

## MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND FORTY TWO OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, DECEMBER 9, 2024 FROM 4:00 P.M. – 6:30 P.M. IN THE NAWAPON, C100 OTTAWA CAMPUS

AGENDA		Presenter	Time
1.	<b>CONSTITUTION OF THE MEETING AND APPROVAL OF THE AGENDA</b>	Jamie McCracken	1 m.
2.	<b>Celebrating Student Success – Changemaker Award</b>		
	2.1 Audrey's Star Campaign	Julie Beauchamp	10 m. 4:05-4:15
3.	<b>DECLARATIONS OF CONFLICT OF INTEREST</b>	Jamie McCracken	1 m.
4.	<b>APPROVAL OF PREVIOUS MEETING MINUTES AND CONSENT AGENDA ITEMS</b>		
	4.1 Minutes of the Board of Governors’ meeting of October 28, 2024	Jamie McCracken	1 m.
	4.2 Banking Officers Resolution <b>For Approval:</b> Appendix A: Banking Officers Resolution	Jamie McCracken	1 m.
5.	<b>COMMITTEE REPORTS</b>		
	5.1 Board Executive Committee Report (verbal)	Jamie McCracken	5 m. 4:20-4:25
	5.2 Academic and Students Affairs Committee Report (verbal) <b>For Approval:</b> Appendix A: Updated Policy SA16 - Sexual Assault/Sexual Violence (Tracked changes) Appendix B: Updated Policy SA16 - Sexual Assault/Sexual Violence (Clean version) <b>For Information:</b> Appendix C: Enrolment Update Appendix D: 2023-24 Program Advisory Committee Annual Report	Gabrielle Berard	5 m. 4:25-4:30
	5.3 Audit and Risk Management Committee Reports (verbal) <b>For Information:</b> Appendix A: Second Quarter 2024-25 College Endowment and Operating Funds Investment Report	Tanya Buckley	5 m. 4:30-4:35

	Appendix B: Second Quarter 2024-25 Major Capital Projects Report Appendix C: Second Quarter 2024-25 High-Risk Dashboard Report		
	5.4 Governance Committee Report (verbal) <b>For Approval:</b> Appendix A: Bylaw 1 – Amended (Tracked Changes) Appendix B: Bylaw 1 – Amended (Clean version)	Stephen Tudor	5 m. 4:35-4:40
<b>6.</b>	<b>BUSINESS ARISING FROM THE MINUTES</b>		
	No business arising from the minutes		
<b>7.</b>	<b>NEW BUSINESS</b>		
	7.1 2025-26 Schedule of Tuition and Ancillary Fees ( <b>Approval</b> ) Appendix 1: Executive Summary of Fee Information for the 2025-26 Tuition and Fee Schedules Appendix 2: Proposed 2025-26 Schedule of Fees Appendix 3: 2025-26 High Demand Program Calculation Appendix 4: Students' Association Approval of Compulsory Ancillary Fees Appendix 5: 2025-26 Compulsory Ancillary Fees Appendix 6: Sample 2025-26 Fee Comparison of Four Programs Appendix 7: Sample 2025-26 Student Funding and Expenses	Krista Pearson Krista Marsden	20 m. 4:40-5:00
	7.2 Five-Year Capital Investment Plan ( <b>Information</b> ) Appendix A: Five-Year Capital Investment Plan	Grant Perry Haytham Jarad	15 m. 5:00-5:15
	7.3 Major Capital Project: Greenhouse Gas Reduction P Building, V Building and Residence ( <b>Approval</b> ) Appendix A: Major Capital Project - Greenhouse Gas Reduction P Building, V Building and Residence – Investment Case	Grant Perry Ryan Southwood	20 m. 5:15-5:35
	7.4 Strategic Plan 2025-2030 Progress Report	Mark Savenkoff Scott Gonsalves	20 m. 5:35-5:55
<b>8.</b>	<b>DECISION ITEMS AND REPORTS</b>		
	8.1 Second Quarter 2024-25 Financial Projection ( <b>Approval</b> ) Appendix A: Second Quarter 2024-25 Financial Projection Appendix B: Second Quarter 2024-25 Compliance Schedule Appendix C: Appendix C: 2025-26 Budget Timeline Update	Grant Perry	20 m. 5:55-6:15
	8.2 Second Quarter 2024-25 Business Plan Performance Update ( <b>Information</b> ) Appendix A: Second Quarter 2024-25 Business Plan Performance Dashboard	Mark Savenkoff Scott Gonsalves	0
<b>9.</b>	<b>ITEMS FOR INFORMATION</b>		
	9.1 Report from the Board Chair	Jamie McCracken	5 m. 6:15-6:20
	9.2 Report from the President	Claude Brulé	5 m. 6:20-6:25

	9.3 Board of Governors Management Summary Report	Executive Team	0
	9.4 2024-25 Board of Governors Workplan	Jamie McCracken	0
	9.5 Confirmation of Mandatory Government Remittances	Grant Perry	0
<b>10.</b>	<b>UPCOMING EVENTS</b>	<b>Date</b>	
	• Board of Governors Generative Discussion	February 5, 2025	
	• Board of Governors Meeting	February 24, 2025	
	• Algonquin College Donor Appreciation Event	TBD Spring 2025	
	• 2025 Spring Board of Governors Retreat	March 22, 2025	
	• Applied Research Day	April 11, 2025	
	• Board of Governors Meeting	April 22, 2025	
	• Board of Governors Meeting & Annual General Meeting	June 2, 2025	
	• Perth Convocation	June 5, 2025	
	• President's & Board of Governors End-of-Year of Dinner	June 6, 2025	
	• Pembroke Convocation	June 13, 2025	
	• Ottawa Convocation	June 16- 19, 2025	
	• AC Vision	August 28, 2025	
<b>11.</b>	<b>REGULAR MEETING ADJOURNMENT</b>		

**DRAFT**

**BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND FORTY ONE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, OCTOBER 28, 2024 AT 4:00 PM AT THE OTTAWA CAMPUS IN BUILDING T, ROOM T102 ABC.

<p><b><u>Present:</u></b>                  Aditya Mishra                  Anthony Pollard                  Bharat Rudra                  Claude Brulé, President &amp; CEO                  Gabrielle Berard                  Heather Simpson                  Jamie McCracken, Board Chair                  Julia Fortey                  Mehdi Zahed                  Michele Bellows                  Richard Goodyear                  Rodney Wilson, Board Vice Chair                  Shaun Denis                  Stephen Tudor                  Tania Dube                  Wadhah Al-monaifi</p> <p><b><u>Regrets:</u></b>                  Tanya Buckley</p> <p><b><u>Recorder:</u></b>                  Victoria Tiqui-Sanford, Senior Executive Assistant, Board of Governors                  Wendy Eastwood, Executive Support Clerk, Board of Governors</p>	<p><b><u>Algonquin College Executive Team:</u></b>                  Duane McNair, Vice President, Finance &amp; Administration                  Julie Beauchamp, Senior Vice President, Academic                  Kin Choi, Vice President, Human Resources                  Krista Pearson, Vice President, Student Services                  Mark Savenkoff, Vice President, Advancement &amp; Strategy                  Tracy McDougall, Director, Communications &amp; President’s Office</p> <p><b><u>Presenters/Guests:</u></b>                  Grant Perry, Chief Financial Officer                  Lois Pollock, Executive Lead of the R3 Project                  Ryan Southwood, Executive Director, Facilities Management</p> <p><b><u>External Guest &amp; Presenters:</u></b>                  Natasha Ryan, Director, Consulting, Gartner</p> <p><b><u>Changemaker Awards Presenters:</u></b>                  Kristi Beatty, Environmental Technician Program Coordinator                  Jamie Bramburger, Acting Dean, Pembroke Campus</p> <p><b><u>Student(s):</u></b>                  Mckenzie Mitchell, Environmental Technician</p>
--	--

**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 and introduced the newest members of the Board: H. Simpson, R. Goodyear, T. Dube, M. Zahed, and A. Mishra. He also welcomed the new Algonquin College Executive team members: J. Beauchamp, Senior Vice President of Academic Affairs; Krista Pearson, Vice President of Student Services; and Kin Choi, Vice President of Human Resources.



## **1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA**

Governor McCracken, Chair Board of Governors, constituted the meeting at 4:03 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 & S. Tudor**

**THAT** the Board of Governors approves the meeting agenda October 28, 2024.

**CARRIED.**

## **2. Celebrating Success – Changemaker Award: Miyawaki Forest Initiative**

J. Beauchamp, Senior Vice President, Academic introduced J. Bramburger, Acting Dean, Pembroke Campus who provided a brief overview and introduced presenter M. Mitchell, Level 3 Environmental Technician student at the Pembroke Campus.

M. Mitchell presented the Miyawaki Forest Initiative, a method originating from Japan that focuses on urban afforestation using dense plantings of native trees and plants to enhance growth and carbon sequestration. The project introduced to the local community through public meetings engaged a diverse group of participants, ranging in age from 19 to 70, who took part in planting and site preparation. Local horticulturists and nurseries supplied the plants and soil, while students from the Environmental Technician and Environmental Management and Assessment programs, along with faculty and community members, helped create the garden.

This Miyawaki Garden at Algonquin College is the first of its kind in Renfrew County and has sparked interest in expanding the initiative. Discussions with the City of Pembroke are underway to create additional Miyawaki spaces, offering Environmental Technician students valuable hands-on experience in high-profile, sustainable projects. Local organizations, including the Pembroke Horticultural Society, landowners, and government staff, along with Algonquin College faculty and students, are all expected to collaborate on future projects.

Governor McCracken, Chair of the Board of Governors, and C. Brulé, President and CEO extended their sincere congratulations to M. Mitchell for his hard work and was presented with the 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**

### **4.1 Minutes of the Board of Governors' meeting of June 3, 2024**

Approval of the Board of Governors meeting minutes of June 3, 2024.

### **RESOLUTION**

**MOVED & SECONDED: T. Pollard & G. Berard**

**THAT** the Board of Governors approves the meeting minutes of June 3, 2024.

**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 October 15, 2024 Board Executive Committee meeting. Meeting highlights included:

- President's First Quarter 2024-25 Performance Contract Update;
- Board Members' Generative Discussions Opportunities, Date: November 5, 2024: Environmental, Social & Governance, the other date is February 5, 2025 (topic TBD);
- October 28, 2024 Board of Governors Meeting Agendas; and
- 2024-25 Board of Governors Annual Workplan and Board & Committee Meeting Schedules.

Members accepted this report for information.

### **5.2 Academic & Student Affairs Committee Report**

Members accepted this report for information. Governor Berard provided additional details on agenda items presented at the September 19, 2024 Committee meeting.

Members accepted this report for information.

### **5.3 Audit & Risk Management Committee Report**

Members accepted this report for information. Governor Tudor, Committee Vice Chair provided additional details on agenda items presented at the September 25, 2024 Committee meeting on behalf of Governor Buckley, Committee Chair.

Members accepted this report for information.

### **5.4 Governance Committee Report**

Members accepted this report for information. Governor Tudor, Committee Chair provided additional details on agenda items presented at the October 7, 2024 Committee meeting.

## **6. BUSINESS ARISING FROM THE MINUTES**

### **6.1 Master Campus Development Plan 2025-2035 (for information)**

D. McNair, Vice President, Finance & Administration provided a brief overview and introduced presenter R. Southwood, Executive Director, Facilities Management. R. Southwood presented members with the Master Campus Development Plan timeline and noted that the vast majority of the development over the next ten years is anticipated to be at the Ottawa Campus based on the age of its facilities, the deferred maintenance backlog, and enrolment growth. Board of Governors approval will be requested at the February 24, 2025 Board of Governors Meeting.

The College will be engaging with the communities surrounding the Ottawa campus in November to gather feedback on the proposed plan. Regular briefings to the College Executive Team, the Audit and Risk Management Committee, and the Board of Governors are planned.

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

## **7. NEW BUSINESS**

There is no business arising from the minutes.

## **8. DECISION ITEMS & REPORTS**

### **8.1 First Quarter 2024-25 Financial Projection (for information)**

D. McNair provided a brief overview and introduced presenter, G. Perry, Chief Financial Officer. G. Perry, Chief Financial Officer presented the First Quarter 2024-25 Financial Projection. The First Quarter Financial Projection reflects a snapshot of the College's position as of June 30, 2024. Since then, risks have been identified including a noticeable shortfall in international enrolment which have potential impact on the College's financial outcomes resulting from the January 22, 2024 Immigration, Refugees, and Citizenship Canada (IRCC) announcement. A preliminary update of the second quarter financial projection will follow.

Overall, as of June 30, 2024, the College is on track to achieve the approved annual budget targets. These targets projected domestic enrolment to grow by 3.4% over the prior year, and international enrolment was projected to grow almost 20% over the prior year. The Public College Private Partnership with CDI in Toronto showed a minimal projected enrolment increase of 2.2%. However, with the changes to the Immigration, Refugees, and Citizenship Canada, the College has suspended intakes into these programs as the College worked towards suspending current activities at the end of the first quarter.

Internally Restricted Funds of \$24.7 million at first quarter were used to fund Strategic Investments Priorities and Operations. G. Perry provided members with details of emerging risks post the 2024-25 First Quarter Financial Projection based on the College's current enrolment results. Leading into the second quarter, overall enrolments will decrease by 3.5% from the approved annual budget. Domestic enrolment will remain stable and international enrolments will decrease by 10.4% from the approved annual budget. The College has invested in working towards long-term solutions to improve and maintain financial sustainability. G. Perry presented members with the details of the following Emerging Risks, Post First Quarter Respond with short term measures:

- Refining Salary Requirements;
- Contingency Reductions;
- Reduction of Operational Expenses;
- Capital Project Budgets Reduced or Deferred;
- Maintain Staffing at Current Levels; and
- Commit to Required Expenses – Essential versus Discretionary.

The College will continue to monitor projected impacts and look forward to providing an update during the second quarter projection presented at the next Committee meeting.

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

### **8.2 Fourth Quarter 2023-24 Business Plan Performance Report**

Members accepted this report for information.

## **9. ITEMS FOR INFORMATION**

### **9.1 Report from the Board Chair**

Members accepted report from the Board Chair information.

### **9.2 Report from the President**

Members accepted the report from the President for information. President Brulé noted that earlier today, the Advancement and Strategy team hosted an on-campus event to celebrate philanthropy champions. The event recognized the spirit and power of philanthropy; Chair McCracken brought greetings from the Board; the College highlighted the new Susan Pridmore Award in memory of her service to the college before her passing and the Students' Association announced a \$15K contribution to the Award. The College announced a \$2M donation from the Joyce Family Foundation, the largest single donation to the College. Over 200 attended, including past Algonquin College Philanthropy Award recipients, employees, Susan Pridmore's family and student recipients of the Joyce Family Foundation bursaries.

Members accepted this report for information.

### **9.3 Board of Governors Management Summary Report**

Members accepted this report for information.

### **9.4 2024-25 Board of Governors Meeting Schedules and Workplan**

Members accepted the remittances 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.

Governor McCracken thanked Duane McNair, Vice President, Finance and Administration for his dedication and commitment to the College for the past 24 years. D. McNair will take on the role of Vice President, Finance and Administration at Carleton University.

## **11. REGULAR MEETING ADJOURNMENT**

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

Report title:	Banking Officers Resolution
Report to:	Board of Governors
Date:	December 9, 2024
Algonquin College Executive Team Member:	Grant Perry, Acting Vice President, Finance and Administration
Author/Presenter:	Grant Perry, Acting Vice President, Finance and Administration

1. RECOMMENDATION:

**THAT** the Board of Governors approves the Banking Officers Resolution effective December 9, 2024.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this resolution is to formally update, approve and document the slate of banking officers of Algonquin College for the year.

3. BACKGROUND:

Each year, the College presents to the Board of Governors an updated list of the banking officers of the College. Once approved, the resolution is supplied to the College’s financial institutions as validation of those individuals with signing authority for banking purposes at Algonquin College.

4. DISCUSSION:

The resolution identifies the positions that will be granted signing authority for banking purposes on behalf of the College. Due to operational reorganizations and position changes, the list of banking officers is reviewed and updated annually. The resolution is attached as Appendix A: Banking Officers Resolution.

5. LINK TO STRATEGIC PLAN:

<b>STRATEGIC PLAN 2022-2025</b>	
<b>LEARNER DRIVEN</b>	
<b>Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences</b>	<input type="checkbox"/>

PEOPLE	
<b>Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture</b>	<input checked="" type="checkbox"/>
<b>Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment</b>	<input type="checkbox"/>

6. STUDENT IMPACT:

Supporting the overall health of College financial resources through the mitigation of financial loss exposures helps to preserve financial assets, which in turn, contributes to the efficient delivery of programs and services for students.

7. FINANCIAL IMPACT:

The Banking Officers Resolution forms part of the internal controls of the College. The resolution is provided to the College’s financial institutions whenever a change in banking signing authority is requested. The resolution ensures that only authorized positions will be allowed signing authority for banking purposes.

8. HUMAN RESOURCES IMPACT:

The Banking Officers Resolution will have minimal impacts on the human resources of the College.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Though the Banking Officers Resolution is not externally regulated, the annual review and approval by the Board of Governors is a key internal control of the College.

10. COMMUNICATIONS:

The approved banking officers list is kept on file and supplied to the College’s financial institutions as appropriate.

11. CONCLUSION:

The banking officers list coupled with the College’s internal controls helps to reduce risk and ensure that College assets are safeguarded.

Respectfully submitted:



---

Grant Perry  
Acting Vice President, Finance and Administration

Approved for submission:



---

Claude Brulé  
President and CEO

**Appendices:**

Appendix A: Banking Officers Resolution
---

4.2 Appendix A



**RESOLUTION  
MOVED AND SECONDED**

That for banking purposes, the following are the officers of Algonquin College of Applied Arts and Technology, effective December 9, 2024:

**ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

<b>POSITION</b>	<b>CURRENT INCUMBENT</b>
Chair	James McCracken
Vice Chair	Rodney Wilson
Secretary	Claude Brulé
Treasurer	Grant Perry

**SENIOR OFFICIALS OF THE COLLEGE**

<b>POSITION</b>	<b>CURRENT INCUMBENT</b>
President	Claude Brulé
Senior Vice President, Academic	Julie Beauchamp
Acting, Vice President, Finance & Administration	Grant Perry
Vice President, Human Resources	Kin Choi
Vice President, Student Services	Krista Pearson
Vice President, Advancement	Mark Savenkoff
Acting Chief Financial Officer	Emily Woods
Acting Director, Financial Planning	Teri Kinnunen
Associate Director, Financial Operations	James Pedé

**CERTIFICATE**

I hereby certify that the foregoing is a true copy of a resolution duly passed at a meeting of the Board of Governors of Algonquin College held at Ottawa, Ontario, the 9<sup>th</sup> day of December 2024.

DATED at Ottawa this 9<sup>th</sup> day of December 2024.

Witness by my hand and (Corporate) Seal

---

SECRETARY



## 5.2 Appendix A

**SA16 Sexual Assault/Sexual Violence**

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

**PURPOSE**

All members of the Algonquin College community have a right to work, study and socialize in an environment that is free from any form of sexual assault/sexual violence. This document sets out our policy and response protocol to sexual assault/sexual violence. It ensures that the rights of those affected by sexual assault/sexual violence are respected and appropriately accommodated ~~and. It also~~ ensures the College has a process of investigation that protects the rights of individuals and holds individuals who have committed an act of sexual assault/sexual violence accountable. ~~This policy has been developed as part of a provincial initiative, coordinated by Colleges Ontario in 2015, to ensure a consistent approach to sexual assault / sexual violence across all Ontario Colleges.~~

**SCOPE**

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

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

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

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

## DEFINITIONS

Word/Term	Definition
Academic Accommodation	Academic Accommodation is a collection of educational practices, systems and support services designed to accommodate functional challenges based on the best options for a student to successfully complete the academic requirements of their course or program.
Acquaintance sexual assault	Sexual contact that is forced, manipulated, or coerced by a partner, friend or acquaintance.
Age of consent for sexual activity	The age at which a person can legally consent to sexual activity. In Canada, children under 12 can never legally consent to sexual acts. Sixteen is the legal age of consent for sexual acts. There are variations on the age of consent for adolescents who are close in age between the ages of 12 and 16. <del>Twelve-12</del> and 13 year-olds can consent to have sex with other youth who are less than 2 years older than themselves. Youth who are 14 and 15 years old may consent to sexual involvement that is mutual with a person who is less than 5 years older. Youths 16 and 17 years old may legally consent to sexual acts with someone who is not in a position of trust or authority.
Anonymity	Anonymity allows the name of the complainant to be withheld. However, a student reporting a complaint to a College Employee or College Official should understand that while every effort will be made to ensure confidentiality, the College cannot investigate or follow up on an anonymous disclosure.
Coercion	In the context of sexual assault/sexual violence, coercion is unreasonable and persistent pressure for sexual activity. Coercion is the use of emotional manipulation, blackmail, threats to family or friends, or the promise of rewards or special treatment, to persuade someone to do something they do not wish to do, such as being sexual or performing particular sexual acts.
College Official / <del>Person in a position of authority</del>	Any College employee, not otherwise specifically identified by role, who is duly authorized and empowered to carry out official College business / processes / functions / activities on behalf of the College and is acting, within this context, in the name of the College.

Confidentiality	The process of strict privacy guiding the College's response to a complaint. A student's name and disclosure is known, but, only to those who need to know in order to help resolve the complaint/or provide support as per the students request.
Consent	Consent is the voluntary and explicit agreement to engage in the sexual activity in question.
Drug-facilitated sexual assault	The use of alcohol and/or drugs (prescription or non-prescription) by a perpetrator to control, overpower or subdue a survivor for purposes of sexual assault.
Employee	Full-time and part-time College support staff, faculty and administrators.
Indecent Exposure	The exposure of the private or intimate parts of the body in a lewd manner, when the perpetrator may be readily observed.
Respondent	<del>The individual alleged of conducting an act of sexual assault or sexual violence.</del>
Sexual assault	A criminal offence under the Criminal Code of Canada. Sexual assault is any type of unwanted sexual act done by one person to another that violates the sexual integrity of the victim and involves a range of behaviours from unwanted touching to penetration.
Sexual Exploitation	Seeking benefit through the non-consensual or abusive sexual control over another.
Sexual Harassment	Engaging in a course of vexatious comment or conduct against another because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome.
Sexual violence	Any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.
Stalking	A form of criminal harassment prohibited by the Criminal Code of Canada. It involves behaviours that occur on more than one occasion and which collectively instil fear in the survivor or threaten the survivor/target's safety or mental health. Stalking

can also include threats of harm to the target's friends and/or family. These behaviours include, but are not limited to non-consensual communications (face to face, phone, email, social media); threatening or obscene gestures; surveillance; sending unsolicited gifts; "creeping" via social media/cyber-stalking; and uttering threats.

Student	A Student is any person who is currently enrolled in a course or program at Algonquin College, but who may not yet have registered; who has applied for admission to the College; or who was enrolled in a course or program at the College.
Survivor	Some who have been affected by sexual assault/sexual violence may choose to identify as a survivor. Individuals might be more familiar with the term "victim". We use the term survivor throughout this policy where relevant because some who have been affected by sexual assault believe they have overcome the violent experience and do not wish to identify with the victimization. It is the prerogative of the person who has been affected by these circumstances to determine how they wish to identify.
Voyeurism	Observing another in a sexual manner without consent and when they could reasonably expect privacy. This includes direct observation, through the use of an electronic or mechanical device, or through the use of a recording.

## POLICY

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

All reported incidents of sexual assault/sexual violence will be ~~investigated~~ responded to in a manner that ensures due process as outlined in the procedures below. The ~~College's ability to investigate anonymous disclosures is hampered by the anonymous nature of the report. The College cannot investigate or follow up on an anonymous disclosure~~ will investigate sexual ~~assault~~ assault/sexual violence disclosures. It is this policy's intention to make individuals feel comfortable about making a report in good faith about sexual assault/sexual violence that they have been affected by or witnessed. ~~Students are not required to file a formal report of incident(s) of sexual violence to obtain supports, services and/or academic~~ ~~accommodation~~ accommodation from the College. The College cannot investigate or follow up on anonymous disclosures.

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

**We are committed to:**

1. assisting those who have been affected by sexual assault/sexual violence by providing choices, including detailed information and support, such as provision of and/or referral to counselling and medical care, information about legal options, providing a written follow up to the survivor following an investigation and appropriate academic and other accommodations, all in a timely manner;
2. ensuring that the right to dignity and respect is protected throughout the process of disclosure, investigation and institutional response;
3. ensuring that during any investigation process College employees do not ask individuals who disclose sexual assault/sexual violence irrelevant questions, such as those relating to past sexual history or sexual expression;
4. A complainant acting in good faith, who discloses or reports sexual violence, will not be subject to disciplinary actions for violations of the institution's policies related to drug and alcohol use at the time the sexual violence took place;
5. addressing harmful attitudes and behaviours (e.g., adhering to myths of sexual assault/sexual violence) that reinforce that the person who been affected by sexual assault/sexual violence is somehow to blame for what happened;
6. treating individuals who disclose sexual assault/sexual violence with compassion recognizing that they are the decision-makers about their own best interests;
7. ensuring that on-campus (internal) investigation procedures are available in the case of sexual assault/sexual violence, even when the individual chooses not to make a report to the police;
8. engaging in appropriate procedures for investigation and adjudication of a complaint, which are in accordance with College policies, standards, and applicable collective agreements, and that ensure fairness and due process;
9. ensuring coordination and communication among the various departments who are most likely to be involved in the response to incidents of sexual violence on campus;
10. engaging in public education and prevention activities;
11. providing information to the College community about our sexual assault/sexual violence policies and protocols;
12. providing appropriate education and training to the College community about responding to the disclosure of sexual assault/sexual violence;
13. actively promoting a campus atmosphere in which sexual assault/sexual violence is not tolerated; ~~and,~~
14. monitoring and updating our policies and protocols to ensure that they remain effective and in line with other existing policies and best practices; ~~;~~
15. collect data on:

1. the number of times and a description of the supports, services and accommodations relating to sexual violence are requested and obtained by students;
  2. initiatives and programs established by the college to promote awareness of the supports and services available to students;
  3. the number of incidents and complaints of sexual violence reported by students; and
  4. the implementation and effectiveness of this policy. This data will be made available to the Minister of Advanced Education and Skills Development of Ontario upon request. Data will be collected and reported in a manner that protects the confidentiality of all members of the eCollege community connected to each incident;
16. supporting employees who respond to disclosures of sexual violence through line managers, Human Resources, and the Employee Assistance Program (EAP) as necessary, and;
17. provide an online reporting forum for people who have experienced sexual violence. The Sexual Assault/Sexual Violence reporting page allows people who have experienced sexual violence to report their experience with sexual violence online. If they choose, survivors can remain anonymous. Please find the link to reporting here: <https://www.algonquincollege.com/safety-security-services/sexual-assaultviolence-reporting/>

## PROCEDURE

	Action	Responsibility
	<p><i>In all instances of an emergency, contact the emergency number according to the emergency procedures for your campus.</i></p> <p><i>Ottawa Campus: ext.5000 / 911 Perth Campus: 911 Pembroke Campus: 911</i></p>	
1a).	Report incidents of sexual violence they witness or have knowledge of, or they have reason to believe has occurred or may occur to Security Services. Members who have themselves been affected by sexual assault/sexual violence are encouraged to come forward to report the incident as soon as they are able to do so.	All Members of the College Community
1b).	Persons in a position of authority, <del>including persons directing the activities of others, and/or supervision</del> shall take immediate action to respond to or to prevent sexual assault/sexual violence from occurring.	All Members of the College Community
1c).	<del>Persons who are not students or employees are encouraged to report incidents to</del> Members of the college community who have been affected by sexual violence (including members of the college community to whom a student has disclosed an incident of sexual violence) are	Security Services, Employees

	<p>encouraged to report incidents or seek information and guidance from Security Services. Security Services will take an initial report and will assist by providing information about relevant support, resources and options.</p>	
1d).	<p>Students who have been affected by sexual violence, as well as members of the college community to whom a student has disclosed an incident of sexual violence, are also encouraged to access information and support from the College's Counselling Services and/or Health Services.</p> <p><del>These services can be easily accessed by contacting Algonquin's Student Distress Line at the following numbers. Ottawa Campus: (613) 727-4723 ext. 7300 Perth Campus: (613) 267-2859 ext. 7300 Pembroke Campus: (613) 735-4700 ext. 7300 Support services can also be accessed directly on each campus.</del></p> <p>A table of these services available to provide support and information to students affected by sexual violence can be found in Appendix 2. Please note that students are not required to file a formal report of incident(s) of sexual violence to obtain supports, services and/or academic accommodation from the College.</p>	Students
1e).	<p>Students who wish to retain their anonymity can report sexual assault or sexual violence on Security Services web site. When a student chooses to share their personal information with Security Services, this information is treated with great care and respect, with confidentiality a priority while an investigation takes place. Personal information shared with Health Services is protected by the Personal Health Information and Privacy Act, and personal information shared with Counselling Services is protected by the Freedom of Information and Protection of Privacy Act, meaning your information cannot be shared without your permission, except in exceptional circumstances.</p>	Security Services, Health Services, Counselling Services
2.	<p>Where College officials become aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, which occur on or off College property <del>and that pose a risk to the safety of members of the College community, the College official shall immediately report the incident to Security Services to ensure the safety of the College community.</del> they will take immediate</p>	College Officials



measures in accordance with Appendix 1 to ensure the survivor is supported and ensure appropriate reporting is carried out in accordance with the wishes of the survivor.
---

## SUPPORTING DOCUMENTATION

Appendix 1: Sexual Violence Reporting Flowchart

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

Appendix 3: Sexual Assault and Sexual Violence Guidelines and Protocol

Appendix 4: Dispelling the Myths and Misconceptions About Sexual Assault

~~SA16 Appendix 3: Canadian and Provincial Supports and Resources~~

~~SA16 Appendix 7: Developing a Response to Sexual Violence: "A Resource Guide for Ontario's Colleges and Universities" (January 2013)~~

~~SA16 Appendix 4: Sexual Assault Centres (Ontario)~~

~~SA16 Appendix 9: Sexual Violence Prevention Resources~~

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

## RELATED POLICIES

AA19 Academic Appeal

AA35 Confidentiality of Student Records

HR18 Employee Code of Conduct

HR21 Staff / Student Personal Relationships

HR22 Respectful Workplace

~~HS03 Workplace Violence Prevention~~

SA02 Ombudsman

SA07 Student Conduct

## RELATED MATERIALS

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

## Appendix 1: Sexual Violence Reporting Flowchart

### Sexual Violence Reporting Flowchart

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

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

For your campus specific flow charts, please visit:

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



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

### ALGONQUIN COLLEGE

#### RESOURCES

#### Algonquin College Project Lighthouse

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

#### OTTAWA CAMPUS SUPPORTS

##### Student Support Services – Student Distress Line

Welcome Centre – 3rd floor, Student Commons (Building E)

613-727-4723, ext. 7300

<https://www.algonquincollege.com/student-supportservices/support-students-crisis/>

##### Counselling Services

Welcome Centre – 3rd floor, Student Commons (Building E)

613-727-4723, ext. 7200

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

##### Health Services

Room C141

613-727-4723, ext. 7222

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

##### Security Services

~~C218~~A149

Emergency: 613-727-4723 ext. 5000

Non-Emergency: 613-727-4723 ext. 5010

<https://www.algonquincollege.com/safety-security-services/>

##### Mamidosewin **Aboriginal Students' Centre** (Indigenous Centre)

Room E122

613-727-4723, ext. 7186

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

##### **Pride Centre Room B102** Students Association 2SLGBTQ+ Supports

<https://www.algonquinsa.com/getinvolved/wellness/>

#### PEMBROKE CAMPUS SUPPORTS

##### Counselling Services

Room 138

##### Health Services

Room 127

613-735-4700 ext. 2804 <a href="http://www.algonquincollege.com/pembroke/counselling">http://www.algonquincollege.com/pembroke/counselling</a>	613-735-4700 ext. 2748 <a href="https://www.algonquincollege.com/pembroke/health-services/">https://www.algonquincollege.com/pembroke/health-services/</a>
<b>Security Services</b>  Room 112  613-735-4700 ext. 2739	
<b>PERTH CAMPUS SUPPORT</b>	
<b>Counselling Services</b>  Room 110  613-267-2859 ext.5610  <a href="https://www.algonquincollege.com/perth/current/counselling-services/">https://www.algonquincollege.com/perth/current/counselling-services/</a>	<b>Health Services</b>  Room 111  613-267-2859 ext. 6546  <a href="https://www.algonquincollege.com/perth/current/perth-campus-health-services/">https://www.algonquincollege.com/perth/current/perth-campus-health-services/</a>
<b>Security Services</b>  Ottawa Campus  1-613-727-4723 ext.5000	<b>Student Support Services - Student Distress Line</b>  Ottawa Campus  1-613-727-4723 ext. 7300
<b>All Campuses - Academic Accommodations</b>	
<p>Should the survivor require an academic accommodation (defer or reschedule assignment(s), text(s), exam(s), any of the supports listed above can assist in arranging with the appropriate academic department or the survivor may wish to consult directly with their program coordinator, academic chair or dean who will make the necessary arrangements, maintaining the confidentiality of the reason for the academic accommodation.</p> <p>An academic accommodation will be made based on the best options for the survivor to successfully complete the academic requirements of their course or program.</p> <p>Additional information about the resources and support services is available below; or you can use this link to go directly to the resources <a href="https://www.algonquincollege.com/projectlighthouse/">https://www.algonquincollege.com/projectlighthouse/</a>.</p>	
<b>Project Lighthouse</b>	
<p>Project Lighthouse aims to shine light on the topic of sexual violence and help you navigate healthy sexual relationships. Through compassion, education, and awareness, this initiative aims to reduce sexual violence at Algonquin College and</p>	

support survivors of sexual violence. Look for events and programming on campus to get involved. You can also view a list of on- and off-campus supports at the [Ottawa](#), [Pembroke](#), and [Perth](#) campuses.

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

**If you are in immediate danger, call 911**

**CANADIAN AND PROVINCIAL SUPPORTS AND RESOURCES**

<p><b>Assaulted Women's Helpline</b></p> <p><a href="http://www.awhl.org/">http://www.awhl.org/</a></p> <p>Toll Free: 1-866-863-0511</p> <p>Mobile: #SAFE (#7233)</p>	<p><b>Good2Talk</b></p> <p><a href="https://good2talk.ca/">https://good2talk.ca/</a></p> <p>1-866-925-5454</p>
<p><b>211 Ontario</b></p> <p><a href="https://211ontario.ca/">https://211ontario.ca/</a></p> <p>Dial - 211</p>	<p><b>Male Survivors of Sexual Abuse</b></p> <p>1-866-887-0015</p>
<p><b>Trans Life Line</b></p> <p><a href="http://www.translifeline.org/">http://www.translifeline.org/</a></p> <p>1-877-330-6366</p>	<p><b>Shelter Safe</b></p> <p><a href="https://www.sheltersafe.ca/">https://www.sheltersafe.ca/</a></p>
<p><b>Ontario Coalition of Rape Crisis Centres</b></p> <p><a href="http://www.sexualassaultsupport.ca/">http://www.sexualassaultsupport.ca/</a></p>	

**OTTAWA COMMUNITY SUPPORTS AND RESOURCES**

<p><b>Ottawa Police – Sexual Assault and Child Abuse Unit</b></p> <p><a href="#">Ottawa Police Service</a></p>	<p><b>Ottawa Rape Crisis Centre</b></p> <p><a href="http://www.orcc.net/">http://www.orcc.net/</a></p> <p>613-562-2333</p>	<p><b>The Ottawa Hospital – Sexual Assault &amp; Partner Abuse Care Program</b></p> <p>Emergency Department: Civic Campus – 1053 Carling Avenue</p>
--	--	---

9-1-1 or 613-236-1222, ext. 5944		613-798-5555 ext. 13770
<b>Wabano Centre for Aboriginal Health</b>  <a href="http://www.wabano.com/">http://www.wabano.com/</a>  613-748-0657	<b>Minwaashin Lodge</b>  <a href="https://www.minlodge.com/">https://www.minlodge.com/</a>  613-789-1141	<b>Sexual Assault Support Centre of Ottawa</b>  <a href="https://sascottawa.com/">https://sascottawa.com/</a>  24 hr. Support Line: 613-234-2266
<b>Ottawa Distress Centre</b>  <a href="http://www.dcottawa.on.ca/">http://www.dcottawa.on.ca/</a>  613-238-3311	<b>CALACS Francophone d'Ottawa</b>  <a href="http://www.calacs.ca/">http://www.calacs.ca/</a>  613-789-9117	<b>Immigrant Women Services of Ottawa</b>  <a href="https://www.immigrantwomenservices.com/">https://www.immigrantwomenservices.com/</a>  613-729-3145
<b>Ottawa Coalition to End Violence Against Women</b>  <a href="https://www.octevaw-cocvff.ca/">https://www.octevaw-cocvff.ca/</a>	<b>Youth Services Bureau Crisis Line</b>  <a href="https://www.ysb.ca/">https://www.ysb.ca/</a>  chat.ysb.ca  613-260-2360	<b>Men and Healing</b>  <a href="https://menandhealing.ca/">https://menandhealing.ca/</a>  613-482-9363

#### PEMBROKE COMMUNITY SUPPORT AND RESOURCES

<b>Ontario Provincial Police</b>  <a href="https://www.opp.ca/">https://www.opp.ca/</a>  Emergency: 9-1-1  Non-Emergency: 1-888-310-1122  TTY: 1-888-310-1133	<b>Pembroke Regional Hospital</b>  613-732-2811  705 Mackay St. Pembroke
<b>Women's Sexual Assault Centre for Renfrew County</b>  <a href="http://www.wsac.ca/">http://www.wsac.ca/</a>  613-735-5551	<b>Eastern Ontario Crisis Line</b>  <a href="https://crisisline.ca/">https://crisisline.ca/</a>  1-866-996-0991

1-800-663-3060

### PERTH COMMUNITY SUPPORT AND RESOURCES

<p><b>Ontario Provincial Police</b></p> <p><a href="https://www.opp.ca/">https://www.opp.ca/</a></p> <p>Non-Emergency: 613-267-2626</p> <p>1-888-310-1122</p> <p>TTY:1-888-310-1133</p>	<p><b>Perth and Smith Falls District Hospital – Sexual Assault and Domestic Violence Program</b></p> <p><a href="https://psfdh.on.ca/services/specialty-services/lanark-county-sexual-assault-domestic-violence-program/">https://psfdh.on.ca/services/specialty-services/lanark-county-sexual-assault-domestic-violence-program/</a></p> <p>PSFD Hospital: 613-267-1500</p> <p>Program: 613-283-2330 ext. 1258</p>
<p><b>Sexual <del>Assault</del>Assault and Domestic Violence Program</b></p> <p>613-283-2330 ext.1258</p>	<p><b>LankarkLanark County Interval House</b></p> <p><a href="https://lcih.org/">https://lcih.org/</a></p> <p>613-257-5960</p> <p>1-800-267-7946</p> <p>TTY: 613-257-1952</p>
<p><b>End Abuse in Lanark</b></p> <p><a href="http://endabuseinlanark.ca/">http://endabuseinlanark.ca/</a></p>	<p><b>Lanark County Mental Health</b></p> <p><a href="https://www.lanarkmentalhealth.com/">https://www.lanarkmentalhealth.com/</a></p> <p>Crisis Line: 613-283-2170</p>

### Sexual Assault Centres (Ontario)

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

Region in Ontario	Sexual Assault Centre	24-hr Crisis Line	Office Phone
Algoma (Sault Ste. Marie)	<a href="#">Women In Crisis Algoma</a>	1-877-759-1230	705-759-1230
Belleville-Quinte	<a href="#">Sexual Assault Centre for Quinte &amp; District</a>	1-877-544-6424	613-967-6300

<b>Brant</b>	<a href="#"><u>Sexual Assault Centre Of Brant</u></a>	519-751-3471	519-751-1164
<b>Bruce County</b>	<a href="#"><u>Women's House Serving Bruce and Grey: Sexual Assault Services</u></a>	1-866-578-5566	519-372-1113
<b>Chatham-Kent</b>	<a href="#"><u>Chatham-Kent Sexual Assault Crisis Centre</u></a>	519-354-8688	519-354-8908
<b>Cornwall</b>	<a href="#"><u>Sexual Assault Support Services for Women, Cornwall</u></a>	English: 613-932-1603 French: 613-932-1705	613-932-1755
<b>East Algoma(Elliot Lake)</b>	<a href="#"><u>Counselling Centre Of East Algoma</u></a>	1-800-721-0077	705-848-2585
<b>Guelph-Wellington</b>	<a href="#"><u>Guelph-Wellington Women in Crisis</u></a>	519-836-5710 1-800-265-7233	519-836-1110
<b>Halton (Oakville)</b>	<a href="#"><u>Sexual Assault &amp; Violence Intervention Services of Halton</u></a>	905-875-1555	906-825-3622
<b>Hamilton</b>	<a href="#"><u>Sexual Assault Centre Hamilton &amp; Area (SACHA)</u></a>	905-525-4162	905-525-4573
<b>Kawartha (Peterborough &amp; Area)</b>	<a href="#"><u>Kawartha Sexual Assault Centre</u></a>	705-741-0260	705-748-5901
<b>Kenora</b>	<a href="#"><u>Kenora Sexual Assault Centre</u></a>	807-468-7233 1-800-565-6161	807-468-7958
<b>Kingston</b>	<a href="#"><u>Sexual Assault Centre Kingston</u></a>	613-544-6424 1-877-544-6424	613-545-0762
<b>Waterloo</b>	<a href="#"><u>Sexual Assault Support Centre of Waterloo Region</u></a>	519-741-8633	519-571-0121
<b>London-Middlesex</b>	<a href="#"><u>Sexual Assault Centre London</u></a>	519-642-3000 1-800-265-1576	519-439-0844
<b>Muskoka</b>	<a href="#"><u>Athena's Sexual Assault Counselling &amp; Advocacy Centre</u></a>	705-737-2008 1-800-987-0799	705-737-2884

<b>Niagara</b>	<u>Niagara Region Sexual Assault Centre</u>	905-682-4584	905-682-7258
<b>Nipissing</b>	<u>Amelia Rising Sexual Assault Centre of Nipissing</u>	705-476-3355	705-840-2403
<b>Oshawa-Durham</b>	<u>Oshawa-Durham Rape Crisis Centre</u>	905-668-9200	905-444-9672
<b>Ottawa SASC</b>	<u>Sexual Assault Support Centre Of Ottawa</u>	613-234-2266	613-725-2160
<b>Ottawa RCC</b>	<u>Ottawa Rape Crisis Centre</u>	613-562-2333	613-562-2334
<b>Peel</b>	<u>Hope 24/7: Sexual Assault Centre Of Peel</u>	1-800-810-0180	905-792-0821
<b>Renfrew</b>	<u>Women's Sexual Assault Centre of Renfrew County</u>	1-800-663-3060	613-735-5551
<b>Sarnia-Lambton</b>	<u>Sexual Assault Survivors' Centre Sarnia- Lambton</u>	519-337-3320	519-337-3154
<b>Sudbury</b>	<u>Voices for Women Sudbury</u>		705-523-7100 ext. 2647
<b>Thunder Bay</b>	<u>Thunder Bay Sexual Abuse &amp; Sexual Assault Counselling &amp; Crisis Centre</u>	807-344-4502	807-345-0894
<b>Timmins</b>	<u>Timmins and Area Women in Crisis</u>	1-877-268-8380	705-268-8381
<b>Toronto</b>	<u>Multicultural Women Against Rape/Toronto Rape Crisis Centre</u>	(416) 597-8808	416-597-1171
<b>Windsor-Essex</b>	<u>Sexual Assault Crisis Centre Of Essex County</u>	519-253-9667	519-253-3100
<b>York</b>	<u>Sexual Assault Crisis Centre Of Essex County</u>	1-800-263-6734 905-895-7313	905-895-3646

## Appendix 3: Sexual Assault and Sexual Violence Guidelines and Protocol

### Sexual Assault and Sexual Violence Guidelines and Protocol

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

#### 1. **Confidentiality**

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

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

However, confidentiality cannot be assured where an individual is at imminent risk of harming themselves or others. In cases where there is risk of harm to themselves, or others, Security (on campus) or Ottawa Police Service (off campus) would be notified and carry out a wellness check.

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

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

Where the College becomes aware of an allegation of sexual assault/sexual violence by a member of the College community against another member of the College community, the College may also have an obligation to take steps to ensure that the matter is dealt with in order to comply with the College's legal obligation and/or its policies to investigate such allegations. Typically, this would involve an investigation by Security Services, who may involve Ottawa Police Service depending on the circumstances.

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

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

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

If you have experienced or been affected by sexual assault or sexual violence,



students are encouraged to report incidents or seek information and guidance from the Student Support Services - Student Distress Line at the numbers below. The Student Distress Line staff will assist by providing relevant support, resources and options.

<b>Ottawa Campus:</b>	(613) 727-4723 ext. 7300
<b>Perth Campus:</b>	(613) 267-2859 ext. 7300 - information and guidance can also be sought from Counselling Services, Room 111, (613) 267-2859 (x5610) or Health Services, Room 111, (613) 267-2859 (x6546).
<b>Pembroke Campus:</b>	(613) 735-4700 ext. 7300 - information and guidance can also be sought from the campus counselor at 613-735-4700 ext. 2804 or campus nurse at 613-735-4700 ext. 2748

1. confidentiality and to be treated with dignity and respect;
2. be listened to without judgement and have their disclosure accepted as true;
3. request information about on- and off-campus services and resources;
4. retain control over whether or not to access available services and to choose those services they feel will be most beneficial;
5. decide if and to whom they wish to report the incident;
6. choose to report to a College Official, Security Services, Police or online or any combination of these;
7. decide whether a College Official can provide your name to Security Services;
8. have an on-campus investigation with the institution's full cooperation;
9. develop a safety plan with Counselling Services or an off-site partner; and
10. have reasonable and necessary actions taken to prevent further unwanted contact with the alleged perpetrator(s).

### 3. **Support Options Available to You**

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

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

Any student who has experienced or been affected by sexual violence and is seeking information or support, help is available on the campuses of Algonquin College. A table of the services available to provide support and information to students affected by sexual assault/sexual violence can be found in Appendix 2 . If a member of the College Community becomes aware of an allegation of sexual assault/sexual violence against another member of the College Community, the member of the College Community is required to report the alleged incident immediately to Security Services, respecting the individual's rights spelt out above. The matter will be addressed in accordance with the confidentiality

provisions outlined above.

Additional information about the resources and support services is available below; or you can use this link to go directly to the resources:

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

Although all disclosures of sexual violence will be reported to Algonquin's Security Services it is entirely up to you whether or not you choose to participate in an investigation, and students are welcome to use services irrespective of their willingness to report or be involved in any investigation.

4. **If You Would like to File a Formal Complaint**

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

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

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

More information on filing a complaint can be found at:

<https://www.algonquincollege.com/safety-security-services/home/accident-incident-report-on-line-form/>

It is often difficult to disclose and report incidents of sexual assault/sexual violence. It is entirely up to you if you choose to report the incident; however, we strongly encourage you to do so. The College recognizes a student's right to have a support person of their choosing accompany them when making a report or when participating in the investigation/hearing process.

5. **Complaint Process and Investigations**

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

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

1. **Protection from Reprisals, Retaliation or Threats:**

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

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

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

#### 1. Interim Measures to Protect Complainants

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

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

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

#### 2. **Right to Withdraw a Complaint**

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

#### 3. **Unsubstantiated or Vexatious Complaints**

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

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

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

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

number of valid reasons, including:

A supportive response involves:

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

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

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

- concern for their own safety or the safety of other potential victims;
- a need for psychological, emotional or medical support;
- a desire for justice;
- a request for academic accommodation.
- listening without judgement and accepting the disclosure as true;
- communicating that sexual assault/sexual violence is never the responsibility of the survivor;
- helping the individual identify and/or access available on- or off-campus services, including emergency medical care and counselling;
- respecting the individual's right to choose the services they feel are most appropriate and to decide whether to report to the police or College authorities.
- recognizing that disclosing can be traumatic and an individual's ability to recall the events may be limited;
- respecting the individual's choices as to what and how much they disclose about their experience; and
- making every effort to respect confidentiality and anonymity.

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

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

If you are a student and witness sexual assault/sexual violence we encourage

you to contact Security Services at ext. 5010 who can assist you by providing relevant support, resources and options.

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

Resources and information are also available at

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

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

1. Security Services

**Ottawa Campus:** 613- 727-4723 ext. 5010

**Perth Campus:** (613) 267-2859 ext. 5010

**Pembroke Campus:** 613-735-4700 ext. 2739

2. Counseling Services

**Ottawa Campus:** 613-727-4723 ext. 7200

**Perth Campus:** 613-267-2859 ext. 5610

**Pembroke Campus:** 613-735-4700 ext. 2804

3. Health Services

**Ottawa Campus:** 613-727-4723 ext. 7222

**Perth Campus:** 613-267-2859 ext. 6546

**Pembroke Campus:** 613-735-4700 ext. 2748

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

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

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

9. **Roles and Responsibilities of the College Community**

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

Information about these resources is available by using this link:

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

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

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

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

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

##### 1. **Where the Respondent is a Student**

Sexual assault/sexual violence is a violation of policy [SA07 "Student Conduct"](#). It is considered a serious offence and will be

addressed in a manner which is consistent with other serious offences. Please see SA07 for more details regarding disciplinary process. During Student Conduct hearings, the College will take every measure to reduce the potential distress experienced by the complainant.

2. **Where the Respondent is an Employee**

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

3. **Where the Respondent is not a Student or Employee**

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

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

4. **Multiple Proceedings**

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

5. **Immunity Clause for Substance Use**

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

## Appendix 4: Dispelling the Myths and Misconceptions About Sexual Assault

### Dispelling the Myths and Misconceptions About Sexual Assault

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

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

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

Myths	Facts
It wasn't rape, so it wasn't sexual violence.	Sexual assault and sexual violence encompasses a broad range of unwanted sexual activity. Any unwanted sexual contact is considered to be sexual violence. A survivor can be severely affected by all forms of sexual violence, including unwanted fondling, rubbing, kissing, or other sexual acts. Many forms of sexual violence involve no physical contact, such as stalking or distributing intimate visual recordings. All of these acts are serious and can be damaging.
Sexual assault can't happen to me or anyone I know.	Sexual assault can and does happen to anyone. People of all socioeconomic and ethnic backgrounds are survivors of sexual assault, but the vast majority of sexual assaults happen to women and girls. Young women, Aboriginal women and women with disabilities are at greater risk of experiencing sexual assault.
Sexual assault is most often committed by strangers.	Someone known to the survivor, including acquaintances, dating partners, and common-law or married partners, commit approximately 75 per cent of sexual assaults.
Sexual assault is most likely to happen outside in dark, dangerous places.	The majority of sexual assaults happen in private spaces like a residence or private home.
If an individual doesn't report to the police, it wasn't sexual assault.	Just because a survivor doesn't report the assault doesn't mean it didn't happen. Fewer than one in ten survivors report the crime to the police.



<p>It's not a big deal to have sex with someone while they are drunk, stoned or passed out.</p>	<p>If a person is unconscious or incapable of consenting due to the use of alcohol or drugs, they cannot legally give consent. Without consent, it is sexual assault.</p>
<p>If the person chose to drink or use drugs, then it isn't considered sexual assault.</p>	<p>This is a prominent misconception about sexual assault. No one can consent while drunk or incapacitated.</p>
<p>If the survivor didn't scream or fight back, it probably wasn't sexual assault.</p> <p>If the survivor does not fight back, the sexual assault is their fault.</p>	<p>When an individual is sexually assaulted they may become paralysed with fear and be unable to fight back. The person may be fearful that if they struggle, the perpetrator will become more violent.</p>
<p>If you didn't say no, it must be your fault.</p>	<p>People who commit sexual assault/abuse are trying to gain power and control over their survivor. They want to make it extremely difficult, if not impossible, for their survivor to say no. A person does not need to actually say the word "no" to make it clear that they did not want to participate. The focus in consent is on hearing a "yes".</p>
<p>If someone isn't crying or visibly upset, it probably wasn't a serious sexual assault.</p>	<p>Every woman responds to the trauma of sexual assault differently. She may cry or she may be calm. She may be silent or very angry. Her behaviour is not an indicator of her experience. It is important not to judge a woman by how she responds to the assault.</p>
<p>If someone does not have obvious physical injuries, like cuts or bruises, they probably were not sexually assaulted.</p>	<p>Lack of physical injury does not mean that a person wasn't sexually assaulted. An offender may use threats, weapons, or other coercive actions that do not leave physical marks. The person may have been unconscious or been otherwise incapacitated.</p>
<p>If it really happened, the survivor would be able to easily recount all the facts in the proper order.</p>	<p>Shock, fear, embarrassment and distress can all impair memory. Many survivors attempt to minimize or forget the details of the assault as a way of coping with trauma. Memory loss is common when alcohol and/or drugs are involved.</p>
<p>Individuals lie and make up stories about being sexually assaulted; and most reports of sexual assault turn out to be false.</p>	<p>According to Statistics Canada, fewer than one in 10 sexual assault survivors report the crime to the police. Approximately 2% of sexual assault reports are false.</p> <p>The number of false reports for sexual assault is very low. Sexual assault carries such a stigma that many people prefer not to report.</p>

Persons with disabilities don't get sexually assaulted.	Individuals with disabilities are at a high risk of experiencing sexual violence or assault. Those who live with activity limitations are over two times more likely to be victims of sexual assault than those who are able bodied.
A spouse or significant other cannot sexually assault their partner.	Sexual assault can occur in a married or other intimate partner relationship. The truth is, sexual assault occurs ANY TIME there is not consent for sexual activity of any kind. Being in a relationship does not exclude the possibility of, or justify, sexual assault. A person has the right to say "no" at ANY point.
People who are sexually assaulted "ask for it" by their provocative behaviour or dress.	This statement couldn't be more hurtful or wrong. Nobody deserves to be sexually assaulted. Someone has deliberately chosen to be violent toward someone else; to not get consent. Nobody asks to be assaulted. Ever. No mode of dress, no amount of alcohol or drugs ingested, no matter what the relationship is between the survivor and the perpetrator or what the survivor's occupation is, sexual assault is always wrong.
Sexual assault only happens to women	Not true. The majority of sexual assaults are committed against women by men, but people of all genders, from all backgrounds have been/can be assaulted.
Sexual abuse of males is rare.	According to Statistics Canada, six per cent of males 15 or over reported that they had been affected by sexual victimization. Sexual assault/abuse occurs in every economic, ethnic, age and social group.
If you got aroused or got an erection or ejaculated you must have enjoyed it.	It is normal for your body to react to physical stimulation. Just because you became physically aroused does not mean that you liked it, or wanted it or consented in any way. If you've been affected by some physical pleasure, this does not take away the fact that sexual abuse happened or the effects or feelings of abuse.
Reporting sexual violence will impact a international students immigration status.	The law and the Colleges SA16 policy are intended to protect everyone living in Canada and studying at Algonquin College, reporting sexual violence will not impact a survivors immigration status.

## 5.2 Appendix B

**SA16****Sexual Assault/Sexual Violence**

Classification:	Student Affairs
Responsible Authority:	Vice President, Student Services
Executive Sponsor:	Vice President, Finance and Administration
Approval Authority:	Algonquin College Board of Governors
Date First Approved:	2015-03-25
Date Last Reviewed:	2024-12-09
Date to Complete Mandatory Review:	2027-12-09

**PURPOSE**

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

**SCOPE**

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

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

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

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

**DEFINITIONS**

<b>Word/Term</b>	<b>Definition</b>
Academic Accommodation	Academic Accommodation is a collection of educational practices, systems and support services designed to accommodate functional challenges based on the best options for a student to successfully complete the academic requirements of their course or program.
Acquaintance sexual assault	Sexual contact that is forced, manipulated, or coerced by a partner, friend or acquaintance.
Age of consent for sexual activity	The age at which a person can legally consent to sexual activity. In Canada, children under 12 can never legally consent to sexual acts. Sixteen is the legal age of consent for sexual acts. There are variations on the age of consent for adolescents who are close in age between the ages of 12 and 16. Twelve and 13 year-olds can consent to have sex with other youth who are less than 2 years older than themselves. Youth who are 14 and 15 years old may consent to sexual involvement that is mutual with a person who is less than 5 years older. Youths 16 and 17 years old may legally consent to sexual acts with someone who is not in a position of trust or authority.
Anonymity	Anonymity allows the name of the complainant to be withheld. However, a student reporting a complaint to a College Employee or College Official should understand that while every effort will be made to ensure confidentiality, the College cannot investigate or follow up on an anonymous disclosure.
Coercion	In the context of sexual assault/sexual violence, coercion is unreasonable and persistent pressure for sexual activity. Coercion is the use of emotional manipulation, blackmail, threats to family or friends, or the promise of rewards or special treatment, to persuade someone to do something they do not wish to do, such as being sexual or performing particular sexual acts.
College Official	Any College employee, not otherwise specifically identified by role, who is duly authorized and empowered to carry out official College business / processes / functions / activities on behalf of the College and is acting, within this context, in the name of the College.
Confidentiality	The process of strict privacy guiding the College's response to a complaint. A student's name and disclosure is known, but, only to those who need to know in order to help resolve the complaint/or provide support as per the students request.

Consent	Consent is the voluntary and explicit agreement to engage in the sexual activity in question.
Drug-facilitated sexual assault	The use of alcohol and/or drugs (prescription or non-prescription) by a perpetrator to control, overpower or subdue a survivor for purposes of sexual assault.
Employee	Full-time and part-time College support staff, faculty and administrators.
Indecent Exposure	The exposure of the private or intimate parts of the body in a lewd manner, when the perpetrator may be readily observed.
Sexual assault	A criminal offence under the Criminal Code of Canada. Sexual assault is any type of unwanted sexual act done by one person to another that violates the sexual integrity of the victim and involves a range of behaviours from unwanted touching to penetration.
Sexual Exploitation	Seeking benefit through the non-consensual or abusive sexual control over another.
Sexual Harassment	Engaging in a course of vexatious comment or conduct against another because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome.
Sexual violence	Any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.
Stalking	A form of criminal harassment prohibited by the Criminal Code of Canada. It involves behaviours that occur on more than one occasion and which collectively instil fear in the survivor or threaten the survivor/target's safety or mental health. Stalking can also include threats of harm to the target's friends and/or family. These behaviours include, but are not limited to non-consensual communications (face to face, phone, email, social media); threatening or obscene gestures; surveillance; sending unsolicited gifts; "creeping" via social media/cyber-stalking; and uttering threats.
Student	A Student is any person who is currently enrolled in a course or program at Algonquin College, but who may not yet have

registered; who has applied for admission to the College; or who was enrolled in a course or program at the College.

Survivor	Some who have been affected by sexual assault/sexual violence may choose to identify as a survivor. Individuals might be more familiar with the term “victim”. We use the term survivor throughout this policy where relevant because some who have been affected by sexual assault believe they have overcome the violent experience and do not wish to identify with the victimization. It is the prerogative of the person who has been affected by these circumstances to determine how they wish to identify.
Voyeurism	Observing another in a sexual manner without consent and when they could reasonably expect privacy. This includes direct observation, through the use of an electronic or mechanical device, or through the use of a recording.

## **POLICY**

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

All reported incidents of sexual assault/sexual violence will be responded to in a manner that ensures due process as outlined in the procedures below. The College will investigate sexual assault/sexual violence disclosures. It is this policy’s intention to make individuals feel comfortable about making a report in good faith about sexual assault/sexual violence that they have been affected by or witnessed. Students are not required to file a formal report of incident(s) of sexual violence to obtain supports, services and/or academic accommodation from the College. The College cannot investigate or follow up on anonymous disclosures.

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

### **We are committed to:**

1. assisting those who have been affected by sexual assault/sexual violence by providing choices, including detailed information and support, such as provision

- of and/or referral to counselling and medical care, information about legal options, providing a written follow up to the survivor following an investigation and appropriate academic and other accommodations, all in a timely manner;
2. ensuring that the right to dignity and respect is protected throughout the process of disclosure, investigation and institutional response;
  3. ensuring that during any investigation process College employees do not ask individuals who disclose sexual assault/sexual violence irrelevant questions, such as those relating to past sexual history or sexual expression;
  4. a complainant acting in good faith, who discloses or reports sexual violence, will not be subject to disciplinary action for violations of the institution's policies related to drug and alcohol use at the time the sexual violence took place;
  5. addressing harmful attitudes and behaviours (e.g., adhering to myths of sexual assault/sexual violence) that reinforce that the person who been affected by sexual assault/sexual violence is somehow to blame for what happened;
  6. treating individuals who disclose sexual assault/sexual violence with compassion recognizing that they are the decision-makers about their own best interests;
  7. ensuring that on-campus (internal) investigation procedures are available in the case of sexual assault/sexual violence, even when the individual chooses not to make a report to the police;
  8. engaging in appropriate procedures for investigation and adjudication of a complaint, which are in accordance with College policies, standards, and applicable collective agreements, and that ensure fairness and due process;
  9. ensuring coordination and communication among the various departments who are most likely to be involved in the response to incidents of sexual violence on campus;
  10. engaging in public education and prevention activities;
  11. providing information to the College community about our sexual assault/sexual violence policies and protocols;
  12. providing appropriate education and training to the College community about responding to the disclosure of sexual assault/sexual violence;
  13. actively promoting a campus atmosphere in which sexual assault/sexual violence is not tolerated;
  14. monitoring and updating our policies and protocols to ensure that they remain effective and in line with other existing policies and best practices;
  15. collect data on:
    1. the number of times and a description of the supports, services and accommodations relating to sexual violence are requested and obtained by students;
    2. initiatives and programs established by the college to promote awareness of the supports and services available to students;
    3. the number of incidents and complaints of sexual violence reported by students; and
    4. the implementation and effectiveness of this policy. This data will be made available to the Minister of Advanced Education and Skills Development of Ontario upon request. Data will be collected and reported in a manner that

protects the confidentiality of all members of the College community connected to each incident;

16. supporting employees who respond to disclosures of sexual violence through line managers, Human Resources, and the Employee Family Assistance Program (EFAP) as necessary, and;
17. provide an online reporting forum for people who have experienced sexual violence. The Sexual Assault/Sexual Violence reporting page allows people who have experienced sexual violence to report their experience with sexual violence online. If they choose, survivors can remain anonymous. Please find the link to reporting here: <https://www.algonquincollege.com/safety-security-services/sexual-assaultviolence-reporting/>

## PROCEDURE

	Action	Responsibility
	<p><i>In all instances of an emergency, contact the emergency number according to the emergency procedures for your campus.</i></p> <p><i>Ottawa Campus: ext.5000 / 911 Perth Campus: 911 Pembroke Campus: 911</i></p>	
1a).	Report incidents of sexual violence they witness or have knowledge of, or they have reason to believe has occurred or may occur to Security Services. Members who have themselves been affected by sexual assault/sexual violence are encouraged to come forward to report the incident as soon as they are able to do so.	All Members of the College Community
1b).	Persons in a position of authority and/or supervision shall take immediate action to respond to or to prevent sexual assault/sexual violence from occurring.	All Members of the College Community
1c).	Members of the college community who have been affected by sexual violence (including members of the college community to whom a student has disclosed an incident of sexual violence) are encouraged to report incidents or seek information and guidance from Security Services. Security Services will take an initial report and will assist by providing information about relevant support, resources and options.	Security Services, Employees
1d).	Students who have been affected by sexual violence, as well as members of the college community to whom a student has disclosed an incident of sexual violence, are also encouraged to access information and support from the College's Counselling Services and/or Health Services. A table of these services available to provide support and information to students affected by sexual violence can be found in Appendix 2. Please note that	Students



	students are not required to file a formal report of incident(s) of sexual violence to obtain supports, services and/or academic accommodation from the College.	
1e).	Students who wish to retain their anonymity can report sexual assault or sexual violence on Security Services web site. When a student chooses to share their personal information with Security Services, this information is treated with great care and respect, with confidentiality a priority while an investigation takes place. Personal information shared with Health Services is protected by the Personal Health Information and Privacy Act, and personal information shared with Counselling Services is protected by the Freedom of Information and Protection of Privacy Act, meaning your information cannot be shared without your permission, except in exceptional circumstances.	Security Services, Health Services, Counselling Services
2.	Where College officials become aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, which occur on or off College property, they will take immediate measures in accordance with Appendix 1 to ensure the survivor is supported and ensure appropriate reporting is carried out in accordance with the wishes of the survivor.	College Officials

**SUPPORTING DOCUMENTATION**

- Appendix 1: Sexual Violence Reporting Flowchart
- Appendix 2: Ottawa, Pembroke and Perth Campus Supports / Academic Accommodations
- Appendix 3: Sexual Assault and Sexual Violence Guidelines and Protocol
- Appendix 4: Dispelling the Myths and Misconceptions About Sexual Assault

**RELATED POLICIES**

- AA19 Academic Appeal
- AA35 Confidentiality of Student Records
- HR18 Employee Code of Conduct
- HR21 Staff / Student Personal Relationships
- HR22 Respectful Workplace
- SA02 Ombudsman
- SA07 Student Conduct

**RELATED MATERIALS**

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

**Appendix 1: Sexual Violence Reporting Flowchart**

## **Sexual Violence Reporting Flowchart**

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

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

For your campus specific flow charts, please visit:

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

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

### ALGONQUIN COLLEGE

#### RESOURCES

#### Algonquin College Project Lighthouse

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

#### OTTAWA CAMPUS SUPPORTS

##### Student Support Services – Student Distress Line

Welcome Centre – 3rd floor, Student Commons (Building E)

613-727-4723, ext. 7300

<https://www.algonquincollege.com/student-supportservices/support-students-crisis/>

##### Counselling Services

Welcome Centre – 3rd floor, Student Commons (Building E)

613-727-4723, ext. 7200

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

##### Health Services

Room C141

613-727-4723, ext. 7222

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

##### Security Services

Room A149

Emergency: 613-727-4723 ext. 5000

Non-Emergency: 613-727-4723 ext. 5010

<https://www.algonquincollege.com/safety-security-services/>

##### Mamidosewin Centre (Indigenous Centre)

Room E122

613-727-4723, ext. 7186

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

##### Students Association 2SLGBTQ+ Supports

<https://www.algonquinsa.com/getinvolved/wellness/>

#### PEMBROKE CAMPUS SUPPORTS

##### Counselling Services

Room 138

##### Health Services

Room 127

613-735-4700 ext. 2804 <a href="http://www.algonquincollege.com/pembroke/counselling">http://www.algonquincollege.com/pembroke/counselling</a>	613-735-4700 ext. 2748 <a href="https://www.algonquincollege.com/pembroke/health-services/">https://www.algonquincollege.com/pembroke/health-services/</a>
<b>Security Services</b>  Room 112  613-735-4700 ext. 2739	
<b>PERTH CAMPUS SUPPORT</b>	
<b>Counselling Services</b>  Room 110  613-267-2859 ext.5610  <a href="https://www.algonquincollege.com/perth/current/counselling-services/">https://www.algonquincollege.com/perth/current/counselling-services/</a>	<b>Health Services</b>  Room 111  613-267-2859 ext. 6546  <a href="https://www.algonquincollege.com/perth/current/perth-campus-health-services/">https://www.algonquincollege.com/perth/current/perth-campus-health-services/</a>
<b>Security Services</b>  Ottawa Campus  1-613-727-4723 ext.5000	<b>Student Support Services - Student Distress Line</b>  Ottawa Campus  1-613-727-4723 ext. 7300
<b>All Campuses - Academic Accommodations</b>	
<p>Should the survivor require an academic accommodation (defer or reschedule assignment(s), text(s), exam(s), any of the supports listed above can assist in arranging with the appropriate academic department or the survivor may wish to consult directly with their program coordinator, academic chair or dean who will make the necessary arrangements, maintaining the confidentiality of the reason for the academic accommodation.</p> <p>An academic accommodation will be made based on the best options for the survivor to successfully complete the academic requirements of their course or program.</p> <p>Additional information about the resources and support services is available below; or you can use this link to go directly to the resources <a href="https://www.algonquincollege.com/projectlighthouse/">https://www.algonquincollege.com/projectlighthouse/</a>.</p>	
<b>Project Lighthouse</b>	
<p>Project Lighthouse aims to shine light on the topic of sexual violence and help you navigate healthy sexual relationships. Through compassion, education, and awareness, this initiative aims to reduce sexual violence at Algonquin College and</p>	

support survivors of sexual violence. Look for events and programming on campus to get involved. You can also view a list of on- and off-campus supports at the [Ottawa](#), [Pembroke](#), and [Perth](#) campuses.

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

**If you are in immediate danger, call 911**

**CANADIAN AND PROVINCIAL SUPPORTS AND RESOURCES**

<p><b>Assaulted Women's Helpline</b></p> <p><a href="http://www.awhl.org/">http://www.awhl.org/</a></p> <p>Toll Free: 1-866-863-0511</p> <p>Mobile: #SAFE (#7233)</p>	<p><b>Good2Talk</b></p> <p><a href="https://good2talk.ca/">https://good2talk.ca/</a></p> <p>1-866-925-5454</p>
<p><b>211 Ontario</b></p> <p><a href="https://211ontario.ca/">https://211ontario.ca/</a></p> <p>Dial - 211</p>	<p><b>Male Survivors of Sexual Abuse</b></p> <p>1-866-887-0015</p>
<p><b>Trans Life Line</b></p> <p><a href="http://www.translifeline.org/">http://www.translifeline.org/</a></p> <p>1-877-330-6366</p>	<p><b>Shelter Safe</b></p> <p><a href="https://www.sheltersafe.ca/">https://www.sheltersafe.ca/</a></p>
<p><b>Ontario Coalition of Rape Crisis Centres</b></p> <p><a href="http://www.sexualassaultsupport.ca/">http://www.sexualassaultsupport.ca/</a></p>	

**OTTAWA COMMUNITY SUPPORTS AND RESOURCES**

<p><b>Ottawa Police – Sexual Assault and Child Abuse Unit</b></p> <p><a href="#">Ottawa Police Service</a></p>	<p><b>Ottawa Rape Crisis Centre</b></p> <p><a href="http://www.orcc.net/">http://www.orcc.net/</a></p> <p>613-562-2333</p>	<p><b>The Ottawa Hospital – Sexual Assault &amp; Partner Abuse Care Program</b></p> <p>Emergency Department: Civic Campus – 1053 Carling Avenue</p>
--	--	---

9-1-1 or 613-236-1222, ext. 5944		613-798-5555 ext. 13770
<b>Wabano Centre for Aboriginal Health</b>  <a href="http://www.wabano.com/">http://www.wabano.com/</a>  613-748-0657	<b>Minwaashin Lodge</b>  <a href="https://www.minlodge.com/">https://www.minlodge.com/</a>  613-789-1141	<b>Sexual Assault Support Centre of Ottawa</b>  <a href="https://sascottawa.com/">https://sascottawa.com/</a>  24 hr. Support Line: 613-234-2266
<b>Ottawa Distress Centre</b>  <a href="http://www.dcottawa.on.ca/">http://www.dcottawa.on.ca/</a>  613-238-3311	<b>CALACS Francophone d'Ottawa</b>  <a href="http://www.calacs.ca/">http://www.calacs.ca/</a>  613-789-9117	<b>Immigrant Women Services of Ottawa</b>  <a href="https://www.immigrantwomenservices.com/">https://www.immigrantwomenservices.com/</a>  613-729-3145
<b>Ottawa Coalition to End Violence Against Women</b>  <a href="https://www.octevaw-cocvff.ca/">https://www.octevaw-cocvff.ca/</a>	<b>Youth Services Bureau Crisis Line</b>  <a href="https://www.ysb.ca/">https://www.ysb.ca/</a>  chat.ysb.ca  613-260-2360	<b>Men and Healing</b>  <a href="https://menandhealing.ca/">https://menandhealing.ca/</a>  613-482-9363

**PEMBROKE COMMUNITY SUPPORT AND RESOURCES**

<b>Ontario Provincial Police</b>  <a href="https://www.opp.ca/">https://www.opp.ca/</a>  Emergency: 9-1-1  Non-Emergency: 1-888-310-1122  TTY: 1-888-310-1133	<b>Pembroke Regional Hospital</b>  613-732-2811  705 Mackay St. Pembroke
<b>Women's Sexual Assault Centre for Renfrew County</b>  <a href="http://www.wsac.ca/">http://www.wsac.ca/</a>  613-735-5551	<b>Eastern Ontario Crisis Line</b>  <a href="https://crisisline.ca/">https://crisisline.ca/</a>  1-866-996-0991

1-800-663-3060

PERTH COMMUNITY SUPPORT AND RESOURCES	
---------------------------------------	--

<b>Ontario Provincial Police</b> <a href="https://www.opp.ca/">https://www.opp.ca/</a> Non-Emergency: 613-267-2626 1-888-310-1122 TTY:1-888-310-1133	<b>Perth and Smith Falls District Hospital – Sexual Assault and Domestic Violence Program</b> <a href="https://psfdh.on.ca/services/specialty-services/lanark-county-sexual-assault-domestic-violence-program/">https://psfdh.on.ca/services/specialty-services/lanark-county-sexual-assault-domestic-violence-program/</a> PSFD Hospital: 613-267-1500 Program: 613-283-2330 ext. 1258
<b>Sexual Assault and Domestic Violence Program</b> 613-283-2330 ext.1258	<b>Lanark County Interval House</b> <a href="https://lcih.org/">https://lcih.org/</a> 613-257-5960 1-800-267-7946 TTY: 613-257-1952
<b>End Abuse in Lanark</b> <a href="http://endabuseinlanark.ca/">http://endabuseinlanark.ca/</a>	<b>Lanark County Mental Health</b> <a href="https://www.lanarkmentalhealth.com/">https://www.lanarkmentalhealth.com/</a> Crisis Line: 613-283-2170

Sexual Assault Centres (Ontario)			
----------------------------------	--	--	--

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

Region in Ontario	Sexual Assault Centre	24-hr Crisis Line	Office Phone
Algoma (Sault Ste. Marie)	<a href="#">Women In Crisis Algoma</a>	1-877-759-1230	705-759-1230
Belleville-Quinte	<a href="#">Sexual Assault Centre for Quinte &amp; District</a>	1-877-544-6424	613-967-6300

<b>Brant</b>	<a href="#">Sexual Assault Centre Of Brant</a>	519-751-3471	519-751-1164
<b>Bruce County</b>	<a href="#">Women's House Serving Bruce and Grey: Sexual Assault Services</a>	1-866-578-5566	519-372-1113
<b>Chatham-Kent</b>	<a href="#">Chatham-Kent Sexual Assault Crisis Centre</a>	519-354-8688	519-354-8908
<b>Cornwall</b>	<a href="#">Sexual Assault Support Services for Women, Cornwall</a>	English: 613-932-1603 French: 613-932-1705	613-932-1755
<b>East Algoma(Elliot Lake)</b>	<a href="#">Counselling Centre Of East Algoma</a>	1-800-721-0077	705-848-2585
<b>Guelph-Wellington</b>	<a href="#">Guelph-Wellington Women in Crisis</a>	519-836-5710 1-800-265-7233	519-836-1110
<b>Halton (Oakville)</b>	<a href="#">Sexual Assault &amp; Violence Intervention Services of Halton</a>	905-875-1555	906-825-3622
<b>Hamilton</b>	<a href="#">Sexual Assault Centre Hamilton &amp; Area (SACHA)</a>	905-525-4162	905-525-4573
<b>Kawartha (Peterborough &amp; Area)</b>	<a href="#">Kawartha Sexual Assault Centre</a>	705-741-0260	705-748-5901
<b>Kenora</b>	<a href="#">Kenora Sexual Assault Centre</a>	807-468-7233 1-800-565-6161	807-468-7958
<b>Kingston</b>	<a href="#">Sexual Assault Centre Kingston</a>	613-544-6424 1-877-544-6424	613-545-0762
<b>Waterloo</b>	<a href="#">Sexual Assault Support Centre of Waterloo Region</a>	519-741-8633	519-571-0121
<b>London-Middlesex</b>	<a href="#">Sexual Assault Centre London</a>	519-642-3000 1-800-265-1576	519-439-0844
<b>Muskoka</b>	<a href="#">Athena's Sexual Assault Counselling &amp; Advocacy Centre</a>	705-737-2008 1-800-987-0799	705-737-2884



<b>Niagara</b>	<a href="#">Niagara Region Sexual Assault Centre</a>	905-682-4584	905-682-7258
<b>Nipissing</b>	<a href="#">Amelia Rising Sexual Assault Centre of Nipissing</a>	705-476-3355	705-840-2403
<b>Oshawa-Durham</b>	<a href="#">Oshawa-Durham Rape Crisis Centre</a>	905-668-9200	905-444-9672
<b>Ottawa SASC</b>	<a href="#">Sexual Assault Support Centre Of Ottawa</a>	613-234-2266	613-725-2160
<b>Ottawa RCC</b>	<a href="#">Ottawa Rape Crisis Centre</a>	613-562-2333	613-562-2334
<b>Peel</b>	<a href="#">Hope 24/7: Sexual Assault Centre Of Peel</a>	1-800-810-0180	905-792-0821
<b>Renfrew</b>	<a href="#">Women's Sexual Assault Centre of Renfrew County</a>	1-800-663-3060	613-735-5551
<b>Sarnia-Lambton</b>	<a href="#">Sexual Assault Survivors' Centre Sarnia- Lambton</a>	519-337-3320	519-337-3154
<b>Sudbury</b>	<a href="#">Voices for Women Sudbury</a>		705-523-7100 ext. 2647
<b>Thunder Bay</b>	<a href="#">Thunder Bay Sexual Abuse &amp; Sexual Assault Counselling &amp; Crisis Centre</a>	807-344-4502	807-345-0894
<b>Timmins</b>	<a href="#">Timmins and Area Women in Crisis</a>	1-877-268-8380	705-268-8381
<b>Toronto</b>	<a href="#">Multicultural Women Against Rape/Toronto Rape Crisis Centre</a>	(416) 597-8808	416-597-1171
<b>Windsor-Essex</b>	<a href="#">Sexual Assault Crisis Centre Of Essex County</a>	519-253-9667	519-253-3100
<b>York</b>	<a href="#">Sexual Assault Crisis Centre Of Essex County</a>	1-800-263-6734 905-895-7313	905-895-3646

## Appendix 3: Sexual Assault and Sexual Violence Guidelines and Protocol

### Sexual Assault and Sexual Violence Guidelines and Protocol

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

#### 1. **Confidentiality**

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

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

However, confidentiality cannot be assured where an individual is at imminent risk of harming themselves or others. In cases where there is risk of harm to themselves, or others, Security (on campus) or Ottawa Police Service (off campus) would be notified and carry out a wellness check.

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

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

Where the College becomes aware of an allegation of sexual assault/sexual violence by a member of the College community against another member of the College community, the College may also have an obligation to take steps to ensure that the matter is dealt with in order to comply with the College's legal obligation and/or its policies to investigate such allegations. Typically, this would involve an investigation by Security Services, who may involve Ottawa Police Service depending on the circumstances.

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

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

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

If you have experienced or been affected by sexual assault or sexual violence,

students are encouraged to report incidents or seek information and guidance from the Student Support Services - Student Distress Line at the numbers below. The Student Distress Line staff will assist by providing relevant support, resources and options.

<b>Ottawa Campus:</b>	(613) 727-4723 ext. 7300
<b>Perth Campus:</b>	(613) 267-2859 ext. 7300 - information and guidance can also be sought from Counselling Services, Room 111, (613) 267-2859 (x5610) or Health Services, Room 111, (613) 267-2859 (x6546).
<b>Pembroke Campus:</b>	(613) 735-4700 ext. 7300 - information and guidance can also be sought from the campus counselor at 613-735-4700 ext. 2804 or campus nurse at 613-735-4700 ext. 2748

1. confidentiality and to be treated with dignity and respect;
2. be listened to without judgement and have their disclosure accepted as true;
3. request information about on- and off-campus services and resources;
4. retain control over whether or not to access available services and to choose those services they feel will be most beneficial;
5. decide if and to whom they wish to report the incident;
6. choose to report to a College Official, Security Services, Police or online or any combination of these;
7. decide whether a College Official can provide your name to Security Services;
8. have an on-campus investigation with the institution's full cooperation;
9. develop a safety plan with Counselling Services or an off-site partner; and
10. have reasonable and necessary actions taken to prevent further unwanted contact with the alleged perpetrator(s).

### 3. **Support Options Available to You**

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

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

Any student who has experienced or been affected by sexual violence and is seeking information or support, help is available on the campuses of Algonquin College. A table of the services available to provide support and information to students affected by sexual assault/sexual violence can be found in Appendix 2 . If a member of the College Community becomes aware of an allegation of sexual assault/sexual violence against another member of the College Community, the member of the College Community is required to report the alleged incident immediately to Security Services, respecting the individual's rights spelt out above. The matter will be addressed in accordance with the confidentiality

provisions outlined above.

Additional information about the resources and support services is available below; or you can use this link to go directly to the resources:

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

Although all disclosures of sexual violence will be reported to Algonquin's Security Services it is entirely up to you whether or not you choose to participate in an investigation, and students are welcome to use services irrespective of their willingness to report or be involved in any investigation.

#### 4. **If You Would like to File a Formal Complaint**

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

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

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

More information on filing a complaint can be found at:

<https://www.algonquincollege.com/safety-security-services/home/accident-incident-report-on-line-form/>

It is often difficult to disclose and report incidents of sexual assault/sexual violence. It is entirely up to you if you choose to report the incident; however, we strongly encourage you to do so. The College recognizes a student's right to have a support person of their choosing accompany them when making a report or when participating in the investigation/hearing process.

#### 5. **Complaint Process and Investigations**

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

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

##### 1. **Protection from Reprisals, Retaliation or Threats:**

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

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

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

#### 1. Interim Measures to Protect Complainants

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

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

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

#### 2. **Right to Withdraw a Complaint**

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

#### 3. **Unsubstantiated or Vexatious Complaints**

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

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

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

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

number of valid reasons, including:

A supportive response involves:

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

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

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

- concern for their own safety or the safety of other potential victims;
- a need for psychological, emotional or medical support;
- a desire for justice;
- a request for academic accommodation.
- listening without judgement and accepting the disclosure as true;
- communicating that sexual assault/sexual violence is never the responsibility of the survivor;
- helping the individual identify and/or access available on- or off-campus services, including emergency medical care and counselling;
- respecting the individual's right to choose the services they feel are most appropriate and to decide whether to report to the police or College authorities.
- recognizing that disclosing can be traumatic and an individual's ability to recall the events may be limited;
- respecting the individual's choices as to what and how much they disclose about their experience; and
- making every effort to respect confidentiality and anonymity.

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

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

If you are a student and witness sexual assault/sexual violence we encourage

you to contact Security Services at ext. 5010 who can assist you by providing relevant support, resources and options.

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

Resources and information are also available at

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

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

1. Security Services

**Ottawa Campus:** 613- 727-4723 ext. 5010

**Perth Campus:** (613) 267-2859 ext. 5010

**Pembroke Campus:** 613-735-4700 ext. 2739

2. Counseling Services

**Ottawa Campus:** 613-727-4723 ext. 7200

**Perth Campus:** 613-267-2859 ext. 5610

**Pembroke Campus:** 613-735-4700 ext. 2804

3. Health Services

**Ottawa Campus:** 613-727-4723 ext. 7222

**Perth Campus:** 613-267-2859 ext. 6546

**Pembroke Campus:** 613-735-4700 ext. 2748

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

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

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

9. **Roles and Responsibilities of the College Community**

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

Information about these resources is available by using this link:

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

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

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

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

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

##### 1. **Where the Respondent is a Student**

Sexual assault/sexual violence is a violation of policy [SA07 "Student Conduct"](#). It is considered a serious offence and will be



addressed in a manner which is consistent with other serious offences. Please see SA07 for more details regarding disciplinary process. During Student Conduct hearings, the College will take every measure to reduce the potential distress experienced by the complainant.

2. **Where the Respondent is an Employee**

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

3. **Where the Respondent is not a Student or Employee**

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

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

4. **Multiple Proceedings**

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

5. **Immunity Clause for Substance Use**

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

## Appendix 4: Dispelling the Myths and Misconceptions About Sexual Assault

### Dispelling the Myths and Misconceptions About Sexual Assault

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

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

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

Myths	Facts
It wasn't rape, so it wasn't sexual violence.	Sexual assault and sexual violence encompasses a broad range of unwanted sexual activity. Any unwanted sexual contact is considered to be sexual violence. A survivor can be severely affected by all forms of sexual violence, including unwanted fondling, rubbing, kissing, or other sexual acts. Many forms of sexual violence involve no physical contact, such as stalking or distributing intimate visual recordings. All of these acts are serious and can be damaging.
Sexual assault can't happen to me or anyone I know.	Sexual assault can and does happen to anyone. People of all socioeconomic and ethnic backgrounds are survivors of sexual assault, but the vast majority of sexual assaults happen to women and girls. Young women, Aboriginal women and women with disabilities are at greater risk of experiencing sexual assault.
Sexual assault is most often committed by strangers.	Someone known to the survivor, including acquaintances, dating partners, and common-law or married partners, commit approximately 75 per cent of sexual assaults.
Sexual assault is most likely to happen outside in dark, dangerous places.	The majority of sexual assaults happen in private spaces like a residence or private home.
If an individual doesn't report to the police, it wasn't sexual assault.	Just because a survivor doesn't report the assault doesn't mean it didn't happen. Fewer than one in ten survivors report the crime to the police.

<p>It's not a big deal to have sex with someone while they are drunk, stoned or passed out.</p>	<p>If a person is unconscious or incapable of consenting due to the use of alcohol or drugs, they cannot legally give consent. Without consent, it is sexual assault.</p>
<p>If the person chose to drink or use drugs, then it isn't considered sexual assault.</p>	<p>This is a prominent misconception about sexual assault. No one can consent while drunk or incapacitated.</p>
<p>If the survivor didn't scream or fight back, it probably wasn't sexual assault.</p> <p>If the survivor does not fight back, the sexual assault is their fault.</p>	<p>When an individual is sexually assaulted they may become paralysed with fear and be unable to fight back. The person may be fearful that if they struggle, the perpetrator will become more violent.</p>
<p>If you didn't say no, it must be your fault.</p>	<p>People who commit sexual assault/abuse are trying to gain power and control over their survivor. They want to make it extremely difficult, if not impossible, for their survivor to say no. A person does not need to actually say the word "no" to make it clear that they did not want to participate. The focus in consent is on hearing a "yes".</p>
<p>If someone isn't crying or visibly upset, it probably wasn't a serious sexual assault.</p>	<p>Every woman responds to the trauma of sexual assault differently. She may cry or she may be calm. She may be silent or very angry. Her behaviour is not an indicator of her experience. It is important not to judge a woman by how she responds to the assault.</p>
<p>If someone does not have obvious physical injuries, like cuts or bruises, they probably were not sexually assaulted.</p>	<p>Lack of physical injury does not mean that a person wasn't sexually assaulted. An offender may use threats, weapons, or other coercive actions that do not leave physical marks. The person may have been unconscious or been otherwise incapacitated.</p>
<p>If it really happened, the survivor would be able to easily recount all the facts in the proper order.</p>	<p>Shock, fear, embarrassment and distress can all impair memory. Many survivors attempt to minimize or forget the details of the assault as a way of coping with trauma. Memory loss is common when alcohol and/or drugs are involved.</p>
<p>Individuals lie and make up stories about being sexually assaulted; and most reports of sexual assault turn out to be false.</p>	<p>According to Statistics Canada, fewer than one in 10 sexual assault survivors report the crime to the police. Approximately 2% of sexual assault reports are false.</p> <p>The number of false reports for sexual assault is very low. Sexual assault carries such a stigma that many people prefer not to report.</p>

<p>Persons with disabilities don't get sexually assaulted.</p>	<p>Individuals with disabilities are at a high risk of experiencing sexual violence or assault. Those who live with activity limitations are over two times more likely to be victims of sexual assault than those who are able bodied.</p>
<p>A spouse or significant other cannot sexually assault their partner.</p>	<p>Sexual assault can occur in a married or other intimate partner relationship. The truth is, sexual assault occurs ANY TIME there is not consent for sexual activity of any kind. Being in a relationship does not exclude the possibility of, or justify, sexual assault. A person has the right to say "no" at ANY point.</p>
<p>People who are sexually assaulted "ask for it" by their provocative behaviour or dress.</p>	<p>This statement couldn't be more hurtful or wrong. Nobody deserves to be sexually assaulted. Someone has deliberately chosen to be violent toward someone else; to not get consent. Nobody asks to be assaulted. Ever. No mode of dress, no amount of alcohol or drugs ingested, no matter what the relationship is between the survivor and the perpetrator or what the survivor's occupation is, sexual assault is always wrong.</p>
<p>Sexual assault only happens to women</p>	<p>Not true. The majority of sexual assaults are committed against women by men, but people of all genders, from all backgrounds have been/can be assaulted.</p>
<p>Sexual abuse of males is rare.</p>	<p>According to Statistics Canada, six per cent of males 15 or over reported that they had been affected by sexual victimization. Sexual assault/abuse occurs in every economic, ethnic, age and social group.</p>
<p>If you got aroused or got an erection or ejaculated you must have enjoyed it.</p>	<p>It is normal for your body to react to physical stimulation. Just because you became physically aroused does not mean that you liked it, or wanted it or consented in any way. If you've been affected by some physical pleasure, this does not take away the fact that sexual abuse happened or the effects or feelings of abuse.</p>
<p>Reporting sexual violence will impact a international students immigration status.</p>	<p>The law and the Colleges SA16 policy are intended to protect everyone living in Canada and studying at Algonquin College, reporting sexual violence will not impact a survivors immigration status.</p>

# Enrolment Update

Academic and Student Affairs Committee

Nov. 12, 2024

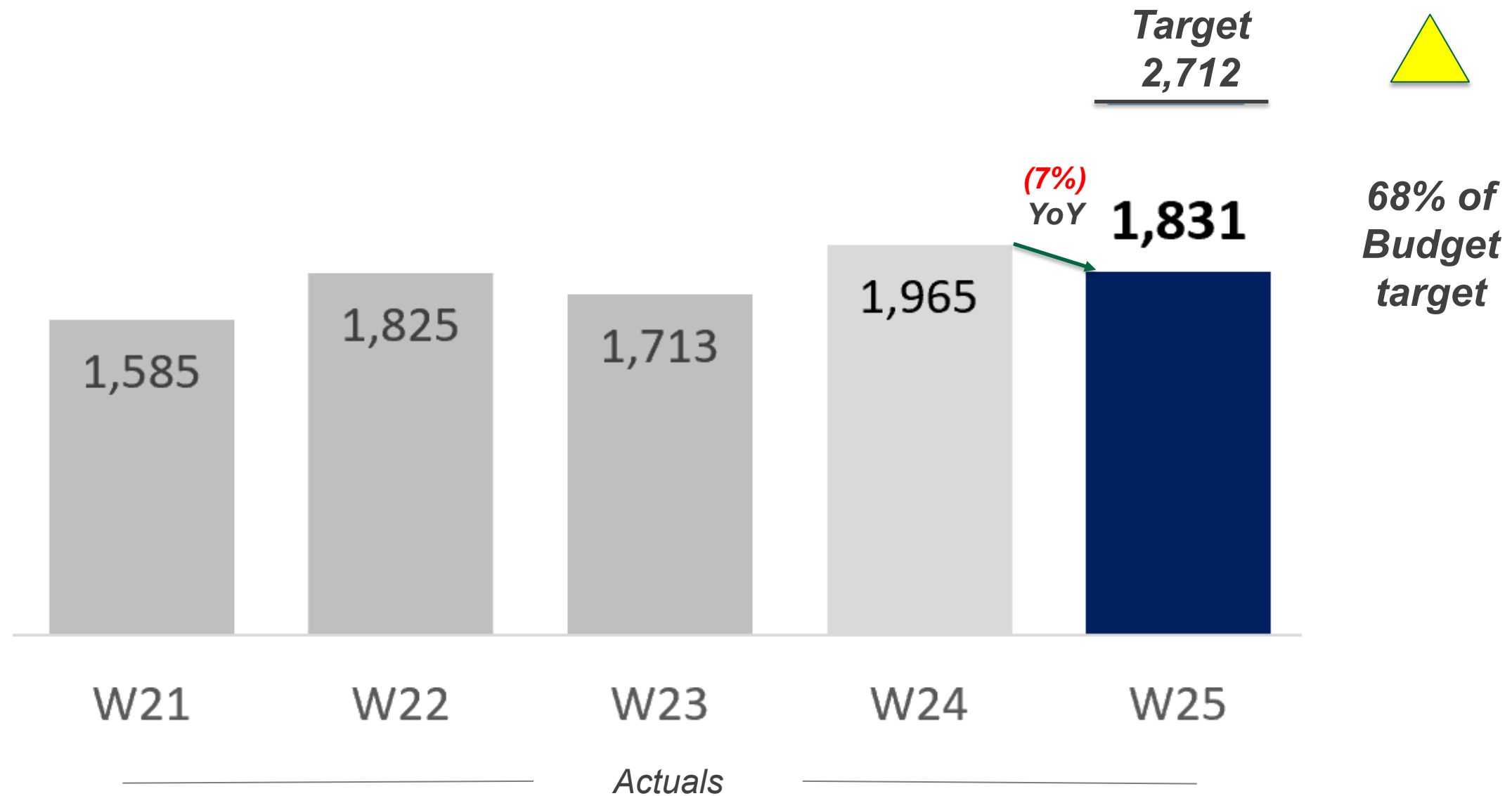
Academic Operations and Planning

And the Registrar's Office

# Winter 2025 Admissions - Domestic

(all campuses as at November 8, 2024; Level 01 with confirmed or paid status)

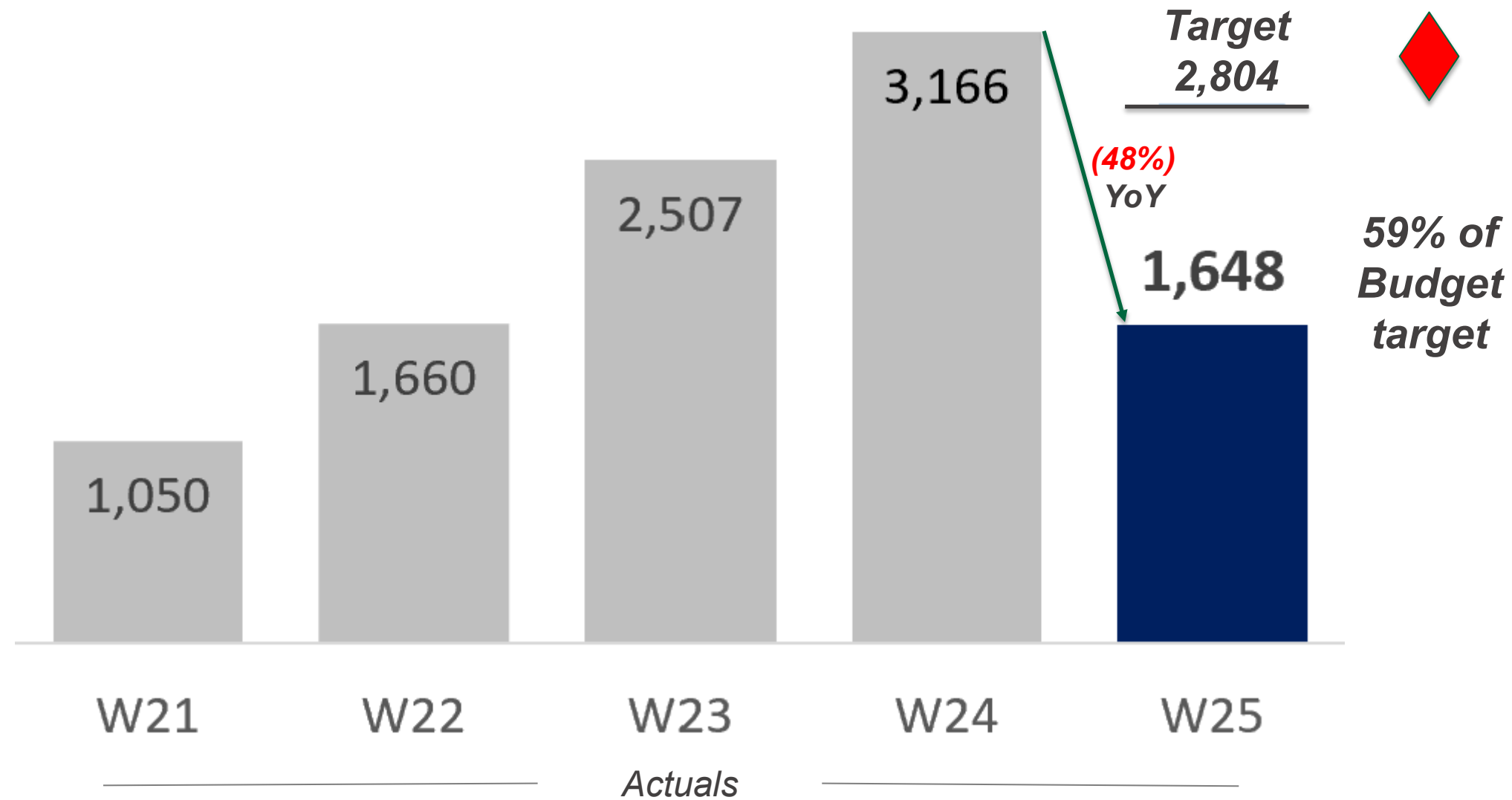
*Domestic incoming enrolment showing slight risk to reach budget target, still time in admissions cycle to close gap*



# Winter 2025 Admissions - International

(all campuses as at November 8, 2024; Level 01 with confirmed or paid status)

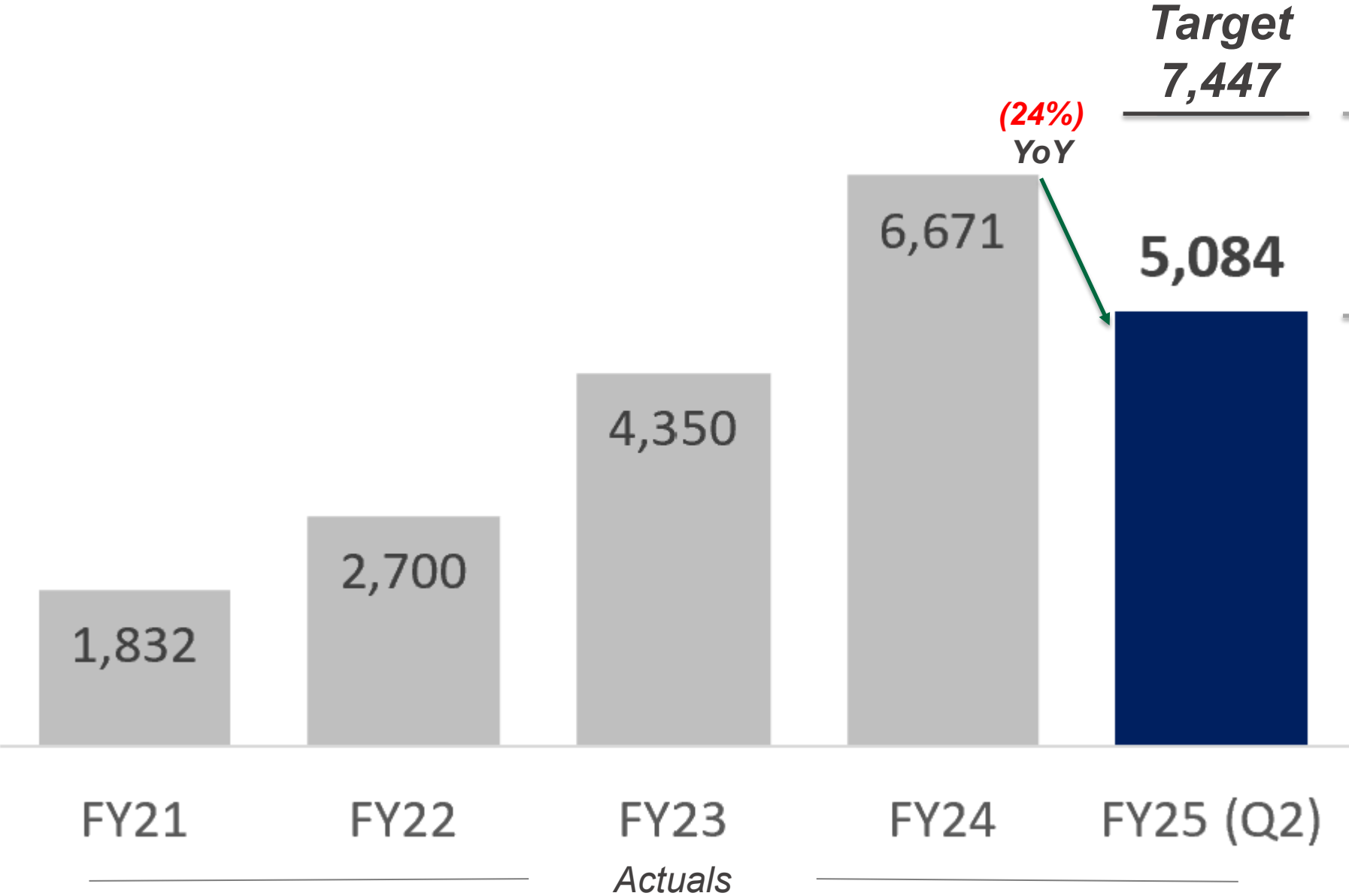
***International incoming enrolment significantly impacted by Federal government measures, will not reach budget target***



# Fiscal 2025 Q2 Forecast – International L01

(all campuses Spring, Fall, Winter; Level 01 registered status)

***International incoming enrolment significantly impacted by Federal government measures, will not reach budget target***



- Shortfall of nearly 2,400 incoming students
- 32% below budget target



5.2 Appendix D

Report title:	2023-24 Program Advisory Committee Annual Report
Report to:	Academic and Student Affairs Committee
Date:	November 12, 2024
Algonquin College Executive Team Member:	Julie Beauchamp, Senior Vice President, Academic
Author(s)/Presenter(s):	Julie Beauchamp, Senior Vice President, Academic

1. RECOMMENDATION:

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

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Academic and Student Affairs Committee with an overview of the activities undertaken by the Program Advisory Committees during the 2023-24 academic year. This is an information item.

3. BACKGROUND:

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

The Program Advisory Committee Procedural Guide (Appendix 1) was updated in spring 2024 along with the five-year mandatory review of policy AA01, Advisory Committees. The revisions reflect the transition to a new digital database on the Salesforce platform, and also include updates on the Program Quality Assurance Model and Annual Curriculum Review mechanism, roles of members and their responsibilities, and other minor edits. The Advisory Committees Backgrounder, which is sent to new Advisory Committee members, has also been updated.

## 5.2 Appendix D

### 4. DISCUSSION:

During the 2023-24 academic year, the College had 124 program advisory committees (some providing advice for a single program and some for a cluster of programs), holding 235 meetings in total. Notably, all program advisory committees were active and held meetings during this period. The Perth Campus Practical Nursing advisory committee joined the Ottawa Campus Practical Nursing committee based on a Program Quality Review recommendation.

An important function of Program Advisory Committees is to participate in the Program Quality Review. During the 2023-24 academic year, program advisory committees participated in 23 such reviews. Members provided input on their perception of the program, the program's ability to meet employers' needs, and trends affecting the future of the program. Specifically, members discussed topics such as program marketing strategies, curriculum adjustments to include essential certifications, incorporation of new technologies and methodologies, indigenization of content, addressing student skill gaps, and strategies to improve enrollment and employability outcomes. As well, members participated in the review and endorsed recommendations for curriculum changes, as appropriate, for implementation by the schools as part of Annual Curriculum Review.

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

#### 1. Artificial Intelligence (AI) and ChatGPT:

- **Advantages and Disadvantages:** Committees extensively discussed the benefits and challenges of integrating AI technologies such as ChatGPT in both classroom settings and various industries. While AI can significantly enhance learning experiences and operational efficiencies, concerns were raised about ethical considerations, data privacy, and the potential for job displacement.
- **Integration into Curriculum:** Several Advisory Committees suggested the inclusion of courses focused on AI and machine learning, recognizing the growing importance of these technologies. Some programs, like Construction Project Management and Military Arts and Science, considered adding specific AI-related courses or micro-credentials to better prepare students for the evolving job market.

#### 2. Work Integrated Learning (WIL):

- **Internships and Work Terms:** Many committees highlighted the value of internships, co-op programs, and other forms of WIL in providing practical experience to students. There were discussions about expanding these opportunities and addressing logistical challenges such as vaccination requirements for placements in health-related programs and security clearance issues in technical programs.

## 5.2 Appendix D

- Enhancing WIL Programs: Recommendations included exploring flexible models for co-op placements, such as offering shorter, more frequent placements to align with industry needs and student availability. The Carpentry and Cabinetmaking Advisory Committee, for example, discussed balancing specific training in areas like drywalling with general carpentry skills.
3. Program Quality Review (PQR):
- Continuous improvements: Committees actively participated in PQRs, providing valuable feedback on curriculum relevance and effectiveness. Their input led to both minor adjustments and significant overhauls in various programs to ensure they remain aligned with industry standards and employer expectations.
  - Specific Program Enhancements: Notable changes included the introduction of new sustainability-focused courses in architecture programs, driven by industry demand for green building practices. Similarly, the Electrical Program Advisory Committee emphasized gender diversity and proposed the creation of awards and bursaries to support female students in traditionally male-dominated fields.
4. Industry Trends and Challenges:
- Staffing and Workforce Issues: Discussions frequently addressed the impact of staffing shortages, layoffs, and offshoring on program delivery and graduate employability. The HRAC (Heating, Refrigeration, and Air-Conditioning) Advisory Committee, for instance, focused on industry trends affecting workforce availability and the need for continuous upskilling.
  - Post-COVID Work Environments: Committees also explored the long-term effects of COVID-19 on work practices, particularly the shift towards remote and hybrid models. The Addictions and Mental Health Advisory Committee discussed challenges related to workload management and student well-being in this context.
5. Marketing and Student Recruitment:
- Promotional Strategies: Program Advisory Committees provided insights into effective marketing strategies to attract new students and increase program visibility. The Construction Project Management Advisory Committee, for example, emphasized the need for a robust marketing campaign to promote their programs and highlighted the benefits of accreditation with industry bodies like the Canadian Construction Association.
  - Industry Engagement: Strengthening connections with industry partners was a recurring theme. Committees recommended leveraging industry contacts to create more placement opportunities and enhance program relevance. The Addictions and Mental Health Advisory Committee successfully secured new placement opportunities through Committee member networks.

5.2 Appendix D

6. Curriculum Enhancements:

- Sustainability and Emerging Technologies: Several Committees recommended integrating topics related to sustainability and new technologies into the curriculum. The Architecture Program Advisory Committee, for example, discussed the rapid shift towards sustainable building practices and the importance of including courses on climate resilience and adaptive reuse.
- Artificial Intelligence and Data Analytics: The Military Arts and Science Advisory Committee proposed adding courses on AI and data analytics to prepare students for modern military and civilian roles. Similarly, the Building Automation and Energy Management Advisory Committee emphasized the need to increase cybersecurity literacy within their programs to address growing industry demands.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

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

7. FINANCIAL IMPACT:

Program financials are regularly presented and discussed with Program Advisory Committees. This proactive communication provides opportunities for Program Advisory Committees to explore and advise on any required and potential remediation activities, in support of the sustainable operation of the program.

8. HUMAN RESOURCES IMPACT:

There is no human resources impact.

5.2 Appendix D

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

There is no communications plan or strategy required.

11. CONCLUSION:

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

Respectfully submitted:



---

Julie Beauchamp  
Senior Vice President Academic

Approved for submission:



---

Claude Brulé  
President and CEO

**Appendices:**

Appendix A: Program Advisory Committee Procedural Guidelines, Version 13, April 2024
--

**5.3 Appendix A**

# **Second Quarter 2024-25 Investment Reports**

**College Endowment Fund - Page 2  
College Operating Fund - Page 8**

**Period ended September 30, 2024**

# Second Quarter 2024-25 College Endowment Funds Investment Report

Period ended September 30, 2024



### Endowment Fund Balance

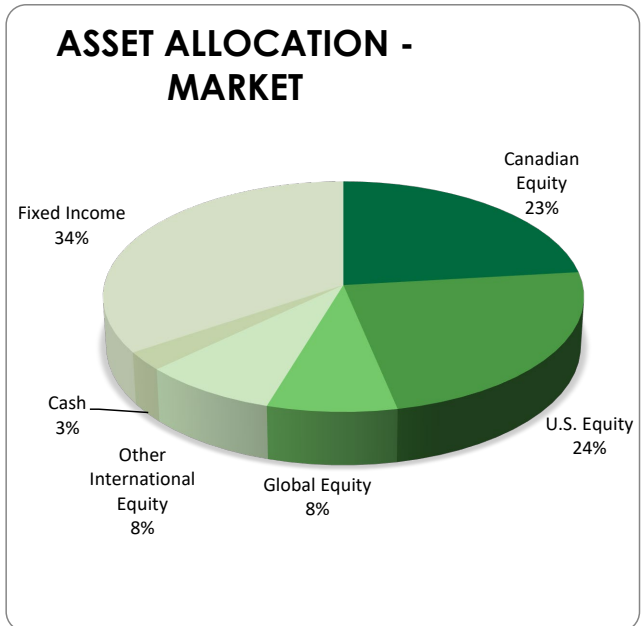
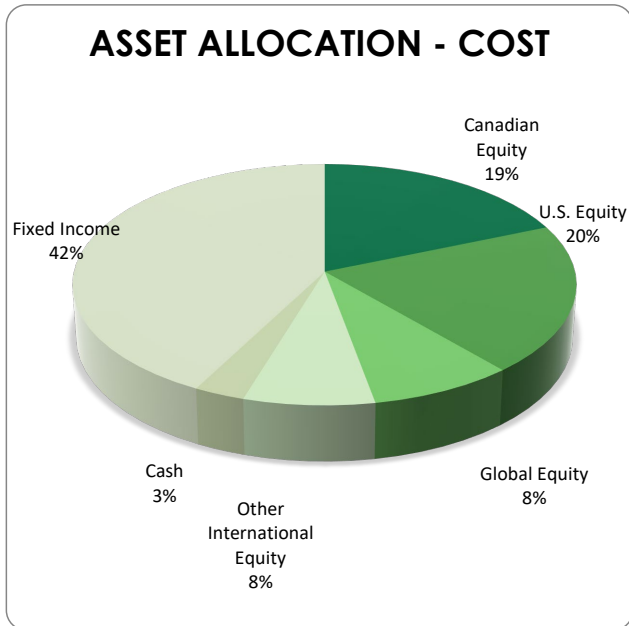
	Book Value	Market*
Fund Balance March 31, 2024	<b>\$ 34,680,546</b>	<b>\$ 37,863,485</b>
Deposits	2,113,614	2,113,614
Net Share Donations Proceeds	-	-
Withdrawals	(1,212,272)	(1,212,272)
Accrued income from Buys/Sells	-	(2,766)
Investment Fees	(104,670)	(104,670)
Investment Income (Loss)	565,691	565,691
Unrealized Gain/Loss	-	1,707,973
Realized Gain/Loss	662,382	662,382
<b>Fund Balance September 30, 2024</b>	<b><u>\$ 36,705,291</u></b>	<b><u>\$ 41,593,437</u></b>

\* excludes accrued interest

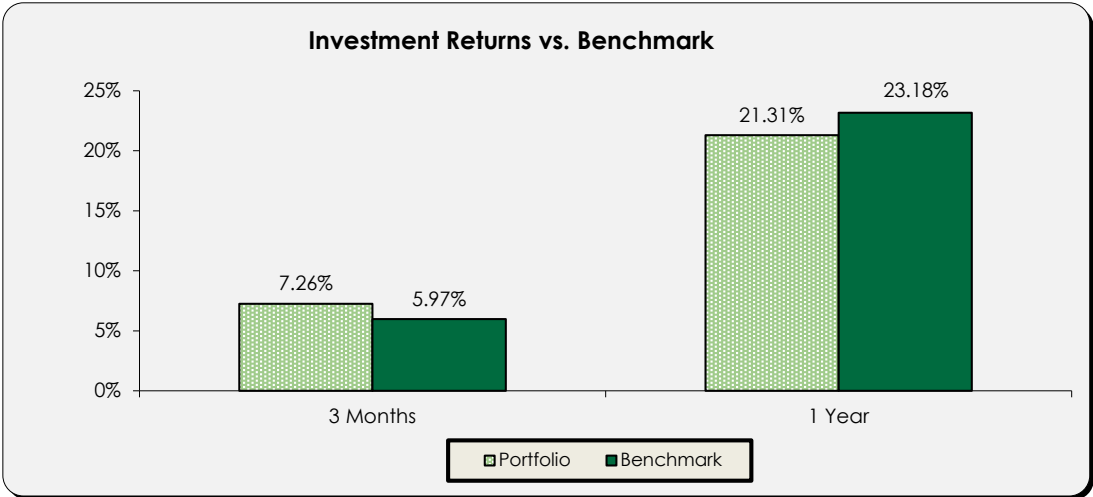


Second Quarter 2024-25 College Endowment Funds Investment Report

Endowment Fund Balance - Breakdown September 30, 2024							
	Cost	% of Cost	Market*	% of Market	Benchmark	Policy Range	
Cash	\$ 1,088,111	3%	\$ 1,103,627	3%	3%	0-20%	
Fixed Income	\$ 15,541,533	42%	\$ 14,310,709	34%	35%	25-45%	
Canadian Equity	\$ 6,857,719	19%	\$ 9,637,433	23%	22%	12-32%	
US Equity	\$ 7,347,859	20%	\$ 9,795,563	24%			
Emerging Markets Equity	\$ -	0%	\$ -	0%			
Global Equity	\$ 3,089,616	8%	\$ 3,306,405	8%			
Other International Equity	\$ 2,790,453	8%	\$ 3,439,700	8%			
Total Global Equity	\$ 13,227,928	36%	\$ 16,541,668	40%	40%	30-50%	
<b>Total</b>	<b>\$ 36,715,291</b>	<b>100%</b>	<b>\$ 41,593,437</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	



**Performance Review-Endowment**



**Endowment Fund - Investment Returns**

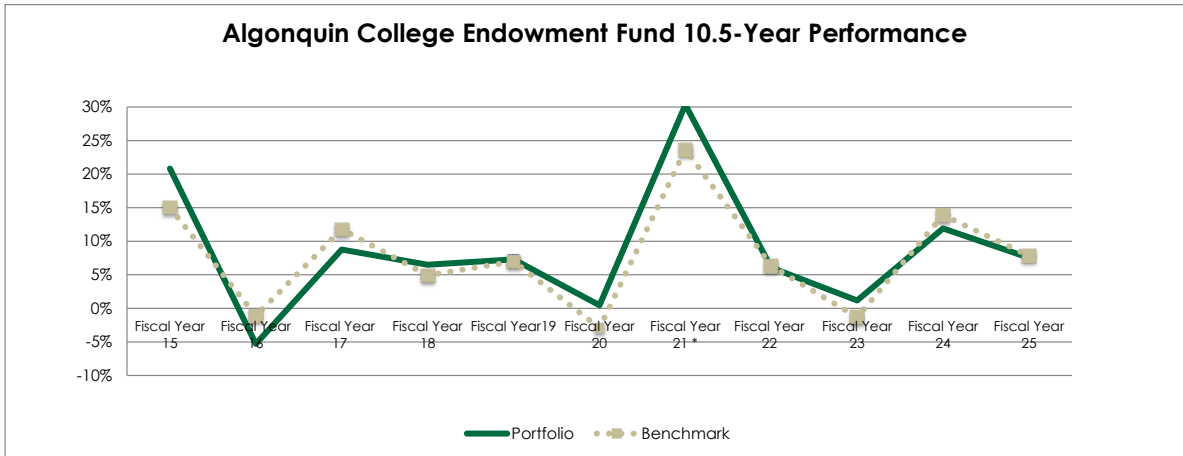
	3 Months	1 Year	3 Year*	5 Year*
Portfolio	7.26%	21.31%	7.38%	10.31%
Benchmark	5.97%	23.18%	6.79%	8.29%

\* Compounded Annual Return

Second Quarter 2024-25 College Endowment Funds Investment Report

**Performance Review - Endowment**

	Cash & Equivalents**	FTSE TMX 30-day T-bill	Relative Performance	Fixed Income	FTSE TMX Universe	Relative Performance	Canadian Equity	TSX Composite	Relative Performance	Global Equity	MSCI World (ex-Cda)	Relative Performance	Portfolio Totals	Benchmark Totals	Relative Performance
Fiscal 2013				5.17%	4.54%	0.63%	12.06%	6.12%	5.94%	14.48%	15.02%	-0.54%	10.69%	9.50%	1.19%
Fiscal 2014				0.55%	0.84%	-0.29%	19.74%	15.91%	3.83%	37.95%	31.40%	6.55%	16.82%	17.30%	-0.48%
Fiscal 2015				7.36%	9.86%	-2.50%	21.22%	6.92%	14.30%	34.60%	23.49%	11.11%	20.84%	15.01%	5.83%
Fiscal 2016				0.87%	0.72%	0.15%	3.06%	-6.58%	9.64%	-12.86%	-0.42%	-12.44%	-5.27%	-1.12%	-4.15%
Fiscal 2017	0.40%	0.54%	-0.14%	0.98%	1.48%	-0.50%	9.99%	18.60%	-8.61%	15.46%	18.34%	-2.88%	8.76%	11.78%	-3.02%
Fiscal 2018	0.20%	0.75%	-0.55%	1.68%	1.41%	0.27%	0.13%	1.69%	-1.56%	10.49%	10.12%	0.37%	6.51% *	4.93%	1.58%
Fiscal 2019	3.13%	1.77%	1.36%	5.66%	4.99%	0.67%	4.36%	8.10%	-3.74%	10.12%	7.82%	2.30%	7.30%	6.98%	0.32%
Fiscal 2020	1.81%	2.17%	-0.36%	7.37%	4.39%	2.98%	-8.46%	-14.22%	5.76%	1.67%	-4.16%	5.83%	0.45%	-2.93%	3.38%
Fiscal 2021	0.28%	0.27%	0.01%	0.32%	1.83%	-1.50%	35.37%	39.14%	-3.76%	53.75%	32.91%	20.84%	30.33%	23.69%	5.39%
Fiscal 2022	1.10%	0.28%	0.82%	-3.62%	-4.35%	0.73%	20.74%	19.00%	1.74%	5.68%	9.57%	-3.89%	6.07%	6.46%	-0.40%
Fiscal 2023	3.99%	2.81%	1.15%	-1.05%	-2.02%	1.00%	-1.48%	-5.18%	3.46%	3.98%	0.73%	2.49%	1.18%	-1.31%	2.25%
Fiscal 2024	4.98%	4.83%	0.14%	3.28%	2.10%	1.18%	14.28%	13.96%	0.25%	19.15%	25.65%	-5.61%	11.90%	13.89%	-1.84%
First Quarter 2025	1.34%	1.30%	0.04%	1.11%	0.86%	0.25%	-1.20%	-0.53%	-0.67%	0.21%	3.86%	-3.65%	0.26%	1.77%	-1.50%
First Quarter 2025	1.32%	1.22%	0.10%	5.01%	4.66%	0.34%	11.11%	10.54%	0.56%	7.59%	5.00%	2.59%	7.26%	5.97%	1.29%
Annual Return	2.67%	2.53%	0.14%	6.18%	5.56%	0.62%	9.78%	9.95%	-0.17%	7.81%	9.05%	-1.24%	7.54%	7.84%	-0.30%
10.5 year compounded				2.71%	2.41%	0.28%	9.75%	7.79%	1.46%	13.08%	12.13%	1.26%	8.72%	7.85%	0.82%



**Sharpe Ratio**

Sharpe Ratio			
Endowment Funds Equity Portfolio vs Benchmark			
Period Ending	1 Year Equity Portfolio Sharpe Ratio	1 Year Equity Benchmark Sharpe Ratio	Relative Performance
30-Sep-18	7.82	5.55	2.27
31-Dec-18	-0.85	-1.01	0.16
31-Mar-19	1.65	0.98	0.67
30-Jun-19	0.76	0.98	-0.22
30-Sep-19	0.00	0.48	-0.48
31-Dec-19	8.27	5.71	2.56
31-Mar-20	-0.62	-0.98	0.36
30-Jun-20	1.78	1.09	0.70
30-Sep-20	3.24	1.72	1.52
30-Dec-20	1.17	0.56	0.61
31-Mar-21	11.56	5.35	6.21
30-Jun-21	10.41	5.68	4.73
30-Sep-21	7.88	6.24	1.64
31-Dec-21	5.30	3.98	1.32
31-Mar-22	1.86	1.38	0.48
30-Jun-22	-1.31	-1.45	0.14
30-Sep-22	-1.37	-1.61	0.24
31-Dec-22	-0.98	-1.85	0.87
31-Mar-23	-0.24	-0.55	0.31
30-Jun-23	3.05	3.69	-0.64
30-Sep-23	1.22	1.48	-0.26
31-Dec-23	1.34	1.91	-0.57
31-Mar-24	1.57	1.93	-0.36
30-Jun-24	1.17	1.81	-0.64
30-Sep-24	4.45	6.48	-2.03

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

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

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

Algonquin College Endowment Fund 10.5-Year Performance	Portfolio	Benchmark
Fiscal Year 15	20.84%	15.01%
Fiscal Year 16	-5.30%	-1.12%
Fiscal Year 17	8.76%	11.78%
Fiscal Year 18	6.51%	4.93%
Fiscal Year 19	7.30%	6.98%
Fiscal Year 20	0.45%	-2.93%
Fiscal Year 21 *	30.33%	23.69%
Fiscal Year 22	6.06%	6.32%
Fiscal Year 23	1.18%	-1.31%
Fiscal Year 24	11.90%	13.89%
Fiscal Year 25	7.54%	7.84%

\* Fiscal Year 2021 First Quarter one-year compounded rate

\*\* Fiscal Year 2025 First Quarter & Second Quarter

## Second quarter 2024-25 College Endowment Funds Investment Report

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

	2020	2021	2022	2023	2024	2025
Amount available for future distribution, beginning of year	\$ 3,755,820	\$ 4,422,827	\$ 9,697,884	\$ 10,935,543	\$ 11,506,253	\$ 11,163,196
Realized investment income/(loss)	2,627,518.00	6,433,494.25	2,479,530.30	1,813,975.50	948,910.00	662,382.00
Investment fees	\$ (126,534)	\$ (121,872)	\$ (188,850)	\$ (168,179)	\$ (198,971)	\$ (104,670)
Amount Withdrawn	\$ (1,833,977)	\$ (1,036,565)	\$ (1,053,022)	\$ (1,075,086)	\$ (1,092,996)	\$ (1,212,272)
Amount available for future distribution, end of year	\$ 4,422,827	\$ 9,697,884	\$ 10,935,543	\$ 11,506,253	\$ 11,163,196	\$ 10,508,636

### Schedule of Unrealized Investment Income/ (Loss)

	2020	2021	2022	2023	2024	2025
Unrealized income/(loss)	\$ (1,583,331)	\$ 1,587,698	\$ (433,304)	\$ (1,504,104)	\$ 1,693,253	\$ 1,707,973

### Fund Balance as per Leith Wheeler

	2020	2021	2022	2023	2024	2025
Cash	7%	5%	3%	4%	3%	3%
Fixed Income	33%	31%	31%	34%	34%	34%
Canadian Equity	17%	25%	25%	22%	22%	23%
Global Equity*	43%	39%	41%	40%	41%	40%
Total	100%	100%	100%	100%	100%	100%

\* combined U.S. & international

### Asset Mix - Market

	2020	2021	2022	2023	2024	2025
Cash	\$ 1,780,221	\$ 1,689,732	\$ 1,124,556	\$ 1,526,882	\$ 1,256,299	\$ 1,103,627
Fixed Income	\$ 8,851,991	\$ 10,488,101	\$ 10,809,393	\$ 11,788,836	\$ 12,936,714	\$ 14,310,709
Canadian Equity	\$ 4,428,934	\$ 8,608,693	\$ 8,722,772	\$ 7,704,771	\$ 8,284,708	\$ 9,637,433
Global Equity*	\$ 11,535,128	\$ 13,345,504	\$ 14,651,910	\$ 13,734,873	\$ 15,385,764	\$ 16,541,668
Total	\$ 26,596,274	\$ 34,132,030	\$ 35,308,631	\$ 34,755,362	\$ 37,863,485	\$ 41,593,437

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

# Second Quarter 2024-25 College Operating Funds Investment Report

Period ended September 30, 2024

### Operating Fund Balance

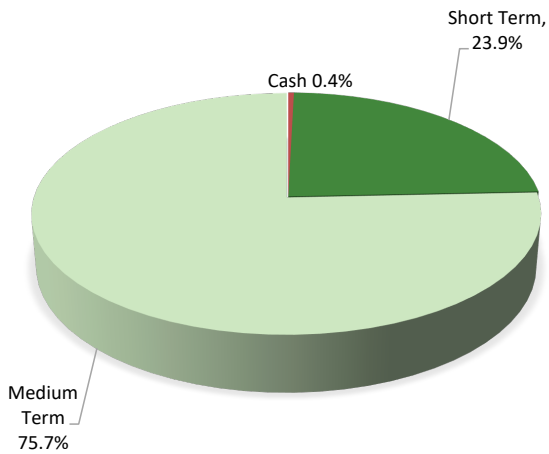
	Book Value	Market <sup>†**</sup>
Fund Balance March 31, 2024	<b>\$ 65,084,273</b>	<b>\$ 65,576,685</b>
Deposits	-	-
Withdrawals	-	-
Accrued Interest from Buys/Sells	97,095	97,095
Investment Fees	(57,992)	(57,992)
Investment Income (Loss)	-	93,371
Interest Received	582,111	582,111
Unrealized Gain/Loss	-	2,042,574
Realized Gain/Loss	(206,532)	(206,532)
Market Value Gain/Loss	-	-
<b>Fund Balance September 30, 2024</b>	<b><u>\$ 65,498,955</u></b>	<b><u>\$ 68,127,311</u></b>

†\*\* includes accrued interest

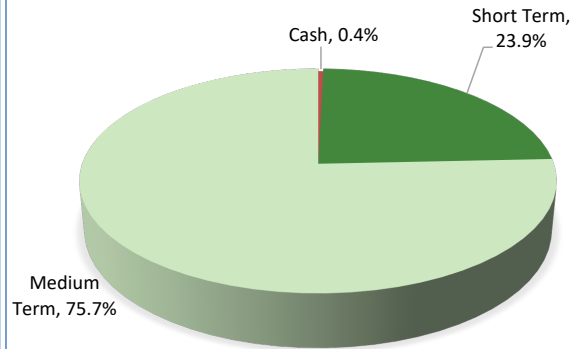
**Asset Allocation-Operating**

Fund Balance September 30, 2024	Cost	% of Cost	Market & Accrued Interest	% of Market & Accrued Interest	Target	Min/Max
Cash	\$ 268,370	0%	\$ 269,821	0%	0%	n/a
Short Term (0 - 1 year)	15,662,487	24%	16,285,154	24%	40%	20% - 100%
Medium Term (1 - 5 years)	49,568,098	76%	51,572,336	76%	60%	0% - 80%
Long Term (5 - 10 years)	-	0%	-	0%	0%	n/a
<b>Total Portfolio</b>	<b>\$ 65,498,955</b>	<b>100%</b>	<b>\$ 68,127,311</b>	<b>100%</b>	<b>100%</b>	

**ASSET ALLOCATION - COST**

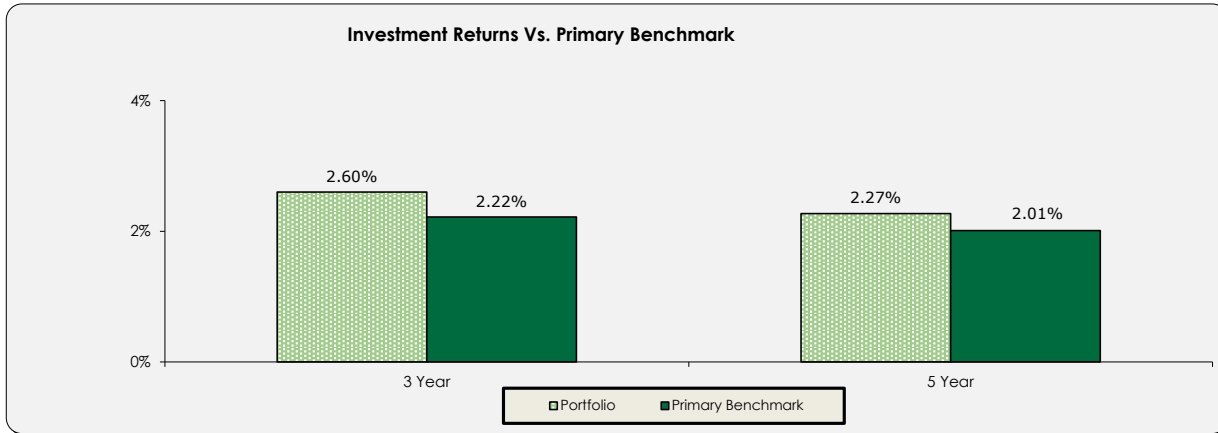
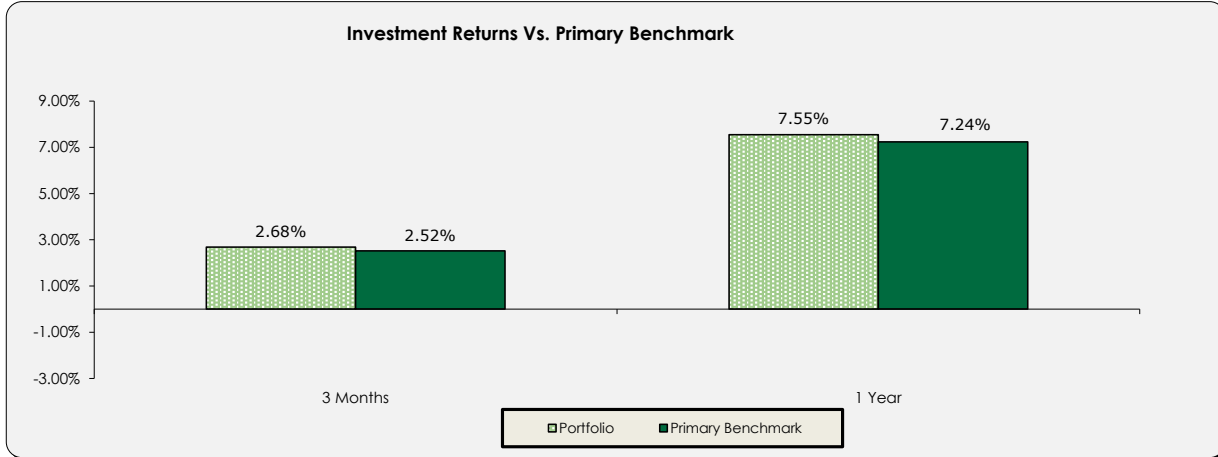


**ASSET ALLOCATION - MARKET & ACCRUED INTEREST**





**Performance Review-Operating**



**Investment Returns**

	3 Months	1 Year	3 Year	5 Year
Portfolio	2.68%	7.55%	2.60%	2.27%
Primary Benchmark*	2.52%	7.24%	2.22%	2.01%

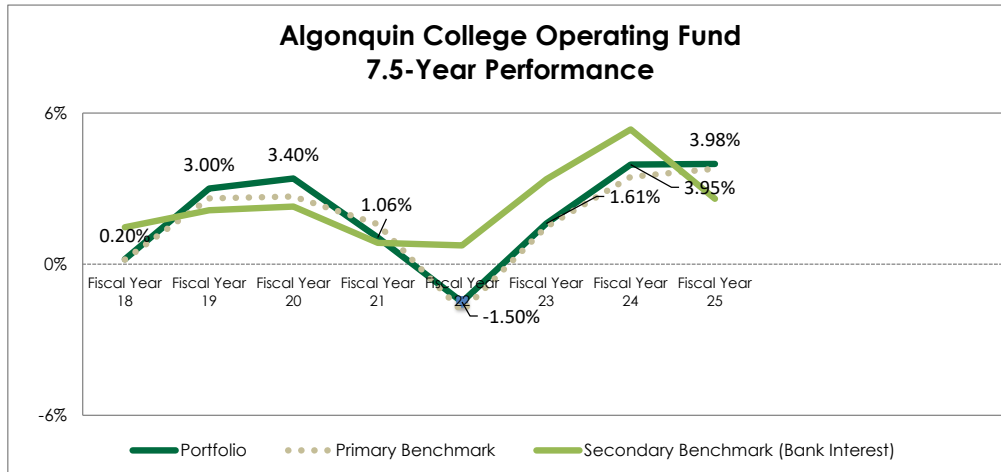
\* Compounded Annual Return

Second Quarter 2024-25 College Operating Funds Investment Report

Performance Review - Operating

	Portfolio Performance	Primary Benchmark*	Relative Performance
Fiscal Year 2018	0.20%	0.18%	0.02%
Fiscal Year 2019	3.00%	2.61%	0.39%
Fiscal Year 2020	3.40%	2.69%	0.71%
Fiscal Year 2021	1.06%	1.58%	-0.53%
Fiscal Year 2022	-1.50%	-1.87%	0.37%
Fiscal Year 2023	1.61%	1.48%	0.13%
Fiscal Year 2024	3.95%	3.47%	0.48%
First Quarter Fiscal Year 2025	1.27%	1.24%	0.02%
Second Quarter Fiscal Year 2025	2.68%	2.52%	0.16%
Annual Return	<b>3.98%</b>	<b>3.79%</b>	0.19%
7.5-year Compounded Return	<b>2.61%</b>	<b>2.31%</b>	<b>0.30%</b>

# Second Quarter 2024-25 College Operating Funds Investment Report



	Portfolio	Primary Benchmark	Secondary Benchmark (Bank Interest)
[Equity Portfolio Return - Risk Free Rate (Blended US & Canada)] / Portfolio Standard Deviation			
Fiscal Year 18	0.20%	0.18%	1.47%
Fiscal Year 19	3.00%	2.61%	2.14%
Fiscal Year 20	3.40%	2.69%	2.29%
Fiscal Year 21	1.06%	1.58%	0.85%
Fiscal Year 22	-1.50%	-1.87%	0.75%
Fiscal Year 23	1.61%	1.48%	3.37%
Fiscal Year 24	3.95%	3.47%	5.35%
Fiscal Year 25	3.98%	3.79%	2.60%

\* Fiscal Year 2025 First Quarter & Second Quarter

## Summary of Major Capital Projects

Page	Project	Board of Governors Approved Project Value \$M	Percentage of Current Major Capital Projects
2	Pedestrian Bridge to Bus Rapid Transit Station	\$3.3	3%
4	Campus Accessibility	\$7.4	7%
7	Science Labs	\$17.5	17%
10	Salesforce Lightning Upgrade	\$5.5	5%
12	R3 (Student Information System)	\$67.5	68%
	<b>Total Approved <u>Current</u> Projects Value</b>	<b>\$101.2</b>	<b>100%</b>
15	Summary of all Projects Completed Since Fiscal 2011-12	\$398.4	

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

**Pedestrian Bridge to Bus Rapid Transit Station**

In partnership with the City of Ottawa, this investment will construct an above-grade pedestrian bridge that will link the Algonquin Centre for Construction Excellence (ACCE) facility with a new OC Transpo bus rapid transit station being built as part of the Light Rail Transit Stage 2 (LRT2) project. This pedestrian bridge will provide a safe method for crossing College Avenue and an efficient link for transit riders to enter Algonquin College’s Ottawa campus.

<b>Reviewed and approved by Algonquin College Executive Team Sponsor:</b> D. McNair
<b>Algonquin College Leadership Team Project Dean/Executive Director:</b> R. Southwood
<b>Project Manager/Director:</b> City of Ottawa (Lead) – A. Waked (Algonquin College)

<b>Board of Governors Key Approval Dates</b>	<b>Dates</b>
<u>Meeting #503</u> – The Board of Governors approves an investment of up to \$3.1 million from the College’s Reserve Funds between 2018 and 2023 to support the construction of a pedestrian bridge, in collaboration with the City of Ottawa, between the new Baseline bus rapid transit station and the Algonquin Centre for Construction Excellence.	June 12, 2017
<u>Meeting #529</u> – The Board of Governors approves a \$230,000 increase to the budget for the Major Capital Project: Pedestrian Bridge to Bus Rapid Transit Station to accommodate additional legal fees and construction related inflationary pressures.	June 6, 2022

<b>Project Milestones</b>	<b>Dates</b>
Project start date	2019
Construction start date	2022
Anticipated substantial completion date	2026

<b>Project Funding</b>	<b>Value</b>
Algonquin College reserves	<b>\$3.33 million</b>

<b>Project Contingency</b>	<b>Value</b>
Approved project contingency	\$0.08 million
Contingency balance remaining as of September 30, 2024	\$0.02 million

<b>Actual/Projected Project Cost</b>	<b>Value</b>
Expenditures in Fiscal 2018-19	\$0.02 million
Expenditures in Fiscal 2019-20	\$0.66 million
Expenditures in Fiscal 2020-21	\$0.00 million
Expenditures in Fiscal 2021-22	\$1.36 million
Expenditures in Fiscal 2022-23	\$0.39 million
Expenditures in Fiscal 2023-24	\$0.01 million
Expenditures to Date in Fiscal 2024-25 (April 1, 2024, to September 30, 2024)	\$0.00 million
Projected Expenditures Remaining in Fiscal 2024-25	\$0.01 million
Projected Expenditures in Fiscal 2025-26	\$0.88 million
<b>Total</b>	<b>\$3.33 million</b>

<b>Total Project Variance</b>	<b>\$0 million</b>
-------------------------------	--------------------

Pedestrian Bridge to Bus Rapid Transit Station – continued

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

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

<b>G</b>	<b>Governance</b>	Project governance has been negotiated and is defined through a formal agreement with the City of Ottawa.
<b>G</b>	<b>Scope Management</b>	The scope for each party has been identified and is formalized in the agreement. The College team continues to meet with the City of Ottawa stakeholders monthly to review project updates.
<b>G</b>	<b>Cost Management</b>	The request to increase the budget by \$230,000 was presented and approved by the Board of Governors on June 6, 2022. Internal work in the building is completed. Any cost uncertainty is related to the reinstatement of the grounds once the City has completed the pedestrian link. The final College payment is due to the City of Ottawa upon project substantial completion. The final payment has been delayed to fiscal year 2025-26 due to the City of Ottawa’s delays.
<b>Y</b>	<b>Schedule Management</b>	Schedule management is being presided over by the Light Rail Transit Stage 2 Team. Algonquin College is currently coordinating with the City of Ottawa project manager to define clear milestones for construction. The City of Ottawa has started construction of the Light Rail Transit pedestrian link. Construction within the ACCE Building itself is complete. All remaining interior work requires the completion of the pedestrian link. External flashing on the building, deficiencies, and fire testing are substantially complete. Deficiencies related to City of Ottawa contractors are still to be addressed. The City of Ottawa’s completion date is not yet confirmed but projected to be in 2026.
<b>G</b>	<b>Project Resources</b>	The College has an internal project manager to lead the implementation and has hired a consultant team.
<b>G</b>	<b>Risk Management</b>	A risk register has been developed. Risks involve City of Ottawa control of the pedestrian link schedule, which the College does not have influence over; noise and other disruption to ACCE Building occupants during construction; and supply chain issues and labor shortages in certain trades in the region.
<b>G</b>	<b>Stakeholder Engagement</b>	Stakeholder engagement is ongoing with ACCE Building end users, the College community, OC Transpo, and the City of Ottawa.
<b>G</b>	<b>Operational Readiness</b>	To be evaluated once construction is completed by the City of Ottawa.

*As of September 30, 2024*

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

**Campus Accessibility**

Facilities Management previously completed an Accessibility Audit of all College-owned facilities which provided an extensive list of renovations to align with the Accessibility for Ontarians with Disabilities Act (AODA). This audit was supplemented with additional recommended renovations to further increase accessibility to meet the best standards in accessibility. This multi-year Major Capital Project will implement various renovations to the College grounds and existing buildings to align best practices for built environment standards related to accessibility. This multi-year project is estimated to cost between \$9.0 million and \$10.0 million, and funding requests will be presented to the Board of Governors for approval on an annual basis to address each phase of the project.

<b>Reviewed and approved by Algonquin College Executive Team Sponsor:</b> D. McNair
<b>Algonquin College Leadership Team Project Dean/Executive Director:</b> R. Southwood
<b>Project Manager:</b> A. Waked

<b>Board of Governors Key Approval Dates</b>	<b>Dates</b>
<u>Meeting #523</u> – The Board of Governors approves Phase 1: an expenditure of up to \$1.2 million, funded 50% from internally restricted net assets and 50% from in-year Strategic Investment Priorities budget for fiscal year 2021-22 to address non-mandatory campus infrastructure upgrades and select deferred maintenance liabilities to improve campus accessibility for learners and employees with disabilities.	April 19, 2021
<u>Meeting #526</u> – The Board of Governors approves Phase 2: an expenditure of up to \$2.1 million, funded 50% from internally restricted net assets and 50% from the in-year Strategic Investment Priorities budget for fiscal year 2022-23 to address campus infrastructure upgrades and select deferred maintenance liabilities to improve campus accessibility for learners and employees with disabilities.	December 6, 2021
<u>Meeting #531</u> – The Board of Governors approves Phase 3: an expenditure of up to \$1.0 million from the College’s Strategic Investment Priorities budget for fiscal year 2023-24 to address campus infrastructure upgrades that support legislated Accessibility for Ontarians with Disabilities Act (AODA) compliance across the Ottawa, Perth and Pembroke campuses. Sources of funds include in-year net operating revenues, reserves and/or the Facilities Renewal Program Grant.	February 27, 2023
<u>Meeting #537</u> – The Board of Governors approves an expenditure of up to \$3.1 million from the College’s Strategic Investment Priorities budget for fiscal year 2024-25 to address campus infrastructure upgrades that support legislated Accessibility for Ontarians with Disabilities Act (AODA) compliance across the Ottawa campus. Sources of funds include in-year net operating revenues, reserves and/or the Facilities Renewal Program Grant.	December 11, 2023

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

**Campus Accessibility – continued**

<b>Project Milestones</b>	<b>Dates</b>
Project start date	April 30, 2021
Phase 1 (2021-22) completion date	March 31, 2022
Phase 2 (2022-23) completion date	March 31, 2023
Phase 3 (2023-24) completion date	March 31, 2024
Phase 4 (2024-25) completion date	March 31, 2025

<b>Project Funding</b>	<b>Value</b>
Algonquin College reserves	\$3.7 million
Strategic Investment Priorities budget allocation	\$3.7 million
<b>Total</b>	<b>\$7.4 million</b>

<b>Project Contingency</b>	<b>Value</b>
Approved budget project contingency	\$0.49 million
Contingency balance remaining as of September 30, 2024	\$0.22 million

<b>Actual/Projected Project Cost</b>	<b>Value</b>
Expenditures in Fiscal 2021-22	\$1.2 million
Expenditures in Fiscal 2022-23	\$1.8 million
Expenditures in Fiscal 2023-24	\$1.1 million
Expenditures to Date in Fiscal 2024-25 (April 1, 2024, to September 30, 2024)	\$0.2 million
Projected Expenditures Remaining in Fiscal 2024-25	\$2.1 million
<b>Total</b>	<b>\$6.4 million</b>

<b>Total Project Variance</b>	<b>(\$1.0) million</b>
-------------------------------	------------------------



**5.3 APPENDIX B  
Second Quarter 2024-25  
Major Capital Projects Report**

**Campus Accessibility – continued**

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

<b>G</b>	<b>Governance</b>	The project Steering Committee was constituted in June 2021 and meets monthly.
<b>G</b>	<b>Scope Management</b>	The scope and extent of accessibility improvements has been previously established. The scope for fiscal year 2022-23 included accessibility improvements in ACCE Building, B Building, and J Building. Scope for 2023-24 included the additions of accessibility upgrades in E Building, P Building, and T building. Additional scope has been undertaken for accessibility upgrades to the Perth and Pembroke campuses. Site conditions were reviewed as part of the original site investigation and incorporated into the project construction cost estimates. Starting in April 2024, additional improvements have commenced across the Ottawa campus, targeting remaining buildings based on Board of Governors’ scope ladder approval, as well as exterior pathways and parking areas.
<b>G</b>	<b>Cost Management</b>	The scope of work was tendered using a construction management approach to address market, supply chain constraints and end-user requirements. For the Perth and Pembroke campuses the College is utilizing a general contractor. For the 2024-25 fiscal year, the project is being tendered as a fixed-fee contract.
<b>G</b>	<b>Schedule Management</b>	The AODA project remains on track with ongoing upgrades across multiple buildings. Substantial completion for ACCE, B, and J Buildings occurred in October 2023, followed by Buildings E, P, T, and regional campuses by March 2024. The General Contractor resumed work in July 2024 experiencing minor delays due to material delivery and design adjustments. Key tasks include masonry repairs, washroom upgrades, and tactile dome installations, with ongoing coordination to minimize disruptions. Major tasks are scheduled during low-occupancy periods.
<b>G</b>	<b>Project Resources</b>	The Campus Accessibility project is being overseen by a prime consultant for design and contract management, with external project management support. Due to performance issues, the previous construction manager’s contract ended in March 2024, and a new General Contractor from the Vendor of Record was hired for the 2024-25 scope. Work is progressing, with ongoing review and monitoring by Facilities Management.
<b>Y</b>	<b>Risk Management</b>	A risk log is updated and presented at each Steering Committee meeting and is a standing item as part of weekly reporting. Risk involving supply chain and contractor capacity is ongoing due to current economic conditions. If material or contractors cannot be procured, funding may need to move to future fiscal years to accommodate long lead items.
<b>G</b>	<b>Stakeholder Engagement</b>	Engagement is ongoing at the site level to communicate disruptions affecting the facilities, building occupants and the larger College community. In addition, the Steering Committee has engaged supporting resources to provide feedback on future scope priorities for the upcoming fiscal year(s).
<b>G</b>	<b>Operational Readiness</b>	Design was previously reviewed with operational staff. Final commissioning and closeout of the project will include necessary training, issuance of operations and maintenance manuals and will incorporate any feedback from Facilities operators.

As of September 30, 2024

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

**Science Labs**

The scope of this proposed Major Capital Project consists of an ambitious project to repurpose the former Students’ Association fitness zone, located in areas A125 and A225 of Building A, into cutting-edge science labs. This initiative involves the design and construction of three Bio Safety Level 2 labs on level 2 (A225) and two Chemistry labs on level 1 (A125). The execution of this plan signifies a major step towards enhancing Algonquin College's scientific infrastructure and educational capabilities.

<b>Reviewed and approved by Algonquin College Executive Team Sponsor:</b> D. McNair
<b>Algonquin College Leadership Team Project Dean/Executive Director:</b> R. Southwood
<b>Project Director:</b> A. Waked

<b>Board of Governors Key Approval Dates</b>	<b>Dates</b>
<b>Meeting #540</b> – The Board of Governors approves an expenditure of up to \$17.5 million for the design, development, and construction of three new Bio Safety Level 2 labs, two new Chemistry labs and ancillary spaces spanning the fiscal years 2024-25 and 2025-26. Sources of funds include cash reserves, in-year operating revenues, capital grants, donations and sponsorships.	June 3, 2024

<b>Project Milestones</b>	<b>Dates</b>
Project construction start date	June 30, 2024
Substantial completion date	September 2025

<b>Project Funding</b>	<b>Value</b>
Algonquin College reserves	\$8.75 million
Strategic Investment Priorities budget allocation	\$8.75 million
<b>Total</b>	<b>\$17.5 million</b>

<b>Project Contingency</b>	<b>Value</b>
Approved project contingency	\$1.6 million
Contingency balance remaining as of September 30, 2024	\$1.6 million

<b>Actual/Projected Project Cost</b>	<b>Value</b>
Expenditures to Date in Fiscal 2024-25 (April 1, 2024, to September 30, 2024)	\$0.5 million
Projected Expenditures Remaining in Fiscal 2024-25	\$9.1 million
Projected Expenditures in Fiscal 2025-26	\$7.9 million
<b>Total</b>	<b>\$17.5 million</b>

<b>Total Project Variance</b>	<b>\$0 million</b>
-------------------------------	--------------------

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

Science Labs – continued

Project Risk and Status Dashboard		Green Good, Yellow Warning, Red Trouble
<b>G</b>	<b>Governance</b>	The project Steering Committee was formed in September 2023 and meets monthly.
<b>G</b>	<b>Scope Management</b>	<p>The project scope includes the design and construction of three new Level 2 biotechnology labs, two chemistry labs, and an applied research area on the Algonquin College Ottawa campus, located in the previous 'Fitness Zone' area within Building A. This project will renovate the existing spaces to accommodate the new labs, along with ancillary work in adjacent areas to support necessary infrastructure, such as Heating, Ventilation, and Air Conditioning upgrades as well as the replacement of the existing roofing system and roof structure.</p> <p>The project underwent a thorough design review process with all stakeholders to ensure that all requirements were captured, and expectations managed, thereby reducing the risk of scope changes in later stages.</p> <p>Any changes to the scope will be presented to the Steering Committee for review and approval. Approved changes must be provided in writing or documented in meeting minutes by the Steering Committee. Any scope changes identified before or during construction that may impact the project must receive written approval from the Steering Committee before work proceeds.</p>
<b>G</b>	<b>Cost Management</b>	To ensure cost certainty, a clearly defined scope of work, time efficiency, risk mitigation, accountability, and quality assurance, the College has chosen to proceed with a Stipulated Price contract for the project. This approach offers financial protection, clearly defined roles and responsibilities, streamlined project management, and incentivizes contractors to deliver high-quality work. Additionally, a strict change management and monitoring process will be implemented to prevent any scope or cost creep.
<b>G</b>	<b>Schedule Management</b>	The Science Lab major capital project began its design phase in 2023, driven by the initial investment case and academic needs. After completing the project design and cost estimates, the Board of Governors granted approval in June 2024. Consequently, construction commenced at the end of June 2024. The lab is expected to be operational for academic use by September 2025. A detailed schedule, outlining key milestones and critical path items, has been established, with progress monitored bi-weekly to ensure the project stays on track.
<b>G</b>	<b>Project Resources</b>	<p>The College has engaged a prime consultant to spearhead the design and oversight of the Science Lab major capital project. This consultant will be responsible for completing the project design, conducting site inspections, and managing the ongoing contract throughout the project's lifecycle.</p> <p>During the initiation and design phase, Colliers Project Leaders were initially hired to oversee the project. However, with a recent shift in Facilities Management strategy, new internal project management resources have been appointed to enhance project oversight and better manage resources, thereby aiming to mitigate cost impacts.</p> <p>Additionally, to ensure specialized expertise, external sub-consultants have been procured. These include a roofing specialist, structural third-party verifications, and a commissioning agent, among others. This approach is intended to bring in targeted expertise and ensure the project's successful completion within the established parameters.</p>

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

<b>G</b>	<b>Risk Management</b>	The risk management strategy is actively maintained through regular updates to the risk log, is discussed at each Steering Committee meeting and is included in bi-weekly reports to the executive team. Mitigation measures including additional site inspections, review meetings, and the formalization of an equipment working group help to manage risks and ensure that the project meets the operational schedule. A contingency budget is also in place to address unexpected costs.
<b>G</b>	<b>Stakeholder Engagement</b>	All relevant stakeholders have been identified to ensure full engagement throughout the project. The team maintains proactive communication, provides regular updates, and fosters collaboration. This active engagement has allowed the team to address concerns promptly and align expectations with project objectives, driving the project toward successful completion.
<b>G</b>	<b>Operational Readiness</b>	The project underwent a thorough design review with all stakeholders, including end users, to ensure all requirements were met for operational readiness. A 45-day period has been built into the schedule for the operations team to prepare the space, and an equipment procurement working group was formalized to ensure readiness upon project completion.

*As of September 30, 2024*

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

**Salesforce Lightning Upgrade**

Algonquin College first implemented the Salesforce Classic Customer Relationship Management application in 2009. Since that time, this application has been rolled out to automate and support College processes across many departments including, but not limited to, Academic Services, International Education Centre, and the Registrar’s Office. This Major Capital Project will upgrade the College’s Salesforce Customer Relationship Management system from the sunsetting “Classic” version to the current “Lightning” version.

<b>Reviewed and approved by Algonquin College Executive Team Sponsor:</b> D. McNair
<b>Algonquin College Leadership Team Project Dean/Executive Director:</b> Y. Do
<b>Project Manager:</b> I. Akanbi

<b>Board of Governors Key Approval Dates</b>	<b>Dates</b>
Meeting #524 – The Board of Governors approves the expenditure of up to \$5.5 million over the fiscal years 2021-22 to 2023-24, with 50% of the funds drawn from College reserves and 50% from in-year Strategic Investment Priorities budgets.	June 7, 2021

<b>Project Milestones</b>	<b>Dates</b>
Project start date	November 1, 2021
Substantial completion date (originally September 30, 2024)	September 30, 2024
Project Closure	October 30, 2024

<b>Project Funding</b>	<b>Value</b>
Algonquin College reserves	\$2.75 million
Strategic Investment Priorities budget allocation	\$2.75 million
<b>Total</b>	<b>\$5.5 million</b>

<b>Project Contingency</b>	<b>Value</b>
Approved project contingency	\$594,000
Contingency balance remaining as of September 30, 2024	\$594,000

<b>Actual/Projected Project Cost</b>	<b>Value</b>
Expenditures in Fiscal 2021-22	\$0.22 million
Expenditures in Fiscal 2022-23	\$1.55 million
Expenditures in Fiscal 2023-24	\$2.10 million
Expenditures to Date in Fiscal 2024-25 (April 1, 2024 to Sep 30, 2024)	\$0.94 million
Projected Expenditures Remaining in Fiscal 2024-25	\$0.69 million
<b>Total</b>	<b>\$5.50 million</b>

<b>Total Project Variance</b>	<b>\$0 million</b>
-------------------------------	--------------------

**5.3 APPENDIX B  
 Second Quarter 2024-25  
 Major Capital Projects Report**

**Salesforce Lightning Upgrade – continued**

<b>Project Risk and Status Dashboard</b>		<b>Green Good, Yellow Warning, Red Trouble</b>
<b>G</b>	<b>Governance</b>	A Steering Committee was established on November 7, 2021, and members identified. Regular Steering Committee meetings take place monthly. Subsequently, the Salesforce Operation Group was established in December 2022, as part of the efforts to integrate operational support into the project governance and decision-making.
<b>G</b>	<b>Scope Management</b>	Scope remains in alignment with the Investment Case approved by the Board of Governors. All deliverables are completed.
<b>G</b>	<b>Cost Management</b>	To date, all costs are within the Approved Budget.
<b>G</b>	<b>Schedule Management</b>	COMPLETE
<b>G</b>	<b>Project Resources</b>	COMPLETE
<b>G</b>	<b>Risk Management</b>	The proposed action to de-scope and transfer R3-dependent activities to Operating Plan SS-06(Data Migration and Integration support for R3), was presented at ACET August 2024 meeting and was duly approved. Hence the risk of interdependency with Thesis enhancement has been mitigated.
<b>G</b>	<b>Stakeholder Engagement</b>	COMPLETE
<b>G</b>	<b>Operational Readiness</b>	COMPLETE

*As of September 30, 2024*

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

**R3 (Student Information System) Project**

Algonquin College’s current Student Information System, GeneSIS, is over 25 years old and is based on an unsupported programming language. As a result, the ongoing use of GeneSIS poses a significant resource, development, maintenance, and security risk. This multi-year project, from 2019-20 to 2025-26, is estimated to cost between \$65.0 million and \$71.1 million, and funding requests will be presented to the Board of Governors for approval on an annual basis to address each phase as the project progresses.

<b>Reviewed and approved by Algonquin College Executive Team Sponsor:</b> K. Pearson
<b>Algonquin College Leadership Team Project Dean/Executive Director:</b> L. Pollock
<b>Project Manager:</b> L. Jones

<b>Board of Governors Key Approval Dates</b>	<b>Dates</b>
<u>Meeting #511</u> – The Board of Governors approves \$3.1 million for the Student Information System, with 50% of funding from the College’s internally restricted net asset account and 50% from the Strategic Investment Priorities budget in fiscal year 2019-20.	February 25, 2019
<u>Meeting #517</u> – The Board of Governors approves a \$4.0 million expenditure to continue development of the business architecture, identity and access management and data governance required to support implementation of a new Student Information System. These project expenditures will be funded 50% from the College’s internally restricted net asset account and 50% from the Strategic Investment Priorities budget in fiscal year 2020-21.	April 20, 2020
<u>Meeting #520</u> – The Board of Governors approves additional expenses of \$22.4 million as detailed in this entry. The Board of Governors approves the software company Unit4 as the software solution and implementer for the new Student Information System, as the second step in the two-step approach endorsed on April 20, 2020, including: (1) the procurement of a Software as a Services subscription contract with Unit4 with a value up to \$1.4 million per year for a five-year total of up to \$7.0 million; and (2) the implementation services contract with Unit4 with a value of up to \$13.0 million over the estimated three years of implementation (including contingency, proposed travel expense and net tax of 3.41%). The Board of Governors also approves the Fourth Quarter budget expenditure approval of \$2.4 million for the 2020-21 fiscal year.	October 26, 2020
<u>Meeting #523</u> – The Board of Governors approves \$21.8 million for the R3 Project for the 2021-22 fiscal year. The entire project will be funded to result in 50% of the total project funding to be drawn from the College’s internally restricted net asset account and 50% to be allocated from the Strategic Investment Priorities budgets.	April 19, 2021
<u>Meeting #528</u> – The Board of Governors approves \$20.0 million expenditure for fiscal year 2022-23, funded 60% from the in-year Strategic Investment Priorities budget and 40% from internally restricted net assets, to continue the implementation work for the R3 Project.	February 28, 2022
<u>Meeting #531</u> – The Board of Governors approves a \$20.0 million expenditure for fiscal year 2023-24, funded 50% from the in-year Strategic Investment Priorities budget and 50% from internally restricted net assets, to continue the implementation work for the R3 Project.	February 27, 2023
<u>Meeting #538</u> – The Board of Governors approves a \$20.0 million expenditure for fiscal year 2024-25, funded 50% from the in-year Strategic Investment Priorities budget and	February 26, 2024

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

50% from internally restricted net assets, to continue the implementation work for the R3 Project.	
--	--

**R3 (Student Information System) Project – continued**

<b>Project Milestones</b>	<b>Start Dates</b>
Project start date	May 1, 2019
The Board of Governors approved the selection of implementation vendor and financial commitment	October 26, 2020
Phase 1: Project Planning	January 11, 2021
Phase 2: Familiarize Phase	March 1, 2021
Phase 3: Personalize Phase	July 5, 2022
Phase 4: Integrated System Testing	May 6, 2024
Phase 5: User Acceptance Testing	September 30, 2024
Phase 6: Deployment of System	March 3, 2025
Phase 7: Project Close-Out	June 2, 2025

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

<b>Project Contingency</b>	<b>Value</b>
Approved project contingency for 2024-25 funding allocation	\$2 million
Contingency balance remaining as of September 30, 2024	\$2 million
<b>Actual/Projected Project Cost</b>	<b>Value</b>
Expenditures in Fiscal 2019-20	\$2.5 million
Expenditures in Fiscal 2020-21	\$6.2 million
Expenditures in Fiscal 2021-22	\$10.2 million
Expenditures in Fiscal 2022-23	\$13.2 million
Expenditures in Fiscal 2023-24	\$14.4 million
Expenditures to Date in Fiscal 2024-25 (April 1, 2024 to September 30, 2024)	\$5.8 million
Projected Expenditures Remaining in Fiscal 2024-25	\$14.2 million
Projected Expenditures in Fiscal 2025-26	\$1.0 million
<b>Total Projected Costs</b>	<b>\$67.5 million</b>

<b>Total Project Variance</b> (to approved expenditures)	<b>\$0 million</b>
--	--------------------



**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

**R3 (Student Information System) Project – continued**

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

<b>G</b>	<b>Governance</b>	Strong governance continues to be applied to the R3 Project through good project management principles and practices including regularly scheduled updates being provided to the Audit and Risk Management Committee and Board of Governors. On July 29, 2024, the Board members received an update from Algonquin College’s President and Chief Executive Officer, Claude Brulé, on the R3 Project leadership. The appointment of Krista Pearson as incoming Vice President, Student Services and R3 Project Executive Sponsor, was effective August 19, 2024, following Laura Stanbra’s retirement. As a major capital investment, the College recognizes the need for business continuity on the R3 Project, and accordingly, Lois Pollock moves from Business Co-Lead and Executive Technical Lead to R3 Project Executive Lead reporting to the Executive Sponsor. Additional supports are in place to support the College’s project management efforts. Gartner, the R3 Project Third-Party Quality Assurance Provider, continues to highlight Algonquin College leadership, including Executive and Board of Governors’ support as a strength.
<b>R</b>	<b>Scope Management</b>	Scope is red as Thesis worked during the second quarter to finalize the efforts estimation of all identified requirements including alternate solutions, business processes and related configurations, automations and reporting requirements. Initial Remaining Effort Report (RER) was provided by Thesis on August 30, 2024, with completion of the document in mid-September 2024. Work is continuing to fully define deliverables, and the project schedule re-baseline is expected following finalization of executive discussion.
<b>Y</b>	<b>Cost Management</b>	The Change Control Note 013 for extension of the Personalize Phase from May 2024 to end of July 2024 has not been signed off by Thesis’ Chief Executive Officer due to the ongoing schedule re-baselining exercise. The yellow indicator highlights the risk inherent with the ongoing schedule adjustments. NOTE: Contingency funds have not yet been required to date at any point in time in the R3 Project phases.
<b>R</b>	<b>Schedule Management</b>	Thesis’ final iteration of the re-baselined project schedule (v8.0) was delivered on May 24, 2024. Algonquin College could not accept the schedule as the Alternate Solutions had not met the targeted completion date, and the schedule remains incomplete. The red indicator reflects the delays of the Personalize Phase status of existing approved schedule. As of September 30, 2024, a revised re-baseline project schedule has not yet been provided to Algonquin College.
<b>R</b>	<b>Project Resources</b>	Ensuring effective resource allocation is a key focus of the re-baseline efforts, with an emphasis on identifying and responding to potential risks. Without a re-baseline project schedule and named resources to specific tasks/deliverables, it is difficult to identify actual capacity within the remaining project phases.
<b>R</b>	<b>Risk Management</b>	This reporting period highlights that scope, schedule, and Thesis project resources are red hence bringing the overall Risk Management Status Indicator to red. Best practices and governance processes have been exercised and issues are being addressed at the highest level within both organizations as well as through the project’s third-party Quality Assurance provider, Gartner.

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

<b>G</b>	<b>Stakeholder Engagement</b>	Clear vision and strong executive support are in place (Algonquin College). College-wide Showcase Sessions to engage stakeholders are organized regularly and well-received.
<b>G</b>	<b>Operational Readiness</b>	An Organizational Change Management plan has been defined. There is a synchronized way of working, concise messaging, and clear alignment between people at work stream levels, especially in the technical domain of the project.

*As of September 30, 2024*

**5.3 APPENDIX B**  
**Second Quarter 2024-25**  
**Major Capital Projects Report**

**Summary of Projects Completed Since Fiscal 2011-12**

<b>Project</b>	<b>Final Project Value \$M</b>	<b>Fiscal Year Completed</b>
Algonquin Centre for Construction Excellence (ACCE)	\$77.0	2011-12
Perth Campus	12.0	2011-12
Student Commons	51.0	2012-13
Pembroke Campus	34.0	2012-13
Digital College	12.0	2014-15
Healthy Living Education Phase 1A – Renovations	6.0	2014-15
B Building Window Replacement	1.1	2016-17
F Building Renovation	1.6	2016-17
Equipment Renewal and Electrical Lab Alterations Project in ACCE	2.3	2017-18
Welding Lab Project at the College’s Transportation Technology Centre – Building S	2.8	2017-18
Transformer Replacement Project	2.1	2017-18
Learning Management System	3.0	2018-19
Enterprise Resource Planning (ERP) – Project Workday	18.8	2018-19
Student Central	6.8	2018-19
Indigenous Gathering Circle	1.7	2018-19
DARE District	45.4	2019-20
Net Tuition Project	0.84	2019-20
Energy Service Company Project - (ESCO 2)	51.1	2021-22
Jack Doyle Athletics and Recreation Centre (ARC)	61.2	2021-22
Solar Photovoltaic Plan	7.7	2021-22
<b>Total</b>	<b>\$398.44</b>	

5.3 Appendix C



# High-Risk Dashboard Report

## Second Quarter: 2024-25

Presented to:  
Audit and Risk Management Committee

November 20, 2024

# Risk #1 – Financial Sustainability

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



## Potential Impacts

- Deterioration of buildings and facilities beyond acceptable levels
- Employee layoffs and incentivized retirements
- Increased governmental oversight
- Deterioration of the College’s reputation amongst stakeholders
- Failure to achieve key objectives
- Capacity constraints
- Inability to invest in initiatives of significance
- Capital investments stifled

## Key Mitigation Plans

- Financial Sustainability Roadmap
- Considering exiting from unprofitable activities, businesses and facilities
- Strategic Enrolment Management Planning
- Maximizing the IRCC cap on study permit applications
- Strategic Workforce Planning
- Master Campus Development Plan
- Net margin analysis to support decision-making
- Asset management strategy
- Review of all leases
- Six-year academic plan

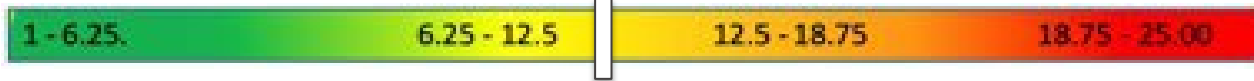
## Mitigation Rating

**WEAK**

- International level one enrolment for winter 2025 is projected to be 61% of the 2,804 target – achieving 1,700 registrants. Domestic level one enrolment for winter 2025 is projected to be 88% of the 2,712 target – achieving 2,386.
- The “Value for Money” benchmarking audit is now complete. The recommendations have been communicated, and now the work of recommendation implementation can be prioritized. Expansion of the benchmarking initiative to other College areas is being considered.
- Building commissioning audit reports have been completed for the Algonquin Centre for Construction Excellence building and the Pembroke campus. Follow-on work has been scheduled with a focus on addressing deferred maintenance and supporting the College’s five-year carbon reduction plan.
- The Portfolio Analysis project has now been completed and evaluation processes are being operationalized. Ongoing performance monitoring of our business activities will be provided to management.
- Preparations are underway to revise the academic program strategy to align with focuses identified by Immigration, Refugees and Citizenship Canada. Discussion of program sunseting or suspension will proceed.
- There will be a renewed focus on improving the net contribution margin of our existing alternate revenue activities.
- The Strategic Workforce Planning initiative is now researching organizational design and restructuring to align with re-forecasted revenues.
- Reviews are being done on all campus leases – a non-renewal notice has been sent to Ottawa Police Services for P Building.
- Master Campus Development Plan is underway. The technical studies done for the Ottawa campus are largely complete and are being incorporated into the final plan. Further analysis is still required to identify if forecasted enrolment targets can support program expansion and development of student housing.
- A Director of Financial Sustainability Initiatives has been hired to lead implementation of several initiatives from the Financial Sustainability Roadmap to improve the College’s financial health over the coming years.

# Risk #2 – Competition

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



## Potential Impacts

- Loss of College enrolment to competitors including universities, trade organizations, and private career colleges would negatively impact our financial sustainability
- Increased competition for student market share will impact Risk #1 – Financial Sustainability and Risk #4 – Resourcing and Capacity

## Key Mitigation Plans

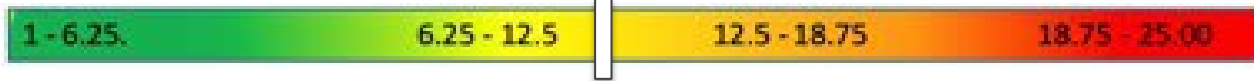
- Marketing plan
- Program performance reviews
- Strategic Enrolment Management Plan
- Program quality reviews
- New program development
- Academic Plan (2023-29)
- Website Refresh
- Investment in academic spaces (learning environments)
- Develop a process to understand and meet employers’ training, upskilling and reskilling needs

Mitigation Rating **MODERATE**

- Program Quality Reviews have been completed - on time.
- Endorsement of several new programs previously targeted to launch in 2025-27 are being reviewed following the Immigration, Refugee and Citizenship Canada (IRCC) amendments to international student study permit numbers.
- Private College Public Partnership (PCPP) is winding down, with the last level one cohort intake being in the spring of 2024. Most of the PCPP students will graduate by the winter of 2025.
- A revised academic programming strategy is being developed that targets both the IRCC-identified labour markets and student demands. The strategy will inform the College’s enrolment planning.
- The Science Lab Major Capital Project interior demolition and roof rehabilitation are underway. These new labs will position the College increase programs and enrolments in life sciences.
- 2024-25 Marketing Plans have been developed in support of 2025-26 enrolment targets for each of the Schools. Implementation plans are underway.
- Marketing is reporting a 26.79% decrease in year-over-year lead-activity. We assume the decrease is attributable to a decreased International activity combined with an effort to improve data-integrity by removing duplicate contacts.

# Risk #3 – Cyber Breach

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



## Potential Impacts

- Loss of access to software applications used by learners and employees
- Loss of access to data, permanent loss of data, loss of data accuracy
- Technology applications performing unintended operations
- Leakage of sensitive data to the public domain
- Financial losses, disruption to the College's operations and program delivery, negative impact on learner satisfaction, and damage to the College's reputation

## Key Mitigation Plans

- Endpoint Protection
- Threat Vulnerability Management (TVM) program
- Cyber Security Incident Response Plan (CIRP)
- Data Loss Prevention (DLP)
- Cyber Security Awareness Training
- Identity Access Management (IAM)
- Improvement of the Security Operations Center (SOC) detection capabilities
- Updating the Disaster Recovery Plan (DRP) by fiscal 2025 year-end
- Deep and dark web searches for indicators of compromise

## Mitigation Rating

**MODERATE**

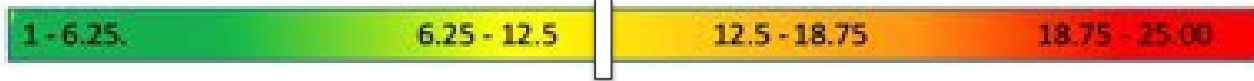
- Our Endpoint Protection program is expanding with a focus on workstation anti-virus and laptop encryption. Our ongoing monitoring indicates these mitigations are effective.
- TVM Program: Vulnerabilities are being regularly scanned and remediated. Ongoing monitoring indicates the program is effective.
- CIRP: Incident Response Plan and playbook are now in place. A tabletop exercise was completed, and improvements are being implemented. A second playbook was developed to address "Unauthorized Access" cyber-attacks.
- DLP: Data exfiltration protection for sensitive information and documents classified as internal, confidential, and restricted is in place and is continuously updated.
- Cyber Security Awareness Training: Target enrolment is 4,000 participants with 2,827 currently completed (completion rate of 71%). Additional work is being planned to improve this metric by fiscal 2025 year-end.

- IAM: Employee Multi-factor authentication has been implemented and is now being planned for students in the third quarter of 2024-25. Privileged Account Management (PAM) for all high-privilege accounts will be implemented by the fiscal 2025 year-end.
- Improvements to the detection capabilities of the SOC have been implemented based on use cases. Changes have included integration with multiple threat intelligence feeds. This has allowed for real-time detection of new threats.
- SOC: Assessment of technology and process governance gaps will be launched in the third quarter of fiscal 2024-25.
- DRP: A two-year operating plan initiative is underway to update the DRP and improve the College's recovery capabilities. This should be completed by the end of fiscal 2025.
- A bi-annual deep and dark web search has been done to proactively identify indicators of compromise and inform how to mitigate them. This assists with identifying compromised accounts and our exposure to security vulnerabilities.



# Risk #4 – Resourcing and Capacity

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



## Potential Impacts

- Negative impact on employee health
- Increase in employee turnover
- Shortage of effectively and appropriately skilled personnel
- Low employee morale and decreasing productivity
- Loss of institutional knowledge
- Failure to achieve objectives
- Ineffective utilization of resources
- Labour action as a result of unsuccessful contract negotiations

## Mitigation Rating

**MODERATE**

## Key Mitigation Plans

- |  |  |
|--|--|
| • Strategic Workforce Planning (Year 2 launched – April 2024)  | • Labour Disruption Contingency Planning                                   |
| • Financial Sustainability Roadmap   | • 2023-26 Inclusion, Diversity, Equity, and Accessibility (IDEA) blueprint |
| • Due diligence requirements to identify the Total Cost of Ownership and financial return on investment. | • Master Campus Development Plan (MCDP)                                    |
| • Leveraging technology to achieve more efficient processes  | • Establish a Project Management Office                                    |
|  | • Employee Engagement Pulse survey   |

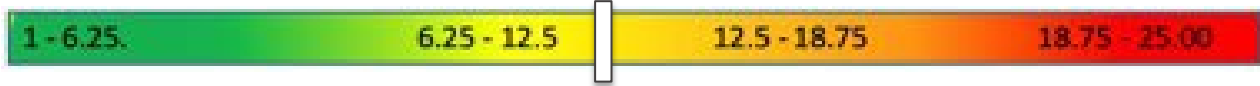
- Strategic Workforce Planning pilots have been launched in multiple areas of the College including the School of Wellness, Public Safety and Community Studies, Information Technology Services, the Algonquin Centre for Construction Excellence, and Marketing and Communications. The pilots have focused on improving data analytics capabilities, the use of key performance indicators, and the development of a workforce planning toolkit.
- In recognition of the Ontario Public Service Employees Union (OPSEU) strike mandate, the College has undertaken contingency planning should a labour action occur.

- Critical training programs have been launched for People Leaders. This has included Managing with Anti-Racism in mind and responding to racism in front-line interactions. An Anti-Black Racism training has been designed in consultation with the local Ontario Public Service Employees Union (OPSEU). The plan is to deliver it to People Leaders in the third quarter of 2024-25.
- An Employee engagement pulse survey has been developed with input from various groups including the Employee Engagement Collaboration Team and the Integrated Learning and Development Team. The survey is scheduled to be deployed in the third quarter of 2024-25.



# Risk #5 – People Empowerment and Accountabilities

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



## Potential Impacts

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

## Key Mitigation Plans

- Talent Acquisition Strategy and Roadmap
- Regular review and education of policies
- Financial acumen training of employees
- Administrators continue to be trained in Contract Review and Approval
- Increased focus on learning and development opportunities

Mitigation Rating **MODERATE**

- The Learning and Development employee survey results have now been shared with the College community. The results are being leveraged as a key input into employee learning programs scheduled in 2024-25 and beyond.
- Our Talent Acquisition Strategy has now moved into the implementation phase. We have now started building the foundational pieces of the acquisition strategy with an emphasis on vacancy management and an increased focus on how to attract new candidates through job and career fairs.
- The AC Way team are leading eight strategic process improvement initiatives across various departments with a focus on fostering measurable service improvements.
- The AC Way team has delivered several workshops to employee groups to deliver continuous improvement tools and techniques. These workshops have included training on Workday features and processes.



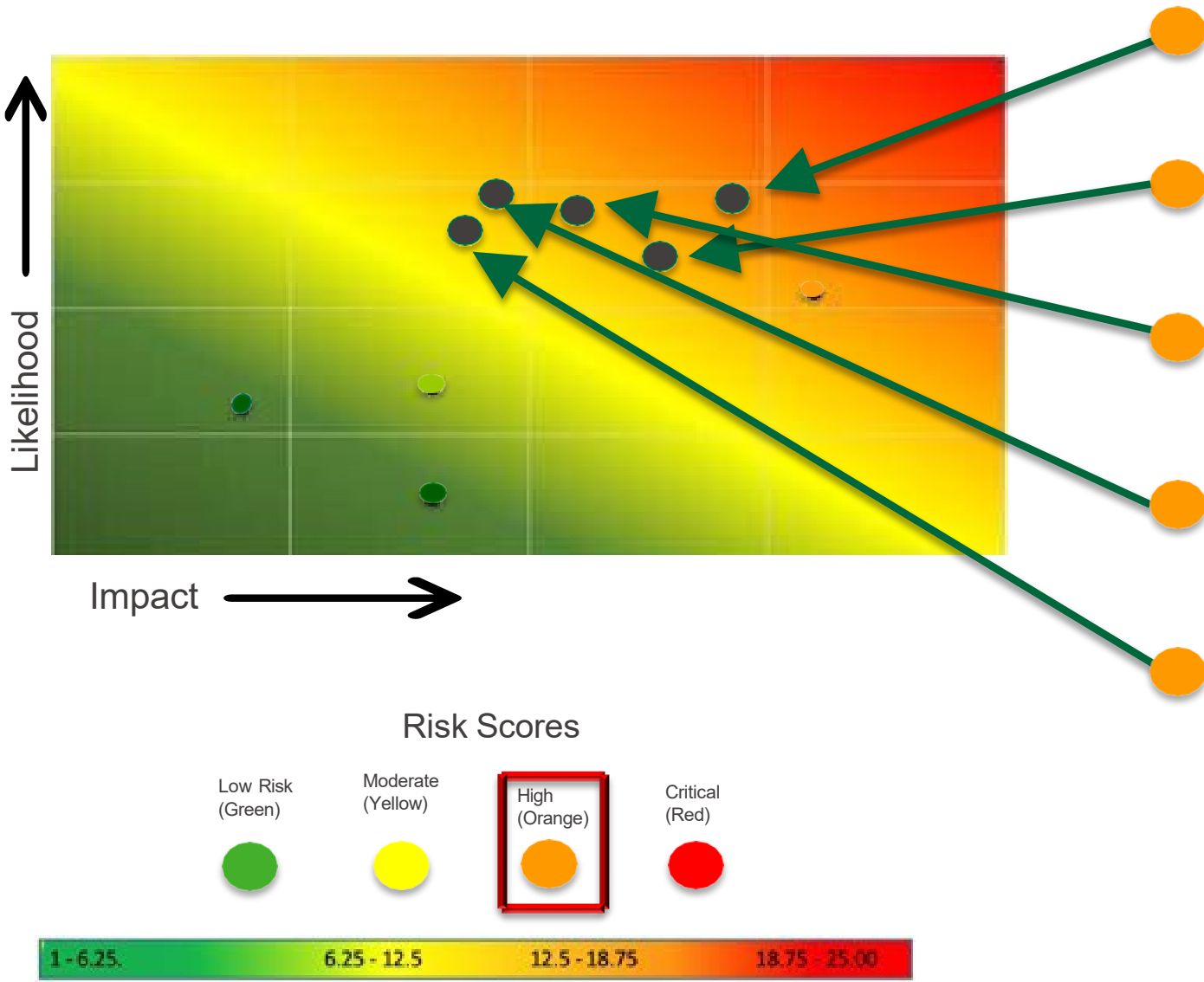
Thank you



# Supplemental Information

# 2024-25 Corporate Risk Profile

## Top 5 – Strategic Risks



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

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

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

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

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

# Performance of Risk Treatment

How effective are the College's Mitigative Controls?



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



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



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

**5.4 Appendix A**

**BYLAW 1**

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

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

**1 INTERPRETATION**

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

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

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

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

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

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

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

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

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

---

## 4 **BOARD OF GOVERNORS**

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

#### 4.5 Term and Term Limits:

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

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

4.5.3 Each governor shall take office on the first day of September in the year of appointment or election;

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

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

4.5.6 The Board Chair shall be an external governor and may serve the Board for a term of 6 consecutive years. In order to provide additional flexibility to maintain continuity of leadership and ensure an orderly Board Chair transition, this term may be extended for an additional 2 years if required, but in no case shall the total term exceed 8 consecutive years. Following the completion of this maximum term, the member shall not be eligible for reappointment or re-election to the Board.

~~4.5.5~~4.5.7 No person shall serve as the student governor for more than 2 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election for successive terms not to exceed 2 years.

#### 4.6 Vacancies:

4.6.1 Where a vacancy occurs among the external governors of the Board appointed by the LGIC pursuant to section 4.2.1, the College shall follow the nomination process set out in the Ministry of Colleges and University's (MCU) Protocol for Board Nominations and Appointments and comply with any other relevant instructions as may be provided by MCU to the Corporation from time to time. ;



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

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

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

## **5 POWERS OF THE BOARD**

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

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

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

## **6 MEETINGS OF THE BOARD**

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

6.2 **Notice of Meetings:** The Board may appoint a day or days in any month or months for regular meetings of the Board at an hour to be named and in respect of such regular meetings no notice need be given to the governors but notice of the days and times so appointed shall be published on the College's public website not less than seven days before the first monthly meeting in September of each academic year. Where urgent conditions prevail, notice of a Board meeting shall be delivered, telephoned or sent by electronic mail to each governor not less than one (1) day before the meeting is to take place or shall be mailed to each governor not less than four (4) days before the meeting is to take place. Notice of all meetings

of the Board shall be published on the College's public website concurrent with the giving of notice to the governors. The certificate of the Secretary or Treasurer or Chair that notice has been given pursuant to this bylaw shall be sufficient and conclusive evidence of the giving of such notice. The governors may consider or transact any business, either special or general, at any meeting of the Board.

- 6.3 **Disclosure of Conflict of Interest:** At the opening of each meeting, the Chair shall ask for disclosures of any actual, potential, or perceived conflicts of interest of any governor relating to any agenda item. Any such declared conflicts shall be recorded in the minutes.
- 6.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the Board. No business shall be transacted at any meeting unless the requisite quorum shall be present.
- 6.5 **Meetings to be Public:** Subject to section 6.6 below, meetings of the Board shall be open to the public and no person shall be excluded from such a meeting except for improper conduct as determined and expressed by resolution of the Board.
- 6.6 **In Camera:** The Board may conduct that part of its meeting in camera as concerns:
- 6.6.1 Such items as individual personnel matters, strategic labour relations, real and personal property transactions, litigation in which the Corporation is involved and other matters which by their nature require confidentiality so as to preserve the legitimate interests of the Corporation;
- 6.6.2 Matters of a personal nature concerning an individual unless such individual requests and the Board agree that the matter may be discussed in public.
- All governors shall keep all information, discussions and proceedings at in camera sessions of the Board strictly confidential.
- 6.7 **Adjournments:** Any meeting of governors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of an adjournment to a future date, notice of the rescheduled meeting shall be given in the same manner as provided in section 6.1.
- 6.8 **Errors in Notice:** No error or omission in giving such notice for a meeting of governors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any governor may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.
- 6.9 **Voting:**
- 6.9.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of governors shall be decided by a majority vote. Votes to amend or adopt

bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair shall have a second or casting vote;

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

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

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

## **7 COMPLIANCE WITH CONFLICT OF INTEREST OBLIGATIONS**

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

### **7.1 Definitions:**

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

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

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

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

## 7.2 Principles:

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

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

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

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

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

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

## 7.3 Minister's Binding Policy Directive

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

7.3.2 At the beginning of every Board meeting, the Chair of the Board is to ask and have recorded in the minutes whether any member of the Board has a conflict to declare in respect to any agenda item.

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

- 7.3.7.2 Issue a written reprimand; and/or
- 7.3.7.3 Request that a member of the Board resign; and/or
- 7.3.7.4 Remove the member of the Board through processes established in Board bylaws.

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

7.4.1 President:

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

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

7.4.2 Internal Governors:

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

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

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

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

7.4.3 Student Governor:

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

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

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

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

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

## 7.5 **Insignificant Conflicts:**

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

## 7.6 **Disclosure of Interests in Contracts:**

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

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

## **8 REMOVAL OF GOVERNORS**

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

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



passed by at least two-thirds of the votes cast, whether the Subject Governor is to be removed. The notice for the in camera session is to specify the intention to pass a resolution removing the Subject Governor and the Grounds therefore. The Subject Governor is to be given an opportunity to respond to the Grounds by addressing the Board at the in camera session, but is to refrain from voting. The Subject Governor is to be clearly notified of the final consideration and decision of the Board and any action that will be taken.

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

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

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

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

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

## **9 REMUNERATION OF GOVERNORS AND COMMITTEE MEMBERS**

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

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

## **10 PROTECTION OF GOVERNORS AND OFFICERS**

### **10.1 Indemnification by Corporation:**

10.1.1 The Corporation shall indemnify a governor or officer of the Corporation, a former governor or officer of the Corporation or another individual who acts or acted at the Corporation's request as a director or officer (or an

individual acting in a similar capacity) of another entity, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil, criminal, administrative, investigative or other proceeding in which the individual is involved because of that association with the Corporation or other entity.

- 10.1.2 Unless prohibited by law, the Corporation shall advance monies to a governor, officer or other individual for the costs, charges and expenses of a proceeding referred to in paragraph 10.1.1. The individual shall repay the monies if he or she does not fulfill the conditions of paragraph 10.1.3.
- 10.1.3 The Corporation shall not indemnify an individual under paragraph 10.1.1 unless they (i) acted honestly and in good faith with a view to the best interests of the Corporation or, as the case may be, to the best interests of the other entity for which they acted as a director or officer or in a similar capacity at the Corporation's request and (ii) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, they had reasonable grounds for believing that their conduct was lawful.
- 10.1.4 The Corporation shall also indemnify the individual referred to in paragraph 10.1.1. in such other circumstances as the law permits or requires. Nothing in this by-law shall limit the right of any person entitled to indemnity to claim indemnity apart from the provisions of this by-law.

## **10.2 Limitations on Liability**

- 10.2.1 No governor or officer for the time being of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other governor or officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by the Corporation for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of such governor's or officer's respective office or trust or in relation thereto unless the same shall happen by or through such governor's or officer's own wrongful and wilful act or through such governor's or officer's own wrongful and wilful neglect or default.
- 10.2.2 The governors for the time being of the Corporation shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made, done or entered into in the name or on behalf of the

---

Corporation except such as shall have been submitted to and authorized or approved by the Board.

## **11 OFFICERS OF THE CORPORATION**

- 11.1 **Officers:** There shall be a Chair, a Vice Chair, a President, a Secretary and a Treasurer, and such other officers as the Board may determine by resolution from time to time. The Chair and Vice Chair shall be external governors of the Board. The other officers of the Corporation (excepting the President who is a member of the Board by virtue of office) need not be members of the Board.
- 11.2 **Appointment:** At the May or June meeting of the Board each year, the Nominating Committee shall bring forward a recommendation for appointment of the officers and Committee Chairs requiring annual appointment. Following their appointment by resolution of the Board, the officers and Committee Chairs will assume their responsibilities on the 1<sup>st</sup> of September each year. If the Board shall fail to appoint any or all of such officers by September 1<sup>st</sup>, the incumbents for whom no replacements have been appointed shall continue in office until their successors are appointed except in the case of a Chair or Vice Chair whose term as governor has expired.
- 11.3 **Remuneration:** The governors may, in accordance with, and subject to the obtaining of such approvals as may be required by any applicable statutory provision, fix the remuneration to be paid to officers of the Corporation.
- 11.4 **Removal:** All officers, in the absence of agreement to the contrary, shall be subject to the removal from that office of the Corporation by resolution of the Board at any time with or without cause.
- 11.5 **Duties of Officers:** The duties of the officers are as follows:
- 11.5.1 **Chair:** The Chair shall be appointed annually and shall, when present, preside at all meetings of the Board. He or she shall, together with the Secretary or other officer appointed for the purpose, sign all bylaws of the Corporation; and they shall sign such contracts, documents or instruments in writing as require their signature. The Chair shall also have such other powers and duties as may from time to time be assigned to them by the Board or as are incidental to their office and shall interpret the resolutions of the Board and the intent of the Bylaws.
- 11.5.2 **Vice Chair:** The Vice Chair shall be appointed annually and shall have such powers and perform such duties as may be assigned to him or her by the Board, and in the absence or inability to act of the Chair, shall perform all the duties and have all the powers of the Chair and if a Vice Chair, or such other external governor as the Board may from time to time appoint for the purpose, performs any such duty or exercises any such power, the absence, inability or refusal to act of the Chair shall be presumed with reference thereto.

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

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

11.5.4.1 Be ex-officio clerk of the Board;

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

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

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

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

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

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

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

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

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

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

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

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

## 11.6 **Vacancies:**

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

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

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

## 12 **EXECUTION OF DOCUMENTS**

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

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

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

12.2.2 The corporate seal of the Corporation may, when required, be affixed to contracts, documents or instruments in writing signed as aforesaid or by

any Officer or Officers, person or persons appointed by resolution of the Board pursuant to section 12.2.5 hereof;

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

12.2.4 In particular without limiting the generality of the foregoing, any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is someone other than the President), and the Treasurer are authorized to sell, assign, transfer, exchange, convert or convey any and all shares, bonds, debentures, rights, warrants or other securities owned by or registered in the name of the Corporation in its individual capacity or any other capacity or as trustee or otherwise and to sign and execute (under the corporate seal of the Corporation or otherwise) all assignments, transfers, conveyances, powers of attorney and other instruments that may be necessary for the purpose of selling, assigning, transferring, exchanging, converting or conveying any such shares, bonds, debentures, rights, warrants or other securities;

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

### **13 BOOKS AND RECORDS**

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

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

13.3 The Bylaws of the Corporation:

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

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

### **14 STANDING COMMITTEES**

- 14.1 The Board may, from time to time, appoint committees, consisting of such persons as may from time to time be appointed members thereof by the Board, to act in an advisory capacity to the Board in connection with the particular field of activity referred to each of such committees. The members of such committees shall hold office during the pleasure of the Board, and the Chair and the President shall be ex-officio (voting) members of each such committee.
- 14.2 The Board may fill any vacancies occurring from time to time in such committees and may abolish and from time to time re-appoint any such committee.
- 14.3 The Secretary shall record or cause to be recorded the minutes of the proceedings of any such standing committee which shall be confirmed under the signature of the Chair of that meeting and a report shall be forwarded to the Board. Any such committee so appointed may meet for the transaction of business, adjourn and otherwise regulate its meetings as it thinks fit.
- 14.4 The quorum for any such standing committee shall be a majority of the governors on the committee. Questions arising at any meeting of a committee shall be decided by a majority of votes and, in the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

## **15 AUDIT AND RISK MANAGEMENT COMMITTEE**

- 15.1 The Audit and Risk Management Committee heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in connection with all matters that may be properly referred to it by the Board. The Audit and Risk Management Committee shall be composed of at least four external governors. The Chair of the Board who shall be ex-officio (voting) member, and the President of the College shall be an ex-officio (non-voting) member of the Audit and Risk Management Committee.
- 15.2 Each Audit and Risk Management Committee member shall be appointed by the Board for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new member to the Committee.

## **16 GOVERNANCE COMMITTEE**

- 16.1 The Governance Committee is established to assist the governors in carrying on the affairs of the Corporation in connection with matters relating to governance performance, the review and assessment of Board governance practices, the recommendation of measures to employ in assessing governance performance, the nomination for vacancies in the Board and the development of selection criteria and profiles for the nomination and performance of Board members as well as the management and assessment of the Board's continuing orientation, education and development activities, and all other matters that may be properly referred to it. The Governance Committee may also be responsible for the annual nomination of the Chair, Vice Chair, Secretary (if other than the President), Treasurer (if other than the Vice President, Finance and Administration), such other Officers as the

Board may determine are to be appointed annually, Chair of the Audit and Risk Management Committee, Chair of the Governance Committee, Chair of any other standing committees which the Board may constitute and which require the annual appointment of a Chair. The Governance Committee shall be composed of at least five governors who shall be appointed by the Board, in addition to the Chair of the Board and the President who shall be ex-officio (voting) members of the Governance Committee. The Chair of the Governance Committee shall be an external governor and a majority of the five members of the Governance Committee shall be external governors.

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

## **17 ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

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

## **18 EXECUTIVE COMMITTEE**

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



## **19 MEMBERS**

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

## **20 MEETINGS OF MEMBERS**

### **20.1 Annual and Other General Meetings:**

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

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

### **20.2 Notice of Meetings:**

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

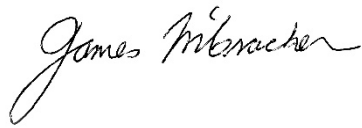
20.2.2 No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any members may at any time waive notice of any such meeting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

- 20.3 **Adjournments:** Any meeting of the members of the Corporation may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of adjournment a notice of the re-scheduled meeting is required.
- 20.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the members. No business shall be transacted at any meeting unless the requisite quorum shall be present.
- 20.5 **Voting:**
- 20.5.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of members shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.
- 20.5.2 All votes at any meeting of members shall be taken by ballot, if so demanded by any members present, but if no demand be made the vote shall be taken in the usual way by assent or dissent. Unless there is a demand for a recorded vote a declaration by the Chair of the meeting that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority and an entry to that effect in the minutes of the Corporation shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.
- 20.6 **Chair:** In the absence of the Chair and the Vice Chair of the Board, the external members present at any meeting of members shall choose one of their members to be Chair of the meeting.
- 20.7 **Polls:** If at any meeting a poll is demanded on the election of a Chair of the meeting or on the question of adjournment it shall be taken forthwith without adjournment. If a poll is demanded on any other question it shall be taken in such manner and either at once or later at the meeting or after adjournment as the Chair of the meeting directs. The result of a poll shall be deemed to be the resolution of the meeting at which the poll was demanded. A demand for a poll may be withdrawn.

## 21 **FINANCIAL YEAR**

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

**Enacted this 11th day of December, 2023**



---

James McCracken  
Chair, Board of Governors



---

Claude Brulé  
Secretary, Board of Governors

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



# **GOVERNOR'S CODE OF ETHICS**

## **BACKGROUND**

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

## **CODE OF ETHICS**

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

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

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

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

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

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

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

## **Code of Ethical Conduct and Governors' Agreement**

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

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

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

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

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

**Signature of Governor: \_\_\_\_\_**

**Date: \_\_\_\_\_**

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

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

**Signature of Board Chair: \_\_\_\_\_**

**Date: \_\_\_\_\_**

**5.4 Appendix B**

**BYLAW 1**

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

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

**1 INTERPRETATION**

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

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

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

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

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

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

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

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

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



---

## 4 **BOARD OF GOVERNORS**

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

#### 4.5 Term and Term Limits:

- 4.5.1 Each external governor and each internal governor (other than the student governor) shall be appointed or elected, as applicable, for a term not to exceed 3 years;
- 4.5.2 Each student governor shall be elected for a term of 1 year;
- 4.5.3 Each governor shall take office on the first day of September in the year of appointment or election;
- 4.5.4 Notwithstanding the length of the term to which an internal governor may be elected, such term shall immediately terminate upon such governor ceasing temporarily or permanently to be a student, academic staff member, administrative staff member or support staff member, as applicable. Provided that a student governor who graduates prior to the expiration of such student governor's term may continue to serve until the 31<sup>st</sup> day of August in such student's year of graduation;
- 4.5.5 No person shall serve as an external governor or internal governor (other than the student governor) for more than 6 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election or re-appointment, as applicable, for successive terms not to exceed 6 years;
- 4.5.6 The Board Chair shall be an external governor and may serve the Board for a term of 6 consecutive years. In order to provide additional flexibility to maintain continuity of leadership and ensure an orderly Board Chair transition, this term may be extended for an additional 2 years if required, but in no case shall the total term exceed 8 consecutive years. Following the completion of this maximum term, the member shall not be eligible for reappointment or re-election to the Board.
- 4.5.7 No person shall serve as the student governor for more than 2 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election for successive terms not to exceed 2 years.

#### 4.6 Vacancies:

- 4.6.1 Where a vacancy occurs among the external governors of the Board appointed by the LGIC pursuant to section 4.2.1, the College shall follow the nomination process set out in the Ministry of Colleges and University's (MCU) Protocol for Board Nominations and Appointments and comply with any other relevant instructions as may be provided by MCU to the Corporation from time to time. ;

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

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

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

## **5 POWERS OF THE BOARD**

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

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

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

## **6 MEETINGS OF THE BOARD**

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

6.2 **Notice of Meetings:** The Board may appoint a day or days in any month or months for regular meetings of the Board at an hour to be named and in respect of such regular meetings no notice need be given to the governors but notice of the days and times so appointed shall be published on the College's public website not less than seven days before the first monthly meeting in September of each academic year. Where urgent conditions prevail, notice of a Board meeting shall be delivered, telephoned or sent by electronic mail to each governor not less than one (1) day before the meeting is to take place or shall be mailed to each governor not less than four (4) days before the meeting is to take place. Notice of all meetings

of the Board shall be published on the College's public website concurrent with the giving of notice to the governors. The certificate of the Secretary or Treasurer or Chair that notice has been given pursuant to this bylaw shall be sufficient and conclusive evidence of the giving of such notice. The governors may consider or transact any business, either special or general, at any meeting of the Board.

- 6.3 **Disclosure of Conflict of Interest:** At the opening of each meeting, the Chair shall ask for disclosures of any actual, potential, or perceived conflicts of interest of any governor relating to any agenda item. Any such declared conflicts shall be recorded in the minutes.
- 6.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the Board. No business shall be transacted at any meeting unless the requisite quorum shall be present.
- 6.5 **Meetings to be Public:** Subject to section 6.6 below, meetings of the Board shall be open to the public and no person shall be excluded from such a meeting except for improper conduct as determined and expressed by resolution of the Board.
- 6.6 **In Camera:** The Board may conduct that part of its meeting in camera as concerns:
- 6.6.1 Such items as individual personnel matters, strategic labour relations, real and personal property transactions, litigation in which the Corporation is involved and other matters which by their nature require confidentiality so as to preserve the legitimate interests of the Corporation;
- 6.6.2 Matters of a personal nature concerning an individual unless such individual requests and the Board agree that the matter may be discussed in public.
- All governors shall keep all information, discussions and proceedings at in camera sessions of the Board strictly confidential.
- 6.7 **Adjournments:** Any meeting of governors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of an adjournment to a future date, notice of the rescheduled meeting shall be given in the same manner as provided in section 6.1.
- 6.8 **Errors in Notice:** No error or omission in giving such notice for a meeting of governors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any governor may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.
- 6.9 **Voting:**
- 6.9.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of governors shall be decided by a majority vote. Votes to amend or adopt

bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair shall have a second or casting vote;

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

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

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

## **7 COMPLIANCE WITH CONFLICT OF INTEREST OBLIGATIONS**

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

### **7.1 Definitions:**

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

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

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

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

## 7.2 Principles:

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

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

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

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

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

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

## 7.3 Minister's Binding Policy Directive

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

7.3.2 At the beginning of every Board meeting, the Chair of the Board is to ask and have recorded in the minutes whether any member of the Board has a conflict to declare in respect to any agenda item.

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

- 7.3.7.2 Issue a written reprimand; and/or
- 7.3.7.3 Request that a member of the Board resign; and/or
- 7.3.7.4 Remove the member of the Board through processes established in Board bylaws.

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

7.4.1 President:

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

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

7.4.2 Internal Governors:

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

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

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

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

7.4.3 Student Governor:

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



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

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

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

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

## 7.5 **Insignificant Conflicts:**

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

## 7.6 **Disclosure of Interests in Contracts:**

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

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

## 8 **REMOVAL OF GOVERNORS**

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

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

passed by at least two-thirds of the votes cast, whether the Subject Governor is to be removed. The notice for the in camera session is to specify the intention to pass a resolution removing the Subject Governor and the Grounds therefore. The Subject Governor is to be given an opportunity to respond to the Grounds by addressing the Board at the in camera session, but is to refrain from voting. The Subject Governor is to be clearly notified of the final consideration and decision of the Board and any action that will be taken.

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

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

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

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

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

## **9 REMUNERATION OF GOVERNORS AND COMMITTEE MEMBERS**

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

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

## **10 PROTECTION OF GOVERNORS AND OFFICERS**

### **10.1 Indemnification by Corporation:**

10.1.1 The Corporation shall indemnify a governor or officer of the Corporation, a former governor or officer of the Corporation or another individual who acts or acted at the Corporation's request as a director or officer (or an

individual acting in a similar capacity) of another entity, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil, criminal, administrative, investigative or other proceeding in which the individual is involved because of that association with the Corporation or other entity.

- 10.1.2 Unless prohibited by law, the Corporation shall advance monies to a governor, officer or other individual for the costs, charges and expenses of a proceeding referred to in paragraph 10.1.1. The individual shall repay the monies if he or she does not fulfill the conditions of paragraph 10.1.3.
- 10.1.3 The Corporation shall not indemnify an individual under paragraph 10.1.1 unless they (i) acted honestly and in good faith with a view to the best interests of the Corporation or, as the case may be, to the best interests of the other entity for which they acted as a director or officer or in a similar capacity at the Corporation's request and (ii) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, they had reasonable grounds for believing that their conduct was lawful.
- 10.1.4 The Corporation shall also indemnify the individual referred to in paragraph 10.1.1. in such other circumstances as the law permits or requires. Nothing in this by-law shall limit the right of any person entitled to indemnity to claim indemnity apart from the provisions of this by-law.

## **10.2 Limitations on Liability**

- 10.2.1 No governor or officer for the time being of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other governor or officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by the Corporation for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of such governor's or officer's respective office or trust or in relation thereto unless the same shall happen by or through such governor's or officer's own wrongful and wilful act or through such governor's or officer's own wrongful and wilful neglect or default.
- 10.2.2 The governors for the time being of the Corporation shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made, done or entered into in the name or on behalf of the

Corporation except such as shall have been submitted to and authorized or approved by the Board.

## **11 OFFICERS OF THE CORPORATION**

- 11.1 **Officers:** There shall be a Chair, a Vice Chair, a President, a Secretary and a Treasurer, and such other officers as the Board may determine by resolution from time to time. The Chair and Vice Chair shall be external governors of the Board. The other officers of the Corporation (excepting the President who is a member of the Board by virtue of office) need not be members of the Board.
- 11.2 **Appointment:** At the May or June meeting of the Board each year, the Nominating Committee shall bring forward a recommendation for appointment of the officers and Committee Chairs requiring annual appointment. Following their appointment by resolution of the Board, the officers and Committee Chairs will assume their responsibilities on the 1<sup>st</sup> of September each year. If the Board shall fail to appoint any or all of such officers by September 1<sup>st</sup>, the incumbents for whom no replacements have been appointed shall continue in office until their successors are appointed except in the case of a Chair or Vice Chair whose term as governor has expired.
- 11.3 **Remuneration:** The governors may, in accordance with, and subject to the obtaining of such approvals as may be required by any applicable statutory provision, fix the remuneration to be paid to officers of the Corporation.
- 11.4 **Removal:** All officers, in the absence of agreement to the contrary, shall be subject to the removal from that office of the Corporation by resolution of the Board at any time with or without cause.
- 11.5 **Duties of Officers:** The duties of the officers are as follows:
- 11.5.1 **Chair:** The Chair shall be appointed annually and shall, when present, preside at all meetings of the Board. He or she shall, together with the Secretary or other officer appointed for the purpose, sign all bylaws of the Corporation; and they shall sign such contracts, documents or instruments in writing as require their signature. The Chair shall also have such other powers and duties as may from time to time be assigned to them by the Board or as are incidental to their office and shall interpret the resolutions of the Board and the intent of the Bylaws.
- 11.5.2 **Vice Chair:** The Vice Chair shall be appointed annually and shall have such powers and perform such duties as may be assigned to him or her by the Board, and in the absence or inability to act of the Chair, shall perform all the duties and have all the powers of the Chair and if a Vice Chair, or such other external governor as the Board may from time to time appoint for the purpose, performs any such duty or exercises any such power, the absence, inability or refusal to act of the Chair shall be presumed with reference thereto.

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

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

11.5.4.1 Be ex-officio clerk of the Board;

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

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

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

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

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

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

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

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

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

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

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

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

## 11.6 **Vacancies:**

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

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

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

## 12 **EXECUTION OF DOCUMENTS**

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

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

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

12.2.2 The corporate seal of the Corporation may, when required, be affixed to contracts, documents or instruments in writing signed as aforesaid or by

any Officer or Officers, person or persons appointed by resolution of the Board pursuant to section 12.2.5 hereof;

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

12.2.4 In particular without limiting the generality of the foregoing, any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is someone other than the President), and the Treasurer are authorized to sell, assign, transfer, exchange, convert or convey any and all shares, bonds, debentures, rights, warrants or other securities owned by or registered in the name of the Corporation in its individual capacity or any other capacity or as trustee or otherwise and to sign and execute (under the corporate seal of the Corporation or otherwise) all assignments, transfers, conveyances, powers of attorney and other instruments that may be necessary for the purpose of selling, assigning, transferring, exchanging, converting or conveying any such shares, bonds, debentures, rights, warrants or other securities;

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

### **13 BOOKS AND RECORDS**

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

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

13.3 The Bylaws of the Corporation:

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

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

### **14 STANDING COMMITTEES**



- 14.1 The Board may, from time to time, appoint committees, consisting of such persons as may from time to time be appointed members thereof by the Board, to act in an advisory capacity to the Board in connection with the particular field of activity referred to each of such committees. The members of such committees shall hold office during the pleasure of the Board, and the Chair and the President shall be ex-officio (voting) members of each such committee.
- 14.2 The Board may fill any vacancies occurring from time to time in such committees and may abolish and from time to time re-appoint any such committee.
- 14.3 The Secretary shall record or cause to be recorded the minutes of the proceedings of any such standing committee which shall be confirmed under the signature of the Chair of that meeting and a report shall be forwarded to the Board. Any such committee so appointed may meet for the transaction of business, adjourn and otherwise regulate its meetings as it thinks fit.
- 14.4 The quorum for any such standing committee shall be a majority of the governors on the committee. Questions arising at any meeting of a committee shall be decided by a majority of votes and, in the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

## **15 AUDIT AND RISK MANAGEMENT COMMITTEE**

- 15.1 The Audit and Risk Management Committee heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in connection with all matters that may be properly referred to it by the Board. The Audit and Risk Management Committee shall be composed of at least four external governors. The Chair of the Board who shall be ex-officio (voting) member, and the President of the College shall be an ex-officio (non-voting) member of the Audit and Risk Management Committee.
- 15.2 Each Audit and Risk Management Committee member shall be appointed by the Board for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new member to the Committee.

## **16 GOVERNANCE COMMITTEE**

- 16.1 The Governance Committee is established to assist the governors in carrying on the affairs of the Corporation in connection with matters relating to governance performance, the review and assessment of Board governance practices, the recommendation of measures to employ in assessing governance performance, the nomination for vacancies in the Board and the development of selection criteria and profiles for the nomination and performance of Board members as well as the management and assessment of the Board's continuing orientation, education and development activities, and all other matters that may be properly referred to it. The Governance Committee may also be responsible for the annual nomination of the Chair, Vice Chair, Secretary (if other than the President), Treasurer (if other than the Vice President, Finance and Administration), such other Officers as the

Board may determine are to be appointed annually, Chair of the Audit and Risk Management Committee, Chair of the Governance Committee, Chair of any other standing committees which the Board may constitute and which require the annual appointment of a Chair. The Governance Committee shall be composed of at least five governors who shall be appointed by the Board, in addition to the Chair of the Board and the President who shall be ex-officio (voting) members of the Governance Committee. The Chair of the Governance Committee shall be an external governor and a majority of the five members of the Governance Committee shall be external governors.

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

## **17 ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

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

## **18 EXECUTIVE COMMITTEE**

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

**19 MEMBERS**

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

**20 MEETINGS OF MEMBERS****20.1 Annual and Other General Meetings:**

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

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

**20.2 Notice of Meetings:**

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

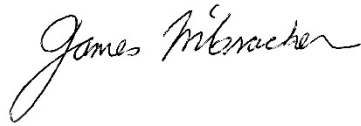
20.2.2 No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any members may at any time waive notice of any such meeting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

- 20.3 **Adjournments:** Any meeting of the members of the Corporation may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of adjournment a notice of the re-scheduled meeting is required.
- 20.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the members. No business shall be transacted at any meeting unless the requisite quorum shall be present.
- 20.5 **Voting:**
- 20.5.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of members shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.
- 20.5.2 All votes at any meeting of members shall be taken by ballot, if so demanded by any members present, but if no demand be made the vote shall be taken in the usual way by assent or dissent. Unless there is a demand for a recorded vote a declaration by the Chair of the meeting that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority and an entry to that effect in the minutes of the Corporation shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.
- 20.6 **Chair:** In the absence of the Chair and the Vice Chair of the Board, the external members present at any meeting of members shall choose one of their members to be Chair of the meeting.
- 20.7 **Polls:** If at any meeting a poll is demanded on the election of a Chair of the meeting or on the question of adjournment it shall be taken forthwith without adjournment. If a poll is demanded on any other question it shall be taken in such manner and either at once or later at the meeting or after adjournment as the Chair of the meeting directs. The result of a poll shall be deemed to be the resolution of the meeting at which the poll was demanded. A demand for a poll may be withdrawn.

## 21 **FINANCIAL YEAR**

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

**Enacted this 11th day of December, 2023**



---

James McCracken  
Chair, Board of Governors



---

Claude Brulé  
Secretary, Board of Governors

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



# **GOVERNOR'S CODE OF ETHICS**

## **BACKGROUND**

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

## **CODE OF ETHICS**

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

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

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

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

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

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

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

## **Code of Ethical Conduct and Governors' Agreement**

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

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

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



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

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

**Signature of Governor: \_\_\_\_\_**

**Date: \_\_\_\_\_**

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

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

**Signature of Board Chair: \_\_\_\_\_**

**Date: \_\_\_\_\_**

Report title:	2025 Schedule of Tuition and Ancillary Fees
Report to:	Board of Governors
Date:	December 9, 2024
Algonquin College Executive Team Member:	Krista Pearson, Vice President Student Services
Presenter(s):	Krista Marsden, Registrar

1. RECOMMENDATION:

**THAT** the Board of Governors approves the proposed 2025-26 Tuition and Fees Schedules.

2. PURPOSE / EXECUTIVE SUMMARY:

This report reviews the Proposed 2025-26 Tuition and Ancillary Fees Schedules as established in accordance with the Ministry of Colleges and Universities’ Binding Policy Directive on Tuition and Ancillary Fees. Please refer to Appendix One for the Executive Summary of Fee Information.

3. BACKGROUND:

Each year, the Tuition and Fees Schedules for the upcoming academic year are presented to the Board of Governors. The proposed 2025-26 Tuition and Fees Schedules apply to the academic year beginning September 1, 2025, and ending August 31, 2026.

On January 17, 2019, for the 2019-20 academic year and continuing into the 2020-21 academic year, the Government of Ontario announced a reduction of ten percent from the 2018-19 tuition rate. Following this announcement, the Ministry of Colleges and Universities released a new Tuition Fee Framework effective September 1, 2019, to August 31, 2021, which was renewed for 2021-22 and 2022-23. An extension of the freeze on tuition fees for the next three years was announced through a press release on February 24, 2024. This tuition freeze has a year-over-year compound effect on the College’s financial resources. Before this unprecedented freeze, annual increases were at three percent.

Principles of the tuition fee framework for establishing 2025-26 schedule of fees include:

- a. A continued freeze on tuition fees for the 2025-26 academic year in 2019-20 plus a 10% decrease in those tuition rates, resulting in tuition fee rate comparable to 2015-16 as outlined in Appendix Two: Proposed 2025-26 Schedule of Tuition and Ancillary Fees.
- b. Aligned with other Ontario Colleges, Algonquin College will not apply an increase to out-of-province students as per the Minister's Binding Policy Directive allowance (of up to five percent annually).
- c. As per Ministry guidelines, High Demand domestic enrolment must be not be greater than 15.00% of the College's post-secondary domestic enrolment. This calculation is outlined in Appendix Three: 2025-26 High Demand Program Calculation.

The 2025-26 Tuition and Fees Schedules were developed in consultation with Academic Operations and Planning, Academic Areas, the International Education Centre, the Students' Association, the City of Ottawa (Universal Bus Pass), Campus Services, Information Technology Services, Registrar's Office, and Student Support Services.

The Algonquin College Executive Team approved 2025-26 Compulsory Ancillary Fee changes were presented to the Students' Association College Collaborative Committee on July 17, 2024, where initial feedback on the fees was provided prior to a presentation to the Students' Association Board of Directors on August 21, 2024. The Students' Association Board of Directors approved increases to the Health Services Fee and U-Pass Administrative Fee at their September 13, 2024 meeting. The requested increase to the Student Experience Fee was denied. On October 2, 2024, the 2025-26 Protocol Agreement, in alignment with Ministry of Colleges and University policy, was drafted and finalized on October 7, 2024. This agreement is included as Appendix Four - the Students' Association Approval of Compulsory Ancillary Fees. The Compulsory Ancillary Fees are detailed in Appendix Five.

The 2025-26 Schedule of Tuition and Ancillary Fees preparation assumptions were endorsed by the College Budget Committee on August 22, 2024, and approved by the Algonquin College Executive Team on September 11, 2024. On October 17, 2024, the College Budget Committee endorsed the draft 2025-26 Schedule of Fees and subsequently approved by the Algonquin College Executive Team on October 23, 2024. On November 12, 2024, the Academic and Student Affairs Committee endorsed the recommendation to the Board of Governors to approve the proposed 2025-26 Tuition and Fees Schedules.

4. DISCUSSION:

The preparation details for the proposed Tuition and Fees Schedules are summarized in Appendix One - Executive Summary of Fee Information for the 2025-26 Tuition and Fee Schedules. All changes to fees have been highlighted in yellow in the enclosed fee tables in Appendix Two - Proposed 2025-26 Schedule of Fees.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

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

Algonquin College’s Standard Tuition Fee is comparable to other Ontario Colleges. Since 2019-20, within the existing Tuition Fee Framework and application of a tuition fee freeze, the estimated variance is \$75 per term between the highest provincial College annual tuition rate and the lowest. Algonquin College’s Standard Tuition Fee is expected to stay within \$20.00 of most of the Ontario Colleges, and within five dollars of thirteen of the twenty-four Colleges. In this way, Algonquin is competitive and comparable within the Ontario college system. For sample program fees and affordability context, please refer to Appendix Six - Sample 2025-26 Fee Comparison of Four Programs and Appendix Seven - Sample 2025-26 Student Funding and Expenses.

7. FINANCIAL IMPACT:

The 2025-26 Tuition and Fees Schedules are aligned with provincial practice and the College’s budgetary planning. Tuition and Ancillary Fees augment the General Purpose Operating Grant from the province to support program delivery.

8. HUMAN RESOURCES IMPACT:

The 2025-26 Schedule of Tuition and Ancillary Fees does not impact human resources.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Tuition and Fees Schedules have been prepared in compliance with the existing Government of Ontario's Ministry of Colleges and Universities Tuition Fee Framework as articulated in the Tuition and Ancillary Fees Minister's Binding Policy Directive, and the Tuition and Ancillary Fees Reporting Operating Procedure. The Compulsory Ancillary Fees were reviewed and discussed with the Students' Association and endorsed by the College's Students' Association on September 24, 2025, and later signed as reflected in the Protocol Agreement.

10. COMMUNICATIONS:

Preparation of the Tuition and Fees Schedules provides new students with the fee information for the 2025-26 admissions cycle and prior to the provincial confirmation deadline of May 1, 2025, in alignment with Ministry policy.

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

11. CONCLUSION:

The 2025-26 Tuition and Fees Schedules were established in a thorough and consultative process in compliance with Ministry policies. The goal is to continue to support the College in balancing affordable and competitive fees for students while providing sustainable and high-quality resources for quality education.

Respectfully submitted:



---

Krista Pearson  
Vice President, Student Services

Approved for submission:



---

Claude Brulé  
President and CEO

**Appendices:**

Appendix 1: Executive Summary of Fee Information for the 2025-26 Tuition and Fee Schedules

Appendix 2: Proposed 2025-26 Schedule of Fees

Appendix 3: 2025-26 High Demand Program Calculation

Appendix 4: Students' Association Approval of Compulsory Ancillary Fees

Appendix 5: 2025-26 Compulsory Ancillary Fees

Appendix 6: Sample 2025-26 Fee Comparison of Four Programs

Appendix 7: Sample 2025-26 Student Funding and Expenses

## 7.1 APPENDIX 1

### **Executive Summary of Fee Information for the Proposed (Draft) 2025-26 Tuition and Ancillary Fee Schedules**

#### **Minister's Binding Policy Directive (Tuition Fee Framework)**

The Ministry of Colleges and Universities' updated Binding Policy Directive on Tuition and Ancillary Fees for 2025-26 has not yet been released. An extension of the freeze on tuition fees was announced through a press release on February 26, 2024, for the next three years.

#### **Tuition Fees** (Appendix 2: 2025-26 Schedule of Fees, p. 1)

Tuition fees for the 2025-26 academic year are frozen at the 2019-20 tuition rates. The 2019-20 were reduced by 10% over 2018-19 tuition rates.

#### **Compulsory Ancillary Fees** (Appendix 2: 2025-26 Schedule of Tuition and Ancillary Fees, p. 5 - 10)

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

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

The development of the proposed 2025-26 Compulsory Ancillary fees were established in consultation with internal service providers, the Students' Association, the College Budget Committee, and the Algonquin College Executive Team. A protocol agreement with the Students' Association is signed and enclosed for reference (Appendix 4).

#### **Proposed Changes to Compulsory Ancillary Fees**

The proposed changes to the ancillary fees represent an increase of \$31.06 per academic year (two terms of study) or 1.6% in 2025-26 over 2024-25 (from \$1,944.64 to \$1,975.70). This is due to anticipated increase of third-party contracts (U-Pass, Health Insurance), the 1.5% approved Technology fee increase (as per the Memorandum of Understanding with the Students' Association) and approved increases to the Health Services fee and U-Pass Administrative Fee.

Within the current Ministry Binding Policy Directive, the compulsory ancillary fees may increase up to 20% annually; at 1.6% Algonquin College remains well under the maximum allowable increase.

Fee Name	From	To	Note
U-Pass Fee	\$229.07 per term	\$234.80 per term	2.5% increase as per third party contract; requires City of Ottawa decision
Health Services Fee	\$21 per term	\$27 per term	Approved \$6 per term increase
Student Experience Fee			Remains at \$19 per term
Technology Fee	\$169.41 per term	\$171.96 per term	1.5% increase as per MOU
SA Health Plan	\$248.94 per year	Not yet known	As per third-party contract, usually established early in the new year
SA Activity Fee			Remains at \$217.37 per term
SA Athletics and Recreation Fee			Remains at \$160 per term
Graduation Fee			Remains at \$38 level one only
Transcript Fee			Remains at \$20 level one only
U-Pass Administrative Fee	\$6 per year	\$8.50 per year	Approved \$2.50 per academic year increase

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

### **High Demand Tuition Fee** (Appendix 2: 2025-26 Schedule of Fees, p. 2)

All tuition fees for High Demand programs are frozen at the 2024-25 rates. In accordance with policy, enrolment in basic post-secondary programs of instruction identified as High Demand may not exceed 15.00% of a College's total basic post-secondary enrolment (Appendix 3: High Demand Program Calculation). The draft calculation for 2025-26 High Demand enrolment estimates that the College's enrolment in High Demand programs will be 14.17%. Please note that there is an effort to maximize this revenue threshold without exceeding the maximum.

### **International Fees - Tuition Premium** (Appendix 2: 2025-26 Schedule of Fees, p. 7-8)

International tuition fees are comprised of the domestic tuition rate plus an international "premium" fee. It is proposed that a 4.2% increase be applied to the international premium for degree and graduate certificates programs and a 3.65% increase be applied to the international premium for all other programs as recommended by the International Education Centre. These increases applied to all international premiums will result in a modest but relevant increase given the cost of living and inflation while remaining in



alignment with other Ontario Colleges. The proposed increase results in an increase of \$225 to \$248 per term for most international students.

The Private College Public Partnership tuition fees will not be increased in 2025-26 as the plan is to exit the remaining scheduled activity in Fall 2025.

### **Program Ancillary Fees** (Appendix 2: 2025-26 Schedule of Fees, p. 10)

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

Reviews of Program Ancillary Fees have been undertaken as a part of an ongoing annual fees review effort to understand cost and competition. For 2025-26, there are 808 courses with incidental fees, compared to 765 on 2024-25, ranging from \$5.00 for 3D printing supplies for a Manufacturing Engineering design course to \$2,675 for a Power Line Technician Line Work course. Overall, the average course incidental fee has decreased to \$177.63 compared to \$178.03 in 2023-24.

### **Algonquin College Fee Comparison and Provincial Context** (Appendix 6: Sample 2025-26 Fees Comparison)

At Algonquin College, student Tuition Fees for standard delivery range from \$1,591.25 in a two-year diploma program to \$4,387.18 in a degree program per term. This range reflects the application of High Demand tuition rates. A sample application of all fees to students in four programs is provided in Appendix 6).

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

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

### **Sample Student Funding and Expenditures** (Appendix 7: Sample Student Funding and Expenditures 2025-26)

In Appendix 7, the overview of estimated Student Funding and Expenditures provides a representative sample of how personal student circumstances influence the remaining balance. In the enclosed example, one of the three student scenarios (independent student with dependents), show a negative balance, suggesting a need for alternative funding sources. This is attributed to changes in the federal and provincial monthly living

allowance calculation. While the federal government significantly increased its monthly living allowance, the province did not follow suit. For example, a sole support parent with one independent, the federal living allowance costs average \$25,110 while the provincial living allowance costs was \$20,775. Students whose OSAP funding is more provincial funding will be even further affected. A positive balance assists with the expenditures not accounted for, such as course materials not included in assessments, lifestyle, and other personal expenses. However, as the balance declines, it necessitates that the student seek resources elsewhere, such as through bursary support, supplemental funding or student employment.

### **Fees Exemptions**

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

**7.1 Appendix 2  
2025-26 Schedule of Fees**

**FEES  
FOR MINISTRY-FUNDED PROGRAMS  
2025-26**

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

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

*(no change from 2024-25 amt.)*

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

*(Tuition fee factor matching duration)*

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

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

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

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

**Part-time Fees:**

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

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

*(no change from 2024-25 amt.)*

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

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

*(no change from 2024-25 amt.)*

		<b>Per Term</b>	<b>Annually (two terms)</b>
<b>1213X Action Sports Park Development</b>	All Levels	\$1,692.02	\$3,384.04
<b>1522X Aircraft Maintenance Technician</b>	All Levels	\$1,974.00	\$3,948.00
<b>0446C Applied Museum Studies</b>	All Levels	\$1,611.50	\$3,223.00
<b>0298X Bartending</b>	Level 01	\$1,330.24	\$2,660.48
<b>0380X Broadcasting - Radio</b>	All Levels	\$1,692.02	\$3,384.04
<b>6149X Interactive Media Design</b>	All Levels	\$1,569.10	\$3,138.20
<b>1619X Medical Device Reprocessing</b>	All Levels	\$1,418.13	\$2,836.26
<b>0606X Respiratory Therapy</b>	All Levels	\$1,599.56	\$3,199.12
<b>0820X Sommelier</b>	All Levels	\$1,691.91	\$3,383.82
<b>1214X Urban Forestry - Arboriculture</b>	All Levels	\$1,692.02	\$3,384.04
<b>6320X Veterinary Technician</b>	All Levels	\$1,414.66	\$2,829.32
<b>1507X Welding and Fabrication Techniques</b>	All Levels	\$1,735.50	\$3,471.00

**TUITION SHORT PROGRAMS**

*(no change from 2024-25 amt.)*

Tuition (per week)		\$74.31
--------------------	--	---------

Appendix 2  
2025-26 Schedule of Fees

**TUITION FEES  
FOR HIGH DEMAND MINISTRY-FUNDED PROGRAMS  
2025-26**

**UNCHANGED**

Program Number and Title	Level	2023/24 Tuition Fee (per level)	2024/25 Tuition Fee (per level)	2025/26 Tuition Fee (per level)	% Increase	\$ Increase
1456X Advertising and Marketing Communications Management <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1288X Animation <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
0381X Broadcasting - Television <i>TFF: 2 Duration: 2</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1628X Cardiovascular Technology <i>TFF: 2 Duration: 2</i>	All	\$1,782.67	\$1,782.67	\$1,782.67	0.00%	\$0.00
0608X Dental Assisting (Levels I and II) <i>TFF: 1.25 Duration: 1</i>	Levels 1, 2	\$2,313.84	\$2,313.84	\$2,313.84	0.00%	\$0.00
	Level 3	\$616.90	\$616.90	\$616.90	0.00%	\$0.00
1927X Dental Hygiene <i>TFF: 3 Duration: 3</i>	All	\$2,900.74	\$2,900.74	\$2,900.74	0.00%	\$0.00
1421X Film and Media Production <i>TFF: 2 Duration: 1.5</i>	All	\$3,843.67	\$3,843.67	\$3,843.67	0.00%	\$0.00
3013X Game Development <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
1400X Graphic Design <i>TFF: 3 Duration: 3</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00
0402X Journalism <i>TFF: 2 Duration: 2</i>	All	\$2,210.06	\$2,210.06	\$2,210.06	0.00%	\$0.00
0915X Massage Therapy <i>TFF: 3 Duration: 3</i>	All	\$2,276.37	\$2,276.37	\$2,276.37	0.00%	\$0.00
1615X Medical Radiation Technology <i>TFF: 3 Duration: 3</i>	All	\$2,427.17	\$2,427.17	\$2,427.17	0.00%	\$0.00
1405X Music Industry Arts <i>NSDP TFF: 2 Duration: 2</i>	All	\$2,823.20	\$2,823.20	\$2,823.20	0.00%	\$0.00
1603X Orientation to Nursing in Ontario for Practical Nurses <i>TFF: 0.5 Duration: 0.5</i>	Level 1	\$2,252.82	\$2,252.82	\$2,252.82	0.00%	\$0.00
6780X Outdoor Adventure <i>TFF: 2 Duration: 2</i>	All	\$3,556.88	\$3,556.88	\$3,556.88	0.00%	\$0.00
6783X Outdoor Adventure Naturalist <i>NSDP TFF: 2 Duration: 2</i>	All	\$2,450.88	\$2,450.88	\$2,450.88	0.00%	\$0.00
0620X Paramedic <i>TFF: 2 Duration: 2</i>	All	\$2,431.10	\$2,431.10	\$2,431.10	0.00%	\$0.00
0030X Photography* <i>TFF: 2 Duration: 2</i>	All	\$2,210.06	\$2,210.06	\$2,210.06	0.00%	\$0.00
<i>*As approved in April 2003, students pay a \$500 per term program fee to cover of using specialized digital and traditional photographic equipment.</i>						
6236X Pre-Service Firefighter Education and Training <i>TFF: 1.5 Duration: 1</i>	Levels 1, 2	\$4,982.23	\$4,982.23	\$4,982.23	0.00%	\$0.00
	Level 3	\$2,657.16	\$2,657.16	\$2,657.16	0.00%	\$0.00
0468X Public Relations <i>TFF: 2 Duration: 2</i>	All	\$2,762.62	\$2,762.62	\$2,762.62	0.00%	\$0.00

**Note:**  
Part-time fees are prorated.  
Final part-time hourly rates will be confirmed following curriculum approval for 2025-26.

**Appendix 2  
2025-26 Schedule of Fees**

**TUITION FEES FOR MINISTRY-FUNDED  
HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS)  
AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS  
2025-26**

GRADUATE CERTIFICATE PROGRAMS WITH HIGH DEMAND TUITION FEES (Part-time fees are prorated)		UNCHANGED					
Program Number and Title	Level	2023/24 Tuition Fee (per level)	2024/25 Tuition Fee (per level)	2025/26 Tuition Fee (per level)	% Increase	\$ Increase	
1317X Accounting and Financial Practice <i>TFF: 1.5 Duration: 1.5</i>	All	\$2,248.43	\$2,248.43	\$2,248.43	0.00%	\$0.00	
1829X Addictions and Mental Health <i>TFF: 1 Duration: 1.5</i>	Levels 1, 2	\$2,070.14	\$2,070.14	\$2,070.14	0.00%	\$0.00	
	Level 3	\$1,181.60	\$1,181.60	\$1,181.60	0.00%	\$0.00	
3005X Advanced Care Paramedic <i>TFF: 1 Duration: 1</i>	Level 1	\$5,213.29	\$5,213.29	\$5,213.29	0.00%	\$0.00	
	Level 2	\$3,041.06	\$3,041.06	\$3,041.06	0.00%	\$0.00	
	Level 3	\$7,385.52	\$7,385.52	\$7,385.52	0.00%	\$0.00	
1606X Anesthesia Assistant <i>TFF: 1.5 Duration: 1.5</i>	Level 1	\$4,705.82	\$4,705.82	\$4,705.82	0.00%	\$0.00	
	Level 2	\$7,843.04	\$7,843.04	\$7,843.04	0.00%	\$0.00	
1535X Artificial Intelligence Software Development <i>TFF: 1 Duration: 1</i>	All	\$2,450.00	\$2,450.00	\$2,450.00	0.00%	\$0.00	
1526X Building Automation System Operations <i>TFF: 1 Duration: 1</i>	All	\$1,606.50	\$1,606.50	\$1,606.50	0.00%	\$0.00	
1525X Building Information Modeling - Lifecycle Mgmt <i>TFF: 1 Duration: 1</i>	All	\$2,894.85	\$2,894.85	\$2,894.85	0.00%	\$0.00	
1320X Business Development and Sales <i>TFF: 1 Duration: 1</i>	All	\$1,853.15	\$1,853.15	\$1,853.15	0.00%	\$0.00	
1514X Business Intelligence System Infrastructure <i>TFF: 1 Duration: 1</i>	All	\$4,455.19	\$4,455.19	\$4,455.19	0.00%	\$0.00	
1410X Brand Management <i>TFF: 1 Duration: 1</i>	All	\$1,977.50	\$1,977.50	\$1,977.50	0.00%	\$0.00	
1605X Clinically Intensive Orientation to Nursing in Ontario <i>TFF: 1.5 Duration: 1.5</i>	Levels 1, 2	\$2,252.82	\$2,252.82	\$2,252.82	0.00%	\$0.00	
	Level 3	\$3,838.19	\$3,838.19	\$3,838.19	0.00%	\$0.00	
1531X Cloud Development and Operations	All	\$3,041.06	\$3,041.06	\$3,041.06	0.00%	\$0.00	
1505X Construction Project Management <i>TFF: 1 Duration: 1</i>	All	\$3,112.36	\$3,112.36	\$3,112.36	0.00%	\$0.00	
1422X Creative Industries Management <i>TFF: 1.5 Duration: 1</i>	All	N/A	N/A	\$3,020.84	0.00%	\$0.00	
1530X Cyber Security Analysis <i>TFF: 1 Duration: 1</i>	All	\$2,500.00	\$2,500.00	\$2,500.00	0.00%	\$0.00	
1693X Diagnostic Cardiac Sonography <i>TFF: 2 Duration: 2</i>	All	\$2,015.55	\$2,015.55	\$2,015.55	0.00%	\$0.00	
1618X Diagnostic Medical Sonography <i>TFF: 2 Duration: 2</i>	All	\$1,643.00	\$1,643.00	\$1,643.00	0.00%	\$0.00	
1622X Digital Health <i>TFF: 1.5 Duration: 1</i>	All	\$2,789.50	\$2,789.50	\$2,789.50	0.00%	\$0.00	
1524X Energy Management <i>TFF: 1 Duration: 1</i>	All	\$1,885.68	\$1,885.68	\$1,885.68	0.00%	\$0.00	
1313X Entrepreneurship Acceleration <i>TFF: 1 Duration: 1</i>	All	\$1,921.77	\$1,921.77	\$1,921.77	0.00%	\$0.00	
1517X Environmental Management and Assessment <i>TFF: 1 Duration: 1</i>	All	\$2,763.80	\$2,763.80	\$2,763.80	0.00%	\$0.00	
0390X Event Management <i>TFF: 1 Duration: 1</i>	Level 1	\$2,100.35	\$2,100.35	\$2,100.35	0.00%	\$0.00	
	Level 2	\$2,080.34	\$2,080.34	\$2,080.34	0.00%	\$0.00	
1308X Financial Services <i>TFF: 1 Duration: 1</i>	All	\$2,168.61	\$2,168.61	\$2,168.61	0.00%	\$0.00	
1588X Geographic Information Systems <i>TFF: 1.5 Duration: 1.5</i>	All	\$4,811.56	\$4,811.56	\$4,811.56	0.00%	\$0.00	
1501X Green Architecture <i>TFF: 1 Duration: 1</i>	All	\$2,368.49	\$2,368.49	\$2,368.49	0.00%	\$0.00	
1311X Human Resources Management <i>TFF: 1 Duration: 1</i>	All	\$2,235.24	\$2,235.24	\$2,235.24	0.00%	\$0.00	
0300X Interactive Media Management <i>TFF: 1 Duration: 1</i>	All	\$3,448.61	\$3,448.61	\$3,448.61	0.00%	\$0.00	
1420X Interdisciplinary Studies in Human-Centred Design <i>TFF: 1 Duration: 1</i>	All	\$3,206.32	\$3,206.32	\$3,206.32	0.00%	\$0.00	
1306X International Business Management <i>TFF: 1 Duration: 1</i>	All	\$2,342.09	\$2,342.09	\$2,342.09	0.00%	\$0.00	

**Appendix 2  
2025-26 Schedule of Fees**

<b>TUITION FEES FOR MINISTRY-FUNDED HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS) AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS 2025-26</b>							
1310X	Marketing Management <i>TFF: 1 Duration: 1</i>	All	\$2,277.15	\$2,277.15	\$2,277.15	0.00%	\$0.00
1303X	Marketing Research Analysis <i>TFF: 1.5 Duration: 1.5</i>	Levels 1, 2 Level 3	\$1,917.73 \$376.10	\$1,917.73 \$376.10	\$1,917.73 \$376.10	0.00%	\$0.00
1312X	Project Management <i>TFF: 1 Duration: 1</i>	All	\$2,811.03	\$2,811.03	\$2,811.03	0.00%	\$0.00
1523X	Regulatory Affairs - Sciences <i>TFF: 1 Duration: 1</i>	All	\$2,487.06	\$2,487.06	\$2,487.06	0.00%	\$0.00
1105X	Retirement Communities Management <i>TFF: 1 Duration: 1</i>	All	\$2,641.54	\$2,641.54	\$2,641.54	0.00%	\$0.00
0660X	RN Critical Care Nursing <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0664X	RN Perioperative Nursing <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0664Z	RN Perioperative Nursing Intensive <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0897X	RPN Operating Room <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,604.35	\$4,604.35	\$4,604.35	0.00%	\$0.00
0382X	Scriptwriting <i>TFF: 1 Duration: 1</i>	All	\$2,370.90	\$2,370.90	\$2,370.90	0.00%	\$0.00
1102X	Spa and Wellness Operations Management <i>TFF: 1 Duration: 1</i>	All	\$2,043.95	\$2,043.95	\$2,043.95	0.00%	\$0.00
6073X	Sport Business Management <i>TFF: 1.5 Duration: 1.5</i>	All	\$3,327.04	\$3,327.04	\$3,327.04	0.00%	\$0.00
1827X	Strategic Management <i>TFF: 1 Duration: 1</i>	All	\$2,173.50	\$2,173.50	\$2,173.50	0.00%	\$0.00
1319X	Supply Chain Management – Global <i>TFF: Duration: 1</i>	All	\$2,342.09	\$2,342.09	\$2,342.09	0.00%	\$0.00
0925X	Teachers of English as a Second/Foreign Language <i>TFF: 1 Duration: 1</i>	All	\$2,637.43	\$2,637.43	\$2,637.43	0.00%	\$0.00
1182X	Technical Writer <i>TFF: 1 Duration: 1</i>	All	\$3,241.46	\$3,241.46	\$3,241.46	0.00%	\$0.00
1629X	Therapeutic Recreation <i>TFF: 1.5 Duration: 1</i>	All	\$1,876.47	\$1,876.47	\$1,876.47	0.00%	\$0.00
1440X	Visual Development for Entertainment <i>TFF: 1 Duration: 1</i>	All	\$0.00	\$0.00	\$3,020.84	0.00%	\$0.00
1611X	Victimology <i>TFF: 1 Duration: 1</i>	All	\$1,584.20	\$1,584.20	\$1,584.20	0.00%	\$0.00

**Appendix 2  
2025-26 Schedule of Fees**

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

**2025-26**

<b>BACHELOR DEGREE PROGRAMS</b> (Part-time fees are prorated)			<b>UNCHANGED</b>				
<b>Program Number and Title</b>	<b>Level</b>	<b>2023/24 Tuition Fee (per level)</b>	<b>2024/25 Tuition Fee (per level)</b>	<b>2025/26 Tuition Fee (per level)</b>	<b>Actual % Increase</b>	<b>Actual \$ Increase</b>	
6900X Bachelor of Applied Science (Building Conservation) (Honours) <i>TFF: 4 Duration: 4</i>	All	N/A	\$3,312.61	\$3,312.61	0.00%	\$0.00	
6800X Bachelor of Business Administration (Trades Management) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,184.65	\$3,184.65	\$3,184.65	0.00%	\$0.00	
6066X/A/B/C/D Bachelor of Commerce (e-Supply Chain Management) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,241.61	\$3,241.61	\$3,241.61	0.00%	\$0.00	
6327X Bachelor Commerce (Marketing) <i>TFF: 4 Duration: 4</i>	All	\$3,412.40	\$3,412.40	\$3,412.40	0.00%	\$0.00	
6328X Bachelor of Commerce (Strategic Human Resources Management) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,412.39	\$3,412.39	\$3,412.39	0.00%	\$0.00	
6180X Bachelor of Culinary Arts and Food Science (Honours)(co-op) <i>TFF: 4 Duration: 4</i>	All	\$3,253.16	\$3,253.16	\$3,253.16	0.00%	\$0.00	
6450X/C Bachelor of Digital Marketing Communication (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,253.16	\$3,253.16	\$3,253.16	0.00%	\$0.00	
1617B/X Bachelor of Early Learning and Community Development (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,382.40	\$3,382.40	\$3,382.40	0.00%	\$0.00	
6519A/B/C/D/X Bachelor of Engineering (Automation and Robotics) <i>TFF: 4 Duration: 4</i>	All	\$3,337.93	\$3,337.93	\$3,337.93	0.00%	\$0.00	
6179X Bachelor of Event, Sport and Entertainment Management (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,143.62	\$3,143.62	\$3,143.62	0.00%	\$0.00	
6225A/B/C/D/X Bachelor of Hospitality and Tourism Management (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,143.61	\$3,143.61	\$3,143.61	0.00%	\$0.00	
6148B/X Bachelor of Interior Design (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,814.96	\$3,814.96	\$3,814.96	0.00%	\$0.00	
1600B Bachelor of Public Safety (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,340.97	\$3,340.97	\$3,340.97	0.00%	\$0.00	
1512X/A/B Bachelor of Science (Building Science) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,312.61	\$3,312.61	\$3,312.61	0.00%	\$0.00	
6520X Bachelor of Technology (Business Systems Development) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,253.16	\$3,253.16	\$3,253.16	0.00%	\$0.00	
6525X Bachelor of Technology (Digital Health) (Honours) <i>TFF: 4 Duration: 4</i>	All	\$3,253.16	\$3,253.16	\$3,253.16	0.00%	\$0.00	

**TUITION FEES FOR MINISTRY-FUNDED  
HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREES (HONOURS)  
AND COLLABORATIVE UNIVERSITY DEGREE PROGRAMS  
2025-26**

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



**TUITION FEES  
FOR NON-FUNDED MINISTRY-APPROVED PROGRAMS  
2025-26**

**CHANGED**

Program Number and Title	Level	2023/24 Tuition Fee (per level)	2024/25 Tuition Fee (per level)	2025/26 Tuition Fee (per level)	% Increase	\$ Increase
1430X Brand Management	All	\$8,429.97	\$8,602.15	\$8,720.38	1.37%	\$118.23
1529X Building Information Modeling - Lifecycle Management Canadian Context	All	\$8,692.35	\$8,866.28	\$8,984.51	1.33%	\$118.23
1318X Financial Services - Canadian Context	All	\$8,429.97	\$8,602.15	\$8,720.38	1.37%	\$118.23
1438Y General Arts and Science - English for Academic Purposes	All	\$3,147.90	\$3,225.42	\$3,278.65	1.65%	\$53.23
1330X Strategic Global Business Management	All	\$8,429.97	\$8,602.15	\$8,720.38	1.37%	\$118.23

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

## ANCILLARY FEES 2025-2026

### COMPULSORY ANCILLARY FEES

#### STUDENT ACTIVITY FEE

##### UNCHANGED

**\$217.37** per term

Assessed each term to all full-time students.

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

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

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

#### ATHLETICS AND RECREATION FEE

##### UNCHANGED

**\$160.00** per term

Assessed each term to all full-time students.

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

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

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

#### HEALTH PLAN FEE

##### TBD

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

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

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

## ANCILLARY FEES 2025-2026

### U-PASS FEE

**CHANGED: (\$229.07 in 2023-24)**

\$234.80 per term for full-time students

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

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

### U-PASS ADMINISTRATIVE FEE

**CHANGED: (\$6 in 2024-25)**

**\$8.50** per academic year for full-time students

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

### TECHNOLOGY FEE

**CHANGED: (\$169.42 in 2023-24)**

per term

\$1.71 per hour to a maximum of \$171.96 per term for part-time program registrants

*Note: Part-time students are required to pay a minimum of \$72.00 to access all Technology Fee services*  
\$35.00 per term for continuing education students in I.T. applicable courses

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

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

### HEALTH SERVICES FEE

**CHANGED: (\$21 in 2024-25)**

**\$27.00** per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$13.50 per term.

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

### GRADUATION FEE

**UNCHANGED**

**\$38.00**

Assessed in first level of all College programs.

**Purpose:** To support the costs of the Convocation Ceremonies.

### TRANSCRIPT FEE

**UNCHANGED**

**\$20.00**

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

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

## ANCILLARY FEES 2025-2026

### STUDENT EXPERIENCE FEE

#### UNCHANGED

**\$19.00** per term

Assessed each term to all full-time students.

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

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

### PROGRAM ANCILLARY FEES

#### CENTRE FOR CONTINUING AND ONLINE LEARNING (CCOL) SERVICE FEE

#### UNCHANGED

**\$1.25** per course hour

Assessed to registrants in CCOL courses.

**Purpose:** To partially offset the costs of providing the

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

## ANCILLARY FEES 2025-2026

### CO-OP FEE

#### **UNCHANGED**

**\$579.00** per Co-op work term

Assessed in registered work term.

#### **\$579 Co-op Readiness Course Ancillary Fee**

Assessed when registered into GEP1001

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

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

**Note:**

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

### LEARNING MATERIALS AND SUPPLIES

#### **See attached Program Related Ancillary Fees table**

Amounts determined annually for specific courses in some programs.

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

**Note:** Enclosed is a summary by program, by course, of 2024-2025 program-related ancillary fees for program registrants. A summary report of program-related ancillary fees is maintained in the Registrar's Office.

## PCPP ANCILLARY FEES 2025-26

### **COMPULSORY ANCILLARY FEES**

#### **HEALTH INSURANCE FEE**

**UNCHANGED**

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

#### **STUDENT SUPPORT SERVICES FEE**

**UNCHANGED**

**\$250.00** per term

Assessed each term to all students.

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

#### **TECHNOLOGY FEE**

**unchanged**

**\$35.00** per term

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

*Note: Part-time students are required to pay a minimum of \$72.00 to access all Technology Fee services*  
**\$35.00** per term for continuing education students in I.T. applicable courses

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

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

#### **GRADUATION FEE**

**UNCHANGED**

**\$38.00**

Assessed in first level of all College programs.

**Purpose:** To support the costs of the Convocation Ceremonies.

#### **TRANSCRIPT FEE**

**UNCHANGED**

**\$20.00**

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

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

**PCPP ANCILLARY FEES  
2025-26**

**LEARNING MATERIALS AND SUPPLIES**

See attached Program Related Ancillary Fees table

Amounts determined annually for specific courses in some programs.

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

**Note:** Enclosed is a summary by program, by course, of 2023-2024 program-related ancillary

**ADDITIONAL NON-TUITION-RELATED FEES**

*Unchanged from 2024-2025*

<b>Academic Appeal</b>	Stage 1: \$25.00 (Refunded if appeal is successful) Stage 2: \$50.00 (Refunded if appeal is successful)
<b>Advanced Standing</b>	\$50.00
<b>Course Withdrawal Penalty</b>	\$25.00
<b>Distance Education IT Service</b>	\$50.00 per course for most online courses offered through
<b>Duplicate Copies</b>	Diploma/certificate: \$20.00
<b>Late Payment Fee</b>	A \$150.00 late fee will be charged to all students who pay
<b>PLAR</b>	\$113.61 per assessment or challenge. \$90.70 for General
<b>PLAR Appeal</b>	\$25.00
<b>PLAR Withdrawal Penalty</b>	\$10.00
<b>Program Withdrawal Penalty</b>	A \$500.00 fee assessed to all domestic students who
<b>International Program</b>	A \$2200.00 fee assessed to all international students who
<b>Returned Cheque</b>	\$25.00
<b>Review of Final Grade</b>	\$25.00 (Refunded if appeal is successful)
<b>Late Booking or Missed Distance</b>	\$50.00
<b>Supplemental Exams</b>	\$15.00
<b>Transfer of Academic Credit</b>	\$10.00 per course assessment

**INTERNATIONAL STUDENT FEES  
2025-26**

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

**CHANGED: \$6,150.57 in 2024-25**

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$6,273.58 per academic term.

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

**CHANGED**

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

1522X	Aircraft Maintenance Technician	\$7,193.70	(\$7,052.65 in 2024-25)
0188X	Architectural Technician	\$7,193.70	(\$7,052.65 in 2024-25)
0006X	Computer Eng. Technology - Computer Science	\$7,193.70	(\$7,052.65 in 2024-25)
0336X	Computer Programmer	\$7,193.70	(\$7,052.65 in 2024-25)
0150X, 1560X	Computer Systems Technician	\$7,193.70	(\$7,052.65 in 2024-25)
0190X	Construction Engineering Technician	\$7,193.70	(\$7,052.65 in 2024-25)
0398X, 0430X	Early Childhood Education	\$7,193.70	(\$7,052.65 in 2024-25)
0317X	Electrical Engineering Technician	\$7,193.70	(\$7,052.65 in 2024-25)
0550X	EME Technician Robotics	\$7,193.70	(\$7,052.65 in 2024-25)
1704F, 1704X	Practical Nursing	\$7,762.90	(\$7,610.69 in 2024-25)

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

**CHANGED: \$5,911.36 in 2024-25**

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$6,029.59 per academic term.

**HEALTH INSURANCE FEE**

**UNCHANGED**

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

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

***Part-time Fees for Post-Secondary, Non-Semestered Diploma, Graduate Certificate and Bachelor Degree of Applied Studies programs (including Private College Public Partnership):***

The hourly rate for part-time activity is*	\$6.30	(no change on 2024-23 amt)
International Student Premium**	\$18.80 per hour	(\$18.43 per hour in 2024-25)
<b>Total, Part-time Fees for International Students</b>	<b>\$25.10</b> per hour	

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

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

**STUDENTS IN CO-OP PROGRAMS:**

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



**Appendix 2  
2025-26 Schedule of Fees**

**INTERNATIONAL STUDENT FEES  
2025-26**

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

Per 8 Week Level:

Tuition	\$1,558.00	(unchanged from 2024-25)
International Premium*	\$1,606.44	(increased from 2024-25)
Student Activity Fee	\$108.69	(unchanged from 2024-25)
Athletics and Recreation Fee	\$80.00	(unchanged from 2024-25)
Health Services Fee	\$13.50	(increased from 2024-25)
Technology Fee (once per term)	\$171.96	(increased from 2024-25)
U-Pass Administrative Fee (once per year)	\$8.50	(increased from 2024-25)
U-Pass Fee (once per term)	\$234.80	(increased from 2024-25)
Student Experience Fee	\$9.50	(unchanged from 2024-25)
Health Insurance Fee*	\$119.00	
<b>Total</b>	<b>\$3,910.39</b>	

**ENGLISH FOR ACADEMIC PURPOSES PROGRAM (1438Y):**

Per 8 Week Level:

Tuition*	\$564.00	(unchanged from 2023-2024)
International Premium*	\$2,714.65	(increased from 2023-24)
Student Activity Fee	\$108.69	(unchanged from 2024-25)
Athletics and Recreation Fee	\$80.00	(unchanged from 2024-25)
Health Services Fee	\$13.50	(increased from 2024-25)
Technology Fee (once per term)	\$171.96	(increased from 2024-25)
U-Pass Administrative Fee (once per year)	\$8.50	(increased from 2024-25)
U-Pass Fee (once per term)	\$234.80	(increased from 2024-25)
Student Experience Fee	\$9.50	(unchanged from 2024-25)
Health Insurance Fee**	\$119.00	
<b>Total</b>	<b>\$4,024.60</b>	

*\*\*Entered together as A001 in GeneSIS*

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

**ESL/FLS PART-TIME NON-FUNDED COURSES:**

**CHANGED: (\$10.30 per hour in 2024-25)**

International students registering in any ESL/FLS part-time, non-funded course will be charged, in addition to other applicable fees, a premium of \$10.51 per hour or a premium of \$210.12 per week excluding health insurance. Exceptions require approval from the Chair, Language Institute or the Director, International Education Centre.

**FULL-TIME STUDENTS TAKING ADDITIONAL COURSES:**

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

## INTERNATIONAL STUDENT FEES 2025-26

### DISTANCE EDUCATION AND ONLINE COURSES:

International fees will apply to funded courses for international students residing in Canada. Full-time off-shore international students will pay Canadian fees with a tuition premium of \$2,422.50 per term. (This is for programs that do not have an on-campus counterpart, if they do their premium is the same as that on-campus program.) Part-time off-shore international students will pay Canadian fees with a tuition premium of \$408 per course.

### STUDENTS REGISTERED IN COLLEGE-APPROVED PROGRAMS:

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

### REFUND POLICIES FOR INTERNATIONAL STUDENTS:

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

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

Refund in full of any tuition and ancillary fees paid less a \$2200.00 international full-time program withdrawal penalty and the non-refundable Health Insurance Fee (\$753.75 for Fall intake, \$502.56 for Winter intake or \$251.28 for Spring intake) and a refund in full of any tuition and ancillary fees paid in advance for subsequent terms.

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

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

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

**PRIVATE COLLEGE PUBLIC PARTNERSHIP INTERNATIONAL STUDENT FEES  
2025-26**

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

**Unchanged**

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

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

**Unchanged**

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

0336X	Computer Programmer	\$8,414.00
-------	---------------------	------------

**FULL-TIME GRADUATE CERTIFICATE AND BACHELOR DEGREE**

**Unchanged**

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

**APPRENTICESHIP FEES  
2025-26**

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

Part-time apprenticeship fees are pro-rated

**ADDITIONAL NON-TUITION-RELATED FEE FOR APPRENTICESHIP:**

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

**PROGRAM RELATED ANCILLARY FEES**

**2025-26**

*These are College-levied charges over and above the tuition fees and are for learning materials retained by the students.  
Final Program-Related Ancillary Fees will be confirmed following curriculum approval for 2025-26.*

Program Title	Program Number	Level	Course Title	Course Number	2026/26 Ancillary Fee
Accounting and Financial Practice	1317X	1	Accounting I	ACC1102	\$5.00
		03	Business Case	ACC1308 & ACC1309	\$47.00
Advanced Care Paramedic	3005X	01	Skills and Scenario-Based Practice	PAR5006	\$32.43
		02	Hospital Practicum	PAR5011	\$111.28
Advertising & Marketing Communications Mgt.	1456X	03	Creating Hype	ADV1684	\$20.00
		04	Digital Marketing Strategy	ADV1709	\$95.00
		05	Digital Mkg Execution & Analytics	ADV1708	\$95.00
		06	Cases in Advertising	ADV1699	\$40.00
Aircraft Maintenance Technician	1522X	01	Safety and Human Factors	AIR1090	\$20.00
			Sheet Metal and Aircraft Structures	AIR1110	\$35.00
		02	Canadian Aviation Regulations	AIR1370	\$20.00
			Hangar Maintenance Procedures	AIR1380	\$32.00
		03	Materials and Processes II	AIR2480	\$14.00
			Maintenance Procedures I	AIR2510	\$31.00
Animation	1288X	04	Aircraft Inspection	AIR2540	\$135.00
			Maintenance Procedures II	AIR2560	\$25.00
		01	Life Drawing for Animation I	ANI1513	\$60.00
		02	Life Drawing for Animation II	ANI1523	\$60.00
		03	Life Drawing for Animation III	ANI1552	\$60.00
		04	Life Drawing for Animation IV	ANI1607	\$60.00
Applied Museum Studies	0446C	05	Life Drawing for Animation V	ANI1578	\$60.00
		06	Life Drawing for Animation VI	ANI1584	\$60.00
		01	Art, Architecture and Artifacts	MUS1997	\$33.00
			Introduction to Museum Research	MUS1999	\$45.00
		03	Collections Management I - Reg'n	MUS2007	\$45.00
			Museum Management	MUS2006	\$33.00
Applied Nuclear Sci. & Radiation Safety	1215X		Shop Practices	MUS2008	\$24.00
		04	Techniques in Exhibition	MUS2013	\$82.00
		05	Human Resources Plan & Mngt	MUS1982	\$33.00
			Plan & Develop Educational Exhibits	MUS2019	\$45.00
		06	Museum Field Placement	MUS2022	\$75.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Architectural Technician	0188W	01	Architectural CAD I	CAD8407	\$25.00
			Geometry and Trigonometry	MAT8050	\$65.54
		02	Architectural CAD II	CAD8409	\$30.00
			Visual Communication II	DSN8402	\$30.00
			Working Drawings II	ARC8402/ARC8403	\$40.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		03	Design I	DSN8441	\$30.00
			Working Drawings III	ARC8403C/ARC8404C	\$50.00
Architectural Technician	0188X	04	Design II	DSN8442	\$20.00
			Working Drawings IV	ARC8404C/ARC8405C	\$50.00
		01	Architectural CAD I	CAD8407	\$25.00
		02	Architectural CAD II	CAD8409	\$30.00
			Visual Communication II	DSN8402	\$30.00
			Working Drawings II	ARC8402/ARC8403	\$40.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		03	Design I	DSN8441	\$30.00
Architectural Technology	0018X		Revit I	CAD8414	\$30.00
			Working Drawings III	ARC8403C/ARC8404C	\$50.00
		04	Design II	DSN8442	\$20.00
			Revit II	CAD8415	\$30.00
			Working Drawings IV	ARC8404C/ARC8405C	\$50.00
		01	Architectural CAD I	CAD8407	\$25.00
		02	Architectural CAD II	CAD8409	\$30.00
			Visual Communication II	DSN8402	\$30.00
Architectural Technology	0018X		Working Drawings II	ARC8402/ARC8403	\$40.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		03	Revit I	CAD8414	\$30.00
			Design I	DSN8441	\$30.00

**Appendix 2  
2025-26 Schedule of Fees**

			Working Drawings III	ARC8403C/ARC	\$50.00
		04	Design II	DSN8442	\$20.00
			Revit II	CAD8415	\$30.00
			Working Drawings IV	ARC8404C/ARC	\$50.00
		05	Architectural Project I	ARC8497	\$50.00
			Construction Methods & Materials V	ARC8425	\$135.00
			Working Drawings V	ARC8405C/ARC	\$50.00
		06	Architectural Project II	ARC8498A	\$50.00
			Working Drawings VI	ARC8406C/ARC	\$50.00
Artificial Intelligence Software develop	1535X	01	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Auto Body Repairer	0502X	01	Applied Mechanical I	AUT8846	\$200.00
		02	Applied Mechanical II	AUT8886	\$200.00
		03	Applied Mechanical III	AUT8866	\$200.00
Automotive Service Technician	0529S	01	Work Practices	AST8801	\$200.00
		02	Air Conditioning Systems	AST8310	\$200.00
		03	Climate Control Systems	AST8320	\$200.00
Automotive Service Technician (GM-ASEP)	0568S	01	Work Practices I	AST8613	\$200.00
		02	Work Practices II	AST8623	\$200.00
		03	Climate Control Systems I	AST8633	\$200.00
		04	Climate Control Systems II	AST8643	\$200.00
BA Event, Sport, and Entertainment M	6179X	01	Foundations of Event Management	MGT6107	\$40.00
			Introduction to Event Logistics	FAE6107	\$30.00
		02	Programing for MICE market	FAE6208	\$20.00
		03	Event Food and Beverage Management	FAE6307	\$52.00
			Logistics and Event Production	FAE6407	\$100.00
		04	Programming for Concerts and Entertainment Events	FAE6408	\$75.00
			Critical Path and Project Management	MGT6407	\$45.00
BA Technology (Bus. Sys. Dev)	6520X	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
BA Technology (Digital Health)	6525X	05	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
BA Tech (Digital Health) - Pathway CP and CET	6525A	05	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
BAS - Building Conservation	6900X	01	Carpentry: Foundations, Floors, Walls, and Basic Roofs	CON9111	\$379.89
			Joinery Fundamentals	WOO9254	\$105.00
		02	Joinery: Architectural Millwork	WOO9226	\$120.00
		03	Traditional Joinery: Doors and Windows	WOO9306	\$190.00
		04	Business Fundamentals for Building	CSV9410	\$250.00
			Joinery V: Traditional Staircasing	WOO9224	\$75.00
		07	Traditional Carpentry: Log Building	WOO9402	\$75.00
Bachelor of Culinary Arts & Food Science	6180X	01	Culinary Arts Fundamentals	FOD0031	\$1,071.00
		02	Culinary Arts	FOD0032	\$168.00
		03	Advanced Culinary Arts	FOD0131	\$110.25
			Food Production Fundamentals	FSC0033	\$192.15
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		04	Baking and Pastry Fundamentals	FOD0040	\$63.00
			Management of Food and Beverage	MGT0131	\$126.00
		05	Restaurant and Food Operations	MGT0231	\$71.16
		06	Sensory Food Evaluation	FSC0132	\$63.00
			Food Product Development	FSC0133	\$105.00
		07	Food Process Engineering	FSC0232	\$21.00
		08	Regional and International Cuisine	FOD0331	\$125.00
			Food Laws and Regulation	FSC0233	\$190.00
Bachelor of Digital Marketing Communication	6450X	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
			Digital Analytics I	ADV4301	\$95.00
		04	Digital Media Buying	ADV4400	\$95.00
Bachelor of Digital Marketing Communication	6450A	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Bachelor of Digital Marketing Communication	6450B	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Bach. Early Learning & Comm Dev(Honours)	1617X	01	Human Development I	EDU4110	\$14.47
		04	Creative Arts for Children	EDU4242	\$17.36

**Appendix 2  
2025-26 Schedule of Fees**

		07	Early Learning:Community Development	EDU4478	\$45.00
		08	Independent Study and Research	EDU4480	\$45.00
Bach. Early Learning & Comm Dev(Honours)-Bridging	1617B	05	Infant Specialization	EDU4353	\$14.47
Bachelor of Automation and Robotics	6519X	01	CAD	CAD8202	\$23.40
		02	Introduction to Robotics	ROB8113	\$299.45
		03	Electrical and Electronics Circuits	ELN8304	\$194.36
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
			Machine Shop and Manufacturing Tech	MAC8102	\$10.00
		04	Digital Circuits, Design and Micro	ELN8404	\$57.86
			Electrical and Electronic Circuits II	ELN8402	\$30.00
		05	Industrial Robotics	ROB8403	\$97.40
			Mechatronics	ENG8605	\$161.24
			Sensors and Instrumentation	ENG8905	\$35.60
		08	Robotics and Automation Project II	ROB9104	\$45.00
BEAR - Pathway Electro Mechanical Eng Tec	6519A	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		05	Mechatronics	ENG8605	\$161.24
			Industrial Robotics	ROB8403	\$97.40
		06	Sensors and Instrumentation	ENG8905	\$35.60
		8	Robotics and Automation Project II	ROB9104	\$45.00
BEAR - Pathway Elec. Eng. Technologist	6519B	03	CAD	CAD8202	\$23.40
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		04	Digital Circuits, Design and Micro	ELN8404	\$57.86
		05	Mechatronics	ENG8605	\$161.24
			Machine Shop and Manufacturing Tech	MAC8102	\$10.00
			Industrial Robotics	ROB8403	\$97.40
		08	Robotics and Automation Project II	ROB9104	\$45.00
BEAR - Pathway Mechanical Eng. Technology	6519C	04	Introduction to Robotics	ROB8113	\$299.45
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		05	Mechatronics	ENG8605	\$161.24
			Industrial Robotics	ROB8403	\$97.40
			Sensors and Instrumentation	ENG8905	\$35.60
		08	Robotics and Automation Project II	ROB9104	\$45.00
BEAR - Pathway Elec. Eng. Technician	6519D	03	CAD	CAD8202	\$23.40
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		04	Digital Circuits, Design and Micro	ELN8404	\$57.86
		05	Mechatronics	ENG8605	\$161.24
			Machine Shop and Manufacturing Tech	MAC8102	\$10.00
			Industrial Robotics	ROB8403	\$97.40
		08	Robotics and Automation Project II	ROB9104	\$45.00
Bachelor of Building Science	1512X	1	Construction Methods and Materials	ARC1000	\$50.00
		03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Bachelor of Building Science (Entry Level 03)	1512A	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		08	Seminar in Sustainable Solutions	BSC4400	\$35.00
Bachelor of Building Science (Entry Level 06)	1512B	05	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		06	Seminar in Sustainable Solutions	BSC4399	\$35.00
Bachelor of Building Science (Honours) (Entry Level 03)	1512C	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Bachelor of Building Science (Honours) (Entry Level 03)	1512E	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Bachelor of Building Science (Honours) (Entry Level 03)	1512F	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Bachelor of Interior Design	6148X	01	Construction I	DSN0017	\$70.00
		02	Construction II	DSN0021	\$70.00
		03	Construction III	DSN0024	\$70.00
		04	Construction IV	DSN0027	\$70.00
		05	Construction V	DSN0030	\$70.00

**Appendix 2  
2025-26 Schedule of Fees**

			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		06	Construction VI	DSN0032	\$70.00
		07	Construction VII	DSN4078	\$70.00
Bach. Interior Design - Bridging Program	6148B	07	Construction VII	DSN4078	\$70.00
Bachelor of Public Safety	1600B/C	04	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Baking and Pastry Arts	1201X	01	Baking Practical I	FOD2146	\$1,174.02
			Sanitation and Safety	FOD2103	\$101.00
			Introduction to Culinary	FOD2140	\$51.97
		02	Baking Practical II	FOD2166	\$115.00
			Cake Decorating Techniques	FOD2156	\$63.00
Baking and Pastry Arts Management	1207X	01	Baking Practical I	FOD2146	\$1,174.02
			Sanitation and Safety	FOD2103	\$101.00
			Dinner Party	HOS2288	\$100.00
			Introduction to Culinary	FOD2140	\$51.97
		02	Baking Practical II	FOD2166	\$115.00
			Cake Decorating Techniques	FOD2156	\$63.00
		03	Sugar Techniques and Artistry	FOD2148	\$562.80
			Chocolate Techniques and Artistry	FOD2149	\$72.76
			Nutrition and Food Preparation	FOD2129	\$23.10
			Baking for Special Diets	FOD2158	\$72.76
			Artisan Bread	FOD2159	\$147.00
		04	Advanced Cake Decoration/Gum Paste	FOD2231	\$103.95
			Pastry and Plating Techniques	FOD2253	\$103.95
			Specialty Cakes-Marizpan/Petit Four	FOD2232	\$352.80
Bartending	0298X	01	Bar Cost Control and Regulations	HOS2061	\$14.00
			Mixology Practical	HOS2080	\$168.00
			Customer Relations	HOS2082	\$130.00
			Oenology	HOS2066	\$136.50
			The Dinner Party	HOS2288	\$100.00
			Wine Food and Restaurant Service	FOD2106	\$168.00
Bcomm (Supply Chain Mgmt)	6066X/A	03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
BHTM (Honours)	6225X	01	Food and Beverage Studies	FOD6101	\$142.00
			Foundations Hospitality and Tourism	HOS6100	\$49.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		02	Computer Applications	DAT6107	\$55.00
			Food and Beverage Operations	FOD6103	\$110.00
		03	Food Production and Service	FOD6109	\$220.59
		04	Conference and Event Management	HOS6112	\$20.00
		05	Organizational Behaviour	HRM6118	\$60.00
			Culinary and Beverage Tourism	HOS6137	\$20.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
			Attractions Management	TOU6129	\$20.00
BHTM - Pathway Business	6225A	03	Food and Beverage Studies	FOD6101	\$142.00
			Foundations Hospitality and Tourism	HOS6100	\$49.00
			Food Production and Service	FOD6109	\$239.37
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		04	Computer Applications	DAT6107	\$55.00
			Food and Beverage Operations	FOD6103	\$86.17
			Conference and Event Management	HOS6112	\$20.00
		05	Organizational Behaviour	HRM6118	\$60.00
			Culinary and Beverage Tourism	HOS6137	\$20.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
			Applied Research Methods	QUA6127	\$80.00
		08	Attractions Management	TOU6129	\$20.00
BHTM - Pathway Hospitality	6225B	05	Organizational Behaviour	HRM6118	\$60.00
			Culinary and Beverage Tourism	HOS6137	\$20.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
		08	Attractions Management	TOU6129	\$20.00
BHTM - Pathway Culinary Management	6225C	03	Foundations Hospitality and Tourism	HOS6100	\$49.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00



**Appendix 2  
2025-26 Schedule of Fees**

		04	Computer Applications	DAT6107	\$55.00
			Conference and Event Management	HOS6112	\$20.00
		05	Organizational Behaviour	HRM6118	\$60.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
		08	Attractions Management	TOU6129	\$20.00
BHTM - Pathway Tourism-Travel Ser	6225D	03	Food and Beverage Studies	FOD6101	\$142.00
			Food Production and Service	FOD6109	\$220.59
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		04	Food and Beverage Operations	FOD6103	\$110.00
		05	Organizational Behaviour	HRM6118	\$60.00
			Culinary and Beverage Tourism	HOS6137	\$20.00
		07	Career Development and Management	HOS6130	\$40.00
			Hospitality Business Simulation	HOS6126	\$95.00
		08	Attractions Management	TOU6129	\$20.00
Biotechnology - Advanced	1020X	1	General Chemistry	CHE1302	\$119.99
			Introduction to Biology	BIO1300	\$99.99
		03	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
BISI	1514X	01	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Bookkeeping and Accounting Practices	1315X	01	Bookkeeping	ACC1100	\$5.00
			Business Computer Applications	BUS2301	\$115.00
Broadcasting - Radio	0380X	01	Performance 1	RAD1501	\$270.00
		02	Audio Production 1	RAD1566	\$150.00
		03	Audio Production 2	RAD1554	\$150.00
		04	Performance 3	RAD0010	\$100.00
Broadcasting - Television	0381X	01	Television Studio Production 1	TVA1501	\$150.00
		02	Cinematography and Audio Essential	TVA0013	\$100.00
			Television Studio Production 2	TVA1507	\$150.00
		03	Live Production	TVA0015	\$220.00
			Factual Entertainment	TVA0018	\$75.00
		04	Live Production Specialization	TVA0020	\$75.00
Building Automation Systems Operations	1526X	01	Systems Programming	CST1206	\$220.00
Building Construction Technician	6442X	01	Applied Construction Geometry	CON8125	\$45.00
			Building Structures I	CON8114	\$220.00
			Computer Applications	DAT2004	\$98.00
			Drafting	DRA8110	\$79.09
		02	AutoCAD I	CAD8010	\$40.00
			Building Structures II	CON8120	\$70.00
		03	AutoCAD II	CAD8020	\$50.00
			Interior Systems	WOO8805	\$50.00
Business	0306X WO	01	Business Computer Applications	BUS2301	\$115.00
Business (Pembroke)	0306X PM	01	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Business - Agriculture	1938X	01	Plants, Soil and Fertilization	HOR9100	\$18.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		02	Animal Health and Nutrition	SCI9200	\$8.50
		03	Pest, Disease and Weed Management	HOR9301	\$28.25
			Dairy Business Operations	BUS9400	\$11.00
		04	Livestock Business Operations	BUS9300	\$11.00
Business - Accounting	0214C	01	Financial Accounting I	ACC2201	\$5.00
			Business Fundamentals	MGT2201	\$96.95
			Business Computer Applications	BUS2301	\$115.00
		02	Spreadsheet Applications	ACC2343	\$100.00
			Management Accounting I	ACC2233	\$10.00
Business - Accounting (XB)		01	Business Computer Applications	BUS2301Z	\$115.00
		02	Spreadsheet Applications	ACC2343Z	\$100.00
Business Fundamentals	1457X	01	Business Computer Applications	BUS2301	\$115.00
Business - Marketing	0214E	01	Business Computer Applications	BUS2301	\$115.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Business - Management & Entrepreneurship	0242X	01	Business Computer Applications	BUS2301	\$115.00
		02	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		03	Project Management for Business St	MGT2225	\$20.00
Business - Management & Entrepren	0242X	01	Business Computer Applications	BUS2301Z	\$115.00
		03	Project Management for Business St	MGT2225Z	\$20.00

**Appendix 2  
2025-26 Schedule of Fees**

Business Administration - Core	0216X	01	Business Computer Applications	BUS2301	\$115.00
		03	Introduction to Finance	FIN2303	\$110.00
Business Admin - Accounting	0216A	01	Business Computer Applications	BUS2301	\$115.00
		03	Introduction to Finance	FIN2303	\$110.00
		04	Business Computer Applications	ACC2343	\$100.00
		06	Business Strategies	ACC2367	\$10.00
			Accounting Capstone Studies	ACC2368	\$10.00
Business Administration - Finance	0216K	01	Business Computer Applications	BUS2301	\$115.00
		03	Introduction to Finance	FIN2303	\$110.00
		04	Intro to the Cdn. Financial System	FIN2330	\$110.00
			Retirement Planning	FIN2306	\$142.00
		05	Spreadsheet Applications	ACC2343	\$100.00
			Canadian Securities Course Part I	FIN2334	\$1,140.00
			Risk and Estate Planning	FIN2307	\$152.00
		06	Investment Planning	FIN2308	\$142.00
			Income Tax Planning	FIN2309	\$208
Business Administration - Human Resources	0216M	01	Business Computer Applications	BUS2301	\$115.00
		03	Introduction to Finance	FIN2303	\$110.00
		04	Finance for Non-Finance Prof.	FIN2305	\$110.00
			Organizational Behaviour	MGT2382	\$96.95
Business Administration - International Business	0216G	01	Business Computer Applications	BUS2301	\$115.00
		03	Introduction to Finance	FIN2303	\$110.00
		04	Finance for Non-Finance Prof.	FIN2305	\$110.00
Business Administration - Marketing	0216D	01	Business Computer Applications	BUS2301	\$115.00
		03	Introduction to Finance	FIN2303	\$110.00
		04	Finance for Non-Finance Prof.	FIN2305	\$110.00
Business Administration - Supply and Operations Mgt	0216L	01	Business Computer Applications	BUS2301	\$115.00
		03	Introduction to Finance	FIN2303	\$110.00
		04	Finance for Non-Finance Prof.	FIN2305	\$110.00
		06	Manufacturing Simulation (SAP)	MGT2308	\$65.00
Business Administration (charged if selected)	0216E	01	Business Computer Applications	BUS2301	\$115.00
		03	Introduction to Finance	FIN2303	\$110.00
		04	Finance for Non-Finance Prof.	FIN2305	\$110.00
			Manufacturing Simulation (SAP)	MGT2308	\$65.00
			Retirement Planning	FIN2306	\$142.00
		05	Risk and Estate Planning	FIN2307	\$152.00
		06	Investment Planning	FIN2308	\$113.00
			Income Tax Planning	FIN2309	\$180.00
Cabinetmaking and Furniture Technician	0575X	01	Joinery	WOO8930	\$485.00
		02	Furniture Making	WOO8939	\$445.00
			Basic Furniture Finishing	WOO1421	\$42.00
		03	Furniture, Kitchens and Millwork	WOO0004	\$310.00
			Furniture Finishing and Touch-Up	WOO8910	\$42.00
Carpentry and Renovation Techniques	1519X	01	Building Tools and Materials	CON7014	\$450.00
			Plans, Specifications and Code I	DRA7334	\$130.00
		02	Res Framing and Ext Finish	CON7015	\$150.00
Heritage Carpentry and Joinery (PT)	0530X	01	Carpentry I: Foundations and Floors	CON9111	\$379.89
			Joinery I: Fundamentals	WOO9254	\$105.00
		03	Communications II	ENL9202	\$25.00
			Traditional Joinery: Doors & Windows	WOO9306	\$190.00
		04	Culminating Architectural Millwork Pr	WOO9401	\$120.00
			Traditional Carpentry II: Log Building	WOO9402	\$75.00
			Traditional Joinery: Staircasing & Orn	WOO9403	\$75.00
Child and Youth Care	0476X	03	Child and Youth Care Interventions	FAM1064	\$80.14
			Outdoor Activities I	FAM1070	\$216.65
		06	Outdoor Activities II	FAM1100	\$250.00
Civil Engineering Technology	0192X	01	Construction Materials I	CON8411	\$40.00
			Residential Building/Estimating	CON8101	\$20.00
			Geometry and Trigonometry	MAT8050	\$59.44
		02	Commercial Building/Estimating	CON8102	\$20.00
			Construction Materials II	CON8412	\$40.00
		03	AutoCAD I	CAD8400	\$25.00
			Civil Estimating	CON8404	\$30.00
		04	AutoCAD II	CAD8405	\$35.00
		05	Project Scheduling and Cost Control	CON8406	\$20.00
Cloud Development and Operations	1531X	01	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00

**Appendix 2**  
**2025-26 Schedule of Fees**

Commercial Vehicle and Equipment	0529C	01	Trade Practices	TRK8308	\$200.00
Computer Eng. Technology - Comp. Science	0006X	01	Tech. Math for Computer Science	MAT8001C	\$59.50
		02	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		03	Processor Architecture	CST8216	\$30.00
		05	Interfacing	CST8227	\$102.95
Computer Programming and Analysis	1561X	01	Tech Math for Computer Science	MAT8001C	\$59.50
Computer Programmer (WO)	0336X	01	Tech. Math for Computer Science	MAT8001C	\$59.50
		02	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Computer Programmer (PM)	0336X	01	Technical Mathematics for Computer Science	MAT7100	\$65.00
		02	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Computer Programmer (XA/XB)	0336X	01	Tech. Math for Computer Science	MAT8001Z	\$59.50
Computer Systems Technician	0150X	01	Windows Operating Systems I	CST8202	\$251.91
		02	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Computer Systems Technician (PM)	0150X	01	PC Systems Technology	CST7205	\$68.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Computer Systems Technician - Networking	1560X	01	Windows Operating Systems I	CST8202	\$236.25
Computer Systems Technology - Security	0156X	01	Windows Operating Systems I	CST8202	\$251.91
Construction Engineering Technician	0190W	01	Construction Materials I	CON8411	\$40.00
			Residential Building/Estimating	CON8101	\$20.00
			Geometry and Trigonometry	MAT8050	\$59.44
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		02	Commercial Building/Estimating	CON8102	\$20.00
			Construction Materials II	CON8412	\$40.00
		03	AutoCAD I	CAD8400	\$25.00
			Civil Estimating	CON8404	\$30.00
		04	AutoCAD II	CAD8405	\$35.00
Construction Engineering Technician	0190X	01	Construction Materials I	CON8411	\$40.00
			Residential Building/Estimating	CON8101	\$20.00
			Geometry and Trigonometry	MAT8050	\$59.44
		02	Commercial Building/Estimating	CON8102	\$20.00
			Construction Materials II	CON8412	\$40.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		03	AutoCAD I	CAD8400	\$25.00
			Civil Estimating	CON8404	\$30.00
		04	AutoCAD II	CAD8405	\$35.00
Community and Justice Services	0466X	04	Professional Development	COR1963	\$213.80
Cook	0346X	01	Culinary Restaurant Operations	FOD2197A	\$200.00
			Food - Practical II	FOD2126A	\$200.00
Culinary Management	0354X	01	Culinary Fundamentals	FOD2132	\$1,155.00
			Introd. to Applied Culinary and Butchery Techniques	FOD2111	\$157.50
			Introduction to Baking and Pastry	FOD2119	\$63.00
			Sanitation and Safety Training	FOD2103	\$101.00
			Theory of Food	FOD2107	\$25.20
		02	Applied Culinary Techniques	FOD2126	\$183.75
			Culinary Restaurant Operations	FOD2197	\$115.00
			Nutrition and Food Preparation	FOD2129	\$26.25
			Contemporary Production Methods	FOD2117	\$131.25
			The Dinner Party	HOS2288	\$100.00
		03	Contemporary Banquet and Restaurant Farm to Fork	FOD2189	\$147.00
				FOD2105	\$111.23
		04	International Cuisine	FOD2133	\$84.00
			Capstone Culinary Restaurant	FOD2249	\$165.27
			Advanced Culinary Operations	FOD2250	\$126.00
(Charged in Level 03, two of the four courses taken alternate terms)		elect.	Pastry and Plating Techniques	FOD2253	\$103.95
			Wine Food and Restaurant Service	FOD2106	\$154.00
Culinary Skills - Chef Training	0206X	01	Culinary Fundamentals	FOD2132	\$1,155.00
			Introd. to Applied Culinary and Butchery Techniques	FOD2111	\$157.50
			Introduction to Baking and Pastry	FOD2119	\$63.00

**Appendix 2  
2025-26 Schedule of Fees**

			Sanitation and Safety Training	FOD2103	\$101.00
			Theory of Food	FOD2107	\$25.20
		02	Applied Culinary Techniques	FOD2126	\$183.75
			Culinary Restaurant Operations	FOD2197	\$115.00
			Nutrition and Food Preparation	FOD2129	\$26.25
			Contemporary Production Methods	FOD2117	\$131.25
Cyber Security Analysis	1530X	01	Co-Op Prep Course (Co-Op delivery only)	GEP1001	\$579.00
Dental Assisting (Levels I and II)	0608X	01	Dental Materials Laboratory I	DEN4455	\$649.01
			Preclinic Practicum I	DEN4396	\$565.89
			Radiography Practicum I	DEN4453	\$593.36
		02	Dental Materials Lab II	DEN4461	\$146.07
			Preclinic Practicum II	DEN4398	\$956.61
Dental Hygiene	1927X	01	Preclinic Practicum I	DEN4409	\$881.76
			Radiography Practicum I	DEN4453	\$593.36
		02	Dental Materials I	DEN4416	\$146.07
			Preclinic Practicum II	DEN4422	\$1,116.39
		03	Preclinical Practicum III	DEN4430	\$507.67
		04	Clinic Practicum I	DEN4442	\$1,349.02
Design Foundations	1442X	01	Layout and Design I	DSN5351	\$607.00
Developmental Services Worker	0436A	01	Person Centered Approach	FAM0068	\$27.82
			Promoting Health and Wellness	FAM0067	\$21.64
		02	Current Topics in the Field of Developmental Services	FAM1262	\$27.82
		03	Learning and Behaviour Support	FAM0070	\$27.82
		04	Supporting Families and the Aging with Developmental Services	FAM1287	\$27.82
(charged in Level 03)		03/04	Community & Developmental Services	FAM0072	\$50.85
(charged in Level 03)			Community Field Placement II	FAM1903	\$15.33
(charged in Level 03)			Community and Developmental Services Field Placement	FAM0073	\$13.29
Drawing Foundations for Animation and Illustration	1452X	01	Layout and Environmental Design 1	ANI2102	\$640.00
		02	Portfolio Preparation	ANI2203	\$327.00
Early Childhood Education	0430X	01	Observation Skills	FAM1000	\$14.47
			Preparation for Field Placement	FAM1015	\$35.76
		03	Creative Art Experiences Child	FAM0030	\$17.36
			Field Seminar II	FAM1240	\$41.30
		04	Field Seminar III	FAM1238	\$40.51
Early Childhood Education (NSDP W)	0430X04	01	Creative Art Experiences for Children	FAM0030N	\$35.00
			Preparation for Practice Teaching	FAM1015N	\$14.47
		03	Language and Literacy	FAM1250N	\$10.00
			Math and Science Experiences for Children	FAM1249N	\$15.00
Electrical Engineering Technician	0317X	01	Essential Mathematics	MAT8100P	\$59.44
		02	Electrical Principles - II	ELE8922A	\$481.29
			Introduction to Programming	DAT8921	\$50.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		03	Analog and Power Electronics	ELE8936	\$91.93
			Programmable Controllers	ELE8932	\$50.00
		04	Industrial Instrumentation	ELE8931	\$50.00
			Industrial Telecommunications	ELE8940	\$50.00
			Robotics and Controls	ELE8941	\$205.55
			Technician Skills	ELE8942T	\$40.00
Electrical Engineering Technology	0318X	01	Essential Mathematics	MAT8100P	\$59.44
		02	Electrical Principles - II	ELE8922A	\$481.29
			Introduction to Programming	DAT8921	\$50.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		03	Analog and Power Electronics	ELE8936	\$91.93
			Programmable Controllers	ELE8932	\$50.00
		04	Industrial Instrumentation	ELE8931	\$50.00
			Industrial Telecommunications	ELE8940	\$50.00
			Robotics and Controls	ELE8941	\$205.55
			Technician Skills	ELE8942T	\$40.00
		05	Microcomputer Interfacing	CAM8302E	\$150.00
		06	Project II	ENG4003E	\$10.00
Electrician (Construction & Maintenance)	0506X	01	Installation and Maintenance Methods	ELE1168	\$100.00
			Electrical Fundamentals	ELE1169	\$100.00
		02	Motor Controls and Devices	ELE2274	\$100.00
			Canadian Electrical Code 2	ELE2276	\$100.00

**Appendix 2  
2025-26 Schedule of Fees**

		03	Electronics - Level 3	ELE8737	\$100.00
			Installation Methods - Level 3	ELE8740	\$100.00
Electrician (Construction & Maintenance) (PM)	0506X(PM)	01	Electronics - Level 1	ELE7816	\$100.00
			Installation Methods - Level 1	ELE7814	\$100.00
		02	Electronics - Level 2	ELE8726	\$100.00
			Installation Methods - Level 2	ELE8724	\$100.00
		03	Electronics - Level 3	ELE8737	\$100.00
			Installation Methods - Level 3	ELE8740	\$100.00
EME Technician - Robotics	0550X	01	Computer Aided Design/Drafting (CAD) DC and AC Electronics	CAD8300 ELN9104	\$23.40 \$238.42
			Technical Mathematics for EME	MAT8001M	\$59.44
			Basic Electronic Assembly	ELN8613	\$181.65
		02	Circuit Applications	ELN9192	\$42.94
			Machine Shop I	MFG8519	\$150.15
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
			Industrial Pneumatics	ROB8220	\$47.65
		03	Digital Logic Analysis	ELN8305	\$62.14
			Programmable Logic Controllers I	ELN9216	\$47.65
			C Programming with Microcontrollers	ELN9217	\$148.03
		04	Programmable Logic Controllers II	ELN9218	\$47.65
			Final Project	MGT8215	\$45.00
			Computer Aided Manufacturing I	CAM8515	\$23.00
Energy Management	1524X	01	Energy Concepts	ELE9001	\$115.00
			Alternative Energy Systems	ENV9000	\$20.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
			Project Management Fundamentals	MGT4500	\$20.00
		02	Energy Management Project	ENG9002	\$20.00
Environmental Management & Assessment	1517X	1	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Environmental Management & Assessment (Pembroke)	1517X	01	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Environmental Technician (Pembroke)	1212X	01	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Esthetician	1103X	01	Esthetics Practical Lab I	HLT1103	\$1,275.00
		02	Esthetics Practical Lab II	HLT2102	\$1,240.00
			Spa Operations I	FLD2109	\$180.00
		03	Spa Operation II	FLD3100	\$280.00
			Esthetics Practical Lab III	HLT3101	\$165.00
Event Management	0390X	01	Event Projects I Practical	FAE1347	\$40.00
			Market and Revenue Concepts	FAE1351	\$10.00
		02	F&B Managerial Cost Analysis	FAE1339	\$10.00
			Media and Marketing Concepts	FAE1352	\$10.00
Film and Media Production	1421X	01	Editing and Audio Workflow I	TVA3105	\$300.00
			Production I	TVA3102	\$125.00
		02	Cinematography II	TVA3201	\$205.00
			Production II	TVA3202	\$245.00
		03	Field Placement	TVA3305	\$290.00
			Employment Preparation and Portfolio	TVA3304	\$100.00
			Production III	TVA3302	\$190.00
Financial Services	1308X	01	Personal Financial Services Advice	FIN2311	\$113.00
			Financial Planning 1	FIN2312	\$113.00
			Canadian Securities Course 1	FIN2313	\$1,140.00
		02	Financial Planning 2	FIN2327	\$113.00
			Personal Financial Planning	FIN2328	\$113.00
Financial Services - Cnd Context	1318X	01	Spreadsheets for Financial Services	FIN2344	\$75.00
			Introduction to Organizational Behaviour	HRM4100	\$96.95
			Introduction to the Canadian Financial Business Fundamentals in Canada	FIN2339 MGT2229	\$115.00 \$96.95
		02	Financial Planning Fundamentals	FIN2311	\$113.00
			Canadian Securities Course 1	FIN2313	\$1,140.00
			Insurance and Estate Planning	FIN2327	\$113.00
			Income Tax Planning	FIN2319	\$113.00
		03	Advanced Financial Planning	FIN2328	\$113.00
			Professional Competencies Portfolio	FIN2323	\$10.00
			Registered Savings and Retirement Planning	FIN2302	\$113.00
Fitness and Health Promotion	3010X	01	Introduction to Fitness/Wellness	FIT2212	\$82.47
		02	Mechanics of Exercise	FIT2222	\$60.06
Food and Nutrition Management	1204X	01	Quality Mgt - Sanitation/Safety	MGT3001	\$127.30

**Appendix 2  
2025-26 Schedule of Fees**

		02	Food Modification	NTN4002	\$42.00
Forestry Technician (PM)	0108X	01	The Forest Environment	FOR7310	\$153.00
Game Development	3013X	01	Game Design Foundations	GAM1510	\$80.00
			Tech Math For Game Development	MAT8001V	\$65.54
		06	Capstone II: Project Management	GAM1562	\$450.00
GAS - Aviation Management	0438K	01	Private Pilot Ground School	AVI8810	\$13.14
		03	Practical Skills Training II	AVI8822	\$85.00
General Carpenter (PM)	0504X	01	Plans, Specifications and Code I	DRA7331	\$130.00
			Safety, Materials and Tools	WOO7313	\$200.00
		02	Residential Construction	WOO7323	\$150.00
		03	(ICI) Construction	WOO7333	\$250.00
General Carpenter (WO)	0504X	01	Safety, Materials and Tools	WOO8813	\$200.00
		02	Residential Construction	WOO8823	\$200.00
		03	ICI Construction	WOO8839	\$200.00
Geographic Information Systems (W)	1588X	02	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Graphic Design	1400X	03	Graphic Design III	DSN1533	\$45.00
		05	Computer Graphics V	DSN1677	\$45.00
Green Architecture	1501X	01	Computer Modeling for Buildings	CAD8480	\$35.00
			Eco Design	ARC1510	\$80.00
			Project Doc. & Presentation Skills	ARC1522	\$35.00
		02	Building Modeling and Analysis	CAD8481	\$35.00
			Final Project	ARC1520G	\$80.00
			Standards and Accreditation	ARC1523	\$80.00
Hairstyling	1104X	03	Textured Hair Service	HAI3019	\$220.50
			Permanent Wave Hair I	HAI2027	\$15.00
			Colour and Lighten Hair II	HAI2028	\$50.00
			Salon Operations II	HAI3016	\$15.00
		04	Cut Hair III	HAI3021	\$333.35
			Colour and Lighten Hair III	HAI3014	\$105.00
			Permanent Wave Hair II	HAI3023	\$20.00
			Hair Additions	MGT3007	\$160.00
Hairstylist	0348X	01	Cut Hair I	HAI2141	\$200.00
		02	Cut Hair II	HAI2215	\$200.00
Heating/Refrigeration/Air Cond Tn	0590X	01	Electrical Fundamentals	ELE8131	\$225.00
			Heating System Fundamentals (2024 POS)	HRA8151	\$700.00
			Heating System Fundamentals (2023 POS)	HRA8141	\$700.00
Horticultural Industries	1406X	01	Horticultural Jobsite Safety	HOR7032	\$300.00
			Urban Agriculture I	HOR7005	\$50.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Horticultural Technician	1411X	01	Softscape Installation and Maintenance	HOR3633	\$200.00
			Interior Landscape Installation and Maintenance	HOR3642	\$200.00
Hospitality - Hotel & Rest. Ops. Mgmt.	0208X	01	Beverage Service Theory	HOS2229	\$138.00
			Food Preparation Theory	FOD2200	\$445.00
			Intro.to Hospitality & Tourism Mgt.	HOS2224	\$40.00
		02	Hospitality Marketing II	MKT2245	\$25.00
			Rooms Division Automation	HOS2227	\$55.00
(all charged in Level 02)		02/03	Kitchen Operations	FOD2224	\$145.00
			Restaurant Operations and Theory	HOS2234	\$75.00
		03	Wine, Food and Culture	HOS2255	\$35.00
		04	The Dinner Party	HOS2288	\$100.00
Human Resources Management	1311X	01	Organizational Behaviour	HRM4110	\$96.95
Illustration and Concept Art	1408X04	01	Life Drawing 1: Anatomy and Form	ART1001	\$5.00
		02	Life Drawing 2: Figures and Textures	ART2009	\$5.00
		03	Life Drawing 3: Creature Design	ART3001	\$5.00
Interactive Media Design	6149X	2	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Interdisciplinary Studies-Human-Centred	1420X	1	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Interior Decorating	6142X	02	Perspective Sketching	DSN5323	\$10.00
		03	Residential Decorating	DSN5330	\$10.00
International Business Management	1306X	01	International Research	MGT1118	\$595.00
		02	Mastering International Trade: Strategy	MGT1214	\$45.00
International Business Management (XA)	1306X	01	International Research	MGT1118Z	\$595.00
		02	Mastering International Trade: Strategy	MGT1214Z	\$45.00

**Appendix 2  
2025-26 Schedule of Fees**

Internet Applications & Web Development	3002X	01	Intro to Comp. Prog. using Python	CST8279	\$42.95
			Tech. Math for Computer Science	MAT8001C	\$59.50
		02	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
			Network Operating Systems	CST8254	\$93.95
Journalism	0402X	02	Newsroom I	JOU0005	\$125.00
		03	Newsroom 2	JOU0009	\$100.00
		04	Story Lab 2	JOU0017	\$100.00
Law Clerk	0220X	01	Legal Research I	LAW2245L	\$100.00
			Legal Fundamentals for Law Clerks	LAW2208L	\$5.00
		03	Corporate Law	LAW0033L	\$10.00
Law Clerk (Intensive)	0220Z	01	Legal Research I	LAW2245I	\$105.00
		03	Corporate Law	LAW0033I	\$10.00
Library and Information Technician	0440X	03	Emerging Library Technologies	LIB2034	\$118.56
		04	Library Software	LIB2045	\$163.17
Manufacturing Engineering Technician	1518X	01	Computer Aided Design/Drafting (CA	CAD8300	\$23.40
			DC and AC Electronics	ELN9104	\$238.42
			Basic Electronic Assembly	ELN8613	\$181.65
			Math for Engineering Technicians	MAT8001M	\$59.44
		02	Computer Aided Manufacturing I	CAM8515	\$23.00
			Machine Shop I	MFG8519	\$150.15
			Industrial Pneumatics	ROB8220	\$47.65
		03	CAD Applications and GDT	CAD8305	\$23.40
			CNC Machining I	CAM8505	\$40.00
			Additive Manufacture and 3D Printin	DSN8501	\$5.00
			Manufacturing Application II	MFG8514	\$40.00
		04	CNC Machining II	CAM8506	\$45.00
			Tool Design	DSN0037	\$23.40
			Metallurgy & Heat Treatment Lab	ENG8336	\$65.00
			Programmable Logic Controllers I	ELN9216	\$47.65
Massage Therapy	0915X	01	Massage Lab I	MSS3011	\$124.29
		02	Massage Lab II	MSS3021	\$451.99
		03	Massage Practice I	MSS3032	\$72.58
Mechanical Engineering Technology	0010X	01	Computer Aided Design/Drafting (CA	CAD8300	\$23.40
			DC and AC Electronics	ELN9104	\$238.42
			Essential Mathematics	MAT8100	\$59.44
		02	CAD Applications and GDT	CAD8305	\$23.40
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
			Manufacturing Techniques I	MFG8519	\$150.15
			Industrial Pneumatics	ROB8220	\$47.65
		03	Computer Aided Manufacturing I	CAM8515	\$23.00
			Strength of Materials II	ENG8309	\$90.00
		04	Tool Design	DSN0037	\$23.40
			Industrial Electronics	ELN8298	\$41.81
			Metallurgy & Heat Treatment Lab	ENG8336	\$65.00
		05	Machine Design and Analysis I	ENG8315	\$23.40
		06	Project II	ENG4003	\$45.00
			Machine Design and Analysis II	ENG8316	\$23.40
Medical Radiation Technology	1615X	01	Radiological Protocols Laboratory I	IMG0103	\$40.47
		03	Radiological Protocols Lab. III	IMG0116	\$40.47
		06	Clinical Practicum V	IMG0121	\$200.00
Mkting Research & Business Intelligence	1303X	01	Data Analysis - Quant Research I	QUA1206	\$220.00
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
			Online Marketing Research	MKT1205	\$175.00
Motive Power Technician	0557A	01	Fuel and Electrical Systems I	MVM8403	\$136.00
Music Industry Arts	1405X	01	Electronic Music Production I	MSC2032	\$500.00
			Entrepreneurship in the Music Indust	MSC2019	\$30.00
			Recording Lab I	MSC2035	\$346.75
		02	Recording Lab II	MSC2037	\$583.50
		03	Recording Lab III	MSC2040	\$583.50
			Industry Preparation	MSC2021	\$750.00
Music, Media and Film Foundations	1432X	01	Audio Fundamentals	RAD0002	\$849.71
			Video Fundamentals	TVA0006	\$137.95
		02	Audio & Video Production	TVA0009	\$155.89
Office Administration - Executive	0210A	02	CO-OP Prep Course (only add to the	GEP1001	\$579.00
		03	Database and Project Management	OFF2291	\$10.00
		04	Executive Integrated Projects	OFF2334	\$10.00

**Appendix 2  
2025-26 Schedule of Fees**

Office Administration - Health Services	0210F	03	Health Services Integrated Proj. I	OFF2403	\$10.00
		04	Health Services Integrated Proj II	OFF2404	\$10.00
Office Administration - General	0210X	01	Administrative Skills and Procedures	OFF2338	\$5.00
OTA/PTA	1623X	02	Clinical Placement I	WKT0006P	\$101.67
		03	Fundamentals of the Cardioresp Sys	HLT0247	\$55.64
		04	Clinical Placement III	WKT0008P	\$38.95
Outdoor Adventure (PM)	6780X	01	Fall Camp	OAD7104	\$533.46
			Outdoor Expedition	OAD7103	\$105.86
			Camp Craft	OAD7109	\$82.26
			River Rescue I	OAD7110	\$50.06
			Whitewater Kayak I	OAD7111	\$82.26
			River Rafting I	OAD7112	\$50.06
			Flatwater Canoeing	OAD7114	\$82.26
			Cross Country Cycling I	OAD7115	\$50.06
			Rock Climbing I	OAD7126	\$82.26
		02	Alpine Skiing and Snowboarding I	OAD7220	\$582.29
			Winter Expedition	OAD7202	\$56.36
		03	Backpacking Guide	OAD7350	\$94.86
			Canoe Guiding	OAD7344	\$135.66
			Cycle Touring Guide	OAD7352	\$89.36
			Mountain Bike Guide/Trail Steward	OAD7351	\$153.51
			Multi-day Whitewater Guide	OAD7353	\$89.36
			Raft Guide - Paddle and Oar Rig	OAD7342	\$153.51
			Rock Climbing II	OAD7343	\$153.51
			Sea Kayak Expedition	OAD7307	\$230.17
			Whitewater Kayak Instructor	OAD7345	\$121.31
		04	Advanced Expedition	OAD7401	\$400.00
			Advanced Trail Design	OAD7408	\$50.06
			Rain Forest and Tropical Science	ENV0003	\$85.00
Paralegal	1316X	01	Legal Research and Writing	LAW1104	\$300.00
Paramedic	0620X	01	Patient Care Laboratory I	PAR3618	\$527.19
		03	Paramedic Practicum I	PAR3634	\$345.64
			Patient Care Laboratory III	PAR3631	\$32.43
		04	Paramedic Practicum II	PAR3641	\$194.74
Personal Support Worker (RN)	6307X	01	Lab Skills for the PSW	HLT7502	\$82.48
			Clinical Placement I	HLT7503	\$170.58
Plumber	0522X	01	Tools and Piping Methods	PLU0712	\$150.00
			Welding for Plumbers 1	WEL0710	\$50.00
		02	Welding for Plumbers 2	WEL0720	\$50.00
			Drainage Waste, Vent Piping Systems	PLU0722	\$150.00
		03	Process Piping Systems	PLU0732	\$200.00
Police Foundations	0444X	01	Introduction to Sociology	PFP1031	\$50.00
		03	Mental Health in Law Enforcement	PFP2031	\$50.00
Powerline Technician	1511X	01	Math Fundamentals	MAT8001	\$59.44
			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		02	Line Work 1	ELE8026	\$2,675.00
Practical Nursing	1704X	01	Nursing I Practicum (L)	NSG5112L	\$1,096.10
		03	Nursing III Practicum (L)	NSG5133L	\$175.02
		04	Nursing IV Practicum (L)	NSG5142L	\$158.67
Practical Nursing - INE	1704I	02	Basic Nursing Skills in the Canadian Healthcare System	NSG0140	\$529.26
Practical Nursing (Perth)	1704X	01	Anatomy and Physiology I	BIO9100	99.99
			Nursing I Practicum (L)	NSG9102L	\$875.00
			Nursing I Practicum (P)	NSG9102P	\$15.00
		03	Nursing III Practicum (L)	NSG9302L	\$122.18
		04	Nursing IV Practicum (L)	NSG402L	\$101.22
Practical Nursing (Pembroke)	1704X	01	Anatomy and Physiology I	BIO7201	\$99.99
			Nursing I Theory	NSG7310	\$1,096.10
			Nursing I Practicum (L)	NSG7312L	\$118.65
			Nursing I Practicum (P)	NSG7312P	\$170.58
		03	Nursing III Practicum (L)	NSG7334L	\$497.19
Pre-Health Advanced (Pembroke)	1626X PM	01	Human Biology	BIO7005	\$99.99
Pre-Serv. Firefighter Educ. & Training	6236X	01	Firefighter Skills Development I	FIR0005	\$139.10
			Fire Theory I	FIR0003	\$17.40
			Firefighter Emergency Medical Respo	FIR0011	\$31.00
		03	Rope Rescue	FIR0001	\$31.00
Project Management	1312X	01	Project Management Fundamentals	MGT4104	\$115.00



**Appendix 2  
2025-26 Schedule of Fees**

			CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		02	Leadership & CSR	MGT4205	\$52.00
Public Relations	0468X	02	Public Relations II	PRL0005	\$50.00
			Social Media Management II	PRL1564	\$25.00
		03	Public Relations in Practice	PRL1562	\$15.00
			Measurement & Analytics for PR	PRL1568	\$25.00
			Public Relations III	PRL0008 (PRL1	\$40.00
Recreation and Leisure Services	0422X	01	Introduction to Fieldwork	RCR1303	\$54.16
			Introduction to Recreation	RCR1478	\$145.78
			Leadership and Group Dynamics I	RCR0015	\$26.15
Refrigeration & Air Cond. Systems Mech.	0500X	01	AC&R System Installation/Maintenan	ACR1711	\$200.00
		02	Installing AC&R Systems/Component	ACR1422	\$200.00
		03	Electricity & Electronics for AC&R	ACR1430	\$200.00
Regulatory Affairs - Sciences	1523X	01	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Res. (Low Rise) Sheet Metal Installer	0532X	01	Hand Tools, Power Tools & Equipme	MET1082	\$200.00
		02	Vent, Exhaust/Distrib Duct Install	MET1088	\$200.00
Residential & ICI Air Cond. Common Core	0500C	01	AC&R System Installation/Maintenan	ACR1711	\$200.00
Residential A/C Systems Mechanic	0500R	01	AC&R System Installation/Maintenan	ACR1711	\$200.00
		02	Res. AC Electricity/Electronics	ACR1440	\$200.00
Respiratory Therapy	0606X	01	Medical Gas Therapy - Laboratory	RES4815	\$6.00
SAT Foundations	1528X	01	Mathematics for Technology I	MAT0101	\$65.54
		02	Computer Applications	DAT2004	\$119.00
			General Chemistry	CHE1302	\$119.99
Scriptwriting	0382X	01	Writing for Live Performance I	SCR1518	\$30.00
		02	Writing for Live Performance 2	SCR1544	\$30.00
Sheet Metal Worker	0526X	01	Fabricates for Shop and Field	MET1311	\$75.00
			Lay-out and Drafting 1	DRA1313	\$75.00
			Weld and Cut 1	WEL8508	\$50.00
		02	Install Roofing/Architectural Metal	MET1322	\$75.00
			Lay-out and Drafting 2	DRA1323	\$75.00
			Weld and Cut 2	WEL8512	\$50.00
		03	Fab/Install Ind. Env. Systems	MET1332	\$75.00
			Lay-out and Drafting 3	DRA1333	\$75.00
			Weld and Cut 3	WEL8516	\$50.00
Social Service Worker	0432X	02	Crisis Intervention	FAM1263	\$38.53
Social Service Worker	0432Z	02	Crisis Intervention in Social Work	FAM1424	\$38.53
Social Service Worker (Pembroke)	0432X PM	02	Crisis Intervention	FAM7127	\$46.52
Sommelier	0820X	01	The Dinner Party	HOS2288	\$100.00
Spa and Wellness Operations Management	1102X	01	Introduction to Spa Management	MGT4000	\$50.00
		02	Field Work II	FLD4101	\$50.00
Sport Business Management	6073X	01	Introduction to Sport Management	MGT2120	\$30.00
			Sport Tourism	MGT2139	\$45.00
			Sport Event Management	MGT2152	\$60.00
Strategic Global Business Management	1330X	01	Global Business Environment	MGT1101	\$68.00
			Organizational Behaviour	HRM4110	\$96.95
		02	Feasibility of International Trade	MGT1118	\$595.00
		03	Mastering International Trade: Strate	MGT1214	\$45.00
Supply Chain Management - Global	1319X	01	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
Technical Writer	1182X	01	CO-OP Prep Course (only add to the 03, co-op, version program)	GEP1001	\$579.00
		02	Facilitation Techniques	HLT0351	\$23.89
Tourism - Travel Services	0224X	01	Inclusive Tours	TRV2281	\$28.00
			Intro.to Hospitality & Tourism Mgt.	HOS2224	\$40.00
		03	Exploring Geography-Europe Africa	GEO1724	\$30.00
			Wine, Food and Culture	HOS2255	\$35.00
Truck and Coach Technician	0529M	01	Trade Practices	TRK8308	\$200.00
		02	Trade Practices and Auxiliary Syst	TRK8837	\$200.00
		03	Trade Practices & Aux. Systems II	TRK8840	\$200.00
Urban Forestry - Arboriculture (PM)	1214X	01	Basic Tree Climbing	FOR7101	\$1,857.00
Veterinary Technician	6320X	01	Clinical Practices I	VET1127	\$701.08
		03	Clinical Practices III	VET1316	\$11.72
Victimology	1611X	02	Victimology:Assess. & Intervention	VIC2004	\$139.10
Welding and Fabrication Techniques	1507W	01	Welding Techniques	WEL1013	\$270.00
			Welding Techniques Lab	WEL1011	\$620.00
Welding and Fabrication Techniques	1507X	01	Fabrication and Layout	WEL1014	\$890.00

**FEES  
2025-26  
GLOSSARY**

**ANCILLARY FEES\***

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

**GENERAL PURPOSE OPERATING GRANT\***

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

**HIGH DEMAND PROGRAM OF INSTRUCTION\***

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

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

**INTERNATIONAL STUDENT\***

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

**PRIOR LEARNING ASSESSMENT AND RECOGNITION (PLAR)\***

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

**TUITION FEE FACTOR (TFF)\***

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

**TUITION FEE INCREASE**

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

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

## 7.1 Appendix 3



### High Demand Program Calculation

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

#### 15% CAP CALCULATION - 2025-26 (DRAFT)

Programs	2023-24 Audited FTE	Average Fee	2025-26 Projected FTE
Full Time, Basic Regular	13,179	\$ 2,746	13,574
Full Time, Basic High Demand	2,176	\$ 5,291	2,241
Full Time, Post Basic	803	\$ 4,979	827
Full Time, Applied Degree	599	\$ 6,812	617
Overall Summary			
Total FTE	16,756		17,260
<b>Basic HD%</b>	<b>14.17%</b>		<b>14.17%</b>

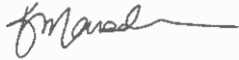
## 7.1 Appendix 4

### Students' Association / College Compulsory Fee Agreement

Compulsory Ancillary Fees for 2025-26 for all Full-time post-secondary students in a standard Fall/Winter delivery (excluding full-time online students)

2-Oct-24

Compulsory Ancillary Fee Type	2025-26	
Student Activity Fee (including buildings)	\$217.37	per term
Athletics and Recreation Fee	\$160.00	per term
Health Plan Fee	\$248.94	per year (note: third-party provider contract, subject to change at year-end)
U-Pass Fee	\$234.80	per term
U-Pass Administrative Fee	\$8.50	per year
Technology Fee	\$171.96	per term
Health Services Fee	\$27.00	per term
Graduation Fee (assessed in level one)	\$38.00	once per level 1
Transcript Fee	\$20.00	once per level 2
Student Experience Fee	\$19.00	per term



October 2, 2024

Date

On behalf of the College  
 Krista Marsden  
 Acting Registrar




Date

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

**Students' Association / College Compulsory Fee Agreement**

Compulsory Ancillary Fees for 2025-2026 for all Part-time post-secondary students taking two or more courses in a standard Fall/Winter delivery

2-Oct-24


Compulsory Ancillary Fee Type	2025-2026	
Student Activity Fee (including buildings)	\$108.69	per term
Athletics and Recreation Fee	\$80.00	per term
Health Plan Fee	\$248.94	per year
Technology Fee*	\$171.96	per term
Health Services Fee	\$13.50	per term
Graduation Fee (assessed in final level)	\$38.00	once per level 1
Transcript Fee	\$20.00	once per level 2
Student Experience Fee	\$9.50	per term

(note: third-party provider contract, subject to change at year-end)

\* \$1.72 per course hour to a maximum of \$171.96 per term

  
 \_\_\_\_\_  
 Date

October 2, 2024

  
 \_\_\_\_\_  
 Date

October 7, 2024

On behalf of the College  
 Krista Marsden  
 Acting Registrar

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

Students' Association / College Compulsory Fee Agreement

**Compulsory Ancillary Fees for 2025-26 for all Full-time online post-secondary students in a standard Fall/Winter delivery**

2-Oct-24

Compulsory Ancillary Fee Type	2025-2026	
Student Activity Fee (including buildings)	\$0.00	per term
Athletics and Recreation Fee	\$0.00	per term
Health Plan Fee	\$0.00	per year
U-Pass Fee	\$0.00	per term
U-Pass Administrative Fee	\$0.00	per year
Technology Fee	\$171.96	per term
Health Services Fee	\$0.00	per term
Graduation Fee (assessed in level one)	\$38.00	once per level 1
Transcript Fee	\$20.00	once per level 2
Student Experience Fee	\$0.00	per term



October 2, 2024

Date



Date

On behalf of the College  
 Krista Marsden  
 Acting Registrar

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

# Appendix 5

## 7.1 Appendix 5 - DRAFT 2025-26 Compulsory Ancillary Fees

Last updated  
08-Oct-24

FEE TYPE	2017-18	2018-19	2019-20	Pandemic Revised 2020-21	2021-22	2022-23	2023-24	2024-25	Proposed 2025-26	\$ increase (based on 2 terms)	change in %
SA Activity	\$ 355.74	\$ 355.74	\$ 254.20	\$417.96	\$ 434.74	\$ 434.74	\$ 434.74	\$ 434.74	\$ 434.74	\$ -	0.0%
(as of 20-21 incl former SA Bldg & Auditorium fees)	(\$177.87/term)	(\$177.87/term)	(\$127.10/term)	(\$208.98/term)	(\$217.37/term)	(\$217.37/term)	(\$217.37/term)	(\$217.37/term)	(\$217.37/term)		
SA Sports	\$ 145.26	\$ 145.26	\$ 145.26	\$ 105.94							
	(\$72.63/term)	(\$72.63/term)	(\$72.63/term)	(\$52.97/term)							
SA Athletics and Recreation Fee (formerly SA Sports)					\$ 300.00	\$ 300.00	\$ 320.00	\$ 320.00	\$ 320.00	\$ -	0.0%
					(\$150.00/term)	(\$150.00/term)	(\$160.00/term)	(\$160.00/term)	(\$160.00/term)		
SA Health Plan (charged once annually & amount may increase or decrease depending on utilization rates from the previous year)	\$ 149.66	\$ 153.19	\$ 168.36	\$ 174.22	\$ 178.62	\$ 243.65	\$ 248.94	\$ 248.94	\$ 248.94	\$ -	not yet known
Technology Fee (IT merged with BYOD in 2017-2018)	\$ 319.24	\$ 319.24	\$ 319.24	\$ 319.24	\$ 324.02	\$ 328.88	\$ 333.82	\$ 338.82	\$ 343.92	\$ 5.10	1.5%
	(\$159.62/term)	(\$159.62/term)	(\$159.62/term)	(\$159.62/term)	(\$162.01/term)	(\$164.44/term)	(\$166.91/term)	(\$169.41/term)	(\$171.96/term)		
Health Services	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 42.00	\$ 42.00	\$ 54.00	\$ 12.00	28.6%
	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$20.00/term)	(\$21.00/term)	(\$21.00/term)	(\$27.00/term)		
Graduation Fee (assessed only at level 1)	\$ 40.00	\$ 40.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ -	0.0%
Transcript Fee (assessed only at level 1)	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ -	0.0%
Student Experience Fee	\$ 36.00	\$ 36.00	\$ 33.44	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ 38.00	\$ -	0.0%
	(\$18.00/term)	(\$18.00/term)	(\$16.72/term)	(\$19.00/term)	(\$19.00/term)	(\$19.00/term)	(\$19.00/term)	(\$19.00/term)	(\$19.00/term)		
SA U-Pass	\$ 404.92	\$ 415.04	\$ 425.42	\$ 436.06	\$ 446.96	\$ 446.96	\$ 446.96	\$ 458.14	\$ 469.60	\$ 11.46	2.5%
	(\$202.46/term)	(\$207.52/term)	(\$212.71/term)	(\$218.03/term)	(\$223.48/term)	(\$223.48/term)	(\$223.48/term)	(\$229.07/term)	(\$234.80/term)		
U-Pass Administrative fee (charged once per year)	\$ 3.42	\$ 3.42	\$ 5.51	\$ 5.51	\$ 5.51	\$ 5.65	\$ 6.00	\$ 6.00	\$ 8.50	\$ 2.50	41.7%
<b>TOTAL (Fall &amp; Winter)</b>	<b>\$ 1,593.24</b>	<b>\$ 1,606.89</b>	<b>\$ 1,618.53</b>	<b>\$ 1,578.93</b>	<b>\$ 1,809.85</b>	<b>\$ 1,895.88</b>	<b>\$ 1,928.46</b>	<b>\$ 1,944.64</b>	<b>\$ 1,975.70</b>	<b>\$ 31.06</b>	<b>1.6%</b>
<b>Total Actual \$ increase</b>	\$ 179.38	\$ 13.65	\$ 11.64	\$ (39.60)	\$ 230.92	\$ 86.03	\$ 32.58	\$ 48.76	\$ 47.24		
<b>Total Actual % increase</b>	<b>12.69%</b>	<b>0.86%</b>	<b>0.72%</b>	<b>-2.45%</b>	<b>14.63%</b>	<b>4.75%</b>	<b>1.72%</b>	<b>2.57%</b>	<b>2.45%</b>		
Max 20% increase in \$	\$ 282.77	\$ 318.65	\$ 321.38	\$ 323.71	\$ 315.79	\$ 361.97	\$ 379.18	\$ 379.18	\$ 385.69		
Students' Association proportion of fees (\$)	\$ 1,134.58	\$ 1,148.23	\$ 1,173.78	\$ 1,134.18	\$ 1,360.32	\$ 1,425.35	\$ 1,450.64	\$ 1,461.82	\$ 1,473.28		
Students' Association proportion of fees (%)	71.21%	71.46%	72.52%	71.83%	75.16%	75.18%	75.22%	75.17%	74.57%		
College proportion of fees (\$)	\$ 458.66	\$ 458.66	\$ 444.75	\$ 444.75	\$ 449.53	\$ 470.53	\$ 477.82	\$ 482.82	\$ 502.42		
College proportion of fees (%)	28.79%	28.54%	27.48%	28.17%	24.84%	24.82%	24.78%	24.83%	25.43%		

## 7.1 Appendix 6

### Sample 2025-26 Fees Comparison of Four Programs

#### First Term Fees Comparison

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

TERM	2022F	2023F	2024F	2025F
Tuition	\$2,210.06	\$2,210.06	\$2,210.06	\$2,210.06
Student Activity	\$217.37	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$150.00	\$160.00	\$160.00	\$160.00
Technology	\$164.44	\$166.91	\$169.42	\$171.96
Health Services	\$20.00	\$21.00	\$21.00	\$27.00
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$38.00	\$38.00	\$38.00	\$38.00
Student Experience	\$19.00	\$19.00	\$19.00	\$19.00
Program-related Ancillary	\$900.00	\$500.00	\$500.00	\$500.00
Health Plan (charged once annually)	\$243.65	\$248.94	\$248.94	\$248.94
U-Pass	\$223.48	\$223.48	\$229.07	\$234.80
U-Pass Admin (charged once annually)	\$5.65	\$6.00	\$6.00	\$8.50
<b>TOTAL FEES PAYABLE (FIRST TERM)</b>	<b>\$4,211.65</b>	<b>\$3,830.76</b>	<b>\$3,838.86</b>	<b>\$3,855.63</b>

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

TERM	2022F	2023F	2024F	2025F
Tuition	\$3,241.61	\$3,241.61	\$3,241.61	\$3,241.61
Student Activity	\$217.37	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$150.00	\$160.00	\$160.00	\$160.00
Technology	\$164.44	\$166.91	\$169.42	\$171.96
Health Services	\$20.00	\$21.00	\$21.00	\$27.00
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$38.00	\$38.00	\$38.00	\$38.00
Student Experience	\$19.00	\$19.00	\$19.00	\$19.00
Health Plan (charged once annually)	\$243.65	\$248.94	\$248.94	\$248.94
U-Pass	\$223.48	\$223.48	\$229.07	\$234.80
U-Pass Admin(charged once annually)	\$5.65	\$6.00	\$6.00	\$8.50
<b>TOTAL FEES PAYABLE (FIRST TERM)</b>	<b>\$4,343.20</b>	<b>\$4,362.31</b>	<b>\$4,370.41</b>	<b>\$4,387.18</b>

##### COMPUTER PROGRAMMING (0336X) STANDARD DELIVERY (REGULAR TUITION FEE) 2 YEAR ONTARIO COLLEGE DIPLOMA

TERM	2022F	2023F	2024F	2025F
Tuition	\$1,361.29	\$1,361.29	\$1,361.29	\$1,361.29
Student Activity	\$217.37	\$217.37	\$217.37	\$217.37
Athletics & Recreation (formerly SA Sports)	\$150.00	\$160.00	\$160.00	\$160.00
Technology	\$164.44	\$166.91	\$169.42	\$171.96
Course-related Ancillary	\$70.00	\$54.00	\$65.54	\$60.00
Health Services	\$20.00	\$21.00	\$21.00	\$27.00
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$38.00	\$38.00	\$38.00	\$38.00
Student Experience	\$19.00	\$19.00	\$19.00	\$19.00
Health Plan (charged once annually)	\$243.65	\$248.94	\$248.94	\$248.94
U-Pass	\$223.48	\$223.48	\$229.07	\$234.80
U-Pass Admin (charged once annually)	\$5.65	\$6.00	\$6.00	\$8.50
<b>TOTAL FEES PAYABLE (FIRST TERM)</b>	<b>\$2,532.88</b>	<b>\$2,535.99</b>	<b>\$2,555.63</b>	<b>\$2,566.86</b>

##### COMPUTER PROGRAMMING (0336X) ONLINE DELIVERY (REGULAR TUITION FEE) 2 YEAR ONTARIO COLLEGE DIPLOMA

TERM	2022F	2023F	2024F	2025F
Tuition	\$1,361.29	\$1,361.29	\$1,361.29	\$1,361.29
Technology Fee	\$164.44	\$166.91	\$169.42	\$171.96
Transcript (charged once in first term)	\$20.00	\$20.00	\$20.00	\$20.00
Graduation (charged once in first term of program)	\$38.00	\$38.00	\$38.00	\$38.00
<b>TOTAL FEES PAYABLE (FIRST TERM)</b>	<b>\$1,583.73</b>	<b>\$1,586.20</b>	<b>\$1,588.71</b>	<b>\$1,591.25</b>



## 7.1 Appendix 7: Sample Student Funding and Expenditures First Year Estimate (two semesters) 2025-26

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

COMPUTER PROGRAMMING (0336X)  
STANDARD CO-OP DELIVERY (REGULAR TUITION FEE)  
2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2024-25 data averages)		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 6,764.00	average award for single student
Average Student Assistance Bursary	\$ 750.00	estimated average award per year
Fixed Expected Personal Contribution (minimum)	\$ 3,600.00	
<b>TOTAL FUNDING</b>	<b>\$ 11,114.00</b>	

EDUCATION EXPENSES 2025-26	
Tuition Fees	\$ 2,722.58
Ancillary Fees	\$ 2,035.70
<b>SUB-TOTAL TUITION &amp; ANCILLARY FEES PAYABLE (FIRST YEAR)</b>	<b>\$ 4,758.28</b>

LIVING EXPENSES (2025-26 estimate)	
OSAP Living Allowance for Single Student at Home	\$ 4,728.00
<b>SUB-TOTAL LIVING EXPENSES</b>	<b>\$ 4,728.00</b>

<b>TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR</b>	<b>\$ 9,486.28</b>
BALANCE (FUNDING LESS EXPENSES)	\$ 1,627.72

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

COMPUTER PROGRAMMING (0336X)  
STANDARD DELIVERY (REGULAR TUITION FEE)  
2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2024-25 data averages)		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 13,280.00	may vary with travel/living expenses
Average Student Assistance Bursary	\$ 750.00	estimated average award per year
Fixed Expected Personal Contribution (minimum)	\$ 3,600.00	
<b>TOTAL FUNDING</b>	<b>\$ 17,630.00</b>	

EDUCATION EXPENSES 2025-26	
Tuition Fees	\$ 2,722.58
Ancillary Fees	\$ 2,035.70
<b>TOTAL TUITION &amp; ANCILLARY FEES PAYABLE (FIRST YEAR)</b>	<b>\$ 4,758.28</b>

LIVING EXPENSES (2025-26 estimate)	
OSAP Living Allowance for Single Student away from home	\$ 12,700.00
<b>SUB-TOTAL LIVING EXPENSES</b>	<b>\$ 12,700.00</b>

<b>TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR</b>	<b>\$ 17,458.28</b>
BALANCE (FUNDING LESS EXPENSES)	\$ 171.72

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

COMPUTER PROGRAMMING (0336X)  
STANDARD DELIVERY (REGULAR TUITION FEE)  
2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2024-25 data averages)		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 26,543.00	may vary tuition/living expense; average for all sole support parents
Average Student Assistance Bursary	\$ 750.00	estimated average award per year; includes all sole support parents
Fixed Expected Personal Contribution (minimum)	\$ -	
<b>TOTAL FUNDING</b>	<b>\$ 27,293.00</b>	

EDUCATION EXPENSES 2025-26	
Tuition Fees	\$ 2,722.58
Ancillary Fees	\$ 2,035.70
<b>TOTAL TUITION &amp; ANCILLARY FEES PAYABLE (FIRST YEAR)</b>	<b>\$ 4,758.28</b>

LIVING EXPENSES (2025-26 estimate)	
OSAP Living Allowance for Sole Support Parent w one dependent	\$ 23,376.00
<b>SUB-TOTAL LIVING EXPENSES</b>	<b>\$ 23,376.00</b>

<b>TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR</b>	<b>\$ 28,134.28</b>
BALANCE (FUNDING LESS EXPENSES)	\$ (841.28)

Report title:	Five-Year Capital Investment Plan
Report to:	Board of Governors
Date:	December 9, 2024
Algonquin College Executive Team Member:	Grant Perry, Acting Vice President, Finance and Administration
Author/Presenter:	Grant Perry, Acting Vice President, Finance and Administration Haytham Jarad, Associate Director, Enterprise Project Management Office

1. RECOMMENDATION:

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

2. PURPOSE / EXECUTIVE SUMMARY:

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

3. BACKGROUND:

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

4. DISCUSSION:

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

As of the date of this report, five major capital projects have already been approved in whole by the Board of Governors. Work continues on these projects along with regular reporting on the progress of these projects. These projects are:

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

In support and in concert with various corporate planning documents including the Strategic Mandate Agreement, the Five-Year Ottawa Campus Master Development Plan 2015-2020 (currently being updated), the 2023 Corporate Risk Profile, and the 2022-2025 Strategic Plan, this report provides a view of the projects which may be undertaken over the next five years to support the various goals and plans of the College. These include investments in cyber security, facilities, and equipment.

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

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

The full report is presented in Appendix A: Five-Year Capital Investment Report 2025-26 to 2029-30.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

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

7. FINANCIAL IMPACT:

The Five-Year Capital Investment Plan presents the College's future capital requirements, which will be included in the Strategic Investment Priorities section of the annual pro forma budget. Investment decisions consider the need to maintain the College's financial sustainability as measured by the seven financial health indicators it monitors. Recommendations to approve these capital projects will only be submitted to the Board of Governors once the College administration has a high degree of confidence in securing the required sources of funds.

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

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

11. CONCLUSION:

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

Respectfully submitted:



---

Grant Perry  
Acting Vice President, Finance and Administration

Approved for submission:



---

Claude Brulé  
President and CEO

**Appendices:**

Appendix A: Five-Year Capital Investment Plan
---

Appendix A

# Five-Year Capital Investment Plan

2025-2026 to 2029-2030

**ALGONQUIN**  
COLLEGE

## Executive Summary

Algonquin College's Five-Year Capital Investment Plan (2025-26 to 2029-30) outlines a strategic approach to developing the College's capital assets over the next five years. Informed by the college's Strategic Mandate Agreement, Ottawa Master Campus Development Plan, Corporate Risk Profile, and 2022-2025 Strategic Plan, this plan prioritizes financial sustainability, infrastructure upgrades, and strategic initiatives.

The Five-Year Capital Investment Plan focuses on three key areas: enhancing cybersecurity to protect operations, improving sustainability through infrastructure upgrades and energy-efficient technologies, and modernizing services to better meet the needs of students and staff. Furthermore, the plan outlines opportunities for expanding learning spaces, enhancing student services, and ensuring campus infrastructure supports long-term growth and innovation.

The plan also provides an overview of current and proposed projects, including a financial summary of five major capital projects approved by the Board of Governors, totaling between \$98.7 million and \$104.8 million, as well as financial forecasts for proposed projects in various stages of planning.

The Five-Year Capital Investment Plan encompasses all capital initiatives across Algonquin College's three Ontario campuses, as well as its online educational platforms, ensuring a holistic approach to the College's development.

## Contents

1. Budgeting and Policies .....	4
2. Current Situation.....	4
2.1 Strengthen Cyber Security Posture .....	4
2.2 Reduce Ecological Footprint.....	5
2.3 Food Service Modernization .....	5
2.4 Enrollment and Student Landscape .....	5
3. Summary of Current Major Capital Projects.....	6
4. Future Projects .....	6
4.1. Enterprise Portal.....	8
4.2. Provisioning a Data Centre Facility .....	8
4.3. Dental Expansion Project.....	9
4.4. 35 <sup>th</sup> Street Market Café Renovation .....	9
4.5. Marketplace Food Court Renovation .....	10
4.6. New Academic Facility .....	11
4.7. Greenhouse Gas Reduction Projects (Buildings P, V, T, C, J, N, A, and Residence) .....	11
5. Schedule A: Summary of Five-Year Capital Investment Requirements .....	12
6. Schedule B: Related Documents .....	15



## 1. Budgeting and Policies

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

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

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

## 2. Current Situation

The College's Strategic Plan for 2022-2025 revolves around six foundational themes: Innovation and Quality, Connected, Sustainable, Agility and Flexibility, Indigenization, and Focus. To achieve the goals and desired outcomes aligned with these themes, the College must invest in different areas of its operations, which are detailed in this report. Various internal and external factors affect the College's investment capacity. Since January 2024, ongoing policy changes from the federal government around international enrolment and immigration has resulted in significant reductions in international enrolments and consequently revenues. Therefore, it is essential for the College to prioritize its capital projects over the next five years, estimated to exceed \$407 million, and to consider other sources of potential funding that may be available.

### 2.1 Strengthen Cyber Security Posture

Today, cyber attacks have become more sophisticated and increasingly complex due to the advancement of attack methods. Higher education institutions are appealing targets because they operate with numerous endpoints; students and staff use multiple devices and connect remotely creating vulnerabilities across the institution's digital environment<sup>1</sup>. Algonquin College is not immune to these attacks and while initiatives to date have increased the College's resilience to cyber attacks, more work is needed over the next

five years to improve the College's cybersecurity and privacy practices by aligning with industry-leading standards such as the updated National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0.

## 2.2 Reduce Ecological Footprint

Algonquin College is committed to reducing its ecological footprint, targeting an 80% reduction in Greenhouse Gas (GHG) emissions from 2005 levels by 2050, with the goal of achieving net-zero emissions. In the next five years, the College will further advance its sustainability efforts while addressing deferred capital renewal needs. Key projects include upgrading ventilation and air conditioning systems, replacing windows, and improving roof insulation, ensuring long-term environmental and operational efficiency.

## 2.3 Food Service Modernization

Over the next five years, Algonquin College plans on modernizing its food services to adapt to evolving demographics, food preferences, and expectations by incorporating advanced technology and updated service models. The focus is on aligning with trends like healthier eating, sustainability, and convenience (e.g., self-serve ordering) to meet student expectations and remain competitive. Enhancing sustainability in operations reflects the values of environmentally conscious students and supports the College's broader goals. Additionally, improving the work environment will boost employee satisfaction, leading to better student service.

## 2.4 Enrollment and Student Landscape

Canada's international student landscape is undergoing significant changes due to new policies implemented by Immigration, Refugees, and Citizenship Canada (IRCC). These changes include temporary caps on study permits, a planned 10% reduction in annual permits<sup>2</sup>, and limitations to post-graduate work permit eligibility for international students. As these adjustments will lead to decreased enrollment across various college programs; Algonquin College needs to focus on increasing academic space and expanding programs with established local demand, such as Dental Assistants and Hygienists programs, to maintain enrollment numbers and meet community needs effectively.

---

<sup>1</sup> [The State of Higher Education Cybersecurity | BitLyft](#)

<sup>2</sup> [Strengthening temporary residence programs for sustainable volumes | Government of Canada](#)

### 3. Summary of Current Major Capital Projects

The following Major Capital Projects have been approved by the Board of Governors and status reports are provided to the Board of Governors quarterly within the Major Capital Projects Report. Please refer to that quarterly report for project descriptions and updates.

#	Project Name	Start Date	Completion Date	Total Project Investment (In millions)	Total Projected Expenditures (in millions)	
					2025-26	2026-27
3.1	Pedestrian Bridge to Bus Rapid Transit Station	2020-21	2026-27	\$3.3	\$0.88	-
3.2	Campus Accessibility	2020-21	2024-25	\$7.4	-	-
3.3	Science Labs	2024-25	2025-26	\$17.5	\$6.9	-
3.4	R3 (Student Information System)	2019-20	2024-25	\$65.0 - \$71.1	\$1.0	-
3.5	Salesforce Upgrade	2021-22	2024-25	\$5.5	-	-

### 4. Future Projects

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

#	Project Name	Start Date	Completion Date	Total Project Investment (In millions)	Total Projected Expenditures (in millions)				
					2025-26	2026-27	2027-28	2028-29	2029-30
4.1	Enterprise Portal	2026-27	2029-30	\$4.0	-	\$0.3	\$2.3	\$1.0	\$0.5
4.2	Provisioning a Data Centre Facility	2027-28	2027-28	\$2.3	-	-	\$2.3	-	-
4.3	Dental Expansion Project	2024-25	2026-27	\$2.0	-	\$2.0	-	-	-
4.4	35 <sup>th</sup> Street Market Café Renovation	2026-27	2026-27	\$2.5	-	\$2.5	-	-	-
4.5	Marketplace Food Count Renovation	2028-29	2028-29	\$3.8	-	-	-	\$3.8	-
4.6	New Academic Facility	2025-26	2028-29	\$200	\$1.0	\$2.0	\$98.5	\$98.5	-

#	Project Name	Start Date	Completion Date	Total Project Investment (In millions)	Total Projected Expenditures (in millions)				
					2025-26	2026-27	2027-28	2028-29	2029-30
4.7	Greenhouse Gas Reduction <b>A</b> Building Roofing and HVAC Replacement *	2028-29	2030-31	\$5.5	-	-	-	\$0.5	\$2.3
4.8	Greenhouse Gas Reduction <b>P</b> Building	2024-25	2026-27	\$5.2	\$5.1	\$0.1	-	-	-
4.9	Greenhouse Gas Reduction <b>V</b> Building	2024-25	2025-26	\$2.2	\$2.2	-	-	-	-
4.10	Greenhouse Gas Reduction <b>Residence</b>	2024-25	2025-26	\$1.0	\$1.0	-	-	-	-
4.11	Greenhouse Gas Reduction <b>T</b> Building Roofing and HVAC Replacement*	2025-26	2026-27	\$8.75	\$0.3	\$8.45	-	-	-
4.12	Greenhouse Gas Reduction <b>C</b> Building HVAC and Roof Replacement*	2028-29	2029-30	\$5.3	-	-	-	\$0.3	\$5.0
4.13	Greenhouse Gas Reduction <b>J</b> Building Roofing and HVAC Replacement*	2026-27	2027-28	\$5.2	-	\$0.2	\$5.0	-	-
4.14	Greenhouse Gas Reduction <b>N</b> Building Roofing and HVAC Replacement*	2027-28	2028-29	\$4.2	-	-	\$0.2	\$4.0	-

#### 4.1. Enterprise Portal

The implementation of an enterprise portal is required to support applicants, potential students, parents, students, alumni, employees, and retirees providing a single point of access to essential College services. An enterprise portal will provide a flexible and personalized experience to applicants and learners to help support student enrolment and retention. By having a single portal, the College will achieve a comprehensive 360-degree view of the student lifecycle, from lead to alumni status, aimed to increase the likelihood of student success.

For employees, the enterprise portal will streamline access to all College tools and services, fostering collaboration and promoting innovation. This empowerment will enhance their ability to support the College's mission effectively.

Adopting this enterprise portal will also lead to significant cost savings by replacing multiple existing systems with a single, user-friendly solution. This consolidation will not only reduce operating costs but also improve operational efficiencies through process automation, making the College's operations more sustainable and efficient.

While significant progress has been made through the Salesforce Lightning and R3 projects to document the student requirements and streamline some processes, more work is required to fully design and implement a college enterprise portal to support applicants, students, parents, alumni, employees, and retirees.

#### 4.2. Provisioning a Data Centre Facility

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

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

While significant progress has been made on the audit findings, there are remaining security requirements around the Disaster Recovery Plan. There is a 2024-25 Cyber Security Redress initiative underway which includes analysis of the College environment,

and the development of a Disaster Recovery strategic plan. The current initiative includes the following three phases:

- Business Impact Analysis and Risk Assessment
- Data Protection Strategy Assessment
- Disaster Recovery Plan Development

This initiative will inform and guide Algonquin College on the next steps required for a duplicate data center facility.

#### 4.3. Dental Expansion Project

To meet the ever-growing need for Dental Assistants and Dental Hygienists within the communities served by the college; it is necessary to expand the current clinic space so that the College can, at a minimum, return to pre-COVID student cohort numbers. While there is significant applicant demand, increasing student numbers is dependent on approval from the accrediting body (Commission on Dental Accreditation of Canada; CDAC). The College's last application to CDAC requesting increased enrolment was denied with the explanation that the College did not have the clinic capacity to support additional students.

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, align with the College priorities, and ensure that students are receiving excellent training to best prepare them for the workplace.

In December 2023, Algonquin College welcomed Ministers Mark Holland, Seamus O'Regan, Terry Beech, and Jean-Yves Duclos to its Ottawa Campus as part of the Government of Canada's announcement for the new Canadian Dental Care Plan. The community funding announcement brings with it strong career prospects for those in the College's Dental Hygiene and Dental Assisting programs providing further incentive to grow the dental clinic space.

#### 4.4. 35<sup>th</sup> Street Market Café Renovation

35th Street Market Café, located within the Residence, was built in 2002 and has not been renovated. 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.

A 2022 Campus Services Asset Management Planning report indicates 75% of furniture, fixture and equipment in this location is in poor and very poor condition. This location also has the lowest satisfaction from learners of on-campus food service locations.

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.

This renewal initiative will support recruitment and retention, enhance engagement, meet learner expectations, and support Algonquin College's sustainability and financial goals.

#### 4.5. Marketplace Food Court Renovation

The Marketplace Food Court, located in D Building, is the College's flagship food service location. It has been 22 years since the College significantly invested in this 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 the College's Banquet and Catering operation.

The Marketplace Food Court generates \$3.5 million revenue with more than 437,000 transactions in 2023-24. 37% of Food Services revenue comes from the Marketplace Food Court. The revenue for this location has increased 11% since 2019-20, showing a high demand and a potential revenue increase opportunity. The 2022 Campus Services Asset Management Planning report also indicates 92% of furniture, fixture and equipment in this location is in poor or very poor condition.

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.

#### 4.6. New Academic Facility

The Master Campus Development Plan has identified the need for a new academic facility to address the College's deferred capital renewal liability and ensure that the academic laboratories meet the various program requirements and support the provision of flexible, personalized, and lifelong learner experience. Initial analysis indicates a need for a new Food Sciences facility to be constructed on the F Building site. This project could include the construction of additional student housing on the Ottawa campus. Once construction is complete both F Building and H Building will be demolished to reduce the College's deferred capital renewal liability.

#### 4.7. Greenhouse Gas Reduction Projects (Buildings P, V, T, C, J, N, A, and Residence)

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 achieve net-zero emissions. Over the past decade, Algonquin College has actively pursued this commitment through a series of comprehensive initiatives. This series of eight projects continue this commitment to sustainability by replacing gas-fired Heating Ventilation and Air Conditioning systems with heat pumps, upgrading roof thermal insulation, and replacing windows, as required. These systems and roofing upgrades are part of the College's deferred capital renewal liability. In addition to replacing end-of-life systems, the College will explore the installation of solar panels on various facilities.



## 5. Schedule A: Summary of Five-Year Capital Investment Requirements

### SUMMARY OF FIVE-YEAR CAPITAL INVESTMENT REQUIREMENTS

CATEGORY	Approved Budget 2024-25	Five Year Forecast					Five Year Total
		Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30	
<b>APPROVED MAJOR CAPITAL PROJECTS</b>							
Campus Accessibility	\$ 3,370,312	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pedestrian Bridge to Bus Rapid Transit Station	10,000	875,786	-	-	-	-	875,786
R3 (Student Information System)	20,000,000	1,000,000	-	-	-	-	1,000,000
Salesforce Lightning Upgrade Project	1,622,120	-	-	-	-	-	-
Science Labs	9,600,000	7,900,000	-	-	-	-	7,900,000
<b>Sub-total: Approved Major Capital Projects</b>	<b>34,602,432</b>	<b>9,775,786</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,775,786</b>
<b>POTENTIAL MAJOR CAPITAL PROJECTS - ESTIMATED COSTS</b>							
35th Street Market Café Renovation	-	-	2,500,000	-	-	-	2,500,000
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (Residence - Photovoltaic portion only)	-	1,000,000	-	-	-	-	1,000,000
Greenhouse Gas Reduction A Building Roofing and HVAC Replacement	-	-	-	-	500,000	2,300,000	2,800,000
Greenhouse Gas Reduction C Building HVAC and Roof Replacement	-	-	-	-	300,000	5,000,000	5,300,000
Greenhouse Gas Reduction J Building Roofing and HVAC Replacement	-	-	200,000	5,000,000	-	-	5,200,000
Greenhouse Gas Reduction N Building Roofing and HVAC Replacement	-	-	-	200,000	4,000,000	-	4,200,000
Greenhouse Gas Reduction T Building Roofing and HVAC Replacement	-	300,000	8,450,000	-	-	-	8,750,000
Dental Expansion Project	-	-	2,000,000	-	-	-	2,000,000
Enterprise Portal	-	-	250,000	2,250,000	1,000,000	500,000	4,000,000
Infrastructure Renewal Projects (to be determined)	-	20,000,000	12,250,000	-	-	20,000,000	52,250,000
Marketplace Food Court Renovation	-	-	-	-	3,800,000	-	3,800,000
New Academic Facility	-	1,000,000	2,000,000	98,500,000	98,500,000	-	200,000,000
Provisioning a Data Centre Facility	-	-	-	2,250,000	-	-	2,250,000
<b>Sub-total: Potential Major Capital Projects</b>	<b>-</b>	<b>22,300,000</b>	<b>27,650,000</b>	<b>108,200,000</b>	<b>108,100,000</b>	<b>27,800,000</b>	<b>294,050,000</b>
<b>TOTAL APPROVED &amp; POTENTIAL MAJOR CAPITAL PROJECTS</b>	<b>34,602,432</b>	<b>32,075,786</b>	<b>27,650,000</b>	<b>108,200,000</b>	<b>108,100,000</b>	<b>27,800,000</b>	<b>303,825,786</b>
<b>OTHER STRATEGIC INVESTMENT PRIORITIES</b>							
<b>Recurring Annual Investments</b>							
Apprenticeship Capital Grant Fund	1,296,116	1,296,116	1,296,116	1,296,116	1,296,116	1,296,116	6,480,580
Equipment - Academic	1,200,000	1,236,000	1,273,080	1,311,272	1,350,611	1,391,129	6,562,092
Human Resources Programs Envelope	204,000	210,120	216,424	222,916	229,604	236,492	1,115,556
Information Technology Infrastructure Maintenance Envelope	2,856,000	2,941,680	3,029,930	3,120,828	3,214,453	3,310,887	15,617,778
Marketing Envelope	812,500	836,000	860,000	885,000	881,048	907,479	4,369,527
New Program Development	1,020,000	1,050,600	1,082,118	1,114,581	1,148,018	1,182,459	5,577,776
Physical Infrastructure Maintenance Envelope	3,136,000	3,230,080	3,326,982	3,426,792	3,529,596	3,635,484	17,148,934
Space Adaptations Envelope	1,568,000	1,615,040	1,663,491	1,713,396	1,764,798	1,817,742	8,574,467
Strategic Enrolment Envelope	275,000	283,000	291,000	300,500	309,000	318,270	1,501,770
<b>Sub-total: Recurring Annual Investments</b>	<b>12,367,616</b>	<b>12,698,636</b>	<b>13,039,141</b>	<b>13,391,401</b>	<b>13,723,244</b>	<b>14,096,058</b>	<b>66,948,480</b>
<b>Other Projects</b>							
Campus Master Development Plan	685,678	-	-	-	-	-	-
Campus Services Renewal	-	-	-	4,316,000	2,188,000	8,115,000	14,619,000
Cyber Security Redress Audit	587,352	410,000	-	-	-	-	410,000
Cyber Security Strategy	-	-	400,000	400,000	400,000	400,000	1,600,000
N101 Reconfiguration/Optimization of Existing Sound Base Curriculum Space	-	-	585,000	-	-	-	585,000
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (Residence)	6,672,759	-	-	-	-	-	-
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (P & V Buildings)	3,000,000	7,460,000	100,000	-	-	-	7,560,000
Replace locks and keys across Campus	-	-	1,250,000	1,250,000	-	-	2,500,000
Residence Vestibule	411,471	-	-	-	-	-	-
Strategic Renewal: College Strategic Plan 2025	250,718	13,000	-	-	-	-	13,000
Strategic Workforce Planning	225,000	185,000	-	-	-	-	185,000
Student Housing	291,154	-	-	-	-	-	-
Other Miscellaneous Projects & Anticipated Underspend Adjustments (696,755)	(696,755)	-	3,500,000	2,000,000	2,000,000	2,000,000	9,500,000
<b>Sub-total: Other Projects</b>	<b>11,427,377</b>	<b>8,068,000</b>	<b>5,835,000</b>	<b>7,966,000</b>	<b>4,588,000</b>	<b>10,515,000</b>	<b>36,972,000</b>
<b>TOTAL OTHER STRATEGIC INVESTMENT PRIORITIES</b>	<b>23,794,993</b>	<b>20,766,636</b>	<b>18,874,141</b>	<b>21,357,401</b>	<b>18,311,244</b>	<b>24,611,058</b>	<b>103,920,480</b>
<b>GRAND TOTAL PROJECT COSTS</b>	<b>\$ 58,397,425</b>	<b>\$ 52,842,422</b>	<b>\$ 46,524,141</b>	<b>\$ 129,557,401</b>	<b>\$ 126,411,244</b>	<b>\$ 52,411,058</b>	<b>\$ 407,746,266</b>

**SUMMARY OF FIVE YEAR CAPITAL INVESTMENT SOURCES OF FUNDS**

CATEGORY	Approved Budget 2024-25	Five Year Forecast					Five Year Total
		Forecast 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30	
<b>High Assurance Funds</b>							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities	\$ 26,593,578	\$ 16,037,800	\$ 6,805,100	\$ 5,208,800	\$ 8,500,000	\$ 15,300,000	\$ 51,851,700
Specific Purpose Grants (Facilities Renewal Program, Apprenticeship Capital Grant, College Equipment Renewal Fund)	7,313,895	7,499,716	7,499,716	7,499,716	7,499,716	7,499,716	37,498,580
<b>Approved Drawdown from Internally Restricted Net Assets</b>							
Academic Equipment	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Campus Accessibility	1,685,156	-	-	-	-	-	-
Campus Services Reserves	8,233,230	-	-	-	-	-	-
Information Technology and Physical Infrastructure Renewal Projects	3,027,240	4,000,000	4,500,000	5,000,000	5,500,000	6,000,000	25,000,000
Pedestrian Bridge to Bus Rapid Transit Station	10,000	875,786	-	-	-	-	875,786
R3 (Student Information System)	5,423,266	-	-	-	-	-	-
Salesforce Lightning Upgrade Project	811,060	-	-	-	-	-	-
Science Lab	4,800,000	3,950,000	-	-	-	-	3,950,000
<b>Total High Assurance</b>	<b>58,397,425</b>	<b>32,863,302</b>	<b>19,304,816</b>	<b>18,208,516</b>	<b>21,999,716</b>	<b>29,299,716</b>	<b>121,676,066</b>
<b>Moderate Assurance Funds</b>							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities	-	1,886,800	800,600	612,800	43,800	43,800	3,387,800
<b>Potential Additional Debt</b>							
New Academic Facility	-	-	-	-	40,000,000	-	40,000,000
<b>Fundraising</b>							
New Academic Facility	-	-	-	5,000,000	5,000,000	-	10,000,000
<b>Incentives</b>							
GHG Reduction Incentives	-	375,000	375,000	-	-	-	750,000
<b>Additional Unapproved Withdrawal from Internally Restricted Net Assets</b>							
Campus Services Reserves	-	1,000,000	4,000,000	4,316,000	5,988,000	8,115,000	23,419,000
New Academic Facility	-	-	8,893,425	41,106,575	-	-	50,000,000
<b>Total Moderate Assurance</b>	<b>-</b>	<b>3,261,800</b>	<b>14,069,025</b>	<b>51,035,375</b>	<b>51,031,800</b>	<b>8,158,800</b>	<b>127,556,800</b>
<b>Low Assurance Funds</b>							
Funded & Non-Funded Activity Contributions to Strategic Investment Priorities	-	943,400	400,300	306,400	500,000	900,000	3,050,100
Additional Fundraising	-	-	500,000	1,000,000	1,000,000	100,000	2,600,000
Additional Draws on Reserves	-	15,773,920	-	-	-	-	15,773,920
Additional GHG incentives	-	-	-	500,000	500,000	500,000	1,500,000
Additional Debt	-	-	12,250,000	58,507,110	51,379,728	13,452,542	135,589,380
<b>Total Low Assurance</b>	<b>-</b>	<b>16,717,320</b>	<b>13,150,300</b>	<b>60,313,510</b>	<b>53,379,728</b>	<b>14,952,542</b>	<b>158,513,400</b>
<b>Grand Total - Sources of Funds</b>	<b>58,397,425</b>	<b>52,842,422</b>	<b>46,524,141</b>	<b>129,557,401</b>	<b>126,411,244</b>	<b>52,411,058</b>	<b>407,746,266</b>

## Summary of Sources of Revenue and Shortfall

POTENTIAL SOURCE OF FUNDS AVAILABLE FOR STRATEGIC INVESTMENT PRIORITIES 2025-26 to 2029-30	
<b>High Assurance of Funds / Low Risk</b>	
Approved Drawdown from Internally Restricted Net Assets	32,325,786
Specific Purpose Grants (FRP, ACG, CERF)	37,498,580
Funded & Non-Funded Activity Contributions to SIP	51,851,700
	121,676,066
<b>Moderate Assurance of Funds / Medium Risk</b>	
Funded & Non-Funded Activity Contributions to SIP	3,387,800
Potential Additional Debt	40,000,000
Fundraising	10,000,000
Withdrawal from Internally Restricted Net Assets	73,419,000
Government Incentives and Other External Funding	750,000
	127,556,800
<b>Low Assurance of Funds / High Risk</b>	
Funded & Non-Funded Activity Contributions to SIP	3,050,100
Government Incentives and Other External Funding	1,500,000
Fundraising	2,600,000
Potential Additional Debt	135,589,380
Withdrawal from Internally Restricted Net Assets	15,773,920
	158,513,400
<b>TOTAL IDENTIFIED AND POTENTIAL SOURCES OF FUNDS</b>	<b>407,746,266</b>
CUMULATIVE 5 YEAR CAPITAL INVESTMENT REQUIREMENTS	
<b>Approved Major Capital Projects</b>	9,775,786
<b>Potential Major Capital Projects - Estimated Costs</b>	294,050,000
<b>Recurring Annual Investments</b>	66,948,480
<b>Other Projects</b>	36,972,000
<b>TOTAL 5-YEAR CAPITAL PROFORMA CURRENT PRELIMINARY ESTIMATES</b>	<b>407,746,266</b>
<b>HIGH ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES</b>	<b>(286,070,200)</b>
<b>HIGH &amp; MODERATE ASSURANCE FUNDS LESS CURRENT PRELIMINARY ESTIMATES</b>	<b>(158,513,400)</b>
<b>ALL AVAILABLE FUNDS LESS CURRENT PRELIMINARY ESTIMATES</b>	<b>\$ -</b>

## 6. Schedule B: Related Documents

[Major Capital Projects Budget Principle 1.10](#)

[Board of Governors Policy BGII-02 for Financial Management](#)

[Administrative Policy AD 20 Enterprise Risk Management](#)

Report title:	Major Capital Project: Greenhouse Gas Reduction P Building, V Building and Residence
Report to:	Board of Governors
Date:	December 9, 2024
Algonquin College Executive Team Member:	Grant Perry, Acting Vice President, Finance and Administration
Author(s)/Presenter(s):	Ryan Southwood, Executive Director, Facilities Management

1. RECOMMENDATION:

**THAT** the Board of Governors approve an investment of up to \$9,300,000 to upgrade the Heating, Ventilation and Air Conditioning systems in Buildings P and V to efficient hybrid air source heat pumps, replace the aging roofing with better-insulated alternatives, and install photovoltaic panels on the roofs of Buildings P, V, and the Residence over fiscal years 2023-24 to 2025-26. The sources of funds for these investments are reserves and in-year net operating revenues, with anticipated multiple incentives of up to \$723,000 which are not included in the current estimate.

2. PURPOSE / EXECUTIVE SUMMARY:

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, with the ultimate aim of achieving net-zero emissions. One of the primary sources of carbon footprint production at Algonquin College is the Heating, Ventilation, and Air Conditioning (HVAC) systems. The primary objective of this project is to replace end of life HVAC systems that use R-22, a phased-out refrigerant, and support the College’s greenhouse gas reduction commitments. These outdated systems are in poor condition, highly inefficient, consume large amounts of natural gas, and emit significant GHG emissions. Additionally, these units are unreliable and frequently require costly and resource-intensive repairs, which often cannot be completed through traditional methods. This results in prolonged downtime, interrupted service delivery and have negatively impacted learning environments and therefore student satisfaction.

This project aims to replace the existing aging HVAC equipment in Buildings P and V with air source heat pumps (ASHPs), which are highly efficient and align with best practices for sustainable HVAC solutions. ASHPs will significantly reduce GHG emissions and natural gas consumption. By utilizing renewable energy sources, they also help lower the overall carbon footprint.

The project will also include ancillary building improvements, such as replacing the existing roofing to improve thermal insulation and installing photovoltaic panels. These enhancements, besides addressing a deferred maintenance scope, will increase renewable energy production and thermal efficiency and offset the building's electricity loads during peak hours.

Incorporating the reduction of deferred maintenance into the building retrofit where appropriate will optimize resources and ensure long-term sustainability. These upgrades will not only contribute to better environmental outcomes but also enhance student satisfaction by providing reliable and efficient HVAC services. Additionally, the project will reduce operational costs by lowering utility expenses and minimizing the need for frequent repairs.

Facilities Management has previously completed a feasibility study for Building P and Building V to review retrofit options for existing Heating, Ventilation, and Air Conditioning (HVAC) systems, including opportunities for long-term GHG reductions. Additionally, the study highlighted ventilation and humidity control issues, particularly in Building V, which significantly impact air quality and occupant comfort. The contracted design team has successfully completed 33%, 66% and 99% of the P and V Buildings design. The projected updated construction capital costs for this project, determined from Class C estimates, are approximately \$9.3 million, including a 15% contingency and taxes. The proposed solution will not incur any additional operating costs. Furthermore, it is expected to reduce annual GHG emissions by 180 tons of CO<sub>2</sub>, with an estimated simple payback period ranging from 7.3 to 11.5 years. Finally, the project will include the addition of solar photovoltaic panels on the roof of the three phases of the Residence.

### 3. BACKGROUND:

Buildings P and V, constructed in 2000 and 2006 respectively, serve distinct purposes within Algonquin College's infrastructure. Building P predominantly supports programs such as Police Foundations, Paramedic, and Pre-service Fire. Building P also houses general-purpose classrooms utilized by various college programs. Approximately 25% of Building P is occupied by the Ottawa Police Service, including their firing range. While connected to the College's thermal network, this building also relies on rooftop HVAC units for heating and cooling. The College's thermal network is a system that collects heat from the combined heat and power plant in Building A and distributes the heat through a network of insulated pipes. Recently, Algonquin College issued a notice to terminate the lease for the areas occupied by the Ottawa Police Service. It is estimated that it will take two years for these spaces to be vacated and made available for College programming.

Building V functions as a standalone facility dedicated to the Veterinary Assistant and Veterinary Technician programs. Unlike Building P, it is not connected to the thermal network. Compliance with the Canadian Council on Animal Care Guidelines on Laboratory Animal Facilities 2020 is essential for maintaining program accreditation. However, the

building's existing HVAC system, which utilizes a phased-out Chlorofluorocarbon (CFC) refrigerant, fails to meet these guidelines. Consequently, temporary measures are required to retain program accreditation until a permanent solution is implemented.

Moreover, the investment entails the installation of photovoltaic systems across Buildings P, V, and the three phases of the Residence. This initiative coincides with the replacement of the aging roofing systems of P and V buildings with a higher insulation value (R-Value). By integrating photovoltaic systems, the College aims to bolster its internal power generation capacity, thereby mitigating peak electrical consumption. Additionally, this initiative will significantly curtail greenhouse gas emissions, aligning with the College's mandated targets for 2050.

In accordance with Board Governance Policy II-02 Financial Management, any investment exceeding one million dollars that increases capacity or addresses environmental sustainability goals necessitates approval from the Board of Governors. Therefore, Facilities Management will adhere to the Major Capital Project approval process for this initiative.

#### 4. DISCUSSION:

In 2022, Facilities Management conducted an equipment audit for the HVAC systems of Buildings P, V, and the Residences. The audit findings indicated that these systems require replacement within the next one to five years due to reliability issues, reaching the end of their operational life, or non-compliance with building codes. While there are financial incentives available for implementing greener solutions, these incentives amount to hundreds of thousands of dollars and do not fully offset the required multimillion-dollar investment. A complete schedule of sources of funds for these investments will be provided in the Investment Case.

In anticipation of system replacements, Facilities Management engaged a design team to develop replacement solutions along with a life cost analysis for payback assessment. The design team identified two options: a like-for-like replacement primarily reliant on gas-fired heating and cooling, and a greener, more sustainable solution incorporating Air Source Heat Pumps and backup gas systems, along with solar panel installation to leverage existing government incentives. Additionally, given the end-of-life status of the facility roofs, roof replacement is deemed necessary under either scenario.

Building V, dedicated exclusively to the Veterinary Assistant and Veterinary Technician programs, requires a financial viability assessment for these programs to justify the HVAC investment, particularly as they utilize specialized equipment to meet regulatory requirements.

Furthermore, as Algonquin College issued lease termination notice to the Ottawa Police Service for Building P, the future utilization of the shooting range within the building remains

uncertain, with potential changes likely. Accordingly, Facilities Management recommends excluding the shooting range from the current project scope and considering it for a future project once planning for the space is finalized.

The recommendation is to proceed with the energy-efficient option utilizing Air Source Heat Pumps with a demand control system, coupled with solar photovoltaic system installation, and upgrade the building envelope R-value through roof replacement as a major capital project for Building P, excluding the shooting range HVAC unit. A similar approach should be adopted for Building V following a thorough financial feasibility analysis of the two programs housed within the building. Additionally, the installation of solar photovoltaic panels over the Residence will be incorporated into this investment case due to the similarity of the work required.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

The project will enhance student experience by improving living and working conditions within Building P and Building V. This Project holds the potential of positively impacting student enrollment and the College's ability to attract talented employees, as it relates to supporting an environmentally sustainable future. The project will also help students participate and explore in leading green technology around HVAC systems.

7. FINANCIAL IMPACT:

The Class C project cost estimate for the proposed options including taxes and soft costs are \$5.57 million for Building P and \$2.6 million for Building V. The Residence solar photovoltaic panel installation is estimated at \$1.03 million. This initial order of magnitude project cost includes known financial incentives that total approximately \$723,000.

Estimated project construction costs will be further refined as tenders are received from the market. Opportunities for value engineering to ensure best value for money will continue to be considered.



Sources of funds for this investment include financial incentives noted above, the College's Infrastructure Renewal reserve fund, and in-year net operating cash margins.

8. HUMAN RESOURCES IMPACT:

This initiative is not anticipated to result in any adjustments to the College's current employee complement. It will provide further opportunities to promote the College as it relates to its commitment towards reducing greenhouse gas emissions, with a goal of achieving net-zero emissions.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Canadian Net-Zero Emissions Accountability Act, which became law on June 28, 2021, enshrines in legislation Canada's commitment to achieve net-zero emissions by 2050, with a goal of reducing emissions by 40-45% by 2030. The College has established an ambitious sustainability target of 80% reduction of greenhouse gas below 2005 levels by 2050, with a true-north goal of achieving net-zero emissions. Additionally, the mechanical HVAC systems are at the end of their design service life and need to be replaced to maintain adequate ventilation and air quality requirements within the facilities they serve. The systems currently use a phased-out refrigerant, and any repairs require the sourcing of this refrigerant are at significantly greater cost.

10. COMMUNICATIONS:

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

Key communication initiatives (during the construction phase) will include:

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

- Construction signage and wayfinding for detours to be posted indicating the work and any immediate hazards to occupants.

11. CONCLUSION:

In alignment with environmental sustainability goals, Algonquin College is steadfast in its commitment to reducing greenhouse gas emissions by 37% by 2030 and by 80% by 2050, relative to the 2005 baseline. Recognizing the imperative to address the aging HVAC equipment at Building P, Building V, and the Residence, the College has prioritized replacing and upgrading these assets. This strategic initiative addresses immediate operational needs and aligns with the broader objective of reducing the College's greenhouse gases. By implementing the recommended improvements, including installing photovoltaic panels over the Residence, Algonquin College is taking significant strides towards achieving its targeted greenhouse gas reductions, exemplifying its dedication to global citizenship and environmental stewardship.

Respectfully submitted:



---

Grant Perry  
Acting Vice President, Finance and Administration

Approved for submission:



---

Claude Brulé  
President and CEO

**Appendices:**

Appendix A: Major Capital Project - Greenhouse Gas Reduction P Building, V Building and Residence – Investment Case
---

**7.3 Appendix A**

**Major Capital Project: Greenhouse Gas  
Reduction P Building, V Building and Residence**

**Investment Case**

**November 2024**

# CONTENTS

- Executive Summary ..... 1
- Background ..... 3
- Problem Statement ..... 4
- Investment Objectives ..... 5
- Internal Environment ..... 9
- External Environment ..... 11
- Competitive Environment ..... 16
- Options Analysis ..... 20
- Financial Analysis ..... 23
- Deferred Scope ..... 25
- Recommendation ..... 26
- Implementation Strategy ..... 27
- Change Management Strategy ..... 29
- Risk Assessment ..... 30
- Governance and Oversight ..... 31
- Appendix A    Risk Appetite Test ..... 33
- Appendix B    Return on Investment (ROI) Study for Option 3 ..... 37

## Executive Summary

As a premier higher education institution, 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, with the ultimate aim of achieving net-zero emissions. Over the past decade, Algonquin College has actively pursued this commitment through a series of comprehensive initiatives. These efforts include implementing energy-efficient technologies, expanding the use of renewable energy, enhancing waste reduction programs, and promoting sustainable transportation options. Furthermore, Algonquin College has woven sustainability into its curriculum and research, cultivating a culture of environmental stewardship across its three campuses. Through these initiatives, the College continues to make significant progress toward its sustainability objectives, showcasing leadership and unwavering commitment to a sustainable future.

One of the primary sources of carbon footprint production at Algonquin College is the Heating, Ventilation, and Air Conditioning (HVAC) systems. The current heating, air conditioning, and ventilation systems in several buildings on the Ottawa campus are nearing or have exceeded their useful life. These outdated systems are in poor condition, highly inefficient, consume large amounts of natural gas, and emit significant GHG emissions. Additionally, these units are unreliable and frequently require costly and resource-intensive repairs, which often cannot be completed through traditional methods. This results in prolonged downtime, interrupted service delivery and negatively impacted student satisfaction.

This project aims to replace the existing aging HVAC equipment with air source heat pumps (ASHPs), which are highly efficient and align with best practices for sustainable HVAC solutions. ASHPs will significantly reduce GHG emissions and natural gas consumption. By utilizing renewable energy sources, they also help lower the overall carbon footprint.

The project will also include ancillary building improvements, such as replacing existing roofing to improve thermal insulation and installing photovoltaic panels. These enhancements, besides addressing a deferred maintenance scope, will increase renewable energy production and thermal efficiency and offset the building's electricity loads during peak hours.

Incorporating the reduction of deferred maintenance into the building retrofit where appropriate will optimize resources and ensure long-term sustainability. These upgrades will not only contribute to better environmental outcomes but also enhance student satisfaction by providing reliable and efficient HVAC services. Additionally, the project will reduce operational costs by lowering utility expenses and minimizing the need for frequent repairs. Overall, this initiative demonstrates Algonquin College's commitment to environmental stewardship, cost reduction, and improving the student experience.

Facilities Management has previously completed a feasibility study for Building P and Building V to review retrofit options for existing Heating, Ventilation, and Air Conditioning (HVAC) systems, including opportunities for long-term GHG reductions. Additionally, the study highlighted ventilation and humidity control issues, particularly in Building V, which significantly impact air

quality and occupant comfort. A Request for Proposals (RFP) for design services for the P and V Buildings was issued in Fall 2023 to address these issues. Following a comprehensive evaluation process, Chorley & Bisset Ltd. were selected and officially appointed on October 25, 2023. Chorley & Bisset Ltd has successfully completed 33%, 66% and 99% of the P and V Buildings design, with the tender documents anticipated to be received on November 8, 2024.

The projected updated construction capital costs for this project, determined from Class C estimates, are approximately \$9.3 million, including a 15% contingency and taxes. The proposed solution will not incur any additional operating costs. The level of accuracy of a Class C cost estimate is that no more than a 15% design allowance is required. Furthermore, it is expected to reduce annual GHG emissions by 180 tons of CO<sub>2</sub>, with an estimated simple payback period ranging from 7.3 to 11.5 years.

The work is planned to start in Spring 2025 and be completed by the Fall 2025, minimizing the impact on building occupants. The College has decided to proceed with a CCDC2 (Canadian Construction Documents Committee - Fixed Lump Sum contract) for the project.

By undertaking these replacements, Algonquin College will enhance operational efficiency, support its sustainability goals, and improve student and staff experiences. This project underscores the College's commitment to environmental stewardship, financial prudence, and leadership in the education and implementation of sustainable practices.

**It is recommended that:**

THAT the Board of Governors approve an investment of up to \$9,300,000 to upgrade the Heating, Ventilation and Air Conditioning systems in Buildings P and V to efficient hybrid air source heat pumps, replace the aging roofing with better-insulated alternatives, and install photovoltaic panels on the roofs of Buildings P, V, and the Residence over fiscal years 2023-2024 to 2025-2026. The sources of funds for these investments are reserves and in-year net operating revenues, with anticipated multiple incentives of up to \$723,000.

## Background

As one of the largest colleges in Ontario, Algonquin College is a landmark in the nation's capital, home to over 20,000 full-time students, thousands of continuing education students, and 3,500 employees. The College's strong partnerships with local businesses and community organizations ensure that its programs remain current and that graduates are job ready.

The previous strategic plan, "50+5: Algonquin College Strategic Plan 2017-2022," emphasized the College's commitment to reducing its environmental impact, aiming to become carbon neutral and a leader in sustainable practices. The current strategic plan, "Becoming Again: Algonquin College Strategic Plan 2022-2025," continues to emphasize financial sustainability. Reducing the College's natural gas usage and increasing its electrification and mechanical efficiency are key components of this effort.

Algonquin College has successfully implemented several sustainability initiatives in recent years, including the ESCO 1 & 2 District Energy projects, a co-generation plant, the construction of several Leadership in Energy and Environmental Design (LEED) Silver, Gold and Platinum buildings, and a combined solar array and energy battery storage system.

The Ottawa Campus, spanning nearly two million square feet of facilities, comprising 22 buildings, includes educational, office, research, and residential facilities. Many of the current heating, cooling, and ventilation systems are outdated, inefficient, costly to maintain, and non-compliant due to the use of R-22 refrigerant. Replacing these aging HVAC systems is critical to ensuring reliable operation, reducing greenhouse gas emissions, and lowering the College's carbon footprint.

## Problem Statement

Many of the College's existing facilities operate independent heating and air conditioning equipment. Much of the heating is provided by aging and inefficient gas-fired boilers that consume large volumes of natural gas and emit significant quantities of greenhouse gases. Additionally, some of the air conditioning units still utilize R-22 refrigerants, which have been phased out due to their negative environmental impact and are no longer available for purchase.

The equipment in the P and V Buildings has reached or surpassed its expected operational lifespan, resulting in increased maintenance costs and, in some cases, an inability to perform necessary repairs. Additionally, Building V is experiencing significant humidity and ventilation challenges, leading to compromised air quality and occupant comfort. These issues also pose a risk to the continued accreditation of the veterinary teaching program, as recent reports have highlighted non-compliance with regulatory standards. It is imperative to address these deficiencies to ensure the facilities' safety, comfort, and regulatory compliance.

Retrofitting these existing systems and roofing is necessary to modernize the infrastructure, increase efficiency, improve building thermal performance, and reduce overall greenhouse gas emissions. This undertaking is costly and requires significant renovations to align with the College's goal of reducing greenhouse gas emissions by at least 80% from 2005 levels by 2050.

The project includes replacing outdated HVAC systems in Buildings P and V with modern, efficient alternatives, upgrading the roofing to enhance thermal conductivity, and addressing ventilation and humidity control in Building V. Additionally, installing photovoltaic panels on Buildings P, V, and all three Residence phases will boost renewable energy production and offset electricity loads during peak hours. Collectively, these initiatives are designed to support the College's sustainability targets and demonstrate a commitment to environmental stewardship.

### **It is submitted that:**

Algonquin College is firmly committed to advancing sustainability by prioritizing environmentally responsible practices. Aligned with this dedication, the College strategically aims to reduce its ecological footprint by actively managing carbon emissions and optimizing energy usage. This effort involves a substantial retrofit upgrade to the heating, ventilation, and cooling systems of the P&V Buildings, alongside the replacement of the current roofing and the installation of photovoltaic panels on Buildings P, V, and all three residences. Collectively, these initiatives underscore the College's resolute determination to transform its sustainability principles into concrete and measurable actions.



## Investment Objectives

Approval of this investment case is requested to enable extensive upgrades to the existing heating, ventilation, and air conditioning systems, along with the replacement of roofing composite and the installation of photovoltaic panels. These measures are designed to significantly improve the interior environment, building performance, and sustainability. This investment directly aligns with Algonquin College's sustainability goal of reducing greenhouse gas (GHG) emissions by 80% from 2005 levels across all three campuses by 2050. These upgrades will enhance renewable energy production, optimize energy usage, and contribute to a more sustainable and efficient campus infrastructure.

### Key Deliverables

#### 1. Enhance Interior Building Environment and In-Door Air Quality:

- **Air Quality Monitoring and Balancing Systems:** Implement advanced monitoring systems to ensure optimal indoor air quality. This will involve installing demand control systems that continuously monitor and adjust air quality parameters such as CO2 levels, humidity, and particulate matter.
- **Innovative Control Systems:** Integrate smart control systems allowing individualized thermal comfort settings in most spaces. Occupants in some spaces will be able to adjust their environment to their personal comfort levels, improving overall satisfaction.
- **Improved Air Quality:** Enhance the overall air quality within buildings to promote a healthier living environment for occupants. This will involve using advanced filtration systems and ensuring adequate ventilation.

#### 2. Retrofit Heating, Ventilation, and Air Conditioning Systems:

- **Comprehensive Retrofit:** Conduct a thorough retrofit of existing heating, ventilation, and air conditioning systems, incorporating air source heat pumps and photovoltaic panels. This retrofit will modernize the infrastructure, increase efficiency, and reduce operational costs. This system will provide reliable heating and cooling while significantly reducing energy consumption and GHG emissions.
- **Energy Efficiency Improvements:** Achieve significant energy efficiency improvements of approximately 31%, resulting in substantial energy savings. This will be accomplished through state-of-the-art technology and design practices.
- **Regulatory Compliance and Accreditation:** Address current deficiencies that jeopardize the accreditation of the veterinary teaching program. The retrofit will

rectify non-compliance issues identified in recent reports, ensuring the facilities meet safety, comfort, and regulatory standards for the current programs.

### 3. **Enhance Roofing Thermal Performance:**

- **Roof Replacement:** Replace aging roofing structures to significantly bolster building thermal performance and resilience. This will include installing new, high-performance roofing materials that improve insulation and reduce heat loss.
- **Durability and Sustainability:** Ensure long-term durability and sustainability of the building envelope. New roofing systems will be designed to withstand environmental stressors and provide lasting performance.
- **Reduced Energy Consumption:** Contribute to reduced energy consumption and operational costs by enhancing the building's thermal envelope. Improved insulation and reduced thermal bridging will lower heating and cooling demands.

### 4. **Photovoltaic Panel Installation for Renewable Energy Generation:**

- **State-of-the-Art Installation:** Install advanced photovoltaic panels across key campus buildings (P, V, and Residence Buildings) to capture solar energy, significantly enhancing the College's renewable energy capacity.
- **Increased Renewable Energy Production:** Enhance renewable energy output and reduce dependency on non-renewable sources. The photovoltaic panels will generate clean electricity, contributing to a reduction in the College's overall energy consumption.
- **Sustainability and Cost Savings:** By generating renewable energy, the College will lower its carbon footprint and operational costs. This investment will yield long-term financial savings and advance the College's sustainability objectives.
- **Integration with Microgrid:** Connect the new systems to the existing Microgrid, enabling peak shaving and reducing annual energy costs. This will include coordination with Hydro Ottawa to ensure compliance and system integration.

## Key Opportunities

### 1. **Alignment with College Sustainability Goals:**

- Contribute to the College's ambitious target of reducing Greenhouse Gas Emissions to 80% of 2005 levels by 2050.
- Propel the institution towards becoming a leader in environmental responsibility.

### 2. **Address Deferred Maintenance and Long-term Cost Savings:**

- Address critical end-of-life systems, mitigating ongoing maintenance expenses and potential disruptions.

1. Building P – Estimated \$3,450,000 in deferred maintenance to be addressed with this project.
  2. Building V – Estimated \$1,424,000 in deferred maintenance to be addressed with this project.
- Realize significant long-term cost savings through improved system efficiency and reduced operational expenses.
3. **Photovoltaic Panel Implementation for Energy Reduction:**
- Integrate photovoltaic panels on the roof to effectively reduce energy demand and promote sustainable energy generation.
  - Contribute to a greener campus and reduce reliance on traditional energy sources.
4. **Substantial Energy Efficiency Enhancement:**
- Seize the opportunity to make substantial strides in energy efficiency through the retrofit project.
  - Achieve tangible reductions of 31% in energy consumption and 39% in GHG emissions.
5. **Enhanced Occupant Comfort and Control:**
- Enhance the building's Indoor Air Quality and promote a healthier working and learning environment for the occupants.
  - Create an atmosphere conducive to learning and well-being, enhancing overall occupant satisfaction.
6. **Risk Mitigation:**
- **HVAC System Reliability:** Address the risk of critical or partial HVAC system failures in academic areas to prevent disruptions and ensure consistent operation.
  - **Cost Avoidance:** Prevent scenarios where heating failures necessitate costly alternatives for temporary systems to avoid disruption of academic areas.
  - **Roof Integrity:** Prevent water penetration and damage by replacing the aging roofing system, which is nearing the end of its lifecycle.
  - **Regulatory Compliance and Accreditation:** Resolve current deficiencies that threaten the accreditation of the veterinary teaching program. The retrofit will address non-compliance issues identified in recent reports, ensuring that the

facilities meet safety, comfort, and regulatory standards essential for program operation and accreditation.

Approval of this investment case will enable Algonquin College to undertake critical upgrades to its infrastructure, aligning with its commitment to sustainability and operational efficiency. By modernizing the heating, ventilation, and air conditioning systems, replacing aging roofing, and installing photovoltaic panels, the College aims to significantly enhance building performance, reduce energy consumption, and lower greenhouse gas emissions. These initiatives not only support its ambitious goal of achieving an 80% reduction in GHG emissions by 2050 but also address current deficiencies that jeopardize program accreditation and facility safety.

The proposed upgrades will improve indoor air quality, ensure regulatory compliance, and enhance student experience by preventing disruptions and costly accommodations. Additionally, integrating advanced energy solutions will contribute to long-term financial savings and bolster our position as a leader in environmental stewardship.

The investment promises substantial benefits, including:

- A reduction in energy consumption by 31% and a decrease in GHG emissions by 39%.
- Enhanced occupant comfort by improving the space indoor air quality.
- Improved compliance with regulatory standards, safeguarding program accreditation.

Overall, this investment will drive Algonquin College toward a more sustainable and efficient future, providing both immediate and long-lasting positive impacts on its campus infrastructure and community.

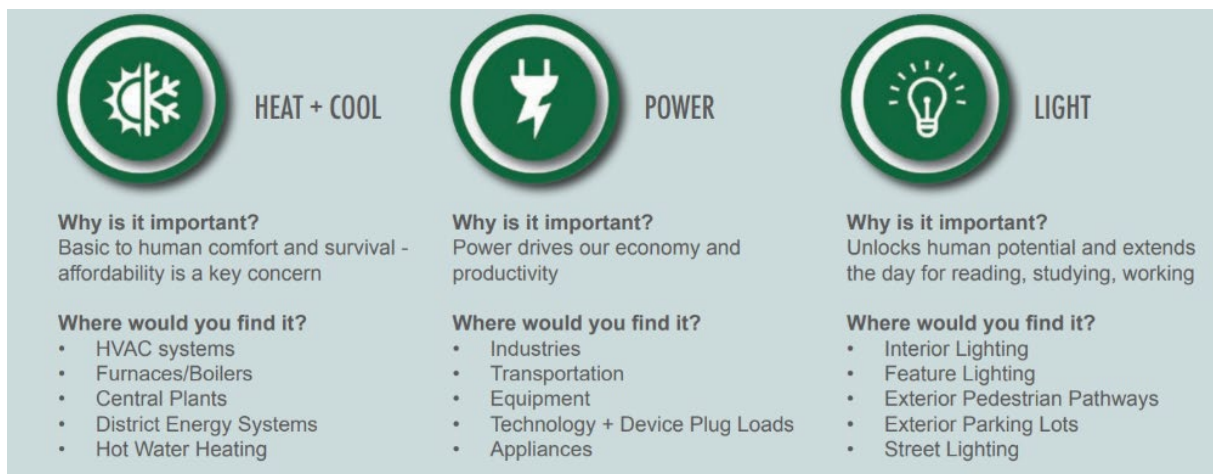
## Internal Environment

The College maintains an inventory of HVAC equipment across various buildings located on the Ottawa Campus. This equipment is responsible for regulating and maintaining an adequate indoor air environment within the facilities they service throughout the year. Some of the facilities require specific humidity and air quality requirements due to the various programs that are run within them.

Much of the existing equipment currently in operation is original to the construction of the facilities they serve. The equipment utilizes technologies that are at the end of their design service life, are no longer supported by the Original Equipment Manufacturer, are not efficient when compared to current technologies, and contribute to a significant carbon footprint. As an example, some equipment that the P & V Buildings utilize refrigerant R-22 – a chemical compound used for cooling, refrigeration, and heat pumps systems – that has been phased out of the North American market due to its impacts on the environment. Recycled R-22 from decommissioned systems is still available in limited quantities; however, at significantly higher costs<sup>1</sup>.

A condition assessment was completed in March 2023 for the HVAC equipment servicing the P&V Buildings. The main equipment included boilers, rooftop units, heat pumps, and make-up air units, all of which have exceeded or are approaching the end of their life cycle. The report recommended replacing the equipment within the next one to four years.

Algonquin College has established an ambitious sustainability target of 80% reduction of Greenhouse Gas Emissions (GHG) below 2005 levels by 2050, with an ultimate goal of achieving Net-Zero emissions. Over the past decade the College has taken steps to deliver on this commitment through a combination of initiatives which has brought all three campuses closer to this goal. As part of the College's commitment to achieving net-zero by 2050, the College has established a corporate Energy and Emissions Strategy, which responds to the College's core strategic objectives towards reducing overall GHG emissions. The table below identifies three main sources of energy that have an impact on the quality of life and learning, where an opportunity exists to influence positive change as it pertains to reducing the College's overall carbon footprint.



As part of the journey to achieving net-zero by 2050, the College has established a mid-term target of reducing its carbon emissions by 37% by 2030, and 80% by 2050 when compared to 2005 as a baseline. Given the current condition of the existing HVAC equipment supporting P & V Buildings, the College has identified the replacement and upgrade of these assets as a main priority that will facilitate the reduction of the College's carbon footprint. In addition, the project will consider ancillary building improvements with the replacement of existing roofing, which is in poor condition, to allow for the installation of photovoltaic panels to offset the electricity loads of the building. This improvement would further improve building efficiency and overall performance.

A recent Energy Assessment and Design Options Study for the P & V Buildings indicated that the College could achieve a reduction of approximately 39% of P & V Buildings' GHG emissions through the implementation of new technologies such as air source heat pumps systems. The implementation of this technology aligns with the College's guiding principle of leveraging innovations in energy and future-proofing our infrastructure.

This project aligns with the guiding principles established within the College's Energy and Emissions Strategy, as it pertains to recommended projects and initiatives that will help the College achieve its strategic energy plan.

**References**

<sup>1</sup> [R-22 Refrigerant Replacement Amid 2020 Import and Production Ban - Modern Niagara](#)  
[Federal Halocarbon Regulations, 2022 \(justice.gc.ca\)](#)

## External Environment

Canada is among the world's highest per capita GHG emitters, ranking 15th out of 17 Organization for Economic Co-Operation and Development (OECD) countries for GHG emissions per capita<sup>(1,2)</sup>. The energy sector is the largest contributor to Canada's GHG emissions, encompassing power generation (heat and electricity), transportation, and fugitive sources.

Canada is committed, at all levels of government, to reducing the country's carbon footprint. The following are the government's action plans to achieve net zero by 2050.

### **Federal Government.**

In 2021, the Government of Canada set a commitment to reduce greenhouse gas (GHG) emissions by 40-45% below 2005 levels by 2030, with the goal of achieving net-zero emissions by 2050. This commitment was formalized through the adoption of the Canadian Net-Zero Emissions Accountability Act in June 2021. The Act embeds this commitment into federal legislation, ensuring transparency and accountability by mandating regular progress reporting, public participation, and independent advice. As part of the strategies outlined to meet these targets, the federal government introduced carbon pricing, commonly known as the carbon tax, which is set to increase progressively, reaching \$170 per tonne of carbon dioxide by 2030. This escalation in carbon pricing underscores the importance of adopting energy-efficient practices and technologies to reduce emissions and manage rising costs effectively.<sup>(3,4)</sup>

### **Provincial Government: Ontario**

Ontario has taken proactive steps to address climate change, aligning its efforts with federal targets. The province's climate action includes transitioning from fossil fuels to renewable energy sources and implementing energy-efficient technologies. Ontario's initiatives contribute significantly to the national goals of reducing GHG emissions and promoting sustainability. Specific provincial strategies include the Ontario Climate Change Action Plan "A Made In Ontario Environmental Plan", which focuses on reducing emissions in sectors such as transportation, buildings, industry, and waste management<sup>(5)</sup>

### **Municipal Mandates: The City of Ottawa**

The City of Ottawa declared a climate emergency on April 24, 2019, underscoring its commitment to addressing climate change. In January 2020, the City Council approved the Ottawa Climate Change Master Plan, which outlines a strategy to reduce GHG emissions by 43% by 2025, 68% by 2030, 96% by 2040, and to achieve net-zero emissions by 2050. This plan emphasizes energy conservation, demand management, and transitioning to renewable energy sources in key sectors such as buildings, transportation, waste, and agriculture<sup>(6)</sup>

## **The Association of the Advancement of Sustainability in Higher Education (AASHE)**

AASHE is the leading association for the advancement of sustainability in higher education. The Association maintains a Sustainability, Tracking, Assessment & Rating System (STARS) as a transparent, self-reporting framework for colleges and universities across the United States and Canada to measure their sustainability performance. The framework encompasses long-term sustainability goals for already high-achieving institutions, as well as entry points of recognition for institutions that are taking first steps towards sustainability. As it relates to the evaluation of an institution's performance related to environmental sustainability, the framework reports on items such as Air & Climate, Buildings, and Energy. Items that would be considered include initiatives related to the improvement of overall building performance while mitigating impact on the outdoor environment, improving outdoor air quality through the reduction of GHG emissions, and implementing clean and renewable energy sources.

Algonquin College is exploring whether to join the AASHE STARS framework by assessing the data that is currently available at the campuses.

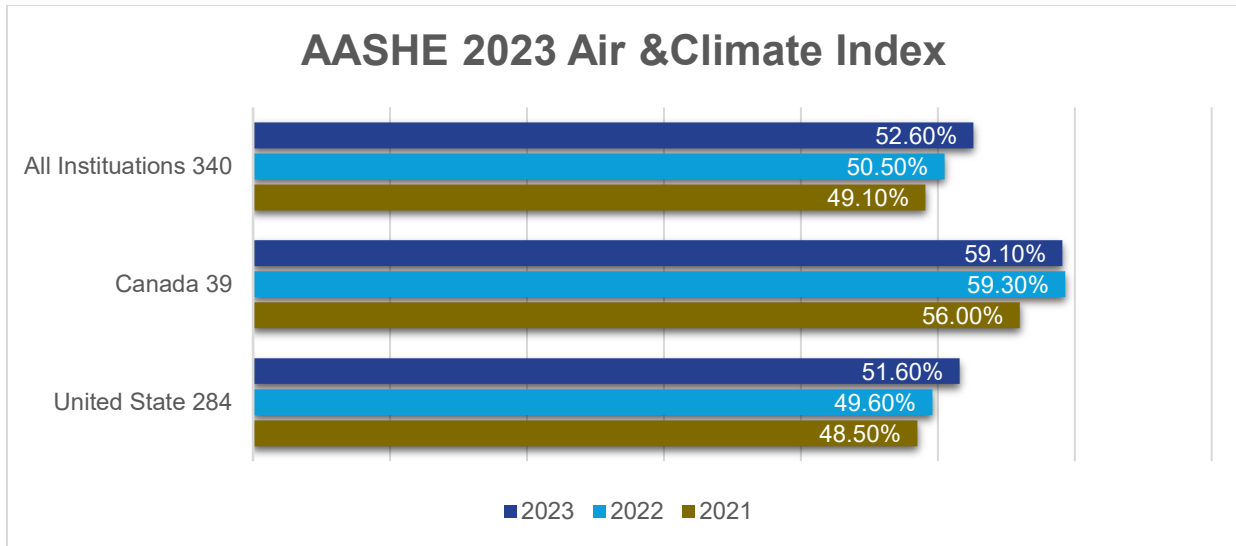
The figure below indicates how Canadian post-secondary institutions, that participate in AASHE STARS program, compare to their US counterparts over the last three years, as it relates to the performance of Air & Climate, Buildings, and Energy improvement initiatives.<sup>(7)</sup>

**Note:** *The higher the percentage is, the better the result.*

### **Air & Climate**

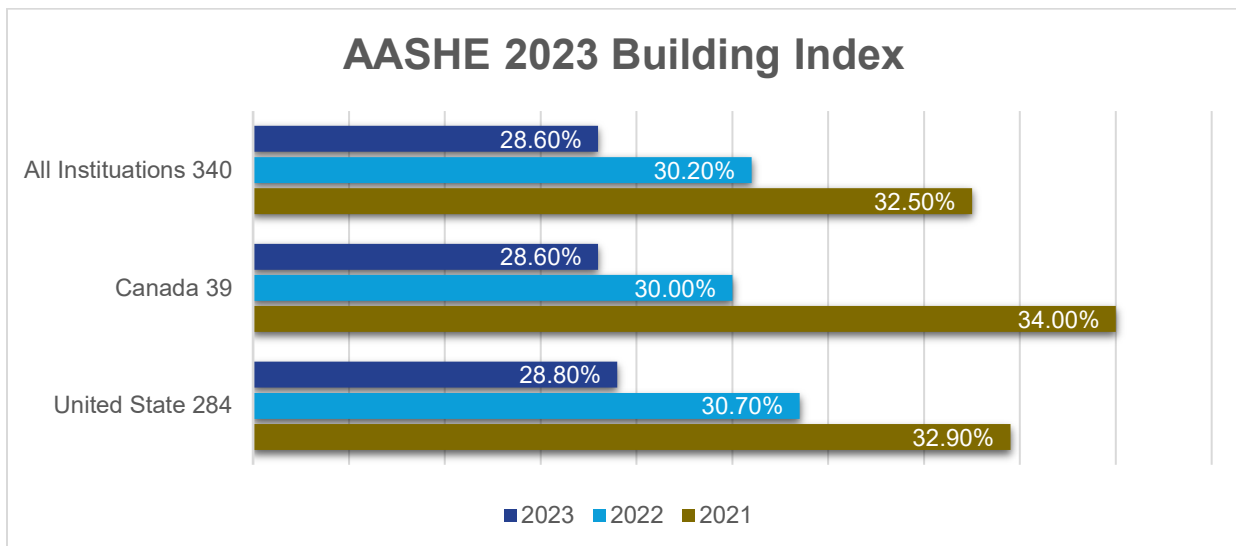
*“Global climate change brings myriad negative impacts throughout the world, including increased frequency and potency of extreme weather events, sea-level rise, species extinction, water shortages, declining agricultural production and the spread of diseases. The impacts are particularly pronounced for low-income communities and countries. Institutions that inventory and take steps to reduce their air pollutant emissions can positively impact the health of their local communities and regions. This section covers greenhouse gas emissions assessment and mitigation and outdoor air quality.”*





## Buildings

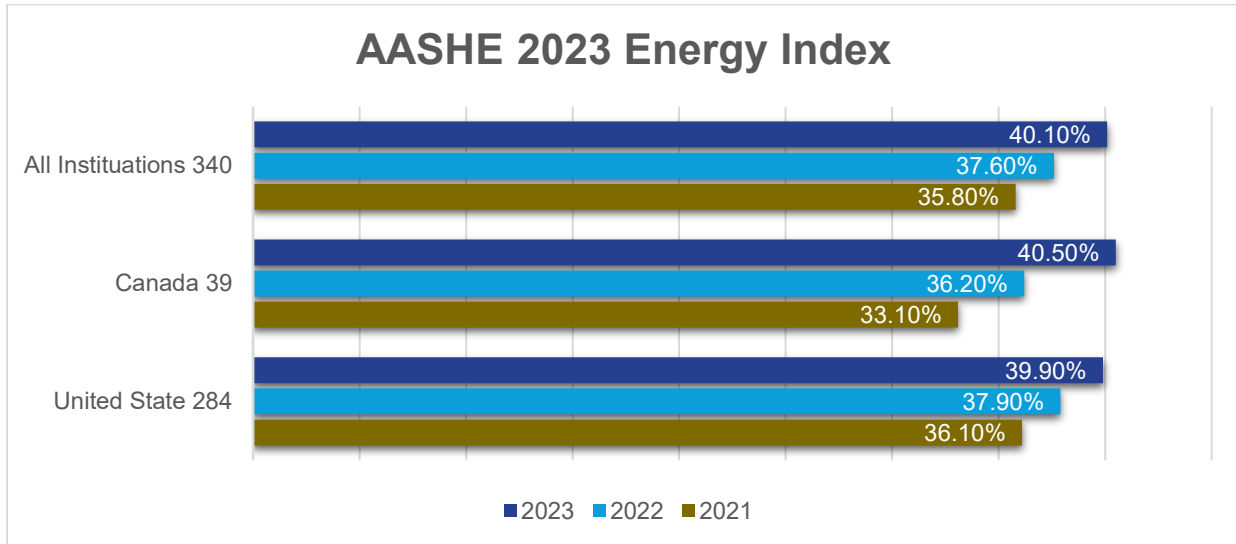
*“Buildings are generally the largest user of energy and the largest source of greenhouse gas emissions on campuses. Buildings also use significant amounts of potable water. Institutions can design, build and maintain buildings in ways that provide a safe and healthy indoor environment for inhabitants while simultaneously mitigating the building’s impact on the outdoor environment. This section covers the maintenance and operations of existing buildings as well as new building design and construction.”*



## Energy

*“Energy consumption is the largest source of greenhouse gas emissions for most institutions. Implementing conservation measures and switching to renewable energy helps institutions save money and protect them from utility rate volatility. Renewable energy may be generated locally and allows campuses to support local economic development. Institutions help shape markets by*

creating demand for cleaner, renewable energy sources. This section recognizes energy reduction and development and use of clean and renewable energy sources.”



### Ontario Institutions STARS Ratings<sup>(8)</sup>

Institution	Location	Rating	Valid Through
<a href="#">Western University</a>	Canada, ON	<a href="#">Gold</a>	Jan. 11, 2025
<a href="#">University of Ottawa</a>	Canada, ON	<a href="#">Gold</a>	Feb. 22, 2025
<a href="#">Humber College</a>	Canada, ON	<a href="#">Gold</a>	Feb. 28, 2026
<a href="#">Mohawk College</a>	Canada, ON	<a href="#">Gold</a>	24-Apr-25
<a href="#">Carleton University</a>	Canada, ON	<a href="#">Gold</a>	7-Apr-25
<a href="#">Ontario Tech University</a>	Canada, ON	<a href="#">Gold</a>	Jan. 29, 2027
<a href="#">Toronto Metropolitan University</a>	Canada, ON	<a href="#">Gold</a>	25-Jun-27
<a href="#">Seneca Polytechnic</a>	Canada, ON	<a href="#">Gold</a>	11-Mar-27
<a href="#">University of Toronto Mississauga</a>	Canada, ON	<a href="#">Gold</a>	15-Apr-27
<a href="#">Durham College</a>	Canada, ON	<a href="#">Silver</a>	Feb. 15, 2026
<a href="#">St. Lawrence College</a>	Canada, ON	<a href="#">Silver</a>	17-Jul-27
<a href="#">OCAD University</a>	Canada, ON	<a href="#">Silver</a>	15-May-27
<a href="#">University of Waterloo</a>	Canada, ON	<a href="#">Silver</a>	Nov. 10, 2024
<a href="#">Brock University</a>	Canada, ON	<a href="#">Silver</a>	5-Jun-27

References:

1. [Greenhouse gas sources and sinks in Canada: executive summary 2023 - Canada.ca](#)
2. [GHG Emissions - The Conference Board of Canada](#)
3. [Net-zero emissions by 2050 - Canada.ca](#)
4. [Canadian Net-Zero Emissions Accountability Act - Canada.ca](#)
5. [A Made-in-Ontario Environment Plan | ontario.ca](#)
6. [Climate Change Master Plan | City of Ottawa](#)
7. [SCI-2023-1.pdf \(aashe.org\)](#)
8. [STARS, Sustainability Tracking Assessment & Rating System \(aashe.org\)](#)

# Competitive Environment

Due to the federal and municipal governments' goals to reduce the impacts of climate change on the environment, many post-secondary institutions have developed strategies that align with the federal government's commitment to reaching net-zero emissions by 2050, with some institutions committing to achieve this target sooner. Other post-secondary institutions have identified strategies which consider the implementation of programs and innovative technologies that support the reduction of GHG emissions.

## **Carleton University**

Carleton has developed an Energy Master Plan spanning from 2021-2026. Its vision is to develop a utility strategy for the campus to become carbon neutral by 2050. The Plan provides a strategy for reducing the University's environmental footprint, utility operational costs, and improving reliability and safety of assets by considering innovative generation, distribution, and delivery technologies to increase efficiency and lower environmental impacts. Carleton also seeks to propose strategies that will promote significant gains to building efficiencies within the production and distribution of building heating and cooling loads<sup>2</sup>.

## **University of Ottawa**

The University of Ottawa is focusing on reducing carbon emissions in three phases.

1. Direct emissions from combustion (ex. heating gas from the powerplant, gasoline in vehicles)
2. Indirect emissions from purchased energy (ex. electricity from the grid or steam at Roger Guindon)
3. Indirect emissions result from the University's operations (ex. emissions from flights or from food production)<sup>3</sup>

The university's goal is to become a carbon neutral campus by 2040 and reduce direct greenhouse gas emissions by 100%. To reduce phase one emissions, the university is deploying photovoltaic solar panels on campus, operating electric vehicles in the campus's tunnels, and releasing regular progress reports outlining global warming efforts.

They have also invested in their buildings and green spaces by installing 50 community garden plots on campus, having two LEED Gold certification buildings, stating all roofs on campus that can meet the requirement must be a green roof, and creating plenty of green courtyards, gardens, lawns, and parks.

The University of Ottawa also has a few energy programs to help reach their target of reducing energy consumption by two percent annually despite the growth of the campus. Their programs include:

- EcoProsperity  
EcoProsperity is a program to implement deep-energy retrofits on campus. In 2013, the program was responsible for over three million dollars in energy savings. Recently retrofitted buildings include the Morisset Library, Desmarais, Fauteux, Site and Roger Guindon.
- Embedded Energy Manager  
The University of Ottawa has partnered with Hydro Ontario to employ an embedded energy manager on campus. The embedded energy manager is responsible for reducing electrical consumption by finding energy saving opportunities.
- Demand Response 3 (DR3)  
During the hottest days of the year, the University is called upon by the province to reduce its energy consumption to preserve the electrical grid. On these days they implement energy reduction measures which include turning off non-essential lighting and rotating ventilation.
- District Heating and Cooling  
The University of Ottawa's campus utilizes a district heating and cooling loop. This means all the buildings are connected by tunnels underground that allows energy to be shared between the power plant and buildings.<sup>4</sup>

## **College La Cité**

The goal of La Cité is to identify and prioritize the implementation of each energy management opportunity towards the goal of achieving carbon neutral GHG emissions by 2030.

They have divided their plans into four phases:

1. Program Initiation – one year
  - a. Central heating and cooling plant retrofit
  - b. Low-carbon pilot one: Building Automation System upgrade and continuous optimization
  - c. Low-carbon pilot two: Energy meters and real-time monitoring and targeting
2. Deep energy retrofits (five years, 2019-2024)
  - a. Light-emitting diode (LED) lighting upgrades
  - b. Building Automation System upgrades and continuous optimization
  - c. New high efficiency heat pumps
  - d. New high efficiency makeup air units
  - e. Water efficiency upgrades
3. Building Envelope Upgrades (two years, 2024-2026)
  - a. New high performance glazing systems and roof insulation upgrade
4. Renewable Energy (four years, 2026-2030)

- a. Geothermal ground loop
- b. Solar Photovoltaic
- c. Purchase renewable energy/carbon offset credits<sup>5</sup>

The plan provides an actionable and chronological roadmap for achieving carbon neutrality by 2030 at La Cité College and will serve as a framework for achieving continual improvement of energy and environmental performance as well as long term cost and carbon reduction goals.

### **Conestoga College**

Conestoga College has implemented a campus wide “Moving to Net Zero Roadmap” plan, which targets an 80% reduction of its 2015 emissions by 2050. The College recently completed a 500kW solar voltaic systems project, which is expected to generate close to 800MWh of clean power each year, reducing demand and emissions from Ontario’s natural gas-fired power plants. Combined with a recently installed geothermal ground-source heat pump project, the initiative will eliminate 90% of GHG emissions at the Fountain Street campus in Cambridge<sup>6</sup>.

### **Seneca College:**

The Seneca Polytechnic Health and Wellness Centre is a landmark project that emphasizes sustainable energy practices, setting a new standard for environmentally responsible campus development. Central to this project is the goal of achieving Net Zero energy, meaning the Centre will produce as much energy as it consumes. This commitment to sustainability underscores Seneca Polytechnic’s leadership in reducing the environmental impact of its operations and enhancing energy efficiency across its campus.

A key component of this energy strategy is the integration of renewable energy sources. Solar panels will be strategically installed to maximize energy capture, while geothermal systems will provide efficient heating and cooling. These renewable sources will significantly reduce the Centre’s reliance on non-renewable energy, ensuring that the building operates in harmony with the environment.

The Centre will also feature mass timber construction, a sustainable building material that not only lowers the carbon footprint of the construction process but also contributes to the building’s overall energy efficiency. Mass timber has excellent insulating properties, which will help to reduce the energy required for heating and cooling, further supporting the Centre’s Net Zero energy goals.

In addition to renewable energy and sustainable materials, the project includes innovative water and insulation solutions. Rainwater harvesting systems will minimize water consumption and

support sustainable landscaping practices, while green roofing will provide natural insulation, reducing the need for energy-intensive temperature regulation.

Finally, the Centre is designed with energy resilience in mind. By optimizing natural light and ventilation, incorporating renewable materials, and integrating energy-efficient systems, the building will be able to maintain operations with minimal energy use, even under challenging conditions. This comprehensive approach ensures that the Health and Wellness Centre not only meets its Net Zero energy objectives but also serves as a model for sustainable campus development. <sup>(7)</sup>



The Seneca Polytechnic Health and Wellness Centre. (Images courtesy of Dialog and are architectural renderings of the proposed design)

## References

<sup>2</sup> [Energy-Master-Plan-Executive-Summary-updated114.pdf \(carleton.ca\)](#)

<sup>3</sup> [Emissions and climate change | Campus life \(uottawa.ca\)](#)

<sup>4</sup> [Energy management | Campus life \(uottawa.ca\)](#)

<sup>5</sup> [College La Cite' Environmental Sustainability Plan](#)

<sup>6</sup> [Conestoga news, events and announcements \(conestogac.on.ca\)](#)

<sup>7</sup> [Seneca Polytechnic Health and Wellness Centre](#)

# Options Analysis

The options presented below seek to deliver a balance of best value for maximum benefit.

Options are based upon the recently completed Energy and Conditions Assessment and Design Options Report for the P & V Building. Since the majority of the mechanical HVAC equipment is at end-of-life and in need of replacement, the report presents an opportunity to implement energy efficiency measures in conjunction with asset renewal. Replacing the end-of-life equipment with like-for-life replacements is a lower-cost option that can result in modest reduction of GHG emissions and energy savings through the installation of modern equivalents. However, with some additional capital expenditure for higher performing equipment and systems, a greater reduction in GHG emissions and energy efficiency savings can be achieved. In addition, with the roof membrane being at the end of its service life, it is being proposed to consider the replacement of the roof membrane structure in conjunction with the proposed enhanced HVAC systems for Building P & V, as well as the installation of Photovoltaic panels at P, V and Residence Buildings.

Replacing the existing HVAC systems and roof membrane with higher performing equipment and systems will help the College in achieving its sustainability target of 80% reduction of Greenhouse Gas Emissions (GHG) below 2005 levels by 2050, with an ultimate goal of achieving Net-Zero emissions. Replacing the units like-for-like will only provide the benefit of prolonging the service life of the asset and will not provide the benefit of reducing GHG emissions and providing energy savings. These benefits would be deferred until some point when a significant capital investment can be made.

## Option 1: Maintain Existing Equipment and Systems

Maintain existing HVAC equipment at the P & V Buildings. Continue ongoing Operation and Maintenance activities in order to prolong the service life of the existing equipment and systems to maintain adequate indoor air quality parameters within the facilities. Replace end-of-life roof membrane system with newer multi-ply asphalt-based roof membrane. Currently, HVAC equipment is failing and the indoor air quality at Building V is facing challenges. The replacement systems are no longer available off the shelf and need to be manufactured. Replacement equipment is taking four to six months to arrive for installation.

Pros:

- Lowest capital cost alternative, as no immediate capital investment is required.
- Extend the longevity of the roof structure.

Cons:

- Does not provide benefit of reducing GHG emissions or providing energy savings.
- Current system is not meeting licensing standards for the programs in Building V



- Failure of the existing HVAC equipment and systems is anticipated and will cause significant impact to occupants and operations within the facilities.
- Potential for significant future costs to expedite repair/ replacement of existing equipment due to failure.
- Potential for significant future costs to relocate and/ or suspend operations in the buildings affected.
- Existing HVAC equipment and systems are no longer supported by the original equipment manufacturer.
- Replacement parts are becoming more challenging to source.
- In the absence of proper replacement parts, staff are required to come up with unique solutions which are only considered temporary fixes.
- More regular maintenance required in order to maintain operations, increasing overall operating costs.
- Impact to roofing warranties if replacement of the HVAC system happens later

## Option 2: Replace Existing Equipment Like-for-Like

Replace the existing HVAC equipment at the P & V Buildings with equipment that is considered a modern equivalent, providing better performance but no significant GHG reduction. Replace end-of-life roof membrane system with newer multi-ply asphalt-based roof membrane.

Pros:

- Lesser cost alternative, as it is the lowest initial capital investment.
- Ensures continued reliable operation and performance of the HVAC systems, as the end-of-life units would be replaced with newer equipment.
- Extend the longevity of the roof structure.

Cons:

- Only slight reduction in GHG emissions is achieved, and minimal to no energy saving.
- Higher total cost of ownership when considering anticipated gas and utility consumption, and carbon tax.
- Does not align with the College's Energy and Emissions Strategy.
- Defers investment into green technology, which will require significant investment in the future (by 2030 and 2050) to achieve required GHG emission reduction targets.

## Option 3: Replace Equipment with Energy-Efficient Option

Renovate the existing HVAC equipment at P & V Buildings by replacing it with advanced air source heat pumps with the aim to significantly enhance user comfort, optimize operation and maintenance efficiency, and ensure consistent equipment standards throughout the entire campus. Additionally, cutting-edge rooftop photovoltaic systems will be installed to harness renewable energy sources and contribute to sustainable power generation. Lastly, replace the

outdated end-of-life roof membrane system with a state-of-the-art multi-ply asphalt-based roof membrane to ensure improved durability and protection for the buildings.

Pros:

- Ensure continued reliable operation of the HVAC systems, as the end-of-life units will be replaced with newer systems.
- Extend the longevity of the roof structure.
- Achieve a significant reduction in GHG emissions, resulting in a smaller carbon footprint.
- Aligns with the College's Energy and Emissions Strategy.
- Promotes the College as a leader on the journey to reducing the impacts of climate change on the environment.
- Allows more operational flexibility of the HVAC systems, in terms of enabling temperature control for each dorm room, which will improve the student experience at the College.
- Promotes the College's values.
- Achieve lower operation costs which will improve the financial stability of the College

Cons:

- It is the highest-cost alternative, as it requires a high initial investment and will likely take more time to implement than other options.
- High electricity consumption due to transferring fuel sources from natural gas to electricity.
- There may be additional disruption to occupants and College services; however, this will be managed through proper planning and coordination with all stakeholders.

## Options Analysis Summary

While the like-for-like replacement option provides a lower initial investment to extend the service life of the existing assets, it does not align with the College's sustainability targets. The high-performance upgrades option, although requiring a higher initial investment, offers substantial environmental and financial benefits and long-term cost efficiency by reducing the operation cost of the buildings due to a reduction in energy consumption and potential carbon tax savings. This helps Algonquin College achieve its ambitious sustainability goals and sets a benchmark for other institutions to follow.

**Option 3** best ensures full alignment with the College's Energy and Emissions Strategy, as it pertains to its commitment towards achieving net-zero, while maintaining financial stability by reducing the operating cost. In addition, there is an opportunity to receive over \$ 723,000 of government incentive to offset the additional cost of option 3.

## Financial Analysis

The total project cost estimate for the recommended approach (Option 3) is \$ \$9,199,571. This estimate is based on a Class 'C' estimate prepared by the Prime Consultant responsible for the detailed engineering design and includes a 15% contingency and taxes. An estimated incentive of \$723,580 is not included in the calculation. It also excludes the deferred scope of the shooting range, which totals \$682,868. As site investigations and detailed design progress, cost estimates will be refined, allowing for greater cost certainty as the project advances towards the tendering stage.

Upon completion of the design phase, the project will be tendered to contractors using the CCDC2 (fixed lump sum) contract approach. During this phase, opportunities for value engineering will be explored to achieve greater cost savings and ensure the best value for money. Suggestions for value engineering will be discussed and coordinated with the Consultant to optimize project outcomes.

Beyond the initial implementation costs, no significant additional or incremental operational costs are anticipated. The project is expected to address deferred maintenance upgrades as part of the necessary building infrastructure improvements, wherever practical and beneficial for the College. Additionally, potential energy savings will be realized through reduced energy consumption and the mitigation of potential carbon tax increases announced by the federal government. Detailed ROI analysis is included in Appendix B.

### Residence Solar PV

Item	Cost
	Preferred
Construction Cost*	\$ 900,163.00
Permits, Insurances & Other Costs - <i>Estimate</i>	\$ 9,901.79
Management Contingency (10%)	\$ 90,016.30
Taxation (3.41%)	\$ 33,765.11
<b>Residence Total Project Cost (incl. taxes and contingency):</b>	<b>\$ 1,033,846.21</b>

\*The Project design fee was allocated to the residence HVAC system upgrade project:

Note: Project Incentive not included and will be part of the final closeout pay from external bodies, an estimated amount of \$247,680

### Building P

Item	Cost	
	Preferred	Like for Like
Design, Contract Admin Consultant Fees & Project Management	\$329,145.00	\$329,145.00
Construction Cost - <i>Estimate</i>	\$4,318,250.00	\$3,507,500.00
Permits, Insurances & Other Costs - <i>Estimate</i>	\$47,500.75	\$38,582.50
Management Contingency (10%)	\$697,109.25	\$575,496.75
Taxation (3.41%)	\$182,247.59	\$150,454.03
<b>P Building Total Project Cost (incl. taxes and contingency):</b>	<b>\$5,574,252.59</b>	<b>\$4,601,178.28</b>

Note: Project Incentive not included and will be part of the final closeout pay from external bodies, an estimated amount of \$407,700

### Building V

Item	Cost	
	Preferred	Like for Like
Design, Contract Admin Consultant Fees & Project Management	\$191,750.00	\$191,750.00
Construction Cost - <i>Estimate</i>	\$1,967,650.00	\$1,674,400.00
Permits, Insurances & Other Costs - <i>Estimate</i>	\$21,644.15	\$18,418.40
Management Contingency (10%)	\$323,910.00	\$279,922.50
Taxation (3.41%)	\$84,680.87	\$73,181.07
<b>V Building Total Project Cost (incl. taxes and contingency):</b>	<b>\$2,589,635.02</b>	<b>\$2,237,671.97</b>

Note: Project Incentive not included and will be part of the final closeout pay from external bodies, an estimated amount of \$68,200. This incentive amount keeps the construction cost at \$1.9 M

### Funding Source

P, V and Residence Buildings HVAC Conversion Source of Funds	
Item	Cost
College Reserves and in year Strategic Investment Priority funds	\$ 8,195,725
Campus Services – Residence Operating Net Revenues and Reserves (Residence)*	\$ 1,003,846
<b>Total Project Cost (incl. taxes, contingency and incentive):</b>	<b>\$9,199,571</b>

\*Campus Services Reserve will fund the Photovoltaic Pannels for the Residence Buildings

Project incentives will be part of the final closure pay from external bodies.

## Deferred Scope

Algonquin College has issued a lease termination notice to the Ottawa Police Service for Building P, rendering the future utilization of the shooting range within the building uncertain and subject to potential changes. Consequently, Facilities Management has excluded the shooting range from the current project scope, deferring consideration to a future project once the planning for the space is finalized. This exclusion applies to all aspects of roofing, photovoltaic panel installations, and HVAC equipment replacement for the shooting range.

The cost estimates provided are Class 'D' level and will undergo further validation once the future use and project timeframe for the shooting range have been identified.

### Deferred Scope Building P (Shooting Range)

Item	Cost
Design fees	\$ 45,000.00
Construction Cost - <i>Estimate</i>	\$ 550,000.00
Permits, Insurances & Other Costs - <i>Estimate</i>	\$ 6,050.00
Management Contingency (10%)	\$ 59,500.00
Taxation (3.41%)	\$ 22,318.45
<b>Deferred Scope Cost (incl. taxes, contingency):</b>	<b>\$ 682,868.45</b>

## Recommendation

Approving the implementation of the HVAC Sustainable Conversion Project for Buildings P, V, and the Residence facilities will ensure full alignment with Algonquin College's Energy and Emissions Strategy and the Canadian Net-Zero Emissions Accountability Act, which outlines the pathway toward achieving net-zero emissions by 2050. This project will not only enhance the interior environments of these buildings and improve the overall student experience but will also elevate the College's reputation as a leader in fostering a more sustainable future within the community.

As one of the largest colleges in Ontario, Algonquin College is committed to pioneering a transition toward a clean energy future. The College acknowledges its responsibility to respond to emerging societal trends and expectations, while also influencing positive change in the daily lives of its students, staff, and the broader community, both on and off-campus.

The benefits of this project extend beyond environmental stewardship. By upgrading to high-efficiency HVAC systems and integrating renewable energy sources, the College will significantly lower its operating costs through reduced energy consumption. This reduction in energy use will help mitigate the financial impact of rising utility costs, particularly in light of the federal government's increasing carbon tax. As carbon pricing continues to rise, institutions with lower carbon footprints will face less financial strain, making this investment a prudent financial decision as well as an environmental one.

This project also has the potential to positively impact student enrollment and enhance the College's ability to attract talented staff and faculty, as it demonstrates a commitment to supporting an environmentally sustainable future. Additionally, the project offers unique opportunities for students to engage with leading green technologies related to HVAC systems as case studies for future reference. Moreover, implementing this project will reduce the College's deferred maintenance backlog and minimize the need for emergency-based repairs. The recommended improvements will also support the College's financial stability by lowering ongoing operational costs, as they address aging assets that are currently at the end of their service life.

**It is recommended:**

THAT the Board of Governors approve an investment of up to \$9,300,000, to upgrade the Heating, Ventilation and Air Conditioning systems in Buildings P and V to efficient hybrid air source heat pumps, replace the aging roofing with better-insulated alternatives, and install photovoltaic panels on the roofs of Buildings P, V, and the Residence over fiscal years 2023-2024 to 2025-2026. The sources of funds for these investments are reserves and in-year net operating revenues.

# Implementation Strategy

The Project will seek to execute the recommended improvements as described in Option three for the P, V and Residence Building. The Project is seeking endorsement from the Board of Governors to commence implementation of the recommended Option three for the P, V and Residence building over fiscal years 2024-2025 and 2025-2026 following the completion of a detailed design in late Summer 2024.

As it relates to the execution of projects that support upgrades to major HVAC systems, the College has identified challenges related to the supply of HVAC technologies, and market volatility due to the impacts of COVID-19 and inflation. These issues will require the College to strategize on alternative approaches. Such mitigation measures may include expediting the procurement of major equipment and order to meet the scheduled milestones, ensure competitive prices are secured for the supply of long-lead equipment, and extending the construction timeframe.

The Project will utilize a modification of the strategy established for the execution of major capital projects at the College, including the implementation of a small steering committee mainly comprised of Facilities Management personnel and the Academic area most affected, regular reporting, the engagement of key stakeholders to develop the scope, and following regular procurement guidelines. The Project will also seek to establish clear terms of reference for the Steering Committee, and regularly monitoring and reporting on the changes to the established risk register. This project will be managed by an internal College project manager.

1. Project Sponsor: Vice-President, Finance and Administration
2. Project Lead: Executive Director, Facilities Management
3. Project Management  
Facilities Management will utilize its internal resources to manage the project, with the department's Senior Project Manager overseeing project management throughout its entire lifecycle
4. Project Delivery Method  
The College has chosen to proceed with a CCDC2 (Fixed Lump Sum contract) for the project to ensure cost certainty, a defined scope of work, time efficiency, risk mitigation, accountability, and quality assurance. This methodology provides financial protection, clear roles and responsibilities, streamlined project management, and incentivizes contractors to deliver high-quality work.
5. Scope Changes  
Any scope change identified before or during construction, which involves a Project Schedule extension and/or an increase in cost above the Project Budget allocations, must be approved in writing by the Steering Committee prior to the commencement of the work.
6. Schedule Changes  
Any changes to the Project Schedule must be approved in writing by the Steering Committee.
7. Cost Tracking

The Project Manager will develop a Cost Tracking Log that tracks all cost commitments for the Project. The Project Team will progressively elaborate the Cost Tracking Log throughout the Project, and the Project Manager will prepare monthly updates of the Cost Tracking Log.

The Project Manager will report the forecast cost at completion at each Project Steering Committee meeting and will provide a recommended strategy to address any forecast increases beyond the budget. The Steering Committee will be consulted on any changes to the project budget and are responsible for approving or rejecting any such changes. All changes shall be documented and recorded in the Cost Tracking Log and associated reporting documents. The tracking of invoice payments will be maintained by the College finance department.

#### 8. Schedule Monitoring

The Project Manager will develop a Master Project Schedule. The Project Team will progressively elaborate the Master Project Schedule throughout the Project and the Project Manager will prepare monthly updates of the Master Project Schedule.

During construction, the Contractor will create a construction schedule that will be updated monthly. The Project Manager will carry out a monthly Earned Value Management analysis of the construction schedule as required and prepare a monthly report on these findings.

The Project Manager will report any deviations from the Master Project Schedule at the Project Steering Committee meetings and will provide a recommended response.

#### 9. Status Reports

The Project Manager will prepare weekly Project Status Reports incorporated into the existing Major Capital Project Status Report submitted to the Algonquin College Executive Team (ACET) which will communicate the status of the project performance concerning scope, schedule, cost, and risk issues.

Upon closeout of the project the Project Manager will conduct a Lessons Learned session with the Steering Committee and key project stakeholders to support the successful delivery of future projects at the College. The outcome of this session will be incorporated into a closeout report which will summarize key project metrics including, but not limited to:

- Schedule and budget variance,
- Change orders including identifying why they were required, approval authority,
- Effectiveness of risk management planning / responses, and
- Overall value for money analysis.



# Change Management Strategy

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

Key communications initiatives will include:

- Early consultation with department leads on a building-by-building basis ahead of any works to minimize disruption and flag any potential issues,
- Consultation with relevant stakeholder groups as it pertains to developing a staged approach to coordinating the work, in order to minimize the impact of student residences and current programs,
- Distribution of disruption notices directly to the Algonquin College Leadership Team ahead of any works,
- Posting of disruption notices to the Algonquin College MyAC website at least 72 hours before any disruptive work, one week, if work is longer-term, is causes significant disruption such as impacts to accessibility, paths of travel or pick-up points (e.g.: ParaTranspo); and,
- Construction signage and wayfinding for detours to be posted indicating the work and any immediate hazards to occupants.

Facilities Operations Maintenance and Engineering Services will be consulted during the design development process to determine staff training and operations requirements, which would be conducted as improvements are completed for each building. Existing operations manuals and as-built building drawings will be updated to ensure the latest information is available to operations staff.

# Risk Assessment

A Risk Appetite Test was conducted on August 8, 2022. The result of the session has been summarized in Appendix A.

# Governance and Oversight

## Steering Committee

The Steering Committee is responsible for the overall authority and responsibility for the acceptance of the deliverables. The Steering Committee will be chaired by the Project Lead and have representation from Facilities Management and Key Stakeholders. The Steering Committee will meet monthly or at a frequency most suited depending on the phase of the Project.

The responsibilities of the Steering Committee include, but are not limited to:

- Decision-makers on original scope, budget, and schedule,
- Final Decision on Project changes to scope, budget, and schedule,
- Review of risks and related mitigation actions as presented from the Risk Log,
- Review and advise on any other issues related to the Project, and
- Ensure the Project is continuing to meet the College's goals and objectives.

The Steering Committee will meet monthly or otherwise required during the Project. The Steering Committee is responsible to review any scope changes and put the recommendation forward either to reject or approve any changes, subject to the available budget envelope. If supplemental funding is required, a recommendation shall be escalated to the ACET or Board of Governors as appropriate.

At each meeting, the Project Manager will present where applicable:

- Schedule update,
- Budget update, including ongoing use of contingency,
- An update of the Risk Log, including newly identified risks and mitigation measures and risks that have been identified as completed, and
- Any proposals for project changes that require the approval of the Steering Committee.

Steering Committee members' initial list is noted below for consideration and will be confirmed upon project approval.

Member	Position
Duane McNair (Executive Sponsor)	Vice-President, Finance and Administration
Ryan Southwood (Chair)	Executive Director, Facilities Management
Ahmed Waked	Associate Director, Facilities Development
Brent Brownlee	Director, Campus Services, Finance and Administration
Jane Trakalo	Dean, School of Wellness, Public Safety and Community Studies, Academic Services
Sandra McCormick	Chair, Wellness and Innovation, School of Wellness, Public Safety and Community Studies
Emily Woods	Director, Corporate Planning, Finance and Administrative Services

Business Case Investment Report

Jamie Hopkins	Associate Director, Facilities Operations, Maintenance, and Engineering Services
Mohamed Zeid	Senior Project Manager

## Appendix A RISK APPETITE TEST

<b>Algonquin College – 2022 Sustainability Project</b>		August 8, 2022 (amended September 2024 to reduce reference to Residence HVAC scope)
Risk appetite Test		
Reputation	<p>Opportunities:</p> <ul style="list-style-type: none"> <li>Moving forward with this sustainability initiative provides evidence of the College’s commitment to GHG reduction and the environment.</li> <li>The College moving forward with heat pump technology might cause us to be seen as an early adopter of sustainable technologies.</li> <li>Introducing environmental sustainability technologies keeps the College relevant and up-to-date.</li> </ul>	
	<p>Risks:</p> <ul style="list-style-type: none"> <li>If we don’t introduce these types of sustainability renovations, our ability to attract new students may be negatively impacted (Direct and International).</li> <li>If we don’t pursue this project, what actions will we take to help us reach the 2030 GHG reduction goal.</li> </ul>	
Financial Health and Capacity	<p>Opportunities:</p> <ul style="list-style-type: none"> <li>There may be external opportunities to obtain financial support.</li> <li>There may be Advancement opportunities to obtain financial support from private and commercial sources.</li> <li>The Federal Grant will displace part of the cost of the sustainability project – we should take advantage while it’s available.</li> <li>In the near term, as Ontario’s carbon regulatory charge continues to increase the cost of natural gas and output-based charges for GHG start to be levied, the payback period from this project may decrease.</li> </ul>	
	<p>Risks:</p> <ul style="list-style-type: none"> <li>With a potential cost to the College of just under \$9M, the project represents a significant draw on College reserves and therefore monies available for other strategic initiatives.</li> </ul>	

	<ul style="list-style-type: none"> <li>• There are few current and near-term opportunities for increasing revenues, as such, the College needs to be cautious/conservative when drawing down strategic investment and/or capital reserve dollars.</li> <li>• May need to phase the project over a longer period that the grant will be available – we may lose out on the part of the grant opportunity – may need to renegotiate with Federal Government after the award.</li> <li>• Our ability to access material in a timely fashion (supply chains are already stretched) may impact our ability to finish the project and therefore meet the Federal grant completion timelines.</li> </ul>
<p>Student Experience</p>	<p>Opportunities:</p> <ul style="list-style-type: none"> <li>• This initiative may improve the internal environment in P Building – we are already getting student complaints that the environment in P Building is unpleasant.</li> <li>• This initiative will not be visually apparent to internal stakeholders (including students) as such, it may be wise to include some modernizing our student environments and some targeted communications about the College's efforts to be sustainable and reduce GHG emissions.</li> </ul>
	<p>Risks:</p> <ul style="list-style-type: none"> <li>• During the re-roofing process, the smell of tar or other chemicals may be temporarily intense for those working in P Building.</li> <li>• New and existing students may already expect the College to be introducing environmental sustainability technologies – not doing so may impact their desire to enroll at Algonquin College.</li> </ul>
<p>Academic Excellence &amp; Program Relevance</p>	<p>Opportunities:</p> <ul style="list-style-type: none"> <li>• The introduction of ground-source and air-source heat pump technology could be used as an academic training tool – in Buildings P&amp;V.</li> <li>• There may be an opportunity to partner with College faculty who may benefit from access to ground-source and air-source heat pump technologies.</li> <li>• Currently, the humidity and temperature requirements for V Building are difficult to meet – this initiative will improve the College's ability to control V Building's internal environment.</li> </ul>
	<p>Risks:</p> <ul style="list-style-type: none"> <li>• During project implementation, the availability of specialty training areas and labs in P&amp;V Buildings is likely – affected programs will need to be consulted and given notice well in advance.</li> <li>• During project implementation, there is likely to be a loss of heating/cooling and hot water in buildings – affecting student educational programs.</li> </ul>

	<ul style="list-style-type: none"> <li>• During the re-roofing process, the smell of tar or other chemicals may be temporarily intense for those students attending classes in Buildings P&amp;V.</li> <li>• Due to the stricter humidity and environmental control requirements in V Building (Vet-Tech programming), the Dean representing Vet-Tech programs will need to be consulted and given notice well in advance.</li> </ul>
<p>External Stakeholder Relationships</p>	<p>Opportunities:</p> <ul style="list-style-type: none"> <li>• There may be an opportunity to partner with the Ottawa Construction Association or others for Applied Research projects – including technologies for building efficiency monitoring.</li> <li>• There may be a potential to allow tours to external stakeholders who wish to see new building technologies in action.</li> </ul>
	<p>Risks:</p> <ul style="list-style-type: none"> <li>• During project implementation, the ability of Ottawa Police Services to use the entire building may be impacted – Ottawa Police Services will need to be consulted and given notice well in advance.</li> <li>• Some Algonquin College external stakeholders may expect the College to be proactive concerning the adoption of environmental sustainability technologies – we should show continued commitment.</li> </ul>
<p>Our People</p>	<p>Opportunities:</p> <ul style="list-style-type: none"> <li>• Having a proactive position for sustainability may help with hiring new employees.</li> <li>• The sustainability project will improve indoor environments for our employees – those in Buildings P&amp;V.</li> <li>• The aging HVAC equipment in affected buildings will fail at some point – this initiative would proactively minimize the likelihood and duration of an HVAC failure.</li> </ul>
	<p>Risks:</p> <ul style="list-style-type: none"> <li>• During the roofing process, chemical smells may be intense for employees.</li> <li>• If we don't introduce these types of sustainability improvements when others do, there could be a negative impact on our ability to attract new employees.</li> <li>• Some employees may expect the College to invest in sustainability technologies – we need to show a continued commitment to the environment</li> </ul>
<p>Technological Capability and Capacity</p>	<p>Opportunities:</p>
	<ul style="list-style-type: none"> <li>• Risks:</li> </ul>

## Appendix B ROI STUDY FOR OPTION 3

Notes:

- (1) Differential cost is the prime between like-for-like and the energy-efficient solution
- (2) MIRR Modified Investment Rate of Return
- (3) IRR Investment Rate of Return
- (4) Labor Savings is the transition from natural gas-powered heating to an air source heat pump reduces maintenance requirements, leading to labor cost savings.

### Residence Photovoltaic System Option 3 ROI Projection

#### Initial Investment

Project Differential Cost <sup>(1)</sup>	\$ 900,163
Taxes	\$ 30,696
Rebates	\$ (247,680)
<i>Total Initial Investment</i>	<b>\$ 683,179</b>

Discount Rate	2.50%
Financing Rate (for MIRR <sup>(2)</sup> )	10%
Re-Investment Rate (for MIRR <sup>(2)</sup> )	10%

Year	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Inflation	3.5%	2.8%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

#### Energy Savings

##### Energy Usage Savings

Electricity (kwhs saved)	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000
Gas (m3 saved)	-	-	-	-	-	-	-	-	-	-	-
Water (gallons saved)	-	-	-	-	-	-	-	-	-	-	-
GHG Emission Reduction (Ton/CO2)	14	14	14	14	14	14	14	14	14	14	14

##### Cost per Unit

Electricity (\$/kwh)	\$ 0.16	\$ 0.16	\$ 0.17	\$ 0.17	\$ 0.17	\$ 0.18	\$ 0.18	\$ 0.19	\$ 0.19	\$ 0.20
Gas (\$/m3)	\$ 0.22	\$ 0.23	\$ 0.23	\$ 0.24	\$ 0.24	\$ 0.25	\$ 0.25	\$ 0.26	\$ 0.27	\$ 0.27
Water (\$/gallon)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Carbon Tax Increment (\$/Ton/CO2)	\$ 45.00	\$ 60.00	\$ 75.00	\$ 90.00	\$ 105.00	\$ 120.00	\$ 123.00	\$ 126.08	\$ 129.23	\$ 132.46

##### Energy Cost Savings

Electricity	\$ 58,718	\$ 60,362	\$ 61,871	\$ 63,418	\$ 65,003	\$ 66,628	\$ 68,294	\$ 70,002	\$ 71,752	\$ 73,545
Gas	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Carbon Tax	\$ 630	\$ 840	\$ 1,050	\$ 1,260	\$ 1,470	\$ 1,680	\$ 1,722	\$ 1,765	\$ 1,809	\$ 1,854
Annual Energy Savings	\$ 59,348	\$ 61,202	\$ 62,921	\$ 64,678	\$ 66,473	\$ 68,308	\$ 70,016	\$ 71,767	\$ 73,561	\$ 75,400

#### Labor Savings

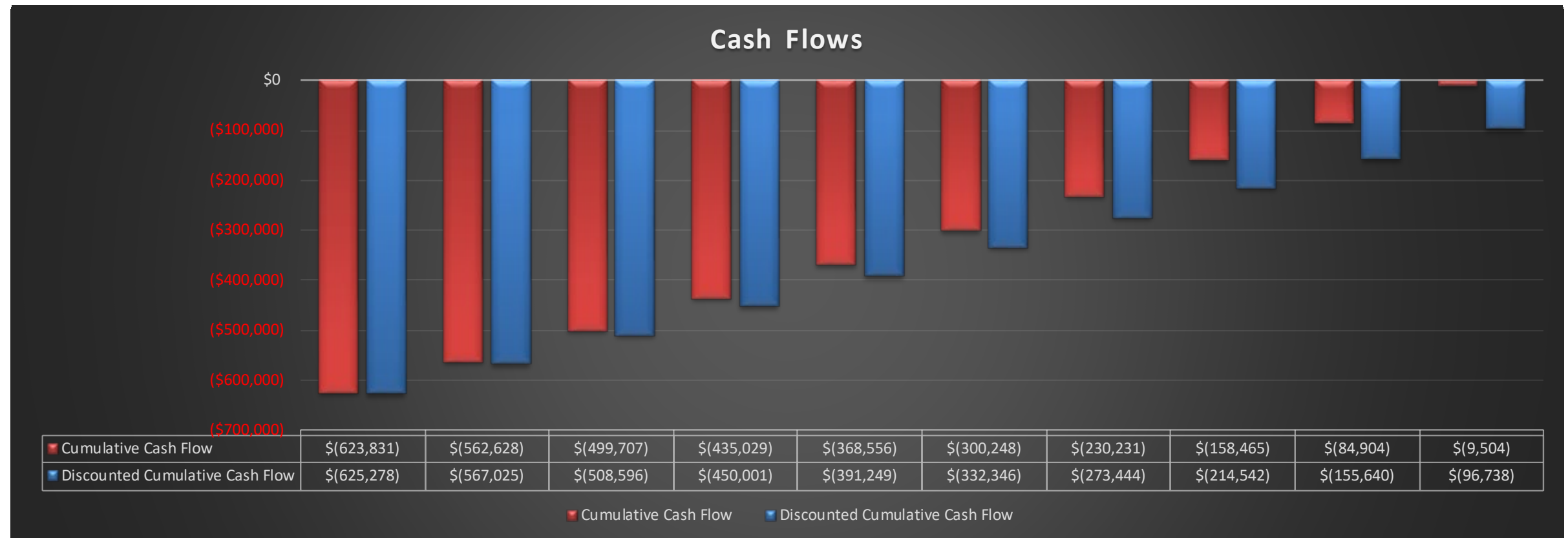
Hours saved per week	0	0	0	0	0	0	0	0	0	0
Hourly wage rate	\$ 95.00	\$ 97.66	\$ 100.10	\$ 102.60	\$ 105.17	\$ 107.80	\$ 110.49	\$ 113.26	\$ 116.09	\$ 118.99



## Residence Photovoltaic System ROI Analysis

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Energy Savings	\$ 59,348	\$ 61,202	\$ 62,921	\$ 64,678	\$ 66,473	\$ 68,308	\$ 70,016	\$ 71,767	\$ 73,561	\$ 75,400
Wage Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Savings	\$ 59,348	\$ 61,202	\$ 62,921	\$ 64,678	\$ 66,473	\$ 68,308	\$ 70,016	\$ 71,767	\$ 73,561	\$ 75,400
<b>Net Cash Flow</b>	<b>\$ (683,179)</b>	<b>\$ 59,348</b>	<b>\$ 61,202</b>	<b>\$ 62,921</b>	<b>\$ 64,678</b>	<b>\$ 66,473</b>	<b>\$ 68,308</b>	<b>\$ 70,016</b>	<b>\$ 71,767</b>	<b>\$ 73,561</b>

	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years
<b>Net Cash Flow</b>	<b>\$ (683,179)</b>	<b>\$ 59,348</b>	<b>\$ 61,202</b>	<b>\$ 62,921</b>	<b>\$ 64,678</b>	<b>\$ 66,473</b>	<b>\$ 68,308</b>	<b>\$ 70,016</b>	<b>\$ 71,767</b>	<b>\$ 73,561</b>
<b>Cumulative Cash Flow</b>	<b>\$ (683,179)</b>	<b>\$ (623,831)</b>	<b>\$ (562,628)</b>	<b>\$ (499,707)</b>	<b>\$ (435,029)</b>	<b>\$ (368,556)</b>	<b>\$ (300,248)</b>	<b>\$ (230,231)</b>	<b>\$ (158,465)</b>	<b>\$ (84,904)</b>
<b>Present Value (PV) of Net Cash Flow</b>	<b>\$ (683,179)</b>	<b>\$ 57,900</b>	<b>\$ 58,253</b>	<b>\$ 58,429</b>	<b>\$ 58,595</b>	<b>\$ 58,753</b>	<b>\$ 58,902</b>	<b>\$ 58,902</b>	<b>\$ 58,902</b>	<b>\$ 58,902</b>
<b>Cumulative PV of Net Cash Flow</b>	<b>\$ (683,179)</b>	<b>\$ (625,278)</b>	<b>\$ (567,025)</b>	<b>\$ (508,596)</b>	<b>\$ (450,001)</b>	<b>\$ (391,249)</b>	<b>\$ (332,346)</b>	<b>\$ (273,444)</b>	<b>\$ (214,542)</b>	<b>\$ (155,640)</b>
<b>IRR<sup>(3)</sup></b>	<b>-91.3%</b>	<b>-65.4%</b>	<b>-44.8%</b>	<b>-30.7%</b>	<b>-21.0%</b>	<b>-14.1%</b>	<b>-9.1%</b>	<b>-5.4%</b>	<b>-2.5%</b>	<b>-0.2%</b>
<b>MIRR<sup>(2)</sup></b>	<b>-91.3%</b>	<b>-57.0%</b>	<b>-33.4%</b>	<b>-19.5%</b>	<b>-11.0%</b>	<b>-5.4%</b>	<b>-1.7%</b>	<b>1.0%</b>	<b>3.0%</b>	<b>4.4%</b>
<b>Simple Payback</b>	<b>11.5</b>	<b>Years</b>								



## P Building HVAC Project Option 3 ROI Projection

**Initial Investment**

Project Differential Cost <sup>(1)</sup>	\$ 973,074
Taxes	\$ 33,182
Rebates	\$ (407,700)
<i>Total Initial Investment</i>	<i>\$ 598,556</i>

Discount Rate	2.50%
Financing Rate (for MIRR <sup>(2)</sup> )	10%
Re-Investment Rate (for MIRR <sup>(2)</sup> )	10%

<i>Year</i>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
<i>Inflation</i>	3.5%	2.8%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

**Energy Savings**

**Energy Usage Savings**

Electricity (kwhs saved)	231,742	231,742	231,742	231,742	231,742	231,742	231,742	231,742	231,742	231,742	231,742
Gas (m3 saved)	50,050	50,050	50,050	50,050	50,050	50,050	50,050	50,050	50,050	50,050	50,050
Water (gallons saved)	-	-	-	-	-	-	-	-	-	-	-
GHG Emission Reduction (Ton/CO2)	106	106	106	106	106	106	106	106	106	106	106

**Cost per Unit**

Electricity (\$/kwh)	\$ 0.16	\$ 0.16	\$ 0.17	\$ 0.17	\$ 0.17	\$ 0.18	\$ 0.18	\$ 0.19	\$ 0.19	\$ 0.20
Gas (\$/m3)	\$ 0.22	\$ 0.23	\$ 0.23	\$ 0.24	\$ 0.24	\$ 0.25	\$ 0.25	\$ 0.26	\$ 0.27	\$ 0.27
Water (\$/gallon)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Carbon Tax Increment (\$/Ton/CO2)	\$ 45.00	\$ 60.00	\$ 75.00	\$ 90.00	\$ 105.00	\$ 120.00	\$ 123.00	\$ 126.08	\$ 129.23	\$ 132.46

**Energy Cost Savings**

Electricity	\$ 36,383	\$ 37,402	\$ 38,337	\$ 39,296	\$ 40,278	\$ 41,285	\$ 42,317	\$ 43,375	\$ 44,460	\$ 45,571
Gas	\$ 10,961	\$ 11,268	\$ 11,550	\$ 11,838	\$ 12,134	\$ 12,438	\$ 12,749	\$ 13,067	\$ 13,394	\$ 13,729
Water	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Carbon Tax	\$ 4,770	\$ 6,360	\$ 7,950	\$ 9,540	\$ 11,130	\$ 12,720	\$ 13,038	\$ 13,364	\$ 13,698	\$ 14,040
Annual Energy Savings	\$ 52,114	\$ 55,030	\$ 57,837	\$ 60,674	\$ 63,542	\$ 66,443	\$ 68,104	\$ 69,806	\$ 71,551	\$ 73,340

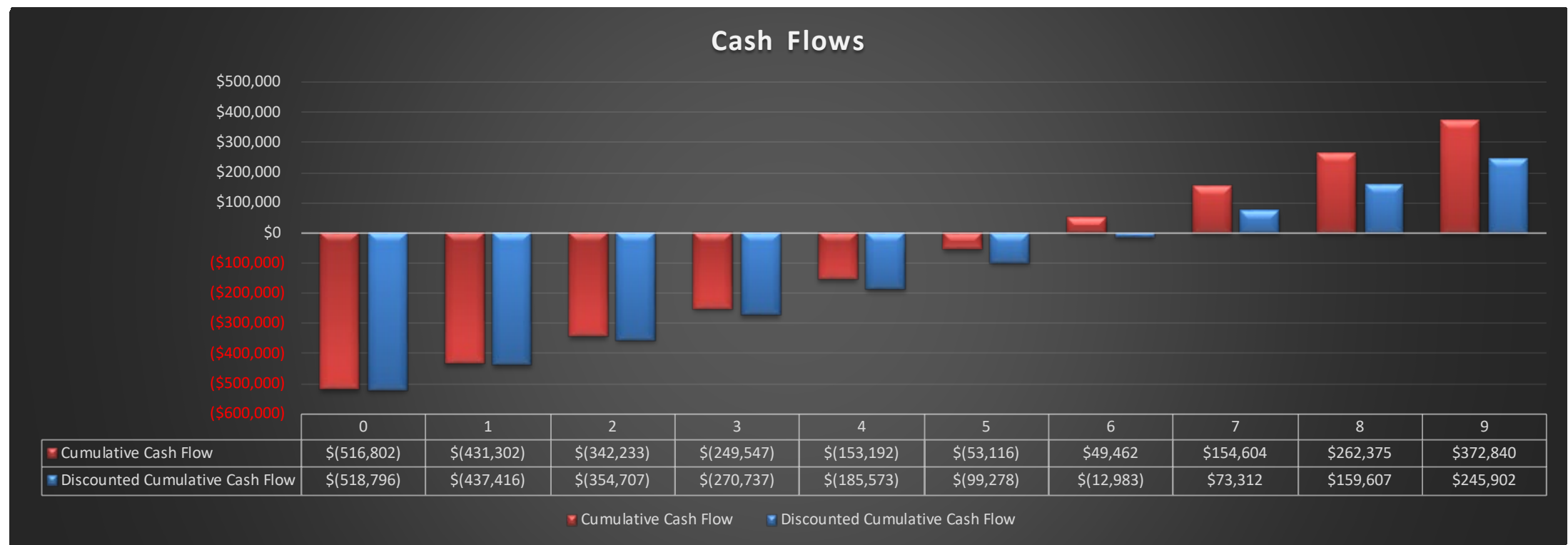
**Labor Savings**<sup>(4)</sup>

Hours saved per week	6	6	6	6	6	6	6	6	6	6
Hourly wage rate	\$ 95.00	\$ 97.66	\$ 100.10	\$ 102.60	\$ 105.17	\$ 107.80	\$ 110.49	\$ 113.26	\$ 116.09	\$ 118.99

## P Building HVAC Project ROI Analysis

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Energy Savings	\$ 52,114	\$ 55,030	\$ 57,837	\$ 60,674	\$ 63,542	\$ 66,443	\$ 68,104	\$ 69,806	\$ 71,551	\$ 73,340	
Wage Savings	\$ 29,640	\$ 30,470	\$ 31,232	\$ 32,012	\$ 32,813	\$ 33,633	\$ 34,474	\$ 35,336	\$ 36,219	\$ 37,125	
Total Savings	\$ 81,754	\$ 85,500	\$ 89,069	\$ 92,686	\$ 96,355	\$ 100,076	\$ 102,578	\$ 105,142	\$ 107,771	\$ 110,465	
<b>Net Cash Flow</b>	<b>(598,556)</b>	\$ 81,754	\$ 85,500	\$ 89,069	\$ 92,686	\$ 96,355	\$ 100,076	\$ 102,578	\$ 105,142	\$ 107,771	\$ 110,465

	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years	
<b>Net Cash Flow</b>	<b>\$ (598,556)</b>	\$ 81,754	\$ 85,500	\$ 89,069	\$ 92,686	\$ 96,355	\$ 100,076	\$ 102,578	\$ 105,142	\$ 107,771	\$ 110,465
<b>Cumulative Cash Flow</b>	<b>\$ (598,556)</b>	\$ (516,802)	\$ (431,302)	\$ (342,233)	\$ (249,547)	\$ (153,192)	\$ (53,116)	\$ 49,462	\$ 154,604	\$ 262,375	\$ 372,840
<b>Present Value (PV) of Net Cash Flow</b>	<b>\$ (598,556)</b>	\$ 79,760	\$ 81,380	\$ 82,709	\$ 83,969	\$ 85,164	\$ 86,295	\$ 86,295	\$ 86,295	\$ 86,295	\$ 86,295
<b>Cumulative PV of Net Cash Flow</b>	<b>\$ (598,556)</b>	\$ (518,796)	\$ (437,416)	\$ (354,707)	\$ (270,737)	\$ (185,573)	\$ (99,278)	\$ (12,983)	\$ 73,312	\$ 159,607	\$ 245,902
<b>IRR<sup>(3)</sup></b>	<b>-86.3%</b>	<b>-54.8%</b>	<b>-32.5%</b>	<b>-18.3%</b>	<b>-8.9%</b>	<b>-2.5%</b>	1.9%	5.2%	7.6%	9.4%	
<b>MIRR<sup>(2)</sup></b>	<b>-86.3%</b>	<b>-45.9%</b>	<b>-22.2%</b>	<b>-9.4%</b>	<b>-2.1%</b>	2.5%	5.4%	7.4%	8.7%	9.7%	
<b>Simple Payback</b>	7.3	Years									



## V Building HVAC Project Option 3 ROI Projection

**Initial Investment**

Project Differential Cost <sup>(1)</sup>	\$ 351,963
Taxes	\$ 12,002
Rebates	\$ (68,200)
<i>Total Initial Investment</i>	<i>\$ 295,765</i>

Discount Rate	2.50%
Financing Rate (for MIRR <sup>(2)</sup> )	10%
Re-Investment Rate (for MIRR <sup>(2)</sup> )	10%

<i>Year</i>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
<i>Inflation</i>	3.5%	2.8%	2.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

**Energy Savings**

**Energy Usage Savings**

Electricity (kwhs saved)	64,646	64,646	64,646	64,646	64,646	64,646	64,646	64,646	64,646	64,646	64,646
Gas (m3 saved)	30,703	30,703	30,703	30,703	30,703	30,703	30,703	30,703	30,703	30,703	30,703
Water (gallons saved)	-	-	-	-	-	-	-	-	-	-	-
GHG Emission Reduction (Ton/CO2)	61	61	61	61	61	61	61	61	61	61	61

**Cost per Unit**

Electricity (\$/kwh)	\$ 0.16	\$ 0.16	\$ 0.17	\$ 0.17	\$ 0.17	\$ 0.18	\$ 0.18	\$ 0.19	\$ 0.19	\$ 0.20
Gas (\$/m3)	\$ 0.22	\$ 0.23	\$ 0.23	\$ 0.24	\$ 0.24	\$ 0.25	\$ 0.25	\$ 0.26	\$ 0.27	\$ 0.27
Water (\$/gallon)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Carbon Tax Increment (\$/Ton/CO2)	\$ 45.00	\$ 60.00	\$ 75.00	\$ 90.00	\$ 105.00	\$ 120.00	\$ 123.00	\$ 126.08	\$ 129.23	\$ 132.46

**Energy Cost Savings**

Electricity	\$ 10,149	\$ 10,434	\$ 10,694	\$ 10,962	\$ 11,236	\$ 11,517	\$ 11,805	\$ 12,100	\$ 12,402	\$ 12,712
Gas	\$ 6,724	\$ 6,912	\$ 7,085	\$ 7,262	\$ 7,444	\$ 7,630	\$ 7,821	\$ 8,016	\$ 8,216	\$ 8,422
Water	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Carbon Tax	\$ 2,745	\$ 3,660	\$ 4,575	\$ 5,490	\$ 6,405	\$ 7,320	\$ 7,503	\$ 7,691	\$ 7,883	\$ 8,080
Annual Energy Savings	\$ 19,618	\$ 21,006	\$ 22,354	\$ 23,714	\$ 25,085	\$ 26,467	\$ 27,128	\$ 27,806	\$ 28,502	\$ 29,214

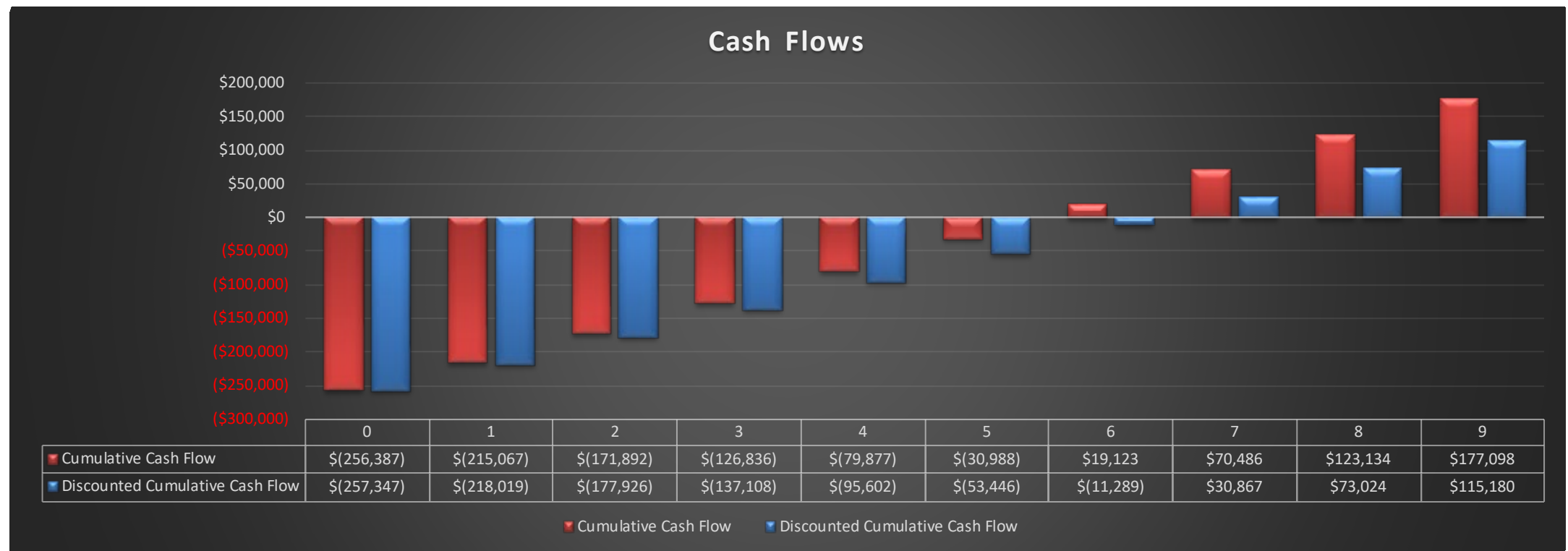
**Labor Savings**<sup>(4)</sup>

Hours saved per week	4	4	4	4	4	4	4	4	4	4
Hourly wage rate	\$ 95.00	\$ 97.66	\$ 100.10	\$ 102.60	\$ 105.17	\$ 107.80	\$ 110.49	\$ 113.26	\$ 116.09	\$ 118.99

## V Building HVAC Project ROI Analysis

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Energy Savings	\$ 19,618	\$ 21,006	\$ 22,354	\$ 23,714	\$ 25,085	\$ 26,467	\$ 27,128	\$ 27,806	\$ 28,502	\$ 29,214
Wage Savings	\$ 19,760	\$ 20,313	\$ 20,821	\$ 21,342	\$ 21,875	\$ 22,422	\$ 22,983	\$ 23,557	\$ 24,146	\$ 24,750
Total Savings	\$ 39,378	\$ 41,319	\$ 43,176	\$ 45,056	\$ 46,960	\$ 48,889	\$ 50,111	\$ 51,364	\$ 52,648	\$ 53,964
<b>Net Cash Flow</b>	<b>\$ (295,765)</b>	<b>\$ 39,378</b>	<b>\$ 41,319</b>	<b>\$ 43,176</b>	<b>\$ 45,056</b>	<b>\$ 46,960</b>	<b>\$ 48,889</b>	<b>\$ 50,111</b>	<b>\$ 51,364</b>	<b>\$ 52,648</b>

	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years
<b>Net Cash Flow</b>	<b>\$ (295,765)</b>	<b>\$ 39,378</b>	<b>\$ 41,319</b>	<b>\$ 43,176</b>	<b>\$ 45,056</b>	<b>\$ 46,960</b>	<b>\$ 48,889</b>	<b>\$ 50,111</b>	<b>\$ 51,364</b>	<b>\$ 52,648</b>
<b>Cumulative Cash Flow</b>	<b>\$ (295,765)</b>	<b>\$ (256,387)</b>	<b>\$ (215,067)</b>	<b>\$ (171,892)</b>	<b>\$ (126,836)</b>	<b>\$ (79,877)</b>	<b>\$ (30,988)</b>	<b>\$ 19,123</b>	<b>\$ 70,486</b>	<b>\$ 123,134</b>
<b>Present Value (PV) of Net Cash Flow</b>	<b>\$ (295,765)</b>	<b>\$ 38,418</b>	<b>\$ 39,328</b>	<b>\$ 40,093</b>	<b>\$ 40,818</b>	<b>\$ 41,506</b>	<b>\$ 42,156</b>	<b>\$ 42,156</b>	<b>\$ 42,156</b>	<b>\$ 42,156</b>
<b>Cumulative PV of Net Cash Flow</b>	<b>\$ (295,765)</b>	<b>\$ (257,347)</b>	<b>\$ (218,019)</b>	<b>\$ (177,926)</b>	<b>\$ (137,108)</b>	<b>\$ (95,602)</b>	<b>\$ (53,446)</b>	<b>\$ (11,289)</b>	<b>\$ 30,867</b>	<b>\$ 73,024</b>
<b>IRR<sup>(3)</sup></b>	<b>-86.7%</b>	<b>-55.4%</b>	<b>-33.1%</b>	<b>-18.8%</b>	<b>-9.4%</b>	<b>-3.0%</b>	<b>1.5%</b>	<b>4.8%</b>	<b>7.2%</b>	<b>9.0%</b>
<b>MIRR<sup>(2)</sup></b>	<b>-86.7%</b>	<b>-46.5%</b>	<b>-22.8%</b>	<b>-9.9%</b>	<b>-2.4%</b>	<b>2.2%</b>	<b>5.1%</b>	<b>7.1%</b>	<b>8.5%</b>	<b>9.5%</b>
<b>Simple Payback</b>	<b>7.5</b>	<b>Years</b>								



Report title:	Strategic Plan 2025-2030 Progress Update
Report to:	Board of Governors
Date:	December 9, 2024
Algonquin College Executive Team Member:	Mark Savenkoff, Vice President, Advancement and Strategy
Author(s)/Presenter(s):	Scott Gonsalves, Director, Strategy and Planning

1. RECOMMENDATION:

**THAT** the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors is required to ensure that Algonquin College has a *“current strategic plan that sets out the broad direction for the institution that is shared with the college’s community, general public, and the government.”* With the existing strategic plan expiring in 2025, the development of a new, five-year strategic plan is underway. This presentation provides an update to that initiative.

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 an new strategic plan and endorsed a Strategic Planning Framework that outlined the approach, scope and schedule for the project. An initiative (College Strategic Plan 2025-2030) was approved with the 2023-25 Business Plan.

The initiative began in January 2024 and, to date, has involved primary and secondary research, external engagement activities, and internal engagement activities. The culmination of the initiative includes both the review and approval of the Strategic Plan 2025-2030 by the Board of Governors in June 2025, and its launch to the community at AC Vision in late August 2025.

4. DISCUSSION:

As of December 2024, the initiative is operating within its original scope and allocated budget. Delays over the summer, particularly involving external engagement activities with

employers, partners and industry organizations resulted in scheduling and resourcing conflicts with internal engagement activities. The Strategic Plan Working Group has been diligently progressing on its project schedule and is expected to catch up by January 2025.

To date, the Strategic Plan Working Group has completed:

- Environmental scan
- Visioning exercises with leadership
- Executive interviews
- Community survey
- Sector, community and government interviews
- Employer discussion circles
- Student consultations
- Indigenous consultation
- Departmental listening sessions (*continuing*)
- Strategy Fusion Room events for employees (exploring strategic topics such as Employability; Sustainability; Equity, Diversity, Inclusion and Indigenization; Internationalization; Innovation and Technology; and Building The Future
- Individual submissions (*continuing*)

At a high level, several themes are emerging from the research and engagement completed thus far:

1. Human-centered Innovation
2. Polytechnic Leadership
3. Community/Industry Orientation
4. Employability

In addition, some organizational capabilities and management systems have been identified as having an impact on the success of the college to deliver on its strategic priorities. This provides important context for the ability to set the college up for success. Key capabilities identified include:

- Focus on operational efficiency and process innovation
- Robust information-sharing and systems
- Mission-driven people and teams
- Integrated approach to community and industry engagement
- Bold, confident and human-centered communications
- Strong alignment between resourcing and strategy

Remaining deliverables within the project include developing a draft plan to be reviewed by college leadership (i.e. Board of Governors, College Executive Team, College Leadership Team, Integrated College Development Planning group) and made available for public feedback; and developing a final strategic plan for internal endorsement and Board approval



by June 2025. The public launch of the new strategic plan will be held at AC Vision in August 2025.

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:

Given that the college is operating under the existing Strategic Plan 2022-2025, there is no student impact identified at this time.

7. FINANCIAL IMPACT:

There is no financial impact identified at this time.

8. HUMAN RESOURCES IMPACT:

There is no student impact identified at this time.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

This progress update is made available to the public on the Board of Governors website prior to the Board of Governors December 9, 2024 meeting.

11. CONCLUSION:

The Board of Governors is kept informed of the progress toward the development of the Strategic Plan 2025-2030 and will continue to be engaged in the development process through Board meetings, generative discussions and strategic retreats. The Strategic Plan Working Group continues to provide robust engagement opportunities for internal and external communities, in line with the Strategic Plan Framework that was endorsed by the Board of Governors. The ultimate outcome of the initiative 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

Report title:	Second Quarter 2024-25 Financial Projection
Report to:	Board of Governors
Date:	December 9, 2024
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 approves the Second Quarter 2023-24 Financial Projection for submission to the Ministry of Colleges and Universities.

**THAT** the Board of Governors receives an update on the timeline for the preparation and presentation of the 2025-26 Draft Annual Budget for approval.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present [Appendix A: Second Quarter 2024-25 Financial Projection](#), including a summary of funded positions, and to provide an update on the College’s compliance to Board Policy [BGII-02: Financial Management](#), presented in [Appendix B: Second Quarter 2024-25 Compliance Schedule](#), and

To inform the Board of Governors of the intention for the College to delay the presentation of the 2025-26 Draft Annual Budget for approval to the Board of Governors from the meeting of February 24, 2025, to the meeting of April 22, 2025.

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 and Universities Operating Directive.

4. DISCUSSION:

The Quarterly Projection Report takes into consideration changes to some of the original assumptions underlying the Approved Annual Budget, including projected enrolment levels,

funding sources and amounts, as well as other operational and capital changes. Variance analysis for significant changes is included within the report.

As the Second Quarter Financial Projection was prepared, decreases in level one international enrolment for the Fall Term were realized. This led to the College also downgrading international student enrolment estimates for the Winter Term. These changes to enrolment projections results in lower than anticipated revenues for the College. Through careful management, these revenue losses will be offset through prudent expense management. Report details are provided in [Appendix A: Second Quarter 2024-25 Financial Projection](#).

Since Immigration, Refugees, and Citizenship Canada’s (IRCC) announcement on January 22, 2024, that immediately capped international study permits for post-secondary institutions in Canada, as well as removed the granting of post-graduate work permits for any new students attending Public College Private Partnership (PCPP) institutions, there have been additional government announcements which have further decreased international enrolments across the post-secondary sector in Canada. These negative impacts have been factored into the Second Quarter Financial Projection, which includes a 13.9% decline in international enrolment (2,838 enrolments) from the Approved Annual Budget.

When the College began to see the negative impacts to international enrolment projections this past fall, 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 filling new, unfilled full-time complement positions approved for the 2024-25 fiscal year, a reduction of a \$2.5M contingency budget, and a refinement of Strategic Investment Priorities budgets to identify expenditures to reduce or defer to future fiscal years.

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	Second Quarter 2024-25 Net Contribution	Variance Approved vs Second Quarter
Funded Activity / College Operations	\$4.4	\$0.0	\$(4.4)
Contract and Other Non-Funded Activity	3.6	3.7	0.1
Campus Services	4.2	4.6	0.4
International Education Centre	<u>39.0</u>	<u>35.3</u>	(3.7)

Net Contribution from Total College Operations	51.2	43.6	(7.6)
Net Strategic Investment Priorities	(51.1)	(43.4)	7.7
<b>Net Contribution as per Modified <u>Cash Flow Basis</u></b>	<b>\$0.1</b>	<b>\$0.2</b>	<b>\$0.1</b>
Add Back Principal Portion of Debt	6.6	6.6	0.0
Non-Cash Adjustments: Capitalization & Depreciation	14.4	12.7	(1.7)
<b>Net Contribution: <u>Public Sector Accounting Standards Basis</u></b>	<b>\$21.1</b>	<b>\$19.5</b>	<b>\$(1.6)</b>
	<b>Approved Annual Budget 2024-25</b>	<b>Second Quarter 2024-25 Projection</b>	<b>Variance Approved vs Second Quarter</b>
<b>Domestic Enrolment</b>	34,478	34,847	369
<b>International Enrolment</b>	20,444	17,606	(2,838)
<b>Public College Private Partnership Enrolment (Toronto)</b>	2,119	2,146	27
<b>Total Enrolments</b>	57,041	54,599	(2,442)

Given the uncertainty surrounding international student enrolments for the 2025-26 fiscal year, which has been influenced by recent announcements from Immigration, Refugees and Citizenship Canada (IRCC), Algonquin College has made the decision to postpone the presentation of its 2025-26 Annual Budget. Initially scheduled for the February 24, 2025, Board of Governors meeting, this presentation will now occur at the April 22, 2025, meeting. Please refer to Appendix C: 2025-26 Budget Timeline Update for additional information.

This two-month delay aims to give the College time to further assess the potential impacts of the government decisions on the College’s enrolment plans, which will help refine the budget projections for the coming 2025-26 fiscal year. By postponing the budget, the College intends to present a budget with greater certainty regarding the anticipated number of international students, and the overall impacts to the College’s 2025-26 Annual Budget.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

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

7. FINANCIAL IMPACT:

The Second Quarter 2024-25 Financial Projection details a decrease in net contribution of \$1.6M from the 2024-25 Approved Annual Budget of \$21.1M, for a total projected net contribution of \$19.6M for the fiscal year, on a Public Sector Accounting Standards basis.

8. HUMAN RESOURCES IMPACT:

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

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

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

11. CONCLUSION:

The Second Quarter 2024-25 Financial Projection identifies resources supporting 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. College management will continue to monitor enrolments, revenue, and expenditures closely, with a continued focus on achieving financial sustainability for the College.

Additionally, due to the recent announcements by Immigration, Refugees and Citizenship Canada (IRCC) which impact international student enrolment, Algonquin College will delay the presentation and approval of the 2025-26 Annual Budget to April 22, 2025, to provide the time required by the College to further assess the impact of the IRCC announcements on the Colleges international student enrolment plans.

Respectfully submitted:



---

Grant Perry  
Acting Vice President, Finance and Administration

Approved for submission:



---

Claude Brulé  
President and CEO

**Appendices:**

Appendix A: Second Quarter 2024-25 Financial Projection
Appendix B: Second Quarter 2024-25 Compliance Schedule
Appendix C: 2025-26 Budget Timeline Update

# Financial Projection

SECOND QUARTER  
2024-25

Presentation to the Algonquin College Board of Governors

December 9, 2024

**ALGONQUIN**  
COLLEGE

**Table of Contents**

Second Quarter Financial Projection Summary ..... 3

Statement of Financial Position ..... 4

Revenue Schedule ..... 5

Revenue Schedule Variance Analysis ..... 6

Expenditures Schedule ..... 8

Expenditures Schedule Variance Analysis ..... 9

Strategic Investment Priorities Schedule ..... 11

Strategic Investment Priorities Schedule Variance Analysis ..... 12

Internally Restricted Net Assets Schedule ..... 13

Summary of Funded Positions ..... 14

Financial Sustainability Metrics – Annual Surplus ..... 16

Financial Sustainability Metrics – Liquidity ..... 17

Financial Sustainability Metrics – Operating ..... 18

Financial Sustainability Metrics – Debt ..... 19

Financial Sustainability Metrics – Accumulated Surplus ..... 20



	Approved Annual Budget	First Quarter Projection	Second Quarter Year-End Projection	Second Quarter vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Approved
<b>Funded Activity/College Operations</b>					
Revenue	\$ 340,218	\$ 339,116	\$ 329,758	\$ (10,460)	(0.3%)
Expenditures	335,820	335,252	329,763	6,057	2%
Net Contribution as per Modified Cash Flow Basis	4,398	3,864	(5)	(4,403)	(100%)
<b>Contracts &amp; Other Non-Funded Activity</b>					
Revenue	46,414	49,227	45,335	(1,079)	(2%)
Expenditures	42,808	44,877	41,681	1,127	3%
Net Contribution as per Modified Cash Flow Basis	3,606	4,350	3,654	48	1%
<b>Campus Services</b>					
Revenue	41,043	39,995	39,786	(1,257)	(3%)
Expenditures	36,844	35,555	35,217	1,627	4%
Net Contribution as per Modified Cash Flow Basis	4,199	4,440	4,569	370	9%
<b>International Education Centre</b>					
Revenue	130,008	129,844	111,975	(18,033)	(14%)
Expenditures	91,007	90,924	76,630	14,377	16%
Net Contribution as per Modified Cash Flow Basis	39,001	38,920	35,345	(3,656)	(9%)
<b>Net Contribution on Operating Activities</b>	<b>51,204</b>	<b>51,574</b>	<b>43,563</b>	<b>(7,641)</b>	<b>(15%)</b>
<b>Strategic Investment Priorities</b>					
Revenue	7,314	7,652	7,652	338	5%
Expenditures	58,397	58,106	51,034	7,363	13%
Net Contribution as per Modified Cash Flow Basis	(51,083)	(50,454)	(43,382)	7,701	15%
<b>Net Contribution as per Modified Cash Flow Basis</b>	<b>121</b>	<b>1,120</b>	<b>181</b>	<b>60</b>	<b>50%</b>
<b>Non-Cash Revenue Adjustments</b>					
Capital Grants recorded as Deferred Capital Contributions	(1,400)	(1,400)	(1,400)	-	0%
Amortization of Deferred Capital Contributions	7,500	7,500	7,500	-	0%
<b>Non-Cash Expenditure Adjustments</b>					
Expenditures to be Capitalized (Moved to Balance Sheet)	28,572	28,572	26,938	(1,634)	(6%)
Amortization Expense	(19,337)	(19,337)	(19,337)	-	0%
Change in Vacation, Sick Leave & Post-Employment Benefits	(900)	(900)	(900)	-	0%
<b>Add Back: Principal Portion of Debt Payments</b>	<b>6,577</b>	<b>6,577</b>	<b>6,577</b>	<b>(0)</b>	<b>(0%)</b>
<b>Net Contribution as per Public Sector Accounting Standards (PSAS)</b>	<b>\$ 21,133</b>	<b>\$ 22,132</b>	<b>\$ 19,559</b>	<b>\$ (1,574)</b>	<b>(7%)</b>

	March 31, 2024 Year-End Actual	March 31, 2025 Approved Annual Budget	March 31, 2025 Second Quarter Projected	Second Quarter vs. Approved Variance Favourable/ Unfavourable
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and Short Term Investments	\$ 137,194	\$ 142,452	\$ 140,334	\$ (2,118)
Accounts Receivable	26,866	29,586	28,106	(1,480)
Inventory	1,695	2,000	2,000	-
Prepaid Expenses	10,501	11,059	10,434	(625)
	<b>176,256</b>	<b>185,097</b>	<b>180,874</b>	<b>(4,223)</b>
<b>Investments</b>	62,049	55,000	55,000	-
<b>Long Term Prepaid - Students' Association</b>	5,216	5,106	5,106	-
<b>Endowment Assets</b>	39,911	41,500	41,500	-
<b>Capital Assets</b>	331,550	340,785	339,151	(1,634)
<b>TOTAL ASSETS</b>	<b>\$ 614,982</b>	<b>\$ 627,488</b>	<b>\$ 621,631</b>	<b>\$ (5,857)</b>
<b>LIABILITIES &amp; NET ASSETS</b>				
<b>Current Liabilities</b>				
Accounts Payable & Accrued Liabilities	\$ 54,931	\$ 55,295	\$ 54,625	\$ (670)
Accrued Salaries & Employee Deductions Payable	4,440	5,214	4,596	(618)
Deferred Revenue	78,263	78,000	75,000	(3,000)
Current Portion of Long Term Debt	4,337	4,853	4,853	-
Current Portion of Obligation under Capital Leases	2,240	2,440	2,440	-
	<b>144,211</b>	<b>145,802</b>	<b>141,514</b>	<b>(4,288)</b>
<b>Long Term Debt</b>	23,918	19,065	19,065	-
<b>Obligation under Capital Leases</b>	36,453	34,013	34,013	-
<b>Interest Rate Swaps</b>	541	432	432	-
<b>Vacation, Sick Leave &amp; Post-Employment Benefits</b>	21,163	22,063	22,063	-
<b>Deferred Capital Contributions</b>	136,688	130,588	130,588	-
<b>Asset Retirement Obligation</b>	1,813	1,813	1,813	-
<b>Net Assets</b>				
Unrestricted	1,000	1,000	1,000	-
Investment in Capital Assets	126,101	148,510	148,192	(318)
Vacation, Sick Leave & Post-Employment Benefits	(21,163)	(22,063)	(22,063)	-
Internally Restricted	104,762	104,381	103,130	(1,251)
Endowment Fund	39,911	41,500	41,500	-
	<b>250,611</b>	<b>273,328</b>	<b>271,759</b>	<b>(1,569)</b>
<b>Accumulated Remeasurement Losses</b>	<b>(416)</b>	<b>384</b>	<b>384</b>	<b>-</b>
	<b>250,195</b>	<b>273,712</b>	<b>272,143</b>	<b>(1,569)</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 614,982</b>	<b>\$ 627,488</b>	<b>\$ 621,631</b>	<b>\$ (5,857)</b>

	Approved Annual Budget	First Quarter Projection	Second Quarter Year-End Projection	Second Quarter vs. Approved Variance Favourable/ (Unfavourable)
<b>FUNDED ACTIVITY/COLLEGE OPERATIONS</b>				
<b>Grants</b>				
Post Secondary Activity	\$ 102,059	\$ 100,289	\$ 101,280	\$ (779)
Apprentice	7,083	7,437	7,538	455
Flow-Through Student Aid	1,695	1,695	1,695	-
<b>TOTAL GRANTS</b>	<b>110,837</b>	<b>109,421</b>	<b>110,513</b>	<b>(324)</b>
<b>Tuition Fees</b>				
Full-Time Post Secondary	109,803	109,803	104,208	(5,595)
Full-Time Non-Funded	506	834	757	251
Part-Time	8,579	8,489	8,809	230
Apprenticeship Fees	1,353	1,394	1,400	47
Student Technology Fees	10,042	10,022	9,573	(469)
<b>TOTAL TUITION FEES</b>	<b>130,283</b>	<b>130,542</b>	<b>124,747</b>	<b>(5,536)</b>
<b>Contract Educational Services</b>				
Corporate & Other Programs	6,543	6,298	6,815	272
<b>TOTAL CONTRACT EDUCATIONAL SERVICES</b>	<b>6,543</b>	<b>6,298</b>	<b>6,815</b>	<b>272</b>
<b>Other</b>				
Early Learning Centre	1,128	1,128	1,128	-
Student Ancillary Fees	6,775	6,540	6,392	(383)
Investment Income	7,320	7,320	9,445	2,125
Transfer from International Education Centre <sup>1</sup>	65,071	64,991	56,497	(8,574)
Miscellaneous	12,261	12,876	14,221	1,960
<b>TOTAL OTHER</b>	<b>92,555</b>	<b>92,855</b>	<b>87,683</b>	<b>(4,872)</b>
<b>TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS</b>	<b>340,218</b>	<b>339,116</b>	<b>329,758</b>	<b>(10,460)</b>
<b>CONTRACTS &amp; OTHER NON-FUNDED ACTIVITY</b>	<b>46,414</b>	<b>49,227</b>	<b>45,335</b>	<b>(1,079)</b>
<b>CAMPUS SERVICES</b>	<b>41,043</b>	<b>39,995</b>	<b>39,786</b>	<b>(1,257)</b>
<b>INTERNATIONAL EDUCATION CENTRE</b>	<b>130,008</b>	<b>129,844</b>	<b>111,975</b>	<b>(18,033)</b>
<b>STRATEGIC INVESTMENT PRIORITIES</b>	<b>7,314</b>	<b>7,652</b>	<b>7,652</b>	<b>338</b>
<b>TOTAL REVENUE</b>	<b>\$ 564,997</b>	<b>\$ 565,834</b>	<b>\$ 534,506</b>	<b>\$ (30,491)</b>

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

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ (779)	Unfavourable variance is primarily due to a \$1.77M lower than projected fiscal year breakdown of the three-year Postsecondary Education Sustainability Fund (PSESF) announced by the Ministry of Colleges and Universities in June 2024 (will receive higher than projected funding in 2025-26 and 2026-27). This variance is partially offset by a \$713K reduction in the International Student Recovery as well as a \$278K increase in contract revenues from the Ministry of Training, Colleges, Universities and other related entities.
Apprentice	\$ 455	Favourable variance due to an increase in the anticipated number of apprentice planned seats by the Ministry of Labour, Immigration, Training, and Skills Development.
Full-Time Post Secondary Tuition Fees	\$ (5,595)	Unfavourable variance is primarily due to a \$5.29M decrease in Full-Time Post-Secondary Fees, a \$185K drop in Cooperative Education Program revenues, and a \$103K decline in incidental fees resulting from a 4.5% decrease in overall enrollment compared to the 2024-25 Approved Annual Budget.
Full-Time Non-Funded	\$ 251	Favourable variance due to a 34% increase in international student enrolment from the 2024-25 Approved Annual Budget for the School of Health Studies' Introduction to Healthcare for New Canadians and the Pre-English for Academic Purposes programs.
Student Technology Fees	\$ (469)	Unfavourable variance due to a 4.5% decrease in total enrolment from the 2024-25 Approved Annual Budget.
Corporate & Other Programs	\$ 272	Favourable variance is due to a \$368K increase in revenue from the Bachelor of Information Technology (BIT) collaborative program with Carleton University. This increase is partially offset by a \$130K decrease in revenue from the Bachelor of Commerce collaborative program with Nipissing University.
Student Ancillary Fees	\$ (383)	Unfavourable variance due to \$281K decrease in program transcript and convocation student fees as a result of a decrease in enrolment as well as a \$94K decrease in the AC Online information technology student fees.
Investment Income	\$ 2,125	Favourable variance is primarily due to \$1.99M in higher than projected gains in the market value of our surplus operating funds and a \$500K increase in interest income due to higher than anticipated interest rates. This favourable variance is partially offset by a \$360K decrease in anticipated interest earned on bonds.
Transfer from International Education Centre	\$ (8,574)	Unfavourable variance due to decrease of International Fee Premiums allocated to Funded Activity as a result of a 13.9% decrease in international student enrolment from the 2024-25 Approved Annual Budget.

**Second Quarter 2024-25 Financial Projection**  
**REVENUE SCHEDULE**  
**Variance Analysis** (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Miscellaneous	\$ 1,960	Favourable variance is primarily due to a \$445K increase in Students' Association chargebacks, a \$400K increase in international student pre-registration cancellation fees, a \$272K reategorization from a reduction expenses to an increase in revenue related to the Microsoft Class Action Settlement (offset by an increase in expenses) and a \$245K increase in the anticipated incentive revenue from the Ontario Power Authority related to the Energy Savings Contract (ESCO).
Contract and Other Non-Funded Activity	\$ (1,079)	Unfavourable variance mainly due to a \$2.3M change in accounting treatment of flow-through revenue on the School College Work Initiative contract (offset by a decrease in flow-through expenditures) partially offset by a \$1.7M favourable variance in Public College Private Partnership revenue as a result of a 1.3% increase in enrolment over the 2024-25 Approved Annual Budget.
Campus Services	\$ (1,257)	Unfavourable variance mainly due to a \$1.2M decrease in textbook sales which is partially offset by a \$629K increase in higher e-text sales; and a \$763K decrease in long-term student and staff parking permits offset by a \$388K increase in short-term parking demand.
International Education Centre	\$ (18,033)	Unfavourable variance due to a 13.9% decrease in international student enrolment from the 2024-25 Approved Annual Budget.
Strategic Investment Priorities	\$ 338	Favourable variance due to \$112K higher than projected College Equipment Renewal Fund 2024-25 allocation announced by the Ministry in June 2024, as well as \$153K in revenue deferred from 2023-24 related to the competitive application based portion of the College Equipment Renewal Fund.
Total Explained Variances	\$ (30,768)	
Other Minor Variances	\$ 277	
Total Variance	\$ (30,491)	

	Approved Annual Budget	First Quarter Projection	Second Quarter Year-End Projection	Second Quarter vs. Approved Variance Favourable/ (Unfavourable)
<b>FUNDED ACTIVITY/COLLEGE OPERATIONS</b>				
<b>TOTAL SALARIES &amp; BENEFITS</b>	\$ 249,563	\$ 248,200	\$ 244,876	\$ 4,687
<b>Other Operating Costs</b>				
Mandated Student Aid	5,244	5,244	5,244	-
Contingencies	3,997	3,997	1,497	2,500
Long Term Debt Interest	2,196	2,196	2,196	-
Contract Services	17,517	17,867	17,970	(453)
Instructional Supplies & Equipment	7,254	7,770	7,724	(470)
Information Technology	14,010	14,257	14,350	(340)
Marketing and Promotion	2,266	2,235	2,200	66
Building Maintenance & Utilities	13,727	13,440	13,471	256
Flow-Through Student Aid	1,695	1,695	1,695	-
Cost of Goods Sold	290	302	265	25
Principal Portion of Debt Payments	3,247	3,247	3,247	-
Other	14,814	14,802	15,028	(214)
<b>TOTAL OTHER OPERATING</b>	86,257	87,052	84,887	1,370
<b>TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS</b>	<b>335,820</b>	<b>335,252</b>	<b>329,763</b>	<b>6,057</b>
<b>CONTRACTS &amp; OTHER NON-FUNDED ACTIVITY</b>	<b>42,808</b>	<b>44,877</b>	<b>41,681</b>	<b>1,127</b>
<b>CAMPUS SERVICES</b>	<b>36,844</b>	<b>35,555</b>	<b>35,217</b>	<b>1,627</b>
<b>INTERNATIONAL EDUCATION CENTRE</b>	<b>91,007</b>	<b>90,924</b>	<b>76,630</b>	<b>14,377</b>
<b>STRATEGIC INVESTMENT PRIORITIES</b>	<b>58,397</b>	<b>58,106</b>	<b>51,034</b>	<b>7,363</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 564,876</b>	<b>\$ 564,714</b>	<b>\$ 534,325</b>	<b>\$ 30,551</b>

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ 4,687	Favourable variance due to lower than projected salary costs due to 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.
Contingencies	\$ 2,500	Favourable variance of \$2.5M due to a reduction in Special Contingency to offset the impact of decreased international enrolment.
Contract Services	\$ (453)	Unfavourable variance of \$527K within Information Technology Services due to contracts put in place to address business relationship management and project management capacity. Favourable variance of \$220K as a result of a reduction in projected snow removal costs.
Instructional Supplies & Equipment	\$ (470)	Unfavourable variance due to higher than projected instructional supplies costs within School of Business and School of Advanced Technology.
Information Technology	\$ (340)	Unfavourable variance due to recategorization of \$272K from a reduction in expenses to an increase in revenue related to the Microsoft Class Action Settlement (offset by increase in revenue).
Building Maintenance & Utilities	\$ 256	Favourable variance of \$404K due to lower costs for contract cleaning due to a negotiated rebate received from the vendor as well as other minor savings. Partially offset by unfavourable variance in janitorial supplies expenditures.
Contract and Other Non-Funded Activity	\$ 1,127	Favourable variance mainly due to a \$1.8M change in accounting treatment of flow-through expenditures on the School College Work Initiative contract (offset by a decrease in flow-through revenue) partially offset by a \$1.2M unfavourable variance in Public College Private Partnership revenue as a result of a 1.3% increase in enrolment over the 2024-25 Approved Annual Budget.

**Second Quarter 2024-25 Financial Projection**  
**EXPENDITURES SCHEDULE**  
**Variance Analysis** (all figures in \$ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Campus Services	\$ 1,627	Favourable variance mainly due to a \$945K decrease in Retail Services cost of goods sold as a result of lower than anticipated sales of textbooks, \$413K in reduced Parking and Locker Services costs due to reclassification of costs to the Corporate department, \$240K reduction in projected contingency costs to offset lower than expected sales in parking and food services and other minor savings.
International Education Centre	\$ 14,377	Favourable variance due to a 13.9% decrease in international student enrolment from the 2024-25 Approved Annual Budget resulting in decreased referral fees, arrival services expenditures and decreased health insurance expenditures.
Strategic Investment Priorities	\$ 7,363	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 30,674	
Other Minor Variances	\$ (123)	
Total Variance	\$ 30,551	



	Approved Annual Budget	First Quarter Projection	Second Quarter Year-End Projection	Second Quarter vs. Approved Variance Favourable/ (Unfavourable)
<b>SOURCE OF FUNDS:</b>				
Facilities Renewal Grant	\$ 5,252	\$ 5,325	\$ 5,325	\$ 73
College Equipment Renewal Fund Grant	766	1,031	1,031	265
Apprenticeship Capital Grant	1,296	1,296	1,296	-
<b>TOTAL SOURCE OF FUNDS</b>	<b>7,314</b>	<b>7,652</b>	<b>7,652</b>	<b>338</b>
<b>EXPENDITURES:</b>				
<b>Major Capital Projects</b>				
Campus Accessibility	3,370	3,370	2,370	1,000
Pedestrian Bridge to Bus Rapid Transit Station	10	10	10	-
R3 (Student Information System)	20,000	20,000	20,000	-
Salesforce Lightning Upgrade	1,622	1,622	1,622	-
Science Labs	9,600	9,600	9,600	-
<b>Total Major Capital Projects</b>	<b>34,602</b>	<b>34,602</b>	<b>33,602</b>	<b>1,000</b>
<b>Other</b>				
Algonquin College Sustainability: Improved Heating, Ventilation, and Air Conditioning Systems (Residence Building)	6,673	6,673	6,673	-
Academic & Other Equipment	1,200	1,200	1,200	-
Apprenticeship Capital Grant	1,296	1,296	1,296	-
Campus Services	1,560	1,560	1,160	400
College Space & Infrastructure	8,693	8,693	6,192	2,501
College Technologies	3,443	3,153	3,153	290
Initiatives & Opportunities	1,768	1,767	1,630	138
New Program and Course Development	1,020	1,020	849	171
Adjustment for Anticipated Underspend	(1,858)	(1,858)	(4,721)	2,863
<b>Total Other</b>	<b>23,795</b>	<b>23,504</b>	<b>17,432</b>	<b>6,363</b>
<b>TOTAL EXPENDITURES</b>	<b>58,397</b>	<b>58,106</b>	<b>51,034</b>	<b>7,363</b>
<b>TOTAL NET CONTRIBUTION</b>	<b>\$ (51,083)</b>	<b>\$ (50,454)</b>	<b>\$ (43,382)</b>	<b>\$ 7,701</b>

Description	Variance Favourable/ (Unfavourable)	Comments
<b>Revenue</b>		
College Equipment Renewal Fund Grant	\$ 265	Favourable variance due to \$112K higher than projected 2024-25 allocation announced by the Ministry in June 2024, as well as \$153K in revenue deferred from 2023-24 related to the competitive application based portion of the College Equipment Renewal Fund.
<b>Expenditures</b>		
Campus Accessibility	\$ 1,000	Favourable variance due to lower than anticipated bid prices for the 2024-25 fiscal year.
Campus Services	\$ 400	Deferral of costs to the 2025-26 fiscal year for the Residence Door Locks project as a result of a delay in timing of the work to be completed.
College Space & Infrastructure	\$ 2,501	Deferral of costs to the 2025-26 fiscal year related to the Improved Heating, Ventilation, and Air Conditioning Systems (P & V Buildings) project as a delay in equipment delivery has resulted in a delay of project completion.
College Technologies	\$ 290	Favourable variance on the Cyber Security Audit Redress Plan project to reprioritize and assess initiatives during 2024-25 for implementation in 2025-26.
Adjustment for Anticipated Underspend	\$ 2,863	Additional provision for anticipated underspend based on year to date spend on Strategic Investment Priorities projects.
Total Explained Variances	\$ 7,319	
Other Minor Variances	\$ 382	
Total Variance	\$ 7,701	



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

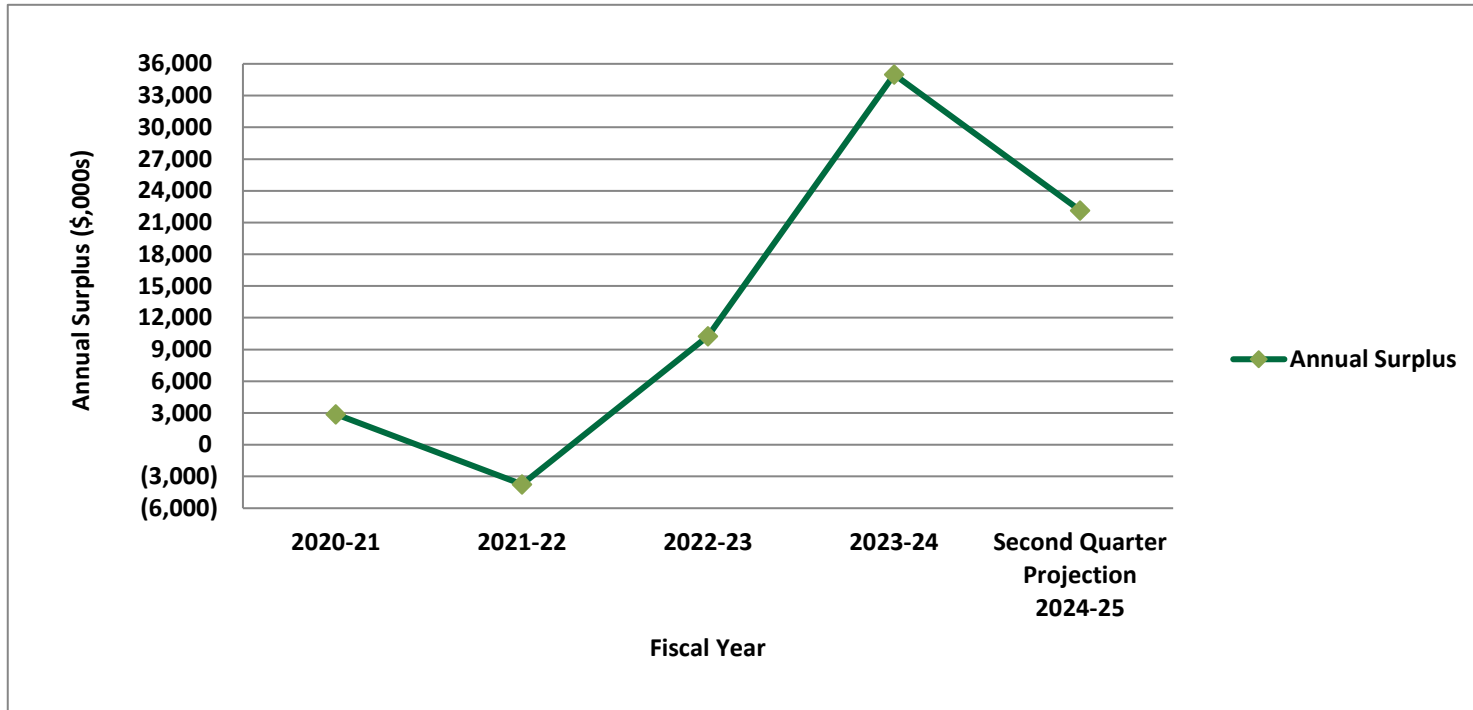
	Year-End Actuals March 31, 2024	Projected In-Year Use of Funds (2024-25)	Projected Year-End Adjustments (2024-25)	Projected March 31, 2025
<b>Specific Reserves:</b>				
Other Projects & Initiatives	\$ 36,543	\$ 11,562	\$ 14,105	\$ 39,086
Campus Services Reserve Fund	9,839	7,833	4,858	6,864
Employment Stabilization Fund	635	120	28	543
	47,017	19,515	18,991	46,493
<b>Contingency Reserve Fund</b>	13,110	-	(139)	12,971
<b>Reserve Funds:</b>				
Future Capital Expansion	41,974	4,810	3,723	40,887
Net Proceeds from Sale of March Road Land	2,661	-	117	2,778
	44,635	4,810	3,840	43,665
<b>TOTAL INTERNALLY RESTRICTED NET ASSETS <sup>1</sup></b>	<b>\$ 104,762</b>	<b>\$ 24,325</b>	<b>\$ 22,692</b>	<b>\$ 103,129</b>
<b>TOTAL UNRESTRICTED NET ASSETS</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>
<b>Investment in Capital Assets</b>	126,101	-	23,725	149,826
<b>Vacation, Sick Leave &amp; Post-Employment Benefits</b>	(21,163)	-	(900)	(22,063)
<b>Interest Rate Swaps</b>	(416)	-	800	384
<b>Endowment Fund</b>	39,911	-	1,589	41,500
<b>TOTAL NET ASSETS</b>	<b>\$ 250,195</b>	<b>\$ 24,325</b>	<b>\$ 47,906</b>	<b>\$ 273,776</b>

<sup>1</sup> 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.

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
<b>Academic Services</b>												
Academic Development	9	9	-	7	7	-	16	14	2	32	30	2
Academic Operations and Planning	1	1	-	6	6	-	9	9	-	16	16	-
Algonquin College Heritage Institute	7	7	-	2	2	-	8	8	-	17	17	-
Algonquin College In The Ottawa Valley	28	26	2	8	7	1	38	35	3	74	68	6
Algonquin Centre for Construction Excellence	68	63	5	4	3	1	12	12	-	84	78	6
Associate Vice-President - Experiential Learning and Innovation	-	-	-	10	10	-	35	33	2	45	43	2
Associate Vice-President - Global, Online and Corporate Learning	-	-	-	29	29	-	69	69	-	98	98	-
Faculty of Arts Media and Design	115	110	5	7	7	-	30	27	3	152	144	8
School of Advanced Technology	125	113	12	9	8	1	19	18	1	153	139	14
School of Business and Hospitality	133	121	12	8	7	1	19	19	-	160	147	13
School of Health Studies	69	66	3	6	5	1	18	16	2	93	87	6
School of Wellness, Public Safety and Community Studies	72	72	-	6	6	-	20	20	-	98	98	-
Senior Vice-President Academic Services	3	-	3	3	3	-	1	-	1	7	3	4
<b>Academic Services Total</b>	<b>630</b>	<b>588</b>	<b>42</b>	<b>105</b>	<b>100</b>	<b>5</b>	<b>294</b>	<b>280</b>	<b>14</b>	<b>1,029</b>	<b>968</b>	<b>61</b>
<b>Advancement &amp; Strategy</b>												
Advancement Operations	-	-	-	7	7	-	5	5	-	12	12	-
Strategy	-	-	-	2	2	-	1	1	-	3	3	-
<b>Advancement &amp; Strategy Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>9</b>	<b>-</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>15</b>	<b>15</b>	<b>-</b>
<b>Finance &amp; Administration</b>												
Campus Services	-	-	-	16	16	-	74	74	-	90	90	-
Facilities Management	-	-	-	14	14	-	39	38	1	53	52	1
Finance And Administrative Services	-	-	-	17	17	-	25	24	1	42	41	1
Information Technology Services	-	-	-	27	26	1	103	100	3	130	126	4
Internal Control	-	-	-	-	-	-	-	-	-	-	-	-
Risk Management	-	-	-	9	9	-	1	1	-	10	10	-
Vice-President Finance and Administration	-	-	-	2	2	-	-	-	-	2	2	-
<b>Finance &amp; Administration Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85</b>	<b>84</b>	<b>1</b>	<b>242</b>	<b>237</b>	<b>5</b>	<b>327</b>	<b>321</b>	<b>6</b>
<b>Human Resources</b>												
Director Employee and Labour Relations	-	-	-	18	17	1	-	-	-	18	17	1
People and Culture	-	-	-	19	19	-	4	4	-	23	23	-
Vice-President Human Resources	-	-	-	2	2	-	-	-	-	2	2	-
<b>Human Resources Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>39</b>	<b>38</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>43</b>	<b>42</b>	<b>1</b>

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
<b>President And Board Of Governors</b>												
Communications	-	-	-	4	4	-	7	6	1	11	10	1
President and Board of Governors	-	-	-	4	4	-	-	-	-	4	4	-
<b>President And Board Of Governors Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>8</b>	<b>-</b>	<b>7</b>	<b>6</b>	<b>1</b>	<b>15</b>	<b>14</b>	<b>1</b>
<b>Student Services</b>												
Indigenous Initiatives	1	1	-	2	2	-	1	1	-	4	4	-
R3 Executive Business Lead	-	-	-	1	1	-	8	8	-	9	9	-
R3 Executive Technical Lead	-	-	-	-	-	-	4	4	-	4	4	-
Marketing and Recruitment	-	-	-	3	3	-	28	28	-	31	31	-
Registrar	-	-	-	10	9	1	73	71	2	83	80	3
Student Support Services	19	19	-	10	10	-	43	43	-	72	72	-
Vice-President Student Services	-	-	-	2	2	-	-	-	-	2	2	-
<b>Student Services Total</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>28</b>	<b>27</b>	<b>1</b>	<b>157</b>	<b>155</b>	<b>2</b>	<b>205</b>	<b>202</b>	<b>3</b>
<b>College Totals</b>	<b>650</b>	<b>608</b>	<b>42</b>	<b>274</b>	<b>266</b>	<b>8</b>	<b>710</b>	<b>688</b>	<b>22</b>	<b>1,634</b>	<b>1,562</b>	<b>72</b>
							<b>Total % for the positions:</b>			<b>100.0%</b>	<b>95.6%</b>	<b>4.4%</b>
<b>Funded Positions as per 2024-25 Approved Annual Budget</b>	<b>650</b>			<b>274</b>			<b>710</b>			<b>1,634</b>		
<b>Second Quarter vs. Approved Variance - Increase / (Decrease)</b>	<b>-</b>			<b>-</b>			<b>-</b>			<b>-</b>		
<b>Variance % - Increase / (Decrease)</b>	<b>0%</b>			<b>0%</b>			<b>0%</b>			<b>0%</b>		

Operating Results: Annual Surplus



**Objective:**

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

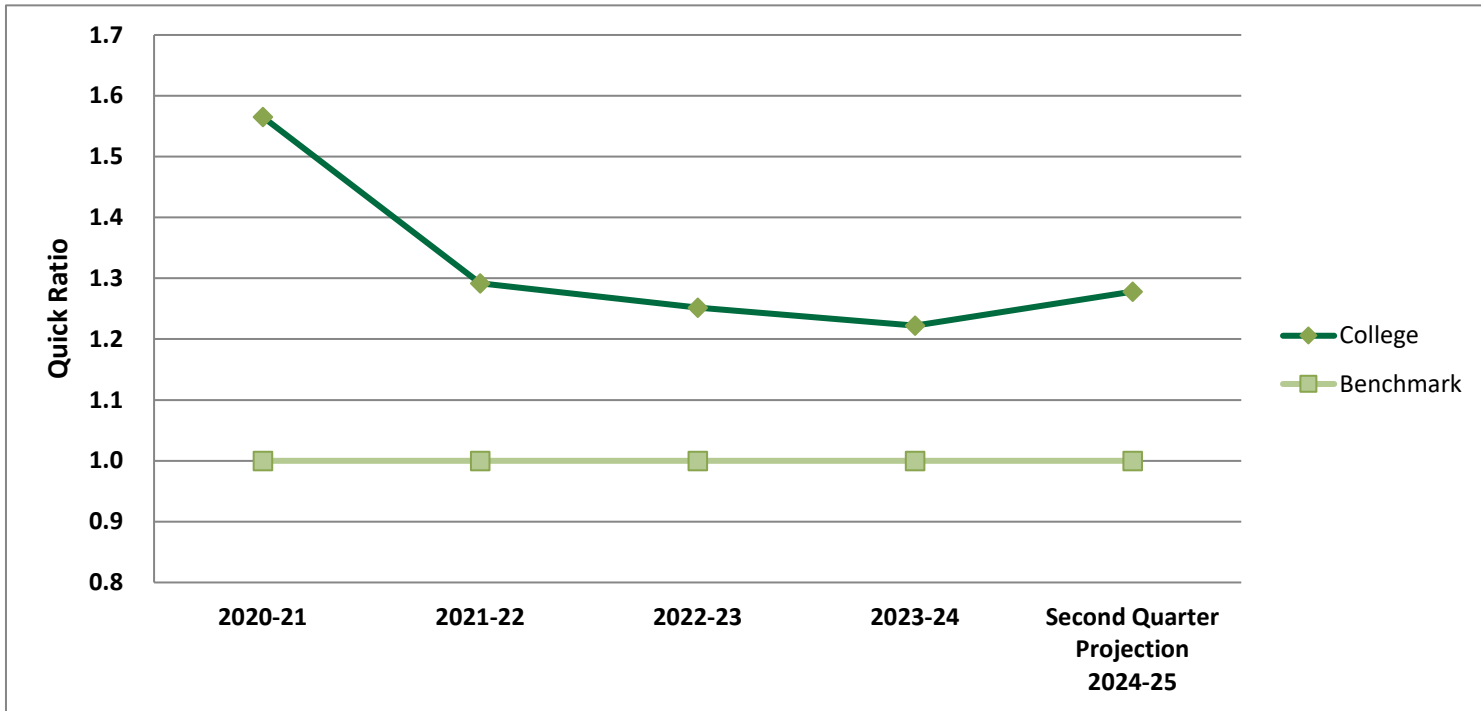
**Benchmark:**

Must be greater than \$0.

**Rationale:**

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

Measuring Liquidity: Quick Ratio



**Objective:**

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

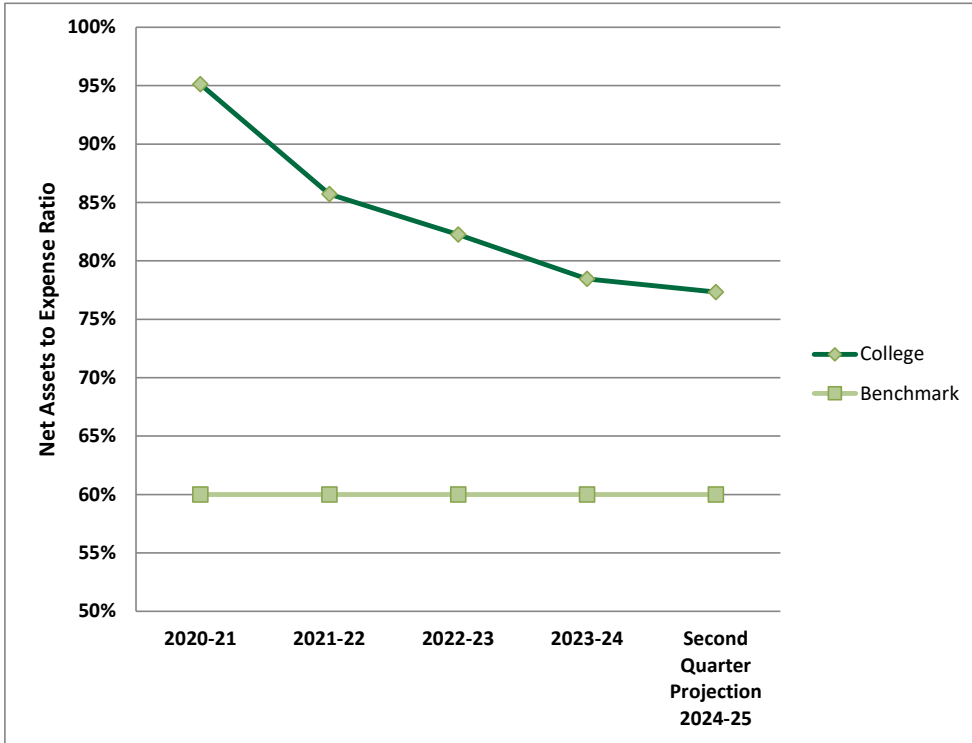
**Benchmark:**

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

**Rationale:**

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

Operating Results: Net Assets to Expense Ratio



**Objective:**

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

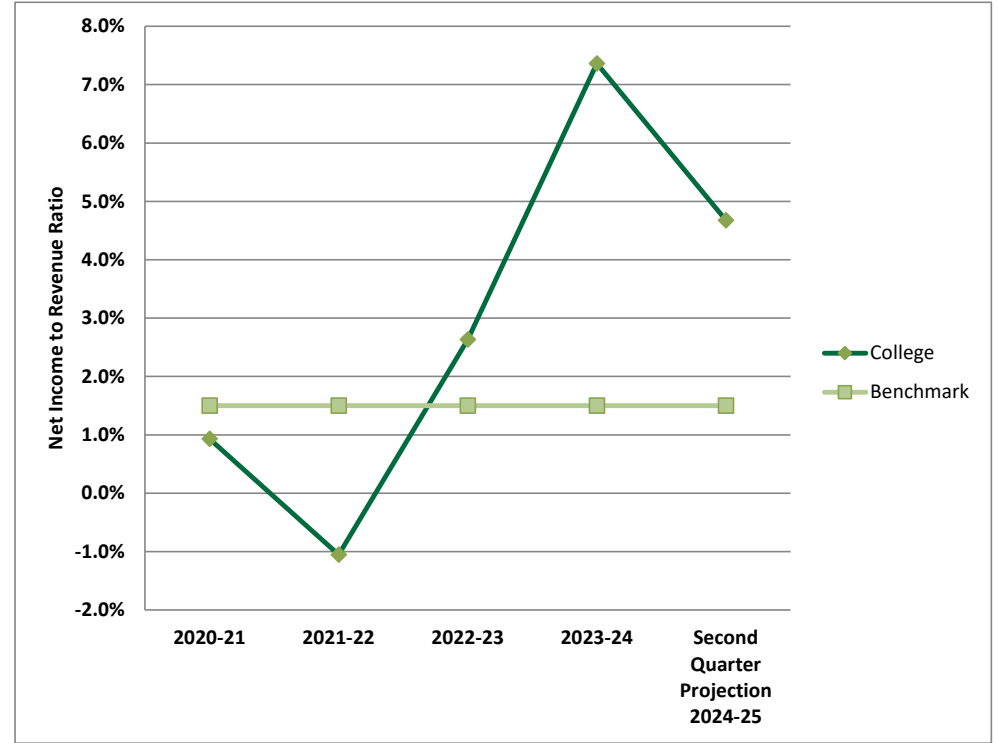
**Benchmark:**

60% or higher.

**Rationale:**

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

Operating Results: Net Income to Revenue Ratio



**Objective:**

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

**Benchmark:**

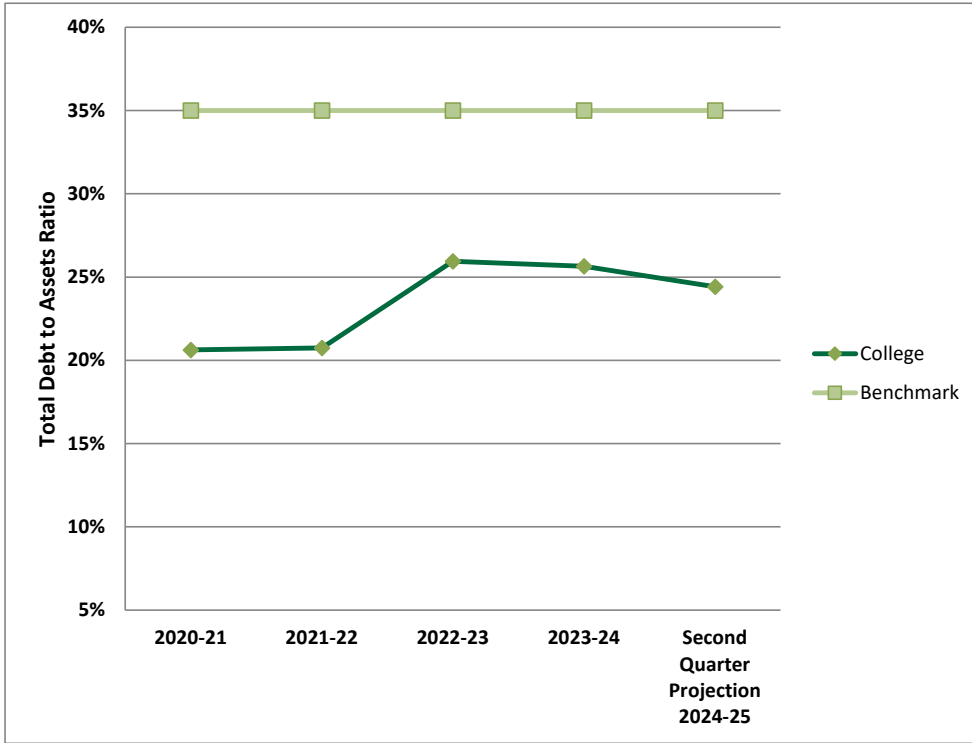
Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

**Rationale:**

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



Managing Debt: Total Debt to Assets Ratio



**Objective:**

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

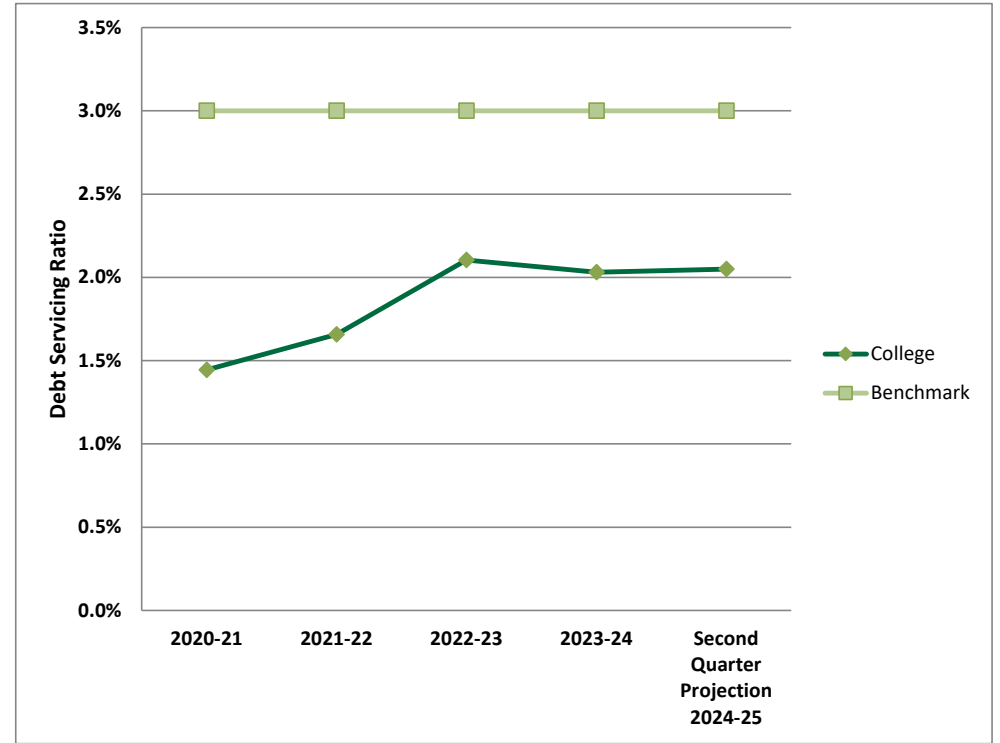
**Benchmark:**

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

**Rationale:**

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

Managing Debt: Debt Servicing Ratio



**Objective:**

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

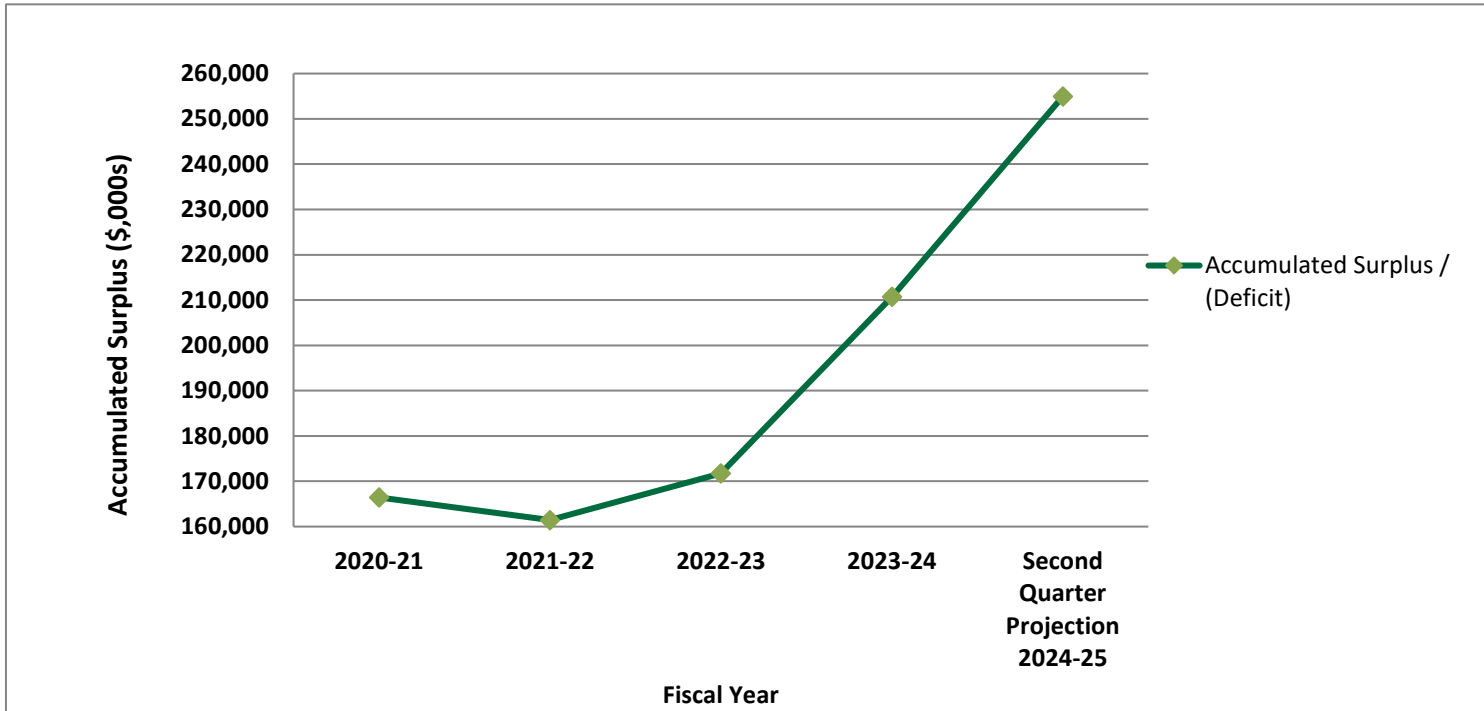
**Benchmark:**

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

**Rationale:**

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

Accumulated Surplus/(Deficit)



**Objective:**

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

**Benchmark:**

Must be greater than \$0.

**Rationale:**

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

## 8.1 APPENDIX B

### ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCHEDULE Second Quarter 2024-25 Financial Projection

	Source	Budget/Projection Requirement	Compliant (Y/N)
1	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall:  1.2.2 Have expenditures not exceeding revenues unless the Board has approved ... to spend from reserve funds;	Y
2	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall:  1.2.3 Have ancillary expenditures not exceeding ancillary revenues unless the Board has specifically directed otherwise.	Y
3	BGII-02 Board Financial Management Policy	2.3 Quarterly projections of the annual budget shall be presented to the Board, ensuring the College's projected surplus or deficit are at least equal to or better than the Approved Budget.	N
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 (Second Quarter = 8.3%)
7	2024-26 Business Plan Scorecard - Metrics	Return on Net Assets target for 2024-25: 9.4%	Y (Second Quarter = 9.4%)

## 2025-26 Budget Timeline Update

On January 22, 2024, Immigration, Refugees and Citizenship Canada (IRCC) announced an immediate cap on international study permits for post-secondary institutions in Canada, and removed the granting of post-graduate work permits for any new students attending Public College Private Partnership (PCPP) institutions. Since that time there have been additional government announcements which will continue to further decrease international enrolments across the post-secondary sector in Canada.

These ongoing changes to IRCC policy have resulted in a reluctance for international students to consider Canada as a destination of choice, as these new announcements are viewed as additional hurdles to achieving Canadian permanent residency. In addition to these announcements, ongoing government tensions with India has impacted the largest segment of applicants wanting to study in Canada.

In September of 2024, IRCC announced further restrictions on the granting of post-graduate work permits by limiting these permits to specific programs of study. In October 2024, IRCC released the list of programs eligible for post-graduate work permits and based on the College's detailed review of these programs, only 40% of the College's international students have historically been enrolled in these programs of study.

As a result of these challenges and changes, the College continues to work with the post-secondary sector and government to try and address the limitations on the programs of study eligible for post-graduate work permits. While this work is ongoing, determining future enrolment with any degree of certainty has been challenging, and the College has decided to defer presentation of the 2025-26 Annual Budget for approval from February 24, 2025, to April 22, 2025. Additionally, the 2025-26 Budget Assumptions and 5-Year Pro Forma presentation to the Board of Governors, will be delayed to February 24, 2025, rather than presented at the December 9, 2024, meeting. The College feels that this two-month delay will allow for greater confidence in the budget to be presented and will allow the College the time to develop any mitigation strategies and plans to address potential shortfalls in enrolment.

Report title:	Second Quarter 2024-25 Business Plan Performance Update
Report to:	Board of Governors
Date:	December 9, 2024
Algonquin College Executive Team Member:	Mark Savenkoff, Vice President, Advancement and Strategy
Author(s)/Presenter(s):	Scott Gonsalves, Director, Strategy and Planning

1. RECOMMENDATION:

**THAT** the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

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

3. BACKGROUND:

**Business Plan Dashboard**

The Board of Governors is provided with quarterly updates on progress being made against the annual Business Plan using a Business Plan Performance Dashboard. The Business Plan Performance Dashboard for the Second Quarter covers the period July 1 through to September 30, 2024, and is provided in *Appendix A - Second Quarter 2024-2025 Business Plan Performance Dashboard*.

The legend for the Performance Dashboard reads as follows:

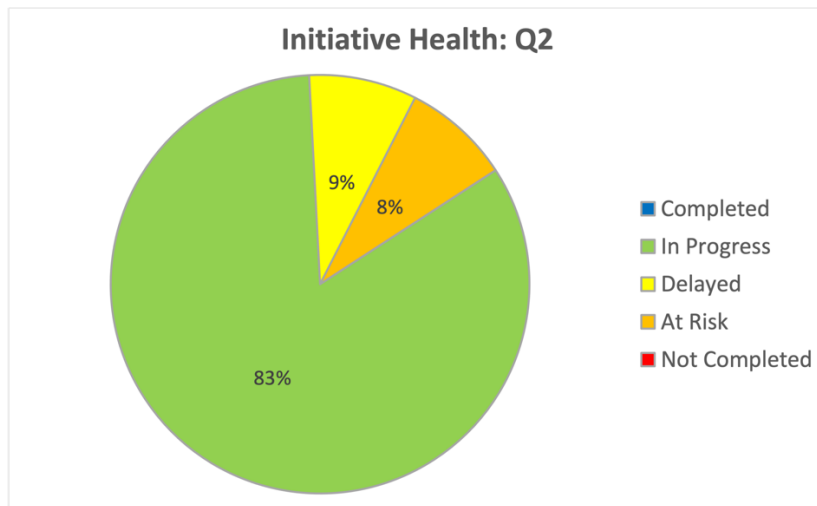
- *Blue* – Completed: Identifies deliverables or initiatives completed within the current fiscal year.
- *Green* – In Progress: Identifies deliverables or initiatives on-track to be completed within the originally established quarter of the fiscal year.
- *Yellow* – Delayed: Identifies targets or initiatives that are delayed in being reached but are on track to be completed within the fiscal year.
- *Orange* – At Risk: Identifies targets or initiatives that may be at risk of being completed within the fiscal year.

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

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. On a quarterly basis, a health indicator (status colour) is assigned to each deliverable and a status update is provided to articulate the progress on each initiative. Using this information, an overall health indicator is assigned to the initiative following the same legend.

Overall, ten of the 12 initiatives are progressing as expected this quarter. One initiative, *College Strategic Plan*, is experiencing delays and one initiative, *R3: Student Information System Transformation*, is at-risk of achieving the stated deliverables by the end of the fiscal year.



As of September 30, 2024, 28 of the 30 total deliverables across all initiatives are tracking as expected. Two initiatives are experiencing delays to one or more deliverables during this period:

**College Strategic Plan**

While progress on engagement activities necessary for the development of the Strategic Plan are continuing, delays have occurred in the scheduling of external engagement activities, including the holding of discussion groups with industry and employer representatives. This is expected to conflict with planned internal engagement activities in the next quarter. The consultant has been engaged for additional deliverables within

the allocated project budget, in order to apply external resources to project activities in the upcoming quarter.

**R3: Student Information System Transformation**

As work on the Personalize Phase continues, schedule resolution efforts remain underway and nearing completion. The work in this phase supports the necessary preparation for integrated systems testing. In addition, some deliverables related to technical knowledge transfer work has some dependencies on work in the Personalize Phase.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
<b>LEARNER DRIVEN</b>	
<b>Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences</b>	<input checked="" type="checkbox"/>
<b>PEOPLE</b>	
<b>Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture</b>	<input checked="" type="checkbox"/>
<b>Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment</b>	<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 second quarter update is made available to the public on the Board of Governors website prior to the Board of Governors December 9, 2024 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, it is not unusual to have some business plan initiatives incomplete at the conclusion of the year.

Respectfully submitted:



---

Mark Savenkoff  
Vice President, Advancement & Strategy

Approved for submission:



---

Claude Brulé  
President and CEO

**Appendices:**

Appendix A:Second Quarter 2024-2025 Business Plan Performance Dashboard
---



# 8.2 Appendix A

## Business Plan Performance 2024-25: Q2

Legend	
<span style="background-color: #0070C0; color: white; padding: 2px;">Completed</span>	Completed
<span style="background-color: #92D050; color: black; padding: 2px;">In progress to reach completion</span>	In progress to reach completion
<span style="background-color: #FFD700; color: black; padding: 2px;">Measures that may be delayed in reaching target</span>	Measures that may be <b>delayed</b> in reaching target
<span style="background-color: #FFA500; color: black; padding: 2px;">Measures that may be at risk in reaching target</span>	Measures that may be <b>at risk</b> in reaching target
<span style="background-color: #FF0000; color: white; padding: 2px;">Measures that will not reach target by March 31, 2025</span>	Measures that <b>will not reach target</b> 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

### 1. Master Campus Development Plan

					← OVERALL HEALTH Q1			← OVERALL HEALTH Q2	
1a)	Master Campus Development Plan final report completed.	December 31, 2024	FA	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	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.	Initial consultations with internal and external stakeholders have been completed.	Majority of technical studies on the Ottawa campus have been completed.
1b)	Master Campus Development Plan approval by Board of Governors.	March 31, 2025			No forecasted delays to reaching this milestone.	No forecasted delays to reaching this milestone.			

### 2. College Strategic Plan

					← OVERALL HEALTH Q1			← OVERALL HEALTH Q2			
2a)	External and internal engagement for College Strategic Plan concluded and findings shared.	November 30, 2024	ADV	ALL	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 (Nous 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.	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.
2b)	College Strategic Plan drafted.	March 31, 2025			Drafting of strategic plan to begin at the end of November 2024.	Drafting of strategic plan to begin at the end of November 2024.					

**Business Plan  
Performance  
2024-25: Q2**

Legend	
<span style="color: blue;">█</span>	Completed
<span style="color: green;">█</span>	In progress to reach completion
<span style="color: yellow;">█</span>	Measures that may be <b>delayed</b> in reaching target
<span style="color: orange;">█</span>	Measures that may be <b>at risk</b> in reaching target
<span style="color: red;">█</span>	Measures that <b>will not reach target</b> 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

**3. Strategic Enrolment Management Plan Implementation**

					<span style="color: green;">█</span> ← OVERALL HEALTH Q1				<span style="color: green;">█</span> ← OVERALL HEALTH Q2
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.	<span style="color: green;">█</span>	Deliverable has been integrated into the regular operations of the Marketing department.	<span style="color: blue;">█</span>	Completed.	For Fall 2024, the actions taken resulted in a 1.6% increase in non-direct applicants over the previous year.
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.	<span style="color: green;">█</span>	Renewal methodology developed.	<span style="color: green;">█</span>	Review of academic programming methodology completed.	






**4. Strategic Industry and Community Partnerships**

					<span style="color: green;">█</span> ← OVERALL HEALTH Q1				<span style="color: green;">█</span> ← OVERALL HEALTH Q2
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.	<span style="color: green;">█</span>	First draft of business case completed and receiving feedback from stakeholders.	<span style="color: green;">█</span>	Final draft of business case developed and to be presented to ITB Executive Committee in October.	
4b)	Partnership Hub launched.	March 31, 2025			<span style="color: green;">█</span>	Presented a Project Brief and Technical Sheet to Communications and Marketing for initial review and feedback. Consultations with internal stakeholders to begin shortly.	<span style="color: green;">█</span>	Consultations with internal stakeholders continuing.	
4c)	One (1) new strategic partnership agreement signed.	March 31, 2025			<span style="color: blue;">█</span>	Completed.	<span style="color: blue;">█</span>	Algonquin College signed a Memorandum of Understanding with Porter Airlines on May 15 and was announced during the opening of the new Ottawa hangar.	<span style="color: blue;">█</span>

**5. Financial Sustainability: Portfolio Analysis and Cost Containment**

					<span style="color: green;">█</span> ← OVERALL HEALTH Q1				<span style="color: green;">█</span> ← OVERALL HEALTH Q2
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.	<span style="color: green;">█</span>	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.	<span style="color: green;">█</span>	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.	
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			<span style="color: green;">█</span>	Activity to begin in September.	<span style="color: green;">█</span>	Activity to begin in October with the College Budget Committee.	







**Business Plan  
Performance  
2024-25: Q2**

Legend	
	Completed
	In progress to reach completion
	Measures that may be <b>delayed</b> in reaching target
	Measures that may be <b>at risk</b> in reaching target
	Measures that <b>will not reach target</b> 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









**6. Academic Plan Implementation**

						← OVERALL HEALTH Q1		← OVERALL HEALTH Q2
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.
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.

**7. Student Housing Support**

						← OVERALL HEALTH Q1		← OVERALL HEALTH Q2
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.
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.

**8. Science Labs**

						← OVERALL HEALTH Q1		← OVERALL HEALTH Q2
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.
8b)	Construction contract for the development of Science Labs awarded.	June 30, 2024				Completed. Construction contract awarded.		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.

**Business Plan  
Performance  
2024-25: Q2**

Legend	
<span style="background-color: #0070C0; color: white; padding: 2px;">Completed</span>	Completed
<span style="background-color: #92D050; color: black; padding: 2px;">In progress to reach completion</span>	In progress to reach completion
<span style="background-color: #FFD700; color: black; padding: 2px;">Measures that may be delayed in reaching target</span>	Measures that may be <b>delayed</b> in reaching target
<span style="background-color: #FFA500; color: black; padding: 2px;">Measures that may be at risk in reaching target</span>	Measures that may be <b>at risk</b> in reaching target
<span style="background-color: #FF0000; color: white; padding: 2px;">Measures that will not reach target by March 31, 2025</span>	Measures that <b>will not reach target</b> 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

**9. R3: Student Information System Transformation**

					← OVERALL HEALTH Q1		← OVERALL HEALTH Q2	
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.	Project team has partially completed business process documentation, the remaining documentation depends on the the final product features.  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.	Completed.	The functional specifications were developed by the internal team in tandem with Thesis consultants, as required for the configuration of the system.	
9b)	Integrated systems ready for testing.	March 31, 2025			Integrated system testing plan has been developed, schedule re-baseline in progress.	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.		
9c)	Technical knowledge transfer training completed.	March 31, 2025			Training scheduled has been developed and related documentation development is on-track.	Technical knowledge transfer work has been planned, but has some Personalize Phase deliverable dependencies. Schedule resolution efforts remain underway, but nearing completion.		

**10. Strategic Workforce Planning Implementation**

					← OVERALL HEALTH Q1		← OVERALL HEALTH Q2	
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.	Workforce planning sessions with relevant groups have been scheduled. Invites to participate in the pilot have been sent out to four groups.	Workforce planning pilots in four departments 50% complete.	Pilot areas are: School of Wellness, Public Safety and Community Studies; Algonquin College Construction Excellence; Information Technology Services; President's Office and Communications.	
10b)	Workforce planning technology platforms assessed and evaluated.	March 31, 2025			ITS has been engaged to explore database solutions for workforce reporting and Workday Inc. has been engaged to explore Talent Optimization capability.	Currently working with ITS on documenting requirements.  Currently demoing forecasting tool for academic planning with stakeholders.  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.		
10c)	Integrated training to support Workforce Management designed and developed.	March 31, 2025			Workforce planning toolkit has been developed and shall be tested in upcoming pilots.  Training sessions for Workforce Planning will be developed for Kaleidoscope	Departmental Guide for Workforce Planning developed.  Developed workshop for Kaleidoscope Conference to be held in October.		

## 8.2 Appendix A

### Business Plan Performance 2024-25: Q2

Legend	
<span style="color: blue;">■</span>	Completed
<span style="color: green;">■</span>	In progress to reach completion
<span style="color: yellow;">■</span>	Measures that may be <b>delayed</b> in reaching target
<span style="color: orange;">■</span>	Measures that may be <b>at risk</b> in reaching target
<span style="color: red;">■</span>	Measures that <b>will not reach target</b> 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
------------	------------------------	----------	---------	-----------------	-----------	-----------	-----------	-----------

#### 11. Integrated Leadership to Advance Truth and Reconciliation

					← OVERALL HEALTH Q1	← OVERALL HEALTH Q2
11a)	Plan to strengthen relationships with Indigenous communities developed.	June 30, 2024	SS	3.3 Indigenous ways of knowing are integrated into College practices.	Land acknowledgement discussions took place with Elders from Kitigan Zibi and their feedback was received. An additional feedback session with Pikwākanagān Elders is scheduled.	Completed.
11b)	Program to embed Indigenous culture at Algonquin College through engagement of Elders and Knowledge Keepers established.	September 30, 2024			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.	Circle discussions led by Residential School Survivors were held at all campuses. In addition, a circle discussion regarding the Anishinābe 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.
11c)	2025-2027 Indigenous Education Council Action Plan approved by the Indigenous Education Council.	November 30, 2024			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.	Draft 2025-27 Action Plan was reviewed 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			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.	Second land-based learning opportunity is planned to be held at Kitigan Zibi in October.

#### 12. Inclusion, Diversity, Equity and Accessibility (IDEA) Blueprint 2023-26 Implementation

					← OVERALL HEALTH Q1	← OVERALL HEALTH Q2
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.	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.	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.
12b)	Inclusion, diversity, equity and accessibility training and resources developed and deployed.	March 31, 2025			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	[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.

**Report from the Chair  
Board of Governors Meeting  
December 9, 2024**

---

**2024 Premier's Awards**

The 2024 Premier's Awards was held on Monday, November 25, 2024. This year, over 100 distinguished college graduates were nominated province wide. Algonquin staff nominated an illustrious list of alumni for Premier's Awards this year and we congratulated and thanked them for attending the Awards. The Algonquin College 2024 Premier's Awards nominees are:

- Sheena Brady** – Hospitality Management – Hotel and Restaurant, 2009 – Business Award;
- Janis Kahentóktha Monture** – Applied Museum Studies, 2003 – Community Services Award;
- John-Philippe Smith** - Masonry - Heritage and Traditional, 2004 and Masonry Techniques, 2003 – Creative Arts and Design Award;
- Carl Bowker** - Advanced Paramedic, 2000, Aeromedical, 1998 and Paramedic, 1998 – Health Sciences Award;
- Tanu Mohan** - Bachelor of Information Technology, 2008 and Computer Engineering Technology - Networking, 2008 – Science, Technology and Engineering Award; and
- Moneca Kaiser** – Carpenter, 1996 – Skilled Trades Award.

**Colleges Ontario 2024 Higher Education Summit – Professional Development**

This year's Higher Education Summit was held in Toronto from November 23 to 25, 2024, at the Sheraton Centre Toronto Hotel. The event's theme, "*Empowering Tomorrow*," featured keynote speakers Bertie Gregory, a wildlife filmmaker, and National Geographic Explorer; Geoffrey Hinton, a British-Canadian computer scientist and cognitive psychologist; and Domee Shi, Director and Vice President of Creative at Pixar Animation Studios. The Board's Governance Committee endorsed eleven Governors to attend the 2024 Higher Education Summit.

**2024-25 Board Meeting Dates**

The Board meeting dates from September 2024 to June 2025 are posted on the Board's public website and on SharePoint. They are as follows:

- Monday, February 24, 2025 Board meeting
- Tuesday, April 22, 2025 Board meeting
- Monday, June 2, 2025 Board meeting and Annual General Meeting

**2024-25 Board Dinners and 2025 Spring Board Retreat**

- 2025 Spring Board Retreat: Saturday, March 22, 2024 – Location: the Ottawa Campus
- Board of Governors End of Year Dinner: Friday, June 6, 2025 – Location: Ottawa Hunt & Golf Club

**Report from the President  
Board of Governors Meeting  
December 9, 2024**

For the reporting period, from October 29 to December 9, 2024, President Brulé met primarily in-person and occasionally virtually with the following key external contacts from the post-secondary education leaders, community leaders and elected officials:

- Anita Vandenberg, Member of Parliament;
- Jenna Sudds, Member of Parliament;
- Yasir Naqvi, Member of Parliament;
- Marc Miller, Member of Parliament;
- Francis Bilodeau, Acting Deputy Minister, ISED
- Paul Thompson, Deputy Minister, ESDC
- Dr. Alejandro Adem, President, NSERC
- Board Members, College Employer Council;
- Board Members, Invest Ottawa;
- Board Members, Polytechnics Canada;
- H.E. Sarantogos Erdenetsogt, Ambassador of Mongolia;
- Lynn Casimiro, President La Cité collégiale;
- Members, Algonquin College Indigenous Education Council (IEC);
- Minister Ya’ara Saks, Member of Parliament; and
- Sueling Ching, President & CEO, Ottawa Board of Trade.

Date	Event	Purpose
Nov. 8, 2024	FedDev Ontario Invitation to ScaleUp Platform 2.0 Announcement Event	President Brulé joined The Honourable Jenna Sudds, Minister of Families, Children and Social Development and Member of Parliament for Kanata–Carleton, on behalf of The Honourable Filomena Tassi, Minister Responsible for FedDev Ontario, for an important announcement supporting entrepreneurs and businesses in Southern Ontario.
Nov. 12, 2024	Annual Partner Summit	President Brulé attended the Annual Partner Summit on Nov 12 at KNBA Hub 350. The theme this year’s event is “Building Together: A vision for Canada’s future.”
Nov. 19, 2024	CEO Talk with Gary Bettman, Commissioner of the NHL and Michael Andlauer, Owner of the Ottawa Senators	President Brulé attended the CEO Talk with Gary Bettman, Commissioner of the NHL and Michael Andlauer, Owner of the Ottawa Senators hosted at the National Arts Centre NAC.
Nov. 21, 2024	Mayor’s Breakfast - Michèle Boudria, President and CEO, McDonald's Canada	President Brulé attended the Mayor’s Breakfast alongside the region’s top business, community, and political leaders. The guest speaker, Michèle Boudria, President and Chief Executive Officer of McDonald's Restaurants of Canada, oversaw business operations across more than 1,400 McDonald's locations nationwide.
Nov. 23, 24, 25, 26, 2024	2024 Higher Education Summit	President Brulé attended the Higher Education Summit at the Sheraton Centre, Toronto. The Higher Education

		Summit, hosted by Colleges Ontario, is an annual event that explores the top issues affecting post-secondary education today. Highlights include featured addresses from world-renowned leaders and networking opportunities at the most senior level.
Nov. 29, 2024	Best Ottawa Business Awards 2024	President Brulé attended the 2024 Best Ottawa Business Awards. The Best Ottawa Business Awards (BOBs) is an annual award ceremony that celebrates Ottawa's history of innovative, ethical and profitable businesses, and recognizes its entrepreneurial spirit.
Dec. 4, 2024	Mayor's Breakfast - Minister Peter Bethlenfalvy, Minister of Finance	President Brulé attended the Mayor's Breakfast featuring Minister Peter Bethlenfalvy, the Minister of Finance.
Dec. 6, 2024	Christmas Cheer Breakfast	President Brulé attended the 2024 Christmas Cheer Breakfast at the Infinity Centre with Board Chair, Jamie McCracken and Board Vice Chair, Rodney Wilson.

**COMMITTEE OF PRESIDENTS**

The Committee of Presidents (COP) met on November 24, 2024 in Toronto for a regular meeting as well as its Annual General Meeting, prior to the start of the Colleges Ontario Higher Education Summit 2024. Discussions were had on the following topics:

- Update on the IRCC policy regarding Post-Graduate Work Permits
- Classification of Instructional Program (CIP) code mapping – progress report of collaborative work between MCU, Colleges Ontario, OCAS, Colleges, and OCQAS
- Update on MCU moratorium on international offshore activities
- Provincial Election Readiness Plan
- College sector financial sustainability advocacy plan and next steps



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

### STRATEGIC DIRECTION

**Reporting Timeframe:** September 4, 2024 to October 29, 2024

#### LEARNER DRIVEN

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

Summary Report from:	Activity
Academic Services	<ul style="list-style-type: none"> <li>Twelve students and a faculty member from the Community and Justice Services (CJS) program showed their commitment through the 24 Hours of Homelessness event, which took place on October 18-19. By spending 24 hours outside, they raised awareness and funds for Operation Come Home. In total, \$2961.40 was raised. The extraordinary event was featured on CTV, and an article was published in the Ottawa Citizen.</li> <li>On September 25, 2024, the Co-op and Career Centre hosted the annual Security Centre of Excellence Speed Networking Event. The event brought together 15 employers from the Public Service and attracted over 150 students. Attendees gained valuable insights into the federal government's security clearance process while exploring various career opportunities.</li> </ul>
Advancement and Strategy	<ul style="list-style-type: none"> <li>The Advancement and Strategy Office received a gift-in-kind from NOKIA for \$634K.</li> <li>Smart Serve Ontario established scholarships and bursaries worth \$136,640.</li> <li>The MATT Foundation donated \$46,250 towards the Children's Aid Fund in memory of Nancy Connolly.</li> </ul>
Communications Events and External Relations	<ul style="list-style-type: none"> <li>In September and October, the College Events Team lead 31 in-person, virtual and hybrid workshops for students, focused on a variety of interests.</li> <li>President Brulé hosted a Future of Health and Wellness Speaker Series event on October 18, 2024, for a thoughtful discussion about housing and the associated impacts on health.</li> </ul>
Student Services	<ul style="list-style-type: none"> <li>The domestic confirmation to registration conversion rate was 70.9% as of Day 10 for the 2024 Fall term, compared to 69.9% as of Day 10 for the 2023 Fall term.</li> <li>On October 3, 2024, the Marketing and Recruitment Team welcomed 107 local guidance counselors and association partners to campus for the annual Forum event, marking a 15% participation increase from the previous year. This sold-out event featured updates on new programs and initiatives, tours of the facilities, and networking opportunities.</li> </ul>

	<ul style="list-style-type: none"> <li>On October 16 and 17, 2024, Algonquin College participated in the Ontario College Fair in Toronto. During the two-day event, over 600 prospective students spoke with the AC Recruitment Team. While this number represented a decrease of 900 from the previous year, the event had revised its audience strategy to focus on grade 12 and non-direct learners, rather than grade seven students, making the conversations more timely.</li> </ul>
<b>PEOPLE</b> Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	
<b>Summary Report from:</b>	<b>Activity:</b>
Academic Services	<ul style="list-style-type: none"> <li>On October 24, 2024, the College hosted the Fall Business Leadership Conference, which was open to the business community and free for staff. The conference sold out for in-person attendance, and featured General Rick Hillier and Amber MacArthur, who spoke about leadership and Artificial Intelligence.</li> <li>With the support of Learning and Teaching Services, Nursing Studies established the Listening to Action Sharing Circle with Indigenous elders and community members. To date, the Listening to Action Sharing Circle explored the development of Indigenous Learning Bundles with a health and wellness focus as resources for both students and faculty.</li> </ul>
Advancement and Strategy	<ul style="list-style-type: none"> <li>The Philanthropy Champions event – Advancement and Strategy hosted an on-campus celebratory event where President Claude Brulé announced the largest single donation in Algonquin College history. Students, faculty, staff, and members of the Board of Governors were invited to join in celebrating the Philanthropy Champions while enjoying food, beverages, and entertainment. The Joyce Family Foundation Bursary and the Susan Pridmore Award were also announced.</li> <li>The Community Leaders Breakfast event was co-hosted by Claude Brulé and Terry Matthews. The meeting focused on the technology ecosystem, particularly as it pertained to the Information Technology sector and advanced tech for trades. Claude shared the success of Algonquin’s largest single donation from the Joyce Family Foundation. The intended outcome was to gain their support and work together to create a lasting impact on students and the community in the future.</li> </ul>
Communications Events and External Relations	<ul style="list-style-type: none"> <li>To observe Canada’s National Day for Truth and Reconciliation, a variety of activities, events and learning opportunities were offered to educate our College community on the significance of the day and support the Indigenous community. Additionally, on Monday, September 30, 2024, flags were flown at half-mast from sunrise to sunset.</li> </ul>

Human Resources	<p><b>Employee Learning and Development:</b></p> <ul style="list-style-type: none"> <li>• <b>2024 Kaleidoscope Employee Learning Conference</b> - October 22, 2024 - The College held its annual Kaleidoscope Conference. The theme focused on “<i>Celebrating our Culture of Innovation and Shaping Tomorrow Together</i>” and included a keynote presentation from Duane Matthews who explored the impact of disruptive technologies on the future of education and work. The <a href="#">conference</a> also included employee delivered sessions focused on skill development. Topics included the adoption of GenAI, digital strategy, automating tasks, workforce planning, self-care, and perspective on Anishinàbe perspectives on education. A total of 276 employee participated and the event scored a Net Promoter Score (NPS) score of 63 with employee feedback indicating an amazing keynote presentation, high level of organization, excellent diversity of topics, networking, and skill development.</li> </ul> <p><b>Inclusion, Diversity, Equity and Inclusion (IDEA):</b></p> <ul style="list-style-type: none"> <li>• <b>Dismantling Anti-Black Racism in Post Secondary Institutions Training for People Leaders</b> – The Inclusion, Diversity, Equity and Accessibility (IDEA) team led the delivery of face-to-face training to People Leaders entitled <i>Leadership Re-imagined: Dismantling Anti-Black Racism in Post Secondary Institutions</i>. The half-day workshop focused on exploring Canada’s history with anti-Black Racism, intersections of privilege and power, and a leader’s role in responding to oppression, racism, and bias in the work environment. A total of 179 employees participated in the training program and the event scored an NPS rating of 53. Post-training survey respondents were 87% in agreement that they understand what Anti-Black Racism is and how it manifests, and a majority of respondents also agreed that they feel more equipped to contribute to dismantling the impacts of anti-Black racism at Algonquin College after having participated in training.</li> <li>• <b>Indigenous Employee Circle</b> – September 18, 2024 – The first Indigenous Employee Circle took place and was well attended. An invitation has gone out to Indigenous Employees for a second circle taking place on November 14<sup>th</sup>.</li> <li>• <b>Pride Brunch</b> – September 23, 2024 – The IDEA team held a brunch event for employees belonging to the 2SLGBTQ+ community, 16 employees attended.</li> </ul>
Student Services	<ul style="list-style-type: none"> <li>• Health Services, in collaboration with the Centretown Community Healthcare Centre, facilitated three two-hour Zoom sessions for a total of 110 College employees on the topic of Trans Care 101: An Introduction to Gender Affirmative Practice.</li> <li>• In September 2024, a talking circle led by Residential School Survivors was held at each campus. The three circles allowed for connections between Residential School Survivors and faculty members.</li> <li>• On October 25, 2024, a full-day conference entitled Tibàdjimowin - News about the Anishinàbe Algonquin Nation was held at the Ottawa campus. There were 84 attendees in person and over 37 attendees online, including participants from College partner organizations.</li> </ul>

<b>STUDENT &amp; EMPLOYEE SUCCESSES:</b>	<b>Activity</b>
Academic Services	<ul style="list-style-type: none"> <li>• Lisa Lalonde, Professor in the Bachelor of Early Learning and Community Development (Honours) degree was the lead author on an article entitled <i>“Educators teaching educators: Canada’s outdoor early childhood education continuous professional learning framework”</i> published by the Canadian Centre for Outdoor Play (CCOP) and available on their website. It was co-authored by two graduates of the Bachelor of Early Learning and Community Development program, Bayan Kaid and Mallory Donaldson, along with Louise de Lannoy, Executive Director, Canadian Centre for Outdoor Play.</li> <li>• Faculty member Jeff Jackson received an international award in outdoor risk management, only the second Canadian to receive the award.</li> </ul>
Communications Events and External Relations	<ul style="list-style-type: none"> <li>• President Brulé presented a President’s Star Award to Michael Heaslip, Manager of Print Services on September 11, 2024.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• October 28, 2024 – As part of our Talent Acquisition’s Career Fair Strategy, the team, along with colleagues from both the IDEA and Mamidosewin Centre attended the annual <i>Ottawa Aboriginal Coalition Career Fair</i>. To promote the event, communication materials were translated and published in the following languages: Plains Cree, Anishinaabemowin and Inuktitut. Members of the Mamidosewin Centre brought their knowledge, learnings, and languages to the event to support applicants. The event was extremely successful, and the Algonquin booth was one of the more popular booths at the event. Attendees described the communication approach as “moving” and “thoughtful” and the College was able to showcase itself in a very special and positive way to attendees.</li> </ul>
Student Services	<ul style="list-style-type: none"> <li>• During the start of the Fall 2024 term, Managers in the Registrar’s Office implemented a new first-step triage aimed at reducing student wait time. As a result, the average wait time decreased from approximately 20 minutes to five minutes.</li> </ul>

9.4

2024-25 BOG Workplan							
LEGEND: D - Discussion I - Information Item P - Presentation V - Verbal	Total Meeting Time		MEETING DATES				
ROLE OF THE BOARD OF GOVERNORS	120		28-Oct-2024	9-Dec-2024	24-Feb-2025	22-Apr-2025	2-Jun-2025
<b>STRATEGIC DIRECTION SETTING</b> - The Board develops and adopts a strategic plan consistent with its mission, vision and values, and enables the organization to realize its mission. The Board oversees major decisions, monitors progress on implementation of strategic directions and approves annual business plans. The Board annually reviews the Strategic Plan as part of the regular planning cycle.	<b>RESPONSIBLE AREA/PERSON</b>	Remaining Time >>	-10.0	-35.0	-60.0	70.0	-61.0
		Time Required					
2025-26 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2025-27 Business Plan	VP Finance & VP Advancement	30				P	
Approval of the 2025-27 Business Plan & 2025-26 Annual Budget	VP Finance & VP Advancement	60				P	
Major Capital Projects, Endowment Fund and Operating Fund Investment Reports, etc. <b>(Included in ARM Report to BOG)</b>	VP Finance	0	I	I	I		I
New/Suspended and Cancelled Academic Programs <b>(Included in ASAC report to BOG)</b>	Chair ASAC & SVP Academic	0					I
Campus Tours for BOG (Before each Board meeting) will commence once the College is back to regular operations	President						
Executive compensation	President	0			I	I	
Five- Year Capital Investment Plan	VP Finance & CFO	15		P			
Student Satisfaction and Engagement Report <b>(Included in ASAC Report)</b>	SVP Academic	10					I
People Update - <i>Defer to June meeting? TBC (Recommend having only 1 presentation - possibly in December with a presentation)</i>	VP HR	20					I
Employee Engagement Update <i>not presented in Oct. Possible Apr or June following survey results? NOTE: Vicki - this can be part of the People Update in December.</i>	VP HR	0					
R3 Project (Rethink, Redesign, Reimagine) Update	VP Student Services, R3 Project Leads	30	P (in-camera)		P		P (In-Camera TBC)
Academic Plan	SVP Academic	0					I
IN CAMERA - Algonquin College Heritage Institute	VP Finance & SVPA	30		P (in-camera)			
<b>OVERSIGHT OF THE PRESIDENT</b> – The Board selects and supervises the President, including developing and approving the job description, recruiting and selecting the President, reviewing and approving annual performance goals, evaluating performance and determining compensation and ensuring a succession plan is in place.							
Board Oversight of the President's performance (IN Camera & Meeting Without Management)	President, Board Chair	10	D	D	D	D	D
<b>PERFORMANCE MONITORING</b> – The Board ensures that management has identified appropriate measures of performance, and has plans in place to address variances from expected/planned performance.							
Annual Report 2024-25 and progress against Strategic Plan 2022-25	VP Advancement	10					P
Quarterly 2024-25 Business Plan Update	VP Advancement	10	P	I	I		P
Strategic Plan Direction	VP Advancement	20		P			
Approval of the 2025-2030 Strategic Plan	VP Advancement	30					P
2023-24 Program Advisory Committee's Annual Report (included in ASAC Report to the Board)	SVP Academic	0		I			
Office of Indigenous Initiatives Annual Report (ASAC May meeting & June Board meeting)	Director Indigenous Initiatives	10					P
Updated Policy SA16 - Sexual Assault/Sexual Violence ( <b>Approval</b> at the December Board meeting, included in ASAC Report)	VP Student Services	0		Via ASAC report			
2024-25 Sexual Assault/Sexual Violence Annual Report (Approval is not required at any board level it needs to be presented for compliance item ASAC Report)	VP Student Services	0					Via ASAC report

<b>FINANCIAL OVERSIGHT</b> – The Board is responsible for stewardship of financial resources, approves policies for financial planning, approves the annual operating and capital budgets, monitors financial performance against budget and compliance against investment policies, ensures the accuracy of financial information and approves the annual audited financial statements and ensures management has put into place measures that ensure the integrity of internal controls.			<u>28-Oct-2024</u>	<u>9-Dec-2024</u>	<u>24-Feb-2025</u>	<u>21-Apr-2025</u>	<u>2-Jun-2025</u>
2025-26 Schedule of Tuition and Ancillary Fees	VP Student Services, Registrar	20		P			
Major Capital Project: Greenhouse Gas Reduction P Building, V Building and Residence	VP Finance, ED Facilities	20		A/P			
Master Campus Development Plan 2025-35	VP Finance, ED Facilities	20	I/P		A, P		
Banking Officers’ resolution (AGM agenda) if new officers are to be added, present at next meeting	VP Finance	5					A
Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors (emailed to Governors)	President	0					I
Quarterly 2024-25 Financial Projection (Note: Q2 always requires Board Approval)	VP Finance	10	P	P	P		
Fourth Quarter Financial Report	VP Finance	10					P
Appointment of auditors (AGM agenda)	VP Finance	5					V
Banking Resolutions (AGM Agenda)	VP Finance	1					A
Draft Audited Financial Statements (AGM agenda)	VP Finance	20					A
<b>RISK IDENTIFICATION AND OVERSIGHT</b> – The Board oversees management’s risks program, and identifies unusual risks in the organization and ensures plans are in place to manage and prevent such risks.							
Freedom of Information Annual Report	VP Finance	0					I
<b>STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY</b> – The Board ensures the organization appropriately contributes to strong stakeholder relationships, and advocates on behalf of College stakeholders in support of the mission, vision, values and strategic directions.							
Board Management Summary Report (Information published in YourAC are not to be included in this Report)	Algonquin College Executive Team	0	I	I	I	I	I
Celebrating Student Success - Changemaker Awards	SVP Academic, EA SVP Academic	10	P	P	P	P	P
<b>GOVERNANCE</b> – The Board is responsible for the quality of its own governance, establishes by-laws and governance policies to facilitate the performance of the Board’s role and performance.							
Review and adoption of the Governors’ Code of Ethical Conduct (Discussed at Fall Board Retreat)	Board Chair	0					
Board Generative Discussion - Session to be held as required (separate meeting)	Board Chair	0					
<b>BOARD COMMITTEE REPORTS (Academic &amp; Student Affairs; Audit &amp; Risk Management; Governance)</b>	SEA Board of Governors	30	V	V	V	V	V
Appointment of new Governors for 2025-26	Board Chair	5					V
Board Officer; Committee Appointments; BGI-01 Report Card; Governor Reappointments (Included in Governance Committee Report)	Chair Governance	0				I	
BOG Officer & Committee Memberships (AGM agenda)	Chair Governance	0					V
2024-25 Board of Governors Evaluation Results (Included in Governance Committee Report to the Board)	Chair Governance	0					I
Approval of previous year AGM Minutes	Board Chair	5					V
<b>LEGAL COMPLIANCE</b> – The Board ensures that appropriate processes are in place to effect compliance with legal requirements.							
Confirmation of mandatory Government remittances (hand out to Board members at the meeting)	VP Finance	0	I	I	I		I
Attestation of Section 28 Process (Memo to Minister, Colleges and Universities from Board Chair)	VP Finance	0					I



### REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of November 8, 2024, in accordance with all Canada Revenue Agency and other various authorities' requirements and specified deadlines, the College has:

- (a) Made all applicable source deductions and remittances including the Employer Health Tax, Canada Pension Plan, Employment Insurance and Federal Income Tax; and,
- (b) All employee and employer benefit contributions have been remitted as required including Colleges of Applied Arts and Technology (CAAT) Pension Plan; and,
- (c) All salary and wages have been paid to employees as required; and,
- (d) The Harmonized Services Tax (HST) has been remitted, as required.

A handwritten signature in cursive script, appearing to read "G. Perry".

---

Grant Perry  
Chief Financial Officer  
Algonquin College

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

---

Duane McNair  
Vice President, Finance and Administration  
Algonquin College