

# Business Plan

2021-2023

Board of Governors Approved  
April 19, 2021



**ALGONQUIN**  
COLLEGE

Algonquin College finds itself in a period of transition, and in an environment of higher volatility, uncertainty, complexity and ambiguity due to the COVID-19 pandemic, which has caused an unprecedented impact on College operations and a monumental shift in post-secondary education.

Normally, the first year of the Business Plan is firm and the second year is considered flexible, however in deference to the present circumstances, it is proposed for the first year of the Business Plan to be flexible and the second year as fluid. This is necessary due to the unpredictable nature of the COVID-19 pandemic, as well as the College's pending Strategic Plan refresh.

Creativity, resiliency and adaptability have framed how the College has addressed evolving public health policy and government measures designed to protect the health of Ontarians as the province's pandemic response. However, the heart of the organization remains unchanged. Algonquin's culture continues to be defined by its mission, vision and core values. They will remain front and centre in our new Strategic Plan (2022-2025).

*Clare R.*



# Our Mission, Vision & Values

## OUR MISSION

To transform hopes and dreams into lifelong success.

## OUR VISION

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

## OUR VALUES

Caring, Learning, Integrity, Respect



# 50+5

## Algonquin College: Strategic Plan refresh

Algonquin College is in the process of completing 50+5, the organization's current 2017-22 Strategic Plan, and an ongoing Strategic Plan refresh that will launch in 2022-23 and guide the College through to 2025.

Our 2017-22 Strategic Plan outlined five overarching strategic directions, rooted in the concept of transitioning from the traditional one-size-fits-all era of education to a new age, focused on personalized, experiential learning.

Those themes remain central to our strategic refresh and will anchor the College's new 2022-25 Strategic Plan.

At Algonquin, we will be learner driven, with an unwavering commitment to the personal and professional success of our learners. We will focus on innovation and quality, and build on our 50+ years of providing an exceptional learning experience and pioneering new approaches.

Through innovation, creativity and flexibility, we can transform the scope of opportunities available to college students.

We will also stay connected, in an increasingly connected world. We will work to strengthen relationships with alumni and employers, and their interactions with learners. We will be sustainable, serving as a leader in education, research and exchange of environmentally sustainable practices. We will pursue Truth and Reconciliation, and be mindful of our social and economic responsibilities. We will empower people, respecting and valuing them so that they feel supported throughout their careers and know that they make a difference.

To deliver on our mission and vision, we have identified eight core beliefs that support the five goals that will guide our strategic priorities and budget process.

# Standing Up the Tree

And so we turn our attention to the Trees. We acknowledge them for their stability, for helping to build and heat our homes. We also give thanks that they continue to refresh the air.



Automotive Service Technician



Bachelor of Commerce  
(e-Supply Chain Management)  
Co-op

Photo taken pre-pandemic



DARE District  
Indigenous Mural

# Our Core Beliefs

- 1. Human Potential:** We believe in the development of human potential, that in all of us lies the innate ability to learn, to better ourselves, and to have a positive impact on our individual achievement, our families, and our community.
- 2. Access:** We believe in access, that Algonquin College is best known for those we include rather than exclude, and that in today's knowledge economy, a post-secondary education is fundamental to all.
- 3. Experiential Learning:** We believe in experiential learning, that it is the best form of learning and that an applied, hands-on education is essential to developing the skills and competencies required to make a positive difference in the world.
- 4. Technology:** We believe in the power of technology, that when used purposefully it can enhance learning exponentially.
- 5. Global Citizenship:** We believe in the importance of global citizenship, that in today's world all learners must acquire the skills and competencies to work in a diverse and constantly changing world, and that everyone — regardless of the country or culture they were born into — has the right to a good education.
- 6. Employment:** We believe in the power of employment, that securing a good job does more than just put money in your pocket — it builds confidence, pride, maturity, strengthens relationships, improves health, and fosters a sense of purpose and responsibility.
- 7. Community:** We believe in community, that as individuals and institutions we have a social responsibility to care for each other, our environment, and our society, in Canada and around the world.
- 8. Personal Relationships:** We believe in the power of personal relationships, that learning remains a distinctly relationship-based enterprise with the student-faculty connection at its heart across all Ontario colleges.

# Direction & Goals\*

## Our Strategic Direction

### **LEARNER DRIVEN**

**Goal #1:**

Establish Algonquin as the leader in personalized learning across all Ontario colleges

### **CONNECTED**

**Goal #2:**

Become an integral partner to our alumni and employers

### **PEOPLE**

**Goal #3:**

Be recognized by our employees and the community as an exceptional place to work

### **INNOVATION AND QUALITY**

**Goal #4:**

We will be leaders and continuously improve the quality, impact and innovativeness of teaching, learning and service delivery

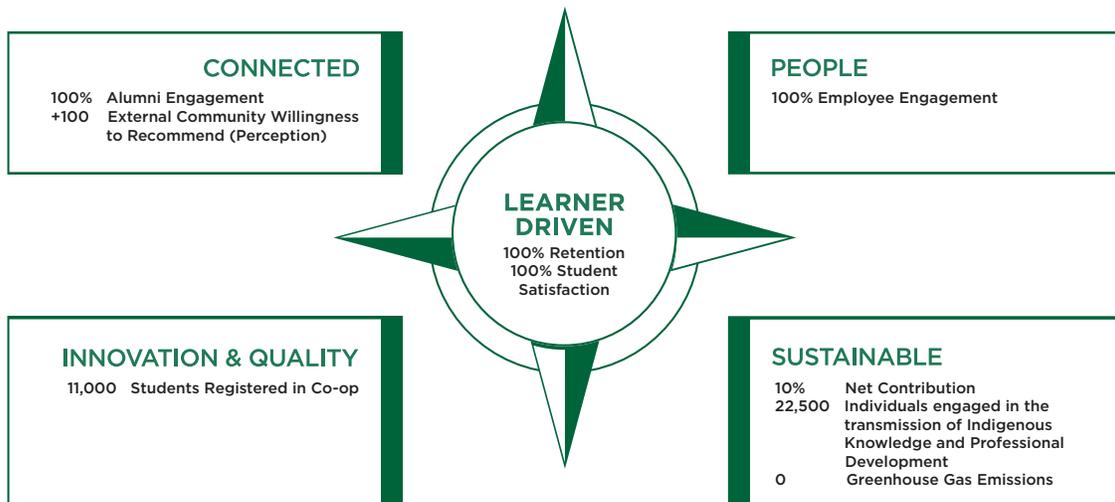
### **SUSTAINABLE**

**Goal #5:**

Pursue Truth and Reconciliation, social, environmental, and economic sustainability

\*FOR 2017-22 STRATEGIC PLAN, 2022-25 STRATEGIC DIRECTIONS UNDER DEVELOPMENT

## Aspirational True North Targets\*

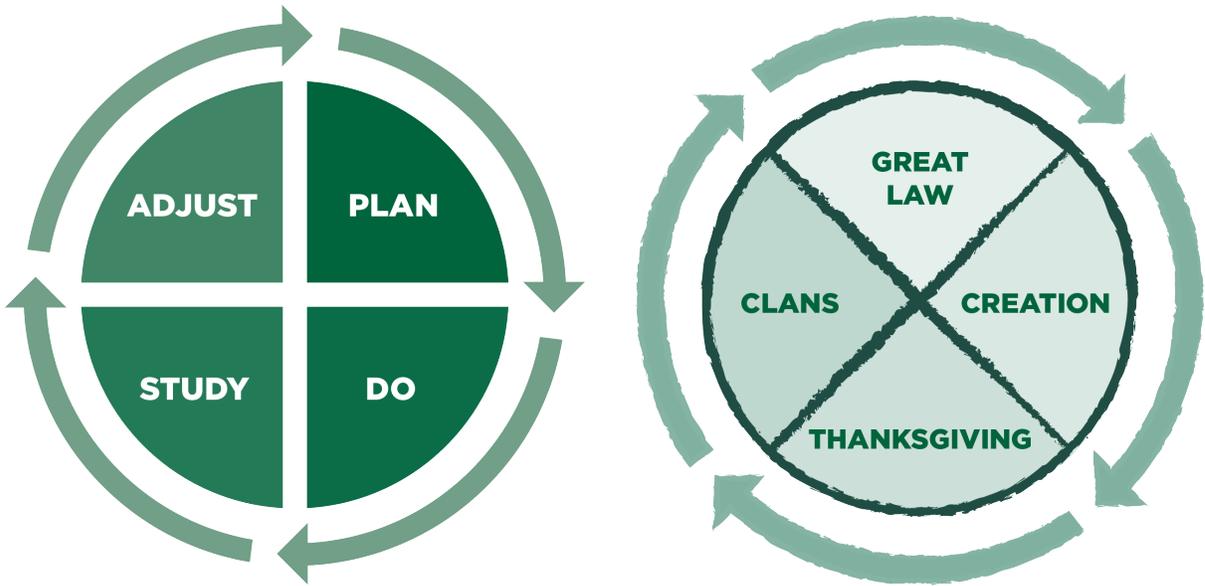


\*FOR 2017-22 STRATEGIC PLAN, 2022-25 TARGETS UNDER DEVELOPMENT

### BECOMING AGAIN

We now turn our minds to the natural world beginning to wake up from the Big Sleep. All of our relations now start to become again.

# Plan, Do, Study, Adjust



Algonquin College is committed to continuous improvement through the AC Way as well as embedding traditional Indigenous Knowledge into the very fabric of our institution. These two designs reflect this commitment and displays Indigenous Knowledge in action.

## 2021-2022 BUSINESS PLAN (FLEXIBLE)

#	STRATEGIC DIRECTION	OBJECTIVE	2020-21 TARGET	2020-21 (RESTATED) TARGET	2021-22 TARGET	TRUE NORTH	INITIATIVES
<b>LEARNER DRIVEN</b>							
1	Establish Algonquin as the leader in personalized learning across all Ontario colleges	Improve student retention	86.8%	81%	81.5%	100%	1.1) Response to communication gaps in content to prospective students and applicants completed by October 31, 2021. 1.2) Tactics identified to improve the prospect and applicant web user experience implemented by February 1, 2022. 1.3) AC Online and International nurture campaigns refreshed by March 31, 2022. 1.4) Mitigation plan for top presenting issue from student experience surveys in place by the start of the subsequent academic term to enhance student experiences and deepen learner-driven culture.
		Improve overall student satisfaction	79.2%	71%	71.2%	100%	
<b>CONNECTED</b>							
2	Become an integral partner to our alumni and employers	Build and steward strategic industry and community partnerships	N/A	N/A	4	20	<b>Industry Partnership Framework:</b> 2.1) Partnership Development Framework implemented by July 15, 2021. 2.2) External Partner Engagement and Needs Assessment Survey launched by October 15, 2021.
<b>PEOPLE</b>							
3	Be recognized by our employees and the community as an exceptional place to work	Improve employee engagement	59%	N/A	N/A	100%	3.1) Employee Engagement Pulse survey and corresponding action framework launched by June 30, 2021.
<b>INNOVATION AND QUALITY</b>							
4	We will be leaders and continuously improve the quality, impact and innovativeness of teaching, learning and service delivery	Reduce the risk of failure of information technology infrastructure and software applications	N/A	N/A	N/A	N/A	<b>Phase two of the R3 - Student Information System Transformation project milestones reached by March 31, 2022, including:</b> 4.1) Organizational Change Management Plan completed by June 30, 2021. 4.2) Technical Design Phase of the Student Information System implementation completed by January 31, 2022. 4.3) Test Plan to validate configuration in subsequent project phases completed by March 31, 2022.
5	We will be leaders and continuously improve the quality, impact and innovativeness of teaching, learning and service delivery	Finalize a new three-year Strategic Plan for 2022-2025	N/A	N/A	N/A	N/A	5.1) The 2022-2025 Strategic Plan finalized and approved by the Board of Governors by June 7, 2021.

### A TIME FOR GROWING

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

## 2021-2022 BUSINESS PLAN (FLEXIBLE)

#	STRATEGIC DIRECTION	OBJECTIVE	2020-21 TARGET	2020-21 (RESTATED) TARGET	2021-22 TARGET	TRUE NORTH	INITIATIVES
<b>SUSTAINABILITY</b>							
6	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Establish Algonquin College's first partnership pursuant to the Ministry of Colleges and Universities Binding Policy Directive: Public College Private Partnerships	N/A	N/A	200 learners enrolled	8,000 learners enrolled	<p><b>Launch a partnership with a private college to recruit and educate international students:</b></p> <p>6.1) Minister of Colleges and Universities approval of Collaborative Education Agreement received by May 31, 2021.</p> <p>6.2) Minister of Finance approval of Section 28 of the Financial Administration Act received by May 31, 2021.</p> <p>6.3) Three Algonquin College programs launched with the private college partner by September 30, 2021.</p> <p>6.4) Two additional Algonquin College programs launched with the private college partner by January 31, 2022.</p>
7	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Grow enrolment to pre-COVID-19 levels by 2023-24	47,724 6% year-over-year growth	41,223 9% year-over-year decline	43,284 5% year-over-year growth	70,000	<p>7.1) Fall level 1 admission conversions increased from 19% to 21% by September 30, 2021.</p> <p>7.2) Program capacity increased through Board of Governors approval of three two-year Ontario College Graduate Certificates by October 30, 2021.</p> <p>7.3) Program capacity increased through the conversion of three existing programs for delivery through AC Online by June 30, 2021 and launched for the Winter 2022 term.</p>
8	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Manage and preserve appropriate cash reserves as of March 31, 2021 for future College strategic investments	\$66M	\$70M	\$48M	\$100M	<p>8.1) Draws on cash reserves to fund essential initiatives, programs and services limited to \$28M by March 31, 2022.</p> <p>8.2) Strategic initiatives, implementation timelines and resource required to restore financial sustainability developed by December 31, 2021.</p>
9	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Engage members of the College community (students, employees and community members) in Truth and Reconciliation activities	500	600	900	22,500	<p><b>Year 3 of the Indigenization Strategy implemented:</b></p> <p>9.1) Jidwá:doh – Let's Become Again Advisory Council established with an action plan presented and approved by the Algonquin College Executive Team by January 31, 2022.</p> <p>9.2) Indigenous Knowledge - 'Exploring Stories', hosted monthly with summary reports/videos presented to Algonquin College Leadership Team until March 31, 2022.</p> <p>9.3) New multi-year Indigenization strategic framework "Standing Up the Tree" developed by March 31, 2022.</p>

## FALLING LEAVES

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



## 2022-2023 BUSINESS PLAN (FLUID)

#	STRATEGIC DIRECTION	OBJECTIVE	2021-22 TARGET	2022-23 TARGET	TRUE NORTH	INITIATIVES
<b>LEARNER DRIVEN</b>						
1	Establish Algonquin as the leader in personalized learning across all Ontario colleges	Improve student retention	81.5%	81.7%	100%	<p>1.1) Response to communication gaps in content to returning and graduating students completed by October 31, 2022 to heighten personalization and student success.</p> <p>1.2) Perth and Pembroke Campus engagement campaigns to forge connections with prospective students refreshed by March 31, 2023.</p> <p>1.3) Public College Private Partnership engagement campaigns, informed by 2021-22 learner feedback and data outcomes, enhanced by March 31, 2023.</p> <p>1.4) Mitigation plan for top presenting issue from student experience surveys in place by the start of the subsequent academic term to enhance student experiences and deepen learner-driven culture.</p> <p>1.5) A phased improvement plan addressing website user experience, leveraging pro-active learner-centric supports and artificial intelligence defined by November 1, 2022.</p> <p>1.6) Flexible program delivery options for learners added by March 31, 2023.</p>
		Improve overall student satisfaction	71.2%	71.4%	100%	
<b>CONNECTED</b>						
2	Become an integral partner to our alumni and employers	Build and steward strategic industry and community partnerships	4	6	20	<p><b>Industry Partnership Framework:</b></p> <p>2.1) Response to External Partner Engagement and Needs Assessment Survey findings completed by June 1, 2022.</p>
<b>PEOPLE</b>						
3	Be recognized by our employees and the community as an exceptional place to work	Improve employee engagement	N/A	70%	100%	<p>3.1) A performance management framework for administrative staff, leveraging Workday functionality, delivered by December 1, 2022.</p> <p>3.2) A phased implementation plan to deliver a succession planning framework for cross-College roles, leveraging Workday functionality, launched by March 31, 2023.</p>
4	Be recognized by our employees and the community as an exceptional place to work	Improve organizational support for diversity	N/A	81%	100%	<p>4.1) Multiple awareness, learning and engagement activities on diversity and inclusion provided each quarter.</p> <p>4.2) Diversity and Inclusion blueprint 2.0 developed and launched by March 31, 2023.</p>
<b>INNOVATION AND QUALITY</b>						
5	We will be leaders and continuously improve the quality, impact and innovativeness of teaching, learning and service delivery	Reduce the risk of failure of information technology infrastructure and software applications	N/A	N/A	N/A	<p><b>Phases three and four of the R3 - Student Information System project milestones reached by March 31, 2023, including:</b></p> <p>5.1) Training Plan developed by January 31, 2023.</p> <p>5.2) Configuration and validation significantly completed by March 31, 2023.</p> <p>5.3) Initial draft of deployment plan completed by March 31, 2023.</p>

## 2022-2023 BUSINESS PLAN (FLUID)

#	STRATEGIC DIRECTION	OBJECTIVE	2021-22 TARGET	2022-23 TARGET	TRUE NORTH	INITIATIVES
<b>SUSTAINABILITY</b>						
6	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Establish Algonquin College's first partnership pursuant to the Ministry of Colleges and Universities Binding Policy Directive: Public College Private Partnerships	200 learners enrolled	1,000 learners enrolled	8,000 learners enrolled	<p><b>Expand and grow domestic Public College Private Partnership (PCPP) with private college partner to recruit and educate international students:</b></p> <p>6.1) Approval for up to 5 additional programs for delivery in 2023-24 received by December 15, 2022.</p> <p>6.2) Program offerings expanded to new locations by January 31, 2023.</p> <p>6.3) Additional program and course initiatives, including articulation agreements, corporate training and online program delivery, explored with PCPP partner by March 31, 2023.</p>
7	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Grow enrolment to pre-COVID-19 levels by 2023-24	43,284 5% year-over-year growth	44,500 3% year-over-year growth	70,000	<p>7.1) Program capacity increased through Board of Governors approval of two new 2-year Ontario College Graduate Certificates by January 31, 2023.</p> <p>7.2) Two new stackable micro-credentials launched by August 31, 2022.</p> <p>7.3) Program capacity increased by converting two programs for full-time delivery through AC Online by August 31, 2022.</p> <p>7.4) Business case for a School of Graduate Studies developed by March 31, 2023.</p>
8	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Enabling adoption of themes and action for advancing sustainability over the short and medium timeframe of the Strategic Exercise to Restore Financial Sustainability project	N/A	8.2) 100% of People Leaders trained	8.2) 100% of People Leaders trained	<p><b>Enable People Leaders to effectively manage and lead their teams in the workplace of the future:</b></p> <p>8.1) Resources and tools to support employees in the new hybrid working modality developed and deployed by June 30, 2022.</p> <p>8.2) Training and support tools on effective financial acumen and management for all People Leaders created and deployed by September 30, 2023.</p> <p>8.3) A change management framework to equip People Leaders with tools to manage significant transformative changes launched by February 28, 2023.</p>
9	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Achieve financial sustainability with a balanced budget and financial results that demonstrates the College can recover its full economic costs, maintain appropriate cash reserves and invest in its key infrastructure and resources	\$48M in cash reserves	\$43M in cash reserves	\$100M in cash reserves	<p>9.1) Plans to restore financial sustainability and maximize funding under the Strategic Mandate Agreement initiated by September 30, 2022.</p> <p>9.2) Algonquin College Campus Master Development Plan for the Perth, Pembroke and Ottawa campuses completed by March 31, 2023.</p> <p>9.3) Digital strategy to continue the transformation of academic program delivery, learner experiences and administrative processes completed by March 31, 2023.</p>
10	Pursue Truth and Reconciliation, social, environmental, and economic sustainability	Engage members of the College community (students, employees and community members) in Truth and Reconciliation activities	900	3,640	22,500	<p>10.1) New "Standing Up the Tree" multiyear Indigenization strategic framework operationalized by March 31, 2023.</p> <p>10.2) Jidwá:doh Council launched and 13 meetings hosted in reflection of the lunar cycle by March 31, 2023.</p> <p>10.3) Indigenous Knowledge and stories, collected and distributed through Burnt Water activities, transmitted to the Algonquin College community via Keeping the Fire initiative once per academic term, by March 31, 2023.</p> <p>10.4) Indigenous Leadership Academy piloted by March 31, 2023.</p>

**SCORECARD - METRICS – ALGONQUIN COLLEGE BUSINESS PLAN 2021-2023**

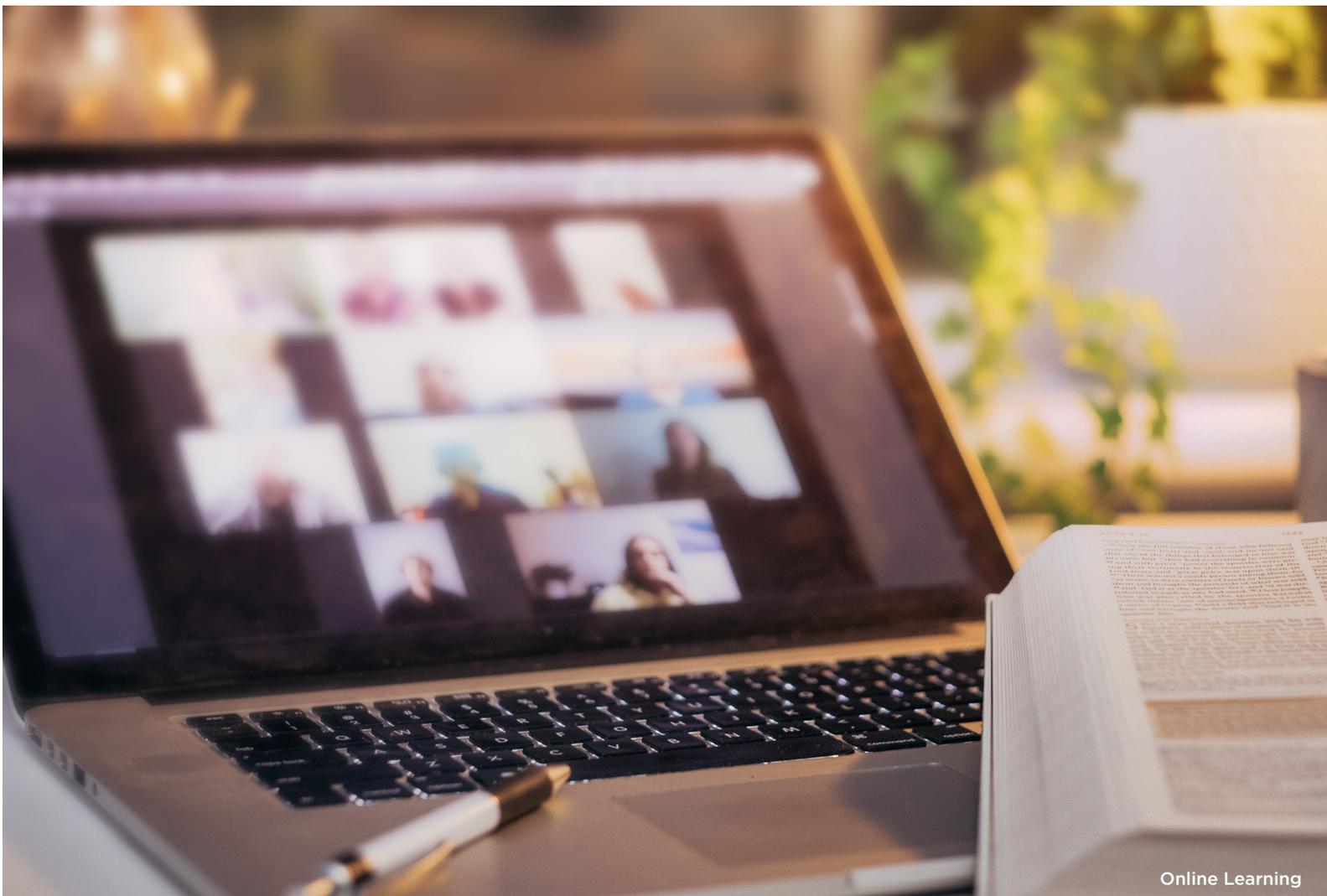
2017-2023 STRATEGIC DIRECTIONS	2017-18 BENCH-MARK	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 TARGET	2020-21 (RESTATED) TARGET	2021-22 TARGET	2022-23 TARGET	TRUE NORTH
<b>1 LEARNER DRIVEN</b>									
Student Retention	86.8%	83.1%	85.0%	85.7%	86.8%	81.0%	81.5%	81.7%	100%
Student Satisfaction	77.4%	73.2%	79.0%	76.3%	79.2%	71.0%	71.2%	71.4%	100%
<b>2 CONNECTED</b>									
Alumni Engagement	N/A	8,515 (12%)	1,161 (2%)	5,101 (6%)	4,600 (5%)	4,100 (4.5%)	5,000 (6%)	5,500 (6%)	100%
Willingness to Recommend (Perception): External Community	-35	-25	-36	-36	-34	-38	-36	-35	100
Build and steward strategic industry and community partnerships	N/A	N/A	N/A	N/A	N/A	N/A	4	6	20
<b>3 PEOPLE</b>									
Employee Engagement	60.0%	56.0%	N/A	68.0%	N/A	N/A	N/A	70.0%	100%
Improve organizational support for diversity	N/A	N/A	N/A	N/A	N/A	N/A	N/A	81.0%	100%
<b>4 INNOVATION AND QUALITY</b>									
Reduce the risk of failure of information technology infrastructure and software applications	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of Students Registered in Co-op	1,500	1,500	2,549	3,661	4,000	4,000	5,500	6,000	11,000
<b>5 SUSTAINABLE (Financial, Social, Environmental)</b>									
Establish Algonquin College's first partnership pursuant to the Ministry of Colleges and Universities Binding Policy Directive: Public College Private Partnerships	N/A	N/A	N/A	N/A	N/A	N/A	200 learners enrolled	1,000 learners enrolled	8,000 learners enrolled
Grow Enrolment to pre-COVID-19 levels by 2023-24	38,056 1% year-over-year growth	39,725 4% year-over-year growth	43,524 10% year-over-year growth	45,064 4% year-over-year growth	47,724 6% year-over-year growth	41,223 9% year-over-year decline	43,284 5% year-over-year growth	44,500 3% year-over-year growth	70,000
Enabling adoption of themes and action for advancing sustainability over the short and medium time-frame of the Strategic Exercise to Restore Financial Sustainability project	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100% People Leaders trained	100% People Leaders trained

**SCORECARD - METRICS – ALGONQUIN COLLEGE BUSINESS PLAN 2021-2023**

2017-2023 STRATEGIC DIRECTIONS	2017-18 BENCH-MARK	2017-18 ACTUALS	2018-19 ACTUALS	2019-20 ACTUALS	2020-21 TARGET	2020-21 (RESTATED) TARGET	2021-22 TARGET	2022-23 TARGET	TRUE NORTH
<b>5 SUSTAINABLE (Financial, Social, Environmental) (cont.)</b>									
Achieve financial sustainability with a balanced budget and financial results that demonstrates the College can recover its full economic costs, maintain appropriate cash reserves and invest in its key infrastructure and resources	N/A	N/A	N/A	N/A	N/A	\$70M in cash reserves	\$48M in cash reserves	\$43M in cash reserves	\$100M in cash reserves
Engage members of the College community (students, employees and community members) in Truth and Reconciliation activities	N/A	N/A	N/A	N/A	600	600	900	3,640	22,500
Greenhouse Gas Emissions measured in tonnes CO <sub>2</sub> , scope 1 & 2 Emissions	8,239	6,635	10,309	6,977	11,870	11,870	11,870	11,870	0

**THE BIG SLEEP**

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



Online Learning



Massage Therapy



Culinary Skills

Photo taken pre-pandemic

# Annual Budget

2021-22

April 19, 2021



**ALGONQUIN**  
COLLEGE



# Treasurer's Report

## 2021-22 Annual Budget

On March 11, 2020 COVID-19 was declared a pandemic by the World Health Organization and countries around the world implemented social distancing and other measures to reduce the spread of the virus. On March 13, 2020, Algonquin College closed its doors to in-person class instruction, switching to a remote delivery format for the remainder of the Winter 2020 semester and required all but essential employees to work from home. As the pandemic continued, Algonquin was able to resume some in-person training over the 2020-21 academic year for those areas of learning requiring face-to-face instruction with restricted class sizes and other health and safety measures in place. As a result of the pandemic, the College realized a drop in overall enrolment of 16% against the 2020-21 Approved Annual Enrolment Budget, which included a reduction of International enrolments of 33%. Additionally, incremental costs to support the transition to remote learning and working, and reduced class sizes for those classes requiring on-site training, added significant incremental costs to the College. The pandemic is expected to have a significant impact on College finances for the next three to four years as the College returns to pre-pandemic enrolment levels and adjusts to the new learning and working realities and opportunities.

The 2021-22 Annual Budget provides the College with the resources required to deliver on the commitments detailed in the 2021-23 Business Plan and the College's 2017-22 Strategic Plan. The 2021-22 Annual Budget projects an in-year deficit of \$10 million. Despite the projected deficit, the College remains compliant with the Ministry of Colleges and Universities Binding Policy Directive with a positive accumulated surpluses balance.

### **Internally Restricted Net Assets/Accumulated Surpluses**

While the College is projecting a deficit of \$19 million in 2020-21 as a result of the pandemic impacts, in the 2019-20 fiscal year the College realized a net contribution of \$14.7 million, exceeding the budgeted \$1.2 million by \$13.5 million. This positive variance was achieved through an over-estimation of the impacts of the provincial governments changes to student ancillary fees, a 3% increase in international student enrolment above projections, and an extraordinary gain resulting from the sale of College owned land on March Road in Kanata. The positive result in 2019-20 added to the College's accumulated surpluses.

The College has grown its accumulated surplus balance during the past 15 years in its Internally Restricted Net Asset accounts and are reserved for specific purposes. These reserve funds are managed closely to provide resources to fund Strategic Investment Priorities that will enhance the overall experience of learners. In addition, these reserves are used for the Board of Governors mandated Contingency Fund which the College was able to draw on in response to the financial impacts of the COVID-19 pandemic.

The College draws on reserves to fund projects such as the replacement of the legacy Student Information System through the R3 Project, the construction of a Pedestrian Bridge to Rapid Transit Station and to provide contributions to the Athletics and Recreation Centre. The accumulated surpluses of the Internally Restricted Net Assets enables the College to address significant capital investment requirements and address unanticipated operating budget challenges.



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

The President is submitting a recommendation to the Board of Governors to approve spending from the College’s Specific Reserves and Reserve Funds for Future Capital Expansion within Internally Restricted Net Assets for the following significant capital projects and initiatives in 2021-22:

2021-22 EXPENDITURES FROM INTERNALLY RESTRICTED NET ASSETS	
R3 (Student Information System Replacement - Phase 2)	\$21,860,000
Information Technology and Physical Infrastructure Renewal Projects	3,228,000
Pedestrian Bridge to Rapid Transit Station (this is not an additional new request but within the allocation approved at the June 12, 2017 Board of Governors meeting)	1,260,000
Athletics and Recreation Centre Enabling Works (this is not an additional new request but within the allocation approved at the October 28, 2019 Board of Governors meeting)	900,000
Campus Services Reserves	345,000
Health Services Agreement with the Students' Association	117,000
<b>Total Expenditures from Internally Restricted Net Assets</b>	<b>\$27,710,000</b>

As the College continues to respond to and recover from the COVID-19 pandemic, there are no budgeted contributions to reserves for the 2021-22 fiscal year.

Please refer to the Net Assets Continuity Schedule in the budget document below on page 17 of this document. for more information on budgeted adjustments and expenditures from Internally Restricted Net Assets.

The pandemic has had a significant negative impact on Campus Services revenues resulting in operating deficits and depletion of the Campus Services Reserves balance. This budget proposes to permit an accumulated deficit in the Campus Services Reserves balance to fund essential operating and investment needs in 2021-22. As Ottawa campus activity increases over the coming years and Campus Services sales return to pre-pandemic levels, future net contributions will be allocated to the Campus Services Reserve to restore a positive balance.

The budgeted 2021-22 fiscal year-end balance of Unrestricted Net Assets plus Internally Restricted Net Assets are as follows:

UNRESTRICTED AND INTERNALLY RESTRICTED NET ASSETS	
Unrestricted Net Assets	\$0
Internally Restricted Net Assets	
• Specific Reserves	
o Other Projects and Initiatives	21,050,000
o Campus Services Reserve Fund*	(3,921,000)
o Employment Stabilization Fund	603,000
o Contingency Reserve Fund	10,039,000
• Reserve Fund - Future Capital Expansion	17,805,000
• Net Proceeds from Sale of March Road Land	2,403,000
<b>Total Unrestricted and Internally Restricted Net Assets</b>	<b>\$47,979,000</b>

\* The negative balance in the Campus Services Reserve Fund represents losses incurred due to COVID-19. These losses will be repaid through planned future contributions.

## Challenges and Opportunities Facing the College

The development of the 2021-22 Annual Budget required significant engagement from the Algonquin College Leadership Team and input from the College community. The COVID-19 pandemic continues to be a major influence on the College's operations and budget. During 2020-21 enrolment declined 16% from the Approved Annual Budget. While enrolments are projected to grow by 5% from the 2020-21 Third Quarter projection, it is not projected to return to pre-pandemic levels until 2023-24. In addition to reduced tuition and other student fee revenues resulting from reduced enrolments, reduced campus activity continues to significantly impact Campus Services. This has resulted in lower sales in Food Services, Campus Retail Services, Residence Operations and Parking Services. Compounding this pressure, the 2019 announcement of a tuition reduction of 10 per cent and a further two-year freeze on tuition rates is expected to continue through the 2021-22 fiscal year. To address these pressures, Algonquin College staff have chosen to implement various cost containment initiatives to manage the budget.

The Ministry of Colleges and Universities maintains the existing corridor funding model in 2021-22 and have introduced a new requirement for colleges and universities to achieve specified key performance metrics in order to receive full grant funding. However, as a result of the COVID-19 pandemic, the Ministry of Colleges and Universities have announced that institutions will not have their 2021-22 grant funding reduced. The corridor funding model and key performance metrics are intended to improve student outcomes and increase trust and accountability through transparency and improved performance. It also provides more predictable funding and supports enrolment planning. While the corridor funding model provides predictability, it does not provide for year-to-year grant funding increases for domestic enrolment growth or inflationary pressures. Along with the tuition fee freeze, domestic operating revenues on a per student basis decreases each year as domestic enrolment increases.

This requires the College to pay close attention to program costs and ensure that there are sufficient margins generated to support the overhead and corporate costs of the College. In addition, the corridor funding model requires an analysis of the revenue mix between funded domestic enrolment growth and non-funded International fee premiums.

On January 31, 2021, the first Part-Time Support Staff Collective Agreement expired. Negotiations between the College Employer Council and the OPSEU Part-Time Support Staff Bargaining Unit were ongoing during the 2020-21 fiscal year and continue into the 2021-22 fiscal year. Finalization of a new collective agreement will likely result in manageable adjustments to the College's operating budget.

Additionally, on September 30, 2021, the Academic Employees Collective Agreement will expire. It is expected that negotiations between the College Employer Council and the OPSEU Academic Employees Bargaining Unit will be ongoing in 2021-22. It is believed that the finalization of a new collective agreement will result in manageable adjustments to the College's operating budget.

The College relies on people, processes and technology to operate and transform its service operations and program delivery. Several significant investments are being made in the College's enterprise resource planning information technology systems to support transformation. The first phase of the R3 project development and implementation of a new student information system software solution was undertaken in 2020-21 and the second phase of this transformation is planned and funded in the 2021-22 Annual Budget.

## Assumptions

A number of assumptions were made in the preparation of estimates to be included in the Annual Budget. A list of the most significant assumptions for 2021-22 are as follows:

### Revenues

- The College Operating Grant will be maintained at a constant value as the previous year.
- Tuition fee rates for funded programs have remained the same as the 2020-21 rates in anticipation of the provincial government's announcement to maintain the tuition fee freeze introduced in 2019.
- Enrolment growth in full-time post-secondary programs is projected to increase by 5 per cent over the 2020-21 Third-Quarter Projection due to a partial return to pre-pandemic enrolment levels, the launch of new programs, and improved retention efforts.
- Other non-funded revenue sources have been updated to respond to the projected enrolment changes, the economy, international opportunities, and anticipated market conditions.

### Operating Expenditures

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

**Strategic Investment Priorities**

- As a result of the continued impacts of the COVID-19 pandemic, the College's projects in Strategic Investment Priorities for 2021-22 were scrutinized to ensure all proposed investments were deemed to be essential and in support of the College's Strategic Plan and Corporate Risk Profile. Funded projects are those that support transformation of services, renew existing curriculum and develop new programs, deliver high quality instructional equipment for students, and mitigate the risk of physical and technological infrastructure failure. More specifically, the 2021-22 Annual Budget provides funding for the following initiatives:
  - o Development and implementation of Learner Driven Plan initiatives, through the Strategic Enrolment Management project.
  - o Development of a new Student Information System, the R3 project.
  - o Campus expansion through the infrastructure work required to support the development of the Athletics and Recreation Centre.
  - o Implementing strategies to improve employee engagement; and
  - o Continuing to upgrade and improve the service and reliability of wired and wireless networks.

**Risk**

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

<b>RISK SCHEDULE</b>			
<b>Risk Identification</b>	<b>Impact in 2021 - 22</b>	<b>Likelihood in 2021 - 22</b>	<b>Risk Mitigation</b>
International and Domestic Enrolment Less than Projection Impacting Tuition and Other Revenues due to COVID-19	Major	Possible	<ul style="list-style-type: none"> <li>• New Programs</li> <li>• Increased Focus on Conversion of Applications to Registrations</li> <li>• Retention Initiatives</li> <li>• International Recruitment</li> <li>• Ongoing lobbying for government support</li> </ul>
Other Revenues Less than Budgeted	Moderate	Possible	<ul style="list-style-type: none"> <li>• International Initiatives</li> <li>• Corporate Training</li> <li>• Cost Containment</li> </ul>
Labour Relations - Collective Agreement Renewal Negotiations are Prolonged or Cause Labour Disruption	Low	Likely	<ul style="list-style-type: none"> <li>• Part-Time Support Negotiations Between College Employer Council and OPSEU Part-Time Support Staff Bargaining Unit</li> </ul>

RISK SCHEDULE (continued)			
Risk Identification	Impact in 2021 - 22	Likelihood in 2021 - 22	Risk Mitigation
Labour Relations (continued)	Low	Likely	<ul style="list-style-type: none"> <li>Academic Negotiations Between College Employer Council and OPSEU Academic Employees Bargaining Unit</li> </ul>
Information Technology Assets and Services - Business Interruption	Moderate	Possible	<ul style="list-style-type: none"> <li>Upgraded IT Infrastructure</li> <li>Business Continuity/ Disaster Recovery Planning</li> </ul>
Major Capital Projects Exceed Budget	Moderate	Unlikely	<ul style="list-style-type: none"> <li>Project Governance Structure</li> <li>Major Capital Projects Internal Audit</li> <li>Ongoing Monitoring and Reporting</li> </ul>
Expenses Higher than Budget Due to Aging Facilities and Deferred Maintenance Liability	Moderate	Likely	<ul style="list-style-type: none"> <li>Contingency Funds</li> <li>Ongoing Monitoring</li> <li>Prioritization of Critical Projects</li> </ul>

## Conclusion

The 2021-22 Annual Budget provides the College with the resources required to deliver on the commitments detailed in the 2021-23 Business Plan and the College's 2017-22 Strategic Plan.

While the 2021-22 Annual Budget presents a deficit budget, the College remains committed to focusing on a return to financial sustainability. Through the Strategic Exercise to Return to Financial Sustainability (SERFS) Project, the College is reviewing revenue generation opportunities, cost containment, continuous improvement and capital planning to ensure that the College has the resources to invest in the future.

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

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

# Thank You

## To the College Budget Committee

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

- Alanna McDonell, (Acting Chair), Director, Marketing
- Mark Leduc, (Acting Vice-Chair) Executive Director, Academic Operations and Planning
- Annette Bouzi, OPSEU Local Academic Staff Union President
- Maggie Cusson, Dean, Academic Development
- Christine Kelsey, OPSEU Local Support Staff Union President
- Teri Kinnunen, (Resource) Manager, Corporate Budgeting
- Erin Langevin, Director, Labour Relations
- Ernest Mulvey, Director, International Education Centre
- Andre O'Bonsawin, Director, Indigenization
- Krista Pearson, Registrar
- Grant Perry, (Resource) Chief Financial Officer
- Lois Pollock, Chief Digital Officer
- Joanne Souaid, Director, Advancement Services
- Ryan Southwood, Acting Executive Director, Facilities Management
- Emily Woods, (Resource), Director, Financial Planning

**Duane McNair**  
**Treasurer and Vice President, Finance and Administration**

## PRO FORMA SUMMARY

(All figures in 000's)

	Actual 2019-20	Annual Budget 2020-21	Q1 Projection 2020-21	Q3 Projection 2020-21	Annual Budget 2021-22	Pro Forma 2022-23	Pro Forma 2023-24
<b>Funded Activity/College Operations</b>							
Revenue	\$ 272,575	\$ 278,268	\$ 243,578	\$ 245,085	\$ 260,223	\$ 273,088	\$ 281,622
Expenditures <sup>1</sup>	253,022	267,248	256,839	256,260	267,926	270,778	277,207
Net Contribution	19,553	11,020	(13,261)	(11,175)	(7,703)	2,310	4,415
<b>Contract Activity &amp; Other Non-Funded Activity</b>							
Revenue	33,100	27,805	39,526	43,724	70,589	48,989	53,320
Expenditures	32,000	28,181	37,441	41,363	65,117	45,228	49,396
Net Contribution	1,100	(376)	2,085	2,361	5,472	3,761	3,924
<b>Campus Services</b>							
Revenue	39,388	40,888	23,049	14,995	15,779	27,028	34,274
Expenditures <sup>1</sup>	32,163	33,398	21,826	18,792	16,604	23,946	28,372
Net Contribution	7,225	7,490	1,223	(3,797)	(825)	3,082	5,902
<b>International Education Centre</b>							
Revenue	60,303	67,079	43,775	46,796	50,978	60,075	63,980
Expenditures	38,649	48,442	33,605	34,152	36,850	41,182	43,210
Net Contribution	21,654	18,637	10,170	12,644	14,128	18,893	20,770
<b>Strategic Investment Priorities</b>							
Revenue	9,796	41,545	41,545	41,503	8,903	6,500	6,500
Expenditures <sup>2</sup>	50,144	80,341	66,992	65,579	40,875	42,256	40,115
Net Contribution	(40,348)	(38,796)	(25,447)	(24,076)	(31,972)	(35,756)	(33,615)
<b>Extraordinary Item</b>							
Net Proceeds from Sale of March Road Land - to Reserve Funds	2,403	-	-	-	-	-	-
<b>Non-Cash Revenue Adjustments</b>							
Capital Grants recorded as Deferred Capital Contributions	(2,120)	(1,300)	(1,300)	(1,300)	(1,300)	(1,200)	(1,200)
Amortization of Deferred Capital Contributions	7,721	7,900	8,000	8,000	8,200	8,000	8,000
<b>Non-Cash Expenditure Adjustments</b>							
Expenditures to be Capitalized	14,400	18,000	13,700	13,800	19,600	16,800	11,800
Amortization Expense	(15,838)	(17,000)	(16,000)	(16,000)	(16,100)	(16,000)	(16,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	(1,010)	110	1,860	560	500	110	110
<b>Net Contribution as per Public Sector Accounting Standards (PSAS)</b>	<b>\$ 14,740</b>	<b>\$ 5,685</b>	<b>\$ (18,970)</b>	<b>\$ (18,983)</b>	<b>\$ (10,000)</b>	<b>\$ -</b>	<b>\$ 4,106</b>

1. Expenditures do not reflect \$3.6M in principal debt repayments in 2021-22.

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

PRO FORMA SUMMARY - continued

(All figures in 000's)

	Actual 2019-20	Annual Budget 2020-21	Q1 Projection 2020-21	Q3 Projection 2020-21	Annual Budget 2021-22	Pro Forma 2022-23	Pro Forma 2023-24
<b>Net Assets</b>							
Unrestricted	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -
Investment in Capital Assets	93,940	104,123	101,843	101,943	114,526	125,972	132,656
Vacation, Sick Leave and Post-Employment Benefits	(20,248)	(19,018)	(18,388)	(19,688)	(19,188)	(19,078)	(18,968)
<b>Internally Restricted</b>							
Appropriations	-	100	-	-	-	-	-
Specific Reserves	51,630	37,215	43,387	38,872	17,731	7,131	1,214
Contingency Reserve Fund	10,383	10,513	5,000	10,039	10,039	10,039	10,933
Reserve Funds - Future Capital Expansion	24,405	22,725	20,400	19,747	17,805	16,850	19,185
Reserve Funds - Net Proceeds from Sale of March Road Land	2,403	2,403	2,403	2,403	2,403	2,403	2,403
Endowments	26,943	29,070	27,543	27,543	32,918	33,518	34,518
	<b>190,456</b>	<b>188,131</b>	<b>182,188</b>	<b>180,859</b>	<b>176,234</b>	<b>176,835</b>	<b>181,941</b>
<b>Accumulated Remeasurement Losses</b>	(5,408)	(4,808)	(5,408)	(5,408)	(5,408)	(5,408)	(5,408)
<b>TOTAL NET ASSETS</b>	<b>\$ 185,048</b>	<b>\$ 183,323</b>	<b>\$ 176,780</b>	<b>\$ 175,451</b>	<b>\$ 170,826</b>	<b>\$ 171,427</b>	<b>\$ 176,533</b>

## STATEMENT OF FINANCIAL POSITION

(All figures in 000's)

	March 31, 2021 Annual Budget	March 31, 2021 Q3 Projection	March 31, 2022 Proposed Budget
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Short Term Investments	\$ 82,678	\$ 82,103	\$ 68,084
Accounts Receivable	25,000	27,500	26,000
Inventory	1,550	1,550	1,550
Prepaid Expenses	2,700	3,200	3,500
	<b>111,928</b>	<b>114,353</b>	<b>99,134</b>
<b>Investments</b>	<b>40,000</b>	<b>32,000</b>	<b>23,700</b>
<b>Long Term Prepaid Asset</b>	<b>5,500</b>	<b>5,500</b>	<b>5,436</b>
<b>Endowment Assets</b>	<b>29,070</b>	<b>27,543</b>	<b>32,918</b>
<b>Capital Assets</b>	<b>294,513</b>	<b>293,327</b>	<b>296,827</b>
<b>TOTAL ASSETS</b>	<b>\$ 481,011</b>	<b>\$ 472,723</b>	<b>\$ 458,015</b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Current Liabilities</b>			
Accounts Payable & Accrued Liabilities	\$ 32,000	\$ 29,000	\$ 29,000
Accrued Salaries & Employee Deductions Payable	10,000	10,000	9,500
Deferred Revenue	42,000	42,000	42,000
Current Portion of Long Term Debt	3,718	3,718	3,846
	<b>87,718</b>	<b>84,718</b>	<b>84,346</b>
<b>Long Term Debt</b>	<b>34,649</b>	<b>34,649</b>	<b>32,338</b>
<b>Vacation, Sick Leave &amp; Post-Employment Benefits</b>	<b>19,018</b>	<b>19,688</b>	<b>19,188</b>
<b>Deferred Capital Contributions</b>	<b>152,022</b>	<b>153,017</b>	<b>146,117</b>
<b>Interest Rate Swaps</b>	<b>4,281</b>	<b>5,200</b>	<b>5,200</b>
<b>Net Assets</b>			
Unrestricted	1,000	-	-
Investment in Capital Assets	104,123	101,943	114,526
Vacation, Sick Leave & Post-Employment Benefits	(19,018)	(19,688)	(19,188)
Internally Restricted	72,956	71,061	47,978
Endowment Fund	29,070	27,543	32,918
	<b>188,131</b>	<b>180,859</b>	<b>176,234</b>
<b>Accumulated Remeasurement Losses</b>	<b>(4,808)</b>	<b>(5,408)</b>	<b>(5,408)</b>
	<b>183,323</b>	<b>175,451</b>	<b>170,826</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 481,011</b>	<b>\$ 472,723</b>	<b>\$ 458,015</b>

## REVENUE SCHEDULE

(All figures in 000's)

	Funded Activity/ College Operations	Contract Activity & Other Non-Funded Activity	Campus Services	International Education Centre	Strategic Investment Priorities	Annual Budget 2021-22	Q3 Projection 2020-21	Q1 Projection 2020-21	Annual Budget 2020-21	Actual 2019-20
<b>Grants</b>										
Post Secondary Activity	\$ 105,843	\$ -	\$ -	\$ -	\$ -	\$ 105,843	\$ 105,632	\$ 105,436	\$ 105,213	\$ 105,471
Capital & Equipment	-	-	-	-	6,503	6,503	6,503	4,009	4,008	3,043
Apprentice	4,932	-	-	-	-	4,932	2,847	4,656	5,501	5,293
Flow-Through Student Aid	1,530	-	-	-	-	1,530	1,659	1,659	1,659	1,692
<b>TOTAL GRANTS</b>	<b>112,305</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,503</b>	<b>118,808</b>	<b>116,641</b>	<b>115,760</b>	<b>116,381</b>	<b>115,499</b>
<b>Tuition Fees</b>										
Full-Time Post Secondary	79,028	2,466	-	45,424	-	126,918	115,591	109,099	144,266	137,959
Full-Time Non-Funded	257	201	-	-	-	458	-	-	-	-
Part-Time	10,255	1,609	-	-	-	11,864	10,158	9,823	11,753	13,203
Adult Training	1,405	-	-	-	-	1,405	508	780	1,402	1,005
Student Technology Fees	8,131	-	-	-	-	8,131	7,744	7,966	8,552	8,523
<b>TOTAL TUITION FEES</b>	<b>99,076</b>	<b>4,276</b>	<b>-</b>	<b>45,424</b>	<b>-</b>	<b>148,776</b>	<b>134,001</b>	<b>127,668</b>	<b>165,973</b>	<b>160,690</b>
<b>Contract Educational Services</b>										
Provincially Funded Programs	-	43,826	-	-	-	43,826	24,571	24,781	12,183	18,160
Corporate & Other Programs	6,136	16,667	-	1,808	-	24,611	19,925	15,691	18,781	19,578
<b>TOTAL CONTRACT EDUCATIONAL SERVICES</b>	<b>6,136</b>	<b>60,493</b>	<b>-</b>	<b>1,808</b>	<b>-</b>	<b>68,437</b>	<b>44,496</b>	<b>40,472</b>	<b>30,964</b>	<b>37,738</b>
<b>CAMPUS SERVICES SALES</b>	<b>-</b>	<b>-</b>	<b>15,779</b>	<b>-</b>	<b>-</b>	<b>15,779</b>	<b>14,995</b>	<b>23,048</b>	<b>40,888</b>	<b>39,388</b>
<b>Other</b>										
Students' Association Contribution (Ishkedowan Courtyard & Athletics and Recreation Centre)	-	-	-	-	2,400	2,400	35,000	37,537	37,537	5,433
Early Learning Centre	808	-	-	-	-	808	466	713	1,106	1,110
Student Ancillary Fees	6,079	-	-	-	-	6,079	5,151	5,405	6,672	6,930
Investment Income	1,607	-	-	-	-	1,607	1,165	1,165	1,165	3,469
Transfer from International Education Centre	23,785	-	-	-	-	23,785	23,329	21,553	26,982	24,090
Miscellaneous	10,427	5,820	-	3,746	-	19,993	16,859	18,152	27,917	20,815
<b>TOTAL OTHER</b>	<b>42,706</b>	<b>5,820</b>	<b>-</b>	<b>3,746</b>	<b>2,400</b>	<b>54,672</b>	<b>81,970</b>	<b>84,525</b>	<b>101,379</b>	<b>61,847</b>
<b>TOTAL REVENUE</b>	<b>\$ 260,223</b>	<b>\$ 70,589</b>	<b>\$ 15,779</b>	<b>\$ 50,978</b>	<b>\$ 8,903</b>	<b>\$ 406,472</b>	<b>\$ 392,103</b>	<b>\$ 391,473</b>	<b>\$ 455,585</b>	<b>\$ 415,162</b>

Funded Activity/College Operations	\$ 260,223	\$ 245,085	\$ 243,578	\$ 278,268	\$ 272,575
Contract Activity & Other Non-Funded Activity	70,589	43,724	39,526	27,805	33,100
Campus Services	15,779	14,995	23,049	40,888	39,388
International Education Centre	50,978	46,796	43,775	67,079	60,303
Strategic Investment Priorities	8,903	41,503	41,545	41,545	9,796
<b>Total Revenue</b>	<b>\$ 406,472</b>	<b>\$ 392,103</b>	<b>\$ 391,473</b>	<b>\$ 455,585</b>	<b>\$ 415,162</b>

EXPENDITURES SCHEDULE

(All figures in 000's)

	Funded Activity/ College Operations	Contract Activity & Other Non-Funded Activity	Campus Services	International Education Centre	Strategic Investment Priorities	Annual Budget 2021-22	Q3 Projection 2020-21	Q1 Projection 2020-21	Annual Budget 2020-21	Actual 2019-20
<b>Full-Time Salaries &amp; Benefits</b>										
Full-Time Salaries & Benefits - Academic	\$ 77,580	\$ 1,153	\$ -	\$ -	\$ -	\$ 78,733	\$ 75,915	\$ 77,521	\$ 78,106	\$ 74,576
Full-Time Salaries & Benefits - Administrative	25,603	4,228	1,301	1,595	-	32,727	29,758	29,672	32,213	27,362
Full-Time Salaries & Benefits - Support	44,150	4,085	2,019	840	-	51,094	49,734	47,829	50,201	44,376
<b>Total Full-Time Salaries &amp; Benefits</b>	<b>147,333</b>	<b>9,466</b>	<b>3,320</b>	<b>2,435</b>	<b>-</b>	<b>162,554</b>	<b>155,407</b>	<b>155,021</b>	<b>160,520</b>	<b>146,314</b>
<b>Other Staff Salaries &amp; Benefits</b>										
Other Staff Salaries & Benefits - Academic	37,680	1,721	-	184	-	39,585	39,070	36,836	38,252	40,955
Other Staff Salaries & Benefits - Administrative	1,765	2,368	8	5	-	4,146	4,589	4,344	3,057	4,708
Other Staff Salaries & Benefits - Support	8,398	2,414	314	197	-	11,323	10,856	11,073	13,879	15,522
<b>Total Other Staff Salaries &amp; Benefits</b>	<b>47,843</b>	<b>6,503</b>	<b>322</b>	<b>386</b>	<b>-</b>	<b>55,054</b>	<b>54,515</b>	<b>52,253</b>	<b>55,188</b>	<b>61,185</b>
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>195,176</b>	<b>15,969</b>	<b>3,642</b>	<b>2,821</b>	<b>-</b>	<b>217,608</b>	<b>209,922</b>	<b>207,274</b>	<b>215,708</b>	<b>207,499</b>
<b>Other Operating</b>										
Mandated Student Aid	5,825	-	-	5	-	5,830	5,904	5,903	5,903	6,162
Contingencies	5,327	-	-	-	-	5,327	3,255	4,255	5,013	4,698
Long Term Debt Interest	658	-	1,410	-	-	2,068	2,512	2,729	2,729	2,577
Contract Services	16,725	37,185	1,266	5,973	-	61,149	43,250	40,513	34,062	29,161
Instructional Supplies & Equipment	5,065	3,544	14	2	-	8,625	5,458	6,070	7,501	6,821
Information Technology	12,009	582	235	18	-	12,844	11,359	11,737	10,199	10,215
Marketing and Promotion	1,684	957	151	331	-	3,123	2,252	2,775	3,906	3,285
Building Maintenance & Utilities	14,285	76	1,539	-	-	15,900	13,821	13,886	15,545	16,174
Flow-Through Student Aid	1,530	-	-	-	-	1,530	1,786	1,999	2,004	1,742
Cost of Goods Sold	171	-	7,225	9	-	7,405	7,630	9,405	14,683	14,803
Transfer from International Education Centre	-	-	-	23,785	-	23,785	23,329	21,553	26,982	24,610
Other	9,471	6,804	1,122	3,906	-	21,303	20,089	21,612	33,034	28,087
<b>TOTAL OTHER OPERATING</b>	<b>72,750</b>	<b>49,148</b>	<b>12,962</b>	<b>34,029</b>	<b>-</b>	<b>168,889</b>	<b>140,645</b>	<b>142,437</b>	<b>161,561</b>	<b>148,335</b>
<b>STRATEGIC INVESTMENT PRIORITIES EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,875</b>	<b>40,875</b>	<b>65,579</b>	<b>66,992</b>	<b>80,341</b>	<b>50,144</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 267,926</b>	<b>\$ 65,117</b>	<b>\$ 16,604</b>	<b>\$ 36,850</b>	<b>\$ 40,875</b>	<b>\$ 427,372</b>	<b>\$ 416,146</b>	<b>\$ 416,703</b>	<b>\$ 457,610</b>	<b>\$ 405,978</b>

Funded Activity/College Operations	\$ 267,926	\$ 256,260	\$ 256,839	\$ 267,248	\$ 253,022
Contract Activity & Other Non-Funded Activity	65,117	41,363	37,441	28,181	32,000
Campus Services	16,604	18,792	21,826	33,398	32,163
International Education Centre	36,850	34,152	33,605	48,442	38,649
Strategic Investment Priorities	40,875	65,579	66,992	80,341	50,144
<b>Total Expenditures</b>	<b>\$ 427,372</b>	<b>\$ 416,146</b>	<b>\$ 416,703</b>	<b>\$ 457,610</b>	<b>\$ 405,978</b>

STRATEGIC INVESTMENT PRIORITIES

(All figures in 000's)

	Grants & Fundraising	College Funded	Annual Budget 2021-22	Q3 Projection 2020-21	Q1 Projection 2020-21	Annual Budget 2020-21	Actual 2019-20
<b>SOURCE OF FUNDS</b>							
Facilities Renewal Grant	\$ 4,000	\$ -	\$ 4,000	\$ 4,000	\$ 1,505	\$ 1,505	\$ 1,505
College Equipment Renewal Fund Grant	1,503	-	1,503	1,503	1,503	1,503	498
Greenhouse Gas Campus Retrofit Grant	-	-	-	-	-	-	1,203
Apprenticeship Capital Grant	1,000	-	1,000	1,000	1,000	1,000	1,040
Students' Association Contribution	2,400	-	2,400	35,000	37,537	37,537	5,433
Miscellaneous	-	-	-	-	-	-	116
<b>TOTAL SOURCE OF FUNDS</b>	<b>8,903</b>	<b>-</b>	<b>8,903</b>	<b>41,503</b>	<b>41,545</b>	<b>41,545</b>	<b>9,795</b>
<b>EXPENDITURES</b>							
<b>Major Capital Projects</b>							
Athletics and Recreation Centre	2,200	-	2,200	34,800	37,337	37,337	10,633
Athletics and Recreation Centre Enabling Work	-	1,800	1,800	9,800	8,616	8,616	1,946
Pedestrian Bridge to Bus Rapid Transit Station	-	1,260	1,260	-	-	-	660
R3 (Student Information System)	-	21,860	21,860	6,557	6,557	11,000	2,517
Solar Photovoltaic Plan	-	-	-	625	625	-	1,777
Energy Services Company Project (ESCO2)	-	-	-	-	-	-	1,533
Learning Management System Implementation and Modernization	-	-	-	-	-	-	108
<b>Total Major Capital Projects</b>	<b>2,200</b>	<b>24,920</b>	<b>27,120</b>	<b>51,782</b>	<b>53,135</b>	<b>56,953</b>	<b>19,174</b>
<b>Other</b>							
College Technologies	628	2,078	2,706	2,768	2,778	3,211	3,435
College Space & Infrastructure	4,000	1,960	5,960	5,871	5,339	9,294	2,986
New Program Initiatives	-	702	702	853	853	959	1,300
Academic & Other Equipment	875	-	875	618	618	1,440	1,320
Initiatives & Opportunities	-	2,917	2,917	3,437	3,269	8,441	19,189
Campus Services	-	345	345	-	-	-	1,696
Appropriations	-	-	-	-	-	100	-
Apprenticeship Enhancement Fund	1,000	-	1,000	1,000	1,000	1,000	1,040
Net Contribution Surplus Carryover	-	-	-	-	-	2,500	-
Adjustment for Anticipated Underspend	-	(750)	(750)	(750)	-	(3,557)	-
<b>Total Other</b>	<b>6,503</b>	<b>7,252</b>	<b>13,755</b>	<b>13,797</b>	<b>13,857</b>	<b>23,388</b>	<b>30,966</b>
<b>TOTAL EXPENDITURES</b>	<b>8,703</b>	<b>32,172</b>	<b>40,875</b>	<b>65,579</b>	<b>66,992</b>	<b>80,341</b>	<b>50,140</b>
<b>NET CONTRIBUTION</b>	<b>\$ 200</b>	<b>\$ (32,172)</b>	<b>\$ (31,972)</b>	<b>\$ (24,076)</b>	<b>\$ (25,447)</b>	<b>\$ (38,796)</b>	<b>\$ (40,345)</b>

STRATEGIC INVESTMENT PRIORITIES - Initiatives & Opportunities Projects

(All figures in 000's)

		Annual Budget 2021-22
<b>Initiatives &amp; Opportunities</b>		
Academic Services	Public College Private Partnership	\$ 500
Academic Services	Strategic Enrolment Management	380
Academic Services	Program Lifecycle Management System	286
Academic Services	Learning & Teaching Services - Centre for Organizational Learning Programs Transition	200
Academic Services	Applied Research and Innovation Data Analytics Centre	140
Academic Services	College Quality Assurance Audit Process Preparation	50
Academic Services	Innovation Fund	15
Communications	Strategic Plan Development	250
Human Resources	Human Resources Programs	456
Student Services	Program Marketing	640
<b>TOTAL EXPENDITURES</b>		<b>\$ 2,917</b>

## NET ASSETS CONTINUITY SCHEDULE

(All figures in 000's)

	Q3 Projection March 31, 2021	2021-22 Budgeted In Year Use of Funds	2021-22 Budgeted Year End Adjustments	Budgeted Balance March 31, 2022
<b>Specific Reserves</b>				
Other Projects & Initiatives	38,276	25,205	7,978	21,049
Campus Services Reserve Fund	-	345	(3,576)	(3,921)
Employment Stabilization Funds	596	-	7	603
	38,872	25,550	4,409	17,731
<b>Contingency Reserve Fund</b>	10,039	-	-	10,039
<b>Reserve Funds</b>				
Future Capital Expansion	19,747	2,160	218	17,805
Net Proceeds from Sale of March Road Land	2,403	-	-	2,403
	22,150	2,160	218	20,208
<b>TOTAL INTERNALLY RESTRICTED NET ASSETS <sup>1</sup></b>	<b>\$ 71,061</b>	<b>\$ 27,710</b>	<b>\$ 4,627</b>	<b>\$ 47,978</b>
<b>TOTAL UNRESTRICTED NET ASSETS <sup>1</sup></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Investment in Capital Assets</b>	<b>\$ 101,943</b>	<b>\$ -</b>	<b>\$ 12,583</b>	<b>\$ 114,526</b>
<b>Vacation, Sick Leave &amp; Post-Employment Benefits</b>	<b>(19,688)</b>	<b>-</b>	<b>500</b>	<b>(19,188)</b>
<b>Interest Rate Swaps</b>	<b>(5,408)</b>	<b>-</b>	<b>-</b>	<b>(5,408)</b>
<b>Endowment Fund</b>	<b>27,543</b>	<b>-</b>	<b>600</b>	<b>32,918</b>
<b>TOTAL NET ASSETS</b>	<b>\$ 175,451</b>	<b>\$ 27,710</b>	<b>\$ 18,310</b>	<b>\$ 170,826</b>

1. Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Appropriations, Specific Reserves and Reserve Funds, as well as adjustments to Reserve Funds for the fiscal year 2021-22. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

## SUMMARY OF FUNDED POSITIONS

	February 28, 2021				Proposed Budget 2021-22			
	Academic	Admin	Support	Total	Academic	Admin	Support	Total
<b>Academic Services</b>								
Senior Vice-President Academic Services	-	3	-	3	-	3	-	3
Academic Development	7	5	10	22	8	5	11	24
Academic Operations and Planning	1	3	4	8	1	3	4	8
Algonquin College Heritage Institute	7	3	9	19	7	3	8	18
Algonquin College In The Ottawa Valley	29	7	34	70	29	7	34	70
Algonquin Centre for Construction Excellence	65	3	11	79	65	3	11	79
Faculty of Arts Media and Design	136	8	34	178	136	8	34	178
Faculty of Health, Public Safety & Community Studies	125	9	32	166	125	9	32	166
School of Advanced Technology	112	6	17	135	112	6	17	135
School of Business	90	4	8	102	90	3	8	101
School of Hospitality and Tourism	44	4	9	57	44	4	9	57
Global, Online and Corporate Learning	-	25	46	71	-	25	47	72
Experiential Learning and Innovation	-	8	21	29	-	9	23	32
<b>Total</b>	<b>616</b>	<b>88</b>	<b>235</b>	<b>939</b>	<b>617</b>	<b>88</b>	<b>238</b>	<b>943</b>
<b>Advancement</b>								
Advancement Operations	-	7	5	12	-	7	5	12
<b>Total</b>	<b>-</b>	<b>7</b>	<b>5</b>	<b>12</b>	<b>-</b>	<b>7</b>	<b>5</b>	<b>12</b>
<b>Finance and Administration</b>								
Vice-President's Office	-	2	-	2	-	2	-	2
Campus Services	-	15	70	85	-	10	20	30
Facilities Management	-	11	36	47	-	11	36	47
Finance and Administrative Services	-	13	26	39	-	13	26	39
Information Technology Services	-	25	93	118	-	25	93	118
Risk Management	-	10	1	11	-	10	1	11
<b>Total</b>	<b>-</b>	<b>76</b>	<b>226</b>	<b>302</b>	<b>-</b>	<b>71</b>	<b>176</b>	<b>247</b>
<b>Human Resources</b>								
Vice-President's Office	-	2	-	2	-	2	-	2
Labour Relations	-	14	-	14	-	14	-	14
People and Culture	1	12	3	16	-	12	3	15
<b>Total</b>	<b>1</b>	<b>28</b>	<b>3</b>	<b>32</b>	<b>-</b>	<b>28</b>	<b>3</b>	<b>31</b>
<b>President &amp; Board of Governors</b>								
President's Office	-	4	-	4	-	4	-	4
Communications	-	4	6	10	-	4	5	9
<b>Total</b>	<b>-</b>	<b>8</b>	<b>6</b>	<b>14</b>	<b>-</b>	<b>8</b>	<b>5</b>	<b>13</b>

## SUMMARY OF FUNDED POSITIONS - continued

	February 28, 2021			
	Academic	Admin	Support	Total
<b>Student Services</b>				
Vice-President's Office	-	2	-	2
Business Improvement Office	-	5	-	5
Marketing and Recruitment	-	2	27	29
Registrar	-	9	66	75
Student Support Services	20	11	41	72
<b>Total</b>	<b>20</b>	<b>29</b>	<b>134</b>	<b>183</b>
<b>Truth, Reconciliation &amp; Indigenization</b>				
Indigenous Services and Partnerships	-	4	-	4
<b>Total</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>4</b>
<b>COLLEGE TOTAL</b>	<b>637</b>	<b>240</b>	<b>609</b>	<b>1,486</b>

	Proposed Budget 2021-22			
	Academic	Admin	Support	Total
	-	2	-	2
	-	2	-	2
	-	2	27	29
	-	9	68	77
	20	11	39	70
	<b>20</b>	<b>26</b>	<b>134</b>	<b>180</b>
	-	5	-	5
	-	5	-	5
	<b>637</b>	<b>233</b>	<b>561</b>	<b>1,431</b>

The complement report represents the total number of positions for each of the College's major Areas.

Not all positions are 100% funded in the budget, as some positions are vacant at the start of the year, and other positions have a start date projected other than April 1st.

The College Total number of positions of 1,431 reflects a reduction of 64 positions that was required to respond to the impact of the COVID-19 pandemic.

## PROJECTED ENROLMENT VERSUS 2020-21 Q3 PROJECTED ENROLMENT

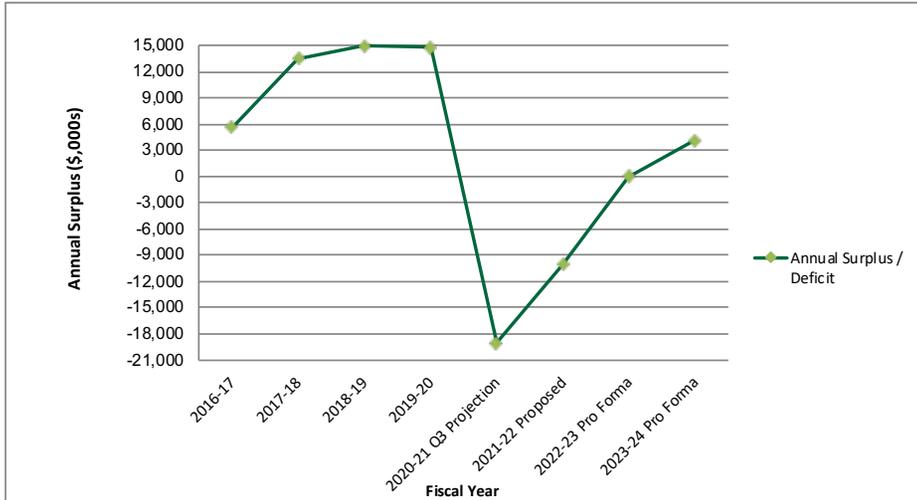
	Projected 2021-22	Q3 Projection 2020-21	Variance (#)	Variance (%)
Domestic Students	35,155	33,663	1,492	4.4%
International Students	8,129	7,560	569	7.5%
<b>Total</b>	<b>43,284</b>	<b>41,223</b>	<b>2,061</b>	<b>5.0%</b>

In addition to the above, the 2021-22 Annual Budget supports the following:

Apprentice Seat Purchases	2,189
Collaborative Enrolments	2,483
Full-Time Non-Funded Enrolments	449

## FINANCIAL HEALTH INDICATORS

### OPERATING RESULTS: ANNUAL SURPLUS / DEFICIT



**Objective:**

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

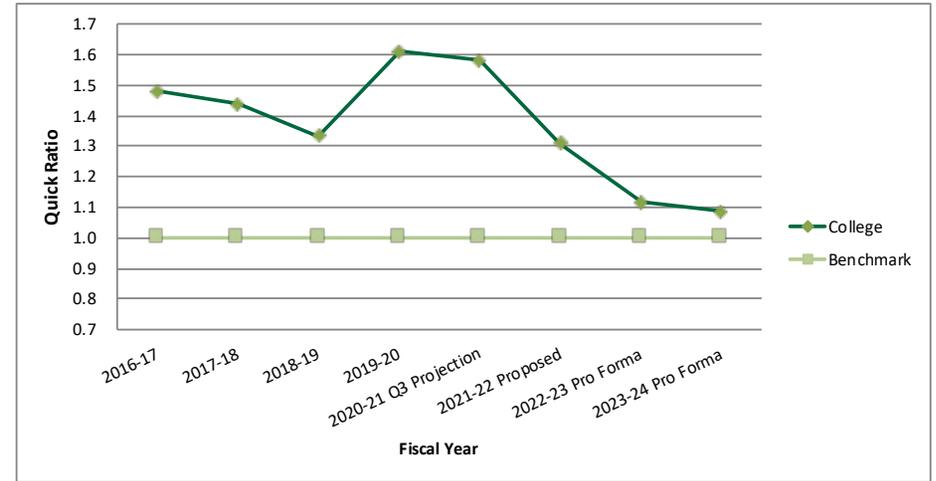
**Benchmark:**

Must be greater than \$0.

**Rationale:**

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

### MEASURING LIQUIDITY: QUICK RATIO



**Objective:**

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

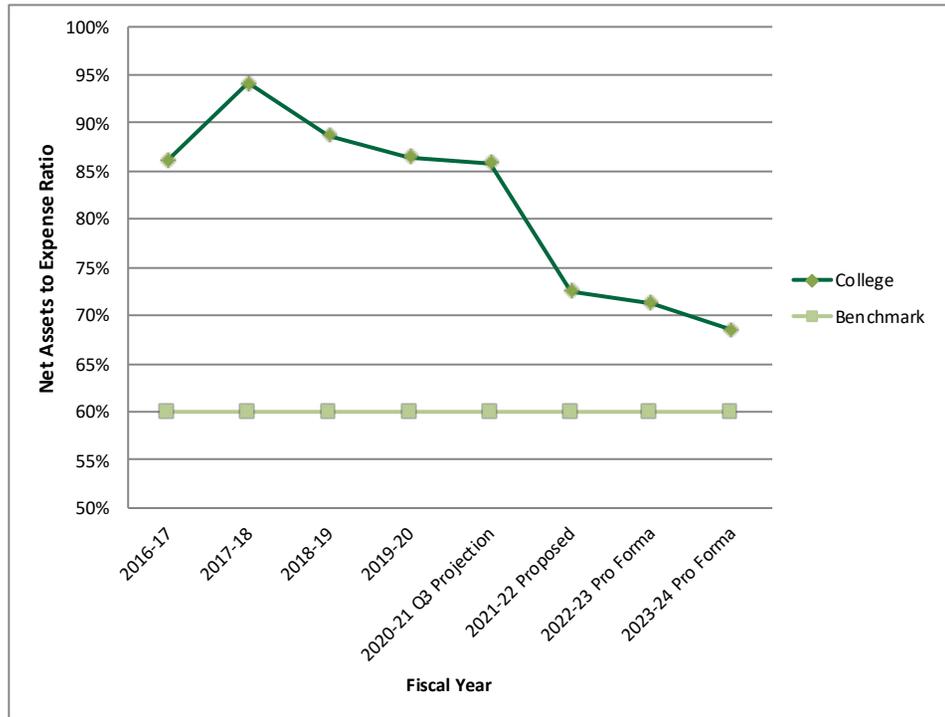
**Benchmark:**

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

**Rationale:** A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short term obligations. When including surplus cash invested in longer term investments (greater than 1 year) Algonquin's Quick Ratio is 1.59 for 2021-22.

## FINANCIAL HEALTH INDICATORS

### OPERATING RESULTS: NET ASSETS TO EXPENSE RATIO



**Objective:**

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

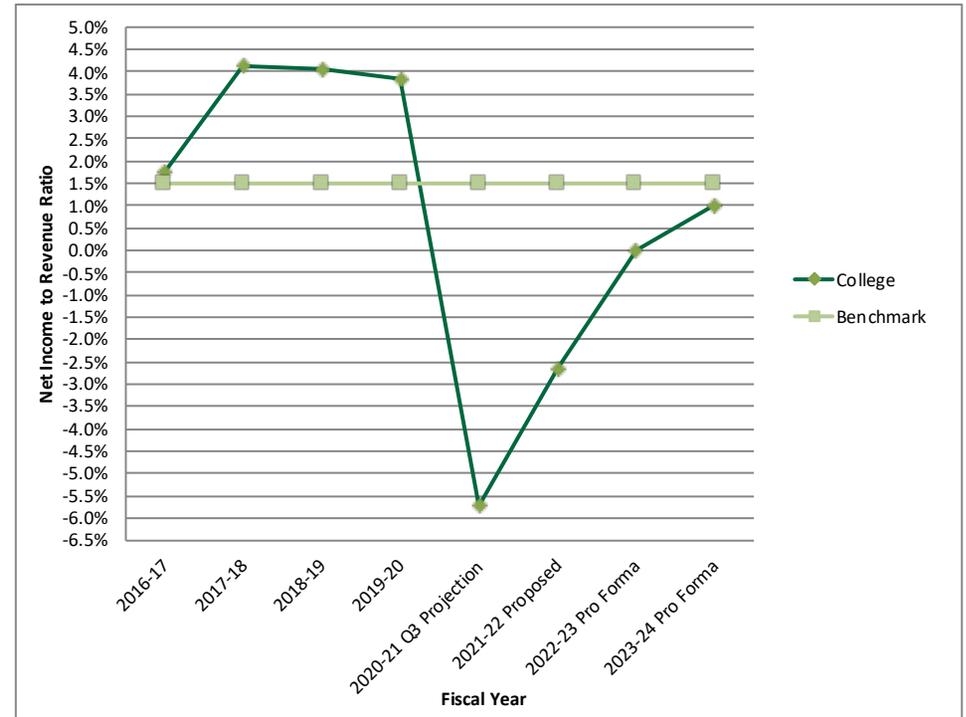
**Benchmark:**

60% or higher.

**Rationale:**

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

### OPERATING RESULTS: NET INCOME TO REVENUE RATIO



**Objective:**

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

**Benchmark:**

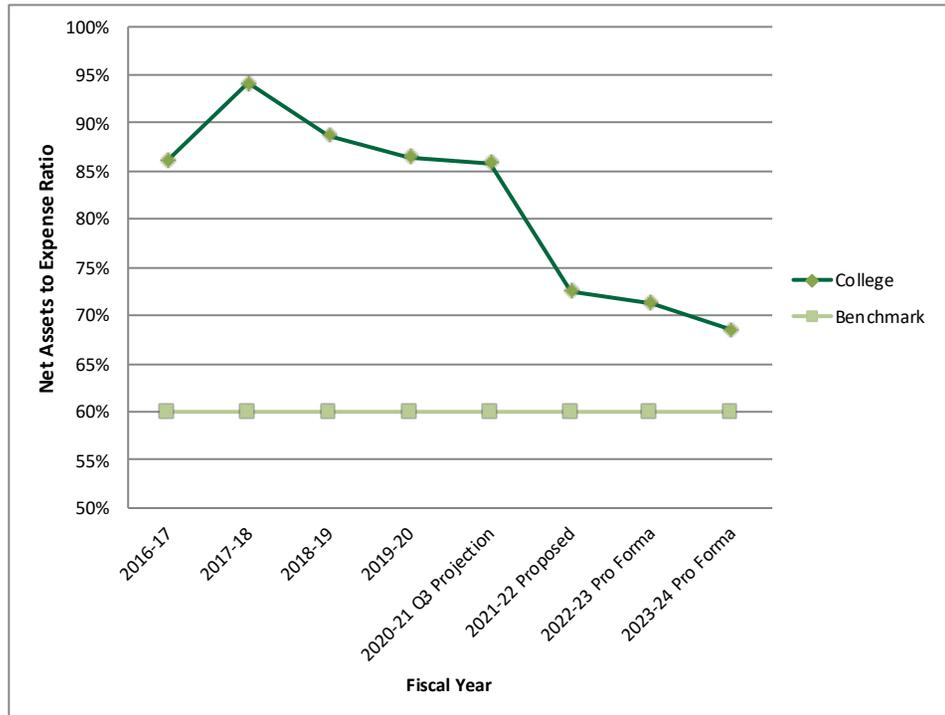
Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

**Rationale:**

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

## FINANCIAL HEALTH INDICATORS

### MANAGING DEBT: TOTAL DEBT TO ASSETS RATIO



**Objective:**

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

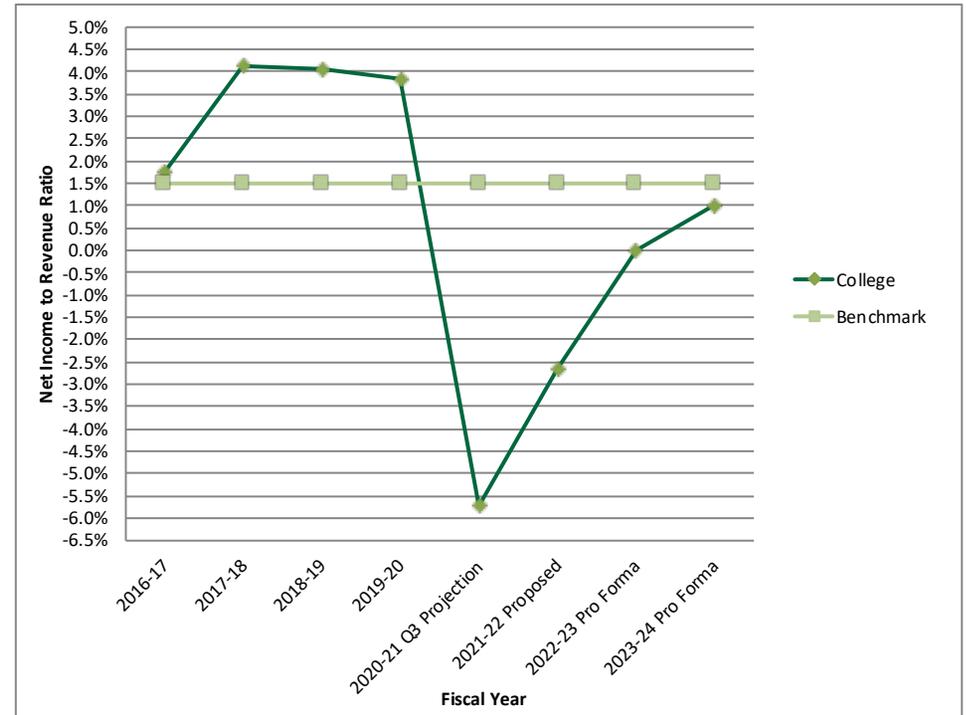
**Benchmark:**

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.

### MANAGING DEBT: DEBT SERVICING RATIO



**Objective:**

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

**Benchmark:**

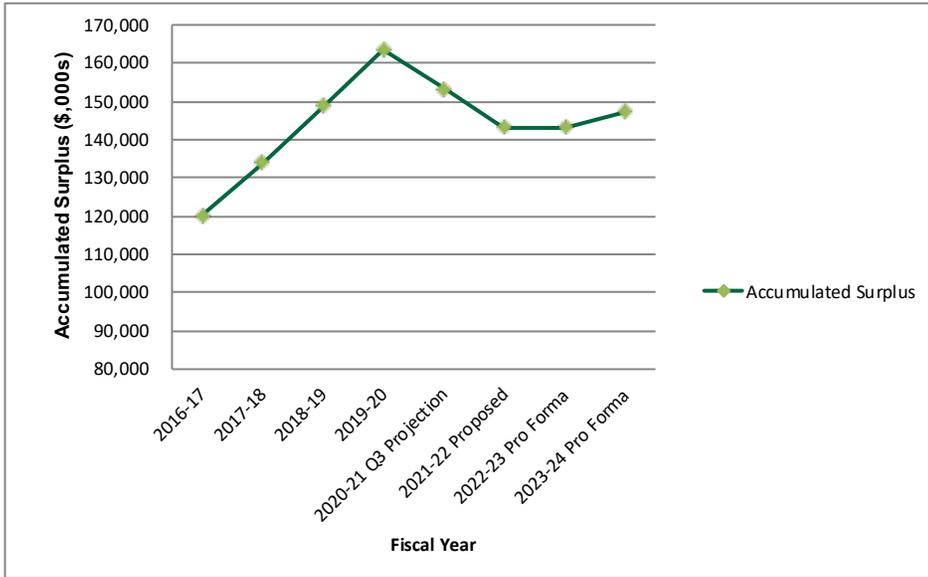
Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

**Rationale:**

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

## FINANCIAL HEALTH INDICATORS

### 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.

