residence. At maximum capacity, Site F can accommodate an academic podium of 3-6 storeys and a residential tower of up to 25 storeys.

KEY PLAN



LEGEND

	Property Line		Enhanced or New Landscape
	Development Site		Open Space
	Primary Pedestrian Entrance		Potential Open Space
	Vehicular Access		Landscape Entry Feature
	Servicing Entrance		Primary Building Frontage
	Servicing Area		Potential Underground Parking Access
	Active Edge		Internal Circulation Connection



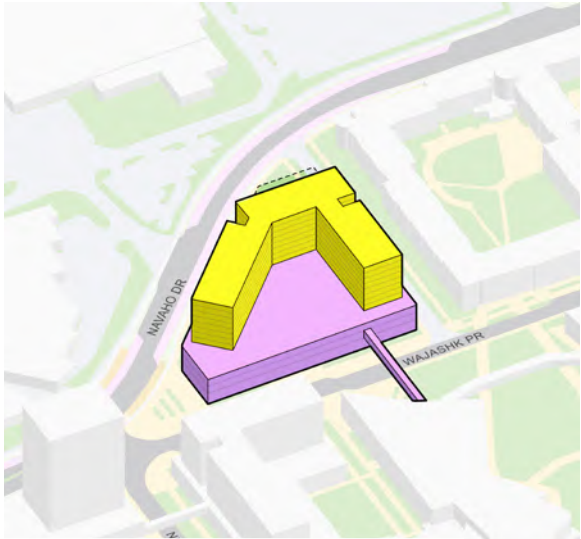
GUIDELINES

- The corner of Navaho and Wajashk and along Wajashk should have an **active edge**.
- Although active uses are not required along Navaho, the building should follow the **primary building frontage** line as indicated to support street character.
- A prominent **landscape entry feature** should establish the corner of Navaho and Wajashk as an important campus gateway, and should be coordinated with the design of the BRT station, if possible.
- Multiple **primary pedestrian entrances** can exist along Wajashk and Navaho.
- The development of Site F should be coordinated with streetscape improvements along Wajashk and the reconfiguration of the Navaho/Wajashk/Nigig intersection.
- The **enhanced landscape** between Site F and Building R should be designed as a well landscaped pedestrian connection between Navaho and Wajashk.
- A **potential open space** can be considered at the northernmost part of the site.
- The construction of a two-way driveway on the east side of F site will support a **servicing area** and **underground parking entrance**. The driveway should be accessible from Navaho, offer layby parking, and have 7m of pavement and sidewalks on both sides.

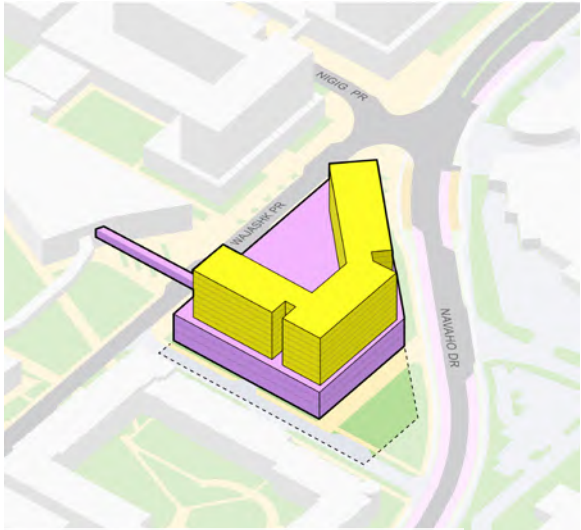
Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
8,000 m²	Academic: 2 - 6 st Residential: 25+ st	Navaho ROW: 6-8 m Wajashk Curb: 8-12 m	8,200 - 24,700 m² (88,300 - 265,900 ft²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Academic in the podium of a mixed-use building Residence Conference facility 	<ul style="list-style-type: none"> Demolition of Building F 	<ul style="list-style-type: none"> Potential reconfiguration of Navaho/Wajashk/Nigig Intersection Baseline BRT Corridor along Navaho Wajashk streetscape

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Site F Massing Concept View Looking NE



Site F View Massing Concept Looking SW

SITE G

SITE AND PROGRAM

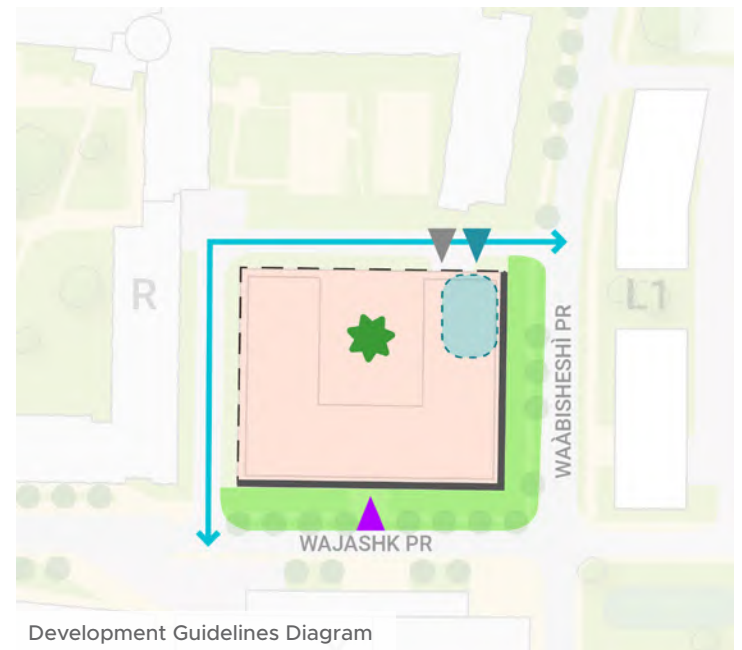
Site G includes the existing Building G and the adjacent parking lot, with frontage along Wàbishesì and Wajashk. Directly adjacent to an existing residential building, Lot G is suited as a residential building of 4-10 storeys.

KEY PLAN



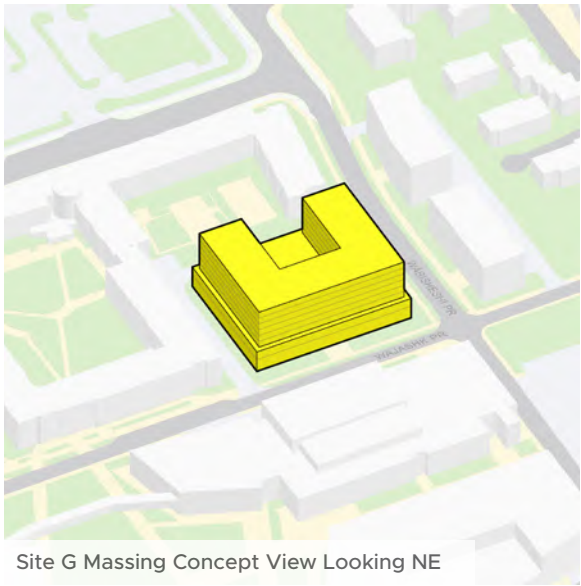
LEGEND

	Property Line		Enhanced or New Landscape
	Development Site		Open Space
	Primary Pedestrian Entrance		Potential Open Space
	Vehicular Access		Landscape Entry Feature
	Servicing Entrance		Primary Building Frontage
	Servicing Area		Potential Underground Parking Access
	Active Edge		Internal Circulation Connection



GUIDELINES

- The building should follow the **primary building frontage** line along Wajashk and Wàbisheshì.
- The **primary pedestrian entrance** should be on Wajashk.
- The **servicing area** and **underground parking entrance** can reside along the north edge of the building, accessed by the existing driveway connecting to Wajashk and Wàbisheshì.
- Design attention should be given to the **enhanced landscape areas** along Wàbisheshì and Wajashk.
- An **open space** courtyard can be considered for the centre of the site, either as a rooftop amenity or at-grade outdoor space.
- The development of Site G should be coordinated with streetscape improvements along Wajashk.

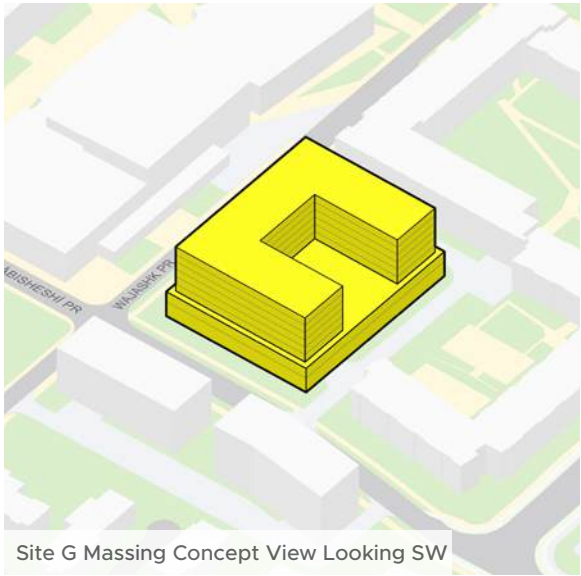


Site G Massing Concept View Looking NE

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
3,580 m²	up to 10 st	Wajashk Curb: 8-12 m Wàbisheshì Curb: 8-12 m	n/a

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Residence 	<ul style="list-style-type: none"> Demolition of Building G 	n/a

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Site G Massing Concept View Looking SW

SITE H

SITE AND PROGRAM

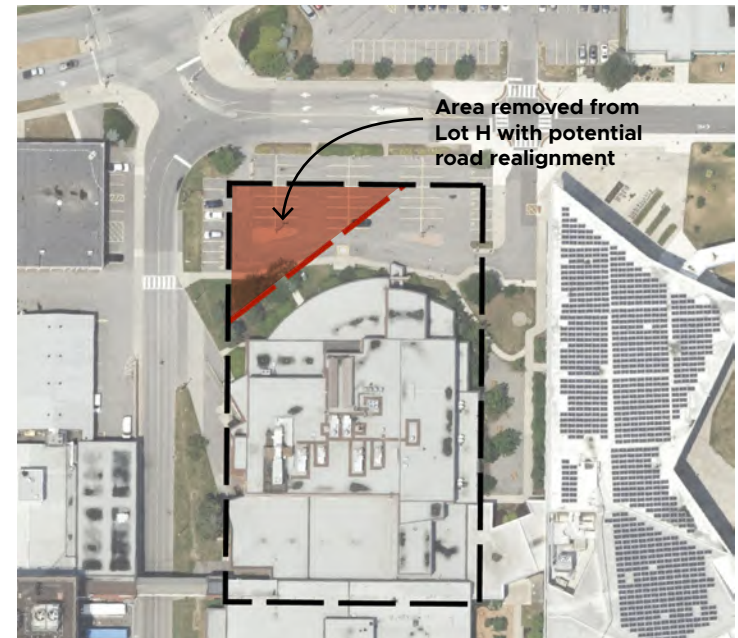
Site H includes Building H and the adjacent parking lot. Located at the intersection of Navaho, Nigig and Wajashk, Site H faces the north main entrance and the future BRT station. Its frontage along Wajashk, planned as a future pedestrian priority street, will contribute to a vibrant pedestrian realm. A future building will also have uses oriented to a generous east-west connecting it to Building D.

Site H's central location and proximity to residential and academic uses make it an appropriate site for a mixed-use building. At maximum capacity, Site H is suited for a podium of 3-6 storeys and a residential tower of up to 25 storeys.

POTENTIAL RECONFIGURATION OF THE NAVAHO-NIGIG-WAJASHK INTERSECTION

If the Navaho-Nigig intersection is reconfigured as recommended (see section 5.1 for more information), Site H's size and shape will be affected. In either case, the site will be an important campus gateway with similar guidelines for development.

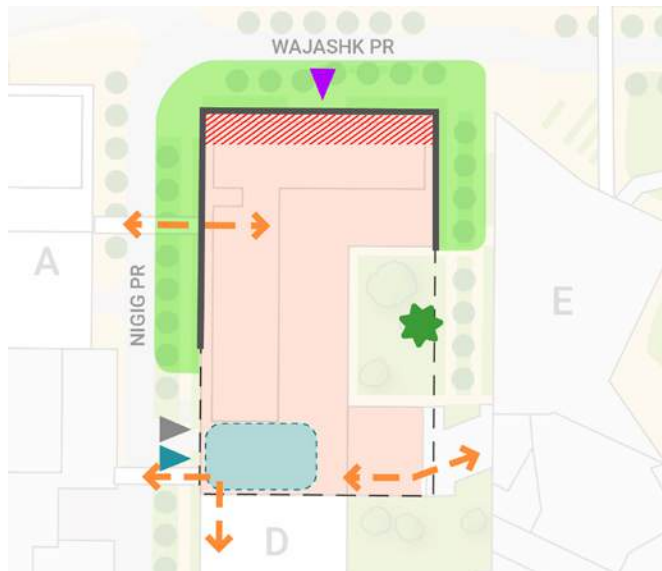
KEY PLAN



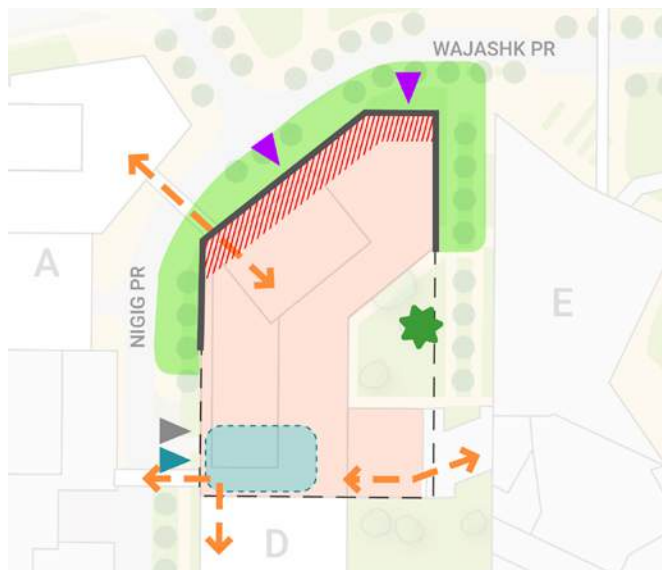
Existing Condition



Preferred Concept for Navaho-Wajashk-Nigig Intersection



Development Guidelines Diagram: Existing Intersection



Development Guidelines Diagram: Reconfigured Intersection

GUIDELINES

- The building should have an **active edge** along Wajashk with the building's **primary pedestrian entrance**.
- The building should follow the **primary building frontage** line farther south along Nigig and along Building E.
- Due to its visibility, the architectural treatment of the Navaho frontage should be of high quality and promote the College image.
- Existing **pedestrian connections** to Buildings A, D, and E should be maintained, and a new pedestrian bridge can connect to the northern portion of Building A.
- The **servicing area** and **underground parking access** should reside along Nigig at the southernmost portion of the building.
- An outdoor **courtyard** can be considered between the new development and Building E.
- Design attention should be given to **enhanced landscape areas** along Wajashk and Nigig.

LEGEND

	Property Line		Enhanced or New Landscape
	Development Site		Open Space
	Primary Pedestrian Entrance		Potential Open Space
	Vehicular Access		Landscape Entry Feature
	Servicing Entrance		Primary Building Frontage
	Servicing Area		Potential Underground Parking Access
	Active Edge		Internal Circulation Connection

SITE H

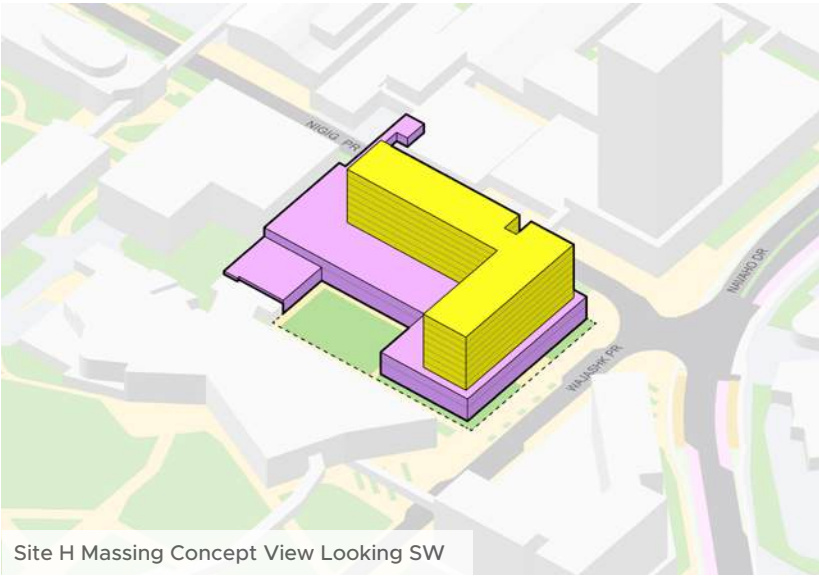
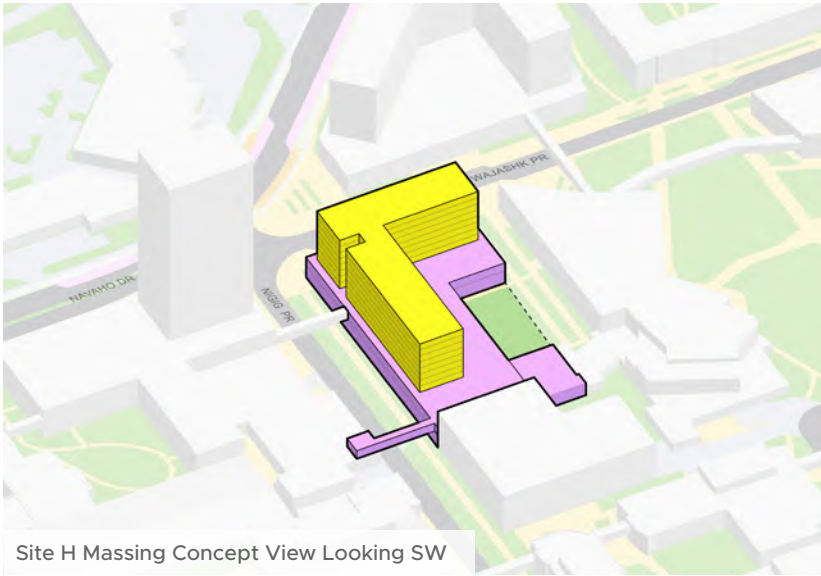
DEVELOPMENT PARAMETERS: EXISTING INTERSECTION

A potential massing for H Site if the existing Navaho-Nigig-Wajashk intersection remains is illustrated below. If the residential portion of the building takes the form of a slab (as illustrated), a maximum height of 10 storeys is recommended (on top of an academic podium).

Development Parameters: Current Intersection			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
6,290 m ²	Academic: 2 - 6 st Residential: up to 25 st	Wajashk Curb: 10-14 m Nigig Curb: 10-14 m	7,400 - 21,500 m² (79,700 - 231,400 ft ²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Academic Residence within a mixed-use building Conference facility 	<ul style="list-style-type: none"> Demolition of Building H 	<ul style="list-style-type: none"> Wajashk streetscape Multi-use path on Nigig

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



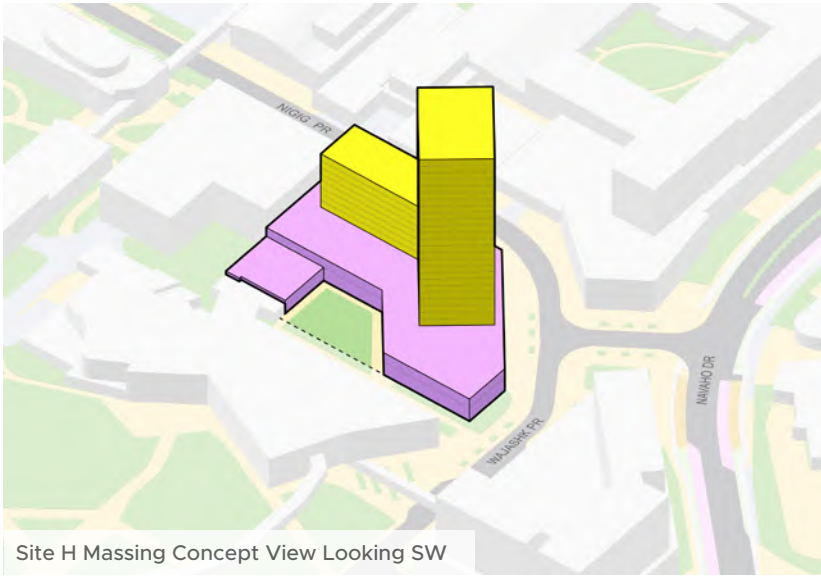
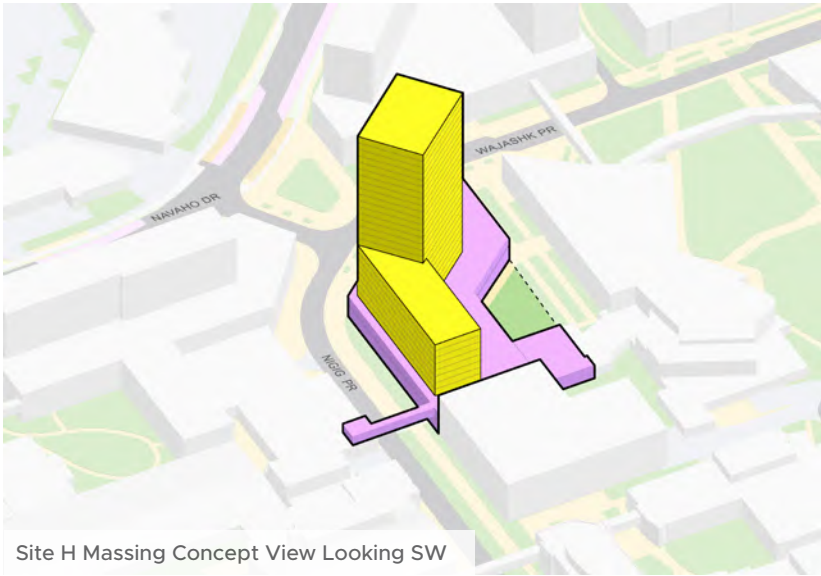
DEVELOPMENT PARAMETERS: RECONFIGURED INTERSECTION

A potential massing for H Site if the preferred Navaho-Nigig-Wajashk reconfiguration is constructed is illustrated below. If the residential portion of the building takes the form of a tower (as illustrated), a height of 25 storeys or more would be appropriate (on top of an academic podium).

Development Parameters: Current Intersection			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
5,820 m ²	Academic: 2 - 6 st Residential: up to 25 st	Wajashk Curb: 10-14 m Nigig Curb: 10-14 m	6,600 - 19,000 m² (70,700 - 204,600ft ²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Academic Residence within a mixed-use building Conference facility 	<ul style="list-style-type: none"> Demolition of Building H 	<ul style="list-style-type: none"> Reconfiguration of Navaho/Wajashk/Nigig Intersection Wajashk streetscape Multi-use path on Nigig

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



SITE K

SITE AND PROGRAM

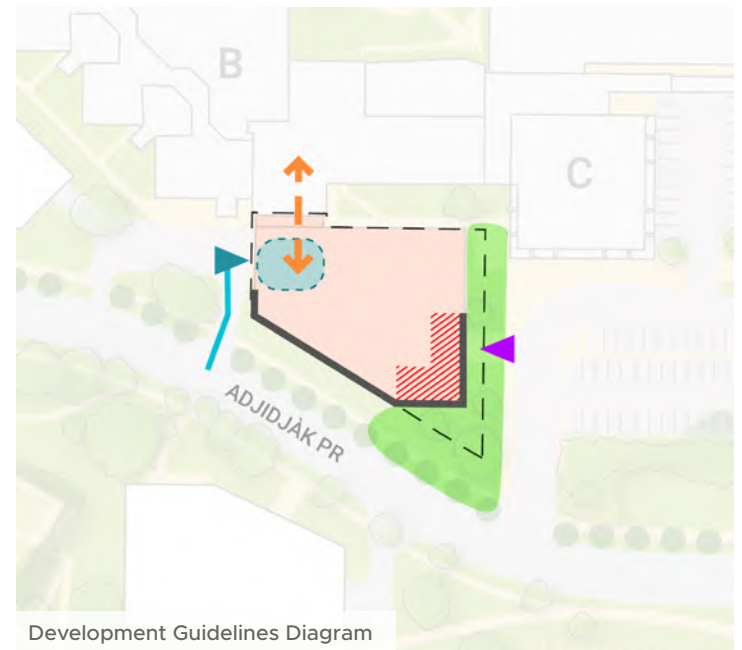
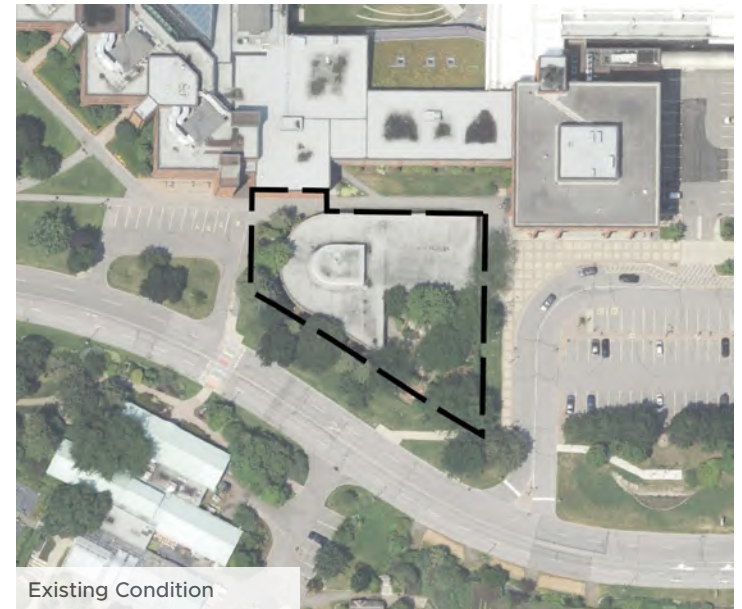
Site K, situated on Adjidjak, bounds the existing Building K. The development of Site K will help redefine the south main entrance, which is framed by Buildings K, C and J. Given its southern location on campus and short separation distance from existing buildings, Site K is suited for a 2-4 storey academic building.

KEY PLAN



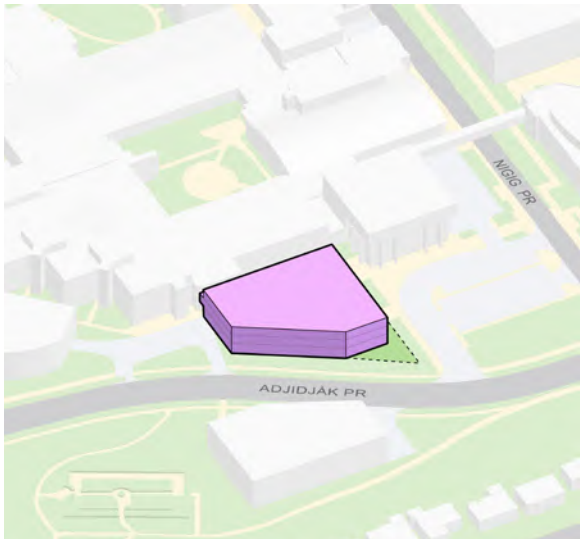
LEGEND

	Property Line		Enhanced or New Landscape
	Development Site		Open Space
	Primary Pedestrian Entrance		Potential Open Space
	Vehicular Access		Landscape Entry Feature
	Servicing Entrance		Primary Building Frontage
	Servicing Area		Potential Underground Parking Access
	Active Edge		Internal Circulation Connection



GUIDELINES

- The southeast corner of the site, which frames the south main entrance of the campus, should be an **active edge** with the **primary building entrance**.
- The building should follow the **primary building frontage** line along Adjidjak.
- A **pedestrian connection** should be maintained to Building B, ideally, with an above-grade bridge.
- The building should be **serviced** from the west side.

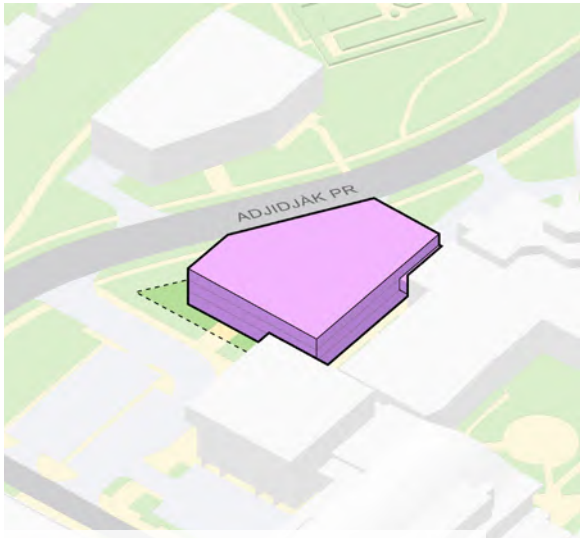


Site K Massing Concept View Looking NE

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
2,300 m ²	2 - 4 st	Adjidjak Curb: 10-14 m	2,700 - 5,400 m ² (29,100 - 58,100 ft ²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Academic 	<ul style="list-style-type: none"> Demolition of Building K 	n/a

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Site K Massing Concept View Looking SW

SITE M

SITE AND PROGRAM

Site M, located along Adjidjàk, contains the existing Building M. The site is situated between the Horticultural Garden to the east and the urban farm to the west. The development of Site M will contribute to the character of existing campus greenspaces and the arrival experience at the south main entrance.

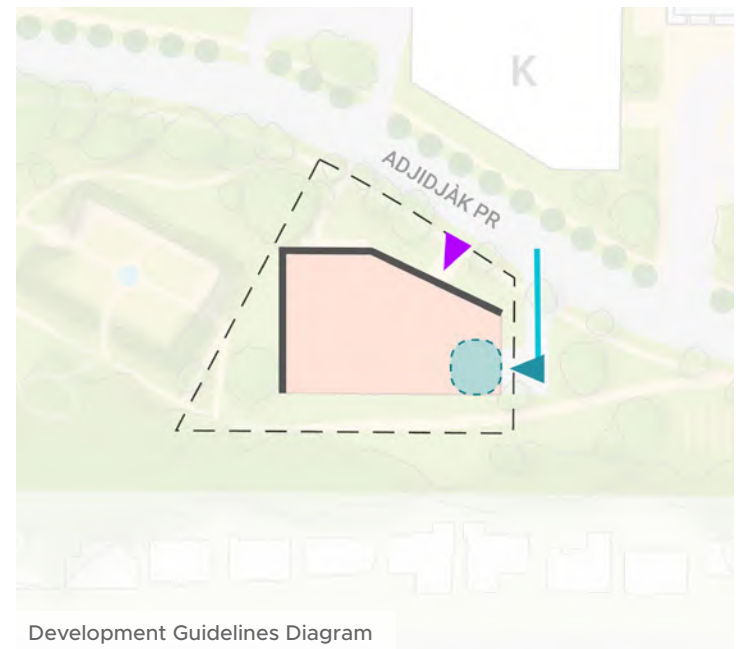
Given its green setting and proximity to the residential neighbourhood to the south, Site M is suited for a 2-4 storey academic building.

KEY PLAN



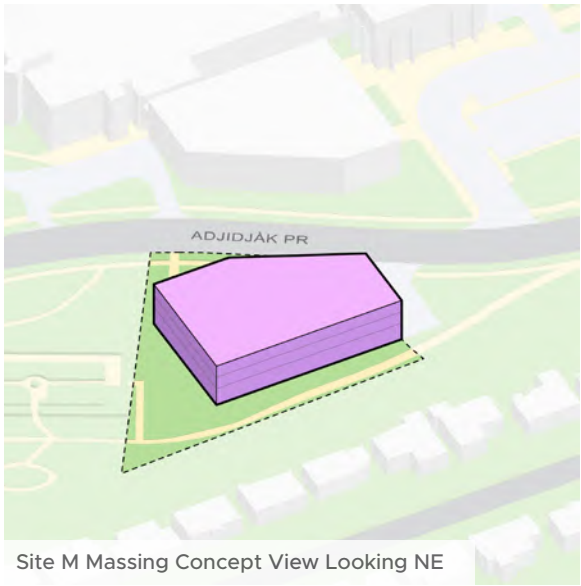
LEGEND

	Property Line		Enhanced or New Landscape
	Development Site		Open Space
	Primary Pedestrian Entrance		Potential Open Space
	Vehicular Access		Landscape Entry Feature
	Servicing Entrance		Primary Building Frontage
	Servicing Area		Potential Underground Parking Access
	Active Edge		Internal Circulation Connection



GUIDELINES

- Active uses at grade are not required. However, the building should follow the **primary building frontage** line along Adjidjåk and along the eastern façade.
- The building should address and provide a connection to the existing Horticultural Garden to the west.
- The **primary building entrance** should be along Adjidjåk.
- The building should be **serviced** from the eastern side.
- The building should have a minimum **12-metre setback** from the property line, and the existing large trees at the rear should be maintained as a buffer to the residential neighbourhood.

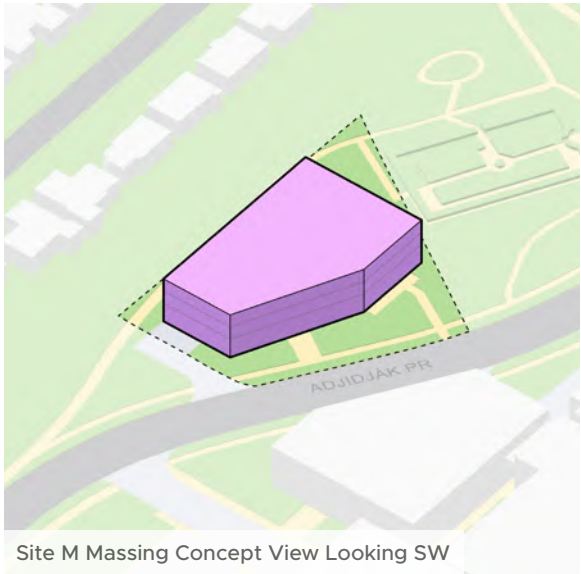


Site M Massing Concept View Looking NE

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
3,870 m²	2 - 4 st	Adjidjåk Curb: 10-18 m	2,400 - 4,800 m² (25,800 - 51,700 ft²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Academic Conference facility 	<ul style="list-style-type: none"> Demolition of Building M 	<ul style="list-style-type: none"> Landscape improvements along Adjidjåk and in the Edge Open Space

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Site M Massing Concept View Looking SW

SITE S

SITE AND PROGRAM

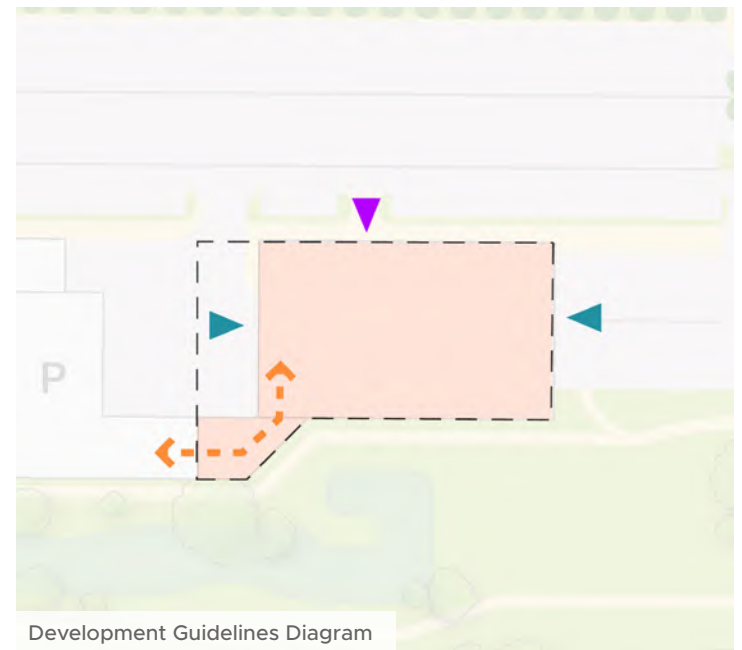
Site S is the easternmost development site in the MCDP, occupying a portion of the existing surface parking east of the existing Building S. It does not currently have frontage on any existing campus streets. It is suitable for a 2-3 storey academic building.

KEY PLAN



LEGEND

Property Line	Enhanced or New Landscape
Development Site	Open Space
Primary Pedestrian Entrance	Potential Open Space
Vehicular Access	Landscape Entry Feature
Servicing Entrance	Primary Building Frontage
Servicing Area	Potential Underground Parking Access
Active Edge	Internal Circulation Connection



GUIDELINES

- The building width isn't defined by existing constraints; it could be longer or shorter than shown in the graphic. The northern limit of the site should generally align with the northern edge of Building P.
- The building can be **serviced** at both the west and east edge.
- The **primary pedestrian entrance** should be on the north edge.
- Site S should be connected to Building P through an at-grade **pedestrian connection**.

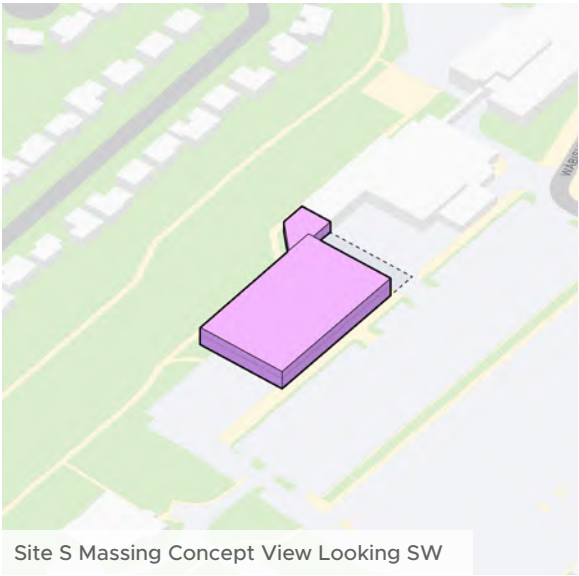


Site S Massing Concept View Looking NE

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
4,040 m ²	2 - 3 st	n/a	4,800 - 7,100 m ² (51,700 - 76,400 ft ²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Academic 	<ul style="list-style-type: none"> Modifications to the existing SWM pond to re-align the spillway 	n/a

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Site S Massing Concept View Looking SW

LOT 1

SITE AND PROGRAM

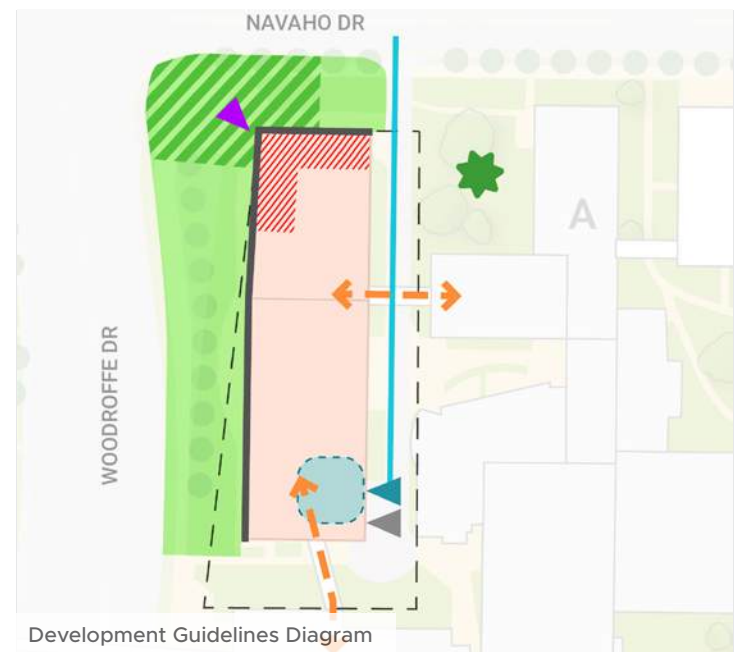
The Lot 1 development site is located on the existing Parking Lot 1, at the corner of Navaho and Woodroffe. In a highly visible location, future development will define the character of the campus from Woodroffe and enhance the arrival experience through the north main entrance. The development is suitable for a 3-6 storey academic building or taller mixed-use building.

KEY PLAN



LEGEND

	Property Line		Enhanced or New Landscape
	Development Site		Open Space
	Primary Pedestrian Entrance		Potential Open Space
	Vehicular Access		Landscape Entry Feature
	Servicing Entrance		Primary Building Frontage
	Servicing Area		Potential Underground Parking Access
	Active Edge		Internal Circulation Connection



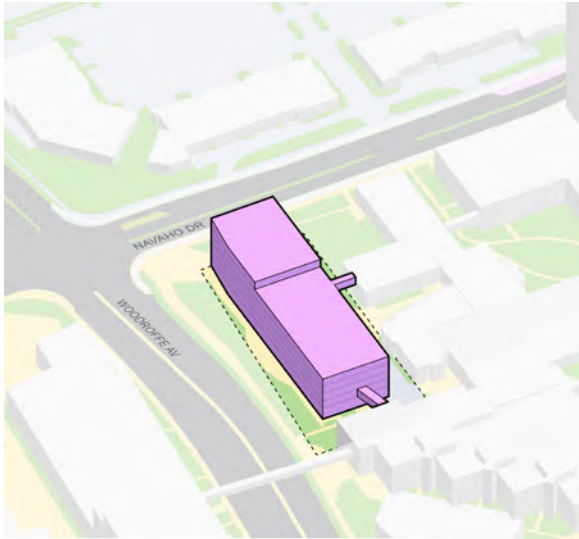
GUIDELINES

- The frontage at the corner of Navaho and Woodroffe should be an **active edge** with the **primary pedestrian entrance**. A **landscape entry feature** at this location should signify entry into the campus.
- The building should follow the **primary building frontage** line along the extent of Navaho and Woodroffe to maintain street character.
- Due to their visibility, the architectural treatment of the Navaho and Woodroffe frontages should be high quality and promote the College image.
- **Servicing** and **underground parking** at the building’s southwest corner can be accessed from a driveway off of Navaho Dr.
- **Pedestrian bridges** should establish connections to Building A and Building B
- Design attention should be given to **enhanced landscape areas** along Navaho and Woodroffe.
- An **open space** can be considered between the northern portions of Building A and Lot 1.

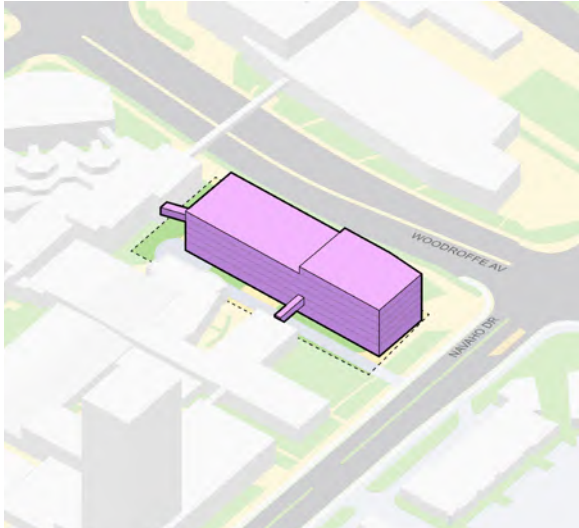
Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
5,620 m²	3 - 6 st	Woodroffe ROW: 8-10 m Navaho ROW: 12-16m	4,300 - 11,600 m² (46,300 - 124,900 ft²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> • Academic • Student residences (in a mixed use building) • Student life/services 	n/a	<ul style="list-style-type: none"> • Gateway landscape feature

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Lot 1 Massing Concept View Looking NE



Lot 1 Massing Concept View Looking SW

LOT 7

SITE AND PROGRAM

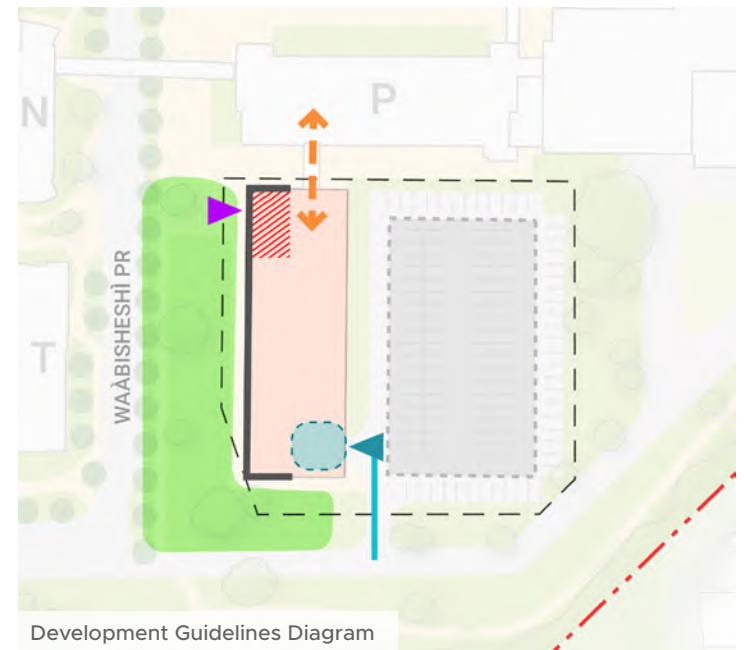
The Lot 7 development site is located on the existing Parking Lot 7, south of Building P. The site has frontage along Wàbishesì, facing buildings N and T. Lot 7 is suitable for a 2-6 storey academic building. Lot 7 could also be suitable for a structured parking facility located behind academic uses.

KEY PLAN



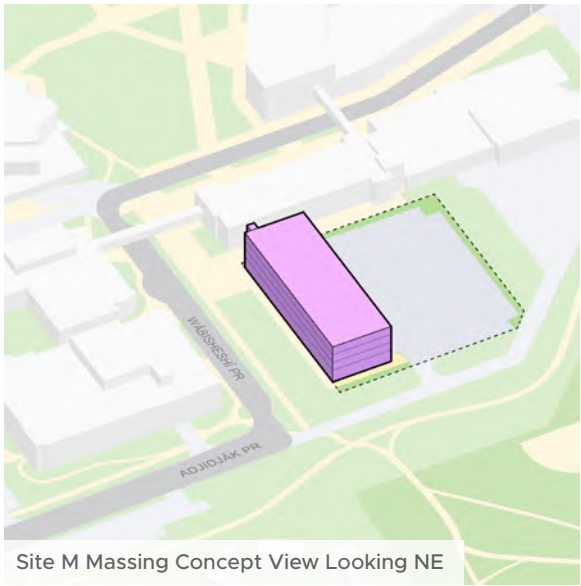
LEGEND

Property Line	Enhanced or New Landscape
Development Site	Open Space
Primary Pedestrian Entrance	Potential Open Space
Vehicular Access	Landscape Entry Feature
Servicing Entrance	Primary Building Frontage
Servicing Area	Potential Underground Parking Access
Active Edge	Internal Circulation Connection



GUIDELINES

- The building should have an **active edge** at the northwest corner, where its **primary pedestrian entrance** should be located.
- The building should follow the **primary building frontage** line along the extent of Wàbisheshì to establish a consistent street character.
- The building can be **serviced** at its southeast corner with the existing driveway off of Wàbisheshì.
- A **pedestrian bridge** should connect to Building P.
- Surface parking should be located at the back of the building where it is screened from the view along Wàbisheshì and Adjidjàk.
- **Structured parking**, if constructed, should be located on the eastern half of Lot 7. It should be a minimum of 11m away from the academic building and could be 36 to 54m in width. The parking structure could have 2-4 levels.
- Design attention should be given to **enhanced landscape areas** along Wàbisheshì.

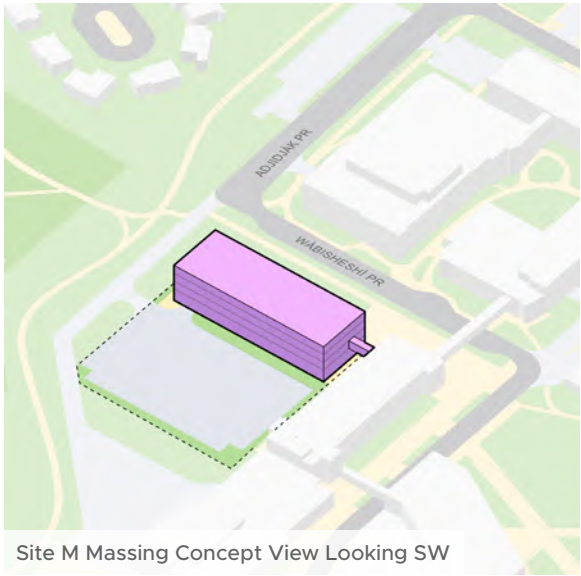


Site M Massing Concept View Looking NE

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
7,220 m²	2 - 6 st	Wàbisheshì Curb: 10-18 m	2,500 - 7,600 m² (26,900 - 81,800 ft²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Academic Parking structure 	n/a	<ul style="list-style-type: none"> Wàbisheshì streetscape improvements Ring road feasibility analysis

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Site M Massing Concept View Looking SW

LOT 8

SITE AND PROGRAM

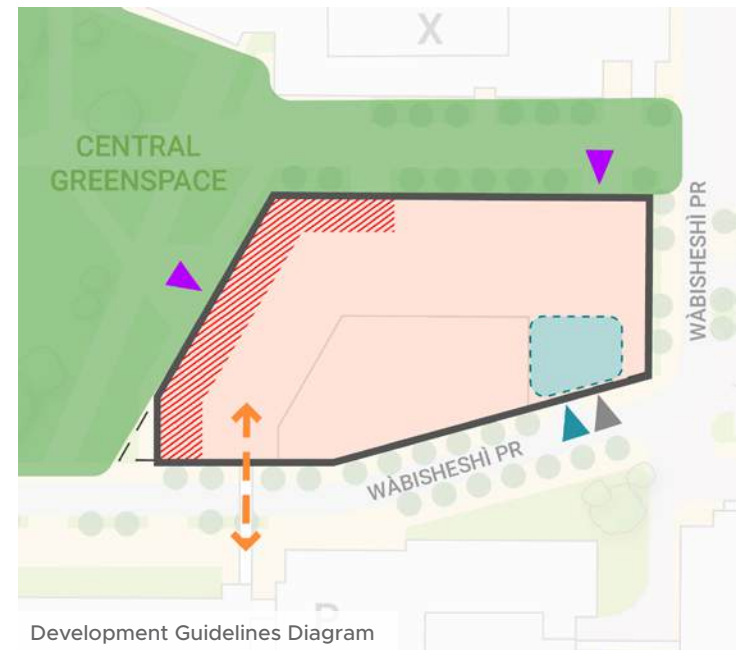
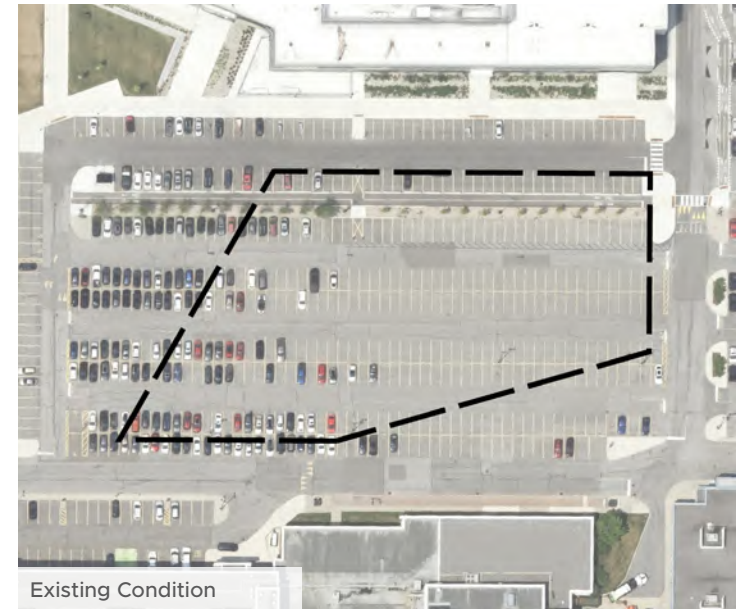
The Lot 8 development site is located on the existing Parking Lot 8. The site has frontage along Wàbishesì and will interface with an enhanced Central Green and Promenade. Along with the existing Building E (Student Commons) and Building X (the Jack Doyle Athletics and Recreation Centre), the Lot 8 development will frame the greenspace with active, student life-oriented uses, contributing to a distinct sense of place in the heart of campus. The development should be an academic building of 3-6 storeys or a mixed-use building up to 11 storeys.

KEY PLAN



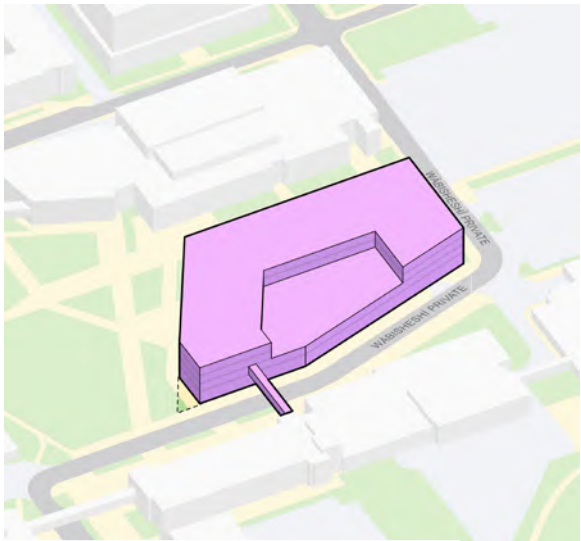
LEGEND

Property Line	Enhanced or New Landscape
Development Site	Open Space
Primary Pedestrian Entrance	Potential Open Space
Vehicular Access	Landscape Entry Feature
Servicing Entrance	Primary Building Frontage
Servicing Area	Potential Underground Parking Access
Active Edge	Internal Circulation Connection

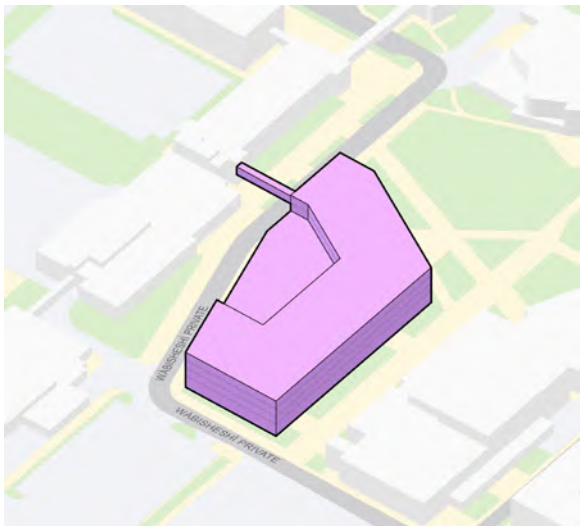


GUIDELINES

- The building should have an **active edge** facing the central greenspace.
- The entire building should be built to the **primary building frontage** line, which will help to frame the Central Green and Promenade and create a consistent street character along Wàbisheshì.
- The building’s **primary pedestrian entrances** should face the Central Greenspace, with one along the façade’s west edge and one close to Wàbisheshì on the north edge.
- The building can be **serviced** and have **underground parking access** along its south edge on Wàbisheshì.
- A **pedestrian bridge** should connect to Building P.



Lot 8 Massing Concept View Looking NE



Lot 8 Massing Concept View Looking SW

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
6,740 m²	3 - 6 st	Wàbisheshì Curb: 6-8 m	9,100 - 25,500 m² (98,000 - 274,500 ft²)

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> • Academic • Student residences (in a mixed-use building) • Student life/services 	n/a	<ul style="list-style-type: none"> • Expansion and landscape improvements to Central Green • East-west Promenade • Realignment of Wàbisheshì at P Building • Wàbisheshì streetscape improvements • Stormwater and water line realignments

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.

LOT 11

SITE AND PROGRAM

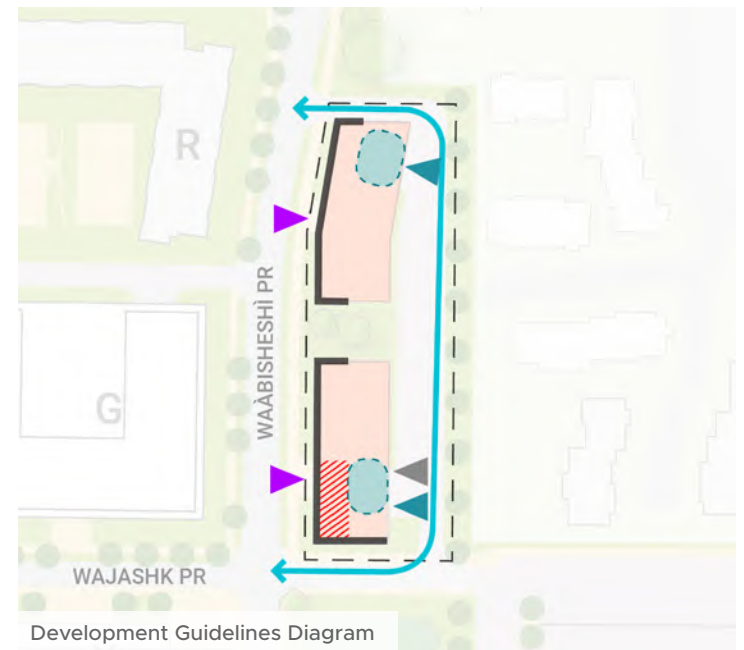
The Lot 11 development site contains the existing Parking Lot 11. The site has frontage along Wàbishesì, close to its intersections with Wajashk and Navaho. As a small site directly adjacent to an existing residential building, Lot 11 is suitable for one or two residential buildings of up to 6 storeys.

KEY PLAN



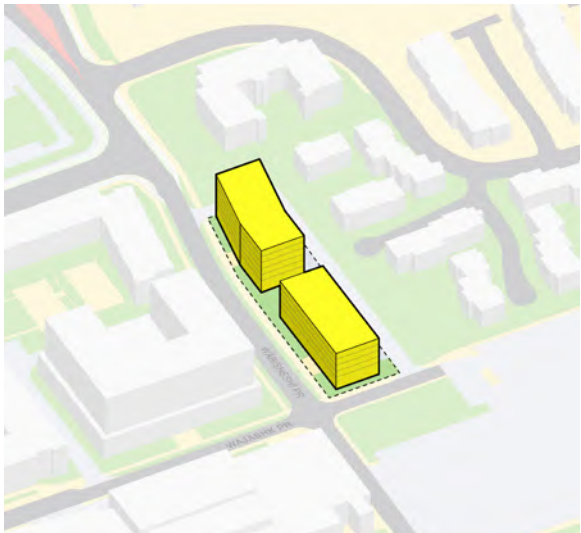
LEGEND

	Property Line		Enhanced or New Landscape
	Development Site		Open Space
	Primary Pedestrian Entrance		Potential Open Space
	Vehicular Access		Landscape Entry Feature
	Servicing Entrance		Primary Building Frontage
	Servicing Area		Potential Underground Parking Access
	Active Edge		Internal Circulation Connection



GUIDELINES

- The building(s) should have an **active edge** at the southwest corner of the site, facing the Wajashk intersection.
- The building(s) should be built to the **primary building frontage** line along Wàbisheshì.
- The **primary pedestrian entrances** should be along the frontage lines on Wàbisheshì.
- The building(s) can be **serviced** and have **underground parking access** along the eastern edge(s) via a new driveway with two access points off Wàbisheshì.

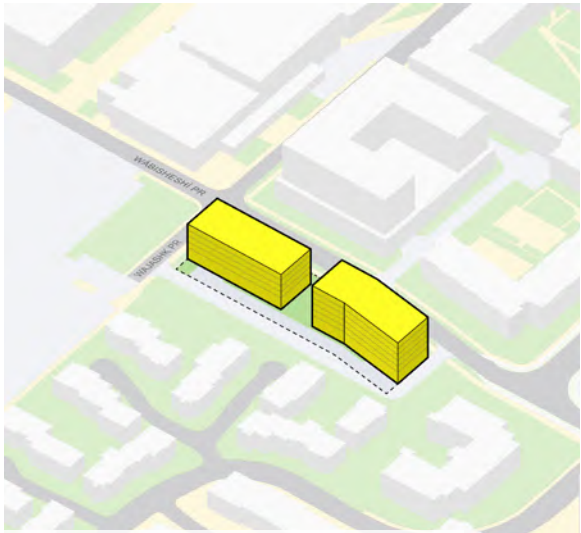


Lot 11 Massing Concept View Looking NE

Development Parameters			
Approx. Site Area	Height Range	Setbacks from Streets	Approx. Academic Development Capacity*
4,140 m²	4-6 st	Wàbisheshì Curb: 8-12 m	n/a

Appropriate Uses	Enabling Projects	Coordinated Projects
<ul style="list-style-type: none"> Student residences 	n/a	n/a

*Development Capacity is expressed as Gross Floor Area. Gross Floor Area is based on a 30% reduction from Building Construction Area.



Lot 11 Massing Concept View Looking SW

7. Development Strategy

DEVELOPMENT STRATEGY

This chapter describes how the College intends to begin implementing the Big Moves described in Chapter 4 with a proposed strategy for growing and improving the Ottawa campus over the next decade and beyond. The strategy includes a series of major capital projects with flexible phasing proceeding concurrently with ongoing maintenance and renewal of existing facilities.



Aerial view of Priority Development Sites at the Navaho entry to campus

7.1 NEW FACILITIES

The next 3-5 major new buildings are intended to be built in the heart of the campus south of Navaho Drive on the Priority Development Sites identified in Figure 35. Focusing new buildings on these sites will significantly advance the first three Big Moves below and support the other two:

- Renew and build up the Core
- Create a more complete, livable, and welcoming campus
- Enhance edges, entries, and connections to the community
- Establish a diverse, interconnected open space network, including an enhanced central green space
- Safely facilitate all travel modes

As the gradual demolition of the older buildings in poor condition on four of these sites makes way for modern facilities in multi-storey buildings, the growing cost of deferred capital renewal also will be significantly reduced.

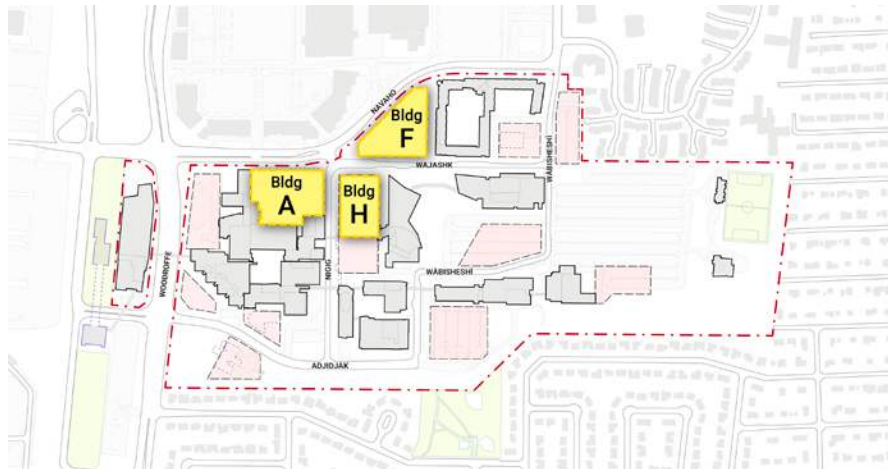


Figure 35. Priority Development Sites

STAGE ONE

Of the five Priority Development Sites, the Building F site is the preferred location for the next major building on the Ottawa campus. The site has four key advantages:

- The existing Building F uses only a portion of the site and is in worse condition than the building condition assessment would indicate. The College has relocated the previous academic uses on the site, paving the way for demolition.
- In replacing Building F and a surface parking lot, a new landmark building on the site would greatly improve the image and experience of the campus at a well-used entrance.
- The need for new academic facilities to replace outdated facilities and accommodate potential enrolment growth, coupled with the demand for more on-campus housing, creates the opportunity for the College's next major building to be a mixed-use building, with housing located above academic space. The Building F site's location next to existing residences and close to both the centre of student life and the academic core of the campus makes it an ideal site for mixed-use development.
- The site is highly visible and accessible to the public from Navaho Drive, which is a well-used road and future rapid transit corridor. This makes it highly appropriate for relocating the facilities in Building H that support culinary and other hospitality programs, including Restaurant International. The kitchen equipment in Building H is at the end of its useful life, and the building generally is in poor condition. The site would also be a suitable location for the campus bookstore, currently in Building H.

The preliminary concept illustrated in Figure 36 includes the following components of a future development:

- Approximately 72,000 square feet of lab, classroom, office on the first and second floors to support applied learning programs. Given the site's public visibility, this would be a suitable location for culinary and other hospitality programs including a restaurant.
- Approximately 18,000 gross square feet of additional general classroom space on the third floor for open scheduling, which could also be used as swing space to allow the decanting of facilities in other buildings to be demolished.
- Approximately 23,000 gross square feet of space on the first and/or second floor for a bookstore, printing services and potentially other campus services.
- Approximately 7,000 gross square feet for common social and study spaces spread across three floors.
- Residential units for approximately 600 learners on eight floors above the three storeys of academic space.
- One additional storey above the academic space to accommodate optional conferencing facilities, which could be supported by both the residential units in spring-summer and the culinary facilities.

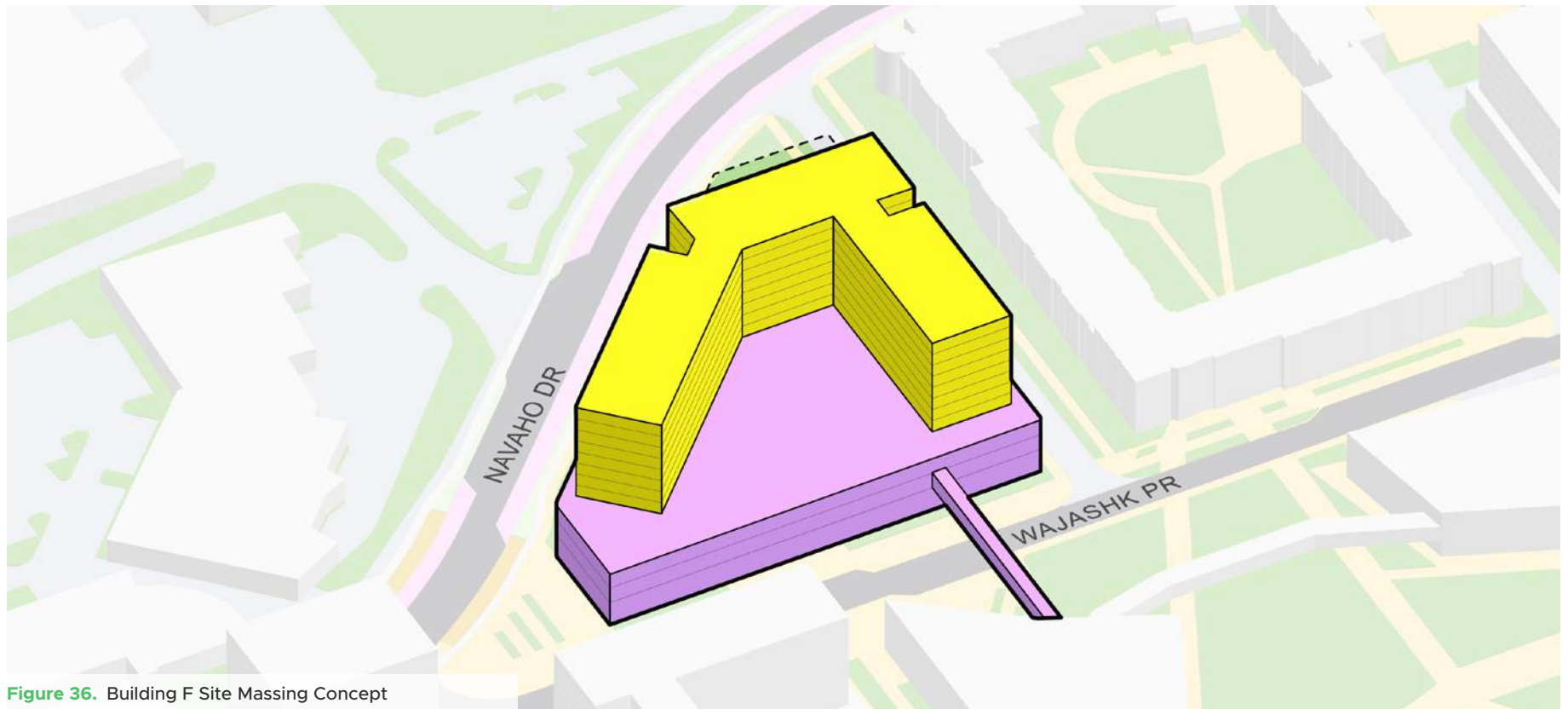


Figure 36. Building F Site Massing Concept

Should the College decide to include fewer learner bedrooms in the development, the height of the residential storeys would be reduced accordingly (for example, 400 beds would likely require five floors).

Given the proximity of the Building F site to the existing residences and the potential of other sites to accommodate academic uses, the site is not recommended for a standalone academic building. If the College decides not to proceed with the development of new academic space and student housing concurrently within a mixed-use building on the site, then an alternative site should be considered for an academic-only building.

If the facilities in Building H are replaced with new facilities on the Building F site, Building H should be demolished to prepare the site for another major building. Repurposing it for other academic facilities would be impractical and costly, and demolition would avoid ongoing maintenance costs. Unless construction of the next building proceeds soon after completion of the new building on F site, the College should maintain the Building H site as temporary open space with a lawn and seating and potentially low-cost casual recreation facilities, such as basketball courts and a ball hockey rink.



Figure 37. Building F Site Concept Plan

STAGE TWO

The Building H site would be an appropriate location for the next major academic or mixed-use building, one that would help to transform the northern entrance to campus and the character of Wajashk. Reconfiguration of the Navaho/Wajashk/Nigig intersection should be considered in conjunction with redevelopment of Building H (see Section 6.2 for applicable guidelines). The preliminary concept illustrated in Figure 38, based on the existing intersection, accommodates approximately 150,000 gross square feet of space on four floors for academic uses and student services. Figure 39 illustrates the potential to accommodate housing for up to 500 learners in a tower above three storeys (100,000 square feet) of academic space. Either scenario could include the following facilities:

- Cafeteria to replace the existing food services in Building D and allow it to be demolished
- Classrooms and labs dedicated to programs in media and design (replacing existing facilities in the northeast wing of Building A) and potentially in advanced technology or health studies
- Other classrooms for open scheduling
- Offices for security, risk management, and health and safety (relocated from Building A)
- Other campus services, including IT support and AV services (also currently in Building A)
- Potentially conference facilities if not pursued on the Building F site

Once the central cafeteria is relocated in the new building, Building D could be repurposed as temporary conference facilities, if not included in a previous stage of development, and potentially swing classroom space to allow the decanting of other buildings to be demolished. In the longer term, Building D would be redeveloped as a multi-storey academic building.

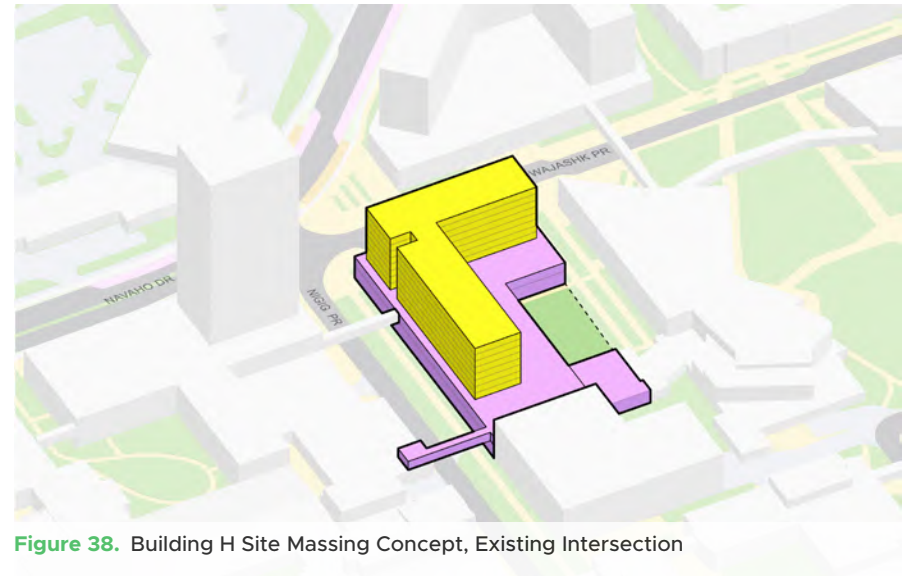


Figure 38. Building H Site Massing Concept, Existing Intersection

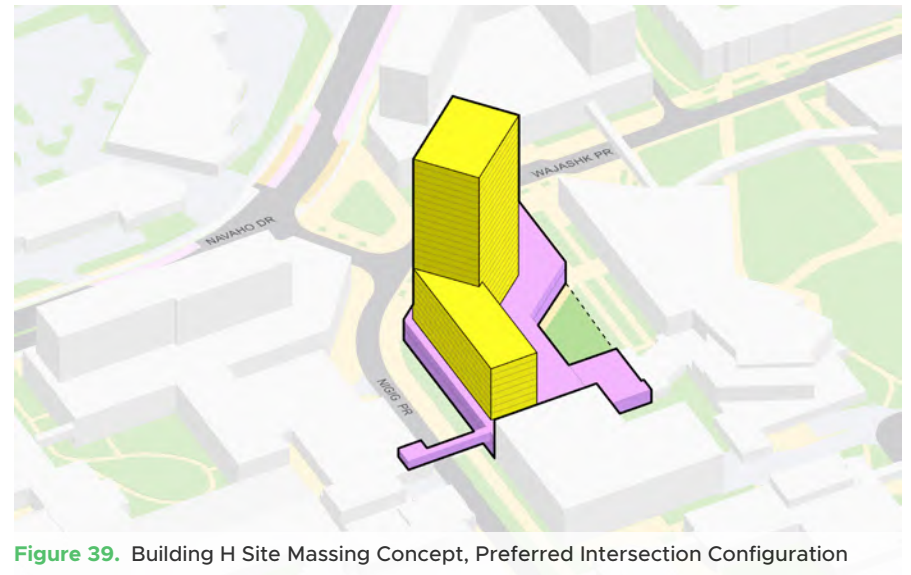


Figure 39. Building H Site Massing Concept, Preferred Intersection Configuration

STAGE THREE

Once the existing facilities in the northeast wing of Building A have been relocated to a new building on the H Building site or elsewhere on campus, the wing should be demolished to make way for a third new significant academic or mixed-use building. Given its size, prime location and proximity to facilities in the rest of Building A, this site is the preferred site for a signature academic building that consolidates and showcases facilities for Health Studies or another growing school in need of updated and new facilities.

Unless construction of a new building proceeds soon after demolition, the College should maintain the site as temporary open space with lawn and decorative plantings.

Figure 40 conceptually illustrates a four-storey academic building of approximately 140,000 square feet that could be used to accommodate the following facilities:

- Classrooms and labs dedicated to programs in health studies and/or advanced technology
- Other classrooms for open scheduling
- Student services that would be appropriate near the northern entrance to campus
- A new central loading, servicing and storage area accessed from Nigig

Figure 41 illustrates the potential for up to 600 beds to be accommodated in a residence above three storeys (100,000 square feet) of academic space.

Note, the College may make it a priority to demolish the northeast wing of Building A before constructing a new

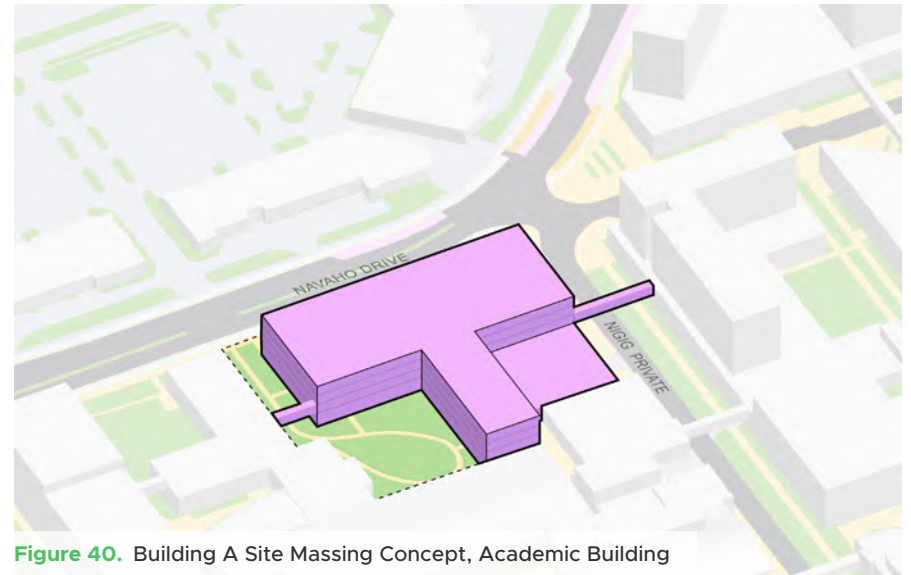


Figure 40. Building A Site Massing Concept, Academic Building

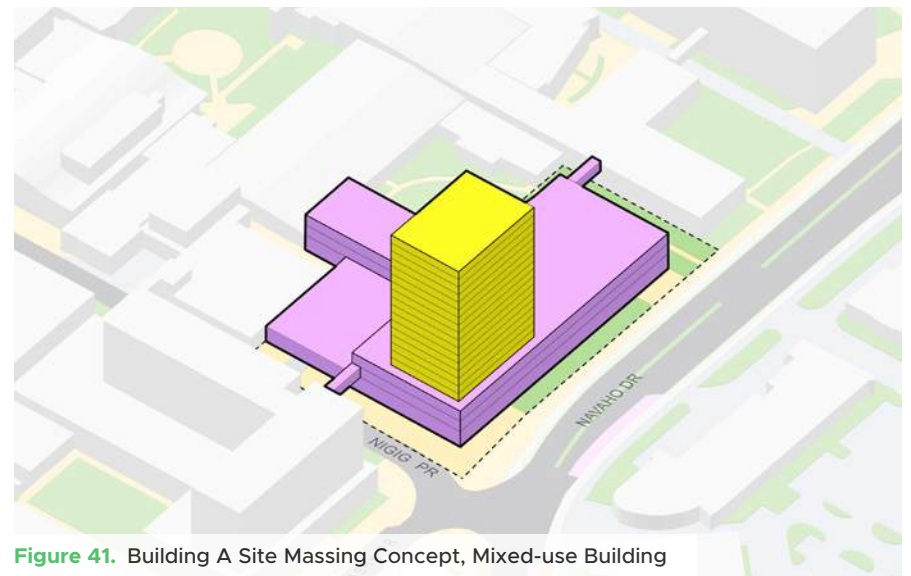


Figure 41. Building A Site Massing Concept, Mixed-use Building

building on the Building H site to avoid significant ongoing costs associated with maintaining the wing. If this is the case, and the existing facilities can be decanted to other existing buildings, then the wing can be replaced with a new academic or mixed-use building, i.e., stages two and three of the development strategy could be reversed buildings; then the wing can be replaced with a new academic or mixed-use building, i.e., stages two and three of the development strategy could be reversed.

OTHER POTENTIAL PRIORITY DEVELOPMENTS

As the College pursues development of the three major buildings conceptually described above, it may also decide to advance construction of the following relatively smaller facilities:

- An addition to Building S to meet the needs of transportation programs.
- Facilities for horticultural programs to replace Building M, which is in poor condition.

7.2 OTHER NEAR-TERM INITIATIVES

Several projects have been identified as near-term opportunities for new space, new infrastructure and building renovations that will improve operations and the campus experience. Some of these projects are already funded while others will become part of the annual budget for upcoming years.

Former Gym Redevelopment Study

The former gym space located within Building A is no longer required for athletics and recreation since the opening of the ARC in 2021. Redevelopment of the space represents an opportunity to provide new academic facilities and significantly improve the interior circulation at a key campus node, where Buildings A and B and the bridge to Building AC meet (and, in the long term, potentially a future building on Lot 1). The gym and adjacent changerooms could be maintained, perhaps with minor renovations, for activities that require a large open indoor space, such as testing, though the opportunities are limited and the space would remain underutilized.

A new two-storey building to replace the gym could add classroom or lab space as it improves east-west connectivity at this end of campus, as conceptually illustrated in Figure 43. The current interior circulation route is narrow and not easy to navigate. With coordinated modifications and a minor addition to Building B, a more generous, direct and intuitive pedestrian link could be created.

As a first step to determining the future of the former gym, the College should initiate a study of reuse and redevelopment options that assesses the full costs and benefits of redevelopment versus maintaining the existing space.

- Existing Facilities
- New Facilities (two levels)
- Internal Circulation
- Vertical Circulation

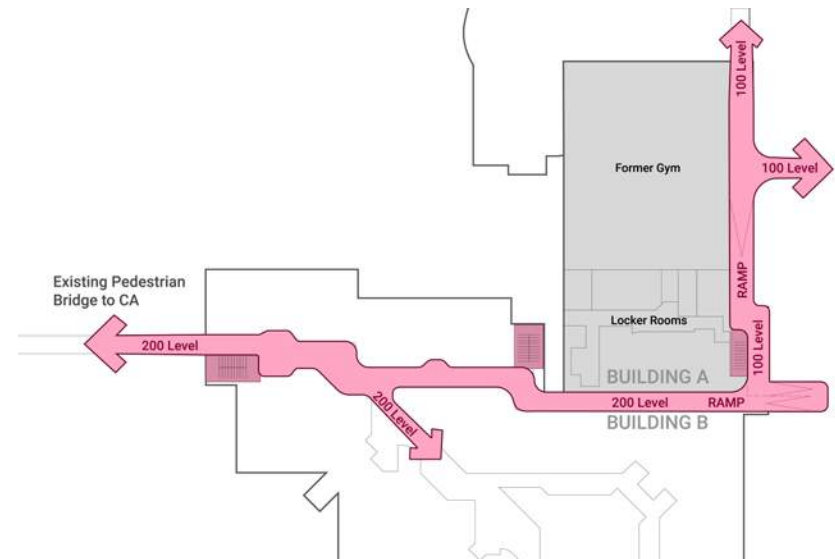


Figure 42. Existing Circulation Around the Former Gym

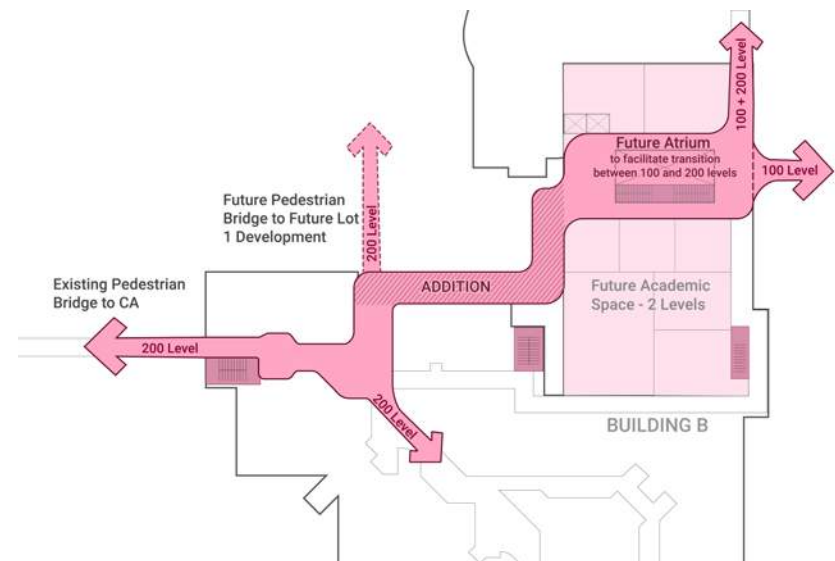


Figure 43. Opportunity for Improved Circulation and New Academic Space

Redevelopment options for the former gym should consider the following objectives:

1. Transform the space to accommodate new uses
2. Provide swing space that could allow for the decanting of the northern portion of Building A
3. Rationalize interior circulation that anticipates a bridge to a future building on Lot 1

Pedestrian Bridge to Bus Rapid Transit Station

The pedestrian bridge to the BRT Station is being built in partnership with the City of Ottawa to align with the completion of the O-train extension in 2026. An above-grade pedestrian bridge will link the ACCE Building with a new OC Transpo bus rapid transit station being built as part of the Light Rail Transit Stage 2 project. This pedestrian bridge will provide a safe method for crossing the Transitway and an efficient link for transit riders to enter the campus. The project has been funded at a cost of \$3.33 million.

Dental Expansion Project

To meet the ever-growing need for dental assistants and dental hygienists within our community and return to pre-COVID student cohort numbers, there is a need to expand the College's current clinic space. The Student Dental Clinic boasts an active client list of over 3,000 patients and in alignment with the College's Strategic and Academic plans, affords students meaningful in situ Work Integrated Learning (WIL) experience as they complete their program of study. Restructuring the Student Dental Clinic will increase the capacity of seats and introduce a simulation area which will ensure further efficiencies in curriculum delivery, increase enrollment capacity, and align with the College priorities.

35th Street Market Cafe Renovation

35th Street Market Café, located within the Residence, was built in 2002 and is due for renovations. Open throughout the fall and winter terms, seven days a week, the café accounts for 25% of all Ottawa Campus Food Services sales and 17% of all food service transactions.

The renovation of the 35th Street Market Café will enhance the dining experience for residence students and meal plan holders by updating the space and modernizing food offerings. Serving approximately 900 students, with 70% of their meal plan expenditures at this location, the café's renewal is essential for improving student satisfaction, engagement, and convenience.

Objectives for this renewal include:

- Adapting to changing demographics, food preferences, and expectations by modernizing the food environment, incorporating advanced technology, and updating service models.
- Keeping pace with trends such as healthier eating, sustainability, and convenience (e.g., self-serve ordering) to remain competitive and meet student expectations.
- Enhancing sustainability in food service operations, which is increasingly important to environmentally conscious students, while aligning with broader institutional goals.
- Improving the work environment to boost employee satisfaction and engagement, leading to enhanced service for students.
- Strengthening food services to increase student retention and boost revenue for both the Residence and the College, ensuring long-term financial sustainability.

The 35th Street Market Cafe renewal initiative will support recruitment and retention, enhance engagement, meet learner expectations, and support Algonquin College's sustainability and financial goals.

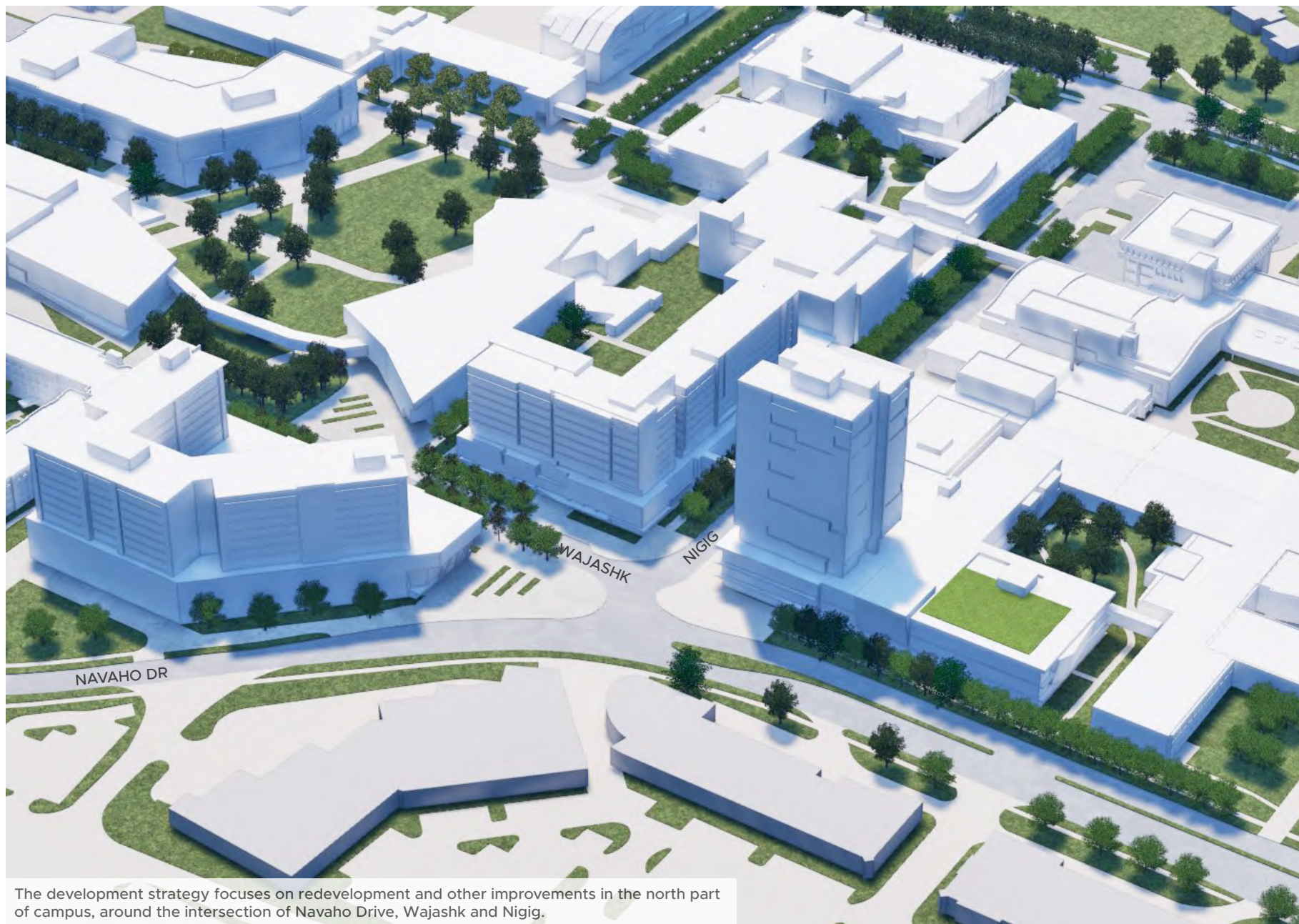
Marketplace Food Court Renovation

The Marketplace Food Court, located in D Building, is the flagship food service location. The largest food location on campus, it offers multiple food stations and diverse offerings, with a central kitchen that also supports food production for satellite food locations across campus. The Marketplace kitchen also supports Banquet and Catering operations.

The Marketplace Food Court accounts for 37% of food services sales at the Ottawa campus. The revenue for this location has increased 11% since 2019-20 showing a high demand for this location. The strategic renewal initiative and investment in the Marketplace Food Court are imperative for sustaining its success and addressing the urgent need for facility upgrades. By enhancing this critical location, Algonquin College can ensure that it continues to meet the needs of its student population, thereby solidifying its reputation as a leader in student services.

Greenhouse Gas Reduction Projects

Algonquin College is committed to reducing its ecological footprint. The College has set an ambitious sustainability target: an 80% reduction in Greenhouse Gas (GHG) emissions from 2005 levels by 2050, intending to ultimately achieve net-zero emissions. Over the past decade, the College has actively pursued this commitment through a series of comprehensive initiatives. This series of projects continues the commitment to sustainability by replacing gas-fired heating, ventilation and air conditioning (HVAC) systems with heat pumps, upgrading roof thermal insulation, and replacing windows, as required. These systems and roofing upgrades are part of the College's response to the deferred capital renewal liability. In addition to replacing end-of-life systems, the College will explore the installation of solar panels on various facilities. Improvements are planned for Buildings A, P, V, R, T, C, J and N. HVAC improvements for Buildings P and V have been budgeted for \$8 million, with additional funding to be sought for the other buildings.



The development strategy focuses on redevelopment and other improvements in the north part of campus, around the intersection of Navaho Drive, Wajashk and Nigig.

PART III: Pembroke Campus





8. Pembroke Campus

Algonquin College has had a satellite campus in Pembroke since the late 1960s. When the Pembroke Waterfront campus opened in 2012, thanks to a partnership with the City, it allowed the College to expand its programs and significantly increase enrolment. Today, the campus offers programs in business, the trades, technology, health and community studies and has almost 1,000 full-time learners. Enrolment is expected to steadily increase in the years ahead, and the existing facilities can accommodate growth. Proposed near-term initiatives include adding space to accommodate carpentry labs currently located off campus, improving access to the Ottawa River and adding amenities to the landscape.



8.1 PLANNING CONTEXT

THE CAMPUS AND ITS SURROUNDINGS

The Pembroke campus's 13.9 acres comprise a main academic building with approximately 100,000 square feet (9,300 square metres), surface parking and a large, mostly natural open space in the west half, including an Indigenous medicine wheel garden. Much of the campus's open space is located within the floodway of the Ottawa River.

All the College's programs offered in Pembroke have facilities on the Waterfront campus, except the carpentry program, which is located at the former Eddy Match Company building, approximately three kilometres west of the campus.

To the north of the campus is City-owned land along the Ottawa River, through which the Kiwanis Way Waterfront Trail runs, connecting Riverside Park to the west and Pembroke Waterfront Park to the east. The latter, adjacent to the campus contains an amphitheatre, boardwalk, playground, open fields, the Pembroke Marina and parking areas.

To the immediate west of campus is a large natural open space, and to the immediate south is the Algonquin Trail, a former rail corridor. The trail is part of the 300-kilometre Ottawa Valley Recreational Trail that connects Smith Falls to Mattawa. The city's downtown main street is two blocks south of the campus.

TRANSPORTATION PLANNING

The City of Pembroke has initiated an on-demand transit pilot project. The transit service does not have fixed routes or schedules but allows riders to request pick-up and drop-off locations within the transit service area. The three-year pilot project is anticipated to begin service in August 2025. The project will support the community as well as Algonquin College, particularly learners without other reliable transportation options.



Figure 44. Pembroke Campus and the Surrounding Area

CITY OF PEMBROKE OFFICIAL PLAN

The Pembroke Official Plan was adopted by the City in January 2016 and guides development and public investment to 2034. The campus is within three different land use designations in the Official Plan—Institutional, Flood Fringe Institutional and Hazard. The intention of the Institutional land use designation is to provide both private and public institutions, including colleges, that serve the community and the areas surrounding Pembroke. Within the Flood Fringe area, development can take place if it is designed to be floodproofed. The Hazard land designation is intended to identify areas susceptible to flooding or erosion and generally not suitable for development. Development may be permitted in Hazard Lands subject to several considerations, including that the hazards can be adequately addressed, new hazards are not created, existing hazards are not aggravated, adverse environmental effects are not created, and safe access is provided during times of an emergency.

A portion of the campus lands are within the City's Natural Heritage System, where the intent is to have a system of connected natural areas that provide ecological functions and natural habitat for wildlife.

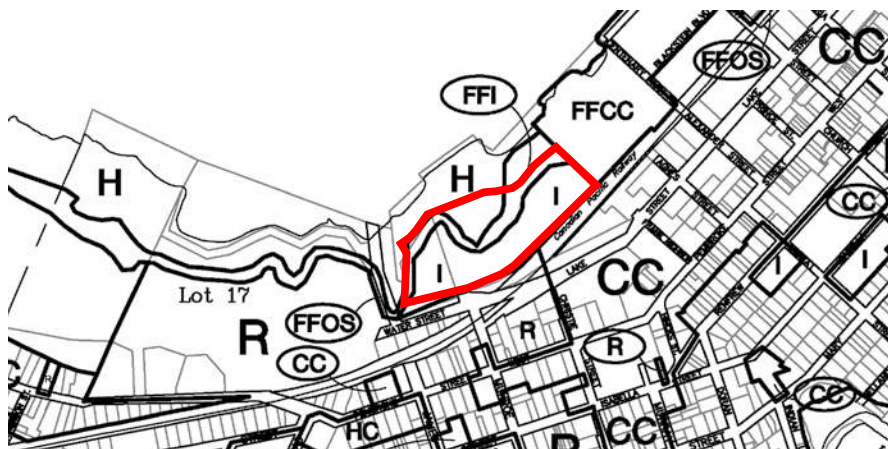


Figure 45. City of Pembroke Official Plan Schedule A Land Use Plan

ZONING BY-LAW 2020-05

The campus lands are within the Institutional (I) and Flood Plain (FP) zones under By-law 2020-05. Site specific zoning provision I-12 provides permits the following uses: post-secondary educational institution, school, educational facility, government offices, continuum-of-care home, community centre, library, museum and uses accessory. Student residences are not listed as a permitted use though would likely be allowed as part of a secondary educational institution. At the time of preparing a development application for a student residence, the College should confirm with the City that a rezoning would not be needed. The maximum building height for schools and post-secondary educational institutions is 18.29 metres (60 feet). Within the I-12-ff zoning designation lower-level openings are not permitted below 114.2 metres CGD (Canadian Geodetic Datum). The following uses are permitted in the FP zone: agriculture, conservation, forestry, open space, parking and parkland.

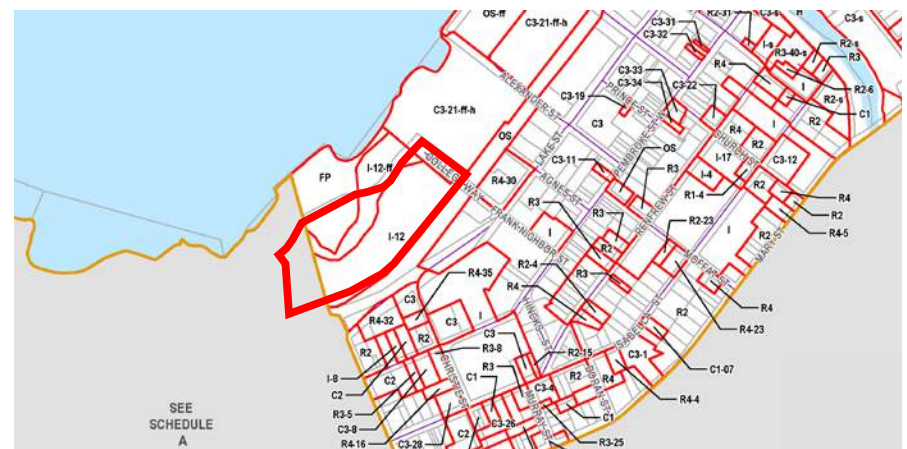


Figure 46. City of Pembroke Zoning By-law Schedule B

OPPORTUNITIES AND CHALLENGES

Nestled between public open spaces on the Ottawa River, the Pembroke campus boasts an idyllic setting that supports outdoor programs and a pleasant campus experience. Although major new developments are not anticipated in the foreseeable future, improvements to existing facilities will be needed based on program needs and to generally enhance the campus experience for learners and employees. The following opportunities and challenges should inform future projects for the campus.

Access to the River

In partnership with the City, there is an opportunity to improve access to the river adjacent to the campus for learners, employees and potentially the public. Construction of a dock accessed from a trail would create opportunities for the river to be used for learning and research while also providing access for recreational purposes, i.e., launching kayaks, canoes and small boats. Existing or future programs in environmental sciences, environmental management and public safety could benefit from such access and mooring facilities.

Flooding

While the river is an asset that benefits the campus, flooding poses a safety risk and constrains development in much of the campus's open space. Future buildings will need to avoid identified hazard lands in the flood plain and be flood-proofed if proposed in the flood fringe area.

Expanded Trail System

Although the campus's open space close to the waterfront is generally not developable, it does open opportunities for enhanced landscaping and outdoor learning spaces and for more formal public trails connected to the Waterfront and Algonquin trails.

Social and Study Spaces

Following a trend at all college and university campuses, the Pembroke campus may need to accommodate more social and study spaces to meet the needs of international and domestic learners spending more time on campus. Such spaces are not only essential to maintaining a sense of belonging but also are spaces for learning. The campus also lacks lounge and meeting space for employees.

8.2 ENVIRONMENTAL AND LAND USE FRAMEWORK

Figure 47 identifies the extent of the Ottawa River floodway on the campus and a corresponding setback line within which development generally will not be permitted. The area designated Open Space, nevertheless, will continue to serve the campus and broader community, accommodating a stormwater management facility, a gathering and recreation space centred on the Indigenous Medicine Wheel Garden, outdoor learning space and lands for conservation.

The Academic zone captures the existing building and adjacent lands to the west and south where additions to the building could be located, including spaces for classrooms, labs, faculty offices, common areas, student services and administration.

The grassy area south of the existing building and a portion of the existing parking lot is designated Mixed-Use to recognize the potential for this area to accommodate a second academic building, a student residence or a mixed-use building that contains academic space on lower floors and a residence above.

The Parking area recognizes the potential for the existing parking lot to be extended farther west should parking spaces at the east end be lost to future development or additional parking be required otherwise.



Figure 47. Environmental and Land Use Framework Plan

8.3 DEVELOPMENT SITES AND PUBLIC REALM OPPORTUNITIES

Figure 48 identifies two locations for additional development on the Pembroke campus:

- Site 1 will accommodate future additions to the existing building for academic purposes. Additions should be 2-3 storeys and designed to be consistent with the existing building in terms of architectural style, materiality and colours. Corridor connections to the existing building should be as direct as possible. The main entrance should be located on the south side, and the north and west facades should be well glazed to capitalize on views to the waterfront open space. Outdoor storage areas should be screened with attractive, durable fencing or walls and landscaping.
- Site 2 is a suitable location for a student residence, an academic building or a mixed academic-residential building that optimizes the site. The minimum height should be 3 storeys and the maximum height should be 6 storeys. The main entrance should be on the north side, opposite the south entrance to the existing building. The building should have an attractive, well-glazed façade on College Way and landscaping that together reinforce the campus's identity. Amenity space on the ground floor should include a patio.

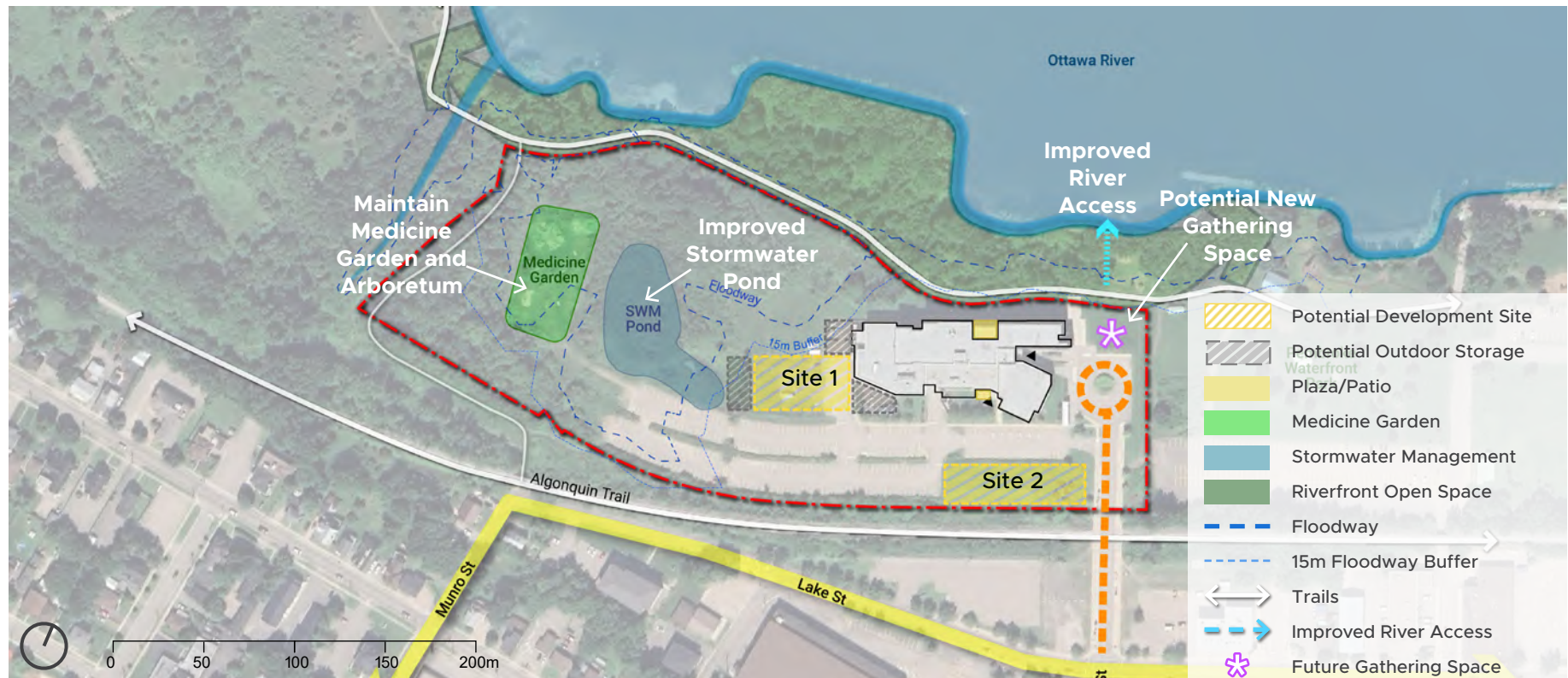


Figure 48. Development Site and Public Realm Opportunities Framework

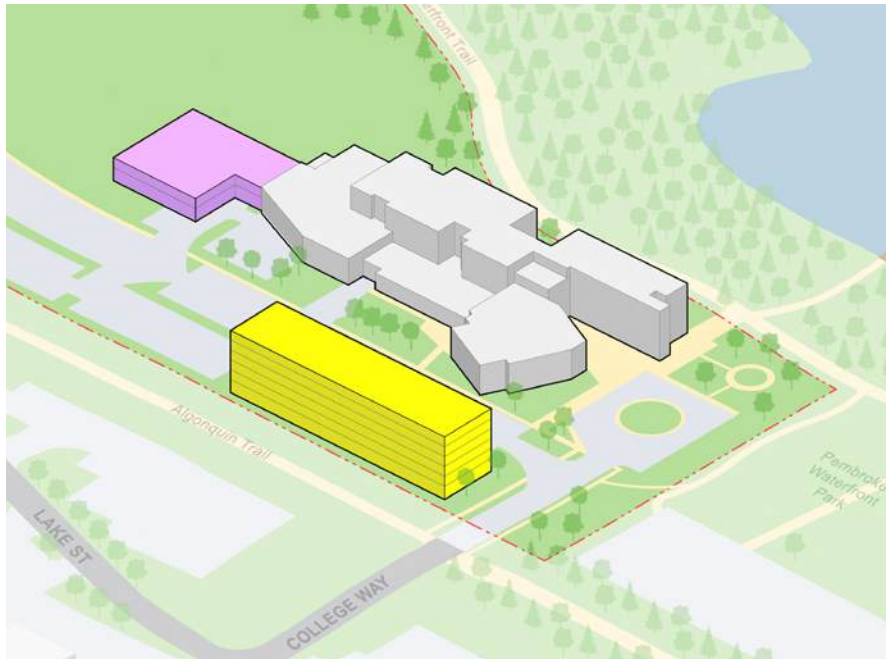


Figure 49. 3D Massing Concepts for Development Sites

Figure 49 also identifies two locations for proposed improvements within the public realm:

- A gathering space at the foot of College Way, adjacent to the Waterfront Trail, designed to accommodate on-campus events and for passive enjoyment. The space should include benches and other seating, decorative plantings, and potentially public art and/or a pavilion or other structure for weather protection.
- A formal trail branching off the Waterfront Trail and leading to the river's edge, terminating at a dock designed to support College programs and potentially for the public to launch kayaks, canoes and other small, non-motorized watercraft. This project should be pursued in partnership with the City and would require approval from the Ministry of Natural Resources. The waterfront open space more broadly could play an enhanced role in supporting the forestry and potentially other programs, with the City's support.

In addition, the Medicine Wheel Garden and surrounding arboretum should be maintained, and the existing stormwater management facility should be maintained and enhanced with additional landscaping.

8.4 DEMONSTRATION PLAN

Figure 50 conceptually illustrates how the Pembroke campus could grow and evolve over time with additional academic space, open space improvements and potentially a student residence.

The addition to the existing building in the concept, with approximately 11,000 gross square feet of space, would accommodate carpentry labs to replace those currently located off campus, storage space for other programs, and other teaching and study spaces. The conceptual residence shown would accommodate 240 beds and amenities on the ground floor.



Figure 50. Demonstration Plan

ACKNOWLEDGEMENTS

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Vice-Chair

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Report title:	Fourth Quarter 2024-25 Financial Report
Report to:	Board of Governors
Date:	June 2, 2025
Algonquin College Executive Team Member:	Grant Perry, Acting Vice President, Finance and Administration
Author(s)/Presenter(s):	Grant Perry, Acting Vice President, Finance and Administration Teri Kinnunen, Acting Director, Corporate Planning

1. RECOMMENDATION:

THAT the Board of Governors accepts the Fourth Quarter 2024-25 Financial Report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present Appendix A: Fourth Quarter 2024-25 Financial Report, 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: Fourth Quarter 2024-25 Compliance Schedule.

3. BACKGROUND:

On June 3, 2024, the Board of Governors approved the 2024-25 Annual Budget with a net contribution of \$21.1M, in compliance with the Board of Governors' Direction and the Ministry of Colleges, Universities, Research Excellence and Security Directive.

4. DISCUSSION:

The Fourth Quarter 2024-25 Financial Report provides details on how Algonquin College performed against the Approved Annual Budget. The report identifies how the operational realities over the fiscal year, including enrolment levels achieved, funding and other operational and capital changes during the fiscal year varied from the original assumptions in the Approved Annual Budget. Variance analysis for significant changes is included within the report.

Since the Immigration, Refugees, and Citizenship Canada's announcement on January 22, 2024 that immediately capped international study permits for post-secondary institutions in

Canada, as well as removing the granting of post-graduate work permits for any new students attending Public College Private Partnership institutions, there have been additional government announcements and restrictions which further decreased international enrolments across the post-secondary sector in Canada. These negative impacts led to a 14.8% decline in international enrolment (3,016 enrolments) from the 2024-25 Approved Annual Budget.

When the College began to realize a decline in international enrolment in the Fall 2024 term, College leadership quickly began to take the necessary steps to mitigate the net contribution loss for the College. The steps taken included implementing measures such as a freeze on new complement positions and a refinement of Strategic Investment Priorities budgets to identify expenditures to reduce or defer to future fiscal years. The steps taken allowed the College to achieve an overall net contribution slightly higher than the 2024-25 Approved Annual Budget as detailed in [Appendix A: Fourth Quarter 2024-25 Financial Report](#).

The financial data on the chart below is presented on 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, such as depreciation expense and capitalized project expenditures. These accounting adjustments are required to report on the College's financial position based on Public Sector Accounting Standards. By presenting the College financials on both a cash and accounting basis, College Management is endeavoring to provide a more transparent view of the financial results, cash flow, and financial performance of the College.

\$M	Approved 2024-25 Net Contribution	Year-End Actuals 2024- 25 (Unaudited) Net Contribution	Variance Approved vs Year-End Actuals
Funded Activity / College Operations	\$4.4	\$2.1	\$(2.3)
Contract and Other Non-Funded Activity	3.6	4.0	0.4
Campus Services	4.2	5.3	1.1
International Education Centre	<u>39.0</u>	<u>37.5</u>	<u>(1.5)</u>
Net Contribution from Total College Operations	51.2	48.9	(2.3)
Net Strategic Investment Priorities	(51.1)	(35.8)	15.3
Net Contribution as per Modified <u>Cash Flow Basis</u>	\$0.1	\$13.1	\$13.0
Add Back Principal Portion of Debt	6.6	6.6	-
Non-Cash Adjustments: Capitalization & Depreciation	14.4	2.3	(12.1)
Net Contribution: <u>Public Sector Accounting Standards Basis</u>	\$21.1	\$22.0	\$0.9

	Approved Annual Budget 2024-25	Fourth Quarter 2024-25 Actuals	Variance Approved vs Fourth Quarter
Domestic Enrolment	34,478	35,070	592
International Enrolment	20,444	17,428	(3,016)
Public College Private Partnership Enrolment (Toronto)	2,119	2,142	23
Total Enrolments	57,041	54,640	(2,401)

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 Fourth Quarter 2024-25 Financial Report details an increase in net contribution of \$0.9M from the 2024-25 Approved Annual Budget of \$21.1M, for a total net contribution of \$22.0M for the fiscal year, on a Public Sector Accounting Standards basis.

8. HUMAN RESOURCES IMPACT:

The 2024-25 Approved Annual Budget provided the required funding for all existing full-time permanent staff, complement positions, and other than full-time positions.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Quarterly Projections/Reports comply with the [Ministry of Colleges, Universities, Research Excellence and Security- Business Plan Operating Procedure Directive](#).

10. COMMUNICATIONS:

All required communications will be administered through the [Public Relations and Communications Department](#).

11. CONCLUSION:

The Fourth Quarter 2024-25 Financial Report is provided to present year-end results compared to the Approved Annual Budget. These results support the achievement of the Strategic Plan and Business Plan of the College while complying with Provincial Government directives which ensure the financial health of the College now and into the future.

Respectfully submitted:



Grant Perry
Acting Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Fourth Quarter 2024-25 Financial Report Appendix B: Fourth Quarter 2024-25 Compliance Schedule

Financial Report

FOURTH QUARTER
2024-25

Board of Governors
June 2, 2025

ALGONQUIN
COLLEGE



Fourth Quarter 2024-25 Financial Report

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Fourth Quarter 2024-25 Financial Report
SUMMARY
(all figures in \$ 000's)

	Approved Annual Budget	First Quarter Year-End Projection	Second Quarter Year-End Projection	Third Quarter Year-End Projection	Year-End Actual (Unaudited)	Year-End vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Approved
Funded Activity/College Operations							
Revenue	\$ 340,218	\$ 339,116	\$ 329,758	\$ 327,208	\$ 341,099	\$ 881	0%
Expenditures	335,820	335,252	329,763	327,112	338,982	(3,162)	(1%)
Net Contribution as per Modified Cash Flow Basis	4,398	3,864	(5)	96	2,117	(2,281)	(52%)
Contracts & Other Non-Funded Activity							
Revenue	46,414	49,227	45,335	45,262	48,261	1,847	4%
Expenditures	42,808	44,877	41,681	41,990	44,213	(1,405)	(3%)
Net Contribution as per Modified Cash Flow Basis	3,606	4,350	3,654	3,272	4,048	442	12%
Campus Services							
Revenue	41,043	39,995	39,786	39,702	39,489	(1,554)	(4%)
Expenditures	36,844	35,555	35,217	35,115	34,141	2,703	7%
Net Contribution as per Modified Cash Flow Basis	4,199	4,440	4,569	4,587	5,348	1,149	27%
International Education Centre							
Revenue	130,008	129,844	111,975	112,120	115,046	(14,962)	(12%)
Expenditures	91,007	90,924	76,630	77,083	77,590	13,417	15%
Net Contribution as per Modified Cash Flow Basis	39,001	38,920	35,345	35,037	37,456	(1,545)	(4%)
Net Contribution on Operating Activities	51,204	51,574	43,563	42,992	48,969	(2,235)	(4%)
Strategic Investment Priorities							
Revenue	7,314	7,652	7,652	7,805	7,904	590	8%
Expenditures	58,397	58,106	51,034	48,542	43,753	14,644	25%
Net Contribution as per Modified Cash Flow Basis	(51,083)	(50,454)	(43,382)	(40,737)	(35,849)	15,234	30%
Net Contribution as per Modified Cash Flow Basis	121	1,120	181	2,255	13,120	12,999	10743%
Non-Cash Revenue Adjustments							
Capital Grants recorded as Deferred Capital Contributions	(1,400)	(1,400)	(1,400)	(1,400)	(6,365)	(4,965)	(355%)
Amortization of Deferred Capital Contributions	7,500	7,500	7,500	7,500	7,266	(234)	(3%)
Non-Cash Expenditure Adjustments							
Expenditures to be Capitalized (Moved to Balance Sheet)	28,572	28,572	26,938	23,671	23,678	(4,901)	(17%)
Amortization Expense	(19,337)	(19,337)	(19,337)	(19,337)	(20,641)	(1,304)	(7%)
Change in Vacation, Sick Leave & Post-Employment Benefits	(900)	(900)	(900)	(900)	(1,668)	(768)	(85%)
Add Back: Principal Portion of Debt Payments	6,577	6,577	6,577	6,577	6,577	-	0%
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 21,133	\$ 22,132	\$ 19,559	\$ 18,366	\$ 21,967	\$ 827	4%

Fourth Quarter 2024-25 Financial Report
STATEMENT OF FINANCIAL POSITION
(all figures in \$ 000's)

	March 31, 2024 Year-End Actual	March 31, 2025 Approved Annual Budget	March 31, 2025 Third Quarter Projected	March 31, 2025 Year-End Actual (Unaudited)	Year-End vs. Approved Variance Favourable/ (Unfavourable)
ASSETS					
Current Assets					
Cash and Short Term Investments	\$ 137,194	\$ 142,452	\$ 142,476	\$ 144,217	\$ 1,765
Accounts Receivable	26,866	29,586	28,037	19,943	(9,643)
Inventory	1,695	2,000	2,000	1,657	(343)
Prepaid Expenses	10,501	11,059	10,434	10,933	(126)
	176,256	185,097	182,947	176,750	(8,347)
Investments	62,049	55,000	55,000	48,217	(6,783)
Long Term Prepaid - Students' Association	5,216	5,106	5,106	5,106	-
Endowment Assets	39,911	41,500	41,500	42,861	1,361
Capital Assets	331,550	340,785	335,884	334,779	(6,006)
TOTAL ASSETS	\$ 614,982	\$ 627,488	\$ 620,437	\$ 607,713	\$ (19,775)
LIABILITIES & NET ASSETS					
Current Liabilities					
Accounts Payable & Accrued Liabilities	\$ 54,931	\$ 55,295	\$ 54,625	51,730	\$ (3,565)
Accrued Salaries & Employee Deductions Payable	4,440	5,214	4,595	5,106	(108)
Accrued Vacation	12,433	13,333	13,333	12,976	(357)
Deferred Revenue	78,263	78,000	75,000	51,503	(26,497)
Current Portion of Long Term Debt	4,337	4,853	4,853	4,853	-
Current Portion of Obligation under Capital Leases	2,240	2,440	2,440	2,440	-
	156,644	159,135	154,846	128,608	(30,527)
Long Term Debt	23,918	19,065	19,065	19,065	-
Obligation under Capital Leases	36,453	34,013	34,013	34,013	-
Interest Rate Swaps	541	432	432	578	146
Sick Leave and Post-Employment Benefits	8,730	8,730	8,730	9,855	1,125
Deferred Capital Contributions	136,688	130,588	130,588	136,328	5,740
Asset Retirement Obligation	1,813	1,813	1,813	1,813	-
Net Assets					
Unrestricted	1,000	1,000	1,000	1,000	-
Investment in Capital Assets	126,101	148,510	143,112	136,267	(12,243)
Vacation, Sick Leave & Post-Employment Benefits	(21,163)	(22,063)	(22,063)	(22,831)	(768)
Internally Restricted	104,762	104,381	107,017	118,231	13,850
Endowment Fund	39,911	41,500	41,500	42,861	1,361
	250,611	273,328	270,566	275,528	2,200
Accumulated Remeasurement Losses	(416)	384	384	1,925	1,541
	250,195	273,712	270,950	277,453	3,741
TOTAL LIABILITIES & NET ASSETS	\$ 614,982	\$ 627,488	\$ 620,437	\$ 607,713	\$ (19,775)

	Approved Annual Budget	First Quarter Year-End Projection	Second Quarter Year-End Projection	Third Quarter Year-End Projection	Year-End Actual (Unaudited)	Year-End vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS						
Grants						
Post Secondary Activity	\$ 102,059	\$ 100,289	\$ 101,280	\$ 101,345	\$ 106,229	\$ 4,170
Apprentice	7,083	7,437	7,538	7,538	7,666	583
Flow-Through Student Aid	1,695	1,695	1,695	1,695	2,044	349
TOTAL GRANTS	110,837	109,421	110,513	110,578	115,939	5,102
Tuition Fees						
Full-Time Post Secondary	109,803	109,803	104,208	102,163	103,935	(5,868)
Full-Time Non-Funded	506	834	757	757	715	209
Part-Time	8,579	8,489	8,809	8,828	8,784	205
Apprenticeship Fees	1,353	1,394	1,400	1,400	1,390	37
Student Technology Fees	10,042	10,022	9,573	9,536	9,788	(254)
TOTAL TUITION FEES	130,283	130,542	124,747	122,684	124,612	(5,671)
Contract Educational Services						
Corporate & Other Programs	6,543	6,298	6,815	6,867	7,446	903
TOTAL CONTRACT EDUCATIONAL SERVICES	6,543	6,298	6,815	6,867	7,446	903
Other						
Early Learning Centre	1,128	1,128	1,128	1,128	1,271	143
Student Ancillary Fees	6,775	6,540	6,392	6,383	7,599	824
Investment Income	7,320	7,320	9,445	9,445	7,870	550
Transfer from International Education Centre ¹	65,071	64,991	56,497	54,168	57,341	(7,730)
Miscellaneous	12,261	12,876	14,221	15,955	19,021	6,760
TOTAL OTHER	92,555	92,855	87,683	87,079	93,102	547
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	340,218	339,116	329,758	327,208	341,099	881
CONTRACTS & OTHER NON-FUNDED ACTIVITY	46,414	49,227	45,335	45,262	48,261	1,847
CAMPUS SERVICES	41,043	39,995	39,786	39,702	39,489	(1,554)
INTERNATIONAL EDUCATION CENTRE	130,008	129,844	111,975	112,120	115,046	(14,962)
STRATEGIC INVESTMENT PRIORITIES	7,314	7,652	7,652	7,805	7,904	590
TOTAL REVENUE	\$ 564,997	\$ 565,834	\$ 534,506	\$ 532,097	\$ 551,799	\$ (13,198)

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



Fourth Quarter 2024-25 Financial Report
REVENUE SCHEDULE
Variance Analysis (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ 4,170	Favourable variance is primarily due to a \$2.6M reduction in the international student recovery as a result of a change in timing of enrolment adjustments by the Ministry. Also, \$1.07M higher than anticipated funding of the Clinical Education Funding for the Collaborative Nursing Program in collaboration with the University of Ottawa.
Apprentice	\$ 583	Favourable variance due to an increase in the number of apprentice planned seats by the Ministry of Labour, Immigration, Training, and Skills Development.
Flow-Through Student Aid	\$ 349	Favourable variance due to a \$178K increase in Students with Disabilities Bursaries funding and \$129K increase in the disbursement of the endowed and non-endowed bursaries for the 2024-25 year. These increases are offset by a corresponding increase in expenditures.
Full-Time Post Secondary Tuition Fees	\$ (5,868)	Unfavourable variance is due to a \$5.3M decrease in Full-Time Post-Secondary Fees, a \$448K drop in Cooperative Education Program revenues, and a \$93K decline in incidental fees resulting from a 4.4% decrease in overall enrolment compared to the 2024-25 Approved Annual Budget.
Student Technology Fees	\$ (254)	Unfavourable variance due to a 4.4% decrease in total enrolment from the 2024-25 Approved Annual Budget.
Corporate & Other Programs	\$ 903	Favourable variance is mainly due to a \$812K increase in revenue from the Bachelor of Science in Nursing collaborative program with the University of Ottawa. This is partially offset by a \$171K decline in revenue from other collaborative programs with both Carleton university and Nipissing University. Additionally, \$263K increase in miscellaneous contract revenue across various schools.
Student Ancillary Fees	\$ 824	Favourable variance due to a \$1.1M increase in various ancillary fees such as late payment registration, withdrawal penalty fees, testing fees, student experience and health services fees. This favourable variance is partially offset by a \$258K decrease in the convocation and AC Online student ancillary fees.
Investment Income	\$ 550	Favourable variance is primarily due to \$669K increase in interest income on term deposit investments due to higher than anticipated interest rates and a \$211K in higher than projected gains in the market value of our surplus operating funds. This favourable variance is partially offset by \$331K less interest earned for the year on bond investments.



Fourth Quarter 2024-25 Financial Report
REVENUE SCHEDULE
Variance Analysis (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Transfer from International Education Centre	\$ (7,730)	Unfavourable variance due to a decrease of International Fee Premiums allocated to Funded Activity as a result of a 14.8% decrease in international student enrolment from the 2024-25 Approved Annual Budget.
Miscellaneous	\$ 6,760	Favourable variance is primarily due to a \$1.2M increase in the incentive revenue from the Ontario Power Authority related to the Energy Savings Contract (ESCO), a \$930K increase in the input tax credit assessment by KPMG, a \$686K increase in Students' Association chargebacks, a \$642K increase related to internal revenue allocations (offset by an increase in internal expenditures), a \$450K increase in Ontario College Application Services fees collected (offset by an increase in expenditures), a \$404K increase due to the WSIB surplus rebate for businesses, and a \$420K increase in student pre-registration cancellation fee revenue.
Contract and Other Non-Funded Activity	\$ 1,847	Favourable variance of \$1.77M due to a 1.2% increase in Public College Private Partnership (PCPP) enrolment from the 2024-25 Approved Annual Budget as well as other minor variances.
Campus Services	\$ (1,554)	Unfavourable variance due to \$842K decrease in Retail Services sales primarily due to a \$1.2M drop in textbook sales, partially offset by a \$413K increase in e-text sales. Additionally, Parking and Lockers Services' revenue decreased by \$548K, mainly due to year-end accruals tied to changes in revenue recognition standards. \$486K decrease in Food Services revenue across all locations, including room rentals and internal catering for College events. These decreases are partially offset by a \$323K increase in revenue from Residence and Print Services.
International Education Centre	\$ (14,962)	Unfavourable variance due to a 14.8% decrease in international student enrolment from the 2024-25 Approved Annual Budget.
Strategic Investment Priorities	\$ 590	Favourable variance due to \$112K higher than projected College Equipment Renewal Fund Grant funding announced by the Ministry in June 2024, as well as \$306K in revenue deferred from 2023-24 related to the competitive application based portion of the College Equipment Renewal Fund.
Total Explained Variances	\$ (13,792)	
Other Minor Variances	\$ 594	
Total Variance	\$ (13,198)	



Fourth Quarter 2024-25 Financial Report
EXPENDITURES SCHEDULE
(all figures in \$ 000's)

	Approved Annual Budget	First Quarter Year-End Projection	Second Quarter Year-End Projection	Third Quarter Year-End Projection	Year-End Actual (Unaudited)	Year-End vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS						
TOTAL SALARIES & BENEFITS	\$ 249,563	\$ 248,200	\$ 244,876	\$ 243,044	\$ 248,235	\$ 1,328
Other Operating Costs						
Mandated Student Aid	5,244	5,244	5,244	5,244	4,896	348
Contingencies	3,997	3,997	1,497	1,497	8,784	(4,787)
Long Term Debt Interest	2,196	2,196	2,196	2,196	2,196	-
Contract Services	17,517	17,867	17,970	17,902	18,150	(633)
Instructional Supplies & Equipment	7,254	7,770	7,724	7,659	7,390	(136)
Information Technology	14,010	14,257	14,350	14,119	14,131	(121)
Marketing and Promotion	2,266	2,235	2,200	2,180	1,545	721
Building Maintenance & Utilities	13,727	13,440	13,471	13,306	12,319	1,408
Flow-Through Student Aid	1,695	1,695	1,695	1,695	2,054	(359)
Cost of Goods Sold	290	302	265	265	311	(21)
Principal Portion of Debt Payments	3,247	3,247	3,247	3,247	3,247	-
Other	14,814	14,802	15,028	14,758	15,724	(910)
TOTAL OTHER OPERATING	86,257	87,052	84,887	84,068	90,747	(4,490)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	335,820	335,252	329,763	327,112	338,982	(3,162)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	42,808	44,877	41,681	41,990	44,213	(1,405)
CAMPUS SERVICES	36,844	35,555	35,217	35,115	34,141	2,703
INTERNATIONAL EDUCATION CENTRE	91,007	90,924	76,630	77,083	77,590	13,417
STRATEGIC INVESTMENT PRIORITIES	58,397	58,106	51,034	48,542	43,753	14,644
TOTAL EXPENDITURES	\$ 564,876	\$ 564,714	\$ 534,325	\$ 529,842	\$ 538,679	\$ 26,197



Fourth Quarter 2024-25 Financial Report
EXPENDITURES SCHEDULE
Variance Analysis (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ 1,328	Favourable variance due to lower than projected salary costs as a result of lower than anticipated enrolment, vacancy savings, and a temporary freeze on new full-time complement positions implemented to reduce the impacts of declining enrolment revenues.
Mandated Student Aid	\$ 348	Favourable variance mainly due to lower than projected use of the College Student Employment Program (CSEP).
Contingencies	\$ (4,787)	Unfavourable variance due to Financial Sustainability contingency costs to address the impacts of declining enrolment revenues.
Contract Services	\$ (633)	Unfavourable variance mainly due to the Interpreting Fund (\$345K) and Mental Health Fund (\$143K) contracts which were announced by the Ministry after the 2024-25 Annual Budget was approved (offset by an increase in revenue).
Marketing and Promotion	\$ 721	Favourable variance mainly due to lower than projected promotion and public relation expenses (\$491K) and advertising expenses (\$230K) across various departments.
Building Maintenance & Utilities	\$ 1,408	Favourable variance mainly due to \$1.4M in lower than projected energy costs, \$345K for lower contract cleaning costs due to a negotiated rebate from the vendor and other minor savings.
Flow-Through Student Aid	\$ (359)	Unfavourable variance mainly due to higher than projected flow-through bursaries including Students With Disabilities (\$178K) and endowed & non-endowed bursaries (\$129K) (offset by an increase in revenue).
Other Costs	\$ (910)	Unfavourable variance due to higher than projected municipal taxes (\$424K), transfer of Ontario College Application Services fees collected (\$412K and offset by an increase in revenue), and bad debt expenses (\$261K).



Fourth Quarter 2024-25 Financial Report
EXPENDITURES SCHEDULE
Variance Analysis (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Contract and Other Non-Funded Activity	\$ (1,405)	Unfavourable variance due to (\$903K) increase in flow-through of in-year donations and gifts in kind and a (\$815K) increase in Public College Private Partnership (PCPP) tuition partner fees as a result of a 1.2% increase in enrolment. Partially offset by a reduction in Business Development and Corporate Training contracts not yet awarded and potentially deferred to future fiscal years.
Campus Services	\$ 2,703	Favourable variance mainly due to a \$1.19M reduction in projected contingency costs to offset lower than expected sales in parking, retail, and food services, \$671K decrease in Retail Services cost of goods sold as a result of lower textbooks sales, a \$367K reduction in Card Services costs due to reclassification of expenses to the Corporate department, and other minor variances.
International Education Centre	\$ 13,417	Favourable variance due to a 14.8% decrease in international student enrolment from the 2024-25 Approved Annual Budget, resulting in decreased referral fees, health insurance expenditures, travel costs and salaries.
Strategic Investment Priorities	\$ 14,644	See <i>Strategic Investment Priorities Variances</i> page for details.
Total Explained Variances	\$ 26,475	
Other Minor Variances	\$ (278)	
Total Variance	\$ 26,197	

Fourth Quarter 2024-25 Financial Report
STRATEGIC INVESTMENT PRIORITIES SCHEDULE
(all figures in \$ 000's)

	Approved Annual Budget	First Quarter Year-End Projection	Second Quarter Year-End Projection	Third Quarter Year-End Projection	Year-End Actual (Unaudited)	Year-End vs. Approved Variance Favourable/ (Unfavourable)
SOURCE OF FUNDS:						
Facilities Renewal Grant	\$ 5,252	\$ 5,325	\$ 5,325	\$ 5,325	\$ 5,325	\$ 73
College Equipment Renewal Fund Grant	766	1,031	1,031	1,184	1,184	418
Apprenticeship Capital Grant	1,296	1,296	1,296	1,296	1,274	(22)
Miscellaneous Revenue	-	-	-	-	121	121
TOTAL SOURCE OF FUNDS	7,314	7,652	7,652	7,805	7,904	590
EXPENDITURES:						
Major Capital Projects						
Campus Accessibility	3,370	3,370	2,370	1,804	1,491	1,879
Pedestrian Bridge to Bus Rapid Transit Station	10	10	10	10	-	10
R3 (Student Information System)	20,000	20,000	20,000	17,243	14,479	5,521
Salesforce Lightning Upgrade	1,622	1,622	1,622	1,622	1,622	-
Science Labs	9,600	9,600	9,600	6,987	6,534	3,066
Greenhouse Gas Reduction (P & V Buildings) ¹	3,000	3,000	500	596	321	2,679
Total Major Capital Projects	37,602	37,602	34,102	28,262	24,447	13,155
Other						
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (Residence Building)	6,673	6,673	6,673	6,387	6,840	(167)
Academic & Other Equipment	1,200	1,200	1,200	1,200	1,411	(211)
Apprenticeship Capital Grant	1,296	1,296	1,296	1,296	1,274	22
Campus Services	1,560	1,560	1,160	1,150	348	1,212
College Space & Infrastructure	5,693	5,693	5,692	5,073	4,422	1,271
College Technologies	3,443	3,153	3,153	2,999	2,829	614
Initiatives & Opportunities	1,768	1,767	1,630	1,448	1,434	334
New Program and Course Development	1,020	1,020	849	727	748	272
Adjustment for Anticipated Underspend	(1,858)	(1,858)	(4,721)	-	-	(1,858)
Total Other	20,795	20,504	16,932	20,280	19,306	1,489
TOTAL EXPENDITURES	58,397	58,106	51,034	48,542	43,753	14,644
TOTAL NET CONTRIBUTION	\$ (51,083)	\$ (50,454)	\$ (43,382)	\$ (40,737)	\$ (35,849)	\$ 15,234

Fourth Quarter 2024-25 Financial Report
STRATEGIC INVESTMENT PRIORITIES SCHEDULE

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

Description	Variance Favourable/ (Unfavourable)	Comments
<u>Revenue</u>		
College Equipment Renewal Fund Grant	\$ 418	Favourable variance due to \$112K higher than projected 2024-25 allocation announced by the Ministry in June 2024, as well as \$306K in revenue deferred from 2023-24 related to the competitive application based portion of the College Equipment Renewal Fund.
<u>Expenditures</u>		
Campus Accessibility	\$ 1,879	Favourable variance due to a delay in completing the remaining Campus Accessibility initiatives and certifications, which will be finalized in early 2025-26.
R3 (Student Information System)	\$ 5,521	Favourable variance due to lower than expected projects costs this fiscal year and a reduction in contingency requirements.
Science Labs	\$ 3,066	Favourable variance due to the carry forward of project costs to the 2025-26 fiscal year due to the timing of construction. Project completion expected during 2025-26.
Greenhouse Gas Reduction (P & V Buildings)	\$ 2,679	Favourable variance due to Second Quarter 2024-25 deferral of \$2.5M to 2025-26 and year-end carry forward of an additional \$180K. Construction was delayed due to inclement weather and full completion of the project is expected during 2025-26.
Campus Services	\$ 1,212	\$119K favourable variance on the Residence Vestibule project due to the deferral of project costs to the 2025-26 fiscal year to finalize the project. Favourable variance on the Residence Door Locks project as work commenced later than anticipated resulting in the carry forward of \$721K to 2025-26. Additional Campus Services renewal projects were put on hold to reduce the impacts of declining enrolment revenues.
College Space & Infrastructure	\$ 1,271	Favourable variance due to lower than projected costs for the Campus Master Development Plan \$213K, the Student Housing Working Group project \$226K, the Physical Infrastructure Maintenance Envelope \$202K and the Space Adaptations Envelope \$627K.
College Technologies	\$ 614	Favourable variance mainly due to the Cyber Security Audit Redress Plan project re-prioritizing and assessing initiatives during 2024-25 for implementation in 2025-26 as well as lower than projected costs related to the Information Technology Infrastructure Maintenance Envelope.
Initiatives & Opportunities	\$ 334	Favourable variance due to reduction in various Strategic Investment Priorities Envelopes and other projects to reduce the impacts of declining enrolment revenues.
New Program and Course Development	\$ 272	Favourable variance due to lower than projected project costs for program and course development as a result of revised timelines.



Fourth Quarter 2024-25 Financial Report
STRATEGIC INVESTMENT PRIORITIES SCHEDULE
Variance Analysis (all figures in \$000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Adjustment for Anticipated Underspend	\$ (1,858)	Reduction in the adjustment for anticipated underspend to offset the expenditure reductions and deferrals to future fiscal years captured within the specific projects noted above.
Total Explained Variances	\$ 15,408	
Other Minor Variances	\$ (174)	
Total Variance	\$ 15,234	



Fourth Quarter 2024-25 Financial Report
INTERNALLY RESTRICTED NET ASSETS SCHEDULE
(all figures in \$ 000's)

	Year-End Actuals March 31, 2024	Actual In-Year Use of Funds (2024-25)	Actual Year-End Adjustments (2024-25)	Year-End Actuals March 31, 2025
Specific Reserves:				
Other Projects & Initiatives	\$ 36,543	\$ 9,797	\$ 14,473	\$ 41,219
Campus Services Reserve Fund	9,839	7,405	5,706	8,140
Employment Stabilization Fund	635	45	41	631
	47,017	17,247	20,220	49,990
Contingency Reserve Fund	13,110	-	496	13,606
Reserve Funds:				
Future Capital Expansion	41,974	3,272	13,150	51,852
Net Proceeds from Sale of March Road Land	2,661	-	122	2,783
	44,635	3,272	13,272	54,635
TOTAL INTERNALLY RESTRICTED NET ASSETS ¹	\$ 104,762	\$ 20,519	\$ 33,988	\$ 118,231
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000	\$ -	\$ -	\$ 1,000
Investment in Capital Assets	126,101	-	10,166	136,267
Vacation, Sick Leave & Post-Employment Benefits	(21,163)	-	(1,668)	(22,831)
Interest Rate Swaps	(416)	-	2,341	1,925
Endowment Fund	39,911	-	2,950	42,861
TOTAL NET ASSETS	\$ 250,195	\$ 20,519	\$ 47,777	\$ 277,453

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 2024-25. The Board of Governors' Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

Fourth Quarter 2024-25 Financial Report
SUMMARY OF FUNDED POSITIONS

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
Academic Services												
Academic Development	9	9	-	7	6	1	14	14	-	30	29	1
Academic Operations and Planning	1	1	-	6	6	-	9	9	-	16	16	-
Algonquin College Heritage Institute	6	6	-	2	1	1	9	9	-	17	16	1
Algonquin College In The Ottawa Valley	28	27	1	8	6	2	37	36	1	73	69	4
Algonquin Centre for Construction Excellence	67	62	5	4	3	1	11	11	-	82	76	6
Associate Vice-President - Experiential Learning and Innovation	0	0	0	6	6	-	32	32	-	38	38	-
Associate Vice-President - Global, Online and Corporate Learning	0	0	0	26	26	-	65	62	3	91	88	3
Faculty of Arts Media and Design	114	109	5	8	8	-	28	26	2	150	143	7
School of Advanced Technology	115	114	1	8	7	1	19	19	-	142	140	2
School of Business and Hospitality	119	117	2	8	7	1	19	19	-	146	143	3
School of Health Studies	70	65	5	6	6	-	17	17	-	93	88	5
School of Wellness, Public Safety and Community Studies	72	71	1	6	6	-	22	21	1	100	98	2
Senior Vice-President Academic Services	0	-	-	4	3	1	0	-	-	4	3	1
Academic Services Total	601	581	20	99	91	8	282	275	7	982	947	35
Advancement & Strategy												
Advancement Operations	-	-	-	7	7	-	5	5	-	12	12	-
Strategy	-	-	-	2	2	-	1	1	-	3	3	-
Advancement & Strategy Total	-	-	-	9	9	-	6	6	-	15	15	-
Finance & Administration												
Campus Services	-	-	-	13	13	-	73	72	1	86	85	1
Facilities Management	-	-	-	13	13	-	38	37	1	51	50	1
Finance And Administrative Services	-	-	-	16	15	1	25	24	1	41	39	2
Information Technology Services	-	-	-	26	25	1	100	99	1	126	124	2
Risk Management	-	-	-	9	8	1	1	1	-	10	9	1
Vice-President Finance and Administration	-	-	-	2	1	1	-	-	-	2	1	1
Finance & Administration Total	-	-	-	79	75	4	237	233	4	316	308	8
Human Resources												
Director Employee and Labour Relations	-	-	-	17	17	-	-	-	-	17	17	-
People and Culture	-	-	-	16	16	-	4	4	-	20	20	-
Vice-President Human Resources	-	-	-	2	2	-	-	-	-	2	2	-
Human Resources Total	-	-	-	35	35	-	4	4	-	39	39	-



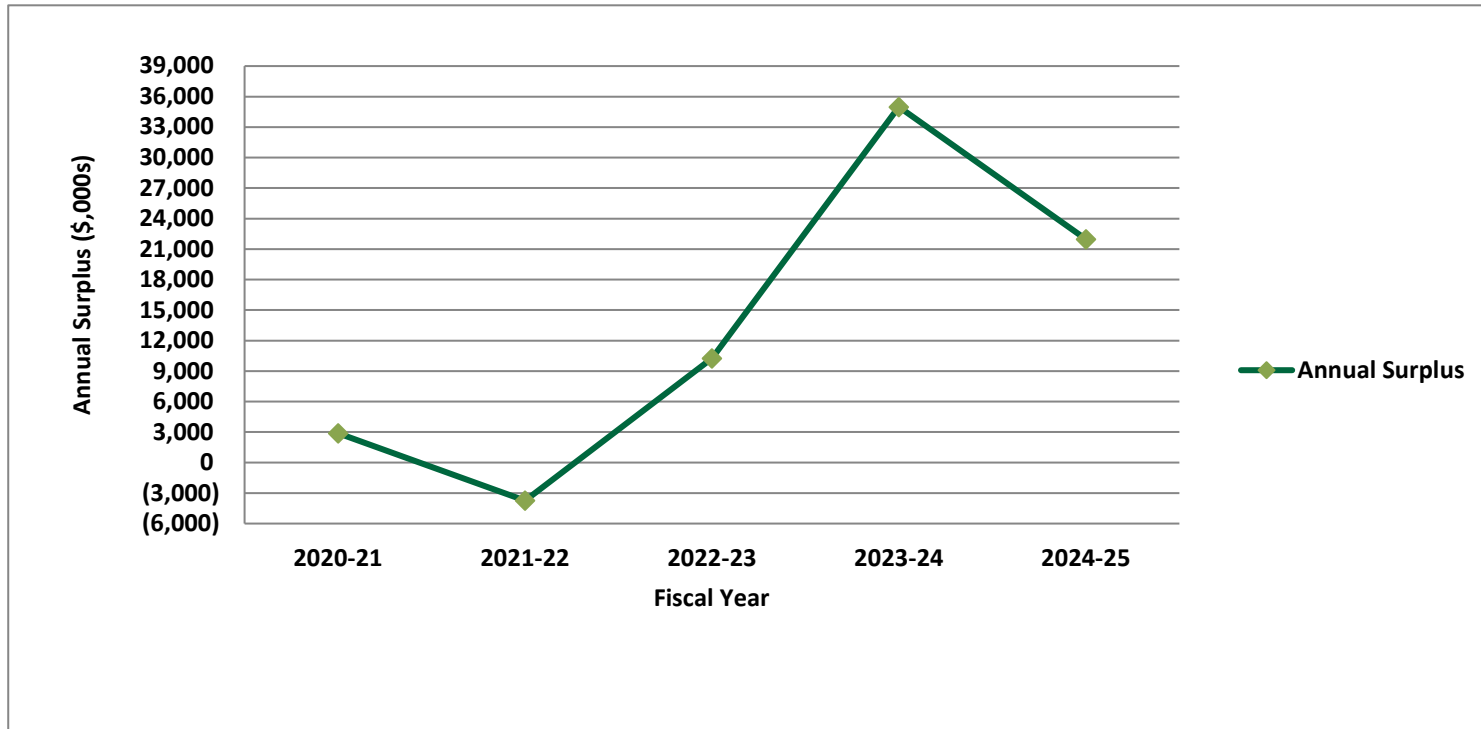
Fourth Quarter 2024-25 Financial Report
SUMMARY OF FUNDED POSITIONS

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
President And Board Of Governors												
Communications	-	-	-	4	4	-	8	8	-	12	12	-
President and Board of Governors	-	-	-	4	4	-	-	-	-	4	4	-
President And Board Of Governors Total	-	-	-	8	8	-	8	8	-	16	16	-
Student Services												
Indigenous Initiatives	1	1	-	2	2	-	1	1	-	4	4	-
R3 Executive Lead	-	-	-	1	1	-	12	12	-	13	13	-
Marketing and Recruitment	-	-	-	3	3	-	28	28	-	31	31	-
Registrar	-	-	-	7	7	-	70	70	-	77	77	-
Student Support Services	17	17	-	8	8	-	41	41	-	66	66	-
Vice-President Student Services	-	-	-	2	2	-	-	-	-	2	2	-
Student Services Total	18	18	-	23	23	-	152	152	-	193	193	-
College Totals	619	599	20	253	241	12	689	678	11	1,561	1,518	43
Total % for the positions:										100.0%	97.2%	2.8%
Funded Positions as per 2024-25 Approved Annual Budget	650			274			710			1,634		
Fourth Quarter vs. Approved Variance - Increase / (Decrease)	(31)			(21)			(21)			(73)		
Variance % - Increase / (Decrease)	-5%			-8%			-3%			-4%		



Fourth Quarter 2024-25 Financial Report Financial Health Indicators

Operating Results: Annual Surplus



Objective:

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

Benchmark:

Must be greater than \$0.

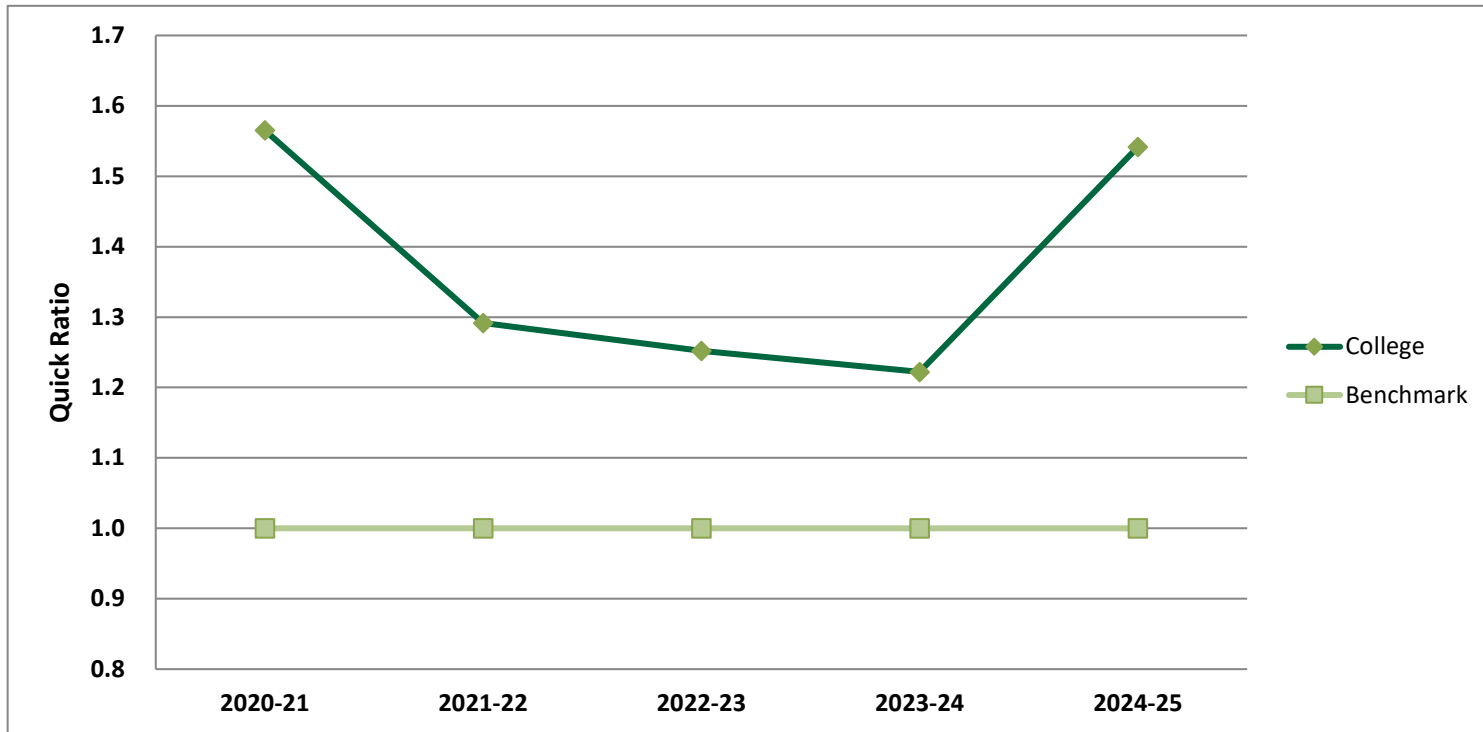
Rationale:

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



Fourth Quarter 2024-25 Financial Report Financial Health Indicators

Measuring Liquidity: Quick Ratio



Objective:

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

Benchmark:

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

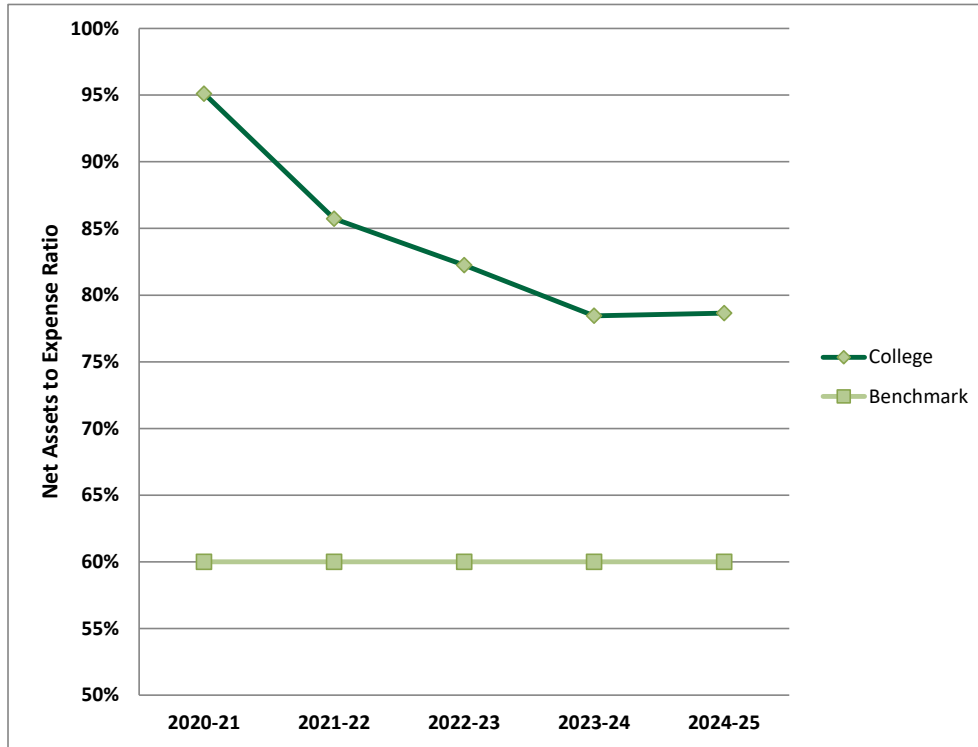
Rationale:

A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short-term obligations.



Fourth Quarter 2024-25 Financial Report
Financial Health Indicators

Operating Results: Net Assets to Expense Ratio



Objective:

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

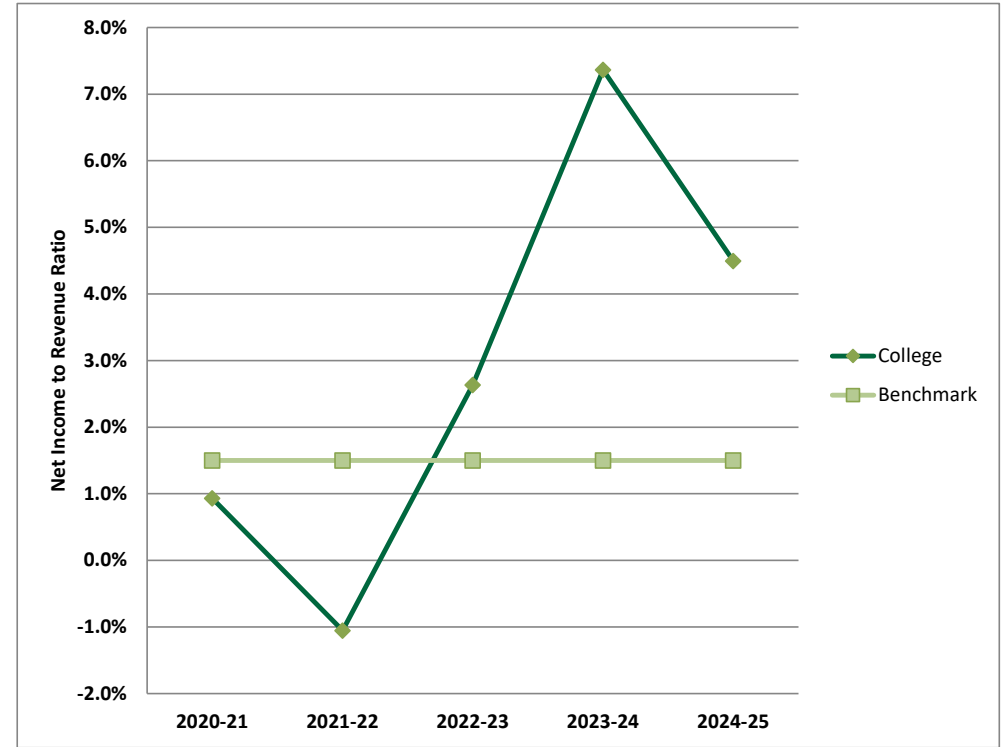
Benchmark:

60% or higher.

Rationale:

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

Operating Results: Net Income to Revenue Ratio



Objective:

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

Benchmark:

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

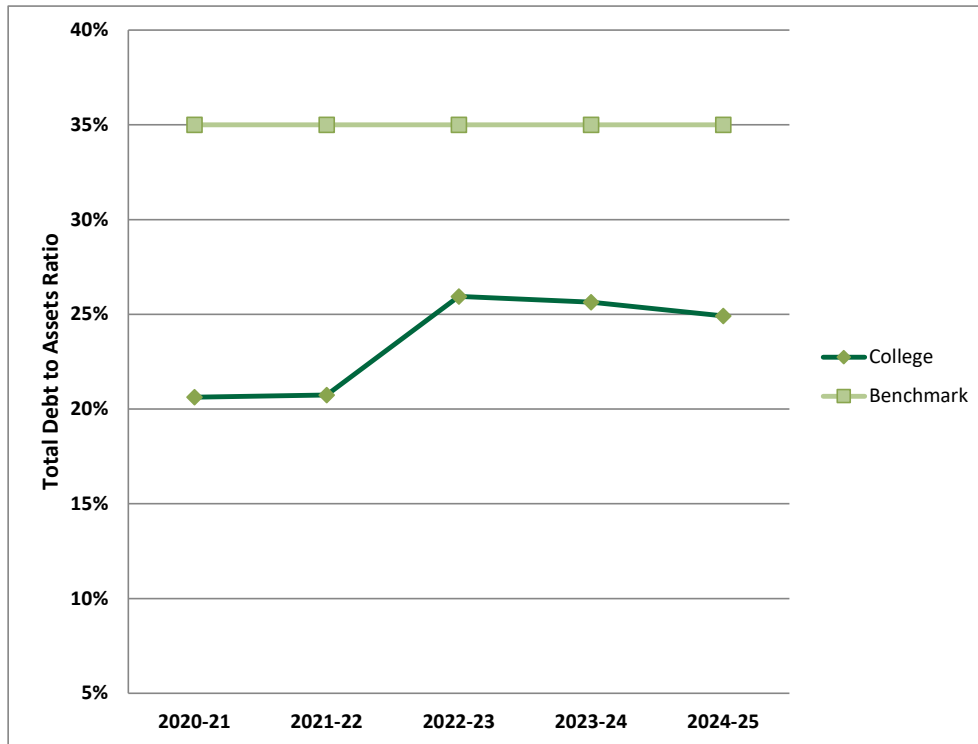
Rationale:

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



Fourth Quarter 2024-25 Financial Report Financial Health Indicators

Managing Debt: Total Debt to Assets Ratio



Objective:

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

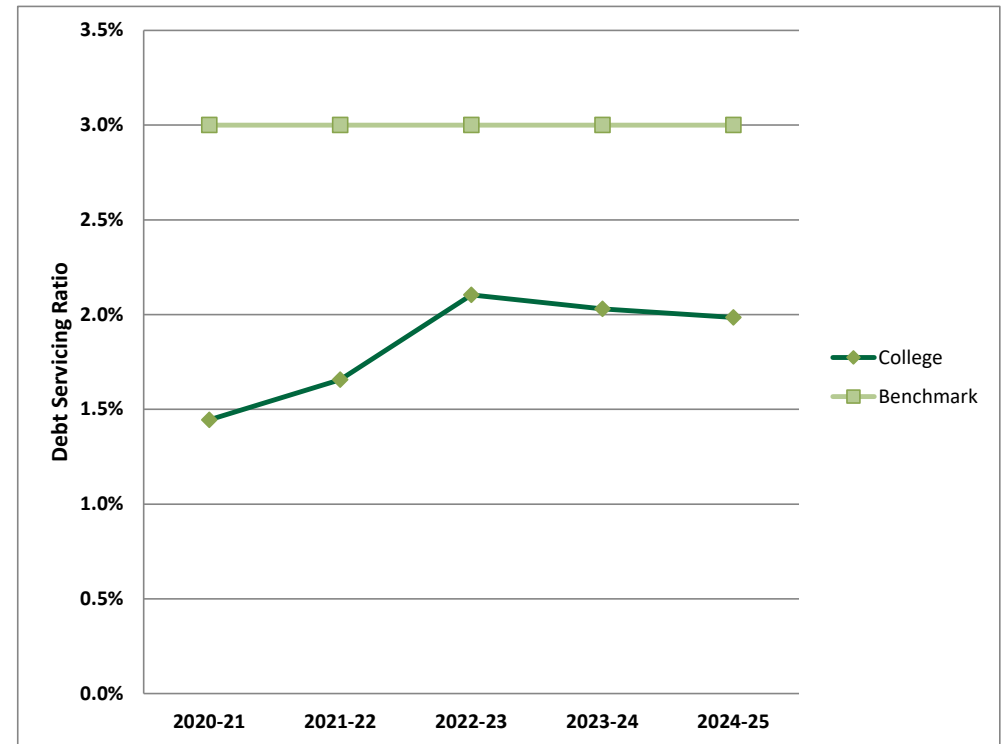
Benchmark:

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

Rationale:

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

Managing Debt: Debt Servicing Ratio



Objective:

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

Benchmark:

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

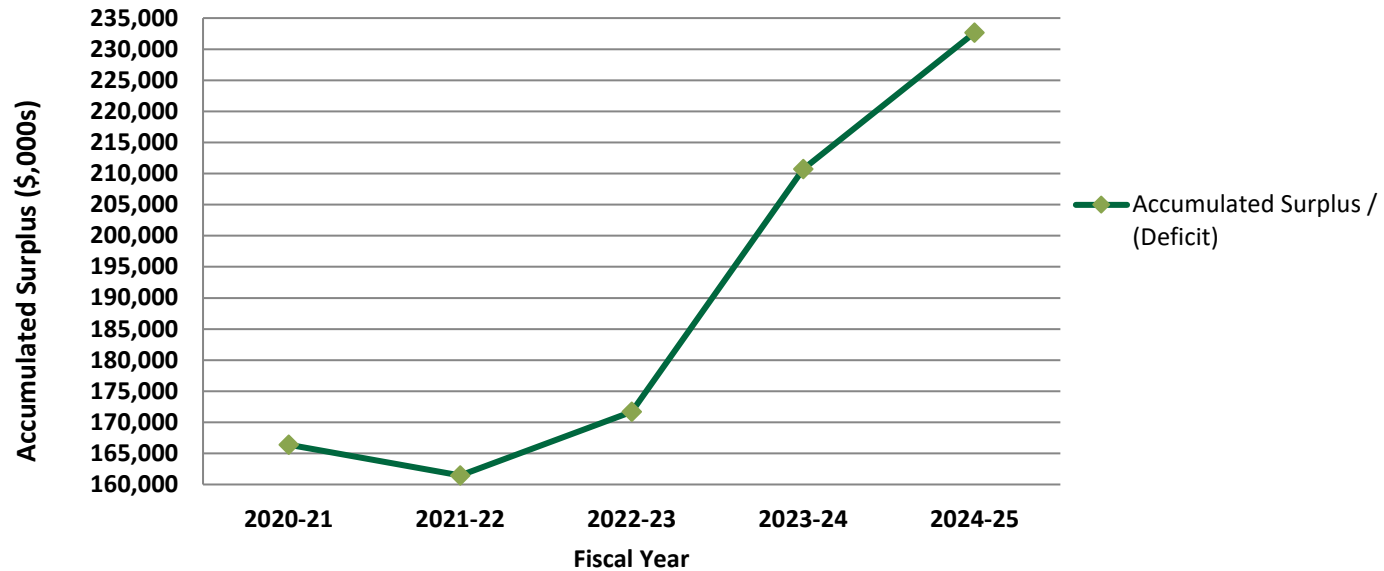
Rationale:

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



Fourth Quarter 2024-25 Financial Report Financial Health Indicators

Accumulated Surplus/(Deficit)



Objective:

Represents the cumulative wealth that an institution has under its own control to assist with ongoing operations.

Benchmark:

Must be greater than \$0.

Rationale:

An accumulated deficit indicates that the College may have borrowed to support its past operations and will have to make up this difference in the future.

7.1 APPENDIX B

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCHEDULE Fourth Quarter 2024-25 Financial Report

	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 Strategic Investment Priority 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	2024-26 Business Plan Scorecard - Metrics	Net Operating Revenue target for 2024-25: 9.2%	N (Year-End Actuals = 9.0%)
7	2024-26 Business Plan Scorecard - Metrics	Return on Net Assets target for 2024-25: 9.4%	Y (Year-End Actuals = 10.9%)

Report title:	Fourth Quarter 2024-25 Business Plan Performance Update
Report to:	Board of Governors
Date:	June 2, 2025
Author(s)/Presenter(s):	Mark Savenkoff, Vice President, Advancement and Strategy
Presenter(s):	Mark Savenkoff, Vice President, Advancement and Strategy

1. RECOMMENDATION:

THAT the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors is responsible for monitoring the College's progress against key metrics and performance outcomes related to the institution's strategic directions. The annual business plan is a tool used by management to set the direction for the College to achieve annual goals and targets in the context of the Strategic Plan.

3. BACKGROUND:

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 Fourth Quarter covers the period January 1 through to March 31, 2025 and is provided in *Appendix A - Fourth Quarter 2024-2025 Business Plan Performance Dashboard*. This Business Plan Update also represents the conclusion of the 2024-25 reporting year.

The legend for the Performance Dashboard reads as follows:

- **Blue** – Completed: Identifies targets or initiatives completed within the current fiscal year.
- **Red** – Not Completed: Identifies targets or initiatives that will not be completed within the current fiscal year.

4. DISCUSSION:

The 2024-25 Business Plan is made up of a collection of 12 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. In total, there are 30 deliverables across the 12 initiatives this year. On a quarterly basis, a health indicator (status colour) is assigned to each deliverable to clarify its status against completion by the assigned deadline.

Through the tremendous efforts across many departments at the college, 83% of the initiatives for 2024-25 were fully accomplished (n=10) and 27 of the 30 deliverables (90%) within those initiatives have been fully completed. The following two initiatives were not fully completed by fiscal year-end.

Academic Plan Implementation

With renewed leadership of the Academic portfolio, the College will look to align and re-launch the Academic Plan in the next fiscal year, informed by the directions of the 2025-2030 Strategic Plan, scheduled for approval by the Board at the June 2, 2025 meeting. As a result, the implementation of the Academic Plan will be re-assessed upon its re-launch.

R3: Student Information System Transformation

As work on the Personalize Phase continues, a new project schedule has been re-baselined through the Commercial Resolution process, establishing deferral of subsequent phases to the next fiscal year. As a result, the integrated systems testing of Thesis were not ready for testing, and the technical knowledge transfer training was not be completed by the end of the fiscal year.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

There is no negative student impact identified. Students 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.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

The fourth quarter update is made available to the public on the Board of Governors website prior to the Board of Governors June 2, 2025 meeting.

11. CONCLUSION:

The Board of Governors is kept informed of the progress toward achieving the 2024-25 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, the breadth and depth of the College's business operations and the highly dynamic nature of the College system and environment, it is not unusual to have some business plan initiatives incomplete at the conclusion of the year.

Respectfully submitted:



Mark Savenkoff
Vice President, Advancement & Strategy

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Fourth Quarter 2024-2025 Business Plan Performance Dashboard
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7.2 Appendix A

Business Plan Performance 2024-25: Q4

Legend	
<div></div>	Completed
<div></div>	In progress to reach completion
<div></div>	Measures that may be delayed in reaching target
<div></div>	Measures that may be at risk in reaching target
<div></div>	Measures that will not reach target by March 31, 2025

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	2024-25 Deliverable(s)	Deadline	Sponsor	Desired Outcome	Q1 Health	Q1 Status	Q2 Health	Q2 Status	Q3 Health	Q3 Status	Q4 Health	Q4 Status
1. Master Campus Development Plan					<div></div>	<div></div> OVERALL HEALTH Q1	<div></div>	<div></div> OVERALL HEALTH Q2	<div></div>	<div></div> OVERALL HEALTH Q3	<div></div>	<div></div> OVERALL HEALTH Q4
1a)	Master Campus Development Plan final report completed.	December 31, 2024	FA	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	<div></div>	Engagements and consultations with the Ottawa campus, the Algonquin College Leadership Team and our City Councillor have been completed. Consultations with the campuses of Perth and Pembroke are in progress. Construction recommendations were made to the Algonquin College Executive Team and feedback collected. Technical studies have been initiated.	<div></div>	Initial consultations with internal and external stakeholders have been completed. Majority of technical studies on the Ottawa campus have been completed. First draft of the Master Campus Development Plan (MCDP) presented to Facilities Management and MCDP Working Group for review.	<div></div>	Completed. Final draft issued to Algonquin College Executive Team for feedback.	<div></div>	Completed.
1b)	Master Campus Development Plan approval by Board of Governors.	March 31, 2025			<div></div>	No forecasted delays to reaching this milestone.	<div></div>	No forecasted delays to reaching this milestone.	<div></div>	No forecasted delays to reaching this milestone.	<div></div>	Completed.
2. College Strategic Plan					<div></div>	<div></div> OVERALL HEALTH Q1	<div></div>	<div></div> OVERALL HEALTH Q2	<div></div>	<div></div> OVERALL HEALTH Q3	<div></div>	<div></div> OVERALL HEALTH Q4
2a)	External and internal engagement for College Strategic Plan concluded and findings shared.	November 30, 2024	ADV	ALL	<div></div>	Membership of the Strategic Plan Working Group has been established and they will begin their activities in July. Draft of the Environmental Scan has been completed by our consulting partner (Nexus Group). Community survey titled "Shape the Conversation" has been launched and is open to internal and external stakeholders of the college. This survey will close in mid-July.	<div></div>	Environmental Scan has been completed and presented to Algonquin College Executive Team and Strategic Plan Working Group. Interviews with sector organizations, government representatives and Algonquin College Executive Team completed. Community Survey, titled "Shape The Conversation", completed with over 1,800 respondents. Planned external engagement, including discussions with employers/industry, is currently behind schedule, and is expected to conflict with internal engagement activities.	<div></div>	Completed. Engagement concluded and findings documents from sector organizations, government representatives, alumni, employers, executives, employees, departments, and students.	<div></div>	Completed.
2b)	College Strategic Plan drafted.	March 31, 2025			<div></div>	Drafting of strategic plan to begin at the end of November 2024.	<div></div>	Drafting of strategic plan to begin at the end of November 2024.	<div></div>	Primary concepts being drafted by consulting partner and to be pressure-tested by the Strategic Plan Working Group in January. New Vision statement drafted.	<div></div>	Completed.
3. Strategic Enrolment Management Plan Implementation					<div></div>	<div></div> OVERALL HEALTH Q1	<div></div>	<div></div> OVERALL HEALTH Q2	<div></div>	<div></div> OVERALL HEALTH Q3	<div></div>	<div></div> OVERALL HEALTH Q4
3a)	Enhanced marketing plan developed and implemented to increase non-direct domestic enrolment, particularly in over 24-year-old age group.	September 30, 2024	AC	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	<div></div>	Deliverable has been integrated into the regular operations of the Marketing department.	<div></div>	Completed. For Fall 2024, the actions taken resulted in a 1.6% increase in non-direct applicants over the previous year.	<div></div>	Completed.	<div></div>	Completed.
3b)	Academic programming strategy focused on continuous renewal of the program mix to meet labour market demand without planned enrolment growth developed.	October 15, 2024		1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	<div></div>	Renewal methodology developed.	<div></div>	Review of academic programming methodology completed.	<div></div>	Completed.	<div></div>	Completed.
4. Strategic Industry and Community Partnerships					<div></div>	<div></div> OVERALL HEALTH Q1	<div></div>	<div></div> OVERALL HEALTH Q2	<div></div>	<div></div> OVERALL HEALTH Q3	<div></div>	<div></div> OVERALL HEALTH Q4
4a)	Business case for College's Industrial Technical Benefit (ITB) strategy presented to Algonquin College Executive Team.	December 31, 2024	ADV	1.4 Innovative, high-quality, hands-on, applied learning that is aligned to industry needs.	<div></div>	First draft of business case completed and receiving feedback from stakeholders.	<div></div>	Final draft of business case developed and to be presented to ITB Executive Committee in October.	<div></div>	Presentation of Industrial Technical Benefit (ITB) strategy to Algonquin College Executive Team delayed to Q4.	<div></div>	Completed.
4b)	Partnership Hub launched.	March 31, 2025			<div></div>	Presented a Project Brief and Technical Sheet to Communications and Marketing for initial review and feedback. Consultations with internal stakeholders to begin shortly.	<div></div>	Consultations with internal stakeholders continuing.	<div></div>	High-level architecture of Partnership Hub website and content completed. Soft launch of Partnership Hub planned for late January with full launch by end of fiscal year.	<div></div>	Completed.
4c)	One (1) new strategic partnership agreement signed.	March 31, 2025			<div></div>	Completed. Algonquin College signed a Memorandum of Understanding with Porter Airlines on May 15 and was announced during the opening of the new Ottawa hangar.	<div></div>	Completed.	<div></div>	Completed.	<div></div>	Completed.
5. Financial Sustainability: Portfolio Analysis and Cost Containment					<div></div>	<div></div> OVERALL HEALTH Q1	<div></div>	<div></div> OVERALL HEALTH Q2	<div></div>	<div></div> OVERALL HEALTH Q3	<div></div>	<div></div> OVERALL HEALTH Q4
5a)	People, technology, and processes to maintain an ongoing Portfolio Analysis program for both academic and commercial activities implemented.	March 31, 2025	FA	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	<div></div>	A cost centre review is currently in progress for Cooperative Education, Contract Activity, and Academic Learning Enterprises. Presentation made to College Budget Committee to highlight trends in net contribution margins versus increasing indirect costs and need for Strategic Investment Priority (SIP) budget. Additional work to better align the APPR process and the Portfolio Analysis program are in progress.	<div></div>	Portfolio Analysis program has been put into operations. Work is ongoing to ensure appropriate processes are in place to refine reporting and ensure recommendations are responded to, and actioned, appropriately.	<div></div>	Completed.	<div></div>	Completed.

5b)	Recommendations to optimize resource allocation methods through a review of the College's budget model, including Responsibility-Centered Management principles, and associated policies and practices presented to Algonquin College Executive Team.	March 31, 2025				Activity to begin in September.		Activity to begin in October with the College Budget Committee.		Responsibility-Centered Management (RCM) discussed with College Budget Committee (CBC). Initial review suggested RCM did not achieve the desired outcomes of the original project and should not be reinstated as it currently was. Discussions on the value of particular elements (e.g. allocation of grant, space costs) will continue.		Completed.
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6. Academic Plan Implementation

					OVERALL HEALTH Q1	OVERALL HEALTH Q2	OVERALL HEALTH Q3	OVERALL HEALTH Q4
6a)	Process to intake, clarify and support Stage 1 ideas established.	April 1, 2024	AC	ALL	Completed. Process established and Stage 1 ideas currently being evaluated and supported.	Completed.	Completed.	Completed.
6b)	Stage 3 projects scheduled to start in 2025-26 identified and documented.	November 30, 2024			One Stage 2 project has been identified and the documentation for several Stage 3 projects is underway.	New governance, process and tracking for implementation activities now established, including clearer reporting structures and well-defined success criteria. Six initiatives have been selected and are advancing the stated priorities of the Academic Plan, in alignment with the College's strategic priorities. As a result, this deliverable will not be completed as stated.	With renewed leadership of the Academic portfolio, the College will look to align and re-launch the Academic Plan in 2025-26 with the directions of the 2025-2030 Strategic Plan, currently under development. As a result, this deliverable will no longer be pursued.	With renewed leadership of the Academic portfolio, the College will align and re-launch the Academic Plan in 2025-26 with the directions of the 2025-2030 Strategic Plan, currently under development. The re-launch will occur in 2025-26.

7. Student Housing Support

					OVERALL HEALTH Q1	OVERALL HEALTH Q2	OVERALL HEALTH Q3	OVERALL HEALTH Q4
7a)	Ottawa campus Housing Coordinator position created, and incumbent hired.	June 30, 2024	FA	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	Completed. Housing Coordinator position has been hired.	Completed.	Completed.	Completed.
7b)	Student Housing Framework to identify supports and initiatives drafted and approved by Algonquin College Executive Team.	October 31, 2024			Final report from consultants is in progress that will outline recommendations for the Student Housing Framework.	Consulting partners (Colliers and Academica) were engaged to provide a Housing report based on the 2023 enrolment projections. Revised enrolment targets were required and a second draft is currently being prepared.	Completed. Housing Framework approved by Algonquin College Leadership Team in December 2024.	Completed.

8. Science Labs

					OVERALL HEALTH Q1	OVERALL HEALTH Q2	OVERALL HEALTH Q3	OVERALL HEALTH Q4
8a)	Design of new Science Labs in Building A completed.	April 30, 2024	FA	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	Completed. Final design drawings to be completed once contract is awarded to a General Contractor.	Completed.	Completed.	Completed.
8b)	Construction contract for the development of Science Labs awarded.	June 30, 2024			Completed. Construction contract awarded.	Completed.	Completed.	Completed.
8c)	Applications and proposals for grants and funding to support construction and implementation costs submitted to government and funding agencies.	December 31, 2024			Competitive College Equipment and Renewal Fund (CERF) application is in development.	College administration has applied for funding from the Provincial government for academic equipment and to the Federal government to equip the applied research section of the Science Labs. Funding decisions will be received by March 31, 2025.	Completed. Provincial grant of \$1M awarded to college.	Completed.

Business Plan
Performance
2024-25: Q4

Legend	
<div></div>	Completed
<div></div>	In progress to reach completion
<div></div>	Measures that may be delayed in reaching target
<div></div>	Measures that may be at risk in reaching target
<div></div>	Measures that will not reach target by March 31, 2025

Executive Sponsor	
AC	Academic
ADV	Advancement & Strategy
COM	Communications
FA	Finance & Administration
HR	Human Resources
PR	President's Office
SS	Student Services

GOAL 02.

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

Initiative	2024-25 Deliverable(s)	Deadline	Sponsor	Desired Outcome	Q1 Health	Q1 Status	Q2 Health	Q2 Status	Q3 Health	Q3 Status	Q4 Health	Q4 Status
9. R3: Student Information System Transformation					<div></div> OVERALL HEALTH Q1		<div></div> OVERALL HEALTH Q2		<div></div> OVERALL HEALTH Q3		<div></div> OVERALL HEALTH Q4	
9a)	Future business processes designed and documented.	June 30, 2024	SS	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	<div></div> <p>Project team has partially completed business process documentation, the remaining documentation depends on the final product features.</p> <p>Product features were not delivered as expected with two features failing, and vendor has proposed a number of solutions and currently working through them, this has caused schedule slippage with target resolution date at end of June.</p>		<div></div> <p>Completed.</p> <p>The functional specifications were developed by the internal team in tandem with Thesis consultants, as required for the configuration of the system.</p>		<div></div> <p>Completed.</p> <p>The functional specifications were developed by the internal team in tandem with Thesis consultants, as required for the configuration of the system.</p>		<div></div> <p>Completed.</p>	
9b)	Integrated systems ready for testing.	March 31, 2025			<div></div> <p>Integrated system testing plan has been developed, schedule re-baseline in progress.</p>		<div></div> <p>Personalize Phase work continues and schedule resolution efforts remain underway, but nearing completion. Following the schedule resolution effort the timeline for completion of the Personalize Phase should be known. Personalize Phase work supports preparation for integrated systems testing.</p>		<div></div> <p>Re-scheduled baseline signed-off through the Commercial Resolution process, establishing deferral of deadline to 2025-26 fiscal year.</p>		<div></div> <p>With a re-baselined schedule, as reported to the Board of Governors, an Integrated Systems Testing Plan has been drafted in preparation for the completed Personalize Phase (Design and Develop) in the upcoming fiscal year.</p>	
9c)	Technical knowledge transfer training completed.	March 31, 2025			<div></div> <p>Training scheduled has been developed and related documentation development is on-track.</p>		<div></div> <p>Technical knowledge transfer work has been planned, but has some Personalize Phase deliverable dependencies. Schedule resolution efforts remain underway, but nearing completion.</p>		<div></div> <p>Re-scheduled baseline signed-off through the Commercial Resolution process, establishing deferral of deadline to 2025-26 fiscal year.</p>		<div></div> <p>With a re-baselined schedule, as reported to the Board of Governors, technical knowledge transfer continues with a dependency on the completion of the Personalize Phase (Design and Develop) in the upcoming fiscal year.</p>	
10. Strategic Workforce Planning Implementation					<div></div> OVERALL HEALTH Q1		<div></div> OVERALL HEALTH Q2		<div></div> OVERALL HEALTH Q3		<div></div> OVERALL HEALTH Q4	
10a)	Workforce planning processes and tools piloted within five (5) additional College areas/departments.	March 31, 2025	HR	2.4 People have clear authority, roles, and responsibilities, enabling efficient decision-making.	<div></div> <p>Workforce planning sessions with relevant groups have been scheduled. Invites to participate in the pilot have been sent out to four groups.</p>		<div></div> <p>Workforce planning pilots in four departments 50% complete.</p> <p>Pilot areas are: School of Wellness, Public Safety and Community Studies, Algonquin College Construction Excellence, Information Technology Services, President's Office and Communications.</p>		<div></div> <p>Workforce planning pilots in four departments 80% complete.</p>		<div></div> <p>Completed.</p>	
10b)	Workforce planning technology platforms assessed and evaluated.	March 31, 2025			<div></div> <p>ITS has been engaged to explore database solutions for workforce reporting and Workday Inc. has been engaged to explore Talent Optimization capability.</p>		<div></div> <p>Currently working with ITS on documenting requirements.</p> <p>Currently demoing forecasting tool for academic planning with stakeholders.</p> <p>Contacting other postsecondary education institutions on their experience with workforce planning platforms, including University of Waterloo. ITS market scan in progress to identify available platforms.</p>		<div></div> <p>This deliverable is expected to be completed by the deadline with the completion of a Technical Assessment Report, which will provide insights and options and recommendations for a future state to support Strategic Workforce Planning.</p>		<div></div> <p>Completed.</p>	
10c)	Integrated training to support Workforce Management designed and developed.	March 31, 2025			<div></div> <p>Workforce planning toolkit has been developed and shall be tested in upcoming pilots.</p> <p>Training sessions for Workforce Planning will be developed for Kaleidoscope</p>		<div></div> <p>Departmental Guide for Workforce Planning developed.</p> <p>Developed workshop for Kaleidoscope Conference to be held in October.</p>		<div></div> <p>Training and tools expected to be finalized by the end of the fiscal year including a workshop, toolkit, and important resources.</p>		<div></div> <p>Completed.</p>	

Business Plan
Performance
2024-25: Q4

Legend	
<div></div>	Completed
<div></div>	In progress to reach completion
<div></div>	Measures that may be delayed in reaching target
<div></div>	Measures that may be at risk in reaching target
<div></div>	Measures that will not reach target by March 31, 2025

Executive Sponsor

AC Academic
ADV Advancement & Strategy
COM Communications
FA Finance & Administration
HR Human Resources
PR President's Office
SS Student Services

GOAL 03. Create an equitable, diverse, and inclusive work environment.												
Initiative	2024-25 Deliverable(s)	Deadline	Sponsor	Desired Outcome	Q1 Health	Q1 Status	Q2 Health	Q2 Status	Q3 Health	Q3 Status	Q4 Health	Q4 Status

11. Integrated Leadership to Advance Truth and Reconciliation					<div></div> OVERALL HEALTH Q1		<div></div> OVERALL HEALTH Q2		<div></div> OVERALL HEALTH Q3		<div></div> OVERALL HEALTH Q4	
11a)	Plan to strengthen relationships with Indigenous communities developed.	June 30, 2024	SS	3.3 Indigenous ways of knowing are integrated into College practices.	<div></div> Land acknowledgement discussions took place with Elders from Kitigan Zibi and their feedback was received. An additional feedback session with Pikasikanagien Elders is scheduled.		<div></div> Completed.		<div></div> Completed.		<div></div> Completed.	
11b)	Program to embed Indigenous culture at Algonquin College through engagement of Elders and Knowledge Keepers established.	September 30, 2024			<div></div> Indigenous Initiatives team site is in development and a 'Best Practices' document to engage with community elders is slated to be completed in July 2024. A video series to embed indigenous culture and language is being created and scheduled for completion in September 2024.		<div></div> Completed. Circle discussions led by Residential School Survivors were held at all campuses. In addition, a circle discussion regarding the Anishnabe Algonquin Nation for international students took place at the Ottawa campus in an event called Pijashig - Welcome All. An Indigenous Employee Circle gathering at the Ottawa campus, as part of the Affinity Group initiative, was held.		<div></div> Completed.		<div></div> Completed.	
11c)	2025-2027 Indigenous Education Council Action Plan approved by the Indigenous Education Council.	November 30, 2024			<div></div> Indigenous Education Council members have been engaged to participate in a retreat to discuss the 2025-27 action plan which will take place in September.		<div></div> Draft 2025-27 Action Plan was reviewed by the Indigenous Education Council.		<div></div> Completed.		<div></div> 2025-27 Action Plan approved by the Indigenous Education Council.	
11d)	Two (2) land-based learning opportunities provided to faculty to enhance Indigenous education in academic courses and programs.	March 31, 2025			<div></div> One of the two land-based learning sessions has been conducted with 19 faculty participating at Akwasasne Native Northern College. A second session is scheduled for October.		<div></div> Second land-based learning opportunity is planned to be held at Kitigan Zibi in October.		<div></div> Completed.		<div></div> Two land-based learning opportunities provided to faculty in Fall 2024.	

12. Inclusion, Diversity, Equity and Accessibility (IDEA) Blueprint 2023-26 Implementation					<div></div> OVERALL HEALTH Q1		<div></div> OVERALL HEALTH Q2		<div></div> OVERALL HEALTH Q3		<div></div> OVERALL HEALTH Q4	
12a)	Enhanced recruitment approach to attract talent from under-represented groups launched.	December 31, 2024	HR	3.1 EDI principles are embedded into our College culture and reflected in practices, processes, services, and programs.	<div></div> Talent Acquisition working closely with Ontario Aboriginal Coalition on job marketing and career fairs aiming for implementation in Fall 2024. Talent Acquisition is also monitoring return-on-investment to ensure that this is a successful venture.		<div></div> Currently establishing a listing of designated career/job fairs for the 2024-25 job fair cycle. Working with EARN to participate in a specialized Indigenous career fair this Fall.		<div></div> Completed. Enhanced recruitment approach implemented to attract talent from under-represented groups. Tactics include targeted job fairs, and Indigenous job posters and marketing materials. Preliminary increase in representation rates of Indigenous employees by 0.3%, and by racialized employees by 1.3% in 2024.		<div></div> Completed.	
12b)	Inclusion, diversity, equity and accessibility training and resources developed and deployed.	March 31, 2025			<div></div> Progressing well with the following trainings in progress: > Managing with Anti-Racism in Mind for People Leaders - Scheduled October 2024 > Responding to Racism in Frontline Interactions Training Pilot - Scheduled June 2024 > Anti-Black Racism Training - Currently in Development		<div></div> [1] Managing with Anti-Racism in Mind training has been launched and is in progress and due in October 2024. [2] Responding to Racism for Front-Line Interactions is on track to launch, as per schedule. [3] Anti-Black Racism Training has opened registration and the program content is ready for delivery. [4] Ottawa Post-Secondary Equity, Diversity and Inclusion (EDI) Perspectives Symposium is currently being planned for November. Aiming to invite EDI teams from Carleton, University of Ottawa, and La Cité with the goal of knowledge exchange and building stronger collaboration in the IDEA space, sharing resources and practices, and learning what other institutions are doing in this space.		<div></div> Completed. Resources and training delivered for Managing with Anti-Racism in Mind, Responding to Racism for Front-Line Interactions, and Anti-Black Racism. In addition, assessment of NameCoach software for name pronunciation was completed.		<div></div> Completed.	

Report title:	2024-25 Annual Report and Progress against Strategic Plan 2022-25
Report to:	Board of Governors
Date:	June 2, 2025
Algonquin College Executive Team Member:	Mark Savenkoff, Vice President, Advancement and Strategy
Presenter(s):	Mark Savenkoff, Vice President, Advancement and Strategy

1. RECOMMENDATION:

THAT the Board of Governors approves the 2024-25 Algonquin College Annual Report.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors fulfills its annual requirement to the Ministry of Colleges, Universities, Research Excellence and Security by submitting an Annual Report. The report charts the College's achievement of the organizational outcomes established in the Business Plan for the year, including the audited financial statements.

3. BACKGROUND:

Each year, the College is required under the Ministry's Binding Policy Directive on Governance and Accountability to prepare an Annual Report. The report must be approved by the Board of Governors and submitted to the Ministry. It must also be made available to the public.

Further guidance for the Annual Report content and prescribed layout is provided in the Ministry's Annual Report Operating Procedure.

4. DISCUSSION:

The Annual Report summarizes the College's achievements and success for the 2024-25 year. It highlights performance and outcomes of the College's Business Plan and reinforces the College's commitment to the learner and employee success strategic plan pillars. 2024-25 represents the third and final year of the Algonquin College Strategic Plan 2022-2025, with the theme of "Becoming Again" and a continued emphasis on being learner-driven while recognizing the importance of its people.

The College's success in 2024-25, during a particularly challenging economic and political climate, is a testament to the College's organizational effort. Reported metrics include key performance indicators such as full-time enrolment, learner satisfaction, graduation, partnerships, financial health, employee engagement, quality assurance, and diversity measures.

The 2024-25 Annual Report follows the required content and prescribed layout specified by the Ministry of Colleges, Universities, Research Excellence and Security.

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:

Guided by the two pillars in the College's strategic plan, the initiatives, accomplishments and activities outlined in this Annual Report demonstrate the institution's collective commitment to being *learner-driven* and focused on its *people*. Each is key to the College's mission of transforming hopes and dreams into lifelong success.

It is recognized that the College exists to serve the learners and prepare them for the workplace. The efforts presented in this report demonstrate the progress in ensuring the needs of the learner are embedded into every decision at the College, that the learner's voice is captured and acted upon at every opportunity, and that systems at the College are optimized to increase value and efficiency for the learner.

7. FINANCIAL IMPACT:

Ministry guidelines require the College to include audited financial statements.

8. HUMAN RESOURCES IMPACT:

Guided by the two pillars in the strategic plan, the initiatives, accomplishments and activities outlined in this Annual Report demonstrate a collective commitment to being *learner-driven* and focused on *people*.

While the College exists to serve the learner, the institution cannot exist without its people. All employees of the College play a critical role in delivering an outstanding college experience to learners and all are empowered to achieve the goals set out in the Strategic Plan, inspired by a shared commitment to creating a flexible, equitable, inclusive and welcoming environment to support learner success.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Annual Report has been prepared in compliance with the Ministry's Binding Directive Policy on Governance and Accountability and Annual Report Operating Procedure.

10. COMMUNICATIONS:

Upon approval, the Annual Report will be posted to the reporting section of the College's website and posted to myAC, the College's internal communications portal, for review by employees and community members.

11. CONCLUSION:

In accordance with the Ministry of Colleges, Universities, Research Excellence and Security, the Annual Report provides a summary of how Algonquin College has achieved progress on its strategic goals through its Business Plan initiatives, and successfully completed the 2022-2025 Strategic Plan.

Respectfully submitted:



Mark Savenkoff
Vice President, Advancement & Strategy

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: 2024-25 Draft Annual Report



ANNUAL REPORT 2024-2025

Shaping Futures Together

Changing Lives





Land Acknowledgement

Algonquin College campuses in Ottawa, Perth and Pembroke are located on the traditional unceded, and unsurrendered territory of the Anishinàbe Algonquin People. The Algonquin People have inhabited and cared for these lands since time immemorial. We take this time to express our gratitude and respect to them and to the land for all that it has provided and will continue to provide.

As a post-secondary institution, we acknowledge the harms done to Indigenous Peoples and are committed to learning from the past. We pledge to promote healing and resilience as we move forward in partnership with the Algonquin Nations, First Nations, Métis, and Inuit peoples in a spirit of reconciliation.

While we recognize that territorial acknowledgements are only one step in cultivating greater respect for and inclusion of Indigenous Peoples, we commit to accompanying these words with actions. We are dedicated to building a future and community that is better for all.

We pledge to continue exploring and making meaningful contributions to the Truth and Reconciliation Commission of Canada's Calls to Action.

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COLLEGE AT A GLANCE

PROGRAMS DELIVERY METHODS



30 Ontario College Certificates

59 Ontario College Graduate Certificates

69 Ontario College Diplomas

17 Bachelor's Degrees

27 Ontario College Advanced Diplomas

5 Collaborative Degrees

71 are offered part-time online

27 are offered full-time online

19 are apprenticeship programs

83 offer cooperative education

STUDENTS

These categories reflect the 2024 Fall Term only due to the amount of student overlap in the 2024 Spring Term, 2024 Fall Term and 2025 Winter Term.

Due to lack of student overlap, these categories reflect the entire fiscal year and include the 2024 Spring Term, 2024 Fall Term and 2025 Winter Term.



14,734
Full-Time Students



6,246
Post-Secondary International Equivalents



11,576
AC Online Unique Students (Full- & Part-Time)



2,742
Apprentices

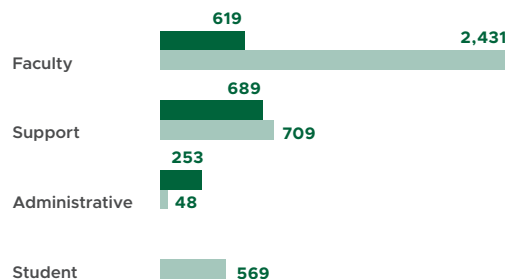
PEOPLE APPLIED RESEARCH

1,561

Full-Time Employees

3,757

Part-Time Employees



187

Applied Research Projects

29
Partner-Funded

158
In-class

\$2.5M

External Research Funding

MISSION

To transform hopes and dreams into lifelong success.

VISION

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

VALUES

Caring

We have a sincere and compassionate interest in the well-being of the individual.

Learning

We believe in the pursuit of knowledge, personal growth and development.

Integrity

We believe in trust, honesty and fairness in all relationships and transactions.

Respect

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



Message from the President and CEO

This past year has been one of remarkable achievement for Algonquin College, even as we navigated significant challenges across the post-secondary sector. We celebrated record enrolment and graduate numbers — a testament to the strength of our programs and the dedication of our learners and employees.

We deepened industry partnerships, reinforcing our polytechnic commitment to hands-on, career-focused education. New collaborations, including with CAE and Porter Airlines, provide learners with real-world experience tailored to industry needs.

Strong employee engagement scores in our pulse survey highlighted our commitment to an inclusive, innovative and supportive learning environment. At the same time, we recognized financial pressures facing our institution and the broader college sector. In response to federal policy changes and ongoing provincial funding constraints, we have taken steps to ensure a sustainable future.

We continued advancing our Truth and Reconciliation commitments through meaningful initiatives, including naming four city streets within our Ottawa Campus to recognize Indigenous heritage. We permanently raised the Kitigan Zibi Anishinàbeg Algonquin First Nation flag in Ottawa and Perth and the Algonquins of Pikwàkanagàn First Nation flag in Pembroke.

Strategic investments in academic infrastructure remain a priority, including progress on the Immersive Lab, five new science labs and modernizing our student system of record. These investments align with ongoing program updates to best serve our learners, employees and employer partners.

As we move forward, Algonquin College remains focused on excellence, innovation and student success while future-proofing the institution in a rapidly evolving post-secondary landscape.

Sincerely,

A handwritten signature in black ink, appearing to read 'Claude Brulé'.

Claude Brulé
President and CEO



Message from the Chair, Board of Governors

Once again, it has been a distinct honour to serve as chair of the Algonquin College Board of Governors over the past year. It has been another year of significant change for the post-secondary sector, the board, senior administration, learners and employees.

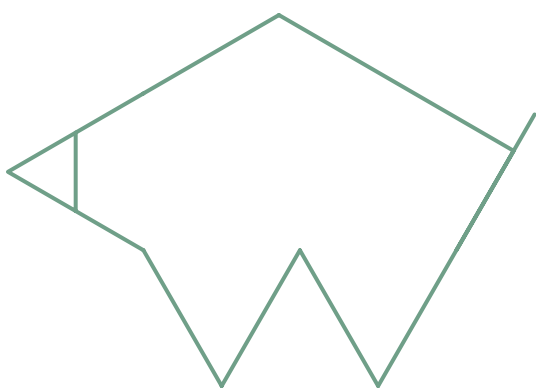
We bid farewell to three internal members and a longstanding external member while welcoming three new internal members and an additional external member. Notably, for the first time in the board's history, we formalized a position for an Indigenous member. Throughout the year, we conducted orientation sessions to acquaint our new members with College departments and the fiduciary responsibilities of board membership. The board also experienced change at the executive level as we said goodbye to four longstanding vice presidents and welcomed four new members to the College Executive Team.

The board was tasked with making critical decisions in response to federal and provincial policies. We extend our gratitude to President Claude Brulé and his senior team for their expertise and advice, which were instrumental in the pursuit of the College's financial stability and future success.

Finally, on a personal note, this marks my final year as a board member and chair. I have had the honour of being part of this great organization for six years. I will miss the collegiality and friendship of many people I have met along the way, including board members, employees and learners. I wish you continued success in this great educational institution.

Sincerely,

James G. McCracken
Chair, Board of Governors



Scorecard

METRIC	5-Year AVERAGE	2022-23 TARGET	2022-23 ACTUAL	2023-24 TARGET	2023-24 ACTUAL	2024-25 TARGET	2024-25 ACTUAL	2025-26 TARGET	SPONSOR
GOAL 1: Provide flexible, personalized, and lifelong learner experiences.									
Full-Time Enrolment: Domestic	33,686	37,923	32,805	33,747	33,552	34,478	34,590	35,880	Academic
Full-Time Enrolment: International	12,073	11,642	10,500	13,688	17,076	20,444	17,646	10,500	Academic
Full-Time Enrolment: Total	45,760	49,565	43,305	47,435	50,628	54,922	52,236	46,380	Academic
Learner Satisfaction	80.3%	78.2%	82.2%	78.4%	78.9%	79.1%	83.7%	79.3%	Academic & Student Services
Graduation Rate	67.1%	67.5%	68.3%	67.3%	66.2%	66.6%	65.5%	65.5%	Academic
Strategic Partnerships	6	6	6	7	7	8	8	8	Advancement & Strategy
Net Operating Revenue	6.3%	6.6%	5.7%	5.2%	9.9%	9.2%	9.0%	0.9%	Finance & Administration
Return on Net Assets	7.8%	1.3%	5.6%	2.1%	20.0%	9.4%	10.9%	-5.5%	Finance & Administration
GOAL 2: Empower our people to foster a high-quality, learner-driven culture.									
Quality Assurance Recommendations Completed	N/A	75.0%	78.0%	100.0%	100.0%	N/A	N/A	N/A	Academic
Employee Engagement Score	65.6%	N/A	N/A	69.0%	72.4%	N/A	N/A	68.5%	Human Resources
GOAL 3: Create an equitable, diverse, and inclusive work environment.									
Departmental Support for Diversity	81.2%	N/A	N/A	81.5%	81.2%	N/A	N/A	82.0%	Human Resources

N/A - Not measured in specific year.

“

When the only limit is your imagination, **your future is unlimited.**”

Claude Brulé
President and CEO



“

This **past year** has been one of **remarkable achievement** for **Algonquin College.**”

Claude Brulé
President and CEO

Impact Stories

AWARDS AND ACHIEVEMENTS

Each year, Algonquin College celebrates the remarkable accomplishments of learners, employees and alumni who demonstrate a commitment to excellence and inspiring leadership. These awards and achievements recognize diligence and academic performance, as well as reflect the importance of providing opportunities and removing barriers to success.

New Student Awards

- Established by Business Management program graduate Hazel Smart-Patterson, the Hazel Smart-Patterson Scholarship supports women in the third or fourth year of full-time studies in a science, technology, engineering or math (STEM) program. With a visionary pledge of \$100,000, recipients receive a \$1,000 bursary towards their tuition. The scholarship reflects Smart-Patterson's commitment to empowering women in STEM by easing financial constraints, helping learners to complete their education and launch meaningful careers.
- This year the Joyce Family Foundation made the College's largest-ever single donation with a \$2 million gift to support students facing financial challenges. Recipients of the Joyce Family Foundation Bursary will receive \$5,000 annually, renewable for the duration of their program. The bursary supports students who have shown resilience in overcoming adversity, ensuring that financial need is not a barrier to academic and professional success.
- A new annual award was established in memory of Susan Pridmore, a former student and events manager at the College. Presented to a female student in the Event Management program, the Susan Pridmore Award recognizes perseverance, tolerance and kindness — values that Susan embodied in everything she did. The Algonquin Students' Association joined in supporting this award, ensuring that Susan's legacy in enabling student success continues to inspire current and future learners.



IMPACT STORIES

Student Success

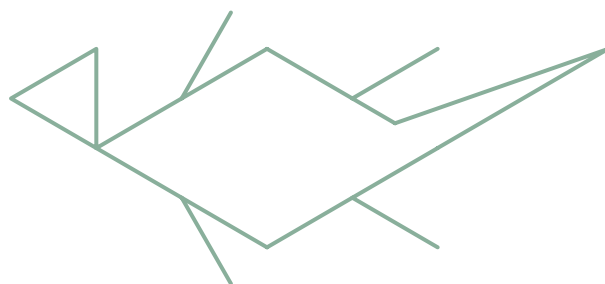
- Learners from the Public Relations program raised more than \$25,000 for Roger Neilson Children's Hospice (RNCH), a pediatric hospice offering end-of-life care and bereavement support to children with life-limiting illnesses and their families. Their campaign, Audrey's Star, was named in honour of a classmate's daughter who passed away shortly before her fourth birthday while receiving care from RNCH. The campaign received matching funds of \$10,000 from the Senators Community Foundation, as well as support from the CHEO Foundation and its mascot, Jasper the Bear.
- Through participation in the CIGan ImpAct Climate Challenge, the College received a \$1,500 institutional bursary to support a student climate leader. McKenzie Mitchell, an Environmental Technician student, was selected for his leadership in launching a Miyawaki Forest at the Pembroke Campus — the first afforestation project of its kind in Renfrew County.
- Social Service Worker graduate Stephania Smith received gold in the Leadership Excellence Award for Students at the 2024 CIGan Awards of Excellence. Recognized for her academic success and advocacy, Smith founded the Indigenous Student Committee at the Pembroke Campus and led initiatives supporting Indigenous culture, inclusion and the Truth and Reconciliation Commission's Calls to Action.
- The inaugural \$1,000 Chefs at the Castle Excellence Award bursary was presented to Baking and Pastry Arts Management learner Yatong Liang for her outstanding academic performance, thoughtful career planning and clear strategic vision. Liang demonstrated a strong work ethic and aspires to open her own bakery.
- Presented by the Board of Governors, the Student Changemaker Award celebrates student-led initiatives in the bold pursuit of a better future. This year's recipients included nine learners from the Financial Services – Canadian Context program; 18 students from the Culinary Skills, Culinary Management and Bachelor of Culinary Arts and Food Science programs; McKenzie Mitchell from the Environmental Technician program and Public Relations program learners Kathleen Ramsay and Joëlle Benoit.

Employee Recognition

The President's Star Award acknowledges employees who go above and beyond in their roles, demonstrating outstanding service, a commitment to excellence and embodying the College's values of Caring, Learning, Integrity and Respect. Awardees were celebrated for their dedication, leadership and positive impact across the College community. This year's recipients are Michael Heaslip, Manager of Print Services; Bruce Hickey, Communications Manager; Tony Holyer, Workday Systems Analyst; and Cathy Dewar, Academic Technician.

Celebrating Employee Excellence

The annual Employee Awards were celebrated at the Ottawa Campus, where recipients and nominees were honoured for their remarkable work at the College and dedication to improving the experiences of learners and fellow employees.



2023-2024 award recipients:

Administrative Staff Award

Tara Kelly

Deborah Rowan-Legg Service Excellence Award

Shawna Enright

Dianne Bloor Part-time Faculty Award

Sean Wong

Gerry A. Barker Leadership Award

Lisa Benoit

Inclusion & Diversity Champion

Kate Monahan

Laurent Isabelle Award

Jim Myronyk

Lifetime Achievement Award (tie)

Christine Chatelain and Jérôme Mizon

Part-time Support Staff Award

Caio Fernandes

Philanthropy Champion Award

Angela Lyrette

Support Staff Award

Graham Timperon

Team Staff Award

Enrolment Service Representative Team

Convocation 2024

The 2024 Spring Convocation season celebrated more than 12,000 graduates in 12 ceremonies held over six days. This year featured the conferral of four honorary degrees, as well as a special presentation of the Fellowship Award — the College's highest honour. The Fellowship Award recognizes exceptional individual community members who have made invaluable contributions to the College and its mission.

Fellowship Award and honorary degree recipients:

Steve Barkhouse, Owner, Amsted Design-Build
Algonquin Centre for Construction Excellence
(Fellowship Award)

Graham Bird, President and CEO, GBA
Development and Project Management
School of Business and Hospitality
(Honorary Degree)

Tomson Highway, Indigenous playwright,
novelist, pianist and songwriter
Faculty of Arts, Media and Design
(Honorary Degree)

Chris Phillips, businessperson,
former Ottawa Senators hockey player
School of Health Studies (Honorary Degree)

Dipak Roy, Chair, D-TA Systems Inc.
School of Advanced Technology
(Honorary Degree)

Each year, **Algonquin College** celebrates the **remarkable accomplishments** of **learners, employees** and **alumni** who demonstrate a **commitment to excellence** and **inspired leadership**.

IMPACT STORIES

Alumni of Distinction Awards

The 2024 Alumni of Distinction Awards honoured 10 outstanding alumni for their professional and community contributions, along with one employer partner recognized for a strong commitment to teamwork and excellence. The awards celebrated these Algonquin College alumni and highlighted their ability to build community, foster relationships and leave a lasting legacy in their communities.

2024 Alumni of Distinction Award recipients:

Alumnus of the Year

Geoffrey Darby, visionary in broadcasting

Apprenticeship Award

Moneca Kaiser, Founder and Principal Designer, Moneca Kaiser Design Build

Brian Fraser Recent Graduate Award

Brian Mikula, Entrepreneur and Founder of Life Booster Tea

Business Award

Sheena Brady, Founder of Tease Tea and Wellness Blends

Changing Lives Award

Alexandra Ford, Co-founder of Uprising, Founder of The Laughing Survivor, Anti-Human Trafficking Advocate

Community Service Award

Janis Kahentóktha Monture, CEO, Canadian Museums Association

Creative Arts and Design Award

John-Phillipe Smith, Dominion Sculptor of Canada

Employer of the Year Award

The Beer Store Distribution Centre

Health Sciences Award

Carl Bowker, Chief of Hastings Quinte Paramedic Services

Rena Bowen Volunteer of the Year Award

Graham Spero, Accessibility Lead, Office of the Prime Minister and Privy Council

Technology Award

Tanu Mohan, Partner, Deloitte Digital

New Programs

Algonquin College continues to update its programming to match the needs of industry partners and learners. The 2024-2025 academic year saw three new programs added to the College's offerings.

Program Title	Credential	Campus	Type	Delivery Term
Visual Development for Entertainment	Ontario College Graduate Certificate	Ottawa	New	Fall 2024
Sustainable Architectural Design (Formerly Green Architecture)	Ontario College Graduate Certificate	Ottawa	Title Change	Fall 2024
Play, Learn and Teach Outdoors in the Early Years	College Certificate	Ottawa	New	Fall 2024





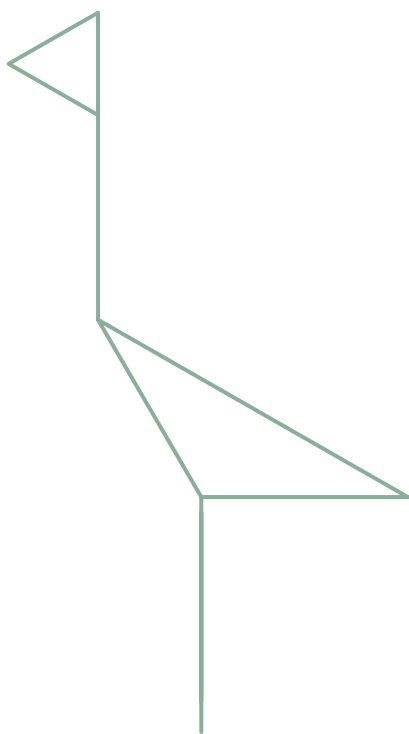
At **Algonquin College**,
innovation isn't just a **goal** —
 it's a **measurable reality**.

Strategic Priorities and Progress

At Algonquin College, innovation isn't just a goal — it's a measurable reality. Through strategic action, bold solutions and dynamic partnerships, the College is transforming education, advancing belonging and driving sustainability.

Progress over the past three years is assessed through key milestones, lessons learned and the lasting impact of strategic initiatives. From deepening Indigenous partnerships and expanding cultural initiatives, to securing funding for various projects, these efforts have laid a strong foundation for the College's future. Investments in building upgrades and inclusive policies continue to shape a more resilient and forward-thinking institution.

By embracing change, fostering collaboration and investing in forward-thinking solutions, the College is not merely keeping pace with the future — it is actively shaping it.



STRENGTHENING PARTNERSHIPS FOR IMPACT

Strategic partnerships have been pivotal in bridging the gap between education and workforce needs, enhancing programs and positioning Algonquin College as a leader in industry innovation. This past year, these efforts were amplified through the Strategic Partnership Framework, fostering deeper connections with educational institutions, government, industry and community organizations. The Partnership Hub was launched as an ecosystem to facilitate industry-academic collaboration, accelerating innovation, empower communities and stimulate sustainable growth. Relationships deepened with key partners, including Astrom, Ciena, Porter Airlines, TrendMicro, Canadian Forces Moral and Welfare Services and Veterans Affairs, while expanding defense-sector collaborations. Engagement with Indigenous Affairs Canada, CHEO Born Ontario, Life Science Ontario, the RCMP Innovation Centre, CAE and the Canadian Aviation and Space Museum further strengthened the College's role as a hub for cross-sector collaboration.

Notable new partnerships:

- Algonquin College entered into a partnership with Porter Airlines, strengthening a shared commitment to enhancing educational and career opportunities in the aviation industry. This agreement supports hands-on training, program development and funding for learners from underrepresented groups. The partnership provides students with career-readiness experience and supports Porter's role as a growing airline partner in Ottawa.
- The College signed a memorandum of understanding (MOU) with CAE, a global leader in aviation and defence training, marking a significant milestone in connecting education and industry. Key initiatives include the creation of an Immersive Learning Lab and a virtual Cold War exhibit in collaboration with the Canadian Aviation and Space Museum.

STRATEGIC PRIORITIES AND PROGRESS

- The Embark Student Foundation awarded \$400,000 to support the Social Innovation Lab's ongoing efforts in addressing the needs of youth not in employment, education or training (NEET). The funding supports the Transdisciplinary Approach to Service Transformation in NEET (TASTE), a long-term initiative focused on designing, piloting and evaluating innovative strategies to reconnect NEET youth to education. TASTE anticipates that more than 200 youth — including both NEET and College learners — will benefit from this initiative annually.
- The Jack Doyle Athletics and Recreation Centre (ARC) and the DARE District earned LEED Silver and LEED Gold certification, respectively — internationally recognized marks of environmental excellence. These certifications reflect the College's ongoing commitment to sustainable, human-focused design, with all new buildings since 2011 achieving LEED recognition.
- In Fall 2024, Nokia Canada donated over \$530,000 in carrier-grade equipment to support Algonquin College's Computer Systems Technology – Security and Computer Systems Technician – Networking programs. This generous contribution enhances learners' access to real-world, hands-on experiences with cutting-edge technology, building on Nokia's continued support through co-op placements, corporate training and curriculum development.

Building a **future-ready institution** means **honouring the past** while **embedding reconciliation** into the **future**.



\$1.5M

secured funding from
strategic partnerships



2,000+

learners impacted
through industry
collaborations



10+

new MOUs and funding
agreements

INVESTING IN PEOPLE

Over the past three years Algonquin College has embraced advanced analytics and cutting-edge technology to transform workforce planning. By leveraging data as an asset, the College ensures it has the right people, at the right time, in the right place with the right skills. Added tools like PowerBI and enhanced Workday reporting returned deeper workforce insights through advanced analytics. These tools facilitated key metrics analysis in turnover, retention and vacancies, providing a clear picture of the talent landscape. Further, the People Analytics Framework significantly improved data literacy and accuracy, enabling informed strategic decisions with the inclusion of external benchmark data and advanced reporting capabilities.

The College's strategy to develop a data warehouse integrates advanced technology into planning processes. Collaborations with leading universities have provided valuable insights and best practices, enriching strategies with innovative solutions.

A SEAMLESS EDUCATIONAL EXPERIENCE

Algonquin College continues its multi-year journey to modernize and improve learner supports. The Rethink, Redesign, Reimagine (R3) Project is more than a technology upgrade, it is transforming business processes for a more flexible, personalized experience for learners.

At the heart of this transformation is the need to replace the College's aging Student Information System (SIS), which no longer meets the evolving needs of learners, faculty and employees. The new SIS, along with improved system integrations, will: enable faster domestic applications through the Ontario College Application Service's "Domestic on Demand"; provide learners with clearer guidance via the Applicant Checklist; allow students to track their progress and explore alternative academic pathways through the Credential Audit tool; and facilitate self-enrolment in course schedules that fit their needs.

R3 represents a commitment to ensuring that Algonquin College is equipped with the tools and systems needed for a seamless, student-centered experience now and into the future.

STRATEGIC ENROLMENT FOR A RESILIENT FUTURE

The Strategic Enrolment Management (SEM) Plan has advanced several key priorities to support enrolment growth, improve student experience and build a stronger institutional culture of enrolment awareness. Domestic enrolment continued to be a strong priority, realizing targets through strategic analysis, coordinated efforts and smarter communications. A mystery shopper campaign led to high-impact changes, making the applicant experience faster, clearer and more welcoming. An AI-powered chatbot now supports prospective international students 24/7, transforming inquiry management and freeing employees to focus on high-value advising. Retention efforts came to life through a redesigned AC Day 1, expanded housing support and a new International Student Roadmap tailored to ease arrival and integration. Most powerfully, a new culture of enrolment leadership is taking root. Over 125 employees across departments joined the movement — through summits, book clubs and targeted learning — to make student success a shared and strategic priority.

A FUTURE-READY CAMPUS

In 2023-2024, the College's Facilities Management department initiated a comprehensive project to assess the growth capacity of current buildings and specialized academic spaces. The resulting Master Campus Development Plan (MCDP) ensures facilities evolve with the needs of learners, faculty and industry partners over the next decade and beyond.

The MCDP addresses several key points, including the creation of new specialist buildings and laboratories, student spaces and campus services. It focuses on ancillary supporting infrastructure, sustainability and achieving net zero emissions, active transportation, shared road networks and parking infrastructure. Additionally, the plan covers wayfinding and pedestrian flow, financial opportunities such as retail units and sponsorships, stakeholder and community engagement, timing and planning processes and future trends.

STRATEGIC PRIORITIES AND PROGRESS

STATE-OF-THE-ART SCIENCE LABS

Algonquin College is investing in state-of-the-art science labs to equip learners with hands-on experience in high-demand industries. Expected to commence academic programming in Fall 2025, this major capital project supports applied research, innovation and experiential learning. With \$1 million secured from the College Equipment Renewal Fund, these facilities include:

- Biosafety and chemistry labs for hands-on scientific exploration.
- Space for future applied research programs.

By investing in sustainable infrastructure, energy efficiency and high-tech learning environments, the College ensures it remains a leader in education, innovation and environmental sustainability.

ADVANCING INDIGENOUS KNOWLEDGE AND LEADERSHIP

Building a future-ready institution means honouring the past while embedding reconciliation into the future. Algonquin College is deeply committed to creating a future where Indigenous heritage is not just preserved, but actively acknowledged and woven into the very fabric of education, leadership and industry. These efforts go beyond policy — they represent reconciliation in action.

Over the past three years, the College has taken meaningful steps to revitalize Indigenous languages, strengthen leadership and enhance representation:

- Expanded the Kwey Indigenous Language Series, supporting language revitalization efforts.
- Deepened leadership ties through monthly meetings between the president and Anishinàbe Elders as well as regular engagements with senior College leadership.
- Ensured Indigenous representation on the Board of Governors.

- Integrated land-based learning and engaged international students in cultural exchanges.
- Partnered with Mādahòki Farm to provide Indigenous tourism training and experiential learning opportunities.

Community-driven initiatives have created spaces for dialogue, collaboration and shared learning:

- Tiny home construction and circle meetings – with 22 partner organizations attending – encouraged open dialogue and mutual respect.
- Strengthened the Indigenous Education Council which enhanced collaboration across departments and across regional communities (Kitigan Zibi Anishinabeg, Algonquins of Pikwakanagan First Nation, Mohawk Council of Ahkwesàhsne, Métis Nation of Ontario) and representative services (Odawa Native Friendship Centre, Tungasuvvingat Inuit).
- Developed a draft policy for respectful engagement with Knowledge Keepers.
- Partnered with the Algonquin Students' Association to connect learners with Indigenous teachings and histories.
- Ottawa Campus hosted fourth annual Ottawa Indigenous Student Career Fair with 562 students attending.
- Regular engagement with DARE6 partners, including 110 DARE6 individuals participating in learning opportunities and Volunteer Day.



The official launch of the new pathway names at the Ottawa Campus. Subsequent language events educated the College community on how to pronounce the streets and pathways in Anishinabemowin, the Algonquin Nation's language.



Anita Tenasco, Director of Indigenous Initiatives, prepares to film segments for Kwey – Indigenous Language Project. The project introduces traditional Anishinabé Algonquin Nation language by sharing vocabulary, phrases and information for Algonquin College learners and employees.



Environmental Technician learner McKenzie Mitchell (third from left) receives the Student Changemaker Award for his involvement in the Miyawaki Forest Initiative. Presented by the Board of Governors, the Student Changemaker Award formally recognizes remarkable student successes or projects.



The 2023-2024 Employee Awards recipients and nominees were honoured in a celebration at the Ottawa Campus. Pictured with President and CEO Claude Brulé is the Enrolment Service Representative Team, recipients of the Team Staff Award.



The 2024 Alumni of Distinction Award recipients were warmly received at an event with their families, guests, faculty, employees and fellow alumni.



Algonquin College employees participated in Strategy Fusion Room sessions for the Strategic Plan 2025-2030. Session facilitators guided breakout discussions, with employees sharing ideas and feedback on key strategic topics.

STRATEGIC PRIORITIES AND PROGRESS

CHAMPIONING INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY

Algonquin College is committed to fostering an inclusive and equitable learning and working environment by prioritizing inclusion, equity, diversity and accessibility. A key focus this year was on deepening the collective understanding of anti-Black racism — particularly among leadership — to create an environment where all employees feel valued, supported and empowered.

As part of this commitment, the College invested in targeted training initiatives to equip employees with knowledge and skills to actively dismantle systemic barriers:

- 112 people leaders have completed Managing with Anti-Racism in Mind, strengthening their ability to lead inclusively.
- 179 people leaders participated in the Leadership Reimagined: Dismantling Anti-Black Racism in Postsecondary Education workshop focused on creating equitable and inclusive learning and working environments.
- 107 College employees completed Responding to Racism in Front-Line Interactions, helping to foster respectful and inclusive service experiences.
- Policy SA18: Combating Racism and Hate was created to fulfill new provincial directives and demonstrate commitment to addressing racism and hate through systemic action, accountability and community support.

Beyond training, the College continues to build spaces for dialogue and community through Affinity Groups such as AC Action Cross-Racial Solidarity Group, Breaking Barriers Affinity Group for Persons with Disabilities, the Women's Collective, Rainbow Connection and the Indigenous Employee Circle.

BUILDING COMMUNITY: STRATEGIC STUDENT HOUSING INITIATIVES

Creating an inclusive college experience goes beyond policies and programs — it means ensuring learners have access to the fundamental resources they need to succeed. One of the most pressing challenges for students today is access to safe, affordable housing. Last year the Student Housing Framework was created to identify supports and initiatives, while the student housing coordinator position was created and filled at the Ottawa Campus. Developed to ensure equitable access to student housing information, Policy SA19 was created to provide clear guidance on available housing options, services and supports across all campuses. The College also launched several new partnerships to help students find off-campus housing, including collaborations with Places for Students, Forest Day and Spaces Shared.

ALLOCATING RESOURCES FOR IMPACT: FINANCIAL SUSTAINABILITY

With the introduction of the Financial Sustainability Roadmap, Algonquin College continued to bolster strong financial stewardship, while continuing to focus on activities and initiatives that serves learners. Introduced in 2021, the Roadmap is anchored around eight areas of focus: financial management policy framework, revenue growth, cost containment, capital asset strategy, human capital, portfolio analysis, partnership strategy and continuous improvement. Since then, many actions have taken place to support the long-term financial sustainability of the College — addressing financial challenges from the impact of frozen tuition fees, decreased provincial funding and the residual effects of the pandemic. Activities included the implementation of strategic workforce planning, an administrative services benchmarking review, an analysis and methodology of commercial activities and academic programs, as well as securing strategic industry and community partnerships.

The emergence of new challenges of the past year, notably changes in Canadian immigration policy affecting international student recruitment, have significantly impacted the post-secondary sector. This has led to an enhanced focus on measures to support the College's short- and long-term financial health and resilience, including:

- Mitigation measures to address forecasted budget deficits.
- Participation in a Ministry-funded, third-party review of Efficiency and Accountability to identify actions the College can take to drive long-term efficiencies and positive outcomes for learners and communities.
- Realignment and prioritization of the Financial Sustainability Roadmap to respond to rapid changes in our operating environment.

FUTURE OUTLOOK

As the 2022-2025 Strategic Plan comes to a close, focus is shifting decisively toward the future. Algonquin College is committed to laying the groundwork for what comes next – engaging community, assessing progress and setting a bold new direction. This past year that commitment turned into action, crafting a strategic plan that builds on successes, tackles emerging challenges and positions the College for long-term impact.

The new 2025-2030 Strategic Plan charts a clear course for adapting to workforce shifts, leveraging technological advancements and strengthening student success. More than just a roadmap, it is a blueprint for collaboration, community engagement and resilience. By setting ambitious priorities and embracing innovation, this plan ensures Algonquin College remains at the forefront of polytechnic education, paving the way for a future that enhances learning, aligns impact, and reinforces the College's role as a pillar in the community.



503

students attended
28 workshops



365

one-on-one
appointments



16

students assisted
with emergency
housing

APPENDICES

Financial Report

YEAR ENDED MARCH 31, 2025

The audited Consolidated Financial Statements are made available on the College website at algonquincollege.com/reports.

Revenue		
Grants and reimbursements	\$	109,376
Student tuition fees		234,549
Contract educational services		57,278
Campus Services		34,353
Other		41,557
Amortization of deferred capital contributions		7,266
TOTAL REVENUES	\$	484,379

Expenses		
Salaries and benefits	\$	276,847
Building maintenance and utilities		24,083
Instructional supplies and equipment		9,274
Bursaries and other student aid		7,208
Interest		2,196
Amortization of capital assets		20,513
Amortization of long term prepaid - Students' Association		110
Campus Services		24,369
Contract services		51,378
Information technology, software and licenses		16,313
Other		30,122
TOTAL EXPENSES	\$	462,413
(Deficiency)/Excess of revenue over expenses		21,966

Figures presented in '000s

Board Members and Senior Management

Across Ontario, nominees are put forward to the Ministry of Colleges and Universities based on a skills matrix and assessment.

As of October 2010, in accordance with amendments to Ontario Regulation 34/03, one-third of the College's external members of the Board of Governors are to be appointed by the Lieutenant Governor in Council and two-thirds by the College board. Colleges forward requests to the Colleges Unit of the Ministry of Colleges and Universities (MCU) with three nominees for each vacant position to be filled as an appointee. Across Ontario, nominees are put forward to MCU based on a skills matrix and an assessment that includes qualifying interviews (which evaluate skills and willingness to serve, and review role expectations and responsibilities). Members of the public interested in serving on a College board may submit their names directly to the Public Appointment Secretariat or by contacting Ontario colleges directly for their consideration.

BOARD OF GOVERNORS — SEPT. 1, 2024, TO AUG. 31, 2025

Name	Current Board Position(s)	Start Date of First Term of Office	If Re-appointed/Re-elected End Date of Term of Office
McCracken, James	Board Chair	Sept. 1, 2019	Aug. 31, 2025
Wilson, Rodney*	Board Vice Chair Vice Chair, Academic & Student Affairs Committee Member, Audit & Risk Management Committee	Oct. 22, 2020	Aug. 31, 2026
Brulé, Claude (President & CEO)	Member of all Committees of the Board	Aug. 12, 2019	
Tudor, Stephen*	Chair, Governance Committee Vice Chair, Audit & Risk Management Committee	Aug. 29, 2019	Aug. 28, 2025
Berard, Gabrielle*	Chair, Academic & Student Affairs Committee Member, Governance Committee	Sept. 1, 2021	Aug. 31, 2027
Buckley, Tanya	Chair, Audit & Risk Management Committee	Sept. 1, 2023	Aug. 31, 2029
Al-monaifi, Wadhah (Support Staff Representative)	Member, Governance Committee	Sept. 1, 2023	Aug. 31, 2026
Bellows, Michele	Member, Governance Committee	Sept. 1, 2023	Aug. 31, 2029
Denis, Shaun*	Member, Audit & Risk Management Committee	Sept. 1, 2022	Aug. 31, 2028
Dube, Tania	Member, Academic & Student Affairs Committee	Sept. 1, 2024	Aug. 31, 2030
Fortey, Julia (Administrative Staff Representative)	Member, Governance Committee	Feb. 26, 2024	Aug. 31, 2026

BOARD OF GOVERNORS — SEPT. 1, 2024, TO AUG. 31, 2025 (CONT'D)

Name	Current Board Position(s)	Start Date of First Term of Office	If Re-appointed/Re-elected End Date of Term of Office
Goodyear, Richard	Member, Audit & Risk Management Committee	Sept. 1, 2024	Aug. 31, 2030
Mishra, Aditya (Student Representative)	Member, Academic & Student Affairs Committee	Sept. 1, 2024	Aug. 31, 2025
Pollard, Anthony	Vice Chair, Governance Committee Member, Academic & Student Affairs Committee	Sept. 1, 2022	Aug. 31, 2028
Rudra, Bharat	Member, Academic & Student Affairs Committee	Sept. 1, 2023	Aug. 31, 2029
Simpson, Heather	Member, Governance Committee	Sept. 1, 2024	Aug. 31, 2030
Zahed, Mehdi (Academic Staff Representative)	Member, Academic & Student Affairs Committee	Sept. 1, 2024	Aug. 31, 2027

*Lieutenant Governor in Council

EXECUTIVE TEAM — 2024-2025

Name	Titles/Department
Brulé, Claude	President & Chief Executive Officer
Beauchamp, Julie	Senior Vice President, Academic
Choi, Kin	Human Resources
Pearson, Krista	Student Services
Perry, Grant	Finance and Administration (Acting)
Savenkoff, Mark	Advancement and Strategy
McDougall, Tracy	Director, President's Office & Communications

LEADERSHIP TEAM 2024-2025

Name	Titles/Department
President	
Brulé, Claude	President and Chief Executive Officer
Senior Vice President	
Beauchamp, Julie	Academic
Vice Presidents	
Choi, Kin	Human Resources
Pearson, Krista	Student Services
Perry, Grant	Finance and Administration (Acting)
Savenkoff, Mark	Advancement and Strategy
Chief Officers	
Do, Yen	Information Technology Services
Pollock, Lois	R3 Project Business Lead
Woods, Emily	Finance (Acting)
Registrar	
Marsden, Krista	Registrar
Executive Directors	
Leduc, Mark	Academic Operations and Planning
Southwood, Ryan	Facilities Management
Directors	
Bouchard, Alicia	Labour Relations
Bridgstock, Ben	Student Support Services
Brownlee, Brent	Campus Services
Dawe, Philip	Applied Research
Gardner, Paul	Risk Management
Gonsalves, Scott	Strategy and Planning
Grammatikakis, Mary	Experiential Learning and Entrepreneurship (ELE)
Greco, Nadia	Advancement Services

LEADERSHIP TEAM 2024-2025 (CONT'D)

Name	Titles/Department
Directors (cont'd)	
Kinnunen, Teri	Financial Planning (Acting)
Lowrey, Mara	Financial Sustainability
McDonell, Alanna	Marketing
McDougall, Tracy	President's Office and Communications
Mulvey, Ernest	International Education Centre
Safi, Pouya	Business Development
Seguin, Mistalyn	Philanthropy
Soltis, David	People and Culture
Tenasco, Anita	Indigenous Initiatives
Deans	
Brancatelli, Sandra	School of Advanced Technology
Cusson, Maggie	Algonquin College Heritage Institute (Perth) (Acting) Algonquin Centre for Construction Excellence (ACCE) (Acting)
Devries, Jessica	Academic Development (Acting)
Haskins, Cory	School of Business and Hospitality
Rintoul, Angela	Pembroke Campus (Acting)
Ryall, Heather	School of Arts, Media and Design
Stitt-Cavanagh, Erin	School of Health Studies
Trakalo, Jane	School of Wellness, Public Safety and Community Studies

CHAIRS COUNCIL MEMBERSHIP 2024-2025

Name	Titles/Department	School/Faculty
Chairs		
Beauchamp, Julie	Senior Vice President, Academic	SVPAO
Eastwood, Wendy	Senior Executive Assistant to the Senior Vice President, Academic	SVPAO
Moroz, Kateryna	Senior Executive Assistant to the Senior Vice President, Academic	SVPAO
Co-Chairs		
Rintoul, Angela (Co-Chair 2023-2025)	Chair, Health and Community Studies	Pembroke Campus
Root, Katherine (Acting) (Co-Chair 2022-2024)	Chair, Learning & Teaching Services	Academic Development
Members		
Norris, Tracy (Acting for Fraser, Sherryl)	Chair, Design Studies	Faculty of Arts, Media & Design
VACANT	Chair, General Arts and Science and Academic Access Centre	Faculty of Arts, Media & Design
Piersma, Shirley	Chair, Media Studies	Faculty of Arts, Media & Design
Deveau, David	Chair, Language Institute	Faculty of Arts, Media & Design
Norris, Tracy	Associate Chair	Faculty of Arts, Media & Design
Upson Ferris, Heidi	Chair, Marketing & Management Studies	School of Business & Hospitality
Wu, Sandra	Chair, Financial Accounting & Legal Studies	School of Business & Hospitality
Surman, Kerry	Chair, Operations Management	School of Business & Hospitality
Jordan, Sara (Acting for Root, Katherine)	Chair, Business Administration	School of Business & Hospitality
Tarnowski, Michael	Chair, Hospitality and Tourism	School of Business & Hospitality
Haskins, Cory	Chair, Culinary Arts	School of Business & Hospitality
Tait-Eburne, Michelle	Associate Chair (OTFT)	School of Business & Hospitality
Roberts, Emily	Associate Chair (Students)	School of Business & Hospitality
Selvey, Amandah	Chair, Architecture, Civil and Construction	Centre for Construction Excellence (ACCE)
Hodds, Lorraine	Academic Chair, Electrical, Building Science & Horticulture	Centre for Construction Excellence (ACCE)
Barr, Shaun	Chair, Construction Trades and Building Systems and Perth Campus	Centre for Construction Excellence (ACCE)
Fortey, Julia	Associate Chair	Centre for Construction Excellence (ACCE)

CHAIRS COUNCIL MEMBERSHIP 2024-2025 (CONT'D)

Name	Titles/Department	School/Faculty
Members (cont'd)		
Germain, Dominique	Chair, Police and Public Safety Institute	School of Wellness, Public Safety & Community Studies
Jaffray, Jodi	Chair, Community Studies	School of Wellness, Public Safety & Community Studies
McCormick, Sandra	Chair, Wellness, Research and Innovation	School of Wellness, Public Safety & Community Studies
VACANT	Associate Chair	School of Wellness, Public Safety & Community Studies
Hust, Carmen	Chair, Nursing	School of Health Studies
Budd, Trina	Chair, Health Foundations	School of Health Studies
Benbow, Paula	Chair, Allied Health	School of Health Studies
Fuentes Alvarenga, Amilcar	Associate Chair	School of Health Studies
Draper, Lauren	Associate Chair	School of Health Studies
Gormley, Bobbie	Chair, Business, Technology and Outdoor Training	Pembroke Campus
Lexmond, Jennifer (Acting)	Chair, Information and Communications Technology	School of Advanced Technology
Shane, Adam	Chair, Applied Science & Environmental Technology	School of Advanced Technology
Hanachi, Houman	Chair, Mechanical & Transportation Technology	School of Advanced Technology
Dallas, John	Chair, ICT — Security Systems & Networking	School of Advanced Technology
Lexmond, Jennifer	Associate Chair (OTFT)	School of Advanced Technology
Dixon, Renay	Associate Chair (Students)	School of Advanced Technology
Carrasco Bardales, Alberto	Associate Chair (OTFT)	School of Advanced Technology
Kraska, Micheline	Chair, Program Quality & Renewal	Academic Development
DeVries, Jessica	Chair, Academic Development	Academic Development

Advertising and Marketing Complaints Received

Good Standing

For the period April 1, 2024, to March 31, 2025, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction, which sets out college program advertising and marketing guidelines, Algonquin College has received no complaints from its students regarding advertising and marketing of College programs.

Natures of Complaint	Data Received	How Received or Addressed	Date Resolution Communicated to Student	Working Days to Resolve
NIL	NIL	NIL	NIL	NIL

Compliance

The President's Office and Communications departments ensure the community is aware of events and announcements through media relations, internal communications and advocacy with government representatives. The departments promote corporate and employee events that are often open to employees, students, businesses and community stakeholders, including opening new buildings, keynote speakers, executive town halls, coffee breaks, breakfasts and barbecues. Students receive communications over email and announcements posted to the Algonquin College Student Information System or the Learning Management System. The department coordinates the production of corporate documents to meet provincial government guidelines, including the Ministry of Colleges and Universities, College of Applied Arts and Technology Policy Framework, Governance and Accountability Operating Procedure for the Annual Report.

The College Marketing and Student Recruitment department actively builds the Algonquin College brand. The department generates and qualifies leads with traditional print and outdoor advertising and the latest digital technologies. The Recruitment department keeps close ties with contacts across regional secondary schools and community groups, holding open houses, off-site presentations, on-campus visits, tours and actively outbound calling those expressing interest in Algonquin College.

In compliance with the Responsibilities of the Board (BGI-01, 2-5), the Algonquin College Board of Governors agrees that the College communications with students, business, community stakeholders and the Ontario provincial government have been ongoing and effective through 2024-25. The Board of Governors also agrees that the College has operated in accordance with legal and regulatory requirements through the 2024-25 fiscal year in compliance with the Responsibilities of the Board (BGI-01, 2-6).

College Academic Council Report

Providing a means for College students and employees to offer advice to the College president.

The Ministry of Colleges and Universities requires the Algonquin College Board of Governors to establish an advisory College council, known as the College Academic Council. The College Academic Council provides a means for College students and staff to offer advice to the College President on matters they deem important to their constituents. The College Board of Governors ensures that the structure, composition, terms of reference and procedures for the council are established by law. The College Academic Council Report 2024-25 will constitute part of the public record, and as such, with governance approval, will be made available in full on the College website at algonquincollege.com/reports.

COLLEGE ACADEMIC COUNCIL MEMBERSHIP — 2024-2025

Name	Titles/Department	First Elected	Maximum Term of Service
Chair			
Dore, Christopher	Academic, School of Business and Hospitality	October 2024	September 2025
Academic Staff			
Hill, Kenneth	Algonquin Centre for Construction Excellence	September 2022	August 2024
McHugh, Laura	School of Advanced Technology	September 2024	August 2026
Brennan, Mark	School of Business and Hospitality	January 2023	August 2025
O'Connell-Schauerte, Crystal	School of Health Studies	September 2023	August 2025
Wrixon, Denine	Faculty of Arts, Media and Design	September 2024	August 2026
Norris, Tracy	General Arts and Science /Indigenous Studies/Language Institute	September 2024	August 2026
Farquhar, Melanie	Academic Access Centre	September 2022	August 2025
Roots, Lisa	School of Wellness, Public Safety & Community Studies (Public Safety)	September 2021	August 2025
Neadow, Matthew	Algonquin College in the Ottawa Valley (Pembroke Campus)	September 2023	August 2025
Muldoon, John	Counsellors	September 2024	August 2026
Mahoney, Brenda	Librarians	January 2023	August 2025
Support Staff			
Chapman, Cindy	ITS Project Management Coordinator	October 2024	August 2026

COLLEGE ACADEMIC COUNCIL MEMBERSHIP — 2024-2025 (CONT'D)

Name	Titles/Department	First Elected	Maximum Term of Service
Students			
Silveira, Maria	President, Algonquin Students' Association	May 2024	August 2025
Ansald, Josh	Vice-President, Algonquin Students' Association	May 2024	August 2025
Learning and Teaching Services			
Troop, Meagan	Learning and Teaching Services	October 2024	August 2025
Past Chair			
Bailey, Heather	Counsellor	October 2024	August 2025
Dean			
Trakalo, Jane	School of Wellness, Public Safety & Community Studies	September 2022	October 2025
Academic Chair			
Germain, Dominique	Police & Public Safety Institute	October 2024	August 2025
Ex Officio Members			
Beauchamp, Julie	Senior Vice President, Academic	October 2024	N/A
Pearson, Krista	Vice President, Student Services	October 2024	N/A
Marsden, Krista	Registrar	N/A	N/A
Brown, Jessica	AC Online Representative	N/A	N/A
Grammatikakis, Mary	Director, Experiential Learning & Entrepreneurship	N/A	N/A
Dawe, Philip	Director, Applied Research	N/A	N/A

Key Performance Indicators Performance Report

The provincial government requires all publicly-funded Ontario colleges to gather and report on key performance indicators (KPI). Colleges use a common methodology to administer the surveys, gather the data and calculate the results. Colleges Ontario publishes the results publicly online for the Ministry of Colleges and Universities. Colleges Ontario last released a KPI Performance Report in February 2024. The summary report reflects responses from graduates of the Class of 2021-2022 and the employers who hired them. The data from each college should be considered on its own; college-to-college comparisons and rankings can produce misleading results because colleges vary in context and by characteristics including size, local employment conditions, program mix and graduate demographics.

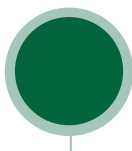
Algonquin College KPI performance results are shown below and at collegesontario.org/en/resources?category=kpi.



61.5%

Graduation Rate

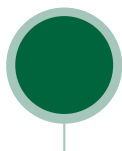
Among 2022-2023 graduates, identifying the per cent graduated. The 2022-2023 KPI graduation rate is based on students who started one-year programs in 2020-2021, two-year programs in 2018-2019, three-year programs in 2016-2017 and four-year programs in 2015-2016, and who had graduated by 2021-2022. The 2022-2023 KPI graduation rate is based on students who had been funded through the College funding framework, Second Career program or the co-op apprenticeship diploma.



86.3%

Graduate Employment Rate

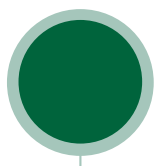
Survey of 2021-2022 graduates six months after graduation, identifying the percent employed. The percentage of Algonquin College graduates who are in the labour force, and who are working during a standard reference week, six months after 2021-2022 graduation.



77.3%

Graduate Satisfaction

Survey of 2021-2022 graduates six months after graduation, and the percentage of respondents who indicated very satisfied or satisfied. The percentage overall of Algonquin College graduate satisfaction summarizing very satisfied and satisfied graduate responses to the question of the usefulness of their College education, six months after 2021-2022 graduation.



91.7%

Employer Satisfaction

Survey of employers who have hired 2021-2022 graduates, and the percentage of respondents who indicated very satisfied or satisfied. The percentage overall of employers who hired 2021-2022 graduates, very satisfied and satisfied responses to the question of their performance.

Strategic Mandate Agreement Report-back

Strategic Mandate Agreement

Ontario's 45 publicly funded universities and colleges each have a Strategic Mandate Agreement with the province, highlighting their institutional priorities for 2020–2025. The agreements help promote student success and institutional excellence. Institutions outline their unique approach to help build a highly-skilled workforce in collaboration and openness with the province of Ontario and the greater community. The agreements focus on each institution's strengths to enhance the quality of learning experiences and their outcomes with planned enrolment growth and financial sustainability.

The SMA between the Ministry of Colleges and Universities and Algonquin College outlines how the College will build on current strengths to achieve our vision and help drive system-wide objectives and government priorities from April 1, 2020 to March 31, 2025. The Strategic Mandate Agreement outlines Algonquin College's aspirations and priorities for excellence and future areas for growth, including program strength, enrolment, financial sustainability measures and institutional collaborations and partnerships.

Algonquin College Priority Areas Skills and Jobs Outcomes

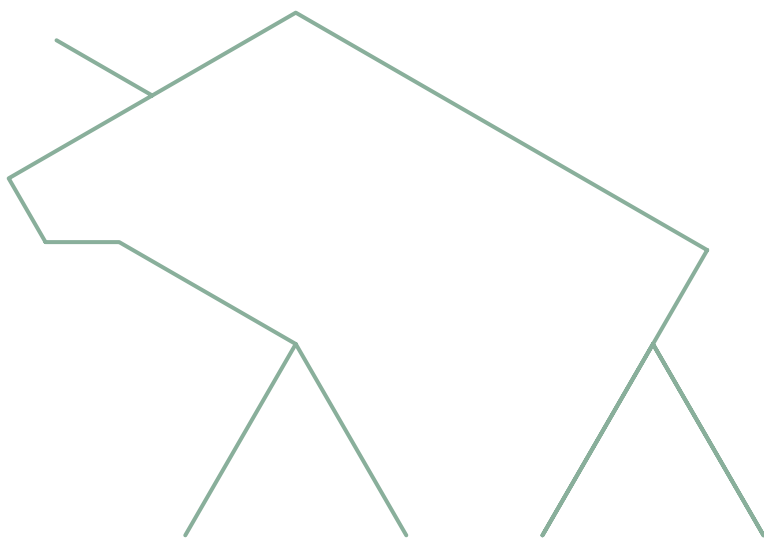
This priority area seeks to measure and evaluate the College's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning opportunities; graduation; and positive labour-market outcomes for graduates, through the following performance indicators:

- Graduate Employment Rate in a Related Field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

Economic & Community Impact

This priority area seeks to measure and evaluate the College's role in supporting Ontario's economy. Metrics measure funding from private sector sources, the positive economic impact on local economies brought by students at an institution and the differentiated ways institutions demonstrate economic impact:

- Community/Local Impact of Student Enrolment
- Economic Impact (Institution-specific)
- Revenue Attracted from Private Sector Sources
- Apprenticeship-related (Institution-specific)



INFORMATION

Future Students

algonquincollege.com/future-students

Parents

algonquincollege.com/future-students/parents

Counsellors

algonquincollege.com/future-students/teachers

CONTACT

Ottawa Campus

Algonquin College of Applied Arts and Technology

1385 Woodroffe Avenue

Ottawa, Ontario K2G 1V8

Local: 613-727-4723

Toll-free: 1-800-565-GRAD (4723)

TTY: 613-727-7766

Fax: 613-727-7754

In-person service: Student Central — Building C (lower level)

algonquincollege.com

Pembroke Campus

Algonquin College in the Ottawa Valley

1 College Way

Pembroke, Ontario K8A 0C8

613-735-4700

algonquincollege.com/pembroke

Perth Campus

Algonquin College Heritage Institute

7 Craig Street

Perth, Ontario K7H 1X7

613-267-2859

algonquincollege.com/perth

AC Online

1385 Woodroffe Avenue

Ottawa, Ontario K2G 1V8

613-727-4723 ext. 3330

algonquincollege.com/online

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ALGONQUIN
COLLEGE

Report title:	2024-25 Draft Audited Financial Statements
Report to:	Board of Governors
Date:	June 2, 2025
Algonquin College Executive Team Member:	Grant Perry, Acting Vice President, Finance and Administration
Author(s)/Presenter(s):	Emily Woods, Acting Chief Financial Officer

1. RECOMMENDATION:

- a. **THAT** the Board of Governors approves the 2024-25 Draft Audited Financial Statements of Algonquin College (Appendix A: 2024-25 Draft Audited Financial Statements – Algonquin College),
AND
- b. **THAT** the Board of Governors approves the transfer of \$13,469,221 from unrestricted net assets to internally restricted net assets,
AND
- c. **THAT** the Board of Governors accepts for information, the 2024-25 Draft Audited Financial Statements for 2364193 Ontario Inc. (Appendix B: Draft 2024-25 Audited Financial Statements – 2364193 Ontario Inc.).

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is:

- a. To present the 2024-25 Draft Audited Financial Statements of Algonquin College to the Board of Governors with an earned surplus of \$22.0 million, and
- b. To present the recommendation for the transfer of \$13,469,221 from unrestricted net assets to internally restricted net assets, and
- c. To present, for information, the 2024-25 Draft Audited Financial Statements of 2364193 Ontario Inc.

3. BACKGROUND:

Ontario's Public Colleges financial results are consolidated into the Province of Ontario's financial statements. Colleges are required to submit their approved financial statement details to the Ministry of Colleges, Universities, Research Excellence and Security ("the Ministry") no later than June 13, 2025. Draft financial statement details were due to be submitted through the Ministry's College Finance Information System (CFIS) on or before May 15, 2025. This deadline was met.

The Draft Audited Financial Statements of Algonquin College are prepared in the format dictated by the Ministry to comply with financial reporting standards set by the Public Sector Accounting Board.

The College also controls a numbered company known as 2364193 Ontario Inc. This entity was required to support a business venture in the Kingdom of Saudi Arabia that has not been active since 2016. The Draft Audited Financial Statements of 2364193 Ontario Inc. were presented and approved by its Board of Directors on May 20, 2025, and were presented to the Audit and Risk Management Committee for information on May 21, 2025. There was no activity in this corporation in the 2024-25 fiscal year.

4. DISCUSSION:

Current assets have remained relatively unchanged, increasing slightly by \$0.5 million as a decrease in accounts receivable was offset by increases in cash, short-term investments and prepaid expenses. Accounts receivable were lower by \$6.9 million due to reduced balances due to the College from the Students' Association, Carleton University, Ottawa University and from the Ministry. Short-term investments increased by \$6.3 million due to the reclassification of a prior year 18-month term deposit from long-term to short-term investments.

Long-term assets decreased by \$7.8 million year over year due to a \$13.8 million decrease in long-term investments. As a result of the reduction in international student enrolment, student deposits paid in advance were also lower and investments have begun to be reduced accordingly. Partially offsetting the decrease in long-term investments, the value of the endowment fund increased by \$3 million and the net investment in capital assets after amortization also increased by \$3 million.

Total current liabilities have decreased by \$28 million, primarily due to a \$30 million decrease in student deposits and deferred revenue compared to 2023-24.

Total long-term liabilities have decreased by \$6 million over the prior year as follows:

Agenda Item No: 8.1

- Long-term debt has decreased by \$4.8 million reflecting normal debt repayments on mortgages throughout the year.
- The College's obligation for capital lease payments decreased by \$2.4 million, reflecting normal lease payments throughout the year.
- The College's liability for vacation, sick leave and post-employment benefits increased by \$1.1 million due to an accounting change to record the employer obligation for pension payments on vacation payout.
- Deferred capital contributions have decreased by \$0.4 million, reflecting the recognition of deferred revenue as scheduled.

The net assets of the College have increased by \$25 million over the previous fiscal year, reflecting a \$10.2 million increase in capital assets, a \$2.9 million increase in the value of the endowment fund, and a \$13.5 million increase in internally restricted assets. This was offset by an increase of \$1.7 million to the vacation, sick leave and post-employment benefits liability of the College.

Despite the January 2024 announcement by the Minister of Immigration, Refugees and Citizenship Canada ("IRCC") of an intake cap on international student permit applications, the College managed to achieve an operating surplus of \$22 million in 2024-25 (compared to \$35 million in 2023-24) as the international student cap mainly impacted enrolment in the winter semester and had limited impacts on the spring and fall enrolments. Total revenues increased by \$7.8 million (1.6%) but expenses increased by \$20.8 million (4.7%).

Revenues increased primarily due to a 2.1% average increase in enrolment (+\$16.6 million in tuition revenue) and a one-time \$3.0 million credit obtained from Ontario Hydro. These revenue increases were offset by a reduction in grant revenue (-\$4.2 million), and a reduction in contract educational services (-\$10.6 million). Due to the IRCC announcements, enrolment in the College's Public College-Private Partnership declined 25% (-\$3.5 million). Contract revenue from the School to College work Initiative (-\$2.5 million), Youth Build Expansion Project (-\$1.6 million), Literacy and Basic Skills program (-\$1.0 million) were also lower.

Expenses increased primarily due to higher salaries and benefits (+\$19.2 million) and building maintenance and utility costs (+\$4.3 million as the College incurred costs to improve the heating, ventilation and air conditioning systems in Residence).

These cumulative changes to the Statement of Financial Position have resulted in a quick ratio of 1.37 compared to 1.13 for the prior year. This ratio is used to measure the College's ability to service its short-term liabilities with its short-term assets. Our quick ratio benchmark continues to exceed 1.00 as this short-term financial health indicator remains positive.

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 checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input type="checkbox"/>

6. STUDENT IMPACT:

Expenditures realized for this past year ensured that students were supported through adapted services and learning delivery models. Additional investments in information technology infrastructure, including the continued implementation of the new student information system, renovations and adaptations to learning spaces, maintenance of existing learning spaces, investments in new program development, and academic equipment upgrades ensure that the College plans for the future.

7. FINANCIAL IMPACT:

While the College remains in good financial health with an increase of \$24.9 million in net assets, ongoing declines in international enrolment will negatively impact future financial results. The College has begun to implement mitigation strategies to offset the impact of projected enrolment declines, including exiting its Corporate Training facility, the announcement of the closure of its Perth Campus in 2026, the suspension of enrolment intakes for 37 programs, and the initiation of staff complement reductions. Efforts will continue throughout 2025-26 to review operations and identify additional initiatives to address projected deficits in the coming years.

8. HUMAN RESOURCES IMPACT:

These draft audited financial statements do not have a direct impact on human resources. Costs for employee salaries, benefits, and pension plan contributions are reflected in these financial statements.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

As required by the Ministry, this year the College will submit Final Audited Financial Statements, approved by the Board of Governors to the Ministry by June 13, 2025.

10. COMMUNICATIONS:

The audited statements will be posted to the College's website once formally approved by the Board of Governors on June 2, 2025.

11. CONCLUSION:

The College has concluded the 2024-25 fiscal year with a \$22 million surplus as reflected in the 2024-25 Draft Audited Financial Statements. The College maintains good financial health and will have time to adjust for projected decreases in international student enrolment over the next few years while making important investments of capital in strategic and student-focused initiatives to continue to future-proof the institution.

Respectfully submitted:



Grant Perry
Acting Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: 2024-25 Draft Audited Financial Statements – Algonquin College Appendix B: 2024-25 Draft Audited Financial Statements - 2364193 Ontario Inc.

Consolidated financial statements of Algonquin College of Applied Arts and Technology

March 31, 2025

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Management's Letter of Responsibility for Financial Reporting

The consolidated financial statements of the Algonquin College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAS for Government NPOs"). When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The College's insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements. The Board carries out this responsibility principally through its Audit and Risk Management Committee.

The Audit and Risk Management Committee is appointed by the Board of Governors and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the consolidated financial statements and the external auditor's report. The Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Committee also considers, for review and approval by the Board, the engagement or re-appointment of the external auditors.

The consolidated financial statements have been audited by Deloitte LLP, the external auditor, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. Deloitte LLP has full and free access to the Audit and Risk Management Committee.

Claude Brulé
President and CEO

Grant Perry
Acting Vice-President, Finance and
Administration

[DATE]

Independent Auditor's Report

To the Board of Governors of
Algonquin College of Applied Arts and Technology

Opinion

We have audited the consolidated financial statements of Algonquin College of Applied Arts and Technology (the "College"), which comprise the consolidated statement of financial position as at March 31, 2025, and the consolidated statements of operations, changes in net assets, remeasurement gains and losses and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the College as at March 31, 2025, and the results of its consolidated operations, its consolidated remeasurement gains and losses, changes in its consolidated net assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the College as a basis for forming an opinion on the financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Algonquin College of Applied Arts and Technology
Consolidated statement of financial position
As at March 31, 2025

	Notes	2025 \$	2024 \$
Assets			
Current assets			
Cash		60,863,566	60,178,764
Short-term investments	3	83,353,257	77,014,862
Accounts receivable	4	19,943,572	26,866,028
Inventory	5	1,657,061	1,694,872
Prepaid expenses		10,932,508	10,501,228
		176,749,964	176,255,754
Investments	3	48,217,112	62,048,516
Long Term Prepaid - Students' Association		5,105,833	5,215,833
Endowment assets	6(a)	42,860,862	39,911,204
Capital assets	7	334,779,250	331,549,949
		607,713,021	614,981,256
Liabilities			
Current liabilities			
Accounts payable and accrued liabilities		51,729,767	54,930,755
Accrued salaries and employee deductions payable		5,106,378	4,440,108
Accrued vacation		12,976,291	12,432,811
Deferred revenue	8	51,502,925	78,263,413
Current portion of long-term debt	10(a)	4,853,249	4,336,936
Current portion of obligations under capital leases	10(b)	2,440,317	2,239,643
		128,608,927	156,643,666
Long-term debt	10(a)	19,064,636	23,917,885
Obligations under capital leases	10(b)	34,013,029	36,453,346
Interest rate swaps	10(c)	577,575	540,599
Sick leave and post-employment benefits	11	9,854,908	8,730,270
Deferred capital contributions	12	136,328,244	136,688,167
Asset retirement obligation	9	1,812,969	1,812,969
		330,260,288	364,786,902
Commitments, guarantees and contingencies	13		
Net assets (deficiency)			
Unrestricted		1,000,000	1,000,000
Investment in capital assets	14	136,266,806	126,101,003
Vacation, sick leave and post-employment benefits	11	(22,831,199)	(21,163,081)
Internally restricted	15	118,230,741	104,761,520
Endowment fund	6(b)	42,860,862	39,911,204
		275,527,210	250,610,646
Accumulated remeasurement gains (losses)		1,925,523	(416,292)
		277,452,733	250,194,354
		607,713,021	614,981,256

The accompanying notes and schedules are an integral part of the consolidated financial statements.

Approved by the Board

_____, Chair

_____, Member

Algonquin College of Applied Arts and Technology
Consolidated statement of operations
Year ended March 31, 2025

	Notes	2025 \$	2024 \$
Revenue (Schedule A)			
Grants and reimbursements		109,376,460	113,619,556
Student tuition fees		234,548,603	217,916,631
Contract educational services		57,278,296	67,855,030
Campus Services (Schedule B)		34,353,469	33,264,784
Other		41,556,502	36,484,126
Amortization of deferred capital contributions	12	7,265,992	7,470,371
		484,379,322	476,610,498
Expenses			
Salaries and benefits		276,847,480	257,599,059
Building maintenance and utilities		24,083,418	19,754,824
Instructional supplies and equipment		9,273,530	7,610,695
Bursaries and other student aid		7,207,976	7,127,601
Interest		2,196,075	2,408,006
Amortization of capital assets		20,512,611	18,704,151
Amortization of long term prepaid - Students' Association		110,000	110,000
Campus Services (Schedule B)		24,368,646	23,787,621
Contract services		51,377,782	58,133,201
Information technology, software and licenses		16,313,388	15,400,725
Other		30,121,510	30,987,814
		462,412,416	441,623,697
Excess of revenue over expenses		21,966,906	34,986,801

The accompanying notes and schedules are an integral part of the consolidated financial statements.

Algonquin College of Applied Arts and Technology
Consolidated statement of changes in net assets
Year ended March 31, 2025

		Unrestricted	Investment in	Vacation, sick leave and post-employment benefits	Internally restricted	Endowment fund	2025	2024
	Notes	\$	\$	\$	\$	\$	\$	\$
Net assets (deficiency), beginning of year		1,000,000	126,101,003	(21,163,081)	104,761,520	39,911,204	250,610,646	210,520,043
Excess of revenue over expenses		21,966,906	—	—	—	—	21,966,906	34,986,801
Change in vacation, sick leave and post-employment benefits liabilities	11	1,668,118	—	(1,668,118)	—	—	—	—
Fund Transfers	15	(13,469,221)	—	—	13,469,221	—	—	—
Net change in investment in capital assets	14	(10,165,803)	10,165,803	—	—	—	—	—
Endowment contributions and investment income	6(b)	—	—	—	—	2,949,658	2,949,658	5,103,802
Net assets (deficiency), end of year		1,000,000	136,266,806	(22,831,199)	118,230,741	42,860,862	275,527,210	250,610,646

The accompanying notes and schedules are an integral part of the consolidated financial statements.

Algonquin College of Applied Arts and Technology
Consolidated statement of remeasurement gains and losses
Year ended March 31, 2025

	2025 \$	2024 \$
Accumulated remeasurement losses, beginning of year	(416,292)	(2,034,014)
Unrealized gains (losses) attributable to		
Fair value change in unrestricted investments	2,503,097	124,306
Interest rate swaps	(36,976)	519,613
	2,466,121	643,919
Realization of prior year (gains) losses	(124,306)	973,803
	2,341,815	1,617,722
Accumulated remeasurement gains (losses), end of year	1,925,523	(416,292)

The accompanying notes and schedules are an integral part of the consolidated financial statements.

Draft

Algonquin College of Applied Arts and Technology
Consolidated statement of cash flows
Year ended March 31, 2025

		2025	2024
	Notes	\$	\$
Operating activities			
Excess of revenue over expenses		21,966,906	34,986,801
Items not affecting cash			
Amortization of long term prepaid - Students' Association		110,000	110,000
Amortization of capital assets		20,512,611	18,704,151
Adjustment to capital assets		974	9,951
Amortization of deferred capital contributions	12	(7,265,992)	(7,470,371)
Change in sick leave and post-employment benefits liabilities	11	1,124,638	189,636
		36,449,137	46,530,168
Changes in non-cash operating working capital items	17	(22,222,739)	11,720,890
		14,226,398	58,251,058
Financing activities			
Principal repayments of long-term debt		(4,336,936)	(4,083,731)
Principal repayments of obligations under capital leases		(2,239,643)	(1,985,570)
Capital contributions received	12	6,365,429	958,508
Net contribution to Endowment Fund	6	2,252,889	3,362,195
		2,041,739	(1,748,598)
Capital activity			
Capital asset additions	14	(23,202,246)	(16,567,334)
Investing activities			
Proceeds on disposal of investments		95,041,051	113,860,535
Purchases of investments		(87,422,140)	(148,959,999)
		7,618,911	(35,099,464)
Increase in cash and cash equivalents		684,802	4,835,662
Cash and cash equivalents, beginning of year		60,178,764	55,343,102
Cash and cash equivalents, end of year		60,863,566	60,178,764
Interest paid in the year		3,128,638	1,734,303

The accompanying notes and schedules are an integral part of the consolidated financial statements.

1. Description of the College

The Algonquin College of Applied Arts and Technology (the "College") was incorporated as a College in 1966 under the laws of the Province of Ontario. The College is dedicated to providing post-secondary education.

The College is a registered charity and therefore is exempt, under Section 149 of the *Income Tax Act*, from payment of income taxes.

2. Significant accounting policies

The consolidated financial statements of the College have been prepared by management in accordance with Canadian public sector accounting standards, including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAB") and include the following significant accounting policies:

(a) Basis of presentation

These consolidated financial statements include the accounts of the College and its controlled for-profit subsidiary, 2364193 Ontario Inc., which is fully consolidated in these consolidated financial statements.

These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at the College, as these organizations are not controlled by the College.

(b) Revenue

Revenue recognition

The College uses the deferral method of accounting for contributions for government not-for-profit organizations.

- (i) Unrestricted contributions are recognized as revenue when received or receivable. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the period in which the related expenses are recognized. Contributions to endowment funds are recognized as direct increases in net assets in the period received.

Operating grants are recorded as revenue in the period to which they relate. Grant amounts relating to future periods are deferred and recognized in the subsequent period when the related activity occurs. Grants approved but not received are accrued or deferred.

- (ii) Contributions received for capital assets are deferred and amortized into revenue over the same term and on the same basis as the related capital asset. Contributions of land are recognized as direct increases in investment in capital assets in the period received.
- (iii) Student tuition fees are recorded in the accounts based on the academic period of the specific courses. Tuition fees are deferred to the extent that the courses extend beyond the fiscal year of the College.
- (iv) Contract educational services are recorded in the accounts based on the services provided in the College's fiscal year on a percentage-of-completion basis.
- (v) Campus services and other revenues are recognized when products are delivered or services are rendered to the student or client, the sales prices are fixed and determinable, and collection is reasonably assured.
- (vi) Unrestricted investment income is recognized as revenue on an accrual basis. All unrealized gains or losses in the fair value of unrestricted investments are recognized in the consolidated statement of remeasurement gains and losses; once realized, these gains and losses are recognized in the consolidated statement of operations.

2. Significant accounting policies (continued)

(c) Employee benefit plans

The College accrues its obligations for employee benefit plans. The cost of non-pension post-retirement and post-employment benefits earned by employees is actuarially determined using the projected benefit method pro-rated on services and management's best estimate of retirement ages of employees and expected health care costs.

The College is an employer member of the Colleges of Applied Arts and Technology Pension Plan, which is a multi-employer defined benefit pension plan. The College has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles.

(d) Financial instruments

All financial instruments reported on the consolidated statement of financial position of the College are classified as follows:

Cash	Amortized cost
Short-term investments	Fair value
Accounts receivable	Amortized cost
Investments	Fair value
Endowment investments	Fair value
Accounts payable and accrued liabilities	Amortized cost
Accrued salaries and employee deductions payable	Amortized cost
Long-term debt	Amortized cost
Interest rate swaps	Fair value

Fair value for investments is determined using quoted market prices. The College has designated its fixed income securities that would otherwise be classified into the amortized cost category at fair value as the College manages and reports the performance on a fair value basis.

(i) Cash

Cash is comprised of the net amount of cash on hand and short-term investments, if any, which are highly liquid, subject to insignificant risk of changes in value and have a short maturity term of less than 90 days from the date of acquisition.

(ii) Investments

Purchases of investments are recorded on the settlement date. Transaction costs related to the acquisition of investments are expensed. Short-term investments are fixed-term investments maturing within the next fiscal year.

Unrealized gains or losses on unrestricted investments, including the related foreign exchange gains or losses are recorded in the consolidated statement of remeasurement gains and losses; once realized, they are derecognized from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of operations.

(iii) Endowed investments

Realized investment income and unrealized gains or losses from the change in fair value are recorded directly to the endowment fund in the consolidated statement of changes in net assets. Sales and purchases of endowed investments are recorded on the settlement date. Transaction costs related to the acquisition of endowed investments are recorded in expenses on the consolidated statement of operations.

2. Significant accounting policies (continued)

(d) Financial instruments (continued)

(iv) Foreign currency

Investments denominated in foreign currencies are translated using rates of exchange in effect at the consolidated statement of financial position date.

(v) Interest rate swaps

The College is party to interest rate swap agreements used to manage the exposure to market risks from changing interest rates. The College's policy is not to utilize derivative financial instruments for trading or speculative purposes.

Unrealized gains or losses on interest rate swaps are recorded in the consolidated statement of remeasurement gains and losses; once realized, they are derecognized from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of operations.

(vi) Impairment

With respect to financial assets measured at amortized cost, the College recognizes an impairment loss, if any, in the consolidated statement of operations when there are indicators of impairment and it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to the consolidated statement of operations in the period the reversal occurs.

(e) Other financial instruments

The College records accounts receivable, accounts payable and accrued liabilities, accrued salaries and employee deductions payable and long-term debt at amortized cost using the effective interest method.

(f) Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined on a first in, first out basis.

(g) Capital assets

Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. When a capital asset no longer contributes to the College's ability to provide services, or the value of the future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

(i) Furniture and library holdings are charged to expenses in the year of acquisition.

(ii) Land originally acquired at the Ottawa campus is recorded at a nominal value of \$1 with subsequent additions recorded at cost. Land is not amortized due to its infinite life.

2. Significant accounting policies (continued)

(g) Capital assets(continued)

- (iii) Works of Art are recorded based on a fair market value appraisal obtained at or near the time of acquisition. These capital assets are not subject to amortization as it is assumed that they will retain their value over time.
- (iv) Donated capital assets are recorded at the value of the receipt issued to the donor, which reflects estimated fair value of the capital asset at the time of the donation.
- (v) Construction in progress is not amortized until the project is complete and the facilities are available for use.
- (vi) Assets under development are not amortized until the asset is complete and ready for use.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

Buildings	40 years
Leased capital equipment	20 years
Site improvements	10-20 years
Parking lots	10 years
Computers and equipment	5 years
Automotive equipment	5 years
Software	3-10 years

(h) Asset retirement obligations

A liability for an asset retirement obligation is recognized when there is a legal obligation to incur retirement costs in relation to a tangible capital asset; the past transaction or event giving rise to the liability has occurred; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability is recorded at an amount that is the best estimate of the expenditure required to retire a tangible capital asset at the financial statement date. This liability is subsequently reviewed at each financial reporting date and adjusted for the passage of time and for any revisions to the timing, amount required to settle the obligation or the discount rate. Upon the initial measurement of an asset retirement obligation, a corresponding asset retirement cost is added to the carrying value of the related tangible capital asset if it is still in productive use. This cost is amortized over the useful life of the tangible capital asset. If the related tangible capital asset is unrecognized or no longer in productive use, the asset retirement costs are expensed.

(i) Expenses

In the consolidated statement of operations, the College presents its expenses by object, except for Campus Services which are presented by function.

Expenses are recognized in the year incurred and are recorded in the applicable function to which they are directly related. The College does not allocate expenses among functions after initial recognition.

(j) Contributed services

Volunteers contribute an indeterminable number of hours per year to assist the College in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in these consolidated financial statements.

2. Significant accounting policies (continued)

(k) Use of estimates

The preparation of these consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, as well as the reported amounts of revenues and expenses during the period. Actual results could differ from these estimates. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the periods in which they become known. The most significant estimates used in preparing these consolidated financial statements include assumptions used in determining the fair value of investments and interest rate swaps, the allowance for doubtful accounts, the amount of certain accrued liabilities, the estimated useful lives of capital assets and the assumptions underlying the post-employment benefit liabilities and asset retirement obligation calculations.

3. Investments

Short-term investments of \$83,353,257 (\$77,014,862 in 2024) consist entirely of fixed income securities that will be maturing within a year.

Long-term investments consist of the following:

	2025	2024
	\$	\$
Fixed income securities	47,780,995	61,663,031
Equity investments	436,117	385,485
	48,217,112	62,048,516

The College's fixed income securities have effective interest rates ranging from 0.25% to 5.475% and maturity dates ranging from April 2025 to June 2029 (0.25% to 6.66% and maturity dates ranging from July 2024 to September 2028 in 2024).

4. Accounts receivable

	2025	2024
	\$	\$
Government of Ontario	2,481,979	3,879,620
Harmonized Sales Tax receivable	2,627,683	1,574,325
Trade	3,348,691	9,448,465
Students	10,438,578	9,110,081
Other	5,132,934	6,094,957
Allowance for doubtful accounts	(4,086,293)	(3,241,420)
	19,943,572	26,866,028

4. Accounts receivable (continued)

Details on due dates for receivables are as follows:

	0-30 days	31-60 days	61-90 days	Over 90 days	2025 Total
	\$	\$	\$	\$	\$
Government of Ontario	2,481,979	—	—	—	2,481,979
Harmonized Sales Tax receivable	1,751,814	657,113	—	218,756	2,627,683
Trade	2,725,187	337,576	226,955	58,973	3,347,691
Students	—	7,675,844	—	2,762,734	10,438,578
Other	5,052,918	—	—	80,016	5,132,934
Allowance for doubtful accounts	—	(1,381,652)	—	(2,704,641)	(4,086,293)
	12,011,898	7,288,881	226,955	415,838	19,943,572

	0-30 days	31-60 days	61-90 days	Over 90 days	2024 Total
	\$	\$	\$	\$	\$
Government of Ontario	3,879,620	—	—	—	3,879,620
Harmonized Sales Tax receivable	1,062,308	512,017	—	—	1,574,325
Trade	6,623,033	350,425	2,302,588	172,419	9,448,465
Students	401,717	6,427,751	—	2,280,613	9,110,081
Other	6,070,514	—	—	24,443	7,669,282
Allowance for doubtful accounts	—	(1,156,995)	—	(2,084,425)	(3,241,420)
	18,037,192	6,133,198	2,302,588	393,050	26,866,028

5. Inventory

	2025 \$	2024 \$
Bookstore	1,343,024	1,380,590
Food services	259,928	274,942
Publishing centre	20,387	20,055
Hospitality	33,722	19,285
	1,657,061	1,694,872

Included in Campus Services expenses is inventory expensed during the year in the amount of \$9,870,782 (\$9,757,499 in 2024).

6. Endowment investments

- (a) Endowment investments represent funds held or receivable by the College which have been permanently endowed. The carrying value of endowed investments is recorded at fair value.

The endowment investments consist of the following:

Fair value

	2025	2024
	\$	\$
Endowed investments		
Cash equivalents	2,318,953	3,304,020
Bonds	15,360,245	12,936,714
Equities	25,181,664	23,670,470
	42,860,862	39,911,204

Cost

	2025	2024
	\$	\$
Endowed investments		
Cash equivalents	2,301,505	3,295,701
Bonds	16,626,605	14,762,853
Equities	20,053,036	18,669,703
	38,981,146	36,728,257

Endowed investments are managed by investment managers under an investment policy approved by the Board of Governors. The investment policy limits investments to Canadian and foreign equities traded on a public market, Canadian and the United States government bonds, corporate bonds with a minimum credit rating of BBB, and cash equivalents.

The bond amounts are invested in a pooled fixed-income fund.

6. Endowment investments (continued)

- (b) Endowed funds consist of external contributions that either the donor or the College has designated as a permanent endowment. The endowed funds cannot be expended by the College. The annual income earned on the endowed funds may be expended only for the externally restricted purpose specified by the donor or the College. The changes during the year in the Endowment Fund / Assets are as follows:

	2025	2024
	\$	\$
Opening balance	39,911,204	34,807,402
Contributions	578,605	2,385,627
Realized investment income	2,886,556	2,069,564
Distributions	(1,212,272)	(1,092,996)
Net contribution to Endowment Fund	2,252,889	3,362,195
Unrealized gains due to changes in fair value of endowment assets	696,769	1,741,607
Net change in Endowment Fund	2,949,658	5,103,802
Ending balance	42,860,862	39,911,204

The College's endowment policy is to annually distribute investment income equal to 5% of the Endowment Fund's book value at the end of the preceding fiscal year. The policy requires 4% to be distributed as student financial aid and 1% to cover a portion of fundraising expenses. The purpose of this policy is to allow the College to distribute a consistent amount of income from the endowed funds on an annual basis regardless of the investment income actually earned in the fiscal year.

The total value of administrative fees charged by the College, to recover a portion of the costs of fundraising expenses incurred by the College, on behalf of Advancement and Strategy, for the year was \$242,454 (2024 - \$ 218,599), which is 1% of the Endowment Fund's book value (based on the original donation value) at the end of the previous year.

As at March 31, 2025, the Endowment Fund assets included a balance of \$14,157,104 (\$12,482,820 in 2024) which represents the cumulative realized investment income in excess of amounts distributed. The changes during the year are as follows:

	2025	2024
	\$	\$
Amount available for future distribution, beginning of year	12,482,820	11,506,252
Realized investment income	2,886,556	2,069,564
Amount distributed for bursaries and to cover fundraising expenses	(1,212,272)	(1,092,996)
Amount available for future distribution, end of year	14,157,104	12,482,820

7. Capital assets

	2025		
	Cost	Accumulated amortization	Net book value
	\$	\$	\$
Land	5,370,625	—	5,370,625
Buildings	376,312,736	167,816,162	208,496,574
Asset retirement obligation - buildings	1,817,100	1,354,846	462,254
Assets under development	54,051,237	—	54,051,237
Leased capital equipment	57,913,108	20,107,210	37,805,898
Site improvements	54,522,287	41,850,597	12,671,690
Parking lots	926,213	926,213	—
Computers and equipment	41,061,986	35,840,170	5,221,816
Automotive equipment	515,928	431,311	84,617
Software	20,221,818	9,727,446	10,494,372
Works of Art	120,167	—	120,167
	612,833,205	278,053,955	334,779,250

	2024		
	Cost	Accumulated amortization	Net book value
	\$	\$	\$
Land	5,370,625	—	5,370,625
Buildings	376,312,736	159,006,957	217,305,779
Asset retirement obligation - buildings	1,817,100	1,320,107	496,993
Assets under development	38,837,555	—	38,837,555
Leased capital equipment	57,913,108	17,211,555	40,701,553
Site improvements	53,686,005	36,857,820	16,828,185
Parking lots	926,213	926,213	—
Computers and equipment	39,677,469	35,027,232	4,650,237
Automotive equipment	465,661	375,912	89,749
Software	14,917,015	7,767,909	7,149,106
Works of Art	120,167	—	120,167
	590,043,654	258,493,705	331,549,949

Assets under development are comprised of construction in progress and software under development.

8. Deferred revenue

Details of the year-end balance are as follows:

	2025	2024
	\$	\$
Student tuition fees	34,954,488	63,990,204
Grants and reimbursements	668,887	659,220
Contract education services	1,198,806	1,054,771
Student aid	3,245,381	2,844,940
Miscellaneous projects	11,435,363	9,714,278
	51,502,925	78,263,413

Student tuition fees are for academic courses which extend beyond the fiscal year of the College.

Grants and reimbursements are unexpended externally restricted grants to be spent on future specific projects, including improvements and investments in the College's campus facilities, equipment and programs.

Contract education services represent prepayments for courses to be held in future years.

Student aid represents the unexpended donations and interest to be spent on student scholarships and bursaries in future years.

Miscellaneous projects include contributions, deposits and prepayments related to small, miscellaneous activities of the College.

9. Asset retirement obligation

The College's financial statements include an asset retirement obligation for four buildings on its Ottawa campus which were constructed using building materials containing asbestos. The related asset retirement costs are being amortized on a straight-line basis over the remaining useful life of the buildings. The estimated total future expenditures are \$1,812,969 (\$1,812,969 in 2024). The College will fund from operations any costs needed to remove asbestos before beginning new construction or renovation work in an area known to contain asbestos.

The carrying amount of the liability is as follows:

	2025	2024
	\$	\$
Opening balance	1,812,969	1,812,969
Decrease due to liability settled during the year	—	—
Ending balance	1,812,969	1,812,969

The total amount of the liability may change due to the discovery of additional asset retirement obligations.

10. Long-term debt and interest rate swaps

(a) Long-term debt

The College has entered into the following long-term debt agreements to finance the construction of student residences, the Police and Public Safety Institute, and the Student Commons:

	2025 \$	2024 \$
Residence I building loan, bearing real interest rate of 8.05% maturing in 2025, with average monthly payments of \$92,519	1,221,427	2,193,096
Residence II building loan, bearing real interest rate of 7.70% maturing in 2027, with average monthly payments of \$123,825	3,318,023	4,499,714
Residence III building loan, bearing real interest rate of 6.97% maturing in 2029, with average monthly payments of \$120,451	5,287,100	6,325,314
Police and Public Safety Institute loan, bearing real interest rate of 7.65% maturing in 2025, with average monthly payment of \$34,029	449,850	809,070
Student Commons loan, bearing interest at 4.008%, maturing in 2037, with semi-annual payments of \$678,301	13,641,485	14,427,627
	23,917,885	28,254,821
Less: current portion	4,853,249	4,336,936
	19,064,636	23,917,885

Interest is payable on a monthly basis. The principal of the loans is payable as follows:

	\$
2026	4,853,249
2027	4,076,548
2028	2,126,830
2029	2,695,726
2030	958,678
Thereafter	9,206,854
	<u>23,917,885</u>

10. Long-term debt and interest rate swaps (continued)

(b) Obligations under capital leases

The College has entered into the following long-term capital leasing arrangements to finance facility improvement measures installed in multiple buildings at the Ottawa campus:

	2025 \$	2024 \$
Phase 1, bearing an implicit interest rate of 4.44% maturing in 2035, with average monthly payments of \$92,700	9,929,920	10,606,773
Phase 2, bearing an implicit interest rate of 5.26% maturing in 2035, with average monthly payments of \$24,106	2,490,537	2,651,452
Phase 3, bearing an implicit interest rate of 5.17% maturing in 2035, with average monthly payment of \$102,289	11,463,935	12,110,108
Phase 4, bearing an implicit interest rate of 4.35% maturing in 2035, with average monthly payment of \$107,985	12,568,954	13,324,656
	36,453,346	38,692,989
Less: current portion	2,440,317	2,239,643
	34,013,029	36,453,346

Interest is payable on a monthly basis. The lease payments are payable as follows:

	Principal \$	Interest \$
2026	2,440,317	1,581,390
2027	2,652,831	1,468,180
2028	2,877,818	1,345,163
2029	3,115,924	1,211,761
2030	3,367,831	1,067,366
Thereafter	21,998,625	2,743,844
	36,453,346	9,417,704

(c) Interest rate swaps

The College has interest rate swap agreements to manage the volatility of interest rates. The College converted a net notional \$59.0 million (\$59.0 million in 2024) of floating rate long-term debt relating to the three phases of the Residence and the Police and Public Safety Institute. The fixed rates received under the interest rate swaps range from 6.97% to 8.05% (6.97% to 8.05% in 2024). The maturity dates of the interest rate swaps are the same as the maturity dates of the associated long-term debt, ranging from fiscal 2026 to 2029.

The fair value of the interest rate swaps in favour of the counterparty at March 31, 2025 is \$577,575 (\$540,599 in 2024).

11. Sick leave and post-employment benefits

The composition of the sick leave and post-employment net deficiency is as follows:

	2025	2024
	\$	\$
Post-employment benefits	3,290,908	2,899,270
Sick leave	6,564,000	5,831,000
	9,854,908	8,730,270

The following tables outline the components of Algonquin's sick leave and post-employment benefits and the related expenses.

	2025			
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
	\$	\$	\$	\$
Accrued employee future benefits obligations	3,777,908	9,706,000	117,000	13,600,908
Value of plan assets	(548,000)	—	—	(548,000)
Unamortized actuarial gains (losses)	61,000	(3,225,000)	(34,000)	(3,198,000)
Total liability	3,290,908	6,481,000	83,000	9,854,908

	2024			
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
	\$	\$	\$	\$
Accrued employee future benefits obligations	3,312,270	9,233,000	170,000	12,715,270
Value of plan assets	(521,000)	—	—	(521,000)
Unamortized actuarial gains (losses)	108,000	(3,540,000)	(32,000)	(3,464,000)
Total liability	2,899,270	5,693,000	138,000	8,730,270

11. Sick leave and post-employment benefits (continued)

	2025			
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
	\$	\$	\$	\$
Current year benefit cost	550,000	809,000	3,000	1,362,000
Interest on accrued benefit obligation	6,000	337,000	5,000	348,000
Amortized actuarial (gains) losses	(42,000)	496,000	—	454,000
Total expense	514,000	1,642,000	8,000	9,854,908
	2024			
	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
	\$	\$	\$	\$
Current year benefit cost	39,000	653,000	3,000	695,000
Interest on accrued benefit obligation	6,000	270,000	5,000	281,000
Amortized actuarial (gains) losses	(29,000)	211,000	6,000	188,000
Total expense	16,000	1,134,000	14,000	1,164,000

The amount of post-employment and sick leave benefits paid to employees during the year was \$1,039,364 (\$974,364 in 2024).

Retirement benefits

CAAT Pension Plan

All full-time employees of the College, and any part-time employees who opt to participate, are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), a multi-employer jointly sponsored defined benefit plan for public colleges in Ontario and other employers across Canada. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with the regulators as at December 31, 2024 indicated an actuarial surplus of \$6.141 billion (\$5.263 billion in 2023).

11. Sick leave and post-employment benefits (continued)

The College made contributions to the Plan and its associated retirement compensation arrangement of \$20,248,876 (\$21,337,858 in 2024) and are included in salaries and benefits in the consolidated statement of operations. The College makes contributions to the Plan equal to those of the employees.

Post-employment benefits

Algonquin extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. Algonquin recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council. The results are extrapolated from the most recent February 2023 actuarial valuation.

The major actuarial assumptions employed for the valuations are as follows:

	2025	2024
	%	%
Discount rate for prior fiscal disclosure and current fiscal benefit cost	3.50	3.40
Discount rate for current fiscal disclosure	3.20	3.50
Expected return on plan assets for disclosure	3.80	5.30
Dental cost and premium increase for post-employment benefits	4.0	4.0
	6.04% in	6.16% in
	2024, grading	2023, grading
	down to 4.0%	down to 4.0%
Medical premium escalation	in 2040	in 2040

The CAAT pension plan's net investment return for the year ended December 31, 2024 was 15.2% (9.5% in 2023).

Compensated absences

Non-vesting sick leave

Algonquin allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council. The results are extrapolated from the most recent August 2022 actuarial valuation.

Vesting sick leave

Algonquin had provided for vesting sick leave benefits during previous years. Eligible employees after 10 years of service are entitled to receive 50% of their accumulated sick leave credits on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council. The results were extrapolated from the most recent March 2023 actuarial valuation.

11. Sick leave and post-employment benefits (continued)

The assumptions used in the valuation of vesting and non-vesting sick leave are the College's best estimate of expected rates of:

	2025	2024
Wage and salary escalation	2.50% per annum	2.50% per annum
Discount rate	3.20%	3.50%

12. Deferred capital contributions

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase and construction of capital assets. Investment income earned on government contributions received is also included in deferred capital contributions. The amortization of the deferred capital contributions is recorded as revenue in the consolidated statement of operations.

The changes in the deferred capital contributions balance are as follows:

	2025 \$	2024 \$
Balance, beginning of year	136,688,167	143,193,030
Less amortization of deferred capital contributions	7,265,992	7,470,371
	129,422,175	135,722,659
Add capital contributions received		
Government contributions		
Other capital projects	6,055,302	758,372
Apprenticeship Enhancement Fund	310,127	200,136
Contributions received before donated equipment	6,365,429	958,508
Donated equipment	540,640	7,000
	6,906,069	965,508
Balance, end of year	136,328,244	136,688,167

13. Commitments, guarantees and contingencies

Commitments

The College has committed to make the following minimum payments under various vehicle, premises rental, equipment leases and subscription agreements. The anticipated payments in each of the next five years and thereafter in aggregate under current arrangements are as follows:

	\$
2026	6,239,633
2027	3,630,473
2028	2,137,809
2029	802,182
2030	255,671
Thereafter	548,576
	<u>13,614,344</u>

Letters of credit

The College is contingently liable under letters of credit amounting to \$461,465 (\$1,338,187 in 2024), which have been issued in the normal course of business.

Guarantees

In the normal course of business, the College has entered into lease agreements for premises and equipment. It is common in such commercial lease transactions for the College, as the lessee, to agree to indemnify the lessor's liabilities that may arise from the use of the leased assets. The maximum amount potentially payable under the foregoing indemnities cannot be reasonably estimated. The College has liability insurance that relates to the indemnifications described above.

Contingencies

The College is involved with pending litigation and claims which arise in the normal course of operations. In the opinion of the administration, any liability that may arise from such contingencies would not have a significant adverse effect on the consolidated financial statements of the College.

On January 22, 2024, the Minister of Immigration, Refugees and Citizenship Canada ("IRCC") announced an intake cap on international student permit applications for a period of two years. This cap was subsequently extended by an additional year. These announcements, in addition to further policy directives related to post-graduation work permits issued by the IRCC and the Ministry of Colleges, Universities, Research Excellence and Security have begun and will continue to impact ongoing enrolment of international students. International enrolment at the College is projected to decrease by 41% in 2025-26 and by an additional 16% in 2026-27.

As a significant portion of the College's tuition revenues is derived from international students, the College has begun to implement mitigation strategies to offset the impact of these projected enrolment declines, including exiting of its Corporate Training facility, the announcement of the closure of its Perth Campus in 2026, and the suspension of enrolment intakes for 37 programs.

Efforts will continue throughout 2025-26 to review operations and identify additional initiatives to address projected deficits in the coming years.

14. Investment in capital assets

The investment in capital assets consists of the following:

	2025	2024
	\$	\$
Capital assets	334,779,250	331,549,949
Less amounts financed by		
Deferred capital contributions used (Note 12)	(136,328,244)	(136,688,167)
Long-term debt	(23,917,885)	(28,254,821)
Obligation under capital lease	(36,453,346)	(38,692,989)
Asset retirement obligation	(1,812,969)	(1,812,969)
	136,266,806	126,101,003

The net change in investment in capital assets is calculated as follows:

	2025	2024
	\$	\$
Capital asset additions		
Total additions	23,742,886	16,574,334
Less: Donated equipment	(540,640)	(7,000)
Additions net of donated equipment	23,202,246	16,567,334
Less: Other capital assets financed with capital contributions	(6,365,429)	(958,508)
Capital assets purchased with College funds	16,836,817	15,608,826
External financing		
Decrease in long-term debt	4,336,936	4,083,731
Decrease in obligation under capital lease	2,239,643	1,985,570
Increase in asset retirement obligation	—	(1,281,236)
Amortization of deferred capital contributions	7,265,992	7,470,371
Amortization of capital assets	(20,512,611)	(18,704,151)
Adjustment of capital assets	(974)	(9,951)
Net change in investment in capital assets	10,165,803	9,153,160

15. Capital disclosures

Capital

The College considers its operating capital to consist of long-term debt including the interest rate swaps, net assets invested in capital assets, internally restricted net assets, and unrestricted net assets. The College's overall objective for its capital is to fund capital assets, future projects, and ongoing operations. The College manages its capital by appropriating amounts to internally restricted net assets for anticipated future projects, contingencies, and other capital requirements as disclosed below.

The College also considers its endowments, as disclosed in Note 6 as part of its capital. The College's objective with regard to endowments is to grow the endowment principal and maximize investment income to increase funding for student aid.

The College may not incur an accumulated deficit without the approval of the Minister of Colleges and Universities of Ontario. The College would be required to eliminate any accumulated deficit within a prescribed period of time.

15. Capital disclosures

Capital (continued)

The College is not subject to any other externally imposed capital requirements and its approach to capital management remains unchanged from the prior year.

Internally restricted net assets

Internally restricted net assets are funds restricted by the College for future projects to improve and invest in the College's campus facilities, information systems, equipment, programs, student aid, and employee retraining.

Internally restricted net assets consist of the following:

	2025 \$	2024 \$
Specific reserves		
Other projects and initiatives	41,218,852	36,542,585
Campus Services reserve fund	8,140,177	9,839,202
Contingency reserve fund	13,606,000	13,110,000
Employment stabilization funds	630,585	634,565
Reserve funds		
Future capital expansion	51,851,877	41,974,419
Gain on sale of March Road land	2,783,250	2,660,749
Balance, end of year	118,230,741	104,761,520

During the year the Board of Governors approved the net transfer of \$13,469,221 from the unrestricted fund to internally restricted net assets (net transfer of \$27,459,317 from the unrestricted fund to internally restricted net assets in 2024).

16. Financial instruments

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College is exposed to interest rate risk with respect to its interest-bearing investments and its long-term debt. The College mitigates interest rate risk on certain long-term debt through derivative interest-rate swap agreements which exchange the variable rate inherent in the loan for a fixed rate (Note 10b). As a result, fluctuations in market interest rates would not impact the future cash flows relating to these loans.

As at March 31, 2025, a 1% increase in nominal interest rates would result in a decline of investments of approximately \$1,148,075 (\$1,147,592 in 2024) and an appreciation of the interest rate swap's fair value of approximately \$160,329 (\$270,606 in 2024). Conversely, a 1% decrease in nominal interest rates would result in an increase of investments of approximately \$1,148,075 (\$1,147,592 in 2024), and a decrease of the interest rate swap's fair value of approximately \$160,329 (\$278,423 in 2024). These amounts do not include other variables such as convexity.

16. Financial instruments

Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The College is exposed to price risk with respect to its investments held in equity instruments.

As at March 31, 2025, a 5% increase in price would result in an increase to endowment assets of approximately \$1,309,491 (\$1,183,524 in 2024).

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College believes that it is not exposed to significant currency risks arising from its financial instruments.

Credit risk

Credit risk arises from the potential that a counterparty to an investment will fail to perform its obligations. The College is exposed to credit risk on its accounts receivable and its fixed-income investments. The maximum exposure to credit risk is the carrying value reported in the consolidated statement of financial position. Credit exposure is minimized by dealing mostly with creditworthy counterparties such as government agencies and public companies. The College also enforces approved collection policies for student accounts.

Concentrations of accounts receivable are described in Note 4. Primary credit portfolio concentrations on investments are detailed in Notes 3 and 6.

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet all cash flow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and cash flow analysis. The College has the following financial liabilities as at March 31, 2025:

	2025			
	Net book value and interest payments	2026	2027	2028 and after
	\$	\$	\$	\$
Accounts payable and accrued liabilities	51,729,767	51,729,767	—	—
Accrued salaries and employee deduction payable	5,106,378	5,106,378	—	—
Accrued vacation	12,976,291	12,976,291	—	—
Long-term debt	28,936,497	5,970,138	4,919,677	18,046,682
Obligations under capital leases	45,871,051	4,021,699	4,121,009	37,728,343
Interest swaps	577,575	—	—	577,575
	145,197,559	79,804,273	9,040,686	56,352,600

16. Financial instruments (continued)

Liquidity risk (continued)

				2024
	Net book value and interest payments	2025	2026	2027 and after
	\$	\$	\$	\$
Accounts payable and accrued liabilities	54,930,755	54,930,755	—	—
Accrued salaries and employee deduction payable	4,440,108	4,440,108	—	—
Accrued vacation	12,432,811	12,432,811	—	—
Long-term debt	34,761,607	5,780,062	5,986,924	22,994,621
Obligations under capital leases	49,796,026	3,924,975	4,021,699	41,849,352
Interest swaps	540,599	—	—	540,599
	<u>156,901,906</u>	<u>81,508,711</u>	<u>10,008,623</u>	<u>65,384,572</u>

Fair values

The carrying values of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, accrued salaries and employee deductions payable, approximate their fair value due to the relatively short periods to maturity of the instruments.

The carrying value of long-term debt including the interest rate swaps approximates fair value.

Fair value hierarchy

Financial instruments are grouped into Levels 1 to 3 based on the degree to which fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value hierarchy requires the use of observable market inputs whenever such inputs exist. A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

16. Financial instruments (continued)

Fair value hierarchy (continued)

The following table presents the financial instruments recorded at fair value in the consolidated statement of financial position, classified using the fair value hierarchy described above:

	Level 1	Level 2	Level 3	2025 Total
	\$	\$	\$	\$
Short-term investments	—	83,353,257	—	83,353,257
Long-term investments	436,117	47,780,995	—	48,217,112
Endowment assets	24,823,998	18,036,864	—	42,860,862
Interest rate swaps	—	577,575	—	577,575
Total	25,260,115	149,748,684	—	175,008,799

	Level 1	Level 2	Level 3	2024 Total
	\$	\$	\$	\$
Short-term investments	—	77,014,862	—	77,014,862
Long-term investments	385,485	61,663,031	—	62,048,516
Endowment assets	24,245,437	15,665,767	—	39,911,204
Interest rate swaps	—	540,599	—	540,599
Total	24,630,922	154,884,259	—	179,515,181

17. Changes in non-cash operating working capital items

	2025	2024
	\$	\$
Accounts receivable	6,922,456	(5,806,860)
Inventory	37,811	152,711
Prepaid expenses	(431,280)	(2,804,919)
Accounts payable and accrued liabilities	(3,200,988)	13,656,319
Accrued salaries and employee deductions payable	666,270	449,239
Accrued vacation	543,480	1,436,040
Deferred revenue	(26,760,488)	4,638,360
	(22,222,739)	11,720,890

18. Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

Algonquin College of Applied Arts and Technology
Schedule A – Supplementary information - Revenue
Year ended March 31, 2025

	Notes	2025 \$	2024 \$
Grants and reimbursements			
Post secondary activity		99,676,445	103,958,653
Apprentice programs		7,665,636	7,804,700
Special bursaries		2,034,379	1,856,203
		109,376,460	113,619,556
Student tuition fees			
Full-time post secondary		209,655,854	194,967,767
Full-time non-funded		715,066	531,584
Part-time		12,835,557	11,762,518
Adult training		1,554,106	1,522,338
Student information technology fees		9,788,020	9,132,424
		234,548,603	217,916,631
Contract educational services			
Provincially funded programs		12,107,620	13,815,557
Public college private partnership		18,736,645	22,212,675
International programs		1,131,005	1,493,790
Corporate and other programs		25,303,026	30,333,008
		57,278,296	67,855,030
Campus Services (Schedule B)		34,353,469	33,264,784
Other			
Early Learning Centre		1,270,967	1,218,628
Student ancillary fees		7,661,894	7,302,332
Investment income		7,869,652	8,766,292
Miscellaneous		24,753,989	19,196,874
		41,556,502	36,484,126
Amortization of deferred capital contributions	12	7,265,992	7,470,371
		484,379,322	476,610,498

Algonquin College of Applied Arts and Technology

Schedule B – Supplementary information - Campus Services operations summary

Year ended March 31, 2025

	Gross revenue	Internal revenue	Net revenue	Expenses	Internal expenses	Net expenses	Contribution including internal transactions	Contribution net of internal transactions
	\$	\$	\$	\$	\$	\$	\$	\$
Food services	9,945,642	(324,931)	9,620,711	10,176,399	(324,931)	9,851,468	(230,757)	(230,757)
Bookstore	9,691,573	(3,150,185)	6,541,388	9,516,045	(3,093,130)	6,422,915	175,528	118,473
Parking and lockers	5,365,408	(53,300)	5,312,108	1,986,725	(19,736)	1,966,989	3,378,683	3,345,119
Publishing centre	1,866,152	(1,607,695)	258,457	1,136,095	(978,749)	157,346	730,057	101,111
Residence	12,449,370	—	12,449,370	6,459,391	—	6,459,391	5,989,979	5,989,979
Director's office	171,435	—	171,435	1,352,927	—	1,352,927	(1,181,492)	(1,181,492)
Overhead allocation	—	—	—	—	(1,842,390)	(1,842,390)	—	1,842,390
	39,489,580	(5,136,111)	34,353,469	30,627,582	(6,258,936)	24,368,646	8,861,998	9,984,823

	Gross revenue	Internal revenue	Net revenue	Expenses	Internal expenses	Net expenses	Contribution including internal transactions	Contribution net of internal transactions
	\$	\$	\$	\$	\$	\$	\$	\$
Food services	9,298,880	(302,250)	8,996,630	9,518,883	(302,250)	9,216,633	(220,003)	(220,003)
Bookstore	9,475,468	(2,890,417)	6,585,051	9,297,265	(2,836,058)	6,461,207	178,203	123,844
Parking and lockers	5,796,361	(66,764)	5,729,597	1,576,881	(18,163)	1,558,718	4,219,480	4,170,879
Publishing centre	1,654,368	(1,512,152)	142,216	951,795	(869,976)	81,819	702,573	60,397
Residence	11,642,559	—	11,642,559	6,509,219	—	6,509,219	5,133,340	5,133,340
Director's office	168,731	—	168,731	1,374,435	—	1,374,435	(1,205,704)	(1,205,704)
Overhead allocation	—	—	—	—	(1,414,410)	(1,414,410)	—	1,414,410
	38,036,367	(4,771,583)	33,264,784	29,228,478	(5,440,857)	23,787,621	8,807,889	9,477,162

8.1 Appendix B

Financial statements of 2364193 Ontario Inc.

March 31, 2025

Independent Auditor's Report	1-2
Statement of financial position	3
Statement of operations and accumulated surplus	4
Statement of cash flows	5
Notes to the financial statements	6-7

Independent Auditor's Report

To the Board of Directors of
2364193 Ontario Inc.

Opinion

We have audited the financial statements of 2364193 Ontario Inc. (the "Company"), which comprise the statement of financial position as at March 31, 2025, and the statements of operations and accumulated surplus and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at March 31, 2025, and the results of its operations and accumulated surplus and cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
[DATE]

2364193 Ontario Inc.
Statement of financial position
As at March 31, 2025

	Notes	2025 \$	2024 \$
Assets			
Current assets			
Due from Algonquin College		100	100
Accumulated surplus			
Share capital	3	100	100

The accompanying notes are an integral part of the financial statements.

Approved by the Board of Directors

_____, Director

_____, Director

2364193 Ontario Inc.**Statement of operations and accumulated surplus**Year ended March 31, 2025

	2025	2024
	\$	\$
Revenue	—	—
Expenses	—	—
Accumulated surplus, beginning and end of year	—	—

The accompanying notes are an integral part of the financial statements.

Draft

2364193 Ontario Inc.
Statement of cash flows
Year ended March 31, 2025

	2025	2024
	\$	\$
Operating activities		
Surplus	—	—
Increase in due from Algonquin College	—	—
Increase in cash	—	—
Cash, beginning and end of year	—	—

The accompanying notes are an integral part of the financial statements.

Draft

1. Description of the organization

Authorities

2364193 Ontario Inc. (the "Company") was incorporated in March 2013 under the laws of the Province of Ontario. Its purpose is to hold a 5% interest in Algonquin College - Saudi Arabia, which provided post-secondary education in the Kingdom of Saudi Arabia; the remaining interest in Algonquin College Saudi - Arabia is held by the Algonquin College of Applied Arts and Technology (the "College").

The Company is subject to income taxes under the provisions of the Income Tax Act.

2. Significant accounting policies

Basis of presentation

The Company's share capital is controlled by the College. The Company is deemed another government organization per the Introduction to Public Sector Accounting Standards ("PSAS") and has elected to prepare these financial statements in accordance with Canadian PSAS, including the 4200 series of standards. The Company's significant accounting policies are as follows:

Revenue

Investment revenue is recorded on the accrual basis of accounting.

Expenses

Expenses are recorded on the accrual basis of accounting.

Investment in Algonquin College Saudi Arabia

The Company's investment in Algonquin College - Saudi Arabia was fully written-down in a prior year.

Financial instruments

The Company's financial instruments consist of due from Algonquin College. All financial instruments are carried at amortized cost.

Unless otherwise noted, it is management's opinion that the Company is not exposed to significant interest, currency or credit risk arising from this financial instrument. Unless otherwise disclosed in these financial statements, management estimates that the carrying values of the financial instruments approximate their fair value due to their short-term maturity.

Income taxes

The Company has unused income tax losses of \$35,086 (loss of \$35,086 in 2024) available for future years.

Measurement uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these financial statements, management believes that its estimates and assumptions, as well as those provided by others, to be reasonable. However, actual results may differ from these estimates. Therefore, estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Share capital

The Company is authorized to issue an unlimited number of common shares. As at March 31, 2025, 100 shares were issued at a nominal value of \$1 each.

Draft

Report title:	2025-2030 Strategic Plan
Report to:	Board of Governors
Date:	June 2, 2025
Algonquin College Executive Team Member:	Mark Savenkoff, Vice President, Advancement and Strategy
Author(s)/Presenter(s):	Mark Savenkoff, Vice President, Advancement and Strategy Julie Beauchamp, Senior Vice President, Academic

1. RECOMMENDATION:

THAT the Board of Governors approves the Algonquin College 2022-2025 Strategic Plan.

2. PURPOSE / EXECUTIVE SUMMARY:

Algonquin College has taken a deliberate and structured approach to developing the 2025-2030 Strategic Plan. Thriving in today's challenging and complex environment requires a sense of urgency and prompt action in establishing a bold and strategic direction for Algonquin College. The College's new aspirational vision is a call to action – to be the premier destination for innovation through polytechnic leadership, driving prosperity and impact in the nation's capital and beyond.

3. BACKGROUND:

In spring 2024, the Board of Governors provided guidance and direction to the Office of Strategy and Planning and the Algonquin College Executive Team (ACET) on their expectations of a new strategic plan and endorsed a Strategic Planning Framework that outlined the approach, scope and schedule for the project.

The initiative launched in January 2024, and the process began with a comprehensive environmental scan – assessing key demographic, economic, and educational trends to inform the College's direction. Grounded in rich engagement from the outset, the process followed an intentional "outward-in" approach, learning from external constituents to shape internal conversations and priorities. Engagements included a community survey, a week-long strategy fusion room and listening sessions for employees, student engagements, consultation with the Indigenous Education Council, and leadership retreats with Board of Governors, Executive Team and Leadership Team.

4. DISCUSSION:

Algonquin College operates in a rapidly changing world where demographic, economic, Political, and technological shifts are transforming industries and education. The environmental opportunities that were explored as part of an evolving landscape include: Canada's productivity challenges, the transformative nature of digital and artificial intelligence, a need for agility, evolving demographics, financial challenges and a shift in global trade.

The 2025-2030 Algonquin College Strategic Plan embraces the institution's polytechnic identity with a renewed commitment to work-integrated learning and international experiences of a polytechnic experience; working together with employers, industry partners, and community leaders to ensure academic programming stays relevant and responsive; providing an education that supports learners throughout their careers; driving Canada's productivity through embedding technology and innovation; and acknowledging the polytechnic mission extends beyond preparing first-time learners.

Algonquin College reaffirms its mission *To transform hopes and dreams into lifelong success*, and its values of Caring, Learning, Integrity and Respect remain. The College will embrace a bold new vision to become *The premier destination for innovation through polytechnic leadership, driving prosperity and impact in the nation's capital and beyond*.

The Strategic Plan is anchored on three, interconnected priorities that leverage the polytechnic advantage to create lasting impact for learners, industries, and communities.

Career-focused, lifelong learning ensures that learners gain the skills, knowledge, and experience to launch and accelerate their careers, along the entire career lifecycle.

Technology and data intelligence drive innovation in both learning and operations.

Partnering for prosperity strengthens Algonquin College's role as a catalyst for regional and industry growth and impact.

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 implementation of the Strategic Plan will have a significant positive impact for all students. The three focused and interconnected priorities support their educational journey and the impact they will make in their communities after graduation.

7. FINANCIAL IMPACT:

The plan identifies financial resilience as an important foundation. Long-term financial health is the cornerstone that allows the College to continually invest in innovation, learner success, and community impact. By establishing robust financial resilience measures, Algonquin College adapts to changing educational landscapes, meets the evolving needs of learners, and contributes significantly to the community's economic and social well-being. The College commits to aligning investments with strategic priorities, ensuring responsible financial stewardship, and diversifying revenue streams to reduce dependency on traditional funding sources.

8. HUMAN RESOURCES IMPACT:

Algonquin College's greatest strength lies in its people. The College embraces a culture of excellence, inclusion, and innovation, valuing creativity, collaboration, and continuous development. This involves investing in professional growth, attracting and retaining top talent, and providing the necessary tools and support for our employees to thrive.

As a cornerstone of Eastern Ontario and Canada's capital, the College champions inclusivity and belonging, welcoming the world and nurturing talent for a multicultural and globally connected society. The College is committed to fostering an environment where diverse perspectives and abilities are celebrated, ensuring every community member feels a profound sense of belonging. This involves dismantling systemic barriers to education, learning, and employment, and ensuring equitable access to opportunities for all learners and employees.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

Progress reports have been provided to the Algonquin College Executive Team (ACET) and the Board of Governors throughout the duration of the process. At the spring 2025 ACET retreat, the implementation plan was discussed, and subject to approval by the Board in June 2025, the 2025-2030 Strategic Plan will be launched at AC Vision in the fall of 2025. The plan

will be widely communicated to internal members of the College community to support engagement, empowerment, decision making, resource allocation, and the establishment of annual and multi-year priorities. Communication to external audiences is also key to ensure a successful implementation of the plan, including elected and non-elected government officials, community and industry leaders, employers, current and future donors, and proud alumni. A detailed implementation plan will be developed with leadership from the offices of Strategy and Planning, Communications and Marketing.

11. CONCLUSION:

The Algonquin College 2025-2030 Strategic Plan is not just a plan of aspirations but a plan of actions. It is a new vision and a strategic framework that is designed for real-world execution. The plan is built on a strong foundation—student-centred learning, community trust, and values that guide every decision. The Strategic Plan is designed for variability, and the ultimate outcome is to have a new strategic plan that the Algonquin College community can rally around and that will set the college up for future success.

Respectfully submitted:



Mark Savenkoff
Vice President, Advancement & Strategy

Approved for submission:



Claude Brulé
President and CEO



Màmawe pinàshkàdà

To journey, together

Strategic Plan
2025-2030

Our polytechnic
advantage in action

ALGONQUIN
COLLEGE

Ni manadjiyananig We pay respect to...

Algonquin College campuses are located on the traditional unceded, and unsundered territory of the Anishinàbe Algonquin People. The Algonquin People have inhabited and cared for these lands since time immemorial. We take this time to express our gratitude and respect to them and to the land for all that it has provided and will continue to provide.

As a post-secondary institution, we acknowledge the harms done to Indigenous Peoples and are committed to learning from the past. We pledge to promote healing and resilience as we move forward in partnership with the Algonquin Nations, First Nations, Métis, and Inuit peoples in a spirit of reconciliation.

While we recognize that territorial acknowledgements are only one step in cultivating greater respect for and inclusion of Indigenous Peoples, we commit to accompanying these words with actions. We are dedicated to building a future and community that is better for all.

We pledge to continue exploring and making meaningful contributions to the Truth and Reconciliation Commission of Canada's Calls to Action.

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MESSAGE FROM THE BOARD CHAIR AND PRESIDENT



JAMES MCCRAKEN
Chair, Board of Governors



CLAUDE BRULÉ
President and Chief Executive Officer

“

We foster **innovation** in
emerging fields...where the
pace of **change** demands
agility and **nimbleness**.”

Thriving in today's challenging and complex environment requires a sense of urgency and prompt action in establishing a bold and strategic direction for Algonquin College. Our new aspirational vision is that call to action for our time – **to be the premier destination for innovation through polytechnic leadership, driving prosperity and impact in the nation's capital and beyond.**

At Algonquin College, our greatest strength is our people. Our engaged employees deliver exceptional experience for learners and community alike. The creation of this plan is no exception, and we are grateful for the contributions and insights of over 2,100 participants in shaping this strategic plan and reaffirming our mission and values.

Our commitment to excellence, to career-oriented post-secondary education and training, and deep connection with employers and communities are the foundational elements that define who we are at Algonquin College.

We are industry driven. Our goal is to be the region's preferred learning partner, delivering the talent employers need most at the speed of business. By integrating applied learning with our faculty-led applied research, our empowered learners collaborate with organizations large and small to solve complex problems that drives economic prosperity for the region.

With a mindset of ongoing curiosity and growth, we foster innovation in emerging fields using technology as an enabler and promote adaptability in an ever-evolving world where the pace of change demands agility and nimbleness. We will continue to make strategic investments that differentiate Algonquin College and provide a future-focused polytechnic education, equipping graduates with skills to become future global leaders.

Through our commitment to Truth and Reconciliation, to inclusion, diversity, equity and accessibility, we will continue to shape a welcoming environment where everyone feels a genuine sense of belonging that contributes to their success. In response to the United Nations Sustainable Development Goals, we will embed the transformative principles into every facet of our operations, creating positive impact and lasting change.

We are so proud of the past accomplishments of the institution, our people, learners, and graduates, and we look forward to the achievements that will be realized through the path laid out in this roadmap.

We invite you to be inspired as you read this strategic plan.

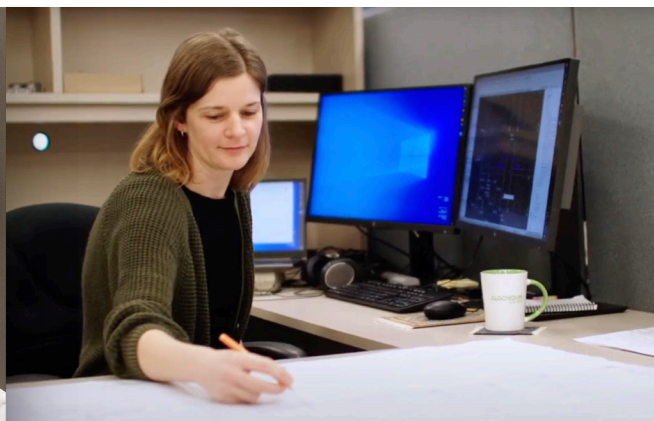


James McCracken
Chair, Board of Governors

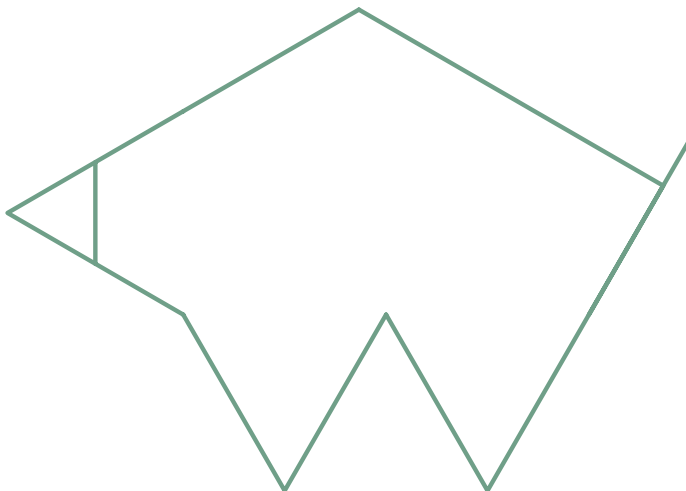


Claude Brulé
President and Chief Executive Officer

ENGAGE



To journey, together



Strategic Planning Approach

Algonquin College has taken a deliberate and structured approach to developing the 2025-2030 Strategic Plan, working over 18 months to create a plan that reflects both institutional priorities and the evolving external landscape. The process began with a comprehensive environmental scan – assessing key demographic, economic, and educational trends to inform our direction. Grounded in rich engagement from the outset, the process followed an intentional “outward-in” approach, learning from external constituents to shape internal conversations and priorities.

ENGAGEMENT HIGHLIGHTS INCLUDE



A **Community Survey** with over 1,800 participants, providing insights from students, employees, alumni, employers, and external partners.



A week-long **Strategy Fusion Room** engaging faculty, employees, and administration in collaborative discussions on the future of the College. Strategic topics included employability, belonging, internationalization, sustainability, and technological change.



Engagements with **Student Representatives** at all campuses to capture learner perspectives on future needs.



Leadership Retreats with Board of Governors, Executive Team, and Leadership Team to provide guidance on direction.



Consultation with **Indigenous Education Council**, integrating Indigenous perspectives and the principles of Two-Eyed Seeing into the plan.



Listening Sessions with departments from across the College to capture feedback on opportunities and challenges affecting their portfolio.

Through broad consultation and meaningful collaboration, Algonquin College has built a plan that is strategic, actionable, and future-focused: empowering learners, strengthening industry collaboration, and advancing innovation across the College and beyond.

Environment

Opportunities in an evolving landscape

Algonquin College operates in a rapidly changing world, where demographic, economic, political, and technological shifts are transforming industries and education. Rather than simply responding to change, we anticipate and lead through it – ensuring our learners, partners, and communities are prepared for what’s next. By staying ahead of emerging trends and embracing innovation, we continue to provide polytechnic leadership and serve as a model to others in the college system.

CANADA’S PRODUCTIVITY CHALLENGE

Canada faces persistent productivity challenges that limit economic growth, innovation, and competitiveness. By 2040, Canada is projected to face 917,000 job vacancies, with skill gaps leading to over \$11 billion in lost economic activity. The most significant growth in vacancies will be in hands-on, industry-aligned training. We have an opportunity to expand our role by strengthening alignment with workforce needs and advancing new approaches to skills development. By driving innovation and embedding productivity-enhancing solutions into education, we are preparing the next generation of leaders to propel industries forward.

TRANSFORMATIVE NATURE OF DIGITAL AND AI

Advancements in digital technology, artificial intelligence (AI), and robotics are redefining industries, reshaping jobs, and accelerating change across the economy and workforce – with a projected impact of nearly 50% of workplace tasks by 2045. Algonquin College can leverage our position as a polytechnic institution to increasingly embed these technologies into teaching and learning, research, and operations – preparing learners, faculty, and employees for an increasingly technology-driven future.

NEED FOR AGILITY

The pace of change in workforce demands and learner expectations requires flexibility, forward-thinking, and real-time insights. The College can further build adaptable programming that moves at the speed of business, accelerates careers through lifelong learning, and fosters long-term relationships with learners and partners. By transforming market data into intelligence to drive decision making, we remain responsive to evolving employer needs, which benefits our graduates with strong employment outcomes.

EVOLVING DEMOGRAPHICS

The population of the Ottawa region is projected to continue growing over the next five years, with young adults aged 20 to 35 representing a key driver of growth. We can strengthen our ability to attract and support this group through innovative, accessible programming and services tailored to their needs. The region is also seeing growth in Indigenous populations, reinforcing the importance of ensuring our programs, partnerships, and learning environments reflect and support the diverse communities we serve.

FINANCIAL CHALLENGES

Like others in the sector, Algonquin College is navigating significant financial pressures, including a challenging provincial funding environment, a long-term tuition freeze, limits on international students, and the inflationary nature of our expenses. To sustain our mission and continue delivering high-quality education, the College is taking a strategic approach to both revenue growth and financial stewardship. This includes strengthening cost efficiencies and refining revenue streams through industry collaboration to support long-term financial resilience.

SHIFTS IN GLOBAL TRADE

Rising protectionism in key global markets and shifting trade policies are reshaping supply chains and increasing the need for domestic industries to adapt. There is growing emphasis on strengthening domestic manufacturing, technology, and critical infrastructure to enhance Canada's economic resilience. These shifts create opportunities for us to support industry adaptation through targeted skills training, applied research, and workforce development. By equipping learners with the expertise required in high-demand sectors and collaborating with industry partners to drive innovation, we are well-positioned to contribute to Canada's economic resilience in an evolving global landscape.

We continue to **provide polytechnic leadership** and **serve** as a **model** to others in the **college system**.

Algonquin College Coat of Arms



The Polytechnic Advantage

Embracing our identity

Algonquin College is a leader in polytechnic education, a distinct post-secondary model that combines advanced technical education with practical, hands-on experience. Our programs are designed in close collaboration with industry to equip learners with the skills, knowledge, and experiences they need to thrive in a rapidly evolving workforce.

Applied learning is central to the polytechnic experience. Whether through co-ops, apprenticeships, applied research, or other forms of work-integrated learning and international experiences, students at Algonquin College spend meaningful time on real-world challenges. These experiences allow learners to develop practical, industry-specific skills and build professional networks that support successful transitions into the workforce.

Polytechnic institutions work together with employers, industry partners, and community leaders to ensure programming stays relevant and responsive.

By co-designing curriculum and collaborating to deliver learning opportunities, we create direct pathways between education and employment, so our graduates are prepared to contribute from day one.

Polytechnic education supports learners throughout their careers. Our flexible, modular programs offer a range of credentials, from diplomas to applied degrees and graduate certificates, that make it easier to move between work and study. This adaptability empowers learners to continue building skills as their goals evolve and workforce needs change.

Polytechnics drive Canada's productivity through embedding technology and innovation. Learners gain access to state-of-the-art labs, emerging technologies, and applied research opportunities that help them develop forward-looking, innovation-ready mindsets. By working directly with industry on real challenges, students help shape solutions while building future-proof capabilities.

The polytechnic mission extends beyond preparing first-time learners. As a polytechnic, we play a vital role in full-spectrum workforce development – offering education and training for those entering the workforce, re-entering after time away, or looking to advance in their careers.

Algonquin College's polytechnic advantage lies in our ability to innovate, adapt, and deliver meaningful outcomes for learners, partners, and communities, both locally and globally. Through applied education, industry alignment, and a commitment to lifelong learning, our polytechnic leadership helps shape a skilled, future-ready workforce.

Mission, Vision, and Values

Algonquin College's mission, vision, and values guide everything we do. They reflect who we are, what we strive to achieve, and the principles that shape our decisions and actions. Together they confirm that every initiative, investment, partnership, and program align with our strategic identity, as a leader in Canada's post-secondary landscape and our commitment to valuable outcomes for our learners, employers, and communities.

MISSION

To transform hopes and dreams
into lifelong success.

VISION

The premier destination for innovation
through polytechnic leadership, driving
prosperity and impact in the nation's
capital and beyond.

VALUES

Caring

We have a sincere and compassionate
interest in the well-being of the individual.

Learning

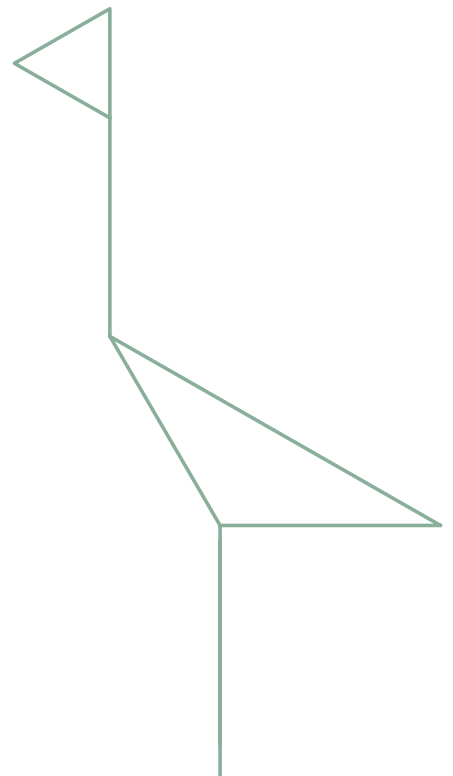
We believe in the pursuit of knowledge,
personal growth and development.

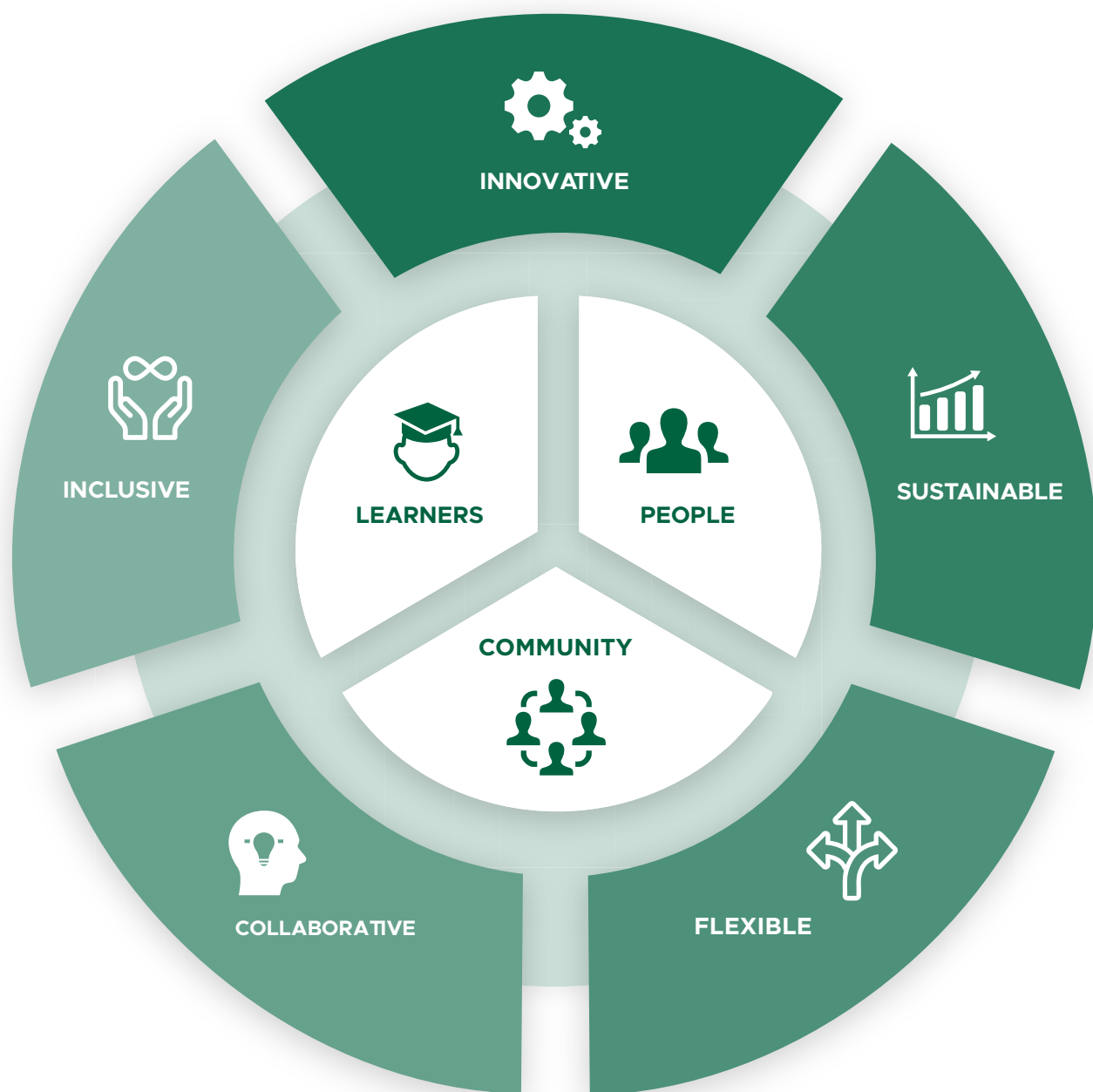
Integrity

We believe in trust, honesty and fairness
in all relationships and transactions.

Respect

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

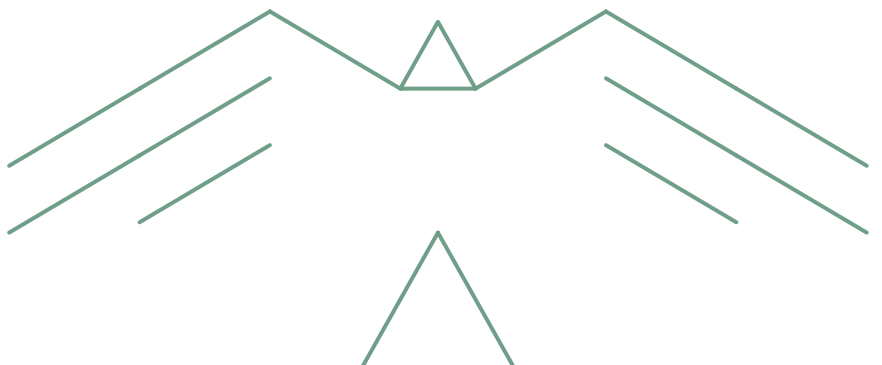




EMPOWER



To journey, together



Strategic Priorities

Our 2025-2030 Strategic Plan is anchored on three, interconnected priorities that leverage the polytechnic advantage to create lasting impact for learners, industries, and communities. These priorities align with the vision as a hub of innovation through polytechnic education that drives prosperity and impact in the nation's capital and beyond.

Career-focused, lifelong learning ensures that learners gain the skills, knowledge, and experience to launch and accelerate their careers, along the entire career lifecycle. Through innovative teaching, industry-relevant curriculum, and flexible program design, Algonquin College empowers learners to acquire what they need to transform their hopes and dreams into lifelong success.

Technology and data intelligence drive innovation in both learning and operations. By leveraging data and insights and integrating emerging technologies into education and ways of working, Algonquin College fosters future-ready learners, empowered employees, and a dynamic learning environment that prepares graduates for the digital economy.

Partnering for prosperity strengthens Algonquin College's role as a catalyst for regional and industry growth and impact. By aligning programming and experiential learning with key sectors, fostering integrative partnerships, and collaboratively tackling key challenges facing the region and beyond, we create enhanced pathways from education to employment, ensuring learners and organizations thrive together.

The **Strategic Plan** is anchored on **three, interconnected priorities** to create **lasting impact** on **learners, industries, and communities**.

STRATEGIC PRIORITIES



PRIORITY 1: CAREER-FOCUSED, LIFELONG LEARNING **Empower and elevate careers**

At Algonquin College, lifelong learning is central to helping learners achieve their career goals while driving workforce development. As labour markets evolve and economies transform, learners rely on the College for continuous upskilling and reskilling, and employers are confident that knowledge and abilities of our graduates meet their needs.

Goal	Objectives
To empower and elevate careers by equipping learners with the skills, knowledge, and experience trusted in the marketplace.	<ul style="list-style-type: none">• Design Agile Learning Pathways: Strengthen flexible, modular learner pathways and credentials that empower learners to advance throughout their careers and adapt to evolving industry needs.• Amplify Future-Ready Skills: Enhance communication, critical thinking, leadership, digital literacy, and intercultural skills across programs to prepare learners for success in diverse and complex environments.• Embed Universal Design Principles: Integrate universal design for learning across the curriculum to ensure equitable access and engagement, strengthen learning experiences, and support learner retention and readiness for dynamic career pathways.

INTERCONNECTED PRIORITIES



PRIORITY 2: TECHNOLOGY AND DATA INTELLIGENCE

Transform learning and productivity

Embracing digital tools and data analytics are essential to advancing our polytechnic identity and delivering on our mission. Evolving and emerging technologies – including artificial intelligence, robotics, and cybersecurity – rapidly transform economies and societies in new ways. By equipping learners, faculty, and employees with systems and insights that drive productivity and innovation, we foster a dynamic environment that equips learners to succeed in a rapidly evolving world.

Goal	Objectives
To drive innovation by leveraging technology and intelligence to elevate learner outcomes, empower employees, and create a more agile, future-ready institution.	<ul style="list-style-type: none"> • Enhance Digital Learning: Expand flexible, transformative learning options that improve learner outcomes by integrating technologies (e.g., virtual labs, simulations, interactive learning platforms) into in-person, virtual, and blended modalities. • Personalize Student Supports: Provide tailored, inclusive services through technology-enabled, personalized supports to enhance learner satisfaction and outcomes. • Foster AI Innovation: Position Algonquin College as a living lab for responsible artificial intelligence (AI) integration, fostering a culture of experimentation to equip our learners with future-focused skillsets, drive operational efficiencies, and support industry transformation. • Modernize Organizational Capabilities: Enhance operational and information systems and intelligence models to integrate workflows and collaboration, enhance service delivery, and strengthen data-driven decision making that drives institutional excellence.

STRATEGIC PRIORITIES



PRIORITY 3: PARTNERING FOR PROSPERITY Workforce and industry impact

At Algonquin College, we understand that our partners demand agility, innovation, and collaboration. Employers, industries, governments, community organizations, and donors have a stake in transforming the hopes and dreams of our learners into lifelong success because they know that supporting learners in this mission has a transformational impact on the socio-economic prosperity of the region.

As a polytechnic institution rooted in the nation's capital, we are uniquely positioned to respond to workforce needs and regional challenges across a variety of sectors — often with national and international impact. Algonquin College is a pillar of the community, working closely with organizations to understand their needs. Our advantage is our location and the pace at which we deliver quality, relevant programming, foster integrative partnerships, and collaboratively tackle the key challenges and opportunities facing the region and beyond.

Goal	Objectives
To foster regional prosperity and supply talent matched with labour market needs through integrated industry- and community-aligned action and partnerships.	<ul style="list-style-type: none"> • Co-Create and Align with Key Sectors: Embed industry in the design of programming, curriculum, and learning experiences to ensure offerings continuously reflect evolving workforce demands across key regional sectors – notably technology, health care, government, and construction. • Drive Impact through Partnership: Connect industry and organizations with faculty and learners to collaboratively address real-world challenges and opportunities facing the region through applied research endeavours, capstone projects, and strategic partnerships. • Expand Experiential Learning: Grow opportunities for experiential learning including co-operative education, apprenticeships, clinical placements, community-engaged learning, land-based education, service learning, learning enterprises, and entrepreneurship to bridge education and employment for our graduates. • Enhance Global Citizenship: Bolster international partnerships and collaborations to enhance global citizenship and learner mobility through international learning experiences.

“

By fostering **collaboration**, building strong **partnerships**, and **working together**, we can **create** a **vibrant community** that supports the **hopes** and **dreams** of our **future leaders**.”

Mark Savenkoff

Vice President, Advancement and Strategy



GOING ON BE



A photograph of four men performing a traditional drumming ceremony on a red carpet. The men are wearing patterned shirts and are holding drumsticks. A large, decorated drum is in the foreground. The background is dark with stage lights.

Foundations for Success

Our 2025–2030 Strategic Plan is built on a steadfast commitment to sustainability and belonging. These are the bedrocks that create the conditions for growth, resilience, and long-term success. These five enablers guide our decision-making toward an inclusive, responsible, and future-ready institution, reflect our shared commitment to our people and communities, and provide the framework for demonstrating polytechnic leadership. Each foundation for success is supported by its own underpinning plan to ensure focused and effective implementation of our priorities.

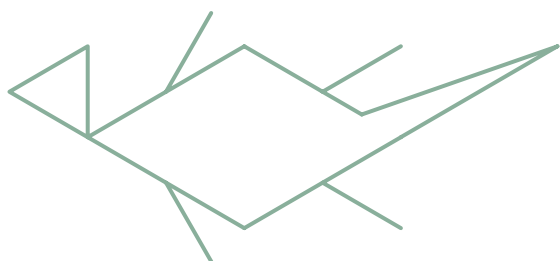
OUR PEOPLE

Algonquin College's greatest strength lies in its people. We embrace a culture of excellence, inclusion, and innovation, valuing creativity, collaboration, and continuous development. This involves investing in professional growth, attracting and retaining top talent, and providing the necessary tools and support for our employees to thrive.

As we pursue new strategic directions, new competencies are required among our faculty, employees, and administrators. Empowered and accountable employees create exceptional learning experiences, drive innovation, and actively collaborate with the communities we serve. When our employees thrive, the entire College benefits, leading to a more dynamic, innovative, and successful institution.

As a cornerstone of eastern Ontario and Canada's capital, the College champions inclusivity and belonging, welcoming the world and nurturing talent for a multicultural and globally connected society. We are committed to fostering an environment where diverse perspectives and abilities are celebrated, ensuring every community member feels a profound sense of belonging. This involves dismantling systemic barriers to education, learning, and employment, and ensuring equitable access to opportunities for all learners and employees.

Cultivating a culture of belonging is a continuous effort that drives our strategic objectives and fuels positive learner outcomes. Embedding inclusion, diversity, equity, and accessibility (IDEA) and universal design principles into our policies and practices forms the foundation for success. Promoting cross-cultural understanding and fostering intercultural skills are vital to maintaining a vibrant and dynamic learning community. This holistic approach supports learner success and prepares our students to thrive in an interconnected world.



FINANCIAL RESILIENCE

Long-term financial health is the cornerstone that allows us to continually invest in innovation, learner success, and community impact. By establishing robust financial resilience measures, Algonquin College adapts to changing educational landscapes, meet the evolving needs of learners, and contribute significantly to the community's economic and social well-being.

We are unwavering in our commitment to the long-term sustainability of delivering on our mission with transparency and accountability. This commitment is reflected in our strategic approach to financial management, which includes:

Aligning investments with strategic priorities: We meticulously prioritize our investments to ensure they align with the achievement of strategic objectives and support the underlying foundations of our success.

Ensuring responsible financial stewardship: Our financial stewardship is guided by principles of responsibility and prudence. We maintain a strong focus on cost-efficiency and collaborative governance to ensure that every dollar spent is optimized for impact on our strategic priorities.

Diversifying revenue streams: To reduce dependency on traditional funding sources, we are committed to broadening our revenue streams while protecting existing sources. This includes forging partnerships with industry, engaging in applied research projects, fostering international collaborations, and exploring innovative delivery models to achieve our mission.

Cultivating a **culture** of
belonging is a **continous** effort
that **drives** our **strategic**
objectives and **fuels** positive
learner **outcomes**.

INDIGENIZATION

The connection between Algonquin College and Indigenous communities is not just a part of our identity, it is the very essence of who we are, and it compels us to pursue transformative change. Educational institutions hold a critical role in advancing the Truth and Reconciliation Commission of Canada's Calls to Action.

We are deeply committed to integrating Indigenous ways of knowing, being, and doing throughout every facet of our institution and are a model to other colleges and organizations across the country. This commitment is reflected in our efforts to strengthen relationships with Indigenous communities, increase Indigenous representation and understanding amongst our employees and leadership, and advance reconciliation through our curriculum, learning experiences, support services, and cultural initiatives.

As a recognized leader in Indigenous education and a trusted partner in fostering the prosperity of Indigenous communities, we continuously strive to honour our name. Our primary focus is on addressing barriers to education, graduation, and employment for Indigenous learners. Additionally, we are dedicated to supporting the broader economic empowerment of Indigenous peoples through structures that facilitate the creation and success of Indigenous-led businesses.

SUSTAINABILITY

Post-secondary institutions are unique in their ability to drive transformative change in advancing the United Nations Sustainable Development Goals (UN SDGs), including urgent calls to tackle climate change. This is not merely a moral obligation but a strategic necessity for ensuring long-term success and fulfilling our mission. At Algonquin College, we embed environmental responsibility and sustainable development principles into every facet of our decision-making, operations, curriculum, research, and community engagement.

Our unwavering commitment to reducing our environmental footprint, fostering a sustainability-focused mindset and skillset among learners, and collaborating with industry, community, government, and international partners, propels social innovation and sustainable impact within our community, spearheading transformational change.





NURTURING
TALENT

ACHIEVE



To journey, together

Analyze **results** and
establish **action plans**
to drive continuous
improvement.

Implementation

Measurements and Accountability

MEASUREMENT

Robust measurement is critical to driving the alignment of investments, initiatives, and organizational efforts with the achievement of strategic objectives. A balanced scorecard framework will be adopted to manage organizational metrics from four perspectives: *Learners, Community, People, and Operations*.

Measures	Career-Focused, Lifelong Learning	Technology and Data Intelligence	Partnering for Prosperity
Learner Perspective			
Enrolment	✓		
Learner Satisfaction Rate	✓	✓	
Graduation Rate	✓		✓
Employment Rate	✓	✓	✓
Community Perspective			
Revenue from External Sources	✓		✓
Strategic Partnerships	✓	✓	✓
Community Impact Score	✓	✓	✓
People Perspective			
Employee Engagement Score	✓	✓	✓
Inclusion, Diversity, Equity and Accessibility Score	✓		
Indigenization			✓
Operations Perspective			
Financial Health	✓	✓	✓
Sustainability Rating	✓		✓
Technology Adoption Rate		✓	

For each measure, shared data dashboards and breakdowns will be established to provide the ability to set annual targets, track performance, and explain variances. An annual report will be developed to analyze results and establish action plans to drive continuous improvement.

INTEGRATED PLANNING

Specific integrated frameworks and action plans will be developed and maintained to support the execution of the Strategic Plan. These strategies are cross-functional in nature and breakdown individual goals into specific outcomes, actions, and measures.

Algonquin College will maintain the following integrated frameworks and goals:

- Academic Plan
- Strategic Enrolment Management Plan
- Digital Strategy
- People Plan
- Sustainability Framework
- Indigenization Framework
- Financial Sustainability Roadmap
- Community Engagement Framework
- Master Campus Development Plan



Ombàkwe

The sun is above the eastern horizon.

To embark.

Report title:	2025-28 Corporate Risk Register
Report to:	Board of Governors
Date:	June 2, 2025
Algonquin College Executive Team Member:	Grant Perry, Acting Vice President, Finance and Administration
Author(s)/Presenter(s):	Paul Gardner, Director, Risk Management Susan Mainse, Manager, Risk Management

1. RECOMMENDATION:

THAT the Board of Governors approves the DRAFT 2025-28 Corporate Risk Register and Top Five Corporate Risks.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide an update on Algonquin College's most significant corporate risks and to report on the effectiveness of the risk mitigation efforts being applied to improve the likelihood of achieving the College's goals and objectives, as outlined in the 2022-2025 Strategic Plan.

3. BACKGROUND:

The College has been updating the Corporate Risk Register on a bi-annual basis since the first Corporate Risk Register was developed in 2015.

As in previous years, this update of the Corporate Risk Register and Top Five Corporate Risks began by identifying the challenges facing the Ontario postsecondary sector (external environment). The detailed and described challenges were presented for consideration to the College Risk Management Committee (CRMC) and the Algonquin College Leadership Team (ACLT) for the consideration of Algonquin College's specific risk challenges (internal environment).

Consideration and evaluation of sector-wide and Algonquin-specific risks enabled the CRMC and the ACLT to develop Appendix A: 2025-28 Corporate Risk Register and Top Five Corporate Risks.

4. DISCUSSION:

The Risk Management Department has been monitoring the College's Top Five Corporate Risks and reporting on the effectiveness of targeted mitigation activities to ACLT and the Audit and Risk Management Committee each fiscal quarter since 2015.

Every two to three years, in partnership with the College's Executive Team, the Risk Management Department updates the College's Risk Register and identifies the Top Five Corporate Risks facing Algonquin College. This updating process includes an assessment of a sector-specific environmental scan (external), an Algonquin-specific environmental scan (internal), and a Leadership Team ranking evaluation.

Recognizing sector-wide challenges, CRMC and ACLT collaborated to update the 2025-28 Corporate Risk Register and identify the Top Five Corporate Risks.

The 2025-28 Top Five Corporate Risks are:

1. Financial Sustainability
2. Innovation and Technological Development
3. Employee Development and Resource Optimization
4. Reputation
5. Competitive Position

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 checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input type="checkbox"/>

6. STUDENT IMPACT:

The College's Corporate Risk Register and Top Five Corporate Risks provide management with insight into systemic and corporate risks impacting the efficiency, effectiveness, and sustainability of College operations, all of which are important to the student experience.

7. FINANCIAL IMPACT:

The College's Corporate Risk Register and Top Five Corporate Risks provide a framework for College leadership to engage in analysis of potential risks and assessment of known risks. Effective mitigation of known risks is likely to improve the College's financial sustainability.

8. HUMAN RESOURCES IMPACT:

Awareness and development of the College's Corporate Risk Register and Top Five Corporate Risks has involved presentations and workshops with College Leadership. The result of this activity has been to develop a greater understanding of the risk identification and management process, assisting College leaders in making informed decisions.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

While there is not a Ministry of Colleges, Universities, Research Excellence and Security (MCURES) directive that requires Ontario Colleges to develop a Corporate Risk Register and Top Five Corporate Risks, there is an expectation from MCURES that Colleges will undertake risk assessment when carrying out the business of the College. Increasingly, robust risk assessment is a requirement when seeking funding and engaging in complex business agreements. Many provincial funding agreements require the College to undertake regular risk assessment.

10. COMMUNICATIONS:

To ensure transparency and engagement, the updated Corporate Risk Register and Top Five Corporate Risks will be shared with key partners across the College. This includes presentations to the Executive Team, Audit and Risk Management Committee, and College Leadership to facilitate discussions on risk mitigation strategies. Ongoing, targeted communications will be issued to relevant departments to ensure awareness and alignment with risk management priorities.

11. CONCLUSION:

With each iteration, the process for developing the College's Corporate Risk Register and identifying the Top Five Corporate Risks becomes more refined. Through analysis of the Ontario postsecondary sector (external environment) combined with evaluation of specific risk challenges faced by Algonquin College (internal environment), College leadership is confident in requesting approval for the 2025-28 update of the Corporate Risk Register and Top Five Corporate Risks.

Respectfully submitted:



Grant Perry
Acting Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

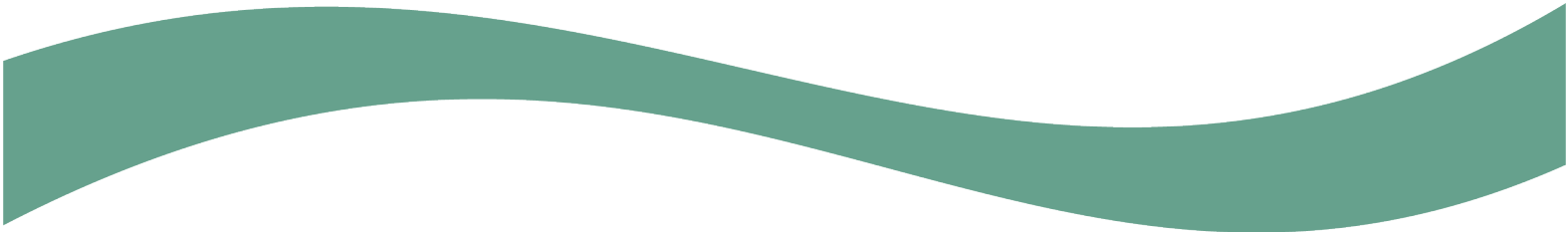
Appendix A: 2025-28 Corporate Risk Register and Top Five Corporate Risks
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April 2025

DRAFT

Report

**The 2025-28 Update of the Corporate Risk Register
and Top Five Corporate Risks**



Executive Summary

The Risk Management Department has been monitoring the College's Top Five Corporate Risks and reporting on the effectiveness of targeted mitigation activities to the Algonquin College Executive Team and the Audit and Risk Management Committee each fiscal quarter since 2015.

Every two to three years, in partnership with the College's Executive Team, the Risk Management Department updates the College's Risk Register and identifies the Top Five Corporate Risks. This updating process includes an assessment of a sector-specific environmental scan (external), an Algonquin-specific environmental scan (internal), and a Leadership Team ranking evaluation.

Recognizing sector-wide challenges, the College Risk Management Committee and the Algonquin College Leadership Team collaborated to update the 2025-28 Corporate Risk Register and identify the Top Five Corporate Risks.

Following are the 2025-28 Corporate Risk Register and the Top Five Corporate Risks:

The 2025-28 Corporate Risk Register:

1	<i>Financial Sustainability</i>	6	<i>National Economic Recession</i>	11	<i>Reputation</i>
2	<i>Outdated Infrastructure</i>	7	<i>Innovation and Technology Development</i>	12	<i>Declining Public Trust</i>
3	<i>Inflationary Pressures</i>	8	<i>System Failures and Cloud Security</i>	13	<i>Competitive Position</i>
4	<i>Global Instability</i>	9	<i>Employee Development and Resource Optimization</i>	14	<i>Student Recruitment Challenges</i>
5	<i>Government Funding Reductions</i>	10	<i>Mental Health Challenges</i>	15	<i>Changing Student Expectations</i>

The 2025-28 Top Five Corporate Risks:

1. Financial Sustainability
2. Innovation and Technological Development
3. Employee Development and Resource Optimization
4. Reputation
5. Competitive Position

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Introduction

The Corporate Risk Register Update Process

Recognizing sector-wide challenges, the College Risk Management Committee and the Algonquin College Leadership Team collaborated to update the Corporate Risk Register and to identify the Top Five Corporate Risks. The purpose of this list is to monitor strategic threats to the College's financial health, market position, and reputation.

The Need for a Refreshed Corporate Risk Register

Algonquin College faces external and internal challenges that significantly impact academic delivery, reputation, financial stability, competitiveness, and operational effectiveness. The risk landscape in higher education changes rapidly, including increased risks of cyber-attacks, data breaches, and threats to campus safety.

Proactive risk management is critical to providing a safe, supportive, and competitive learning environment. A robust risk register enhances the College's ability to:

- **Identify Emerging Risks:** Monitor and document new threats for effective mitigation.
- **Support Strategic Decision-Making:** Align risk management with institutional goals.
- **Ensure Compliance:** Maintain adherence to regulatory, legal, and policy requirements.
- **Strengthen Accountability:** Assign risk ownership to responsible stakeholders.
- **Enhance Resilience:** Prepare for disruptions and enable agile responses to crises.

The Sector (External) Environment

Ontario's post-secondary institutions face increasing challenges due to provincial government underfunding and a decline in international student enrolment due to stricter study and post-graduate work permit regulations. These factors have led to:

- Significant budget shortfalls requiring staffing and program adjustments.
- Increased competition for a shrinking pool of domestic students.
- Reduced investment in infrastructure and innovation, affecting competitiveness and student experience.

The Updated 2025-28 Corporate Risk Register

The following risks were identified based on feedback from Algonquin College Leadership:

1. *Financial Sustainability*
Insufficient alignment between strategy and financial performance could lead to investments that negatively impact financial stability.
2. *Outdated Infrastructure*
Aging facilities and outdated systems hinder operational efficiency and student satisfaction.
3. *Inflationary Pressures*
Rising costs strain budgets, especially without proportional tuition or funding increases.
4. *Global Instability*
Economic challenges and political disputes affect international student attraction.
5. *Government Funding Reductions*
Reduced funding requires continuous cost-cutting measures or alternative revenue sources that generate positive contribution.
6. *National Economic Recession*
Economic downturns affect enrolment, housing needs, and program offerings.
7. *Innovation and Technology Development*
Rapid technological shifts, including AI, may cause existing programs to become obsolete and may mean that back-end systems do not meet student and employee expectations.
8. *System Failures and Cloud Security*
Increased reliance on digital platforms raises risks of cyber breach/theft and ransomware attack.
9. *Employee Development and Resource Optimization*
Ensuring a well-supported, motivated, and optimized workforce is essential for the College to achieve its goals, business objectives, and overall institutional success.
10. *Mental Health Challenges*
Rising student and employee mental health concerns require investment in support services.
11. *Reputation*
Negative publicity or underperformance can harm enrolment and funding.
12. *Declining Public Trust*
Reduced confidence in post-secondary education affects enrolment and funding.
13. *Competitive Position*
Growing competition from universities, private colleges, trade unions, and online providers threatens market share.
14. *Student Recruitment Challenges*
Changing demographics and policies impact student recruitment.
15. *Changing Student Expectations*
Demand for flexible, tech-driven learning necessitates program adaptation.

The Updated 2025-28 Top Five Corporate Risks

1. Financial Sustainability

Financial sustainability remains the foremost risk for Algonquin College. Misalignment between financial sustainability and strategic investments poses a significant risk. The sub-categories under this risk include:

- **Outdated Infrastructure:** Aging facilities and outdated systems increasingly impact operational efficiency, operating costs, and student and employee satisfaction.
- **Government Funding Reductions:** Reductions in international student enrolment without increases to domestic student funding, through increased operating grant funding and a lifting of the tuition fee freeze, requires the College to continuously identify and implement difficult cost-cutting measures or require alternative revenue sources that generate positive contribution.
- **Inflationary pressures:** Rising costs for salaries, utilities, and supplies continue to strain operational and capital budgets.

2. Innovation and Technology Development

Staying at the forefront of technological advancements is critical for Algonquin College's long-term success. The sub-categories under this risk include:

- **Cybersecurity threats:** Expanded use of cloud platforms increases the possibility of cyber breach, personal and corporate information theft, and ransomware attack.
- **Pace of technological innovation:** Rapid innovation, including advancement in AI, may disrupt traditional learning and teaching models, and may mean that back-end systems do not meet the expectations of students and employees.
- **Digital transformation challenges:** Integrating emerging technologies into curriculum and operations requires strategic planning, investments and resource allocation.

3. Employee Development and Resource Optimization

Ensuring a well-supported, motivated, and optimized workforce is essential for the College to achieve its goals, business objectives, and overall institutional success. The sub-categories of this risk include:

- **Workforce well-being and engagement:** Employee engagement and mental health are key factors in maintaining a positive workplace culture, employee morale, and institutional productivity.
- **Talent attraction and retention:** Increased turnover and talent shortages may negatively impact service quality and increased competition for talent. This will make it more difficult to recruit and retain qualified employees.
- **Professional development:** Continuous upskilling, employee development, and training are difficult during times of financial restraint but are increasingly important if the College intends to keep pace with evolving environmental and educational trends.

4. Reputation

The reputation of Algonquin College is a valuable asset that requires careful management. The sub-categories of this risk include:

- **Public perception and brand strength:** Effective management of negative publicity, academic excellence and program quality, and student satisfaction could improve enrolment and partnerships.
- **Community and industry relationships:** Strong ties with industry and the local community enhance opportunities for students and builds institutional credibility.
- **Academic Excellence:** Excelling in specialist program areas through experiential learning, alignment with recognized industry partners, and targeted investment in infrastructure will enhance the reputation of the College.

5. Competitive Position

The evolving post-secondary landscape presents challenges in maintaining Algonquin College's market position. The sub-categories of this risk include:

- **Student enrolment competition:** Active response to increased competition from other institutions and a targeted competitive strategy will impact Algonquin's ability to attract students.
- **Program differentiation:** Response to evolving student expectations for flexible, technology-driven, and personalized learning supports will require change and adaptation to program delivery.
- **International market shifts:** Shifts in demographic trends and international policies could significantly impact student recruitment opportunities, particularly from legacy international source countries.

Conclusion

The Department of Risk Management recommends that the updated 2025-28 Corporate Risk Register and the Top Five Corporate Risks replace the 2022-25 version. Moving forward, the risks will be incorporated into strategic and operational decision-making.

Once approved, the Risk Management Department will assess the College's efforts to mitigate the updated Top Five Corporate Risks each fiscal quarter and report on the effectiveness of mitigation activities to the Algonquin College Executive Team and to the Audit and Risk Management Committee.



InReport title:	Office of Indigenous Initiatives Annual Report
Report to:	Board of Governors
Date:	June 2, 2025
Algonquin College Executive Team Member:	Krista Pearson, Vice President Student Services
Author(s)/Presenter(s):	Anita Tenasco, Director, Indigenous Initiatives

1. RECOMMENDATION:

THAT the Board of Governors accepts for information the Office of Indigenous Initiatives' Annual Report on the key activities in relation to Truth, Reconciliation and Indigenization in 2024-25.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to advise the Board of Governors of the activities that were implemented by the Office of Indigenous Initiatives and the Mamidosewin Indigenous Student Centre.

3. BACKGROUND:

In 2024-25, the Indigenous Initiatives area organized a variety of events to enhance the understanding and awareness of Indigenous peoples for students and leaders of Algonquin College. As a result of the work of Indigenous Initiatives, Algonquin College actively connected with the following Indigenous communities and Indigenous Service provider agencies: the Algonquins of Pikwakànanagàn First Nation, Kitigan Zibi Anishinabeg First Nation, Kahnawake First Nation, Algonquins of Barriere Lake, the Anishinàbe Algonquin Nation Tribal Council, the Metis Nation of Ontario, Tungasuvvingat Inuit, Odawa Friendship Centre, and the Madahòki Farm.

4. DISCUSSION:

The Director, Indigenous Initiatives focused on building a learner-driven culture regarding Indigenous histories, cultures, languages, and current realities.

In 2024-25, the Indigenous Initiatives area has collaborated with many areas of the college: the Algonquin College Student's Association, International Education Centre, Faculties and

Schools, as well as the Pembroke and Perth campuses. Strong engagement also took place with several college partner organizations: PCL Construction, Nokia, TD Bank, Ricoh, GBA, CAE, and Porter Airlines, to name a few. The collaborations have allowed for incredible lifelong learner experiences for students, a learner-driven culture and a diverse and inclusive work environment.

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 activities of the Indigenous Initiatives area provided opportunities to gather to learn about the circle within indigenous cultures, Anishinàbe Algonquin artifacts, the Anishinàbemowin language, Indigenous arts and crafts, and Indigenous foods. Also, land-based learning was a focus in the Fall 2024 and Winter 2025.

7. FINANCIAL IMPACT:

The Indigenous Initiatives' area utilized funding attained through Dare6 partnerships with PCL Construction, Nokia, TD and CAE to implement a conference, panel discussion, the Kwey video series, arts and crafts activities, and circle discussions in 2024-25.

8. HUMAN RESOURCES IMPACT:

Employees of Algonquin College accessed opportunities to learn from and build relationships with a variety of Indigenous leaders, Elders and Knowledge Keepers. The activities of the Indigenous Initiatives area have promoted an inclusive work environment, and it has empowered college employees to foster a high-quality, learner-driven culture with a focus on Truth, Reconciliation, and Indigenization.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There is no government, regulatory or legal impact to note.

10. COMMUNICATIONS:

Algonquin College Corporate Communications assisted the Director of Indigenous Initiatives to promote the Truth, Reconciliation and Indigenization activities held in 2024-25.

11. CONCLUSION:

In 2024-25, the Indigenous Initiatives area carried out Truth, Reconciliation and Indigenization activities for students, college leaders, employees and college partners that were in line with the Algonquin College Indigenous Education Council Annual Plan, the Algonquin College Business Plan (2024-26), Algonquin College Strategic Plan (2022-25) and the Inclusion, Diversity, Equity and Accessibility (IDEA) Blueprint (2023-26).

Respectfully submitted:



Krista Pearson
Vice President, Student Services

Approved for submission:



Claude Brulé
President and CEO

Report title:	Freedom of Information Annual Report and Protection of Privacy Act – 2024 Annual Report
Report to:	Board of Governors
Date:	June 2, 2025
Algonquin College Executive Team Member:	Grant Perry, Acting Vice President, Finance and Administration
Author(s)/Presenter(s):	Grant Perry, Acting Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the Board of Governors with Appendix A: 2024 Information and Privacy Commissioner Statistical Report.

3. BACKGROUND:

The Vice President, Finance and Administration, acts as the College's Freedom of Information Coordinator on behalf of the Head of the organization, the College's President. The Freedom of Information and Protection of Privacy Act provides the right to request access to recorded information held by government organizations, subject to specific exemptions.

4. DISCUSSION:

In 2024, there were 21 new Freedom of Information requests received. Of those new requests received, 17 were processed within the statutory time limit and four were not processed within the statutory time limit due to the volume and complexity of records for which extensions were granted. These files have since been completed and closed.

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:

This activity does not have any direct student impact.

7. FINANCIAL IMPACT:

There is no material financial impact arising from Freedom of Information requests. A total of \$25 in fees have been collected from requestors, while the College has incurred \$260 in legal costs to complete such requests.

8. HUMAN RESOURCES IMPACT:

Impacts to human resources are minor when considering the overall College business activity.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The standard report addresses the regulatory requirement for the Freedom of Information and Protection of Privacy Act. The completion of the Information and Privacy Commissioner's year-end Statistical Report is mandatory.

10. COMMUNICATIONS:

The information and Privacy Commissioner's year-end Statistical Report for all institutions is made available to the public on the Information and Privacy Commissioner's of Ontario website at: <https://www.ipc.on.ca>.

11. CONCLUSION:

Algonquin College is an Ontario crown agency and part of the Broader Public Sector. The College is required to protect the privacy of an individual's personal information existing in College records. Individuals have the right to request access to College-held information, including general records and records containing their own information. In compliance with the Freedom of Information and Protection of Privacy Act, the College submits a year-end Statistical Report annually.

Respectfully submitted:



Grant Perry
Acting Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: 2024 Information and Privacy Commissioner Statistical Report
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The Year-End Statistical Report
for the
Information and Privacy Commissioner of Ontario

**Statistical Report of
Algonquin College
for the Reporting Year 2024
for
*Freedom of Information and Protection of Privacy Act***

Section 1: Identification

1.1 Organization Name

Algonquin College

Head of Institution Name & Title

Claude Brulé, President

Head of Institution E-mail Address

brulec@algonquincollege.com

Management Contact Name & Title

Grant Perry, Acting VP Finance and Administration

Management Contact E-mail Address

perryg@algonquincollege.com

Primary Contact Name & Title

Susan Mainse, Risk Manager

Primary Contact Email Address

mainses@algonquincollege.com

Primary Contact Phone Number

6133018475

Primary Contact Fax Number

Primary Contact Mailing Address 1

1385 Woodroffe Avenue

Primary Contact Mailing Address 2

Room A2608

Primary Contact Mailing Address 3

Primary Contact City

Ottawa

Primary Contact Postal Code

K2G 1V8

1.2 Your institution is:

College

Section 2: Inconsistent Use of Personal Information

2.1

Whenever your institution uses or discloses personal information in a way that differs from the way the information is normally used or disclosed (an inconsistent use), you must attach a record or notice of the inconsistent use to the affected information.

0

Your institution received:

- ☐ No formal written requests for access or correction
- ☒ Formal written requests for access to records
- ☐ Requests for correction of records of personal information only

Section 3: Number of Requests Received and Completed

Enter the number of requests that fall into each category.

- 3.1** New Requests received during the reporting year
- 3.2** Total number of requests completed during the reporting year

Personal Information	General Records
10	11
10	11

Section 4: Source of Requests

Enter the number of requests you completed from each source.

- 4.1** Individual/Public
- 4.2** Individual by Agent
- 4.3** Business
- 4.4** Academic/Researcher
- 4.5** Association/Group
- 4.6** Media
- 4.7** Government (all levels)
- 4.8** Other
- 4.9** Total requests (Add Boxes 4.1 to 4.8 = 4.9)

Personal Information	General Records
9	4
1	0
0	3
0	0
0	3
0	0
0	1
0	0
10	11

BOX 4.9 must equal BOX 3.2

Section 5: Time to Completion

How long did your institution take to complete all requests for information? Enter the number of requests into the appropriate category. How many requests were completed in:

- 5.1** 30 days or less
- 5.2** 31 - 60 days
- 5.3** 61 - 90 days
- 5.4** 91 days or longer
- 5.5** Total requests (Add Boxes 5.1 to 5.4 = 5.5)

Personal Information	General Records
9	8
1	3
0	0
0	0
10	11

BOX 5.5 must equal BOX 3.2

Section 6: Compliance with the Act

In the following charts, please indicate the number of requests completed, within the statutory time limit and in excess of the statutory time limit, under each of the four different situations:

- NO notices issued;
- BOTH a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) issued;
- ONLY a Notice of Extension (s.27(1)) issued;
- ONLY a Notice to Affected Person (s.28(1)) issued.

Please note that the four different situations are mutually exclusive and the number of requests completed in each situation should add up to the total number of requests completed in Section 3.2. (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = BOX 6.13 and BOX 6.13 must equal BOX 3.2)

A. No Notices Issued

	Personal Information	General Records
6.1 Number of requests completed within the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	9	8
6.2 Number of requests completed in excess of the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	0	0
6.3 Total requests (Add Boxes 6.1 + 6.2 = 6.3)	9	8

B. Both a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) Issued

	Personal Information	General Records
6.4 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)).	0	0
6.5 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)) and the time limit permitted by the Notice to Affected Person (s.28(1)).	0	0
6.6 Total requests (Add Boxes 6.4 + 6.5 = 6.6)	0	0

C. Only a Notice of Extension (s.27(1)) Issued

	Personal Information	General Records
6.7 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)).	1	3
6.8 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)).	0	0
6.9 Total requests (Add Boxes 6.7 + 6.8 = 6.9)	1	3

D. Only a Notice to Affected Person (s.28(1)) Issued

	Personal Information	General Records
6.10 Number of requests completed within the time limits permitted under both the Notice to Affected Person (s.28(1)).	0	0
6.11 Number of requests completed in excess of the time limit permitted by the Notice to Affected Person (s.28(1)).	0	0
6.12 Total requests (Add Boxes 6.10 + 6.11 = 6.12)	0	0

E. Total Completed Requests (sections A to D)

	Personal Information	General Records
6.13 Total requests (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = 6.13)	10	11

BOX 6.13 must equal BOX 3.2

Section 6a: Contributing Factors

Please outline any factors which may have contributed to your institution not meeting the statutory time limit. If you anticipate circumstances that will improve your ability to comply with the Act in the future, please provide details in the space below.

Requests from an Association Group requesting access to labour relations and employment-related records and the Appointment and placement-related records. This type of request required guidance from legal counsel.

Other requests where records/partial records were released beyond the 30-day standard requirement under the Act, included personal requests for personal information and that of other individuals or requesting access to records in which it was very difficult and time-consuming to extract identities and personal information of other individuals. This was also noted within two requests for access to Security video footage.

Section 7: Disposition of Requests

What course of action was taken with each of the completed requests? Enter the number of requests into the appropriate category.

	Personal Information	General Records
7.1 All information disclosed	3	7
7.2 Information disclosed in part	6	4
7.3 No information disclosed	1	0
7.4 No responsive records exists	0	0
7.5 Request withdrawn, abandoned or non-jurisdictional	0	0
7.6 Total requests (Add Boxes 7.1 to 7.5 = 7.6)	10	11

BOX 7.6 must be greater than or equal to BOX 3.2

Section 8: Exemptions & Exclusions Applied

For the Total Requests with Exemptions/Exclusions/Frivolous or Vexatious Requests, how many times did your institution apply each of the following? (More than one exemption may be applied to each request)

	Personal Information	General Records
8.1 Section 12 - Cabinet Records	0	0
8.2 Section 13 - Advice to Government	0	1
8.3 Section 14 - Law Enforcement ¹	1	0
8.4 Section 14(3) - Refusal to Confirm or Deny	0	0
8.5 Section 14.1 - Civil Remedies Act, 2001	0	0
8.6 Section 14.2 - Prohibiting Profiting from Recounting Crimes Act, 2002	0	0
8.7 Section 15 - Relations with Other Governments	0	0
8.8 Section 16 - Defence	0	0
8.9 Section 17 - Third Party Information	5	0
8.10 Section 18 - Economic and Other Interests of Ontario	0	2
8.11 Section 18.1 - Information with Respect to Closed Meetings	0	0

Section 8: Exemptions & Exclusions Applied

8.12	Section 19 - Solicitor-Client Privilege
8.13	Section 20 - Danger to Safety or Health
8.14	Section 21 - Personal Privacy(Third Party) ²
8.15	Section 21(5) - Refusal to Confirm or Deny
8.16	Section 21.1 - Species at risk
8.17	Section 22 - Information soon to be published
8.18	Section 27.1 - Frivolous or Vexatious
8.19	Section 49 - Personal Information(Requester)
8.20	Section 65 - Act Does Not Apply ³
8.21	Section 65(6) - Labour Relations & Employment Related Records and Appointment and Placement Related Records
8.22	Section 67 - Other Acts
8.23	PHIPA Section 8(1) Applies
8.24	Total Exemptions & Exclusions Add Boxes 8.1 to 8.23 = 8.24

0	0
0	1
0	2
0	0
0	0
0	0
0	0
0	0
0	0
0	2
0	0
0	0
6	8

¹ not including Section 14(3)

² not including Section 21(5)

³ not including Section 65(6)

Section 9: Fees

Did your institution collect fees related to request for access to records?

	Personal Information	General Records	Total
9.1	Number of REQUESTS where fees other than application fees were collected	0	0
9.2.1	Total dollar amount of application fees collected	\$15.00	\$10.00
9.2.2	Total dollar amount of additional fees collected	\$0.00	\$0.00
9.2.3	Total dollar amount of fees collected (Add Boxes 9.2.1 + 9.2.2 = 9.2.3)	\$15.00	\$10.00
9.3	Total dollar amount of fees waived	\$35.00	\$45.00
		\$80.00	

Section 10: Reasons for Additional Fee Collection

Enter the number of REQUESTS for which your institution collected fees other than application fees that apply to each category.

	Personal Information	General Records	Total
10.1	Search time	0	0
10.2	Reproduction	0	0
10.3	Preparation	0	0
10.4	Shipping	0	0
10.5	Computer costs	0	0
10.6	Invoice costs(and other as permitted by regulation)	0	0

Section 10: Reasons for Additional Fee Collection**10.7** Total (Add Boxes 10.1 to 10.6 = 10.7)

0

0

0

Section 11: Correction and Statements of Disagreement

Did your institution receive any requests to correct personal information?

**Personal
Information****11.1** Number of correction requests received

0

11.2 Correction requests carried forward from the previous year

0

11.3 Correction requests carried over to next year

0

11.4 Total Corrections Completed [(11.1 + 11.2) - 11.3 = 11.4]

0

BOX 11.4 must
equal BOX 11.9

What course of action did your institution take regarding the requests that were received to correct personal information?

**Personal
Information****11.5** Correction(s) made in whole

0

11.6 Correction(s) made in part

0

11.7 Correction refused

0

11.8 Correction requests withdrawn by requester

0

11.9 Total requests (Add Boxes 11.5 to 11.8 = 11.9)

0

BOX 11.9 must
equal BOX 11.4

In cases where correction requests were denied, in part or in full, were any statements of disagreement attached to the affected personal information?

**Personal
Information****11.10** Number of statements of disagreement attached:

0

If your institution received any requests to correct personal information, the Act requires that you send any person(s) or body who had access to the information in the previous year notification of either the correction or the statement of disagreement. Enter the number of notifications sent, if applicable.


**Personal
Information****11.11** Number of notifications sent:

0

Note:

This report is for your records only and should not be faxed or mailed to the Information and Privacy Commissioner of Ontario in lieu of online submission. Faxed or mailed copies of this report will NOT be accepted. Please submit your report online at: <https://statistics.ipc.on.ca>.

Thank You for your cooperation!

Declaration:	
I, Grant Perry, Acting VP Finance and Administration, confirm that all the information provided in this report, furnished by me to the Information and Privacy Commissioner of Ontario, is true, accurate and complete in all respects.	
	March 10, 2025
_____ Signature	_____ Date

President's Year-End Dinner

The President will host a dinner for the Board of Governors to mark the end of the academic year, on the evening of Friday, June 6, 2025. Governors are encouraged to bring a guest. We look forward to celebrating the contributions of our Board members at this event and have the opportunity to thank Governors whose term of office ends on August 31, 2025.

2024 Spring Convocation Ceremonies

The 2025 Spring Convocation Ceremonies will be held from June 5 to June 20, 2025. Convocation dates are as follows:

Perth – June 5, 2025;

Pembroke – June 13, 2025; and

Ottawa – June 17, 18, 19, 20, 2025.

I thank all Governors in advance for their active participation in these important student and family celebrations.

Fall Board Retreat – Sunday, September 28, 2025

Governors are reminded of the Fall Board Retreat, which will be held at the Ottawa Campus. The Retreat will take place on Sunday, September 28. The retreat will begin at approximately 9:00 am and will end at approximately 4:00 pm. The Board Office will book hotel rooms for Governors requiring overnight accommodations.

RECOGNITION OF RETIRING GOVERNORS

I would like to take the opportunity to thank all of our retiring Governors for their dedicated service to the College and Board of Governors:

Stephen Tudor (2019-2025) joined the Board of Governors in 2019 and quickly became a key member of several important committees. He was an active member of the Audit & Risk Management Committee from 2019 to 2025, serving as Vice Chair from 2022 to 2025. In 2021, he took on the role of Vice Chair of the Governance Committee, later becoming Chair. From 2023 to 2024, Stephen also served as Vice Chair of the Board. His leadership and expertise have greatly influenced the Board's direction, and we are deeply grateful for his significant contributions.

Aditya Mishra (2024-2025) was elected to the Board of Governors in September 2024 as an internal Board member representing students and served on the Academic and Student Affairs Committee in 2024-25. Aditya ensured that the student's voice was heard at the Board table and we thank Aditya for his service to our Board and to the College community.

A BIG Thank you to both of you!

Over the Summer

The Board Executive Committee will be holding a Retreat on June 6, 2025 to develop the agenda for the Fall Board Retreat. The Governance Committee will finalize the Orientation Sessions for new Governors, scheduled for August 18, September 15, October 27, and December 8, 2025. The Board Office will be busy with logistics for the Board and Committee meetings and activities that occur throughout the year.

2025-26 Board Meeting Schedule & Events

The schedule of Board meetings from September 2025 to June 2026 will be posted on the Board of Governors website. The 2025-26 Board meetings, retreats and special events are as follows:

Board Meeting Schedule		
Date	Location	Time
Monday, October 27, 2025	T102 A&B	4:00 – 6:00 pm
Monday, December 8, 2025	Nawapon C100	4:00 – 6:00 pm
Monday, February 23, 2026	T102 A&B	4:00 – 6:00 pm
Monday, April 20, 2026	Nawapon C100	4:00 – 6:00 pm
Board Meeting & Annual General Meeting Monday, June 01, 2026	T102 A&B	4:00 – 6:00 pm

Event Schedule	
New Governor Orientation Part 1	Mon. Aug. 18, 2025
Governor Orientation Part 2 – Session 1	Mon. Sep. 15, 2025
Board of Governors’ Fall Retreat	Sun. Sep. 28, 2025
Governor Orientation Part 2 – Session 2	Mon. Oct. 27, 2025
Governor Orientation Part 2 – Session 3	Mon. Dec. 8, 2025
Board of Governors’ Spring Retreat	Sat. Mar. 21, 2026
President’s End-of-Year Dinner	Fri. Jun. 5, 2026 (to be scheduled)

**Report from the President
Board of Governors Meeting
June 2, 2025**

For the reporting period, from April 23 to June 2, 2025, President Brulé met primarily in-person and occasionally virtually with a number of key external contacts from the post-secondary education leaders, community leaders and elected officials. The following are highlights of some of those meetings:

Date	Event	Purpose
Apr. 25, 2025	Indigenous Graduation Celebration	President Brulé attended the 2025 Indigenous Graduation Celebration event for the four local post-secondary institutions, hosted by LaCité.
Apr. 30, 2025	CCAE President Panel	President Brulé participated in a President Panel at the Canadian Council for Advancement in Education (CCAE) in Québec City. The focus of the panel was on sharing Presidents' experience related to Advancement and Philanthropy.
May 13-15, 2025	Polytechnics Canada Showcase Conference	President Brulé attended the 2025 Polytechnics Canada Showcase Conference hosted by RRC Polytechnic in Winnipeg. The event included meeting of the Board of Polytechnics Canada, keynote speakers, and presentations from each polytechnic member institution.
May 30, 2025	Tour of Pembroke Campus with Elected Official	President Brulé met with Billy Denault, MPP for Renfrew—Nipissing—Pembroke and gave him a tour of the Pembroke Campus.

COMMITTEE OF PRESIDENTS

The Committee of Presidents met on May 26-27, 2025, to discuss the following:

- Advocacy strategy update;
- Update on the Ministry moratorium on certain offshore international activities;
- Generative discussion on innovative solutions for long-term financial sustainability of the sector;
- Governance review report;
- OCAS International Application Service update;
- International recruitment and Provincial Attestation Letter (PAL) allocation process update;
- Update from StrategyCorp on the provincial and federal political landscape;
- Update on Health Human Resources initiatives, including Nursing Transformation, Paramedicine



REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of May 15, 2025, 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 blue ink, appearing to read "Emily Woods", written over a horizontal line.

Emily Woods
Acting Chief Financial Officer
Algonquin College

A handwritten signature in black ink, appearing to read "Grant Perry", written over a horizontal line.

Grant Perry
Acting Vice President, Finance and Administration
Algonquin College