



**Durham College of Applied Arts and Technology
Public Meeting of the Board of Governors**

AGENDA

Date: Wednesday, September 23, 2020

Time: 6:00 p.m.

Location: Virtual (GoToMeeting Platform)

A special meeting of the Durham College Board of Governors has been called to consider the 2020-2021 operating and capital expenditure budgets and the college's 2019-2020 accessibility report.

1. Call to Order

2. Introduction of Guests

3. Conflict of Interest Declarations

4. Presentations

- 4.1. Barbara MacCheyne, Chief Financial Officer to present the 2020-2021 annual operating and capital expenditure budgets and cash flow projections

5. Discussion Items

- 5.1. Public Report of the Audit and Finance Committee – September 8, 2020

Recommendation

That the Audit and Finance Committee recommend to the Durham College Board of Governors:

1. That based on Report FIN-2020-20, the 2020-2021 operating and capital budget, with an in-year deficit of \$21,533,606, offset by operating reserves of \$16,548,606 for an in-year net deficit of \$4,985,000 be approved; and,
2. That the Board of Governors authorizes the college to access up to \$16,548,606 in reserves as a revenue source for fiscal year 2020-2021 to reduce the overall operating deficit;



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3. That the pre-budget request for \$3.35M to advance capital projects in 2021-2022 be approved; and,
 4. That Report FIN-2020-20 be released publicly with the operating and capital budgets to be reviewed and approved by the Board during its public session on September 23, 2020.
- 5.2. Public Report of the Executive Committee – September 8, 2020

Recommendation

That the Executive Committee recommend to the Durham College Board of Governors:

1. That based on Report EXC-2020-35, the 2019-2020 accessibility plan and progress report be received for information; and,
2. The 2019-2020 accessibility plan and progress report be posted on the college's website.

6. Adjournment

Report of the Audit and Finance Committee (Public)

The Audit and Finance Committee respectfully recommends to the Durham College Board of Governors the following recommendations from the Audit and Finance meeting held on September 8, 2020.

1. 2020-2021 Annual Operating and Capital Expenditure Budgets and Cash Flow Projection

Recommendation

1. That based on Report FIN-2020-20, the 2020-2021 operating and capital budget, with an in-year deficit of \$21,533,606, offset by operating reserves of \$16,548,606 for an in-year net deficit of \$4,985,000 be approved; and,
2. That the Board of Governors authorizes the college to access up to \$16,548,606 in reserves as a revenue source for fiscal year 2020-2021 to reduce the overall operating deficit;
3. That the pre-budget request for \$3.35M to advance capital projects in 2021-2022 be approved; and,
4. That Report FIN-2020-20 be released publicly with the operating and capital budgets to be reviewed and approved by the Board during its public session on September 23, 2020

Report Number: FIN-2020-20

To: Audit and Finance Committee

From: Barbara MacCheyne, Chief Financial Officer

Date of Report: September 2, 2020

Date of Meeting: September 8, 2020

**Subject: 2020-2021 Operating and Capital Expenditure Budgets and Cash Flow
Projection**

1. Purpose

The purpose of this report is to obtain approval for the 2020-2021 Operating and Capital Expenditures Budget of Durham College.

2. Recommendation

That the Audit and Finance Committee recommend to the Durham College Board of Governors:

1. That based on Report FIN-2020-20, the 2020-2021 operating and capital budget, with an in-year deficit of \$21,533,606, offset by operating reserves of \$16,548,606 for an in-year net deficit of \$4,985,000 be approved;
2. That the Board of Governors authorizes the college to access up to \$16,548,606 in reserves as a revenue source for fiscal year 2020-2021 to reduce the overall operating deficit;
3. That the pre-budget request for \$3.35M to advance capital projects in 2021-2022 be approved; and,
4. That Report FIN-2020-20 be released publicly with the operating and capital budgets to be reviewed and approved by the Board during its public session on September 23, 2020.

3. Background

This report aligns with Regulation 34/03 section 9 (1) Balanced Budget - the board of governors of a college shall ensure that the college balances its budget every year. O. Reg. 34/03, s. 9 (1); Minister's Binding Policy Directive 1.0 Governance and Accountability; Section A: The responsibilities of a college board of governors are to include at a minimum, subsection iv) approving the college's budget; and Durham College Board of Governors Policy – Financial Matters, subsection 1.4.

In a memorandum dated August 26, 2020, the Ministry of Colleges and Universities communicated that as a result of the COVID-19 pandemic, colleges that are submitting a deficit budget and are projecting an accumulated deficit at year-end, there is a regulatory requirement under Section 9 of O. Reg. 34/03 made under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, that the board shall obtain approval from the Minister of that budget, as well as an appropriate recovery plan to restore a surplus.

This report presents Durham College's operating and capital budgets for the fiscal year 2020-21. The approved budget will be reported to the Ministry of Colleges and Universities (MCU) by the deadline in September. The budget will also be made available to the public by posting it on the College's web site.

Durham College provides budget updates to the Board through the Audit and Finance Committee on a periodic basis. The report to the Committee includes a review of the current results and a projection for the full year in comparison to the budget. Periodic assessment of the budgetary spending allows management to take timely action against a potential budget deficit. Monitoring of cash flows is important to avoid interruptions to operations and ensures the viability of the business long term.

4. Discussion/Options

Durham College presents a deficit operating budget of \$4.985M for 2020-21.

The financial operating impact of the COVID-19 Pandemic is estimated at \$26.8M, of which \$16.5M will be funded through the accumulated surplus recognized in Internally Restricted Net Assets on the Statement of Financial Position. The deficit was further reduced through a comprehensive process of examining all opportunities for increased revenues and expense reductions. Of the remaining \$10.3M deficit, \$5.3M of savings have been identified through the reduction in one-time strategic initiatives, savings in discretionary operating expenses, vacancies, retirements and layoffs.

It is projected that with the remaining in-year deficit, Durham College will still be in an accumulated surplus position at year-end and as such will therefore not be required to submit a recovery plan.

At March 31, 2020, Durham College was in an accumulated surplus position of \$40.2M as follows:

Unrestricted Net Assets	\$(43,962,154)
Internally Restricted Net Assets	22,545,145
Investment in Capital Assets	59,284,912
Unrecognized MTM reported in Statement of Ops prior to 2012-13 OB	2,308,599
Accumulated Surplus / (Deficit)	\$40,176,502

Of this amount, only \$22M of “internally restricted net assets” can be leveraged to offset the in-year deficit. This amount includes \$5M that is restricted for the capital contribution to Whitby Phase 4, residence reserves of \$628K and Foundation income of \$186K, leaving only \$16.5M available to be used towards the operating deficit.

Although an official recovery plan is not required to be submitted to the Ministry, it is proposed that the in-year deficit will be recovered as follows:

Deficit Recovery Plan

2021-22

Flow-through tuition revenue loss	\$ (8,911,635)
Net revenue increase from new enrolments	\$ 13,512,664
Inflationary salary increases	\$ (5,872,500)
Annualized savings from 2020-21 retirements	\$ 1,069,565
Annualized savings from 2020-21 terminations	\$ 1,383,905
Operating savings from closure of Pickering campus	\$ 395,882
Resumption of ancillary operations	\$ 5,231,490
Resumption of Corporate Training Services activity	\$ 2,474,092
Net Total	\$ 9,283,463

The assumption has been made that both domestic and International enrolments will increase in 2021-22 for first year students; however, there will be no recovery of flow-through from the 2020-21 lost enrolments.

The budget includes funding that supports the college’s business plan, meets the college’s requirements of maintaining and improving the quality of academic programs and supporting curriculum renewal and new program development.

The 2020-21 budget targets to:

- Maintain full-time post-secondary enrolment of 11,108 students in Fall 2020, a 5.1% decrease over 2019-20;
- Add five new post-secondary programs;
- Hire one additional full-time faculty, ten full-time administrative and support positions, two of which are conversions from existing part-time positions along with an increase in part-time funds to address the increasing needs stemming from conversions and social distancing requirements for section sizes, addition of new programs, and recruitment; and
- Invest \$0.63 million in one-time strategic initiatives.

Balancing the 2020-21 budget was also particularly challenging for the college due to the following factors:

Corridor Funding Model: The College Funding Formula which implemented the Corridor Funding Model in 2017-18 has not changed, therefore no increase to grant funding is expected from enrolment growth.

Tuition fee decrease: On January 17, 2019, MTCU announced a 10% reduction to all funded tuition fees effective in September for the 2019-20 academic year, including 0% increase for the 2020-21 academic year.

Inflationary salary increases: The estimated increase to salaries for all employee groups is \$5.8M, which includes collective agreement increases for faculty and support (\$3.2M) and a base increase for administrative employees (\$2.4M). All employee group increases include annualization of 2019-20 in-year hires in addition to new hires approved for 2020-21.

COVID-19: The estimated financial impacts of the pandemic are far reaching and include lost revenues from enrolments and ancillary operations.

4.1 Enrolment

The revised 2020-21 budget targets a total of 11,108 full-time enrolments. The total student population for full-time domestic, second career, international, and collaborative nursing program students is expected to decrease by 1,283 from 12,391 in fall 2019 to 11,108 in fall 2020, a decrease of 10.4%.

The following table shows the breakdown of the estimated number of 2020-21 post-secondary and apprenticeship enrolments for the fall

semester in comparison to 2018-19 actual and 2019-20 actual and budget figures.

Enrolment	Actual 2018-19	Budget 2019-20	Actual 2019-20	Pre-COVID Budget 2020-21	Post-COVID Budget 2020-21	Change over 2019-20 Actual
Domestic Students	9,728	9,946	9,669	9,868	9,178	-5.1%
Second Career Program	53	50	24	15	15	-37.5%
International Students	1,847	1,969	1,988	2,490	1,170	-41.1%
BsCN: Collaborative Nursing	678	656	710	745	745	4.9%
Total	12,306	12,621	12,391	13,118	11,108	-10.4%
Apprenticeship	1,411	1,425	1,631	1,829	1,673	2.6%

Excluding Second Career and BsCN students, enrolments are targeted to reach 10,348 students in fall 2020, of which International enrolments will represent 11.3%.

The following five programs are being introduced in 2020-21:

Program Name	Duration	Credential
Autism and Behavioural Sciences	One year	Ontario College Graduate Certificate
Behavioural Science - Honours Bachelor	Four years	Bachelor's degree (honours)
Environmental Health and Safety Management	One year	Ontario College Graduate Certificate
Esport Business Management	One year	Ontario College Graduate Certificate
Tourism - Destination Marketing	Two years	Ontario College Diploma

These new programs are projected to contribute 38 students to the fall 2020 enrolment and 70 students to the winter 2021 enrolment.

The following table presents the fall semester post-secondary domestic full-time enrolment by academic school:

School	Actual 2019-20	Pre-COVID Budget 2020-21	Post-COVID Budget 2020-21	Change over Actual 2019-20
Business, IT and Management	2,373	2,312	2,274	-4.2%
Health and Community Services	1,963	2,088	1,838	-6.4%
Interdisciplinary Studies	569	606	551	-3.2%
Justice and Emergency Services	1,355	1,379	1,247	-8.0%
Media, Art and Design	1,194	1,189	1,160	-2.8%
Science and Engineering Technology	808	862	807	-0.1%
Hospitality and Horticultural Science	272	288	237	-12.9%
Skilled Trades, Apprenticeship and Renewable Technology	1,135	1,144	1,064	-6.3%
Total	9,669	9,868	9,178	-5.1%

In addition, the second career program is forecasting an enrolment of 15 students compared to 24 students in the previous year. This represents a decrease of 9 students over fall 2019 or 37.5%.

Durham college's international education strategy is based on the recruitment of students to our campuses through a network of agents in the targeted countries. Pre COVID-19, international enrolment in fall 2020 was targeted to reach 2,490 students as compared to 1,988 students the previous year, an increase of 501 students or 25.3%. However, as a result of the pandemic and travel restrictions, the revised international enrolments are targeted at 1,170 a reduction of 521 students or a decrease of -41.1%.

The following table presents the fall semester International full-time enrolment by academic school:

School	Actual 2019-20	Pre- COVID Budget 2020-21	Budget 2020-21	Change over Actual 2019-20
Business, IT and Management	729	1,013	457	-37.3%
Health and Community Services	231	294	134	-42.0%
Interdisciplinary Studies	12	20	3	-75.0%
Justice and Emergency Services	38	47	12	-68.4%
Media, Art and Design	306	383	208	-32.0%
Science and Engineering Technology	482	476	225	-53.3%
Hospitality and Horticultural Science	152	221	118	-22.4%
Skilled Trades, Apprenticeship and Renewable Technology	38	36	13	-65.8%
Total	1,988	2,490	1,170	-41.1%

Enrolment in the Collaborative Nursing Program between Durham College and Ontario Tech University is expected to increase to 745 headcounts in the fall 2020 compared to 710 headcounts in fall 2019. This represents an increase of 35 headcounts or 4.9%.

Total post-secondary full-time students including second career, international, and collaborative nursing students in fall 2020 is targeted to be 11,108 which is 1,283 or 10.4% lower than fall 2019.

As well, a total of 1,673 apprenticeship training students are expected to attend programs at the Whitby campus. This figure is 42 students or 2.6% higher than 2019-20. This includes maximum seats for new blocks in Automotive, Cook, Elevating Devices, and Plumbing. The increase would have been higher, however due to the pandemic there are electrical classes that cannot be offered due to capacity constraints.

In addition, 737 Academic Upgrading, 14,077 Continuing Education registrants, and 2,200 secondary school students through the School/Work initiative are expected for 2020-21.

The projected enrolments for Domestic and International for each of the academic semesters are as follows:

	Actual 2018-19	Budget 2019-20	Actual 2019-20	Pre- COVID Budget 2020-21	Post- COVID Budget 2020-21	Change over 2019-20 Actual
Enrolment						
Domestic Students						
Summer	2,095	1,973	2,178	2,055	1,860	-14.6%
Fall	9,728	9,946	9,669	9,868	9,178	-5.1%
Winter	9,719	9,893	9,764	9,770	9,204	-5.7%
International Students						
Summer	528	489	562	688	463	-17.6%
Fall	1,847	1,969	1,988	2,490	1,170	-41.1%
Winter	2,103	2,138	2,181	2,901	1,962	-10.0%

The overall projected decrease of full-time post-secondary domestic students over the three semesters is 6.3% and 24.0% for full-time International students.

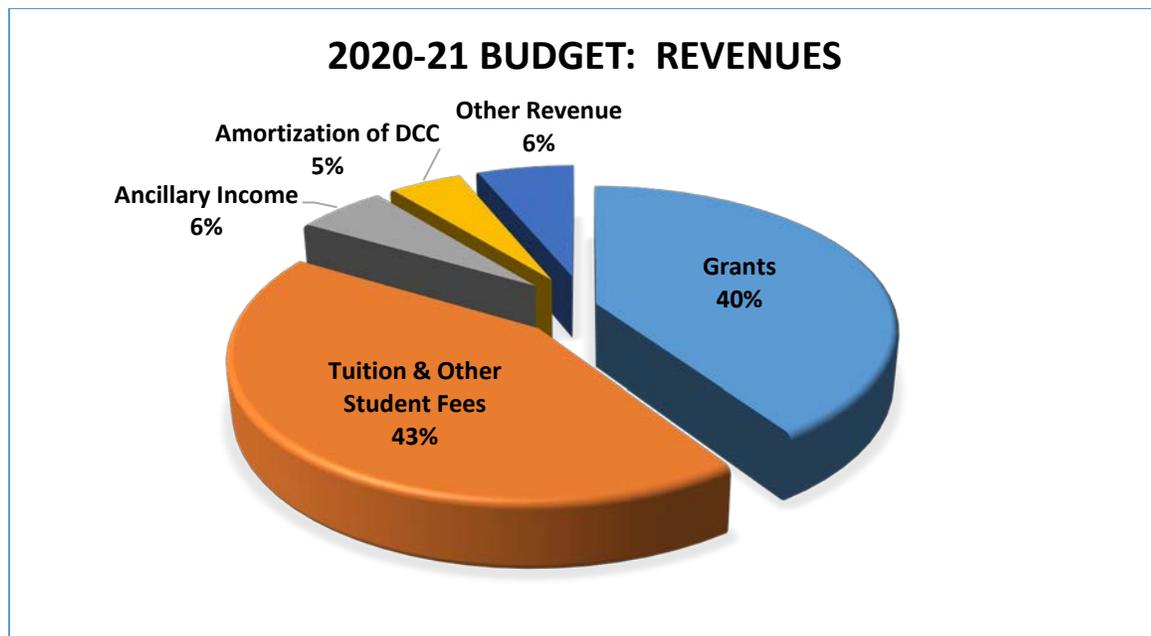
4.2 Operating Budget

Revenues:

The total revenue budget for fiscal 2020-2021 is \$177 million, a decrease of 14.0% over 2019-2020 (\$206 million). The decrease in revenues is primarily related to the decrease in both Domestic and International student tuition fees due to lost enrolments, decreases in ancillary operation revenues for parking, bookstore, food services and residence, as well as a reduction in Corporate Training Centre revenues as a result of the pandemic.

Institutional revenues include: Grants, Tuition, Ancillary Operations, Amortization of Deferred Capital Contributions (DCC) and Miscellaneous Income.

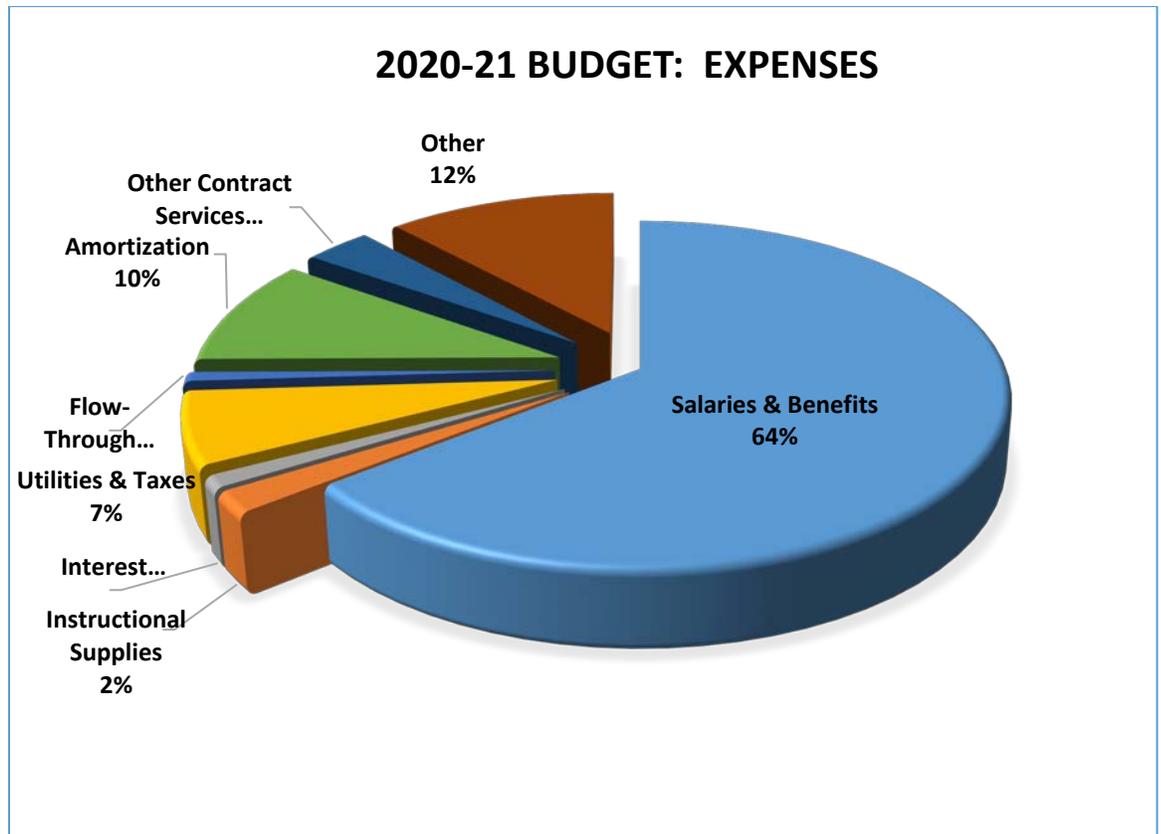
Revenues are allocated as follows:



Expenses:

The total expense budget for fiscal 2020-2021 is \$199 million, of which \$128 million is allocated to salaries and benefits and \$71 million to operational expenditures including instructional supplies, utilities & taxes, flow-through, contract services, interest, amortization and other miscellaneous expenditures.

Expenses are allocated as follows:



Operating Budget Assumptions

Operating grants	Funding projected according to the current College Funding Formula
Tuition fees	No increase to funded tuition fees as mandated by MTCU on January 17, 2019
Salaries and benefits – full-time faculty	Adjustment of 2% on October 1, 2020 for collective agreement and step increases (if applicable). The current collective agreement expires on September 30, 2021.
Salaries and benefits – support staff	Adjustments for the collective agreement on September 1, 2020 of 1% and 1% on March 1, 2021 and step increases (if applicable). The current collective agreement expires on August 31, 2022.

Salaries and benefits –
administration

Estimated adjustment for progress within
pay bands based on performance and the
executive compensation guidelines.

Schedule of Revenues and Expenses

The revenues and expenses of the College for the 2020-21 Budget with
comparisons to the 2019-20 Actuals are presented below.

\$000's	Actual 2019-20	Pre- COVID Budget 2020-21	Post- COVID Budget 2020-21	Variance Budget to Actual 2019-20 ¹
Operating Grants	60,558	60,394	60,394	(164)
Tuition Fee Revenue – Domestic	38,543	37,423	35,226	(3,317)
Apprenticeship Training Revenue	3,689	3,500	2,995	(694)
International Education Revenue	28,744	34,900	20,750	(7,994)
Corporate Training Revenue	11,933	12,611	7,679	(4,254)
Other Academic Revenue	10,291	10,149	10,069	(222)
Total Academic Revenue	153,758	158,977	137,113	(16,645)
Academic Salaries and Benefits	86,416	89,341	85,722	(694)
Academic Operating Expenses	15,674	15,271	12,245	(3,429)
Total Academic Expenses	102,090	104,612	97,967	(4,123)
Academic Contribution	51,668	54,365	39,146	(12,522)
Academic Contribution Margin	33.6%	34.2%	28.5%	n/a
Net Funds Allocated for Services	(39,832)	(43,943)	(41,255)	(1,423)
Ancillary Operations (net)	7,255	8,033	(1,440)	(8,695)
Other Corporate Revenues / (Expenses)	(4,892)	(4,999)	(5,136)	(244)
Net Amortization Expense	(10,638)	(12,192)	(11,463)	(825)
Interest Expense	(1,547)	(1,264)	(1,385)	162
Central Revenues (Expenses)	(9,822)	(10,422)	(19,424)	(9,602)
Surplus (Deficit)	2,014	0	(21,533)	(23,547)
Funds from Operating Reserve			16,548	
In-year Net deficit			(4,985)	

¹ Figures in brackets represent unfavourable variances

Analysis of variances between the 2019-2020 Forecast and 2020-2021 Budget

Operating grants: The decrease in grant of \$164K is a result of the reduction in the second career grant. The enrolment for this particular program is declining annually.

Domestic tuition fees: The \$3,317K (-8.6%) decrease is due to the loss of revenues in Professional and Part-time Learning from the elimination of the administration fee for all three semesters and the revenues lost from full-time tuition fees due to the pandemic for all three semesters.

Apprenticeship revenue: A decrease of \$694K (-18.8%) is estimated based on the electrical classes that cannot be offered due to capacity constraints for the lab space at the Whitby campus due to the pandemic.

International education revenue: The large decrease of \$7,994K (-27.8%) is the result of a decrease in students for each semester. The overall decrease in revenues from student enrolments over the three semesters is offset by the international student recovery fee, a tuition set-aside reserve for scholarships and bursaries, and third party commissions.

Corporate training revenue: The \$4,254K (-35.7%) decrease is attributable to the pandemic constraints of obtaining new opportunities and the pause of work on some of the current contracts and revenues due to current corporate environment.

Other academic revenue: The \$222K (-2.2%) decrease is attributable to the elimination of two provincially funded initiatives: Youth Job Link and Employing Young Talent Incentive and a decrease in student supply fees from domestic and international enrolment decline.

Academic salaries and benefits: The \$694K (-0.8%) decrease in academic salaries and benefits is the result of part-time salary savings realized as a result of the pandemic, offset against inflationary salary increases and new staff hires to support the academic mandate for 2020-21.

Academic operating expenses: The \$3,429K (-2.2%) decrease in academic operating expenses is due to a reduction of international projects, the elimination of the Youth Job Link and Employing Young Talent Initiative and the reduction of operating costs under the Corporate Training Services portfolio in relation to the reduced revenues.

Net funds allocated for services: The \$1,423K (3.6%) increase is primarily due to the investment of an additional two full-time positions, the conversion of three staff to full-time to support services on campus as well as the annualization of previous year's positions. The net cost increase is also due to the inflationary salary adjustments for support staff and administrative employees and contractual obligations net against any savings from lay-offs.

A listing of net funds for services by service area is provided below.

	Actual 2019-20	Pre-COVID Budget 2020-21	Budget 2020-21	Variance Budget to Forecast ¹
Academic Support	(5,040)	(6,072)	(5,305)	(265)
Library	(1,429)	(1,627)	(1,590)	(161)
Student Affairs	(8,144)	(9,195)	(8,070)	74
Finance	(3,479)	(3,742)	(3,649)	(170)
Communications & Marketing	(2,568)	(2,856)	(2,690)	(122)
IT Services	(4,862)	(5,140)	(5,432)	(570)
Facilities	(8,945)	(9,403)	(8,860)	85
Human Resources	(2,176)	(2,306)	(2,219)	(43)
Campus Safety	(1,289)	(1,438)	(1,582)	(293)
President's Office, BOG				
Office of Development	(1,900)	(2,164)	(1,858)	42
Total	(39,832)	(43,943)	(41,255)	(1,423)

¹ Figures in brackets represent unfavourable variances

Ancillary operations: The \$8,695K (-119.8%) decrease is primarily attributed to the following changes in ancillary operations:

- Increase in Bistro'67 of \$675K (favourable)
- Increase in revenues from the medical centre of \$130K (favourable)
- Decrease in residence contribution of \$4,773K (unfavourable)
- Decrease in parking contribution of \$2,180K (unfavourable)
- Decrease in fitness centre revenues of \$63K (unfavourable)
- Decrease in bookstore of \$667K (unfavourable)
- Decrease in food services of \$1,415K (unfavourable)
- Decrease in Campus Field House of \$156K (Unfavourable)
- Decrease in Campus Ice Centre of \$241K (unfavourable)
- Decrease in eGaming Arena of \$5K (unfavourable)

Other corporate revenues and expenses: The \$244K (-5.0%) decrease in other corporate revenues and expenses is primarily due to the following:

- Decrease in interest revenue (\$485K unfavourable)
- Decrease in miscellaneous revenue (\$240K unfavourable)

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- Decrease in bad debt costs (\$722K favourable)
 - Decrease in professional leaves (\$300K favourable)
 - Increase in tax recovery (\$210K favourable)
 - Decrease in funds for one-time strategic initiatives (\$241K favourable)
 - Increase in pandemic specific expenses (\$992K unfavourable)

Net amortization expense: The \$825K (7.8%) increase is due to the annualization of the 2019-20 capital investments and the additional capital investment for 2020-21, which is not offset by external contributions.

Interest expense: The \$162K (-10.5%) decrease in interest expense is the result of less interest being paid on long-term debt.

Risk and Opportunity Assessment

The primary risks initially identified in the 2020-2021 budget include:

Post-secondary domestic and international enrolment: The achievement of the domestic and international post-secondary enrolment targets is dependent on certain factors that are beyond the control of the college including but not limited to, the COVID-19 pandemic, demographic trends, state of the regional economy, and competitive factors. Included in the revised budget for the winter semester is the deferral of International enrolments from the fall semester, which if not realized will increase the in-year deficit further.

Performance funding: With the launch of the 2020-2025 Strategic Mandate Agreement (SMA3) the funding allocation for 2020-21 was to be based on the institution's performance/outcomes on five of the ten metrics. The portion of funding previously allocated to enrolments was going to be reallocated to the performance/outcomes based funding envelope. As a result of the pandemic, the Ministry introduced a lagged approach for the distribution of the performance/outcomes based funding to protect the in-year funding allocations.

The metrics and percentages that were proposed for the 2020-21 fiscal year are noted below.

Metric	2020-21 (Year 1 – 25%)	
	Weighting ¹ (min: 10%; max: 35%)	Notional Allocation
Graduate Employment Rate in a related field	10%	\$1,664,125
Institutional Strength/Focus	35%	\$5,824,438
Graduation Rate	10%	\$1,664,125
Community/Local Impact	35%	\$5,824,438
Institution-Specific (Economic Impact)	10%	\$1,664,125
Total	100%	\$16,641,251

¹ Based on the February 19th draft submission to the Ministry.

4.3 Capital Expenditures Budget

The total proposed capital expenditures for fiscal 2020-2021 is \$12.6 million for annual renovations and infrastructure investments with \$2.6 million financed through external funding. The balance is funded through non-cash adjustments from operations, the CRWC deferred revenues of \$2.4 million and residence reserves of \$0.3 million.

The following table shows the allocation of capital expenditure projects for 2020-21:

\$'000	Actual 2019-20	Budget 2019-20	Pre- COVID Budget 2020-21	Post- COVID Budget 2020-21
Available Funding				
College Equipment Renewal Fund (CERF)	985	312	492	492
Facilities Renewal Program (FRP)	986	604	493	493
Apprenticeship Enhancement Fund (AEF)	516	591	591	663
OPG Donation (in-years)	4	266	266	266
OPG Carry-forward donation	0	0	122	710
W. Garfield Weston Foundation	1,000	1,000	0	0
Capital Reserve – Internally Restricted	5,231	6,420	0	0
CRWC Reserve (<i>flow-through</i>)	1,527	3,467	2,337	2,382
Residence Reserve (<i>flow-through</i>)	299	100	495	340
Total Available Funding	10,548	12,760	4,796	5,346
Capital Expenditures				
Academic	1,400	1,593	1,800	1,078
Academic (funded through donations)	1,209	1,266	388	976
Apprenticeship projects (AEF)	516	591	591	663
Total Academic	3,125	3,450	2,779	2,717

Other Services	103	117	216	161
Total Services	103	117	216	161
Total IT	2,213	2,312	2,244	2,048
Renovations	5,482	5,675	885	1,750
Road upgrade, parking & signage	1,213	860	294	22
Deferred maintenance	1,339	2,665	1,936	1,378
Classroom & lab refresh	632	586	525	85
GHG campus retrofits	1,327	1,000	0	0
Total Facilities	9,993	10,786	3,640	3,235
CRWC renovations	1,527	3,467	2,337	2,382
Residence renovations	299	100	495	340
Total Flow-Through	1,826	3,567	2,832	2,722
Accessibility Pool	52	65	250	250
Contingency	2	150	150	150
Pandemic - COVID	0	0	0	1,303
Unbudgeted projects	359	0	0	0
Total Capital Expenditures	17,673	20,447	12,111	12,586
Funded from College Resources	(7,125)	(7,687)	(7,315)	(7,240)

Planned capital expenditures for 2020-21 include the following:

School of Skilled Trades, Apprenticeship & Renewable Technology	Automotive service training simulators, millwright equipment, HVAC gas and oil furnaces
School of Media, Art & Design	Media loans inventory refresh
School of Business, IT & Management	Lab space upgrade
School of Justice & Emergency Services	Self-contained breathing apparatus tanks and packs and two new simulators
School of Health & Community Services	Pump modules for infusion simulations and iPads for new program
School of Science & Engineering Technology	Civil and Architecture program lab equipment, NDE X-ray machine, equipment for IMC lab
Student services and general administration	Renovation of office space in CRWC, softball diamond refurbishment and

	resurfacing of gymnasiums 1 and 2 flooring
Information Technology	Completion of Banner 9 upgrade, WiFi upgrade, network switch life cycle refresh, AV upgrades, computer equipment and lab refresh
Ancillary operations	Kitchen equipment refresh
Facilities Renewal projects	Deferred maintenance projects, continuing roof maintenance, accessibility compliance, lighting and energy retrofits and the weld shop electrical service replacement
General renovation projects	Bookstore renovation and washroom improvements
COVID-19 projects	Sink upgrades for mechanical shops, A/V equipment for live broadcasting for welding, enhancement to the dental labs, installation of plexi-glass partitions throughout the college, additional academic equipment and new “AppsAnywhere” software

Capital Expenditure Projection for Fiscal Year 2021-22

The capital expenditures currently planned for fiscal year 2021-22 include the planning and design for continued renovations at the Oshawa and Whitby campuses of \$2.0 million, \$0.6 million for ongoing deferred maintenance, and \$0.75 million for the IT lab and faculty laptop refresh. The balance of the 2021-22 capital expenditures will be planned during the preparation of the 2021-22 budget.

4.4 Cash Flow Projection

Cash flow from operations is estimated to be sufficient to pay for continuing operations and the planned capital expenditures.

The following table shows the budgeted cash flow change for the 2020-21 fiscal year.

(000's)	2020-21	Comments
Beginning cash position ¹	22,065	
Cash flow from operations	(21,534)	In-year deficit from operating net contribution
Cash flow from operations	12,369	Impact of adding back non-cash net amortization expense and vacation accrual
Change in non-cash working capital	816	Change in current assets over current liabilities
Investing activities	(12,586)	2020-21 capital expenditures
Deferred contributions	5,346	Deferred capital contributions and restricted contributions for capital
Re-payment of long-term debt	(3,939)	Outflow for principal payment on long-term loans
Net In-Year Cash Flow	(19,528)	
Ending Cash Position ²	2,537	

¹ March 31, 2020 ending operating cash balance. Excludes \$10M in short-term investments.

² Projected March 31, 2021 ending balance. Excludes \$5M in short-term investments as \$5M was cashed in April 2020 to assist with the COVID related financial impacts.

If required, the institution will cash in the remaining \$5M of short-term investments coming due in October to ensure that it sustains a positive cash position to meet all of its payment obligations.

5. Conclusion

Durham College is presenting a deficit budget for 2020-21 as result of the COVID-19 pandemic. The in-year budget targets are tight given the current economic environment. The principal objective of the budget is to continue to enhance the academic quality and occupational relevance of the academic programs where possible. The budget allows for the continuation of all existing academic programs and the introduction of five new programs. The budget also supports the college's business plan priorities for 2020-21.

The college's budget was constructed to support the operating requirements and key strategic priorities that deliver results for improved student learning and success. The 2020-21 budget targets a total of 11,108 full-time enrolments, a decrease of 10.4% over 2019-20. The biggest risk associated with the budget is the achievement of domestic and international enrolment targets.

The proposed capital budget provides \$12.6 million for capital expenditures including an investment in academic resources, IT, and ongoing infrastructure improvements. Of this amount \$2.6 million will be funded from external sources, \$0.3 million from the residence reserve and \$2.4 million from the CRWC deferred revenues and the remaining \$7.3 million will be funded from the operational cash flow of the college.

The projected cash flow indicates that the College will be able to sustain its operations in fiscal 2020-21 without requiring additional external financing. As well, the college will be able to further reduce its previous long-term borrowing by \$3.9 million in 2020-21.

6. Financial/Human Resource Implications

In order to reduce the in-year deficit, the institution had to temporarily layoff some employees and permanently reduce some existing full-time positions.

7. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

8. Implications for Ontario Tech University

The current shared services agreement creates regular receivables from Ontario Tech University due to expenses related to the salaries of the shared employees that are paid by DC and charged back to Ontario Tech University, and various transactions between DC and Ontario Tech University from the sharing of campus expenses. For 2020-21, \$11.8 million is estimated to be charged to Ontario Tech University for operating expenditures (compared to \$11.1 million for 2019-20).

The following 2020-21 capital projects are shared with Ontario Tech University:

Information Technology	Completion of Banner 9 reports conversion, workflow implementations, WiFi upgrade, upgrade of the Banner servers, cloud migration and WAN links upgrade
Student Services	Renovation of office space in the Medical Centre, resurfacing and lining of gymnasiums 1 & 2

9. Relationship to the Strategic Plan/Business Plan

This report relates to the “Our Work” pillar of the strategic plan and the commitment to be prudent stewards of all resources so that we are financially responsible and realize greater efficiencies throughout college operations.

Ministry of Colleges and Universities

Deputy Minister

438 University Avenue, 5th floor
Toronto ON M7A 2A5

Tel.: 416 314-9244

Ministère des Collèges et Universités

Sous-ministre

438, avenue University, 5^e étage
Toronto ON M7A 2A5

Tél.: 416 314-9244



DATE: August 26, 2020

MEMORANDUM TO: Presidents, Colleges of Applied Arts and Technology

FROM: Shelley Tapp
Deputy Minister of Colleges and Universities

SUBJECT: Deficit Recovery Plans for Colleges Submitting 2020-21
Accumulated Deficit Budgets

The ministry has heard from colleges that there are concerns about the anticipated financial impacts of the COVID-19 pandemic and the ministry's expectation that colleges balance their budgets.

As a result of the pandemic, the ministry understands that some colleges may be projecting deficit budgets for the 2020-21 fiscal year. Given the circumstances of the pandemic emergency, this may be inevitable for some institutions. Colleges are not prevented from reporting deficit budgets.

For colleges that are submitting a deficit budget *and* are projecting an accumulated deficit at year end, there is a regulatory requirement under Section 9 of O. Reg. 34/03 made under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, that the board shall obtain approval from the Minister of that budget, as well as an appropriate recovery plan to restore a surplus.

Colleges with sufficient accumulated surplus to cover the deficit will *not* be in an accumulated deficit position at year end and will therefore not require a recovery plan.

For colleges that do require a plan under the regulation, the ministry has developed the attached Deficit Recovery Plan Template that recognizes the unique circumstances we find ourselves in during this global pandemic. The template focuses on information essential to the ministry in understanding the college's financial position, the impacts of the COVID pandemic, and the implications for the province's own Public Accounts. Once completed, the Deficit Recovery Plan Template requires Board Chair approval, as directed by regulation. Following submission, ministry staff may request additional information from the college, as necessary.

The Minister will review submitted plans and provide written approval for colleges' accumulated deficit budgets and Deficit Recovery Plans. Deficit Recovery Plans must be updated annually to reflect progress and any material changes until such a point that the college returns to a surplus position.

Please note that this Deficit Recovery Plan Template is designed to support colleges where accumulated deficits are the result of impacts from the COVID-19 pandemic. In future years, the ministry may revise the approach to deficit recovery plans as it deems necessary under the circumstances.

I want to thank the colleges for all of the work that has gone into the sector's response to the COVID-19 emergency and to reiterate the ministry's ongoing support as the sector strives to overcome the challenges presented by the COVID-19 pandemic.

If you have any questions, please do not hesitate to contact Sean Madden, Manager, Colleges Finance by phone at (647) 638-6039 or by email at Sean.Madden@ontario.ca.

Sincerely,

Shelley Tapp
Deputy Minister

c: Kelly Shields, Assistant Deputy Minister, Postsecondary Education Division
Lindsey Harrold, Director, Postsecondary Finance & Information
Management Branch
Vice-Presidents of Finance, Colleges of Applied Arts and Technology
Linda Franklin, President, Colleges Ontario

Enclosed: Deficit Recovery Plan Template and Spreadsheet

Report of the Executive Committee (Public)

The Executive Committee respectfully recommends to the Durham College Board of Governors the following recommendations from the Executive meeting held on September 8, 2020.

1. Accessibility Plan 2019-2020 and Progress Report _____

Recommendation

1. That based on Report EXC-2020-35, the 2019-2020 accessibility plan and progress report be received for information; and,
2. The 2019-2020 accessibility plan and progress report be posted on the college's website.



Accessibility Plan 2019-2020 and Progress Report

September 2020

Table of Contents

Executive Summary	Page 3
Progress Updates from 2018-2019 Plan Objectives	Page 4
Accessibility Plan and Progress Report 2019-2020	Page 5
Objectives for 2020-2021	Page 7

Executive summary

The following report updates the Durham College Accessibility Plan and is submitted in compliance with the Accessibility for Ontarians with Disabilities Act (AODA). The report provides information on Durham College's progress towards developing an accessible and inclusive environment in the context of our values of respect, and diversity and inclusion. Our strategic goal is to support student success and the College has welcomed the pro-active approach of the Accessibility for Ontarians with Disabilities Act (AODA) in setting standards to identify and remove barriers that ultimately ensure not only student success, but the success of our entire community.

We are pleased with the progress towards an inclusive campus during the past year, through the annual prioritization of removing barriers in the built environment and through progress on the objectives established for 2019-20:

1. Update legislated training resources for all staff to ensure compliance with AODA.
2. Begin an audit of the physical spaces on the Durham College Campus.
3. Review DC Cares, the college's official feedback mechanism, to ensure it is accessible to all users.
4. Continue initiatives to sustain compliance with AODA requirements.

Progress Updates from 2018-2019 Accessibility Plan Objectives

Objective #1: Ensure that our practices for procurement of software are compliant with AODA requirements

Initiative	Updates on activities and actions	Lead	Status
Expand purchasing task force to include lab, shop, kitchen upgrades and classroom equipment.	The Banner administrative applications were upgraded to version 9 which is AODA compliant. The academic software procurement process was modified to include the checking for AODA compliance. Fifteen classroom podiums were upgraded to be AODA compliant at the Oshawa campus and 11 podiums were upgraded at the Whitby campus. DC Connect was upgraded and maintained its AODA compliance status.	IT – Purchasing and Procurement Task Force	Completed
Investigate and acquire statistics regarding academic software and e-books that are meeting accessibility standards	Changes to WebCOT were made to address multiple college initiatives during the 2018-19 academic year. Documentation will be added to Centre for Faculty Enrichment (CAFÉ) website to begin the educational/training component of future additions to WebCOT. A repository has been created and is held in the library.	IT – Purchasing and Procurement Task Force	Completed
Include standardized accessibility messages on footer of all websites.	Working with Communications and Marketing to create standardized messaging, that will link to accessibility website.	IT – Purchasing and Procurement Task Force	Completed

Objective #2: Provide training resources to all staff to contribute to an accessible learning environment.

Initiative	Updates on activities and actions	Lead	Status
Produce training videos for creating accessible documents and forms.	A PD session for employees on AODA and Accessible Documents was delivered through the CAFE. This session was delivered in May 2019 and a recording is available on the CAFE website for faculty wishing to access it.	Access and Support Centre/Centre for Academic and Faculty Enrichment	Completed
Provide training to DC community for service animals on campus.	Policy, procedure, and forms have been completed. Drafts have undergone legal review and are awaiting final approval of Academic Leadership Team, Durham College Leadership Team, and College Council. More info in objective 3 below.	Service Animal Task Force	Completed

Objective #3: Implement and communicate a Service Animal policy for the college community.

Initiative	Updates on activities and actions	Lead	Status
Communicate to DC community about service animals on campus.	Legal review completed and the policy/ procedure was approved by DCLT and Board of Governors, and then shared on ICE and DC website. Request forms are also in place and posted to ICE and DC website, and signage such as quick references guides are posted on campus and online. Policy is currently communicated at employee orientations and is available to students on the DC website and MyCampus portal. Terms of Reference for task groups (including Service Animal, Procurement and Communications) fully completed.	Service Animal and Communications task forces	Complete

Objective #4: Continue initiatives to sustain compliance with AODA requirements.

Initiative	Updates on activities and actions	Lead	Status
Ensure enhancements to Whitby entrance is accessible and addresses issue with sidewalk access for mobility devices.	The entrance addition to the Whitby campus will be made accessible. Due to changes to bus route, alterations to bus loop were not undertaken. Stellar Drive (Consumers Drive extension between Thornton and Thickson) to be completed at the end of this year or early 2019.	Audit Task Force	Stellar Drive completed

	<p>This means that the loop, which will remain, will only serve private vehicles and taxis however the “pinch point” between the curb and the corner of the building will no longer need to be traversed. Meetings with Durham Region Transit (DRT) currently underway to review plans for Stellar Drive bus stop which will be part of new roadway entrance at the north end of the campus.</p>		<p>Bus loop project deferred.</p>
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Accessibility Plan and Progress Report 2019-2020

Objective #1: Update legislated training resources for all staff to ensure compliance with AODA.

Initiative	Updates on activities and actions	Lead	Status
Update legislated AODA training to 2015 standard	<p>Task force made recommendations with budget requests reviewed.</p> <p>HR has submitted a proposal for the new budget to have a new platform for DC Connect for employees. This platform is where the AODA modules would live.</p> <p>Once the platform is in place, we can look at housing the AODA modules there.</p> <ul style="list-style-type: none"> ○ CAFE created AODA modules for placement students that are more recent and relevant than our existing modules on ICE. (Developed in 2015) ○ Next steps would be to audit those modules (either internal or external). <p>If changes are required, CAFE would need development time</p>	Training Modules Task Force, Human Resources, CAFE	Extended to 2020-2021 year.

Objective #2: Begin an audit of the physical spaces on the Durham College Campus.

Initiative	Updates on activities and actions	Lead	Status
Solidify whether reviews will be conducted internally or by an external provider.	With Durham College Leadership Team approval, it was determined that an external provider would be more efficient.	Audit Task Force	Completed
Identify and contract vendor, preparation for audit.	<p>External provider identified through public tender request for proposals, vendor to provide interim report and cost estimates including gap analysis and how to demonstrate compliance, with a workplan to address gaps.</p> <p>Oshawa and Whitby campus site survey by end of June 2020, some delays due to COVID19 campus closure.</p>	Audit Task Force	Completed
Physical audit	<p>J-block assessment completed.</p> <p>All wings and all floors in the Gordon Wiley building next to be completed. Seeking approval on capital request portfolio of construction projects – a multi-year endeavor with compliance in 2024.</p>	Audit Task Force	On track

Objective #3: Review DC Cares, the college’s official feedback mechanism, to ensure it is accessible to all users.

Initiative	Updates on activities and actions	Lead	Status
Review DC Cares, the college’s official feedback mechanism, to ensure it is accessible to all users.	<p>Completed a review and testing utilizing assistive devices, reported to ITS and C+M the findings and recommendations.</p> <p>ITS implemented the recommended change to the DC Cares submission form.</p>	Communications Task Force	Completed

Objective #4: Continue initiatives to sustain compliance with AODA requirements.

Initiative	Updates on activities and actions	Lead	Status
Champion “The Forward Movement” to change symbols for all parking spaces.	Facilities/ Ancillary services had all parking spaces symbols changed to reflect “The Forward Movement” symbols.	Student Affairs / Facilities	Completed

Microsoft 365 launch and rollout	<p>Training completed for Accessibility Coordinating Committee.</p> <p>Demonstrated new tools to students, such as PowerPoint with transcripts, assistance with note-taking support, and OneNote recording to handwriting option.</p> <p>Microsoft 365 launched for all staff in 2020.</p> <p>CAFE developed resources for faculty on ways to use Office365 in their classroom including key accessibility features. Details available at: https://durhamcollege.ca/cafe/educational-tech/office-365-tools/</p> <p>CAFE provides monthly Office365 training for faculty, including accessibility features of each product such as live captioning, transcripts and voice-over.</p>	<p>CAFE/ACC</p> <p>ASC</p> <p>IT</p> <p>CAFE</p> <p>CAFE</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p>
Provide accessible online learning in COVID19 environment	<p>DC Connect template developed by CAFE for faculty to use using evidence-based design principles, as well as DC student feedback. The template adheres to AODA and has been reviewed by Access and Support Centre. Details available at https://durhamcollege.ca/cafe/educational-tech/dc-connect-course-template/</p>	CAFE	Completed
Height adjustable chairs and tables	Purchased 35 chairs in 2019-2020 year.	Facilities	Completed
Remove physical barrier at H-Wing entrance	River rock identified as accessibility hazard, removed.	Facilities / Audit Task Force	Completed
Communiate student accomodaion process more clearly to faculty.	<p>The Access and Support Centre (ASC), Centre for Academic and Faculty Enrichment (CAFE) and faculty representatives collaborated to create a video on the accommodation process for students at Durham College. The intention of this video is to show the accommodation process for students from the faculty perspective. Video and process is available at https://durhamcollege.ca/cafe/teaching/aoda/student-accommodations/</p>	ASC/ CAFE	Completed

Objectives for 2020-2021

1. Continue with audit of the physical spaces on the Durham College Campus.
2. Continue to develop legislated training resources for all staff to ensure compliance with AODA.
3. Review/update/communicate the Software Procurement checklist.
4. Create a communications plan to effectively communicate AODA projects and procedures to students and employees.
5. Update public web content to meet Web Content Accessibility Guidelines 2.0
6. Continue initiatives to sustain compliance with AODA requirements.

Durham College Accessibility Coordinating Committee TERMS OF REFERENCE

1. Mandate

The Accessibility Coordinating Committee provides oversight and coordination of activities to accessibility at Durham College and commits to the achievement of goals established annually through the Durham College Accessibility Plan and the fulfillment of requirements under the Accessibility for Ontarians with Disabilities Act, 2005 (“AODA”).

2. Background

The Accessibility Working Group was established at Durham College in 2003 with the intent of creating a campus that is barrier free to all individuals with disabilities. In response to the *Ontarians with Disabilities Act*, and eventually the *Accessibility for Ontarians with Disabilities Act*, which mandated accessibility planning province-wide, the Accessibility Working Group published its first Accessibility Plan entitled: *Laying the Groundwork* in September 2003. The objective of this foundational plan was to establish a shared commitment on campus to accessibility issues; to make accessibility awareness part of the collective conscience and thereby ensure that regard for accessibility become an inherent component of all daily operations and planning initiatives across the college.

In the spring of 2014, the Accessibility Coordinating Committee was established to recognize that the work of the Task Force has established a process for the annual development and implementation of the Accessibility Plan and associated report and can expand its emphasis to initiatives related to embedding accessibility in all daily operations.

3. Purpose

The Accessibility Coordinating Committee will continue to oversee the work of the former Accessibility Working Group in regards to the development, implementation and evaluation of accessibility planning at Durham College and will publish an annual Accessibility Plan wherein accessibility achievements of the past year are highlighted, progress on the removal of accessibility barriers is reported on, and objectives for the current planning year are established, all while achieving compliance under the AODA.

In addition, members of the Accessibility Coordinating Committee will take on one of several roles designed to help embed accessibility throughout college operations:

1. Task group leader: responsible for specific campus-based initiatives that move forward the accessibility agenda. Task group leaders will identify campus community members within and beyond the Accessibility Coordinating Committee membership to bring expertise to the initiative as required.
2. Campus Committee participant/delegate: responsible for participation in other campus committees or groups to embed accessibility in as many campus activities as possible. For example, an Accessibility Coordinating Committee member would be on the Policy Committee and would work to ensure that all policies are reviewed for accessibility. The member would report to the Accessibility Coordinating Committee to contribute to the accessibility report.
3. Staff meetings guest: responsible for attending staff meetings on a rotating basis throughout the campus to bring the accessibility conversation into regular meetings.

4. Membership

- I. The membership of the Accessibility Coordinating Committee includes representatives from departments within the college and community stakeholders:
 - Access and Support Centre
 - Campus Health Centre

- Centre for Academic and Faculty Enrichment (CAFE)
 - Chair or Co-chairs (representing Human Resources and/or Communication and Marketing and/or School offices)
 - Communications and Marketing
 - Community Members
 - Facilities
 - Faculty member
 - Human Resources
 - Persons with Disabilities
 - School Administrator/Support
 - Student Affairs
 - Student Body
- II. Members of the Accessibility Coordinating Committee volunteer to represent their respective department or are appointed by their director, manager or dean.
 - III. The Task Group leader is appointed by the Accessibility Coordinating Committee. This position is not limited to members of the Accessibility Coordinating Committee.
 - IV. As a courtesy, an invitation to attend the Accessibility Coordinating Committee meetings may be extended to a member of the Ontario Tech University Accessibility Working Group.

4. Duration of Service

- I. Co-Chairs appointments will be reviewed with their respective supervisors on an annual basis and new Co-Chairs will be appointed at minimum, every 4 years.
- II. The membership will be updated annually by the co-chairs and the Vice-president, Student Affairs to support the goals of the Accessibility Plan.

5. Co-Chair Responsibilities

- I. Prior to meetings:
 - Manage and prepare meeting agendas in conjunction with the Accessibility Coordinating Committee secretary;
 - Identify and coordinate guest speakers;
 - Discuss controversial and complex agenda items with secretary to clarify for members.
 - Investigate issues and bring findings to the ACC meeting to share with committee.
- II. Meeting Responsibilities:
 - Introduce guests or new members to begin the meeting;
 - Ensure the meeting is conducted in accordance with the agenda;
 - Ensure that each item of business is appropriately concluded before proceeding to the next agenda item;
 - Maintain precise phraseology for each motion presented, if and when necessary;
 - Ensure that discussion remains on topic;
 - Assign action items as required with due dates and accountability clearly outlined;
 - Update members on issue resolution;
 - Summarize complicated discussions or debates.
- III. Post-meeting Responsibilities:
 - Review the secretary's first draft of meeting Minutes before circulation of the final draft to members;
 - Follow up with action items before next meeting;
 - Advocate for accessibility awareness within the college, campus, and community.

6. Responsibilities of Members

- Understanding the role of the Accessibility Coordinating Committee, the accessibility planning process and the current accessibility objectives;
- Active participation in meetings through attendance, discussion, review of minutes and other Accessibility Coordinating Committee documents. Should the member not be available to attend a meeting, it is their responsibility to inform the chair/co-chairs and ensure a designate attend on their behalf;
- Participation in the development of accessibility objectives;
- Taking one of the three roles outlined in the Purpose section of this document;
- Sharing decisions, ideas, and insights regarding accessibility issues with their respective departments;
- Providing two-way communication regarding accessibility initiatives and objectives between their departments and the Accessibility Coordinating Committee;
- Acting on opportunities to advocate for accessibility awareness within their departments and throughout the campus;
- Following up with proposed accessibility projects within their respective departments throughout the planning year and reporting on the progress made toward these projects;
- Assist in the development of annual Accessibility Progress Report document by providing department specific information with respect to advancements in accessibility and accommodation.

If a member is absent without justification for two or more meetings during their one-year term, the chair/co-chairs have the right to ask the member to withdraw from the Committee and another representative from the existing member's department/School will be asked to join for the remainder of the term.

The Community Members provide valuable insights and advise related to accessibility and lend their subject matter expertise to the ACC to help make our campus more accessible. External Community Members are not expected to take on one of the 3 roles outlined above, or participate in the Task Force Groups.

7. Meetings

- I. The Accessibility Coordinating Committee meets 3 times a year.
- II. Minutes are taken and made available to all members.
- III. Task Groups will meet as required for each individual objective, see Terms of Reference for Task Force Groups for further information.
- IV. Quorum - A quorum shall consist of majority of the voting members of the Accessibility Coordinating Committee. If there is no quorum, the meeting can still continue but no voting issues may be approved.

8. Decision Making

Decisions are made in accordance with the Accessibility Coordinating Committee mandate. The Co-chairs will provide updates and seek approvals by the Durham College AODA Executive Steering Committee, which consists of the Vice-President Academic, Chief Administrative Officer and Vice-President Student Affairs. The Durham College AODA Executive Steering Committee will bring forward updates to the Durham College Leadership Team. Recommendations are forwarded to the Durham College Leadership Team regarding the Accessibility Plan and proposed yearly objectives.

9. Reporting

- I. The work of the Accessibility Coordinating Committee culminates annually in an Accessibility Plan wherein accessibility achievements of the previous year are highlighted, progress on barrier-removal initiatives is reported on, and planning objectives for the upcoming year are established.
- II. Once approved by the Durham College Leadership Team, the Accessibility Plan is brought forward to the Durham College Board of Governors for endorsement.
- III. As per the requirements of the *Accessibility for Ontarians with Disabilities Act, 2005*, the Accessibility Plan is posted on both the college's internal and public websites by the annual September deadline.

- IV. Once posted, the Accessibility Plan serves to steer the work of the Accessibility Coordinating Committee for the ensuing planning year.
- V. The Accessibility Coordinating Committee will assist Human Resources in the filing of the AODA compliance report on a bi-annual basis.



Task Force Groups of the Accessibility Coordinating Committee TERMS OF REFERENCE

1. Mandate

The Task Force Groups “TFGs” are smaller groups of the Accessibility Coordinating Committee “ACC” and have been formed to achieve project results in a timely fashion and to ensure there are a group of people with the applicable knowledge and expertise to accomplish this. The goal is to achieve the requirements of the *Accessibility for Ontarians with Disabilities Act* “AODA” by the deadline dates to ensure compliance by Durham College “DC”.

2. Background

DC is committed to providing an accessible environment for all people attending or visiting the campuses. The ACC has achieved a great deal and would like to continue to expand on these achievements. As well, we are required to comply with the AODA by specific legislated dates and with the completion of annual Accessibility Plans. The TFGs will assist with achieving the accessibility goals of the annual Accessibility plan in a timely manner.

3. Purpose

The purpose of the TFGs are to ensure that all individuals who are part of the ACC, both internal members of DC and external community members, are given the opportunity to participate in any of the groups to provide knowledge and assistance to develop and implement the requirements of the AODA.

4. Meetings

Task Force group leader will be determined by the co-chairs of ACC in consultation with the Task Force Group members. Meetings will be held on a monthly basis as needed. Meetings will be documented and will outline action items and dates for items to be completed. The TFGs collaborate to determine how to conduct meetings and ensure they are on schedule to complete the individual group mandates within the timeframe. The discussions will be documented and reported at the ACC meetings.

TGF’s are expected to meet in person at least one time. Subsequent meetings may be conducted in person, or by telephone or web conference. All members will receive updates of meeting discussions.

5. Decision Making and Reporting

The TFGs will work together to complete the requirements for presentation to the co-chairs of the ACC and final approval by the ACC before moving forward to leadership team.