



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

AGENDA

When making decisions, the Board is encouraged to consider the College’s values of collaboration, diversity and inclusion, excellence, innovation, integrity, respect, and social responsibility.

Date: Wednesday, April 8, 2026

Time: 6:00 p.m.

Location: Oshawa Campus, DC Boardroom, A144

Timing	Item	Page No.
6:00 p.m. to 6:02 p.m.	1. Call to Order	
6:02 p.m. to 6:07 p.m.	2. Land Acknowledgement – Governor Bosomworth	
6:07 p.m. to 6:09 p.m.	3. Conflict of Interest Declarations	
	4. Presentations	
6:09 p.m. to 6:19 p.m.	4.1 Durham College Student Association: Programs and Services Updates <i>Presenter: Megan Bent</i>	
6:19 p.m. to 6:24 p.m.	5. Consent Agenda	1 to 9
	<u>Recommendation</u> That all items listed under the heading of consent agenda be adopted as recommended.	
	5.1 Approval of the Public Session Agenda – April 8, 2026	
	<u>Recommendation</u> That the public agenda for the April 8, 2026, meeting of the Board of Governors be approved as presented.	
	5.2 Approval of Public Minutes from the Board of Governors Meeting of February 11, 2026	
	<u>Recommendation</u> That the public minutes from the February 11, 2026, meeting of the Board of Governors be approved as presented.	



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

Timing	Item	Page No.
	5.3 Approval of Public Minutes from the Board of Governors Special Meeting of March 6, 2026 <u>Recommendation</u> That the public minutes from the March 6, 2026, special meeting of the Board of Governors be approved as presented.	
	5.4 Ratification of Results – Student Governor Election <u>Recommendation</u> That the Durham College Board of Governors ratify the results of the Student Governor Election and Abigail Ansell be confirmed as the Student Governor for the 2026-2027 Board year.	
6:24 p.m. to 6:29 p.m.	6. Report of the Board Chair	
6:29 p.m. to 6:30 p.m.	7. Co-Populous Governors’ Report	
	8. Decision Items	
6:30 p.m. to 6:40 p.m.	8.1 Public Report of the Audit and Finance Committee (Capital Budget) – B. MacCheyne <u>Recommendation</u> That the Audit and Finance Committee recommend to the Durham College Board of Governors: That based on Report FIN-2026-07: <ol style="list-style-type: none"> 1. The 2026-2027 capital budget of \$10,309,924 for capital expenditures be approved; and, 2. That the pre-budget request for \$2,000,000 to advance capital projects in 2027-2028 be approved; and, 3. That this report be released publicly with the capital budget to be reviewed and approved by the Durham College Board of Governors during its public session on April 8, 2026; and, 	10 to 11



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

Timing	Item	Page No.
	4. That the approved 2026-2027 capital budget be submitted to the Ministry of Colleges, Universities, Research Excellence and Security by the deadline.	
6:40 p.m. to 6:50 p.m.	8.2 Campus Master Plan Update – R. Hutchinson <u>Recommendation</u> It is recommended to the Durham College Board of Governors: That based on Report BOG-2026-22, the refreshed Campus Master Plan be approved.	12 to 41
6:50 p.m. to 7:00 p.m.	8.3 Report of the Governance Review Committee – March 9, 2026 – K. Thomas and K. Doyle <u>Recommendation</u> That the Governance Review Committee recommend to the Durham College Board of Governors: That the March 9, 2026, report of the Governance Review Committee be received for information and the following resolutions be adopted: 1. That Board Policy: Committee Terms of Reference be approved as amended and come into effect on September 1, 2026.	42 to 52
7:00 p.m. to 7:05 p.m.	8.4 Major Program Change – Program Title Change to the Honours Bachelor of Behavioural Sciences Degree Program – J. Choi <u>Recommendation</u> It is recommended to the Durham College Board of Governors: That based on Report BOG-2026-18, the program title of the Honours Bachelor of Behavioural Science four-year baccalaureate degree, offered through the Faculty of Social and Community Services, be changed to Honours Bachelor of Applied Psychology – Behaviour Analysis.	53 to 55



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

Timing	Item	Page No.
7:05 p.m. to 7:10 p.m.	<p>8.5 Approval of Durham College Foundation General Operating By-law – E. Popp</p> <p><u>Recommendation</u> It is recommended to the Durham College Board of Governors:</p> <p>a) Section 12.1 of By-Law No. 1 of The Durham College Foundation (the “Foundation”) provides that the board of the Foundation may, by resolution, make, amend or repeal any by-law that regulate the activities or affairs of the Foundation subject to approval of the Board of Governors of the College.</p> <p>b) The directors of the Foundation wish to adopt the General Operating By-law (the "By-law"), in the form circulated to the Governors of the College, which shall repeal By-Law No. 1.</p> <p>RESOLVED that the By-law is approved as the by-law of the Foundation relating to the transaction of the activities and affairs of the Foundation, repealing By-Law No. 1.</p>	56 to 82
7:10 p.m. to 7:15 p.m.	<p>8.6 Approval of Authorized Representative for the Durham College Foundation – E. Popp</p> <p><u>Recommendation</u> It is recommended to the Durham College Board of Governors:</p> <p>a) Pursuant to Section 3.01(b) of the By-law of the Foundation, the College will become the sole member of the Foundation.</p> <p>b) Pursuant to Section 3.01(d) of the By-law of the Foundation, the College shall authorize a representative to represent the College at meetings, and such individual may exercise all the powers of the College on its behalf, in its capacity as the sole member of the Foundation.</p>	



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

Timing	Item	Page No.
	<p>RESOLVED that:</p> <ol style="list-style-type: none">1. The President of the College is authorized to represent the College at member meetings of the Foundation and to sign all written resolutions of the member on behalf of the College, in its capacity as the sole member of the Foundation, to conduct the following annual business of the Foundation, without the need for further approval of the Governors of the College, provided that a summary of all actions taken in this regard is reported to the Board of Governors on an annual basis:<ol style="list-style-type: none">a) election of directors of the Foundation;b) consideration of the financial statements of the Foundation; andc) appointment or waiver of the appointment of the auditor of the Foundation;2. All other decisions of the College, as the sole member of the Foundation, shall be made by the Governors of the College, including, without limitation:<ol style="list-style-type: none">a) removal of directors of the Foundation before the conclusion of their term;b) amendments to the articles or by-laws of the Foundation;c) any sale, lease or exchange of all or substantially all of the property of the Foundation;d) an amalgamation involving the Foundation; ande) the dissolution of the Foundation.	



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

Timing	Item	Page No.
	3. Any Governor or officer of the College is hereby authorized and directed to do any and all acts and things and execute and deliver all documents as such Governor or officer considers necessary, desirable or useful to carry out and give effect to these resolutions.	
	9. Discussion Items	
7:15 p.m. to 7:25 p.m.	9.1 Final Update on the 2025-2026 Business Plan – A. Longo	83 to 110
7:25 p.m. to 7:30 p.m.	10. Information Items	
	10.1 Durham College Alumni Association Update	111 to 118
	10.2 Durham College Student Association’s 2024-2025 Audited Financial Statements	119 to 137
	10.3 Board Portal Migration to SharePoint Online	138
	10.4 Presidents Update – April 2026	139 to 151
	10.5 2026-2030 Academic Plan	152 to 171
7:30 p.m. to 7:35 p.m.	11. Upcoming Events	
	<ul style="list-style-type: none"> • Board Evaluation and Committee Preference Survey – April 9 to 17, 2026 • Nominations Open for the Election of Chair and Vice Chair of the Board – April 20, 2026 • Lean Into Green Event – May 20, 2026, Oshawa Campus (official invitation forthcoming to register) • Convocation Ceremonies – June 15 to 19, 2026 (official invitation forthcoming to register for the ceremonies you can attend) • Governor Appreciation Event – June 25, 2026 	
7:35 p.m. to 7:37 p.m.	12. Move to In-Camera Session	



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Timing	Item	Page No.
8:47 p.m. (approx.)	13. Adjournment	

These norms outline our shared expectations for how we work together—supporting respectful communication, effective decision-making, and strong governance. They reflect our collective commitment to collaboration, professionalism, and accountability in all Board activities.



1

We act in the best interest of the College, considering matters through a broader lens than our own.



2

We build trust by valuing and respecting the expertise, perspectives and time of all Governors and the Executive Leadership Team.

- » We challenge ideas not people.
 - » We engage in challenge with civility and candour.
-



3

We encourage contributions from all Governors at every meeting.



4

We support Governors asking strategic questions during a meeting and/or submitting questions in advance. This will promote an efficient use of time and ensure appropriate information is provided. When a response to a question is answered outside of a meeting, the response will be shared with all Governors to ensure equal access to information.

- » When questions are posed, we are empowered to ask about the strategic intent of the question, narrow the scope if necessary, and re-direct the question if it's operational.
-



5

If we feel more discussion is needed on a particular topic, we can express that view. Before making a decision, we should ensure all relevant alternatives have been explored, where appropriate. As a collective, we will decide if additional conversation is needed and determine how and when it will occur.



6

While informal discussions are welcome between meetings, we are encouraged to share our perspectives at the board table. Significant issues or concerns should be raised during formal Board meetings, rather than in off-line settings. Off-line conversations about Board work are most productive when:

- » The intent is to seek clarifying information or better understand a perspective;
 - » The nature of the conversation is shared with the Board Chair or Vice Chair so the entire Board can have access to the information. An update will be provided at the next Board meeting; and,
 - » They do not compromise a culture of collegiality.
-



7

We are accountable for our learning journeys and are encouraged to be life-long learners by participating in Good Governance training, the Board's Learn More Series, sub-committees and College events, upon invitation.

Consent Agenda

The following items will be approved with one motion unless an item is pulled for discussion.



**Durham College of Applied Arts and Technology
Board of Governors Regular Meeting
Public Session Minutes**

**Date: Wednesday, February 11, 2026
Location: Oshawa Campus, DC Boardroom, A144**

Members Present:

Lisa Allen, Board Chair
Megan Bent
Jim Brown
Alison Burgess
Jeff Dorman
Rhonda Jessup
Ian Murray
Jerry Ouellette
Elaine Popp, President
Peter Pryce, Board Vice Chair
Kwende Thomas
Dwight Townsend
Nathan Wilson

Regrets:

Brandon Bird
Melissa Bosomworth
Kelly Doyle
John Ecker

Staff Present:

Jean Choi, VP, Academic and Students
Rick Hutchinson, VP, Strategic Infrastructure and Campus Safety
Anthony Longo, Executive Director, Strategic Reporting and Government Relations
Barbara MacCheyne, VP, Corporate Services and Chief Financial Officer
Thom MacDonald, AVP, Enrolment and International Education
Melissa Pringle, Manager, Board Governance and Privacy
Ariel Sully, AVP, Office of Advancement and Alumni Relations

1. Call to Order

Board Vice Chair, Governor Pryce, chaired the meeting.

With quorum present, the Board Vice Chair called the meeting to order at 6:00 p.m.

The Board Vice Chair introduced guests in attendance: Cristina Italia, Executive Dean, Faculty of Business and Information Technology; Celeste Coles, Manager, Student Awards and Financial Aid; Anna Felicio (student), and Sarah Adesuyi (student).

2. Land Acknowledgement

Governor Allen offered the land acknowledgement.

3. Conflict of Interest Declarations

The Board Vice Chair asked if there were any conflicts of interest to declare. None noted.

4. Presentations

4.1 Program Spotlight: On-Campus Employment Program

The Board received a presentation regarding the on-campus employment program and heard from two students who were personally impacted by it.

The Board questioned the presenters.

5. Consent Agenda

Moved by Governor Wilson

Seconded by Governor Thomas

“That all items listed under the heading of consent agenda be adopted as recommended.” CARRIED

5.1 Approval of the Public Session Agenda – February 11, 2026

That the public agenda for the February 11, 2026, meeting of the Board of Governors be approved as presented.

5.2 Approval of Public Minutes from the Board of Governors Meeting of December 10, 2025

That the public minutes from the December 10, 2025, meeting of the Board of Governors be approved as presented.

5.3 Report of the Governance Review Committee – January 12, 2026

That the January 12, 2026, report of the Governance Review Committee be received for information and the following resolutions be adopted:

1. That based on GOV-2026-01, the Board's Policy: Consent Agenda, be confirmed as written.

6. Report of the Board Chair

The Board Vice Chair highlighted the following matters:

- February is Black History Month, and attendees were encouraged to reflect on the contributions of Black communities.
- The Governance in Practice: Understanding the Role of Internal Governors session held on January 21, 2026, which featured Internal Governors Melissa Bosomworth, Kelly Doyle, and Nathan Wilson and was attended by approximately 25 employees. The event served as an effective engagement and recruitment opportunity ahead of the upcoming administrative staff governor election.
- Governor Ecker was acknowledged for his appointment to the Durham Regional Police Services Board.
- Governor Wilson was acknowledged for co-authoring the published study *"Durable Skills in the Age of AI: A Study of Student Perspectives at One Ontario College."*
- An update was provided on the DC Digest Profile project and Governors were encouraged to participate by connecting with Aliah Robinson, a work-study student in the Office of the President.

7. Co-Populous Governors' Report

There was no co-populous governors' report.

8. Decision Items

8.1 New Program of Instruction: Bachelor of Business Administration

The Board received a report from the Vice President, Academic and Students and the Executive Dean, Faculty of Business and Information Technology, presenting a new program of instruction for approval, Bachelor Business Administration.

The Board questioned the presenters regarding enrolment projections, tuition competitiveness, potential co-op opportunities, advanced standing requirements for diploma to degree pathways, and whether other programs would sunset once this new program is launched.

Moved by Governor Brown

Seconded by Governor Bent

“That based on Report BOG-2026-03, the proposed new Program of Instruction, Bachelor of Business Administration, be approved.” CARRIED

8.2 Major Program Change: Local College Certificate Program Title Change (Operations Management)

The Board received a report from the Vice President, Academic and Students, regarding a proposed major program change, to change the title of the Operations Management program offered through Professional and Part Time Learning to Supply Chain Foundations to standardize the title with Ministry codes and to align with sector norms.

Moved by Governor Townsend

Seconded by Governor Wilson

“That based on Report BOG-2026-04, the program title for the Operations Management Local College Certificate offered through Professional and Part-time Learning be changed to Supply Chain Foundations.” CARRIED

9. Discussion Items

9.1 Domestic and International Day 10 Enrolment Update- Winter 2026

The Board received a report from the Associate Vice President, Enrolment and International Education, providing an update on Winter 2026 enrolment for both domestic and international students. Day 10 total enrolment for Winter 2026 was reported as 11,842 students. Of the total enrolment, 10,211 students were domestic and 1,631 were international.

The Board questioned the Associate Vice President, Enrolment and International Education, regarding several areas of interest, including the geographic origins of domestic students, whether the Registrar's Office is observing transfers from other programs into PGWP-eligible programs, the College's recruitment strategies, and the institution's value proposition for international students. The Board also inquired about how the College compares to peer institutions in terms of international enrolment, study permit approval rates by program, and the extent to which geopolitical factors are influencing Canadian post-secondary education.

9.2 Summary of Collaborative Efforts Between Durham College and Ontario Tech University

The Board received a report from the Vice President, Strategic Infrastructure and Campus Safety, presenting the annual update on areas of collaboration with Ontario Tech University.

The Board questioned the Vice President, Strategic Infrastructure and Campus Safety, regarding the cost-sharing agreement for the Campus Recreation and Wellness Centre and whether there were any strategic opportunities or challenges with the relationship between the institutions.

9.3 Second Update on the 2025-2026 Business Plan

The Board received a report from the President, presenting the second update on the 2025-2026 business plan. Of the 102 recorded actions, 53.9% are on track; 29.4% were complete; 5.9% were delayed; 6.9% were partially complete; and 3.9% were cancelled.

Governor Bent temporarily left the meeting.

The President highlighted key deliverables and provided a rationale for the projects that were cancelled.

Governor Bent re-entered the meeting.

10. Information Items

The following items were presented for information only:

10.1 Program Advisory Committee Semi-Annual Report – February 2026

The Board inquired about the status of membership on the skilled trades Program Advisory Committees. In response, the Vice President, Academic and Students explained that efforts were underway to recruit new members in order to refresh the committees and address upcoming term renewals.

10.2 Communicating the Costs of Educational Materials – Winter 2026

10.3 President's Update – February 2026

11. Upcoming Events

The Chair drew attention to the following upcoming events:

- Launch of Administrative and Student Governor Elections – February 20, 2026
- Board of Governors Retreat – February 28, 2026, Oshawa Campus
- Board Evaluation and Committee Preference Survey to launch on March 30, 2026
- Nominations Open for the Election of Chair and Vice Chair of the Board – April 20, 2026

12. Move to In-Camera Session

By-law No. 1 provides for the Board to move in-camera to discuss items confidential to the College.

Moved by Governor Dornan

Seconded by Governor Jessup

“That the Durham College Board of Governors move in camera after a 10-minute recess.” CARRIED

The Board recessed at 7:48 p.m. and reconvened in-camera at 8:00 p.m.

The Board rose from the in-camera session at 8:48 p.m.

During the in-camera session, the Board discussed recommendations from its standing committees, a proposal regarding the Board's committee structure and the College's financial position.

13. Adjournment

With no further business, the meeting ended at 8:48 p.m.



**Durham College of Applied Arts and Technology
Board of Governors Special Meeting
Public Session Minutes**

**Date: Friday, March 6, 2026
Location: Virtual Meeting, MS Teams**

Members Present:

Lisa Allen, Board Chair
Megan Bent
Brandon Bird
Melissa Bosomworth
Jim Brown
Alison Burgess
Jeff Dorman
Kelly Doyle
John Ecker
Rhonda Jessup
Ian Murray
Elaine Popp, President
Peter Pryce Board Vice Chair
Kwende Thomas
Dwight Townsend
Nathan Wilson

Regrets:

Jerry Ouellette

Staff Present:

Jean Choi, VP, Academic and Students
Rick Hutchinson, VP, Strategic Infrastructure and Campus Safety
Barbara MacCheyne, VP, Corporate Services and Chief Financial Officer
Thom MacDonald, AVP, Enrolment and International Education
Melissa Pringle, Manager, Board Governance and Privacy

1. Call to Order

With quorum present, the meeting was called to order at 11:31 a.m.

2. Land Acknowledgement

President Popp offered the land acknowledgement.

3. Conflict of Interest Declarations

The Chair asked if there were any conflicts of interest to declare. None noted.

4. Presentations

There were no presentations.

5. Consent Agenda

There were no consent agenda items.

6. Report of the Board Chair

There was no report of the Board Chair.

7. Co-Populous Governors' Report

There was no co-populous governors' report.

8. Decision Items

There were no decision items.

9. Discussion Items

There were no discussion items.

10. Information Items

There were no information items.

11. Upcoming Events

There were no upcoming events reported.

12. Move to In-Camera Session

By-law No. 1 provides for the Board to move in-camera to discuss items confidential to the College.

Moved by Governor Wilson

Seconded by Governor Ecker

“That the Durham College Board of Governors move in-camera to discuss two financial matters.” CARRIED

The Board moved in-camera at 11:33 a.m.

The Board rose from the in-camera session at 12:33 p.m.

During the in-camera session, the Board received an update on the impact of the recent provincial funding announcement and approved revised tuition fees for the 2026-2027 academic year.

13. Adjournment

With no further business, the meeting ended at 12:33 p.m.

Decision Items

The following items require a decision from the Board and will be presented by staff.



PUBLIC REPORT OF THE AUDIT AND FINANCE COMMITTEE

TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT ITS IN-CAMERA MEETING HELD ON APRIL 8, 2026

BACKGROUND

The Audit and Finance Committee met via videoconference on March 9, 2026.

SUMMARY

1. 2026-2027 Capital Expenditures Budget

The Committee received a report from the Vice President, Corporate Services and Chief Financial Officer, presenting the proposed 2026–2027 capital expenditures budget for approval. The report detailed a total capital plan of \$10.3M, supported by \$9.3M in external funding from government grants, donations, and the CRWC reserve, with the remaining amount funded through operational net amortization. The Vice President, Corporate Services and Chief Financial Officer, confirmed that the College's cash position is sufficient to support all planned initiatives without requiring external financing.

Further, the Vice President, Corporate Services and Chief Financial Officer highlighted key capital priorities across academic programs, skilled trades and apprenticeship facilities, science and health labs, information technology, and major facilities renewal projects. Notable initiatives include the Weld Shop renovation, expansion of automotive and electrical training labs, upgrades to dental and health sciences equipment, IT infrastructure and lifecycle refresh projects, and a range of deferred maintenance, accessibility, and infrastructure improvements. Several projects are shared with Ontario Tech University, with approximately \$0.4 million in shared expenditures projected in fiscal 2026–2027.

The Vice President, Corporate Services and Chief Financial Officer, also requested approval of a \$2M pre-budget allocation for 2027–2028 to support the timely procurement of capital items.

The Committee questioned the Vice President, Corporate Services and Chief Financial Officer regarding the College's deferred maintenance backlog, plans to bring the College's parking operation in-house, and what items would be included in the pre-budget approval for fiscal 2027-2028.



It is recommended that the following resolution be passed.

RESOLVED:

That based on Report FIN-2026-07:

- 1. The 2026-2027 capital budget of \$10,309,924 for capital expenditures be approved; and,**
- 2. That the pre-budget request for \$2,000,000 to advance capital projects in 2027-2028 be approved; and,**
- 3. That this report be released publicly with the capital budget to be reviewed and approved by the Durham College Board of Governors during its public session on April 8, 2026; and,**
- 4. That the approved 2026-2027 capital budget be submitted to the Ministry of Colleges, Universities, Research Excellence and Security by the deadline.**

**Respectfully submitted,
Ian Murray, Chair, Audit and Finance Committee**

View all supporting material from this meeting by clicking [here](#).

Report Number: BOG-2026-22

To: Board of Governors

From: Rick Hutchinson, Vice President Strategic Infrastructure & Campus Safety

Date of Report: March 24, 2026

Date of Meeting: April 8, 2026

Subject: Campus Master Plan Update

1. Purpose

To provide the Board of Governors with an update on the Durham College (DC) and Ontario Tech University (OTU) Campus Master Plan (CMP) refresh activity and seek approval of an updated Campus Master Plan.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2026-22, the refreshed Campus Master Plan be approved.

3. Background

The CMP provides a strategic framework to guide the development of the shared Oshawa campus for DC and OTU. This forward-looking document outlines how the campus will evolve to meet future needs in academics, research, student life, athletics, and community partnerships. More than just a vision, the CMP offers practical, implementation-focused guidance on the character, scale, facilities, and layout of campus development. It establishes clear steps to transform this shared vision into a vibrant institutional hub that integrates seamlessly with the City of Oshawa and the broader Durham Region.

The most recent joint CMP was adopted in 2015 following a comprehensive process. That plan established seventeen guiding principles and created a detailed framework for campus development through 2030 and beyond. It envisioned a compact, walkable, mixed-use campus that would accommodate projected enrolment growth of approximately 12,500 additional Full Time Equivalent (FTE) students, requiring an estimated 140,000 gross square metres of new academic and support space. It identified seven Character Areas across

the campus, established a street hierarchy and pedestrian network, provided detailed built-form and public realm guidelines, and outlined a four-phase implementation strategy.

4. Discussion/Options

4.1 The Need for an Updated Plan

Over the past decade, the campus has experienced substantial growth and change. The student population doubled to approximately 40,000 FTE students, before recent international enrolment declines moderated immediate space pressures. Several buildings were constructed in response to emerging opportunities, while the 2016 Highway 407 extension dramatically improved regional accessibility in ways the 2015 plan did not fully anticipate.

The CMP calls for a refresh every 10 years, and significant internal and external changes now necessitate a comprehensive update. External factors include enhanced regional accessibility through the Highway 407 extension, enrolment volatility combining international student decline with overall growth pressures, funding constraints, accelerating technological change, intensified competition for students, and Durham Region's proposed Aerial Cable Car Transit system.

4.2 Work Conducted to Date

The 2025–26 CMP Update has been developed through a collaborative process led by a joint DC and OTU project team. The update process began with recognition that significant changes both external to the institutions and in actual campus development patterns necessitated a refresh, reinforced by the 2015 plan's recommended 10-year review cycle.

Leveraging external expertise, the project team conducted extensive analysis of campus development since 2015, including new buildings, space utilization patterns, parking demand, and infrastructure investments. This analysis revealed that while the campus successfully accommodated unprecedented enrolment growth, development often drifted from the 2015 phasing framework in response to immediate needs and funding opportunities.

The 2025–26 update reaffirms the foundational commitment to a compact, walkable, sustainable campus while adapting the implementation strategy to current realities. The institutions collaboratively drafted a new shared Vision and Guiding Principles for institutional planning in 2024, which the update incorporates alongside DC's new Strategic Vision. The seventeen

principles from 2015 have been consolidated into four core commitments that maintain essential values while simplifying implementation guidance.

The update establishes a more focused development strategy centred on transforming the Simcoe Street North and Conlin Road intersection as the campus gateway, rather than distributing development across all Character Areas. This concentration of initial investment is intended to create immediate, visible impact while establishing infrastructure and momentum for subsequent phases.

The update incorporates Durham Region's proposed Aerial Cable Car Transit system as one scenario, which would provide two campus stations and potentially reduce parking demand by 1,200–1,800 spaces. While this system remains unconfirmed without committed funding or timeline, the gateway design accommodates a transit hub that can function with enhanced conventional transit if the system does not proceed. This dual-scenario approach provides flexibility while maintaining transit-oriented development principles.

The update identifies 83 acres of endowment lands with significant potential for partnerships and revenue generation. Opportunities include complementary uses such as sports facilities, conference centres, research and development spaces, and potentially market or non-market housing. This strategy represents a pragmatic response to funding constraints while creating opportunities for complementary activities that enhance campus vibrancy.

In October, the draft plan was reviewed by senior leadership from DC and OTU to gather feedback on key policy considerations such as gateway development priorities, parking scenarios, transit assumptions, the endowment lands strategy, and net zero commitments. The draft was also introduced to the DC Board of Governors later in October 2025.

Throughout January, community engagement activities gathered input from faculty, students, staff, and municipal partners. These activities included campus pop-up events, on-line website with public feedback options, as well as an in-person and livestreamed fireside event featuring both the Presidents of DC and OTU discussing the CMP.

During February and March, the project team incorporated the feedback received from executive and community engagement, finalized the analysis, and produced the draft plan.

The final draft CMP Update is presented to the DC Board of Governors in April 2026 for approval, followed by presentation to the OTU Board of

Governors in May 2026.

5. Financial/Human Resource Implications

There are no financial or human resource implications arising directly from this report. Costs associated with developing the updated CMP are being managed jointly by DC and OUT within existing approved budgets. Any future capital or operating implications identified through the implementation of the plan will be presented separately for Board consideration.

6. Implications for the Joint Campus Master Plan

The 2025–26 CMP will establish a renewed framework for the shared Oshawa campus. It seeks to consolidate long-term institutional commitments into an updated set of guiding principles, reorienting initial development toward a high-visibility gateway, and integrating sustainability and transit-oriented strategies. The refresh plan remains current, actionable, and aligned with municipal priorities, while continuing to provide a coordinated vision for shared development.

7. Implications for Ontario Tech University

OTU remains a full partner in the refresh process and shares responsibility for shaping and implementing the updated plan. The process ensures that OTU's academic and research priorities are reflected, while reaffirming the joint stewardship of shared spaces and infrastructure. The updated framework also supports alignment between DC and OTU's respective strategic plans, enhances opportunities for collaboration, and ensures a coherent approach to land use, endowment lands, and future development.

8. Relationship to the Strategic Vision

The CMP Update aligns closely with DC's Strategic Vision, advancing the goals of being Future-focused, Sustainable, People-centred, and Community-connected. Through the creation of outstanding services and optimal learning spaces, the plan enhances student success and embeds multi-year, pan-institutional planning to ensure resilience in the face of evolving challenges and opportunities. It emphasizes continuous evaluation and refinement of processes to strengthen both the student experience and the effectiveness of our teams. Strategic investments in innovative tools, resources, and infrastructure will optimize programs and services, while the integration of environmentally sustainable practices across all campuses reinforces our commitment to long-term stewardship. Finally, the plan strengthens our people-centred approach and deepens our partnership with OTU, positioning DC as a competitive and collaborative hub of educational excellence.

DRAFT

BOG-2026-22

Durham College and Ontario Tech University

Shared Campus Master Plan Update

February 2026



TABLE OF CONTENTS

1. Introduction	6	13. Founders Drive	40
2. Shared Campus Vision	8	14. Transportation and Open Space Framework	42
3. Guiding Principles	10	15. Shared Campus Build-out Potential	44
4. Planning and Design Directions	12	16. Endowment Lands	46
5. Existing Campus	14	17. Moving Forward	48
6. Existing Transportation and Circulation	16	18. Monitor and Review	49
7. 2015 Campus Plan Variances	18	19. Potential Scope for Future Development	50
8. Planning and Design Criteria	19		
9. Development Framework	20		
10. Planning and Development Constraints	22		
11. Shared Campus Gateway Development	24		
12. Expansion Planning	30		
• Expansion: Phase 1	32		
• Expansion: Phase 2	34		
• Expansion: Phase 3	36		
• Expansion: Phases 1-3	38		

Land Acknowledgement

Durham College and Ontario Tech University are situated on the traditional lands of the First Peoples of the Mississaugas of Scugog Island First Nation. These lands are covered under the Williams Treaties and rest within the traditional territory of the Anishinaabeg. We offer our gratitude to the Indigenous Peoples who care for and, through the treaty process, share the lands on which we live, learn, teach and prosper today.

1. Introduction

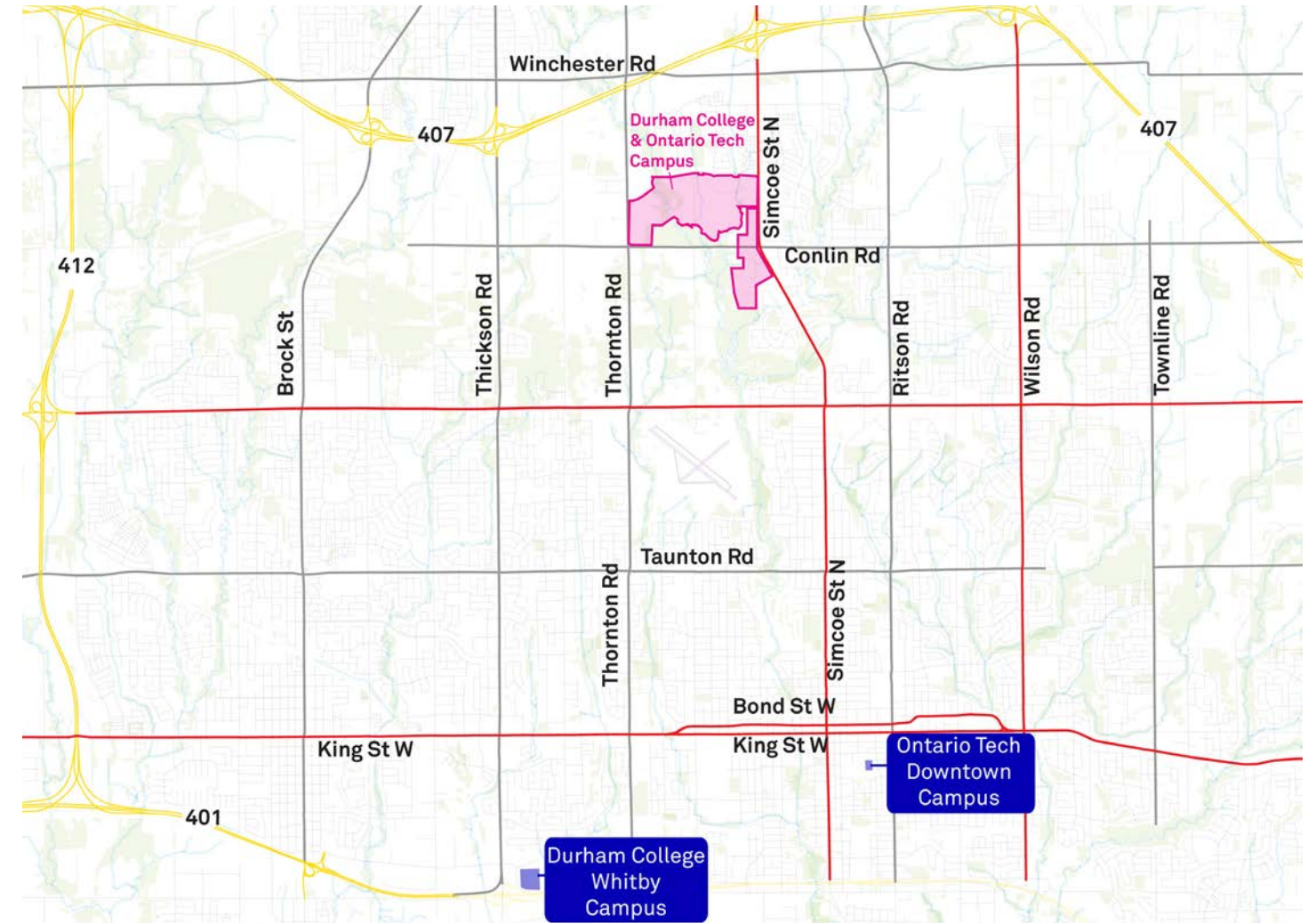
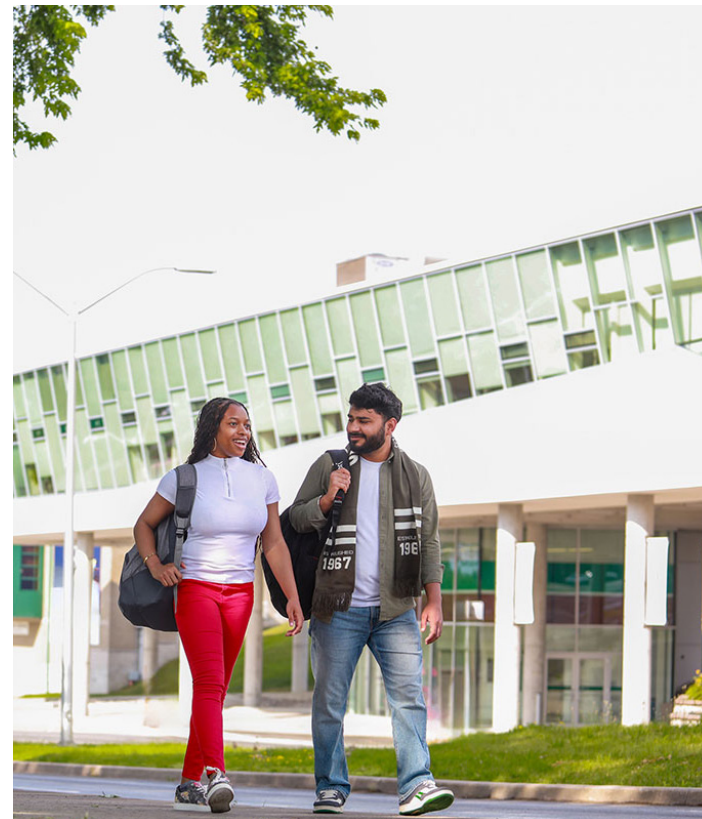
Durham College and Ontario Tech University have refreshed the 2015 Campus Master Plan to guide the long-term evolution of their shared Oshawa campus. This update responds to a decade of change, incorporating new data, emerging trends, and insights from campus communities and partners. It provides a renewed framework for a unified, accessible, and sustainable shared campus that serves as a centre of activity and inspiration for North Oshawa and the broader Durham Region.

More than a planning document, this Campus Master Plan reflects a shared commitment to academic excellence, student experience, research, sustainability, and community connection. It is intended to guide future decisions about campus spaces and infrastructure, ensuring the campus continues to meet the evolving needs of students, of both institutions, and of the surrounding community.

Since 2015, Durham College and Ontario Tech have navigated rapid technological change, shifts in enrolment, and increasing competition, while continuing to drive growth and opportunity in Oshawa and beyond. Improved regional connectivity — most notably the Highway 407 extension — has strengthened the campus's role as a gateway to the city. Population growth in Oshawa is also creating demand for new housing, and for commercial and retail opportunities that can serve the campus and the wider community.

In response to these changes, the updated Campus Master Plan presents a contemporary and pragmatic vision for a walkable, compact, and complete campus community. It establishes a welcoming gateway and campus anchor at Simcoe Street North and Conlin Road, identifies opportunities for new multi-use and multi-tenant buildings, and enhances an integrated, accessible open space network that celebrates the campus's unique setting along Oshawa Creek.

Rooted in collaboration, this Campus Master Plan reflects the distinctive partnership between Durham College and Ontario Tech and provides a visionary yet practical framework for continued success in the years and decades ahead.



Map of Durham College and Ontario Tech shared campus, in context with the institutions' other campuses.



2. Shared Campus Vision

Durham College and Ontario Tech University share a long history of collaboration for mutual benefit on the lands they occupy in North Oshawa. While each institution maintains its own distinct vision and additional locations — Ontario Tech with a downtown Oshawa campus, and Durham College with a campus in Whitby and community employment services in Oshawa, Uxbridge, Port Perry and Beaverton, and Bowmanville — both have long recognized the unique potential of their shared campus.

The institutions formalized their collaborative commitment to this space on September 23, 2004, with an agreement affirming that, regardless of ownership, all shared campus lands would be held in trust for their shared and cumulative benefit. Building on this foundation, Durham College and Ontario Tech adopted a shared vision and guiding principles in 2024 to support the long-term health, success, and future of this vibrant academic community.

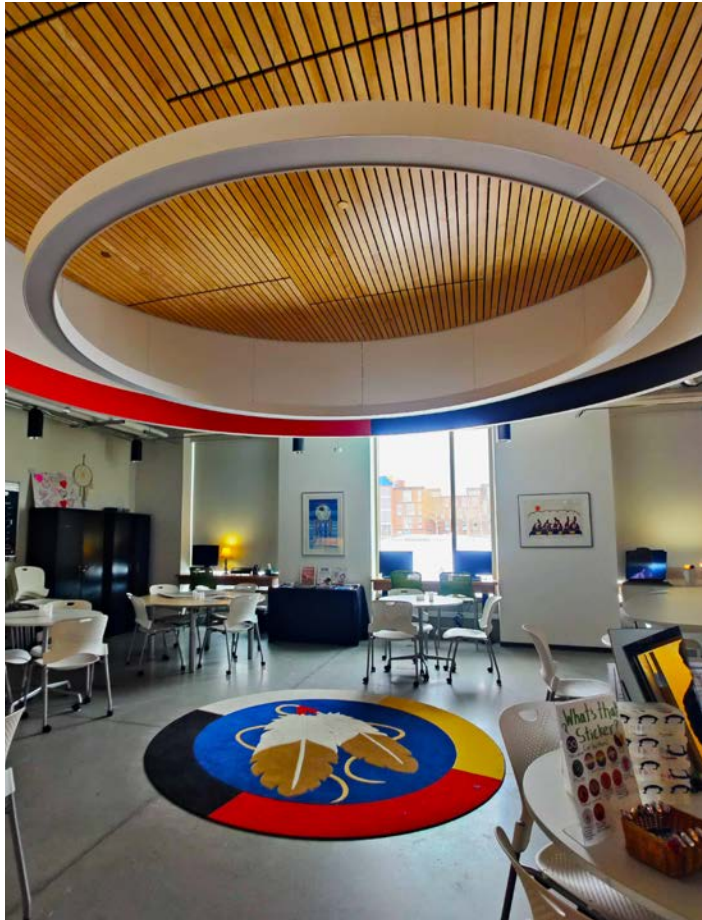
The institutions also acknowledge and honour the Indigenous heritage of this traditional territory of the Mississaugas of Scugog Island First Nation. This recognition reflects an understanding of the enduring connection between Indigenous knowledge and sustainable practice, and between the health of the land and the well-being of all peoples, with the awareness that actions taken here can have provincial, national, and global significance.

This update to the Campus Master Plan reaffirms the shared commitment of two distinct institutions — with complementary strengths and societal mission — to steward and develop this land in a way that advances student success and community well-being, guided by the following vision:

The shared campus of Durham College and Ontario Tech will support a vibrant academic population, well-integrated into a prosperous broader community. Honouring its natural and cultural heritage, the campus will nurture a unique mix of applied and theoretical learning, teaching, and research. It will also be convenient, accessible, safe, sustainable, attractive and welcoming.



3. Guiding Principles



Honour Campus Origins and Traditions

Acknowledge and reflect Indigenous and other cultural and historical influences, through cultural placemaking and future development.



Share Campus Resources

Optimize resources by sharing land, buildings, and amenities, between the institutions and with industry, business, and the broader community.



Enhance Accessibility and Promote Walkability

Expand transportation choices to advance safer mobility options and public transit, in balance with private vehicle use.



Ensure a Healthy and Safe Campus

Foster health, well-being, resilience and sustainability with buildings, operations, and ecological conservation.

4. Planning and Design Directions

Durham College and Ontario Tech can create a more contemporary, community-oriented, and sustainable shared campus by establishing a distinct and accessible front door that signals the arrival to a mixed-use, transit-oriented, campus village and welcomes the entire academic community and its visitors.

Design Directions:

- Create a dynamic, welcoming shared campus gateway at the southwest corner of Simcoe Street North and Conlin Road.
- Incorporate a full range of shops and services that, along with academic and partner office space, will catalyze a year-round community and campus anchor.
- Develop an adjacent bus loop as part of advancing accessibility, walkability, safety, and sustainability in the campus transportation model.
- Shift on-street and surface parking north of Conlin Road and improve its design.
- Locate and scale new, primarily mid-rise buildings to fit the existing context, and to connect directly to the campus' walkable open-space network.
- Use landscaping to reinforce accessibility and walkability and to capitalize on the spectacular setting on the Oshawa Creek watershed.
- Enhance legibility, wayfinding, and branding throughout the shared campus.
- Demand best practices in energy-efficient, low-waste infrastructure and building performance standards that help achieve net zero energy targets by 2050.



5. Existing Campus

At the turn of the century, during early planning for Ontario Tech to join Durham College on the North Oshawa lands, development was scattered, sparse and expected to remain so. The campus population of both institutions was expected to reach 20,000 students, a number that has since doubled. And while both institutions are increasingly engaged with the larger community, campus buildings and outdoor spaces are still focused inward, disconnected from the Oshawa Creek watershed and from the larger community. Extensive surface parking also dominates the campus edge along Simcoe Street North and Conlin Road further impeding community connection.

There is an opportunity – an imperative – to reach across these barriers, to make room for a doubled campus population and to open the doors wider to the larger community, enriching the student experience with an integrated fabric of buildings, infrastructure, open space, and landscape, and making the shared campus more efficient, functional, and sustainable for its primary population and a welcoming destination for the whole region.



- Property Lines
- Existing Campus Buildings
- Oshawa Creek Watershed
- Existing Park / Open Space
- Existing Parking
- Woodland Area
(Durham Region Woodland By-law may apply)

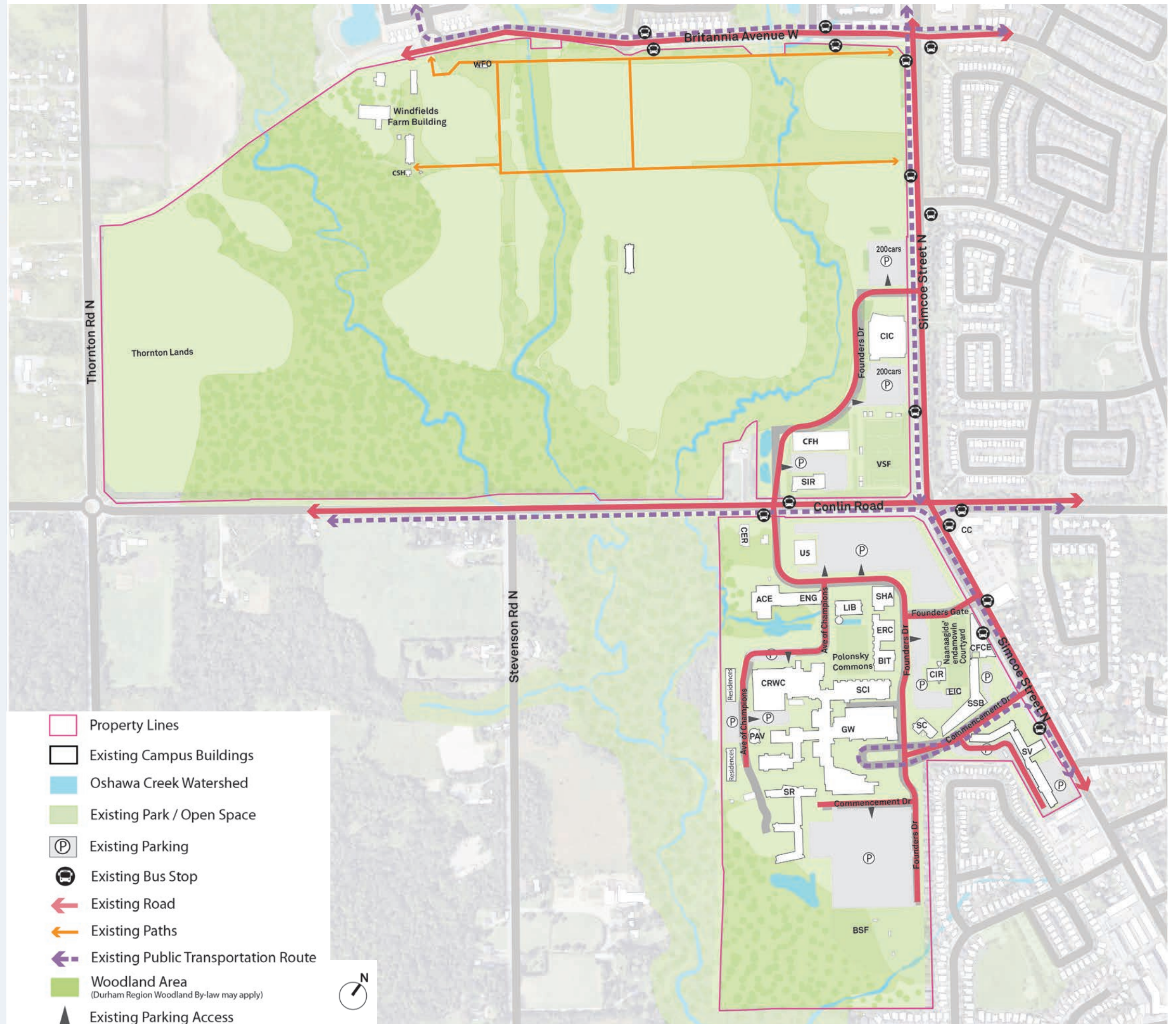


- Ontario Tech University - Building Names**
- ACE - ACE Testing and Research Facility
 - CC - Campus Corners
 - CER - Clean Energy Research Lab
 - CFH - Campus Fieldhouse
 - CIC - Campus Ice Centre
 - CSH - Crime Scene House
 - CRWC - Campus Recreation and Wellness Centre
 - ENG - Ontario Power Generation Engineering Building
 - ERC - Energy Research and Nuclear Science Research Centre
 - LIB - North Oshawa Library
 - SHA - Shawenjigewining Hall
 - SIR - Software and Informatics Research Centre
 - SR - Simcoe Village Residence
 - U5 - U5 Building
 - SCI - Science Building
 - BIT - Business and Information Technology Building
 - PAV - Pavilion
 - WFO - Windfields Farm Office
- Durham College - Building Names**
- BSF - Babcock Softball Field
 - CFCE - Centre for Collaborative Education
 - CIR - Centre for Innovation and Research
 - CRWC - Campus Recreation and Wellness Centre
 - EIC - Energy Innovation Centre
 - GW - Gordon Willey Building
 - SC - Student Centre
 - SR - South Village Residence
 - SSB - Student Services Building
 - SV - Simcoe Village Residence
 - VSF - Vaso's Soccer Field

6. Existing Transportation and Circulation

The campus street network is defined by three major arterial streets, Britannia Avenue West, Simcoe Street North, and Conlin Road, with Founders Drive functioning as the main entrance into campus. The primary road frontages are defined by large surface parking lots, reflecting the current reliance on private vehicles for students, employees, and visitors. The existing road network accommodates all forms of traffic, including bus services from Durham Region Transit and GO Transit.

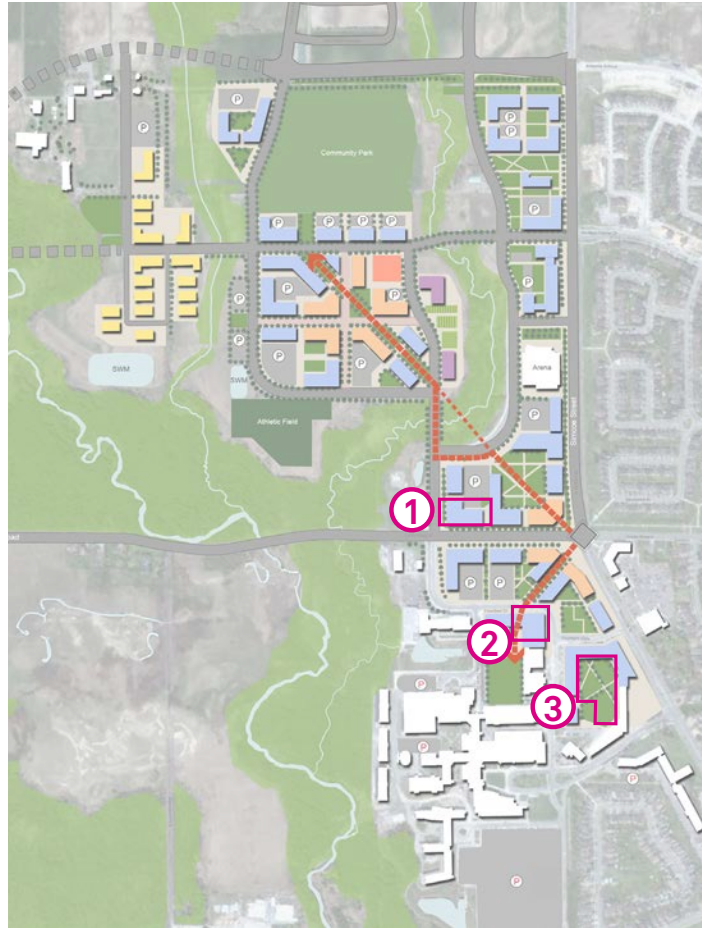
The Durham Region is exploring a potentially transformational Aerial Cable Car Transit line along Simcoe Street from Highway 407 to downtown Oshawa. This innovative transit line would connect the shared campus with Ontario Tech's downtown campus and Durham College's community employment and training services. It would include two stations in the shared campus, one at the new Gateway and one at Britannia, and could ultimately reduce campus parking demand by 1,200 to 1,800 spaces, freeing up a further 11 acres (4.45 hectares) of land for development.



Aerial view of Commencement Drive

7. 2015 Campus Master Plan Variances

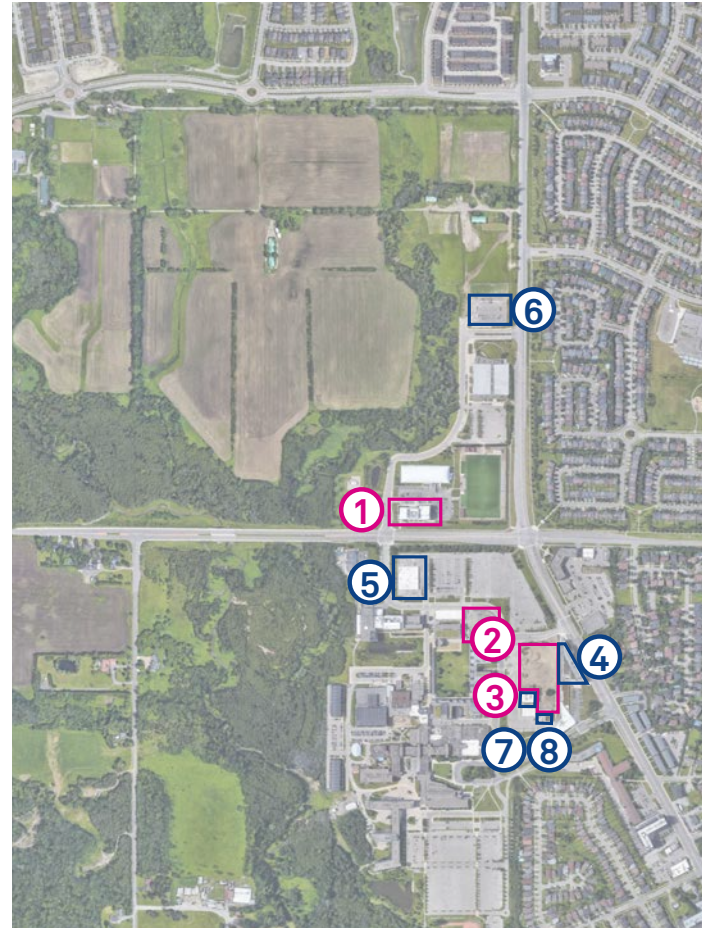
Since adoption of the 2015 Campus Master Plan, additional development has occurred that was not contemplated, as listed below and shown at right.



2015 Campus Master Plan

New Development – Consistent with 2015 CMP

- ① Software and Informatics Research Centre
- ② Shawenjigewining Hall
- ③ Naanaagide' Endamowin Courtyard



Campus in 2025

Additional Development 2015-2025

- ④ Centre for Collaborative Education
- ⑤ U5 (Temporary portable)
- ⑥ New Parking Lot
- ⑦ Centre for Innovation and Research
- ⑧ Energy Innovation Centre

8. Planning and Design Criteria

As the institutions plan and prioritize new buildings on the shared campus, a number of criteria need to be considered:

- **Land Area** – Can a location accommodate the required building footprint?
- **Integration** – How will the location/building integrate into the shared campus?
 - Is it within a 20-minute walk (400 metres) of Polonsky Commons?
 - Is it accessible by public transit?
 - Can it connect directly to the shared campus?
 - Does it help reduce the need to drive?
 - Would a new building integrate into the institutions' academic/research programs or would it have to function independently?
- **Development Phasing** – Is the location consistent with Campus Master Plan phasing?
- **Servicing** – Can hard services (water, sewer, electrical, mechanical) be provided within the desired construction time frame?
- **Displacement** – Would development displace existing institutional resources?
- **Parking** – Is parking necessary/available?
- **Cost** – Are there location-specific costs that make the site uncompetitive to build or operate?



9. Development Framework

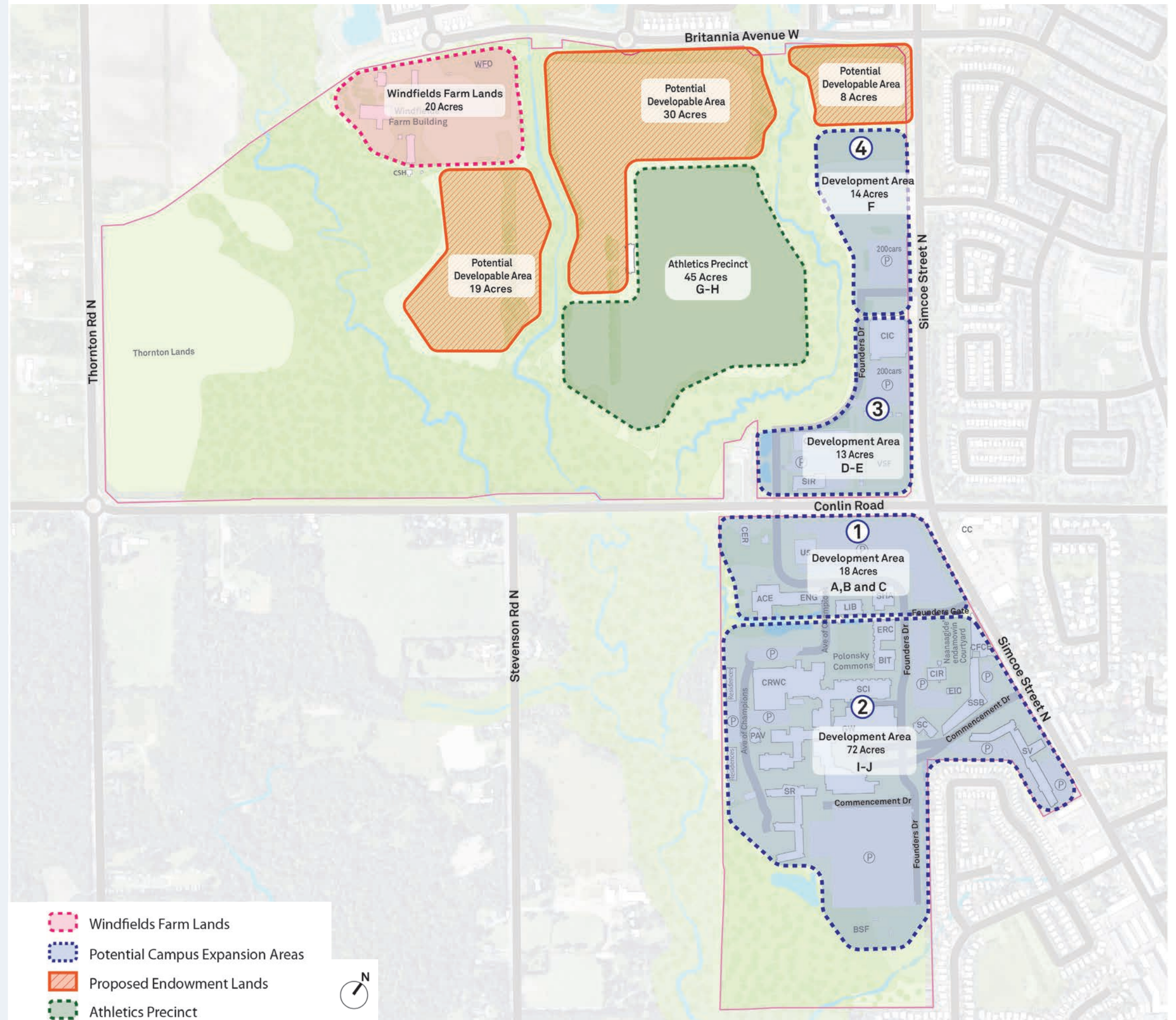
Consistent with the 2015 Campus Master Plan, this Shared Campus Lands Update aspires to create a complete campus community. The update envisions new academic spaces, new community and commercial services and amenities, and open spaces that embrace and protect the Oshawa Creek watershed. These revisions will reinforce the 2015 plan's intention to create a compact, walkable campus that integrates with the North Oshawa community, local businesses, and strategic partners.

This update identifies development options that will strengthen campus edges and gateway features, often by repurposing surface parking lots. New buildings will be strategically scaled and located to fit within the existing context, where they can enhance landscaped open spaces and pathways and capitalize on the spectacular natural setting along Oshawa Creek.

Development Area 1 and 3: Development areas for gateway buildings and a new campus entrance.

Development Area 2: Core campus area with opportunities for redevelopment, intensification, and retrofits.

Development Area 4: New student residences and extension of Founders Drive.



- - - Windfields Farm Lands
- - - Potential Campus Expansion Areas
- / / / Proposed Endowment Lands
- - - Athletics Precinct



10. Planning and Development Constraints

A number of policy and physical constraints limit the overall developability of the shared campus.

- Provincial regulations protect the Oshawa Creek watershed in two ways: with a 30-metre setback from top-of-bank of the creek and its tributaries; and overlapping setbacks over larger sections of campus lands that lie within the creek's floodplain.
- Central Lake Ontario Conservation Authority (CLOCA) regulations apply as protection against natural hazards, such as flooding, erosion, and other environmental risks. There is also a meander belt allowance for the Oshawa Creek West Branch and its tributary.
- Federal airport regulations associated with the Oshawa Executive Airport limit building heights to the equivalent of 2 to 28 metres, equivalent to 5 to 9 storeys, in the shared campus, and to 25 to 33 metres, equivalent to 6 to 10 storeys, south of Conlin Road.
- A restrictive covenant on lands transferred to Durham College and Ontario Tech from Windfields Farm limits development to educational uses or to retail, industrial, or commercial uses that support or complement the educational mission.
- There is a Hydro One right-of-way lying south of Conlin Road.
- A major sanitary sewer line is proposed to extend from south from Britannia Avenue through the shared campus.
- A range of ecological features, including tree corridors, on the shared campus, while not protected by statute, are worthy of preserving.



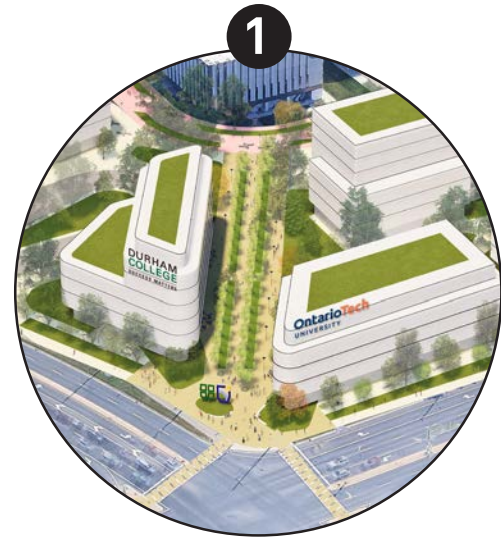
11. Shared Campus Gateway Development

The first step in realizing the updated Campus Master Plan vision will be to clearly establish the corner of Simcoe Street North and Conlin Road as a dynamic and welcoming front door to the shared Durham College/Ontario Tech campus. Mixed-use facilities serving this gateway might also attract private-sector funding, making this development a practical priority financially, as well as strategically.

A bus loop on the west side of Simcoe Street between the new A-2 building and Founders Gate will help transform Founders Drive into an accessible byway that prioritizes walking and cycling, while still accommodating service and emergency vehicles.

Gateway transformation will also benefit from a shift of street and surface parking to an expanded lot flanking the Campus Ice Centre. As the shared campus expands, well-screened new parking areas may be required on the west side of Oshawa Creek.

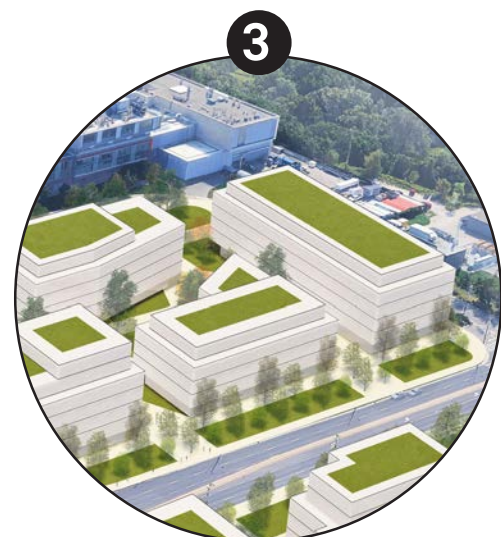
In time, a parking structure may also be required on the current Founders 2 surface parking lot.



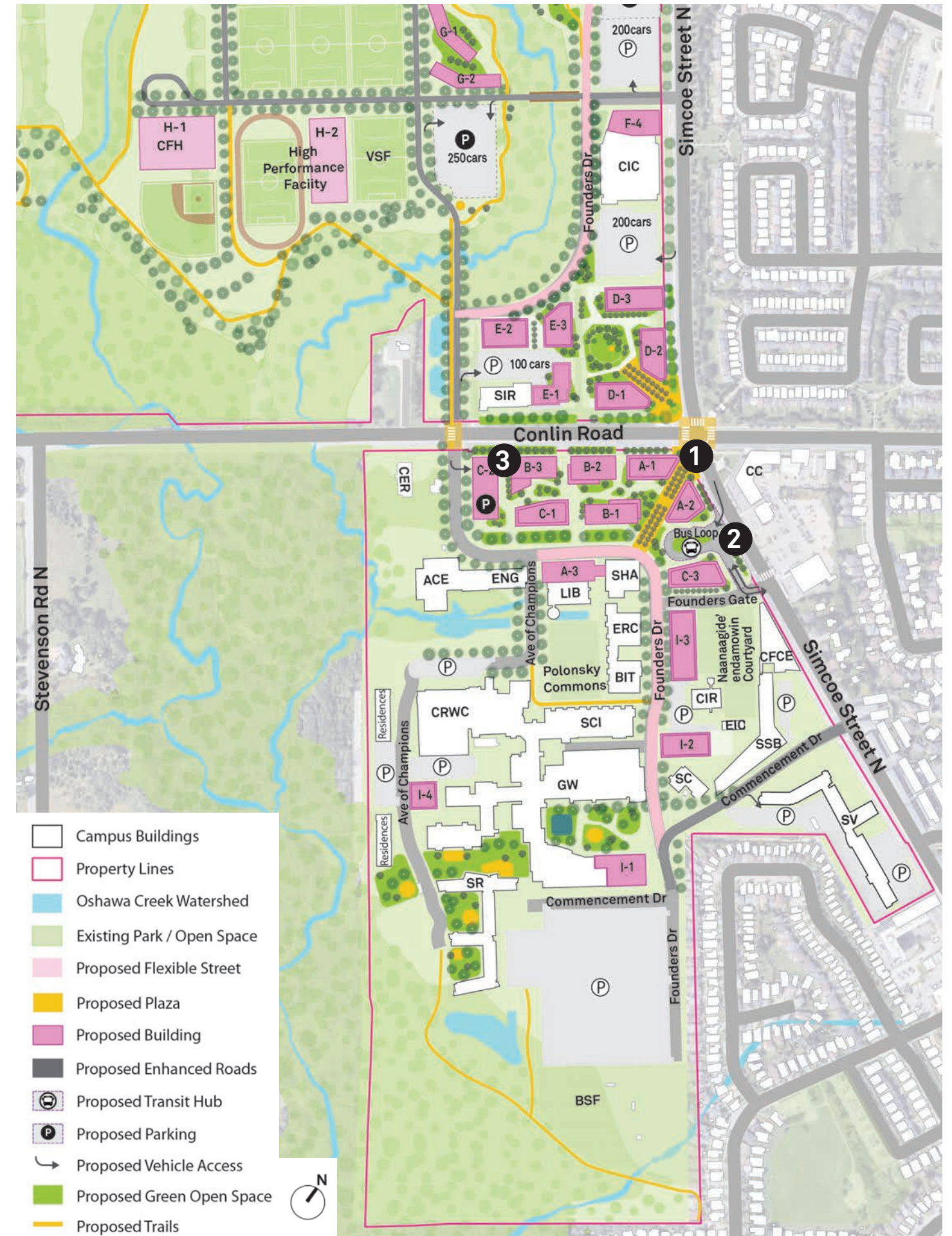
Dynamic and welcoming entrance into campus



A new bus loop



Campus expansion and redevelopment of surface parking lots





Shared Campus Gateway, Southwest View



Shared Campus Gateway, Northwest View

12. Expansion Planning

As shown on the plan (p. 31), there is a potential for the development of five new buildings north of Conlin Road and 15 new buildings south of Conlin Road. In the first phase, the best and most immediate opportunity exists right at the corner of Conlin Road and Simcoe Street North. In addition to being an ideal location for a prominent shared-campus gateway, development can also proceed quickly on a corner that is covered by surface parking that currently blurs the campus boundary and can be easily repositioned north of Conlin Road.

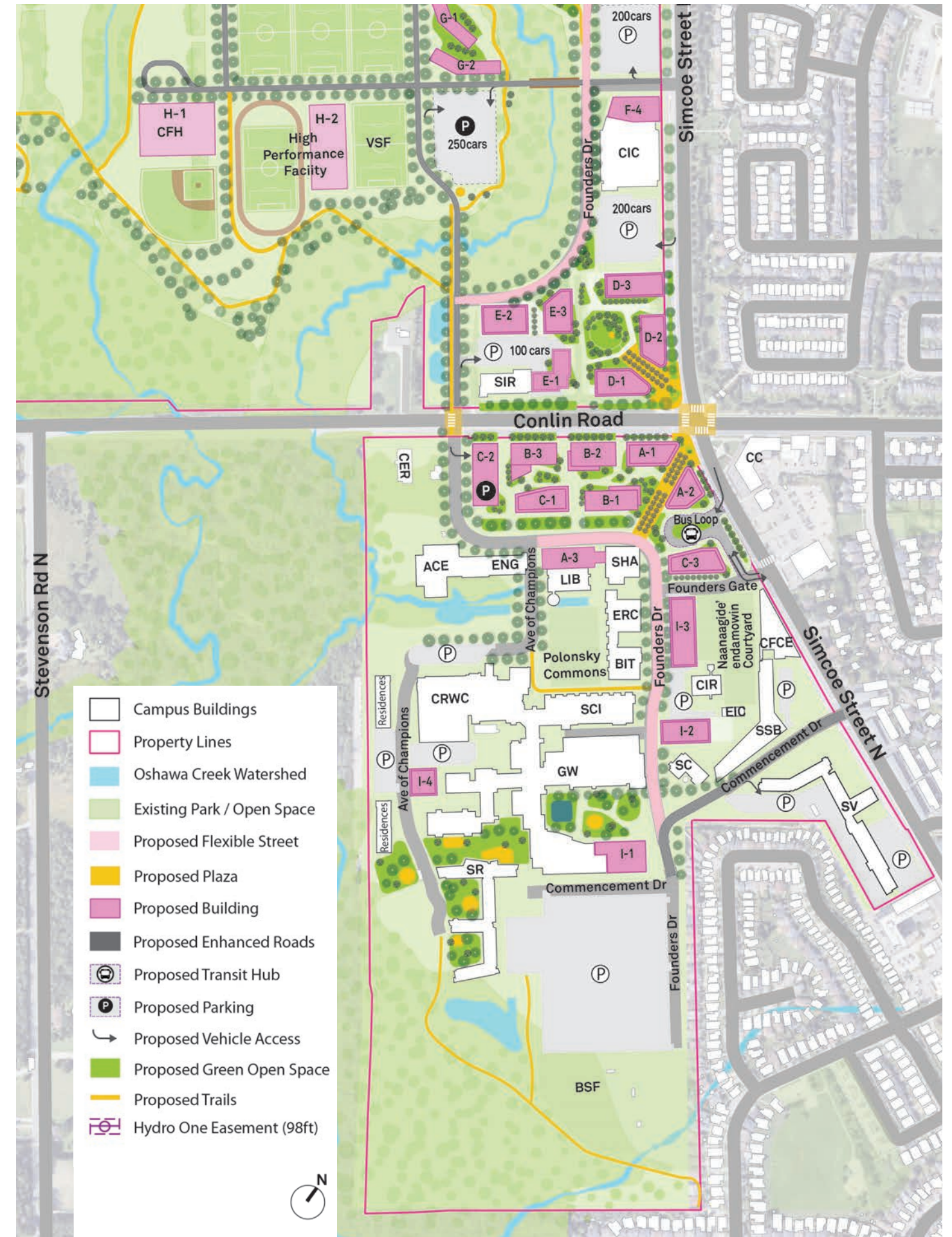
Beginning on that corner, and assuming an average gross floor area of 100,000 square feet for each new academic or academic/mixed-use building, buildings A-1 and A-2 could add ~200,000 sq. ft. of needed space. A multi-modal connector beginning at Simcoe Street North and Conlin Road and crossing Founders Drive could then provide a functional and ceremonial promenade to the Polonsky Commons entryway at Shawenjigewining Hall.

Subsequent Expansion Opportunities

Anchored by the new gateway, the shared campus could next build out the bus loop on the south side of A-2, adding density that would make both academic and partner facilities more efficient and functional, facilitating access and walkability. Two other buildings (B-1 and I-2) could add another 200,000 sq. ft., and a third phase (A-3 and I-1) could add 200,000 sq. ft. more.

In addition to this 600,000 sq. ft. of new space, there would remain at least 4 million sq. ft. of development potential within the shared North Oshawa Campus, as well as about 83 acres (34 hectares) of endowment lands (described in the next section) that could be monetized to create endowment wealth and introduce activities and uses that complement the mission, vision and operational efficiency of both Durham College and Ontario Tech.

A large scale athletics precinct could evolve over time with a combination of playing fields, a high performance facility, a relocated Vaso's Field, and parking.



Expansion: Phase 1

Phase 1 features the essential building blocks to establish the Shared Campus Gateway at Simcoe Street North and Conlin Road, reinforcing the idea of an outward-facing shared campus that welcomes and engages the larger community. The gateway includes gathering spaces, public art, and physical and visual connections to ground-floor amenities, through generous access points and expansive windows. The southerly building will also anchor and help frame a new bus loop.

Mixed-use buildings may include a variety of amenities, such as student services, campus life facilities, retail, personal services, and cafes or restaurants. Establishments with street-level entrances (to both institutions) will welcome and accommodate the campus population and the broader community. Ideally, active ground-floor uses will function through extended periods of the day.

The first phase of the Campus Gateway includes:

- 1 Two new buildings at the southwest corner of Conlin Road and Simcoe Street North (A-1 and A-2 = 240,000 sq. ft.)



- 2 A bus loop adjacent to A-2.
- 3 Transition of Founders Drive north of Founders Gate into a flexible street that prioritizes pedestrian movement and accessibility while preserving access for emergency and service vehicles.
- 4 Removal of as many as 400 parking spaces in Founders Lot 2.
- 5 Construction of 350 new parking spaces north of Conlin Road.
- 6 Expansion of Campus Ice Centre.
- 7 New student residences.
- 8 New Campus Trail.

The extent and timing of parking changes will depend on the provision of new public transit and active transportation options, and on the success of transportation demand management. The update considers two scenarios:

- Reduce parking supply in anticipation of increased transit.
- Maintain parking supply at the 2015 Campus Master Plan ratio of 0.21 space/FTE student.

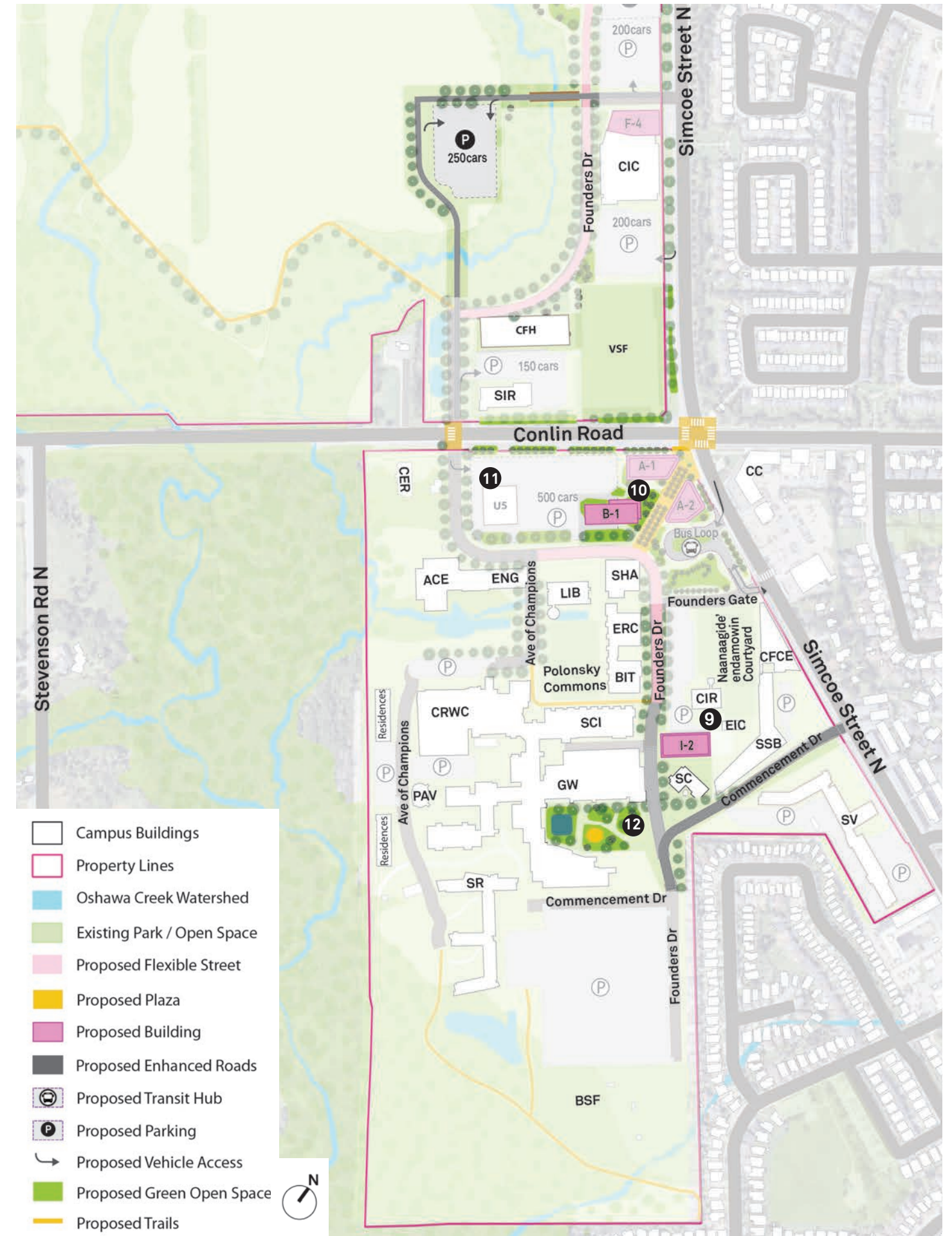


Expansion: Phase 2

Phase 2 of the Shared Campus Gateway includes two new buildings adjacent to Founders Drive (I-4 and B-1 = 200,000 sq. ft.):

- 9 I-2 will be an extension of the Student Centre (SC) or Centre for Innovation and Research (CIR) on the east side of Founders Drive.
- 10 B-1 will be situated in what is currently the Founders 2 parking lot.

- 11 As B-1 is being developed, the U5 temporary portable building will be removed from the Founders 2 parking lot, creating ~100 parking spots and reducing the need to further expand parking north of Conlin Road.
- 12 The bus loop on Commencement Drive will convert to a central landscaped open space.

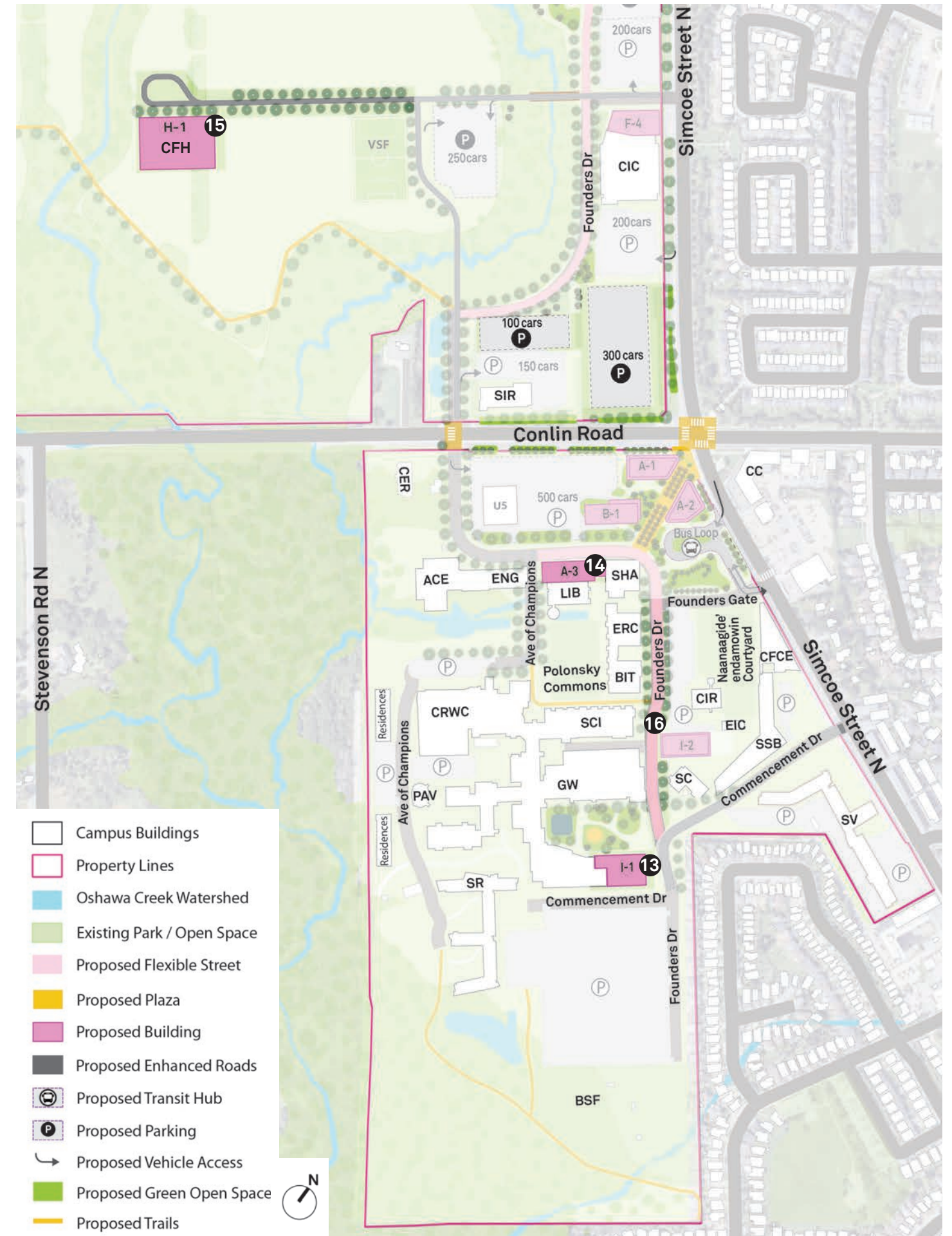
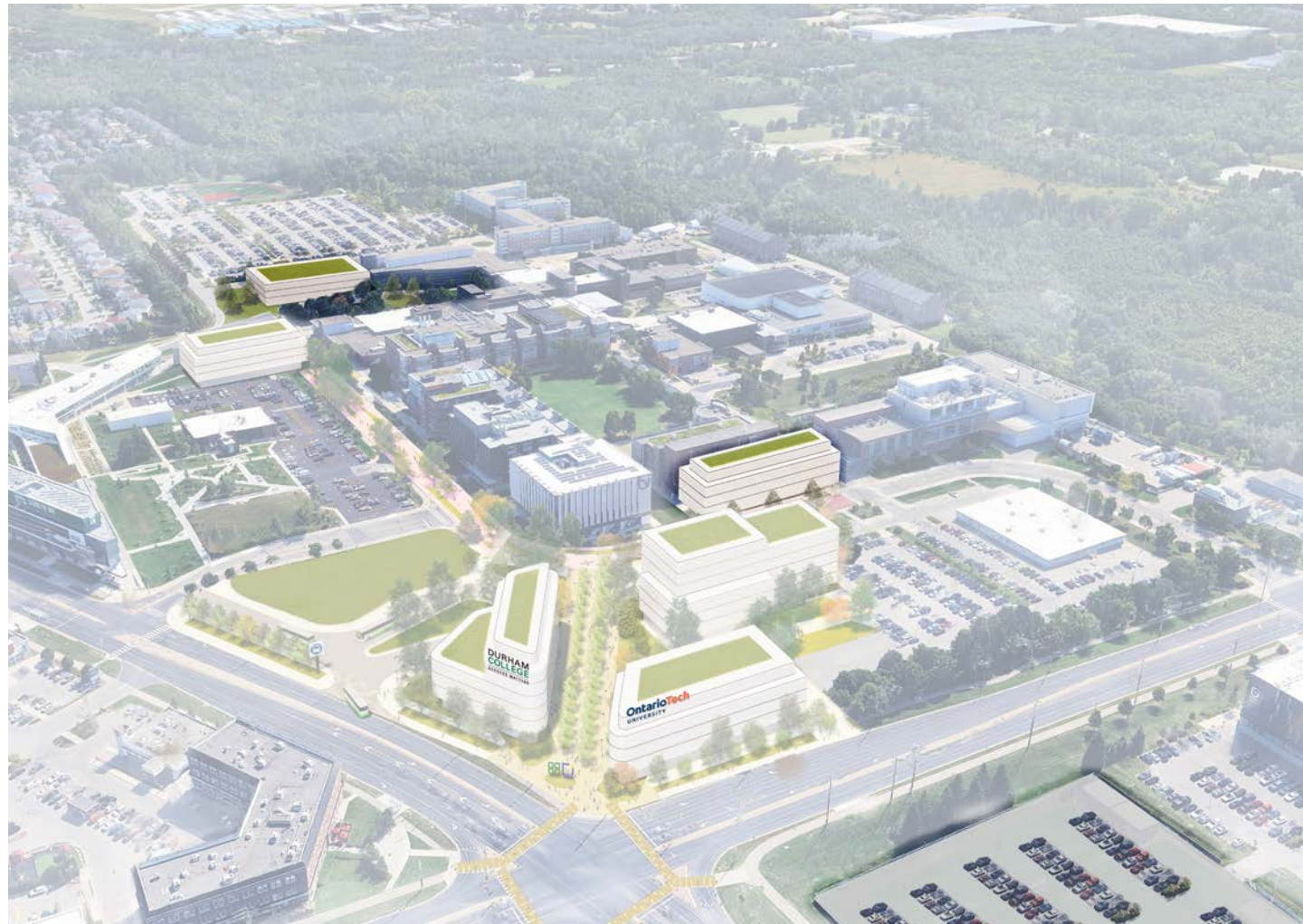


Expansion: Phase 3

Phase 3 of the Shared Campus Gateway includes two new buildings (I-1 and A-3 = 200,000 sq. ft.) immediately southeast of Conlin Road and Simcoe Street North, and, potentially, a parking structure on the northeast corner of the Founders 2 surface parking lot:

- 13 I-1 will be an extension to the south wing of the Gordon Willey Building (SW) immediately north of Commencement Drive.
- 14 A-3 will be situated north of, and immediately adjacent to, the library.

- 15 Vaso's Field and Field House will be relocated, ideally to a location west of Oshawa Creek, with pedestrian and/or vehicular connections to Conlin and/or Simcoe. This will make room for as many as 400 transitional surface parking spaces, in addition to those adjacent to the Ice Centre.
- 16 Once the new bus loop is in operation, the pedestrian-priority/flexible-street condition on Founders Drive can be extended south of Founders Gate.

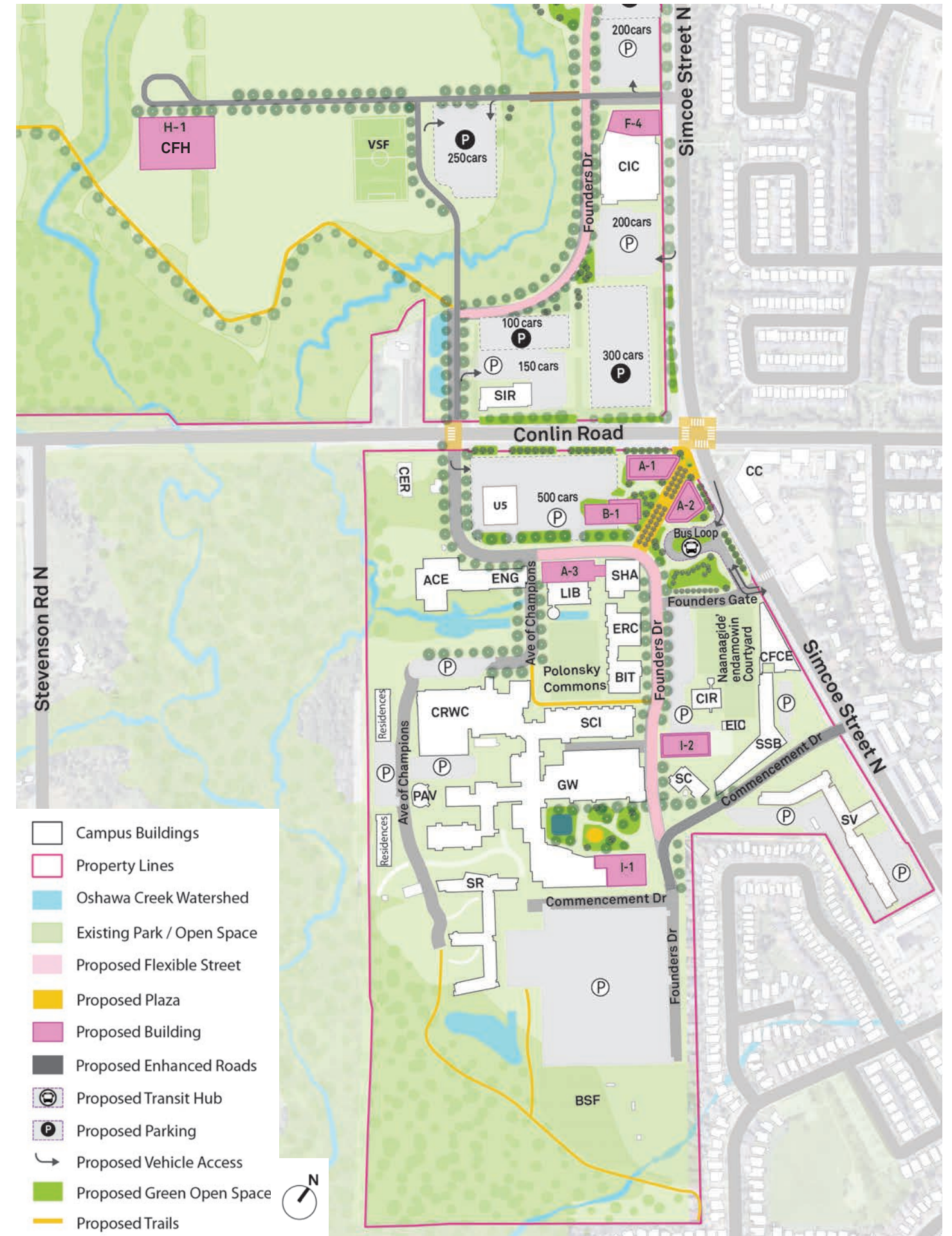


Expansion: Phases 1-3

This plan shows the Shared Campus Gateway upon completion of the three development phases, with: six new buildings totalling approximately 600,000 square feet of new academic space; the relocated Vaso's Field; and, replacement parking east of Oshawa Creek.



Shared Campus Gateway, Southwest View



13. Founders Drive

Converting Founders Drive into a flexible, pedestrian-oriented street that maintains service and emergency vehicle access, will help establish the Gateway as a welcoming, broadly accessible front door to the shared campus.

The street will be a low-speed, low-traffic environment with enhanced crossings that prioritize safety and reduce friction among users. Gateway features, placed at transition zones into the campus, can also provide visual and physical cues to vehicles and pedestrians that they are entering or exiting a shared space.



Aerial view of Founders Drive



Buildings facing onto Founders Drive



Flexible Street, Brook McIlroy rendering

14. Transportation and Open Space Framework

The shared campus lands will promote a connected open space and transportation network that enhances the health and well-being of the campus community. The campus will leverage its proximity to the Oshawa Creek watershed and natural setting with key initiatives such as:

- Enhancing and preserving tree lines and forested natural areas while also extending the tree canopy throughout campus and preserving carbon sink.
- Enhancing open spaces and trail systems that respond to both institutions' desire for improved pedestrian mobility, recreational and learning opportunities, and increased outdoor social and teaching spaces.
- Continue with the integration of robust landscaping best practices, rain gardens, bioswales, medicine gardens, indigenous vegetation, and year-round activities.
- Creating central green spaces and enhancing existing campus courtyards to better animate the public realm.
- A segment of Founders Drive will be converted into a flexible street that restricts general vehicle access while allowing for emergency and service vehicles.
- Gateway features will be placed at key locations to provide visual and physical cues to vehicles, pedestrians, and cyclists that they are entering into a campus environment.
- A bus loop has been identified north of Founders Gate.
- New connections to Britannia Avenue West, Simcoe Street North, and Conlin Road.



15. Shared Campus Build-out Potential

When the institutions grow beyond the capacity of the new Simcoe and Conlin Gateway, there will still be 4 million square feet of development potential north and south of Conlin Road, perhaps requiring amendment, accommodation, or renegotiation of the Windfields Farm restrictive covenant.

Key to the success of future campus growth will be the principle of incremental expansion. By filling in spaces between buildings before leapfrogging to sites farther afield, Durham College and Ontario Tech will be able to develop and preserve a compact, convenient, and efficient pedestrian-oriented campus community. Respecting height limitations imposed by the Oshawa Executive Airport, a mid-rise built form is also ideal to create and frame courtyards and other public areas. Flexible collaboration spaces and transitional ground-floor amenities can then respond to and spill out into the adjacent public realm, animating the streetscape. A well-defined built form can reinforce campus edges.

In all cases, new developments should:

- Take advantage of clean-energy production, low-carbon technology, and resilient utility infrastructure.
- Support and make room for diverse art forms in interior and exterior spaces.
- Include Indigenous communities, groups, and artists in collaborative design processes, incorporating Indigenous imagery, languages, and placemaking.



16. Endowment Lands

The lands southwest of Simcoe Street North and Britannia Avenue West are highly visible and accessible, presenting significant opportunity to attract large-scale complementary uses/activities that build upon the presence, reputation, and programming offered by Durham College and Ontario Tech.

Similarly, the lands east of Windfields Farm offer opportunities for users who can benefit from and contribute to the core mission of the two institutions.

Infrastructure investments in roads, bridges and other services will be needed, especially for the lands south of Windfields Farm; it will therefore be optimal to identify users who can contribute to infrastructure development.

Taken together, these endowment lands comprising 83 acres (34 hectares), constitute an opportunity to generate endowment wealth to support the institutions' core mission.

While long-term land leases are recommended for the non-academic use of the endowment lands, there may be parcels, such as the Thornton industrial lands, that could be considered for outright sale.

Beyond the five areas described in the Development Framework (Item 10), the shared Durham College/Ontario Tech campus includes an additional 83 acres (34 hectares) of endowment land that will become increasingly valuable: as a source of sustainable revenue to support the institutions' mission; and, as a critical canvas for community building in North Oshawa.

This land may support complementary uses including: research and development space; a major sports complex; a hotel, conference/convocation centre; health and wellness facilities; and, a transit hub along Britannia Avenue West. Additional or replacement institutional parking can be accommodated as required.



17. Moving Forward

Building on the 2015 Campus Master Plan, this update seeks to deliver a shared Durham College/Ontario Tech campus that is more accessible, sustainable, and efficient – one that is welcoming and responsive to the larger community and takes full advantage of the extraordinary natural beauty of the Oshawa Creek watershed.

In the critical implementation stages to come, it's recommended that the two institutions, working together:

- Update the current land-sharing agreement to reflect the Vision and Principles of this Campus Master Plan update.
- Continue to work collaboratively, with representation from Durham College and Ontario Tech University, to plan the next suite of buildings, including initial design development and required servicing.

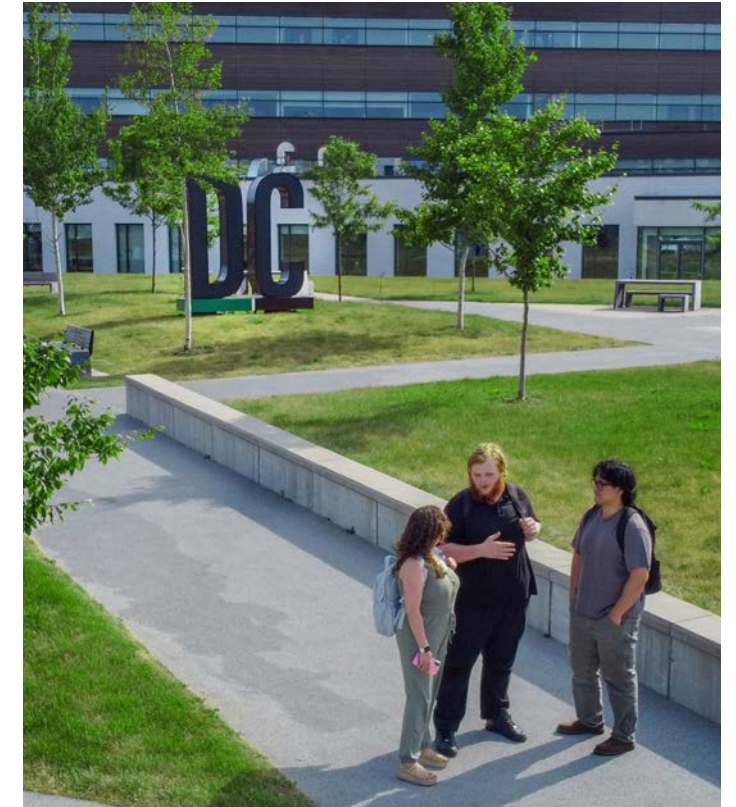
- Assess all major development proposals against this plan's guiding principles.
- Engage relevant stakeholders when considering significant campus changes.
- Keep the plan current, updating its details and elements as circumstances change.



18. Monitor and Review

The Durham College and Ontario Tech University Shared Campus Plan Update provides a flexible framework to guide design and development decisions about buildings, open spaces, mobility, and urban design on the shared campus. As both institutions grow and change, periodic reviews of this plan will be necessary; at a minimum, a 10-year review is essential.

Successful implementation will also require the preparation of site-specific design guidelines prior in the first stage, as well as community and stakeholder engagement and consultation whenever major changes and updates are proposed.



19. Potential Scope for Future Shared Campus Development

Zone A

Building	Footprint (ft ²)	# Floors	GFA (ft ²)
A-1	20,300	5	100,000.00
A-2	12,000	5	110,000.00
A-3	15,600	5	80,000.00
Total GFA:			290,000

Zone B

Building	Footprint (ft ²)	# Floors	GFA (ft ²)
B-1	21,200	5	110,000.00
B-2	21,500	5	110,000.00
B-3	20,700	5	100,000.00
Total GFA:			320,000

Zone C

Building	Footprint (ft ²)	# Floors	GFA (ft ²)
C-1	21,200	5	110,000.00
C-2 *	27,100	5	140,000.00
Parking Structure not included in the GFA			
C-3	21,500	6	130,000.00
Total GFA:			240,000

Zone D

Building	Footprint (ft ²)	# Floors	GFA (ft ²)
D-1	22,800	5	110,000.00
D-2	22,900	5	110,000.00
D-3	24,300	5	120,000.00
Total GFA:			350,000

Zone E

Building	Footprint (ft ²)	# Floors	GFA (ft ²)
E-1	17,300	5	90,000.00
E-2	20,900	5	100,000.00
E-3	20,300	5	100,000.00
Total GFA:			290,000

Zone F

Building	Footprint (ft ²)	# Floors	GFA (ft ²)
F-1	18,600	5	90,000.00
F-2	20,600	5	100,000.00
F-3	24,400	5	120,000.00
F-4	20,500	3	60,000.00
Total GFA:			380,000

Zone G

Building	Footprint (ft ²)	# Floors	GFA (ft ²)
G-1	18,600	5	90,000.00
G-2	16,100	5	80,000.00
Total GFA:			170,000

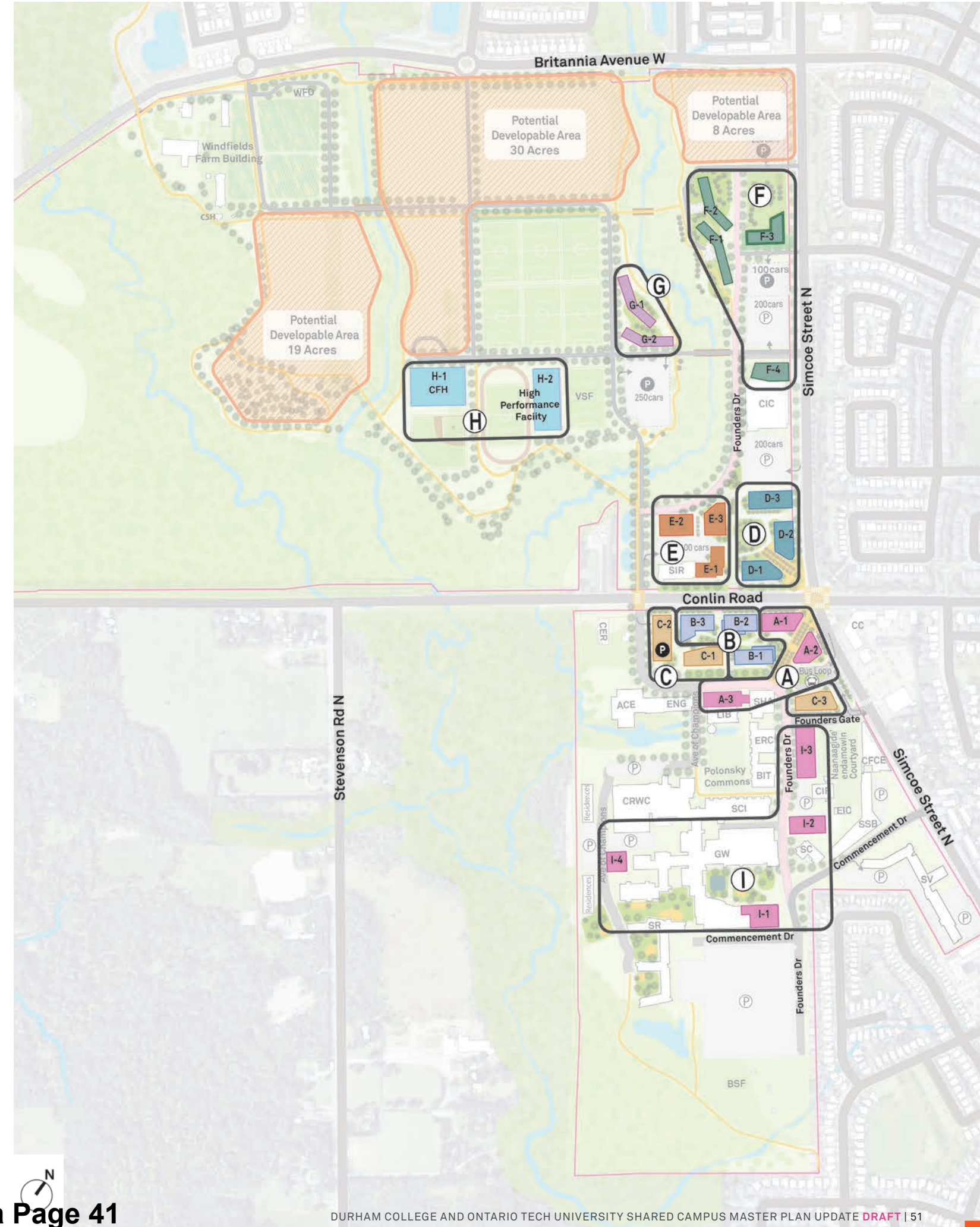
Zone H

Building	Footprint (ft ²)	# Floors	GFA (ft ²)
H-1	67,800	1	70,000.00
H-2	53,100	5	270,000.00
Total GFA:			330,000

Zone I

Building	Footprint (ft ²)	# Floors	GFA (ft ²)
I-1	23,200	5	120,000.00
I-2	20,100	5	100,000.00
I-3	31,000	5	160,000.00
I-4	10,800	5	50,000.00
Total GFA:			370,000

Total Zones GFA: 2,740,000





**PUBLIC REPORT OF THE GOVERNANCE REVIEW COMMITTEE
TO THE DURHAM COLLEGE BOARD OF GOVERNORS FOR CONSIDERATION AT
ITS PUBLIC MEETING HELD ON APRIL 8, 2026**

BACKGROUND

The Governance Review Committee met via videoconference on March 9, 2026.

SUMMARY

1. Approval of Previous Minutes – January 12, 2026

The Committee reviewed and approved its minutes from the January 12, 2026, Governance Review Committee meeting.

2. Board Policy for Review: Committee Terms of Reference

The Committee received a report from the President presenting proposed changes to Board Policy: Committee Terms of Reference that reflected the merger of the Governance Review and Nominating Committees and a reorganization of tasks between the Committees to align with mandates and to streamline work.

A discussion ensued about key edits, including:

- Clarifying that the Executive Committee must recommend to the Board the composition and terms of reference of a Presidential Search Committee (Section 2.1(a)). The Committee requested an amendment to this clause to read ‘To recommend the composition and terms of reference of a Presidential Search Committee to the Board, as required’.
- The words ‘to be informed’ as it relates to the Executive Committee’s role in reviewing potential public-private partnerships (Section 2.1(i)). The Committee requested an amendment to this clause to read ‘To be consulted on any potential private-public partnerships’.

- The Executive Committee's role in recommending the title of 'President Emeritus' in conjunction with the established Board policy (Section 2.1(j)). The Committee requested an amendment to this clause to strike out the words 'after following the process outlined in Board policy'.
- The approval of Governor's expenses claims (Section 3.1(e)) and whether the Board needed to approve an expense if it was allowable under the College's policies and approved in advance. The Committee requested that this clause be struck from the policy.
- Whether the meetings of the new Governance and Nominating Committee should be strictly in-camera (Section 4.5). The Committee requested an amendment to this clause to read 'All meetings will be held in two parts: public and in-camera'.
- The membership composition of the Committees and whether there should be an at-large Governor on the Executive Committee, as well as the balance between Internal and External Governors on a Committee. The Committee decided to recommend that the membership of the Executive Committee remain at five (Board Chair, Board Vice Chair, President, and the two Committee Chairs), noting the Board Vice Chair would only serve on the Executive Committee. The membership of the other two Committees would be set at nine and would include the Board Chair, President, and seven other Governors appointed by the Board.

It is recommended that the following resolution be passed.

RESOLVED:

That Board Policy: Committee Terms of Reference be approved as amended and come into effect on September 1, 2026.

3. Board Retreat Feedback

The Committee engaged in a conversation about the recent Board retreat and the feedback received. Members agreed the retreat was very successful overall, with strong appreciation for the small-group discussions and the meaningful risk conversation. A few minor comments suggested that the session with K. Steele could have been better integrated into the broader discussions. The Committee noted that only seven people responded to the survey, and members agreed it would be helpful for the Chair of the Governance Review Committee to send a follow-up message encouraging additional responses.



The group also reflected on the timing of future retreats. Several members expressed interest in holding the retreat earlier in the Board year to support onboarding and help governors connect and build rapport sooner. Members noted that while events like the Higher Education Summit and Hail and Farewell offer connection points, an additional fall social event or informal activity could help new and returning governors build rapport. The Committee agreed there was value in creating more opportunities for the Board to build cohesion throughout the year.

**Respectfully submitted,
Kwende Thomas, Chair, Governance Review Committee**

View all supporting material from this meeting by clicking [here](#).

POLICY TYPE: Governance Process
POLICY TITLE: Committee Terms of Reference
EFFECTIVE DATE: September 2026

In this policy, unless otherwise defined herein or the context requires otherwise, words have the same meaning as they do in the Definitions Schedule to By-law No. 1 of the College.

1. COMMITTEE PRINCIPLES

- 1.1 A Committee shall conduct its affairs in accordance with By-law No. 1, Board policies, and relevant College policies.
- 1.2 Subject to Section 2, except as specifically provided for in By-law No. 1, a policy, or a resolution of the Board:
 - (a) a Committee cannot make a decision that binds the Board or the College.
 - (b) a Committee may not speak or act for the Board; and
 - (c) a Committee does not have authority over College Employees or operations.
- 1.3 The Board shall review and approve all actions taken at each Committee meeting, and an information report outlining the Committee's recommended actions for approval shall be presented at the next regular Board meeting following the meeting of a Committee.
- 1.4 The Board shall appoint the members of the Committees who shall hold office at the pleasure of the Board.
- 1.5 Every Governor shall be appointed to a minimum of one (1) Committee.
- 1.6 Internal Governors are permitted to serve as Vice Chair of a Committee; however, they cannot be appointed as Chair of a Committee.
- 1.7 Unless provided otherwise, the term of appointment to a Committee is one year, and Committee members, including the Chair and Vice Chair of a Committee, can serve successive terms.

- 1.8 A Governor not appointed to a specific Committee may attend meetings of that Committee as a guest. This provision does not extend to Internal Governors, who are not permitted to attend meetings of the Executive Committee. Governors attending as a guest are permitted to participate in the discussion but are not entitled to vote on any matter.
- 1.9 The Board supports the attendance of College Employees at its Committee meetings as deemed appropriate by the President. When attending as a guest, a College employee is invited to join the meeting but is not entitled to participate in the discussion unless requested by the Committee.
- 1.10 Committees shall act in support of the College's purpose, values, and strategic vision.

2. EXECUTIVE COMMITTEE

- 2.1 The Board shall establish an Executive Committee. Subject to Section 2.4 and the direction of the Board, the terms of reference of the Executive Committee are:
 - (a) To recommend the composition and terms of reference of a Presidential Search Committee to the Board, as required.
 - (b) To manage the presidential reappointment process and to recommend any changes to employment terms.
 - (c) To annually review the President's performance after reviewing the established criteria outlined in Board policy, including receipt of the President's annual compliance report and input from the Board.
 - (d) To annually review the salary changes for all administrative Employees, after considering the recommendations from the College Employer Council.
 - (e) To be informed of organizational changes affecting the Executive Leadership Team and Employees with a direct reporting relationship to the President.
 - (f) To review and set the agendas for Board meetings, in accordance with the Board's work plan and relevant Board policies.
 - (g) To annually conduct an evaluation of the Board and review the results to recommend what actions, if any, should be implemented to improve the Board's effectiveness.

- (h) To be informed of any major legal actions that may impact the Board's work, the Executive Leadership Team, or the College's reputation.
- (i) To be consulted on any potential private-public partnerships.
- (j) To recommend the conferring of the title "President Emeritus".
- (k) To act on behalf of the Board in any matter which may arise, subject to Board approval at the next meeting of the Board:
 - (i) requiring such prompt attention that it is not practical to convene a special meeting of the Board; or
 - (ii) during periods when a quorum of the Board cannot be obtained.
- (l) To exercise the powers of the Board in respect of such matters as the Board may refer to it from time to time.

2.2 **Membership**

The membership of the Executive Committee shall consist of:

- (a) The Chair of the Board.
- (b) The Vice Chair of the Board, who will be the Chair of the Executive Committee.
- (c) The Chair of the Audit and Finance Committee.
- (d) The Chair of the Governance and Nominating Committee.
- (e) The President.

The Board will appoint the Vice Chair of the Committee.

Internal Governors are not eligible to be appointed as a member of the Executive Committee.

The Board Secretary shall be entitled to attend meetings of the Executive Committee and shall act as a resource of the Executive Committee.

2.3 Meetings

Meetings shall be held as established by the schedule referred to in Section 18 of By-law No. 1 or at the request of the Chair of the Executive Committee. All meetings will be held in-camera.

2.4 Non-Delegable Matters

The Executive Committee shall not have any of the following powers:

- (a) To appoint Governors.
- (b) To appoint the auditor of the College.
- (c) To issue debt obligations except as authorized by the Board.
- (d) To approve financial statements in place of the Board.
- (e) To adopt, amend or repeal By-laws.

3. AUDIT AND FINANCE COMMITTEE

3.1 The Board shall establish an Audit and Finance Committee. Subject to the direction of the Board, the terms of reference of the Audit and Finance Committee are:

- (a) To oversee the audit process, including recommending the independent auditor and reviewing: audit fees, audit scope of work, annual audited financial statements, and management letter.
- (b) To review the annual operating and capital budgets and to receive regular monitoring reports against the approved budgets.
- (c) To monitor risk through the annual risk register and to receive an annual update on the College's information security framework.
- (d) To review contracts where Board approval is required under the College's Schedule of Authority policy. Nothing in this policy prevents a contract from going directly to the Board, if necessary, due to timing or other constraints.
- (e) To oversee College financial practices, reporting processes, systems of internal control, and review appropriateness of existing College accounting policies, disclosures, and reserves.
- (f) To receive progress reports on all major capital projects.
- (g) To receive the annual College investment report.

- (h) To oversee long-term investments (endowments) and to receive reports from the wealth managers.
- (i) To investigate any financial matter brought to its attention by the Board Chair or President.
- (j) To perform such other oversight functions as may be assigned to the Committee by the Board.

The Committee shall fulfill its responsibilities consistent with Board and institutional policy, financial literacy and the Canadian Public Sector Accounting Standards (PSAB) for government not-for-profit organizations.

3.2 Membership.

Subject to Section 3.3, the membership of the Audit and Finance Committee shall consist of:

- (a) The Chair of the Board;
- (b) A minimum of seven (7) other Governors appointed by the Board; and
- (c) The President.

3.3 The Board will appoint the Chair and Vice Chair of the Committee. At least one member of the Committee shall have accounting or related financial experience. A majority of the Audit and Finance Committee members must not be Officers or Employees of the College or of any of its affiliates.

3.4 The Board Secretary and Treasurer shall be entitled to attend meetings of the Audit and Finance Committee and shall act as a resource of the Audit and Finance Committee.

3.5 The auditor of the College is entitled to notice of the time and place of any Audit and Finance Committee meeting.

3.6 Meetings

Meetings shall be held a minimum of four (4) times per year, as established by the schedule referred to in Section 18 of By-law No. 1 or at the request of the Chair of the Board, the Chair of the Committee, or at the direction of the Board. All meetings will be held in-camera.

4. GOVERNANCE AND NOMINATING COMMITTEE

- 4.1 The Board shall establish a Governance and Nominating Committee. Subject to the direction of the Board, the terms of reference of the Governance and Nominating Committee are:
- (a) To oversee the recruitment process for external Board vacancies and to recommend potential appointments, following the processes outlined in relevant Ministry Binding Policy Directives and Board policies. Before any recruitment is launched, the Committee shall review the Board's skills matrix to identify needs and ensure alignment.
 - (b) To oversee the reappointment process for External Governors, following the process established in Board policy.
 - (c) To ensure the election of the Chair and Vice Chair of the Board occurs in accordance with Board policy.
 - (d) To oversee the implementation of the procedures set out in By-law No. 4, which regulates the election of Internal Governors. This Committee will serve as the Electoral Committee during an election, and the Chair of this Committee will be the Chair of the Electoral Committee.
 - (e) To annually recommend the membership of the Board's Committees, considering criteria such as the skills and experience required to advance the work of the Committee, succession and leadership development, and expressed preferences.
 - (f) To review each By-law and each Board policy at least once every five (5) years and more often where: (i) otherwise required by a review schedule prescribed in the policy, (ii) the By-law or policy is affected by new legislation, Directives or rules, or (iii) is otherwise appropriate.
 - (g) To plan the annual Board retreat.
 - (h) To support the Board's mentorship program.
 - (i) To consider and recommend the attendance of Governors at relevant sector-related conferences and training opportunities.
 - (j) To review matters referred to it by the Board to ensure the Board's governance practices are effective.

4.2 Membership

The membership of the Governance and Nominating Committee shall consist of

- (a) The Chair of the Board;
- (b) A minimum of seven (7) other Governors appointed by the Board; and
- (c) The President.

4.3 The Board will appoint the Chair and Vice Chair of the Committee.

4.4 The Board Secretary shall be entitled to attend meetings of the Governance and Nominating Committee and shall act as a resource of the Nominating Committee.

4.5 Meetings

Meetings shall be held a minimum of four (4) times per year, as established by the schedule referred to in Section 18 of By-law No. 1 or at the request of the Chair of the Board, the Chair of the Committee, or at the direction of the Board. All meetings will be held in two parts: public and in-camera.

5. GENERAL

5.1 Minutes shall be kept for all Committees to comply with the Board's legal requirements, which will be made available, upon request, for inspection by any current Governor.

5.2 Any Committee may meet for the transaction of business, adjourn and, except as provided in Board By-laws, policies or the resolution establishing the Committee, regulate its meetings as it thinks fit. Motions arising at any meeting of a Committee shall be decided by Ordinary Resolution. In the case of an equality of votes, the chair of the meeting shall have a second or casting vote.

5.3 Section 19 of By-law No. 1 (Conflict of Interest) applies to Committees.

5.4 Quorum:

- (a) A quorum for each Committee consists of a simple majority of the voting members (half plus one).
- (b) Only Governors listed as members of the Committee may make motions and vote at Committee meetings.

- (c) When a Governor declares a conflict of interest at a Committee meeting, the quorum shall be a majority of the remaining Governors.

6. MONITORING

As part of its annual self-evaluation, the Board will review the effectiveness of its Committees and recommend any changes to structure, format, or policy to the Executive Committee.

7. RELATED LEGISLATION, MINISTER'S BINDING POLICY DIRECTIVES AND OTHER DOCUMENTS

- 7.1 Durham College By-law No. 1
- 7.2 Ministry's Binding Policy Directive – Governance and Accountability

Report Number: BOG-2026-18

To: Board of Governors

From: Dr. Jean Choi, vice president, Academic & Students

Date of Report: March 17, 2026

Date of Meeting: April 8, 2026

Subject: Major Program Change – Program Title Change to the Honours Bachelor of Behavioural Science Degree Program

1. Purpose

To obtain approval from the Durham College Board of Governors for a major program change for the Honours Bachelor of Behavioural Science (HBBS) four-year baccalaureate degree program.

2. Recommendation

It is recommended to the Durham College Board of Governors:

That based on Report BOG-2026-18, the program title of the Honours Bachelor of Behavioural Science four-year baccalaureate degree, offered through the Faculty of Social and Community Services, be changed to Honours Bachelor of Applied Psychology – Behaviour Analysis.

3. Background

The HBBS program received consent from the Ministry of Colleges, Universities, Research Excellence and Security, effective January 12, 2026, for a period of seven years. As part of the consent renewal process, a Program Evaluation Committee (PEC), a third-party review and evaluation committee, engaged in a comprehensive review of the program in alignment with standards established by the Postsecondary Education Quality Assessment Board. In their final report dated September 9, 2025, the PEC determined that while “the program nomenclature accurately portrays the nature of the degree... the institution should ensure that applicants and students are aware of the Applied Behaviour Analysis (ABA) focus of the program, including scope of practice in relation to recent legislative changes in Ontario (2024)”.

As of July 1, 2024, Behaviour Analysts in Ontario have become a regulated health profession under the College of Psychologists and Behaviour Analysts of Ontario (CPBAO). This change was enabled by the *Psychology and Applied Behaviour Analysis Act, 2021*, which expanded the CPBAO's mandate to formally include the practice of ABA. As a result, individuals who wish to practice as Behaviour Analysts or use the title must now be registered with the College, aligning the profession with other regulated health disciplines in the province. This regulatory change recognizes ABA as a formal health profession in Ontario. Therefore, students who are graduating from our program will be supervised by Registered Behaviour Analysts. Their work will be implementing ABA based programming that meets the Standards of Professional Practice set out by CPBAO.

As result, in consultation with the program faculty and the Program Advisory Committee, the nomenclature revision to Applied Psychology - Behaviour Analysis was proposed to support student clarity of the program's focus, align with the new CPBAO regulatory requirements, and better position students' pathway to graduate education.

As per the Ministry of Training, Colleges and Universities' Minister's Binding Policy Directive 3.0, Programs, Framework for Programs of Instruction, all programs of instruction with similar outcomes and credentials are to have the same title.

It is the role of the Durham College Board of Governors to ensure that programs of instruction are consistent with program standards where they exist and conform to the accepted college system nomenclature/program titling principles. We confirm that Durham College is in compliance with all Minister's Binding Policy Directives as noted above, for this program of instruction.

4. Discussion

Seven Ontario Colleges of Applied Arts and Technology (CAATs) offer a program under the MTCU codes 80719 (Behavioural Psychology) or 80720 (Behavioural Science); however, there is a range of program nomenclature reflected across the sector. Three CAATs offer the program under the Approved Program of Study title Honours Bachelor of Behavioural Psychology, two offer it as an Honours Bachelor of Behavioural Science, one offers it as an Honours Bachelor of Behavioural Analysis, and one as an Honours Bachelor of Applied Psychology.

DC proposes the name: Honours Bachelor of Applied Psychology – Behaviour Analysis for two reasons:

1. Alignment with recent legislative changes that combines Psychologists and Behaviour Analysts into one professional college; and,
2. Enhanced clarity on the focus on behaviour analysis in the program.

Supporting information regarding the legislative changes:

- [Detailed Analysis of the College of Psychologists and Behaviour Analysts' Council Proposed Changes](#)
- [Proclamation of the Psychology and Applied Behaviour Analysis Act, 2021 – CPBAO Public](#)

The proposed change does not alter the program learning outcomes (PLOs) or curriculum content, thereby requiring no additional resources or structural changes to the program. A full review and revision of the PLOs and program of study (POS) were previously completed in response to the PEC recommendations and planned name change. The curriculum revisions and revised POS were presented and endorsed at the Program Proposal Review Committee (PPRC) meeting on October 8, 2025, allowing for the completion of this next step.

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Vision/Business Plan

Durham College remains committed to delivering programs that anticipate and fulfill the evolving needs of students, the community, and industry, as outlined in Goal 1 – Future Focused, Objective 1.1. Updating program titles to more accurately reflect current terminology, industry standards, and student expectations enhances clarity for prospective applicants and strengthens alignment across the postsecondary sector. This strategic alignment not only improves program visibility and relevance but also positions the College more competitively in post-secondary education market.

Briefing Note to the Durham College Board of Governors

(recirculated from the December 10, 2025 Board meeting for context to Items 8.5 and 8.6)

Background

In March 2025, the assets of the Durham College (DC) Foundation folded into the College, making the Foundation a dormant entity. When considering the transfer of assets and wind down of the former DC Foundation Board of Directors, there were several discussions with the Governance Review Committee and the DC Board of Governors about what a new governance structure could look like. Ultimately, oversight of the long-term investment portfolio (endowments) was assigned to the mandate of the Audit and Finance Committee effective April 1, 2025.

Although dormant, the Foundation still must meet minimum requirements to keep its legal status, which requires the appointment of at least three directors and approving the audited financial statements (which going forward will be nil). At the time discussions of the transfer of assets were occurring, it was decided not to formally dissolve the entity until required by the Canadian Revenue Agency or until such time the College felt it was necessary.

In considering the minimum legal requirement to appoint three directors, it was recommended by the Governance Review Committee in May 2024 and ultimately approved by the Board in June 2024 that the directors of the Foundation would be the College President, Chair and Vice-Chair of the Audit and Finance Committee. With this new structure, a meeting of the Foundation Board of Directors and an Annual General Meeting (AGM) was held in May 2025.

However, following the May AGM, it was identified that the decision to link directorship appointments to the membership of the Audit and Finance Committee was problematic as the current terms of appointment do not align (there are incongruencies between the Foundation's by-laws, when committee appointments take effect on the Board of Governors and the Board's committee membership shuffles annually), resulting in appointments to the Foundation that may no longer be consistent with the original direction and intent. The timing of the annual cycles does not align.

For example, because the membership of the Audit and Finance Committee changed effective September 1, 2025, at the May AGM of the Foundation, the following resolution was passed, identifying partial terms of appointment:

Be it resolved that the following individuals be confirmed as the directors of the Corporation, with their term of appointment set opposite their respective names:

- *Elaine Popp (2025/04/01 to 2026/08/31) - Chair of the Board (Foundation)*
- *Ian Murray (2025/04/01 to 2026/08/31) – Vice Chair of the Board*

(Foundation)

- *Jim Brown (2025/04/01 to 2025/08/31)*
- *Brandon Bird (2025/09/01 to 2026/08/31).” CARRIED*

Additionally, as the Foundation is now a dormant entity with nil financial statements, there is no need to appoint members from the DC Board of Governors to the Foundation’s Board, and it adds a layer of complexity in terms of scheduling meetings and efficient use of Governor time. There is no oversight function required.

Following the Foundation’s AGM, when the inconsistencies were identified, management consulted with Borden Ladner Gervais (BLG), the law firm that initially assisted the College with the wind down of the former Foundation Board, to identify if the structure of the Foundation could be simplified to lighten the administrative coordination.

The advice from BLG was as follows:

We recommend simplifying the governance structure of the Foundation now that it is a dormant charity. Notably, we recommend changing the membership structure of the Foundation so that the College becomes the sole member of the Foundation. On an annual basis, the College can elect three directors to sit on the board of the Foundation. These directors can be three employees of the College (ideally, three employees that are familiar with the Foundation’s status) and the same individuals can be elected each year.

To implement this governance change, we will need to prepare the following:

- 1. an updated ONCA-compliant by-law for the Foundation which provides that the College is the sole member of the Foundation;*
- 2. written resolutions of the current directors of the Foundation to approve the updated by-law;*
- 3. written resolutions of the current members of the Foundation to confirm the updated by-law; and*
- 4. written resolutions of the current directors of the Foundation to confirm the issuance of the membership to the College.*

Going forward, you do not need to hold a meeting of the directors nor a meeting of the member each year. Instead, all decisions can be made by way of written resolutions. We can prepare the following template annual resolutions for the Foundation:

- 1. written resolution of the directors of the Foundation to approve the financial statements;*
- 2. written resolution of the member of the Foundation to confirm receipt of the financial statements, waive the audit requirement and elect the directors;*
- 3. written resolutions of the directors of the Foundation to appoint a Chair; and*
- 4. director consent for each director.*

The annual resolutions must be executed by September 30th each year (i.e., within 6 months of the year-end of the Foundation). They can be executed once the financial statements are prepared between April 1 and September 30. You will also need to prepare the Ontario annual return to be filed with the Ontario government and the Form T3010 Registered Charity Information Return to be filed with the Canada Revenue Agency by September 30.

Since the College will become the sole member of the Foundation, we recommend that the board of the College authorize an individual (such as, the College President) to make decisions on behalf of the College with respect to its membership in the Foundation and to sign all written resolutions of the member on behalf of the College. Accordingly, the annual written resolutions of the member noted above can be signed by that authorized individual and do not require the approval of the College board each year. The College board should consider whether any decisions with respect to the Foundation should be made by the College board (for example, the dissolution of the Foundation).

It is management's intent to proceed with this approach to simplify the structure of the Foundation at the end of this fiscal year, appointing the College as the sole member of the Foundation (with E. Popp as the authorizing representative) and the three directors of the Foundation to be the College President (E. Popp), the Vice President, Corporate Services and Chief Financial Officer (B. MacCheyne) and the Associate Vice President, Office of Advancement and Alumni Relations (A. Sully).

The only requirement of the DC Board of Governors will be to approve the newly updated Foundation's by-laws in the Spring of 2026, as it's currently a requirement to do so in the Foundation's current by-law and to approve the appointment of E. Popp as the authorizing representative on behalf of the College. These resolutions will come forward in April 2026.

These proposed changes have no impact on the oversight of the long-term investments (endowments) by the Audit and Finance Committee.

Respectfully submitted,

Melissa Pringle
Manager, Board Governance and Privacy

General Operating By-law

THE DURHAM COLLEGE FOUNDATION

TABLE OF CONTENTS

	Page
ARTICLE 1 INTERPRETATION.....	1
1.01 Definitions.....	1
1.02 Interpretation.....	2
1.03 Invalidity.....	2
ARTICLE 2 ORGANIZATION AND FINANCIAL.....	2
2.01 Seal.....	2
2.02 Execution of Documents.....	2
2.03 Financial Year.....	2
2.04 Auditor and Financial Review.....	3
ARTICLE 3 MEMBERSHIP IN THE CORPORATION.....	3
3.01 Classes and Conditions of Membership.....	3
3.02 Transferability.....	3
3.03 Membership Fees.....	3
3.04 Termination of Membership.....	3
ARTICLE 4 MEMBER MEETINGS.....	4
4.01 Place of Meetings.....	4
4.02 Annual Meetings.....	4
4.03 Special Meetings.....	4
4.04 Special Business.....	4
4.05 Notice of Meetings.....	4
4.06 Persons Entitled to be Present.....	5
4.07 Chair of the Meeting.....	5
4.08 Quorum.....	5
4.09 Meetings Held by Electronic Means.....	5
4.10 Member Voting.....	6
4.11 Voting by Telephonic or Electronic Means.....	6
4.12 Written Resolution in Lieu of Meeting.....	6
ARTICLE 5 DIRECTORS.....	6
5.01 Duties and Responsibilities.....	6
5.02 Number of Directors.....	6
5.03 Director Qualifications.....	6
5.04 Election of Directors and Term.....	7
5.05 Filling Vacancies and Additional Appointments.....	7
5.06 Director Consent to Serve as a Director.....	7
5.07 Vacation of Office.....	8
5.08 Directors Remuneration.....	8
5.09 Books and Records.....	8
5.10 Policies.....	8
5.11 Borrowing Powers.....	9

ARTICLE 6 BOARD MEETINGS	9
6.01 Calling of Meetings.....	9
6.02 Place of Meetings.....	9
6.03 Notice of Meetings.....	9
6.04 Meeting of Board after Annual Meeting.....	9
6.05 No Alternate Directors	10
6.06 Participation at Meeting by Telephone or Electronic Means.....	10
6.07 Quorum.....	10
6.08 Votes to Govern	10
6.09 Ballots.....	10
6.10 Dissent of Director at Meeting.....	10
6.11 Dissent of Absent Director.....	11
6.12 Persons Entitled to be Present	11
6.13 Meeting Adjournment	11
6.14 Written Resolutions in Lieu of Meeting.....	11
ARTICLE 7 COMMITTEES.....	12
7.01 Delegation – Executive Committee.....	12
7.02 Other Committees	12
7.03 Audit Committee.....	12
ARTICLE 8 OFFICERS	13
8.01 Officers.....	13
8.02 Appointment.....	13
8.03 Description of Office.....	13
8.04 Terms of Office	14
ARTICLE 9 CONFLICT OF INTEREST	14
9.01 Declaration of Conflict.....	14
9.02 General and Continuing Disclosure of Interest.....	16
ARTICLE 10 PROTECTION OF DIRECTORS, OFFICERS AND OTHERS.....	16
10.01 Standard of Care.....	16
10.02 Indemnification of Directors and Others.....	16
10.03 Insurance	17
ARTICLE 11 NOTICES.....	17
11.01 Method of Giving Notice	17
11.02 Computation of Time	18
11.03 Omissions and Errors	18
11.04 Waiver of Notice	18
ARTICLE 12 AMENDMENTS TO ARTICLES AND BY-LAWS	18
12.01 Amendment of Articles	18
12.02 Amendment of By-law	18
ARTICLE 13 REPEAL.....	19

13.01 Repeal of Previous By-law.....19

General Operating By-law

THE DURHAM COLLEGE FOUNDATION (the “Corporation”)

A By-law relating to the transaction of the activities and affairs of the Corporation.

Be it enacted as a By-law of the Corporation as follows:

ARTICLE 1 INTERPRETATION

1.01 Definitions

In this By-law, unless the context otherwise requires:

- (a) “**Act**” means the *Not-for-Profit Corporations Act, 2010* (Ontario) and where the context requires, includes the regulations made under it, as amended from time to time;
- (b) “**Articles**” means any instrument that incorporates the Corporation or modifies its incorporating instrument, including articles of incorporation, restated articles of incorporation, articles of amendment, articles of amalgamation, articles of arrangement, articles of continuance, articles of dissolution, articles of reorganization, articles of revival, letters patent, supplementary letters patent or special act;
- (c) “**Board**” means the board of directors of the Corporation;
- (d) “**By-law**” means this by-law of the Corporation and all other by-laws of the Corporation;
- (e) “**director**” means an individual elected or appointed to the Board;
- (f) “**Durham College**” means The Durham College of Applied Arts and Technology;
- (g) “**member**” means the sole member of the Corporation as described in Article 3 of this By-law, which shall be Durham College;
- (h) “**officer**” means any individual appointed pursuant to Article 8 of this By-law as an officer of the Corporation;
- (i) “**person**” includes an individual, sole proprietorship, partnership, unincorporated association, unincorporated syndicate, unincorporated organization, trust, body corporate and a natural person in their capacity as trustee, executor, administrator, or other legal representative; and

- (j) **“telephonic or electronic means”** means any means that uses the telephone or any other electronic or other technological means to transmit information or data, including telephone calls, voice mail, fax, email, an automated touch-tone telephone system, computer or computer networks.

1.02 Interpretation

In this By-law, unless the context otherwise requires and other than as specifically defined in this By-law, all terms contained in this By-law that are defined in the Act shall have the meanings given to the terms in the Act, words importing the singular shall include the plural and vice versa, references to persons shall include firms and corporations, words importing one gender shall include all genders, and headings are used for convenience of reference and do not affect the interpretation of this By-law. Any reference to a statute in this By-law includes, where the context requires, the statute and the regulations made under it, all as amended or replaced from time to time.

1.03 Invalidity

The invalidity or unenforceability of any provision of this By-law shall not affect the validity or enforceability of the remaining provisions of this By-law.

ARTICLE 2 ORGANIZATION AND FINANCIAL

2.01 Seal

The Corporation’s seal, if any, shall be in the form determined by the Board.

2.02 Execution of Documents

- (a) Subject to subsection 2.02(b) of this By-law, deeds, transfers, assignments, contracts, agreements, mortgages, conveyances, obligations, certificates or any other instruments or documents requiring the Corporation’s signature (each a **“Document”**), shall be signed by any two (2) directors or officers, and all Documents so signed shall be binding upon the Corporation without any further authorization or formality.
- (b) The Board may from time to time, by resolution, direct the manner in which and the person or persons by whom any particular Document may or shall be signed. Any signing officer may affix the Corporation’s seal to any Document, and may certify a copy of any Document, resolution, or By-law of the Corporation to be a true copy.

2.03 Financial Year

The financial year of the Corporation shall end on March 31st of each year or as otherwise set by the Board.

2.04 Auditor and Financial Review

The Corporation shall be subject to the requirements relating to the appointment of an auditor or person to conduct a review engagement and level of financial review required by the Act.

ARTICLE 3 MEMBERSHIP IN THE CORPORATION

3.01 Classes and Conditions of Membership

- (a) Subject to the Articles, there shall be one (1) class of members in the Corporation.
- (b) Membership in the Corporation shall only be available to Durham College, which shall be the sole member of the Corporation.
- (c) The member shall be entitled to receive notice of, attend and vote at all member meetings and shall be entitled to one (1) vote at such meetings.
- (d) The member shall authorize a representative to represent the member at meetings and such individual may exercise all the powers of the member on its behalf. The member may, upon notice to the Board, change its authorized representative.

3.02 Transferability

The membership in the Corporation may only be transferred to a successor of Durham College and is otherwise only transferable to the Corporation.

3.03 Membership Fees

No fees shall be payable by the member.

3.04 Termination of Membership

The rights of the member lapse and cease to exist when the membership terminates for any of the following reasons:

- (a) the member is dissolved;
- (b) the member resigns by delivering a written resignation to the Chair of the Board in which case such resignation shall be effective on the date specified in the resignation; or
- (c) the Corporation is liquidated or dissolved under the Act.

Subject to the Articles or By-law, upon any termination of membership, the member's rights, including any rights in the Corporation's property, automatically cease to exist.

ARTICLE 4 MEMBER MEETINGS

4.01 Place of Meetings

Member meetings shall be held at the Corporation's registered office or at any place in Ontario as the Board may determine.

4.02 Annual Meetings

The Board shall call an annual meeting of the member within six (6) months of the financial year end and not later than fifteen (15) months after the last annual meeting.

4.03 Special Meetings

The Board may call, at any time, a special meeting of the member.

4.04 Special Business

In accordance with the Act, all business transacted at a special meeting of the member and all business transacted at an annual meeting of the member is special business except for consideration of the financial statements; consideration of the audit or review engagement report, if any; a resolution to have a review engagement instead of an audit or to not have an audit or a review engagement; election of directors; and reappointment of the incumbent auditor or person appointed to conduct a review engagement.

4.05 Notice of Meetings

(a) Notice of the time and place of a member meeting shall be given in accordance with section 11.01 of this By-law:

- (i) to each director,
- (ii) to the member, and
- (iii) to the Corporation's auditor or the person appointed to conduct a review engagement of the Corporation,

not less than ten (10) days and not more than fifty (50) days prior to the meeting.

(b) Notice of a member meeting is not required to specify a place of the meeting if the meeting is to be held entirely by one or more telephonic or electronic means. If the member may attend a meeting of the member by telephonic or electronic means, the notice of the meeting must include instructions for attending and participating in the meeting by the telephonic or electronic means that will be made available for the meeting, including, if applicable, instructions for voting by such means at the meeting.

(c) Notice of a member meeting at which special business is to be transacted must:

- (i) state the nature of that business in sufficient detail to permit the member to form a reasoned judgment on the business; and
 - (ii) state the text of any resolution to be submitted to the meeting.
- (d) Not less than twenty-one (21) days, or the prescribed number of days under the Act, before each annual meeting or before the signing of a resolution in lieu of the annual meeting, the Corporation shall give a copy of the Board-approved financial statements, auditor's report, and any further information respecting the financial position of the Corporation and the results of its operations required by the Articles or this By-law if the member has informed the Corporation that they wish to receive a copy of those documents.

4.06 Persons Entitled to be Present

The only persons entitled to attend a member meeting is the member, the directors, the auditor or the person who has been appointed to conduct a review engagement of the Corporation, if any, and others who are entitled or required under any provision of the Act or the Articles or the By-laws of the Corporation to be present at the meeting. Any other person may be admitted only if invited by the chair of the meeting or with the consent of the member.

4.07 Chair of the Meeting

The chair of any member meetings shall be:

- (a) the Chair of the Board; or
- (b) a Vice Chair, if the Chair of the Board is absent, unable, or unwilling to act; or
- (c) a chair elected by the member if the Chair of the Board and Vice Chair(s) are absent or unable to act.

The Secretary, if one has been appointed and present at the meeting, shall preside at the election of the meeting chair, but if the Secretary is not present, the member shall preside at the election.

4.08 Quorum

A quorum for the transaction of business at a member meeting is the authorized representative of the member present in person or by telephonic or electronic means.

4.09 Meetings Held by Electronic Means

A meeting of the member may be held entirely by one or more telephonic or electronic means or by any combination of in-person attendance and by one or more telephonic or electronic means if the Corporation makes such means available, provided that those means must enable all persons entitled to attend the meeting to reasonably participate and if the

member participates in the meeting by those means the member is deemed to be present at the meeting. A vote at a meeting of the member may be conducted entirely by telephonic or electronic means.

4.10 Member Voting

At all member meetings, every question shall be determined by resolution of the member unless otherwise specifically provided by the Act or, subject to the Act, by either the Articles or this By-law.

4.11 Voting by Telephonic or Electronic Means

The representative of the member may vote by telephonic or electronic means in accordance with the Act.

4.12 Written Resolution in Lieu of Meeting

A resolution signed by the member is valid as if it had been passed at a member meeting, except as otherwise provided in the Act. The Corporation shall keep a copy of every written member resolution with the member meeting minutes.

ARTICLE 5 DIRECTORS

5.01 Duties and Responsibilities

Subject to the Act and the Articles, the Board shall manage or supervise the management of the activities and affairs of the Corporation.

5.02 Number of Directors

- (a) In accordance with the Articles, the Board shall consist of three (3) to nine (9) directors who satisfy the criteria set out in section 5.03 of this By-law and shall be elected by the member in accordance with section 5.04 of this By-law or appointed in accordance with section 5.05 of this By-law.
- (b) The number of directors and the number of directors to be elected at the annual member meeting must be the number determined from time to time by resolution of the member or, if the member empowers the directors to determine the number, by Board resolution. No decrease in the number of directors shall shorten the term of an incumbent director.

5.03 Director Qualifications

An individual is disqualified from being a director if they:

- (a) are under eighteen (18) years old;

- (b) are a person who has been found under the *Substitute Decisions Act, 1992* (Ontario) or under the *Mental Health Act* (Ontario) to be incapable of managing property;
- (c) are a person who has been found to be incapable by any court in Canada or elsewhere;
- (d) have the status of bankrupt;
- (e) are a person who is an “ineligible individual” under *the Income Tax Act* (Canada) or any regulations made under it; and
- (f) are an employee of the Corporation.

A Board decision as to whether or not an individual is qualified to be a director is final.

5.04 Election of Directors and Term

The directors shall be elected by a resolution of the member at the annual meeting for a term of one (1) year provided that each such director shall hold office until the earlier of the date on which their office is vacated pursuant to section 5.07 of this By-law or until the end of the meeting at which their successor is elected or appointed.

5.05 Filling Vacancies and Additional Appointments

- (a) So long as there is a quorum of directors in office, any vacancy occurring in the Board may be filled by the directors then in office, provided that a director appointed to fill a vacancy shall be only appointed for the unexpired portion of the term of such director’s predecessor. In the absence of a quorum of directors, or if the member has failed to elect the number of directors (or the minimum number of directors provided for in the Articles), the directors then in office shall without delay call a member meeting to fill the vacancy.
- (b) So long as there is a quorum of directors in office, directors may appoint one or more additional directors to hold office for a term expiring not later than the close of the next annual member meeting, but the total number of directors so appointed shall not exceed one-third (1/3) of the number elected at the previous annual member meeting.

5.06 Director Consent to Serve as a Director

An individual elected or appointed to hold office as a director shall consent in writing to such election or appointment before or within ten (10) days after the election or appointment unless such director has been re-elected or reappointed where there is no break in the director’s term of office. If an elected or appointed director consents in writing after the ten (10) day period referred to in this section, the election or appointment is valid.

5.07 Vacation of Office

- (a) The office of a director shall be automatically vacated if the director:
 - (i) dies;
 - (ii) resigns in writing;
 - (iii) has been absent from three (3) consecutive director's meetings without reasonable excuse as determined by the directors;
 - (iv) is removed by the member in accordance with subsection 5.07(c) of this By-law; or
 - (v) becomes disqualified under section 5.03 of this By-law.
- (b) A resignation of a director becomes effective at the time the resignation is received by the Corporation or at the time specified in the resignation, whatever is later.
- (c) The member may, at a special member meeting, remove from office any director or directors, and may elect a qualified individual to fill the resulting vacancy for the remainder of the term of the director(s) so removed.
- (d) Where there is a Board vacancy, the remaining directors may exercise all the Board powers so long as a quorum remains in office.

5.08 Directors Remuneration

In accordance with the Articles, no director shall receive remuneration for services provided in their capacity as a director, although they may be paid reasonable expenses incurred by them in the performance of their duties. Unless otherwise prohibited by the Corporation, a director may be compensated for services other than as a director pursuant to the regulation made under the *Charities Accounting Act* (Ontario), or with court approval or an order made under section 13 of the *Charities Accounting Act* (Ontario).

5.09 Books and Records

The directors shall ensure that all necessary books and records of the Corporation required by the Act, the By-laws, or by any applicable statute or law are regularly and properly kept.

5.10 Policies

The Board may, from time to time, make such policies as it may deem necessary or desirable in connection with the management of the Corporation's activities and affairs and the conduct of the directors, officers and the member, provided however that any such policy shall be consistent with the provisions of the Act and the By-laws.

5.11 Borrowing Powers

The Board shall not (i) approve any expenditures that are not within the financial limits sets by the financial operating principles of Durham College, nor (ii) enter into any financial arrangements that conflict with the articles or could increase its liabilities without the prior written approval of Durham College.

ARTICLE 6 BOARD MEETINGS

6.01 Calling of Meetings

Meetings of the Board may be called by the Chair of the Board or upon request by a majority of the directors at any time.

6.02 Place of Meetings

Meetings of the Board may be held at the registered office of the Corporation or at any other place within or outside of Canada, as the Board may determine.

6.03 Notice of Meetings

- (a) Notice of meetings, other than meetings described in section 6.04 of this By-law, shall be given to all directors at least five (5) days prior to the meeting. A meeting may be called on less notice, by such means as are deemed appropriate, provided that notice is given to all directors and the majority of the directors consent to the holding of such meeting.
- (b) Notice of a Board meeting is not necessary if all directors are present and none objects to the holding of the meeting, or if those absent have waived notice or otherwise signified their consent to the holding of the meeting.
- (c) Notice of a Board meeting need not specify the purpose of the business to be transacted at the meeting, unless the meeting is intended to deal with a matter referred to in section 7.01 of this By-law, in which case the notice must specify that matter.
- (d) Notice of a meeting of directors need not specify a place of the meeting if the meeting is to be held entirely by one or more telephonic or electronic means. If the directors may attend a meeting by telephonic or electronic means, the notice of the meeting must include instructions for attending and participating in the meeting by the telephonic or electronic means that will be made available for the meeting, including, if applicable, instructions for voting by such means at the meeting.

6.04 Meeting of Board after Annual Meeting

Provided a quorum of directors is present, the Board may, without notice, hold a meeting immediately following the annual member meeting.

6.05 No Alternate Directors

No person shall act for an absent director at a meeting of the Board. A director shall not be entitled to vote by proxy.

6.06 Participation at Meeting by Telephone or Electronic Means

A meeting of directors may be held entirely by one or more telephonic or electronic means or by any combination of in-person attendance and by one or more telephonic or electronic means, provided that all persons attending the meeting are able to communicate with each other simultaneously and instantaneously. A director participating in the meeting by those means is deemed to be present in person at the meeting.

6.07 Quorum

A majority of the directors shall constitute a quorum.

6.08 Votes to Govern

Each director present at a Board meeting shall be entitled to one (1) vote on each matter. Any question arising at any Board meeting or any committee meeting, shall be determined by a majority of votes. In case of an equality of votes, the meeting chair shall not have a second vote.

6.09 Ballots

The vote on any question shall be taken by secret ballot if so demanded by any director present and entitled to vote. Such ballots shall be counted by the meeting chair. Otherwise, a vote shall be taken by a show of hands. Unless a ballot is demanded, an entry in the minutes to the effect that the meeting chair declared that a resolution has been carried, or carried by a particular majority, or defeated, shall be conclusive in the absence of evidence to the contrary.

6.10 Dissent of Director at Meeting

A director who is present at a meeting of the Board or of a committee of directors is deemed to have consented to any resolution passed or action taken at the meeting, unless:

- (a) the director's dissent is entered in the meeting minutes;
- (b) the director requests that their dissent be entered in the meeting minutes;
- (c) the director gives their dissent to the meeting secretary before the meeting is terminated; or
- (d) the director submits their written dissent immediately after the meeting is terminated to the Corporation.

A director who votes for or consents to a resolution is not entitled to dissent under this section.

6.11 Dissent of Absent Director

A director who was not present at a meeting at which a resolution was passed or action taken is deemed to have consented to the resolution or action unless within seven (7) days after becoming aware of the resolution, the director has:

- (a) caused their written dissent to be placed with the meeting minutes; or
- (b) submitted their written dissent to the Corporation.

6.12 Persons Entitled to be Present

Guests may attend Board meetings with the meeting's consent on the invitation of the Chair of the Board.

6.13 Meeting Adjournment

- (a) If within one-half ($\frac{1}{2}$) hour after the time appointed for a Board meeting a quorum is not present, the meeting shall stand adjourned until a day to be determined by the meeting chair.
- (b) Notice of a meeting that continues an adjourned meeting of directors is not required to be given if all of the following are announced at the time of the adjournment:
 - (i) the time of the continued meeting;
 - (ii) if applicable, the place of the continued meeting; and
 - (iii) if applicable, instructions for attending and participating in the continued meeting by the telephonic or electronic means that will be made available for the meeting, including, if applicable, instructions for voting by such means at the meeting.

6.14 Written Resolutions in Lieu of Meeting

A resolution, signed by all of the directors entitled to vote on that resolution at a Board meeting or a committee of directors is as valid as if it had been passed at a Board meeting or of a committee of directors. The Corporation shall keep a copy of every written resolution of the Board or a committee of directors with the minutes of Board meetings or of a committee of directors.

ARTICLE 7 COMMITTEES

7.01 Delegation – Executive Committee

The Board may appoint from their number a managing director or a committee of directors (which may be referred to as an executive committee) and delegate to the managing director or committee any of the powers of the Board except those which may not be delegated by the Board in accordance with subsection 36(2) of the Act as follows:

- (a) to submit to the member any question or matter requiring the member's approval;
- (b) to fill a vacancy among the directors or in the position of auditor or of a person appointed to conduct a review engagement of the Corporation;
- (c) to appoint additional directors;
- (d) to issue debt obligations except as authorized by the directors;
- (e) to approve any annual financial statements;
- (f) to adopt, amend or repeal By-laws; or
- (g) to establish contributions to be made, or dues to be paid, by the member.

Unless otherwise determined by the Board, such a committee shall have the power to fix its quorum at not less than a majority of its members, to elect its chair, and to otherwise regulate its procedures.

7.02 Other Committees

The Board may from time to time appoint any committee or other advisory body as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the Board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the Board may from time to time make. Any committee member may be removed by resolution of the Board. The Board may fix any remuneration for committee members who are not also directors.

7.03 Audit Committee

In accordance with the Act, if the Board adopts an audit committee, the following provisions shall apply:

- (a) the audit committee shall be comprised of one or more directors and a majority of the audit committee members must not be officers or employees of the Corporation or of any of its affiliates;
- (b) the audit committee shall review the Corporation's financial statements before they are approved by the directors; and

- (c) the auditor or person appointed to conduct a review engagement is entitled to notice of the time and place of any audit committee meeting.

ARTICLE 8 OFFICERS

8.01 Officers

The Corporation's officers shall include the Chair of the Board and may include Vice Chair, Secretary, Treasurer and any such other officers as the Board may by resolution determine.

8.02 Appointment

- (a) Subject to the Articles and the By-laws, the Board may specify the duties of officers and delegate to them powers to manage the Corporation's activities and affairs, except the power to do anything referred to in section 7.01 of this By-law.
- (b) Other than the Chair of the Board and any Vice Chair, who must be directors, the Corporation's officers may but need not be directors. A person may hold more than one office.

8.03 Description of Office

- (a) **Chair of the Board** – The Chair of the Board shall be appointed by the Board from among the directors. The Chair of the Board shall, when present, preside at all meetings of the Board and of the member, ensure proper implementation of policies and will serve as the primary spokesperson for the Corporation. The Chair of the Board shall perform such other duties as may be prescribed by the By-laws or the Board.
- (b) **Vice Chair** – If appointed, the Vice Chair shall, in the Chair of the Board's absence or disability, perform the Chair of the Board's duties and exercise the Chair of the Board's powers and shall perform such other duties as shall from time to time be assigned to the Vice Chair by the Board.
- (c) **Secretary** – The Secretary, if appointed, shall carry out the duties of the Corporation's secretary generally and shall attend, or cause a recording secretary to attend, all meetings of the Board, the member, and committees, to act as a clerk thereof and to record all votes and minutes of all proceedings in the books to be kept for that purpose. The Secretary shall give or cause to be given notice of all meetings of the member and of the Board, and shall perform such other duties as may be prescribed by the By-laws or the Board.
- (d) **Treasurer** – The Treasurer, if appointed, shall carry out the duties of the Corporation's treasurer generally, and shall keep or cause to be kept full and accurate accounts of all of the Corporation's assets, liabilities, receipts and

disbursements in the books to be kept for that purpose. The Treasurer shall perform such other duties as may be prescribed by the By-laws or the Board.

- (e) **Other Officers** – The powers and duties of all other officers shall be such as the Board may from time to time determine. Any of the powers and duties of an officer to whom an assistant has been appointed may be exercised and performed by such an assistant unless the Board otherwise directs.

8.04 Terms of Office

Unless otherwise provided in this By-law, officers shall be appointed by the Board at the first meeting of the Board immediately following the annual member meeting and shall hold their position for a period of one (1) year or until their successors are appointed. Officers shall be subject to removal by Board resolution at any time.

ARTICLE 9 CONFLICT OF INTEREST

9.01 Declaration of Conflict

- (a) Any director or officer who:
 - (i) is a party to a material contract or transaction or proposed material contract or transaction with the Corporation; or
 - (ii) is a director or officer of, or has a material interest in, any person who is a party to a material contract or transaction or proposed material contract or transaction with the Corporation

shall disclose to the Corporation or request to have entered in the minutes of meetings of directors the nature and extent of their interest.

- (b) The disclosure required to be made, pursuant to subsection 9.01(a) of this By-law, by a director shall be made:
 - (i) at the meeting at which a proposed contract or transaction is first considered;
 - (ii) if the director was not then interested in a proposed contract or transaction, at the first meeting after such director becomes so interested;
 - (iii) if the director becomes interested after a contract is made or transaction entered into, at the first meeting after the director becomes so interested; or
 - (iv) if a person who is interested in a contract or transaction later becomes a director, at the first meeting after such person becomes a director.

- (c) The disclosure required to be made, pursuant to subsection 9.01(a) of this By-law, by an officer who is not a director shall be made:
 - (i) forthwith after the officer becomes aware that the contract or transaction or proposed contract or transaction is to be considered or has been considered at a Board meeting;
 - (ii) if the officer becomes interested after a contract is made or transaction is entered into, forthwith after they become so interested; or
 - (iii) if a person who is interested in a contract or transaction later becomes an officer, forthwith after they become an officer.
- (d) In the event that the contract or transaction or proposed contract or transaction in respect of which a disclosure is required to be made for the purposes of subsection 9.01(a) of this By-law is one that, in the ordinary course of the Corporation's business, would not require directors' or member approval, then the director or officer shall disclose to the Corporation or request to have entered in the Board meeting minutes the nature and extent of their interest forthwith after the director or officer becomes aware of the contract or transaction or proposed contract or transaction.
- (e) Except as permitted by the Act, a director referred to in subsection 9.01(a) of this By-law shall not attend any part of a Board meeting during which the contract or transaction is discussed and shall not vote on any resolution to approve the contract or transaction.
- (f) If no quorum exists for the purpose of voting on a resolution to approve a contract or transaction or proposed contract or transaction in respect of which a disclosure is required only because a director is not permitted to be present at the meeting by reason of subsection 9.01(e) of this By-law, the remaining directors are deemed to constitute quorum for the purposes of voting on the resolution.
- (g) Subject to the provisions of the Act, if all directors are required to make such disclosure, the contract or transaction or proposed contract or transaction may only be approved by the member.
- (h) A contract or transaction for which disclosure is required under subsection 9.01(a) of this By-law is not void or voidable, and the director or officer is not accountable to the Corporation or the member for any profit or gain realized from the contract or transaction, because of the director's or officer's interest in the contract or transaction or because the director was present or was counted to determine whether a quorum existed at the Board or committee meeting that considered the contract or transaction, if:
 - (i) disclosure of the interest was made in accordance with this section;
 - (ii) the Board approved the contract or transaction; and

- (iii) the contract or transaction was reasonable and fair to the Corporation when it was approved.
- (i) In addition to the corporate disclosure requirements set out in this section 9.01, the Board shall meet all applicable requirements set out in the *Charities Accounting Act* (Ontario) and its regulations regarding payments to a director of the Corporation or a “person connected to a director” (as defined in the *Charities Accounting Act* (Ontario) and its regulations).

9.02 General and Continuing Disclosure of Interest

For the purposes of section 9.01 of this By-law, a general notice to the directors by a director or officer declaring that the director or officer is a director or officer of or has a material interest in a person, or that there has been a material change in the director’s or officer’s interest in the person, and is to be regarded as interested in any contract or transaction entered into with that person is sufficient declaration of interest in relation to any contract or transaction so made.

ARTICLE 10 PROTECTION OF DIRECTORS, OFFICERS AND OTHERS

10.01 Standard of Care

Every director and officer in exercising their powers and discharging their duties to the Corporation shall:

- (a) act honestly and in good faith with a view to the Corporation’s best interests; and
- (b) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

10.02 Indemnification of Directors and Others

- (a) Every director or officer or former director or officer of the Corporation or an individual who acts or acted at the Corporation’s request as a director or officer, or in a similar capacity, of another entity, shall be indemnified out of the Corporation’s funds from and against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil, criminal, administrative, investigative or other action or proceeding in which the individual is involved because of that association with the Corporation or other entity.
- (b) The Corporation may advance money to an individual referred to in subsection 10.02(a) of this By-law for the costs, charges and expenses of an action or proceeding referred to in that subsection, but the individual shall repay the money if the individual does not fulfil the conditions set out in subsection 10.02(c) of this By-law.

- (c) The Corporation shall not indemnify an individual under subsection 10.02(a) of this By-law unless:
- (i) the individual acted honestly and in good faith with a view to the Corporation's best interests or other entity, as the case may be; and
 - (ii) if the matter is a criminal or administrative proceeding that is enforceable by a monetary penalty, the individual had reasonable grounds for believing that their conduct was lawful.

10.03 Insurance

Subject to the Act and applicable laws, including the *Charities Accounting Act* (Ontario) and the regulations made thereunder, the Corporation may purchase and maintain insurance for the benefit of an individual referred to in section 10.02 of this By-law, against any liability incurred by that individual in the individual's capacity as a director or an officer of the Corporation, or, in the individual's capacity as a director or officer, or in a similar capacity, of another entity if the individual acts or acted in that capacity at the Corporation's request.

ARTICLE 11 NOTICES

11.01 Method of Giving Notice

- (a) Whenever under the provisions of the By-law notice is required to be given, unless otherwise provided such notice may be given in writing and delivered or sent by prepaid mail, by personal delivery or by electronic means to:
- (i) each director at their latest address as shown in the Corporation's records or in the most recent notice or return filed under the *Corporations Information Act* (Ontario), whichever is the more current;
 - (ii) to the member, officer, or committee member at their latest address as shown in the Corporation's records; or
 - (iii) to the Corporation's auditor or the person appointed to conduct a review engagement of the Corporation at its business address.

A notice so delivered shall be deemed to have been received when it is delivered personally or to the address as aforesaid; a notice so mailed shall be deemed to have been received on the fifth (5th) day after it was deposited in a post office or public letter box, or as otherwise prescribed by the Act; and a notice so sent by any electronic means shall be deemed to have been sent and received in the manner and at the time specified in the *Electronic Commerce Act, 2000* (Ontario).

- (b) The Secretary (or another officer if a Secretary is not appointed) may change or cause to be changed the recorded address of the member, director, officer, auditor

or committee member in accordance with any information believed by them to be reliable.

- (c) Notwithstanding the foregoing provisions with respect to mailing, if it may reasonably be anticipated that, due to any strike, lock out, or similar event involving an interruption in postal service, any notice will not be received by the addressee by no later than the fifth (5th) business day following its mailing, then the mailing of the notice shall not be an effective means of sending it but rather any notice must then be sent by an alternative method that may reasonably be anticipated will cause the notice to be received reasonably expeditiously by the addressee.

11.02 Computation of Time

In computing the date or time when notice must be given under any provision requiring a specified number of days' notice of any meeting or other event, the date of giving the notice shall be excluded.

11.03 Omissions and Errors

The accidental omission to give any notice to the member, director, officer, committee member or the auditor of the Corporation or the non-receipt of any notice by the member, director, officer, committee member or the auditor of the Corporation or any error in any notice not affecting the substance thereof shall not invalidate any action taken at any meeting held pursuant to such notice or otherwise founded thereon.

11.04 Waiver of Notice

The member, director, officer, committee member, or the Corporation's auditor may, in writing, waive or consent to abridge the time for giving any notice required to be given to them or it under any provision of the Act, the Articles or the Corporation's By-law, and such waiver or consent to abridgment, whether given before or after the meeting or other event of which notice is required to be given, shall cure any default in giving such notice. Attendance and participation at a meeting constitutes waiver of notice unless such attendance is for the express purpose of objecting to the transaction of any business on the grounds the meeting was not lawfully called.

ARTICLE 12 AMENDMENTS TO ARTICLES AND BY-LAWS

12.01 Amendment of Articles

Pursuant to the Act, a resolution of the member is required to make any amendment to the Articles of the Corporation with respect to the matters listed in section 103(1) of the Act.

12.02 Amendment of By-law

Unless the Articles or the By-laws otherwise provide, the directors may by resolution make, amend or repeal any By-law that regulates the activities or affairs of the Corporation,

except in respect of a matter referred to in sections 103 (1) (g), (k) or (l) of the Act. The directors shall submit the By-law, amendment or repeal to the member at the next meeting of the member, and the member may confirm, reject or amend the By-law, amendment or repeal by resolution. The By-law, amendment or repeal is effective from the date of the resolution of the directors or such other date set out in the resolution. The By-law, amendment or repeal ceases to have effect if it is not submitted by the directors to the member or if it is rejected by the member. If confirmed or confirmed as amended by the member, it remains effective in the form in which it was confirmed. If rejected by the member, it thereupon ceases to have effect and the Corporation shall revert to the By-law in force immediately prior thereto, provided that no act done or right acquired under any such By-law is prejudicially affected by any such rejection or refusal to approve. If a By-law, amendment or repeal ceases to have effect, a subsequent resolution of the directors that has substantially the same purpose or effect is not effective until it is confirmed or confirmed as amended by the member.

ARTICLE 13 REPEAL

13.01 Repeal of Previous By-law

All previous By-laws of the Corporation related to the subject matter of this By-law are hereby repealed. Such repeal shall not affect the validity of any act done or right or privilege, obligation or liability acquired or incurred under such By-law prior to its repeal. All officers and persons acting under any By-law so repealed shall continue to act as if appointed under the provisions of this By-law and all resolutions of the directors or members with continuing effect passed under any repealed By-law shall continue to be good and valid except to the extent inconsistent with this By-law and until amended or repealed.

203316448:v3

Certification Page Follows

CERTIFIED to be the General Operating By-law of the Corporation as enacted by the Board by resolution dated as of the ____ day of _____, 2025 and confirmed by the members by resolution dated as of the ____ day of _____, 2025.

Chair of the Board

Director

Discussion Items

The following items do not require a decision from the Board and are presented for interest and to keep the Board informed about key issues.

Report Number: BOG-2026-28

To: Board of Governors

**From: Dr. Elaine Popp, President and Anthony Longo, Executive Director,
Strategic Reporting and Government Relations**

Date of Report: March 31, 2026

Date of Meeting: April 8, 2026

Subject: Final Update on the 2025-2026 Business Plan

1. Purpose

The purpose of this report is to provide the last of three updates on the 2025-2026 Business Plan.

2. Recommendation

This report is being presented for information only.

3. Background

Consistent with the Board of Governors' policy and expectations of the Minister's Binding Policy Directive for Business Plans, the college president is required to build an annual business plan that outlines the goals and actions the college will take to ensure exceptional service delivery.

The Business Plan allows Durham College (DC) to plan its operations for the fiscal year (April 1 to March 31) within the framework outlined in its Strategic Vision (2025-2030), in support of its purpose, values, goals, and objectives. The Business Plan identifies to the public and provincial government the operational outcomes that the college intends to achieve in the fiscal year. The Ministry of Colleges, Universities, Research Excellence and Security uses the information provided in college business plans for government planning and policy-making purposes.

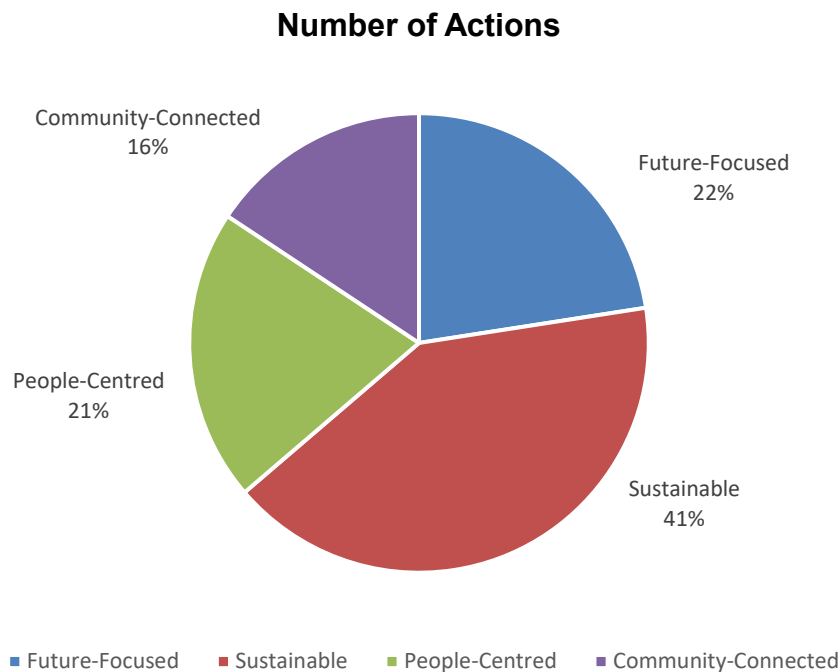
The DC Board of Governors approved the 2025-2026 Business Plan at its meeting on June 11, 2025 (Report BOG-2025-55). The plan was developed with direction, review and guidance from the Executive Leadership Team (ELT), and it represents input from all departments and Faculties. This is the first Business Plan under the 2025-2030 Strategic Vision.

4. Discussion/Options

The following reports the final results of the college’s actions, which support the goals and objectives identified in the 2025-2030 Strategic Vision. The accompanying 2025-2026 Business Plan Scorecard describes 102 actions the college undertook to help achieve these goals. See Table and Graph 1 for the number of actions by goal.

Table and Graph 1

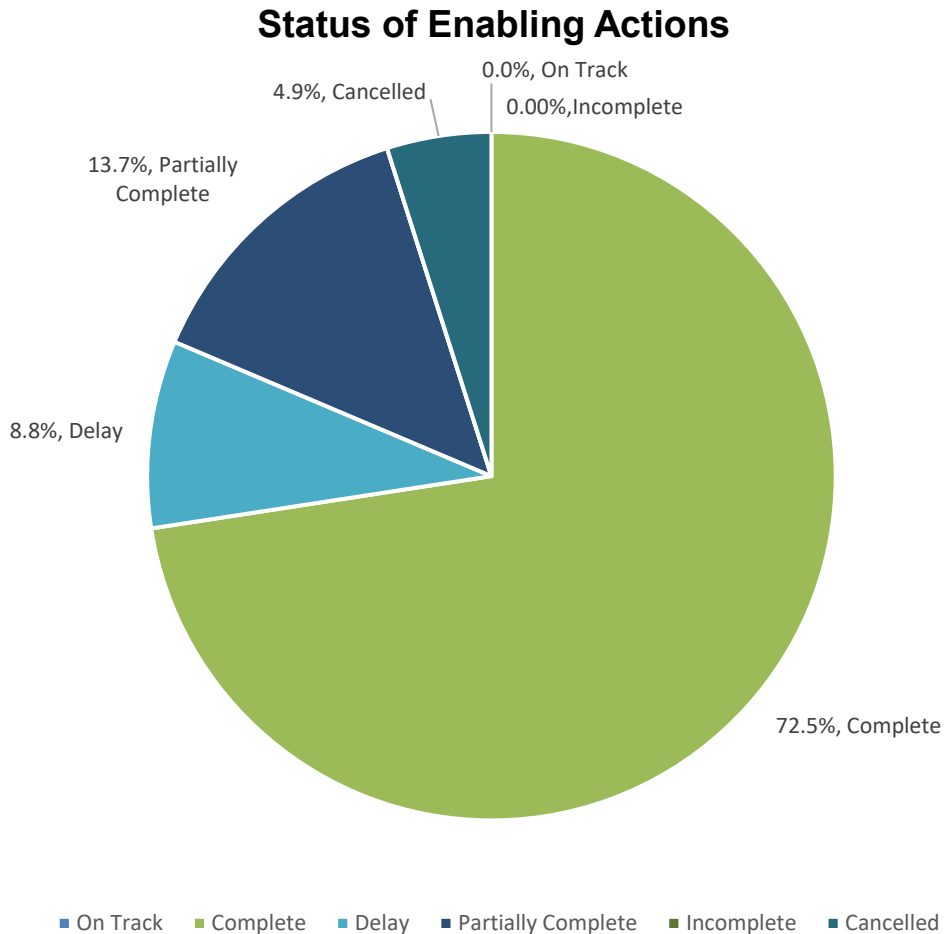
Goal	Number of actions
Future-Focused	23
Sustainable	42
People-Centred	21
Community-Connected	16
Total	102



Each action on the scorecard has an indicated status. Table 2 and Graph 2 provide a summary of the status of the college's 102 planned actions.

Table 2 and Graph 2

Status	Enabling Actions	%
Complete	74	72.5%
Delay	9	8.8%
Partially Complete	14	13.7%
Incomplete	0	0%
On Track	0	0%
Cancelled	5	4.9%
Total	102	100%



Refer to Table 3 for detailed updates on actions that are delayed, partially complete, or cancelled. This information is also included in the 2025-2026 Business Plan Scorecard found in the agenda package.

Table 3

<p>Action: 1.1 - iii. Develop and deliver a new skilled-based open enrolment short program that integrates expertise from DC’s research hubs with workforce development.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Launch a skilled-based, short program for the general public with an industry or academic partner. 	<p>Current Status: Delay Status from Update 2: Delay</p> <p>Update:</p> <ul style="list-style-type: none"> • Marketing and promotions are underway. Promoting course for a fall delivery due to low enrolment in previous attempts.
<p>Action: 1.1 - iv. Support digital transformation in program delivery through the development and conversion of courses to online delivery.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Convert two courses to online delivery in 911 Emergency and Call Centre Communications Program. • Convert three programs to online delivery. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • One program fully converted for online delivery, and two remain in progress, and are anticipated for completion by Fall 2026. • Six of twelve courses in GIS for Data Analytics are in development; all courses (6) for Mental Health for Healthcare Workers Local College Certificate completed; Office Administration cluster (OFEF, OFEX, and OFHS) remain in development for full online delivery with 22 of 27 courses completed.
<p>Action: 1.2 - i. Implement a student course status dashboard widget in DC Connect to support student retention.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Embed Course Progress Dashboard widget in all DC Connect academic courses. 	<p>Current Status: Delay Status from Update 2: Delay</p> <p>Update:</p> <ul style="list-style-type: none"> • The Student Retention Widget is under development. Front-end development is complete, back-end development remains in progress. The prototype has been shared at the Program Coordinators’ meeting and various program/team meetings with positive feedback. The widget will launch in Fall 2026.

<p>Action: 1.3 - i. Explore opportunities to create co-ops in degree programs to meet student expectations and increase opportunities for industry experience.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> Investigate and create a co-op implementation plan for existing degree programs. Develop resources and strategy to support co-op planning for future degrees. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> Planning for co-op implementation for two new degrees is continuing as part of the preparation of the new program submission for MCURES/PEQAB. Faculty leadership will work with CTL and WIL teams to determine whether integrating co-op into existing degrees adds value, particularly in alignment with similar CAAT programs. A co-op implementation plan remains in development.
<p>Action: 1.3 - ii. Establish new Barrett Centre Community Leader Horticulture Scholarships, which include a Work-Integrated Learning (WIL)/community engagement component as an eligibility requirement.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> Launch 10 new scholarship/WIL bursary opportunities for Skilled Trades and Apprenticeship (STA) and Hospitality and Horticultural Science (HHS) students. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> Five new scholarships will be launched in spring/summer for the Leadership for Sustainable Development Local Board Certificate. Summer WIL bursary opportunities on the farm and for community outreach will be established.
<p>Action: 1.4 - ii. Develop and pilot, through a retention working group, proactive initiatives for full-time students that foster student success and engagement, ensuring increased retention through meaningful connections and tailored interventions.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> Streamline student-facing communications for increased effectiveness. Implement a student services action plan to better align 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> The approved institution and Faculty-level recommendations have been split between the Retention Working Group and the Faculty Task Force: Each recommendation has been refined into a series of Enabling Actions with areas of responsibility, firm timelines for completion, and measures of successful implementation. A structure has been created that sees the Retention Working Group reporting to the Enrolment Advisory Committee. Full completion of

<p>available services to each stage of the student journey.</p>	<p>the Retention Strategy recommendations is set to occur over the course of 2026.</p>
<p>Action: 2.1 - v. Continue to adopt Microsoft 365 (MS365) applications and modules to support the continual growth and maturity of information management.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Enable features within MS365 that have zero-cost to advance our records and information management program. • Implement sensitivity labels for email. 	<p>Current Status: Delay Status from Update 2: Partially Complete</p> <p>Update:</p> <ul style="list-style-type: none"> • There is no additional progress in the current A3 license model.
<p>Action: 2.1 - ix. International Education (IE) will implement solutions to diversify and grow funding sources for international projects, partnerships and education abroad.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Create an IE fund development toolkit to support increased proposal submission, response, and success rate for international education and capacity development project opportunities. • Create IE business processes to support integrated global growth opportunities (recruitment, projects and partnerships) that lead to greater efficiency of pursuits within IE. 	<p>Current Status: Cancelled Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • In light of the ongoing need to identify resource efficiencies, the decision was made to pause several internationalization and global engagement activities involving faculty and student mobility, and to initiate DC's exit from the three international capacity development projects we are currently involved in. • We have taken this action to position the college for a more focused, financially sustainable model of international engagement. We have communicated this decision to international institutional partners, expressing our intent to re-engage when circumstances allow and priorities are confirmed. Process documents and other materials developed will be retained for potential future use. • Regarding projects, DC is actively working with our partners during this transition period to ensure an orderly handover. Our goal is to complete leadership transition activities by March 31, 2026, with additional support completed by June 2026.

<p>Action: 2.2 - ii. Enable long-term financial planning by implementing multi-year budget functionality within the FAST budget module.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Configure and activate the multi-year planning feature within the FAST budget module. • Collaborate with budget stakeholders to define data structures, assumptions, and reporting requirements for five-year projections. • Migrate and validate current financial data to populate the five-year budget plan. • Train end users on inputting, reviewing, and analyzing multi-year budget data within the system. 	<p>Current Status: Delay Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • The finalization of the 2026-2027 Operating Budget has been delayed until May 2026, at which time the updated multi-year projections will be loaded into the module.
<p>Action: 2.2 - vi. Develop a system to maintain external relationships to promote awareness and reputation of DC.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Establish a system to track engagement with key stakeholders, including changes in membership. • Create a process to identify and leverage campus events and activities for GR purposes. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • The government relations database is being used regularly to track contact data and engagement activities with all federal, provincial, and municipal government officials. • Process to identify and leverage campus events and activities for government relations purposes remains in progress for 2026/2027.

<p>Action: 2.2 - vii. Develop a government relations digital strategy and supporting documentation to advocate for DC, our students and our sector.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Create a digital strategy to amplify advocacy messaging. • Create a guidance document for employees on lobbying activity and reporting requirements. 	<p>Current Status: Delay Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • Leveraged Colleges Ontario's advocacy materials for 2025-26. • A digital strategy and document for employees on lobbying activity and reporting requirements will be considered for the 2026/27 Business Plan.
<p>Action: 2.3 - i. Enhance operational efficiency through cross-training between the Human Resources (HR) and Payroll teams, supported by the development of comprehensive job aids.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Implement the Cross-Training Completion Rate Metric, which records the percentage of HR and Payroll staff who complete the cross-training. • Implement an Employee Confidence and Satisfaction Metric through a survey that evaluates confidence in knowledge of processes shared between the department by administering pre- and post-training surveys or feedback forms. 	<p>Current Status: Partially Complete Status from Update 2: Partially Complete</p> <p>Update:</p> <ul style="list-style-type: none"> • Progress was made on operational efficiency through cross training between the HR and Payroll teams. However, full implementation was not achieved due to factors outside the team's control, including support staff work stoppage and staff turnover. These challenges limited the capacity to complete in-person lunch-to-learn training sessions and surveys. Despite this, training aids, one-on-one coaching and documentation review has been completed. This initiative remains a priority for future phases when staffing levels stabilize in both HR and Payroll.
<p>Action: 2.3 - vi. Develop and implement a new project management methodology to ensure a consistent and efficient approach to the project management life cycle.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Create and implement a new project management 	<p>Current Status: Delay Status from Update 2: Delay</p> <p>Update:</p> <ul style="list-style-type: none"> • A comprehensive project management framework has been developed and is ready for implementation. However, due to resource reductions across the project management function, advancing a full rollout at this time would not provide meaningful organizational value. The

<p>methodology which includes a five-step approach to taking a new project from concept to successful completion.</p>	<p>focus has appropriately shifted to maintaining essential project execution capacity and ensuring continuity of critical initiatives.</p> <ul style="list-style-type: none"> The framework remains available for future deployment and will be revisited once staffing levels and operational capacity allow for an effective and sustainable implementation.
<p>Action: 2.3 - viii. Improve tracking of and reporting on professional development (PD) spending.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> Implement Banner solution. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> HRIS & Finance’s collaboration is ongoing, as both teams are currently exploring methods for the best approach to track/pull this data. As part of this work, Finance is developing a report for HR/HRIS to capture professional development (tuition assistance) metrics, and HR has confirmed that Banner forms provide the capability to track these metrics.
<p>Action: 2.4 - i. Modernize DC's curriculum management tool to streamline program records, optimize course and program change workflows and enhance quality assurance and continuity during the program lifecycle.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> Implement Coursedog Curriculum Management platform to support faculty review and revision of course outlines during Spring/Summer 2025. Continue work with Coursedog to develop elements for stage two, including analytics, program of study mapping and program guide. 	<p>Current Status: Partially Complete Status from Update 2: Partially Complete</p> <p>Update:</p> <ul style="list-style-type: none"> Due to technology challenges, completion of bi-directional integration remains in progress with Coursedog, RO, CTL and ITS. Integration is anticipated to be completed in early fall 2026 in alignment with the required Banner update scheduled at that time.

<p>Action: 2.4 - ii. Improve month-end close efficiency by integrating Destiny One or D2L with the Banner system.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Reduce the average number of days to complete the month-end close before and after integration. This action would be measured by tracking and comparing previous month-end timelines to the new timelines. • Increase the data transfer accuracy by reducing the percentage of data discrepancies between Destiny One/D2L and Banner. This would be tracked by auditing the data for errors before and after the integration. 	<p>Current Status: Delay Status from Update 2: Delay</p> <p>Update:</p> <ul style="list-style-type: none"> • CTS and IT are working to determine other options that exist for payment methods for TSSA exams and for open enrolment programs. Further consultations with IT, CTS and Finance are required once a payment platform has been identified. Revised implementation date remains June 30, 2026.
<p>Action: 2.4 - viii. Implement the Coursedog Scheduling module to support term-based academic scheduling and room bookings.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Configure the system to schedule each academic term, develop and validate scheduling workflows, and create and deliver training materials for end users. 	<p>Current Status: Cancelled Status from Update 2: Cancelled</p> <p>Update:</p> <ul style="list-style-type: none"> • Cancelled as a new project has been initiated using Infosilem Academic.
<p>Action: 3.1 - iii. Co-lead establishment of an Equity, Diversity and Inclusion (EDI) Institutional Action Plan grounded in consultations with equity-deserving communities and informed by best practices in the sector.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • EDI Institutional Action Plan launched. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • First report under Bill 166 is complete. Public posting and submission to the Ministry is complete. • Draft of EDI Action Plan underway; launch expected in 2027.

<ul style="list-style-type: none"> Complete first annual report required under Strengthening Accountability and Student Supports Act - Bill 166. 	
<p>Action: 3.1 - vi. Conduct an employee engagement survey.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> Design and administer survey, provide survey results and support action planning. 	<p>Current Status: Cancelled Status from Update 2: Cancelled</p> <p>Update:</p> <ul style="list-style-type: none"> Due to resourcing constraints and timing concerns, the decision was made to cancel this item.
<p>Action: 3.2 - iv. Develop an Indigenous Identity Authentication policy and procedure for onboarding new employees.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> Convene policy and procedure working group in collaboration with the Indigenization Council, policy and procedure drafted and approved by DCLT. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> Working group continues to finalize process, policy and verification form. On track for completion by June 30.
<p>Action: 3.3 - i. Enhance DC community members knowledge, skills, and resources to uphold human rights obligations and facilitate equity and inclusion.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> Create and deliver one sexual violence and one human rights-related learning opportunity for students. Create and deliver one sexual violence and one human rights-related learning opportunity for employees. Pilot workshop request process. Sexual Violence section of the Office of Equity, Diversity and Inclusion (OEDI) website enhanced. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> One human rights-related learning opportunity delivered for students. One human rights-related training delivered to managers. Sexual violence-related training and website updates paused.

<p>Action: 3.3 - iii. Develop a Workplace Accommodations policy and procedure.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Convene policy and procedure working group, policy and procedure drafted and approved by DCLT. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • Draft policies developed; consultations to continue in the Spring.
<p>Action: 3.3 - iv. Develop and deliver employee recruitment and select best practices training, including the topic of unconscious bias.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Training module built and implemented, available to employees in an asynchronous format. 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • Content review to continue in the Spring; launch expected in Summer 2026.
<p>Action: 3.4 - i. Introduce a centralized student peer training and development framework to create a more coordinated, efficient, and impactful peer programming system.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Develop and implement a unified, evidence-based peer training and supervision framework across all Student Affairs departments • Finalize a peer training manual in collaboration with all Student Affairs departments by December 2025 • Pilot the new training framework with two departments prior to full implementation (Student Development and Campus Health and Wellness Centre). 	<p>Current Status: Cancelled Status from Update 2: Cancelled</p> <p>Update:</p> <ul style="list-style-type: none"> • Action cancelled due to staffing changes and adjustments in work prioritization.

<p>Action: 3.5 - i. Enhance communication with prospective job candidates about working at DC.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Create content, design and disseminate branded resource with employment-related highlights. 	<p>Current Status: Cancelled Status from Update 2: Cancelled</p> <p>Update:</p> <ul style="list-style-type: none"> • Item cancelled due to resourcing and adjustments in work prioritization.
<p>Action: 4.1 - i. Build internal GR capacity and coordination</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Create a clearance protocol to triage requests to and from government. 	<p>Current Status: Delay Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • Project scoping and internal discussions are underway; this initiative remains a priority for 2026/2027.
<p>Action: 4.4 - iv. Execute and support three projects funded by the College and Community Social Innovation Fund (CCSIF):</p> <ol style="list-style-type: none"> 1. “Bridging the gap” 2. “Community-based exercise intervention” 3. “Raising resilient families” <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Undertake data collection with community members and mental healthcare providers and complete secondary data analysis of Ontario Shores patients’ sociodemographic data. • Coordinate a 12-week community-based exercise intervention with Ontario Shores patients at the Abilities Centre. Collect and analyze data. • Implement the model of care through a train-the-trainer model, ensure infant simulators are embedded in the 	<p>Current Status: Partially Complete Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • Raising Resilient Families project completed; final report drafted. • Two projects (Bridging the Gap and Community-Based Exercise Intervention) are currently in year 2 of 3. The REB approvals are in progress at Ontario Shores (partner agency). • Data collection for both projects will commence when REB approvals are received. The projects remain on track, despite the slight delay in REB approvals. It is anticipated that both projects will proceed in the upcoming year.

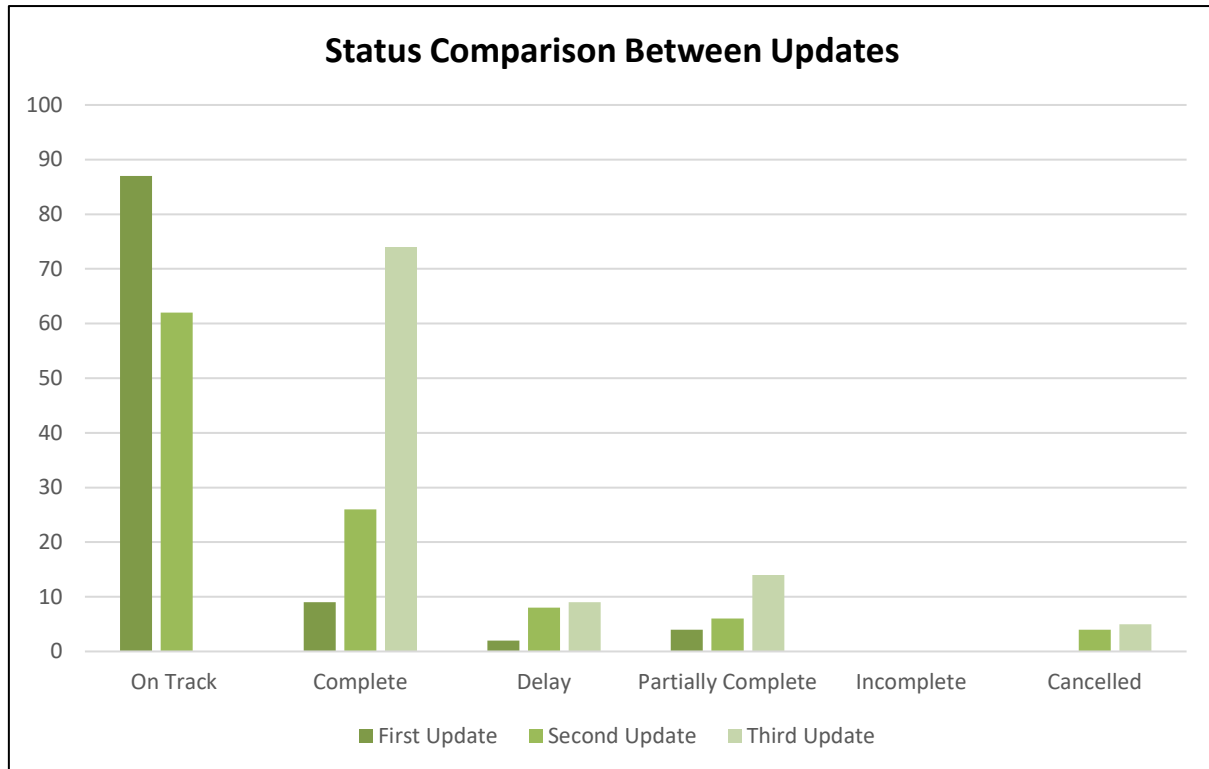
<p>community for parent training, and disseminate outcomes to relevant stakeholders. Complete the final report required by the Tri-Agency.</p>	
<p>Action: 4.5 - iv. Formalize GR coordination with Ontario Tech.</p> <p>Measurement/Milestone:</p> <ul style="list-style-type: none"> • Create and establish coordination and information sharing protocols with Ontario Tech University 	<p>Current Status: Delay Status from Update 2: On Track</p> <p>Update:</p> <ul style="list-style-type: none"> • The Executive Director has initiated outreach to counterparts at Ontario Tech and Trent University Durham. Relationship development and establishment of formal information sharing protocols will remain a priority for 2026-2027.

This final update to the 2025-2026 Business Plan highlights that meaningful progress was made on actions across the college with 72.5 per cent of actions completed. Table 4 and Graph 3 provide a status comparison between all updates.

Table 4

Status	First Update	Second Update	Final Update
On Track	87	55	0
Complete	9	30	74
Delay	2	6	9
Partially Complete	4	7	14
Incomplete	0	0	0
Cancelled	0	4	5
Total	102	102	102

Graph 3



5. Financial/Human Resource Implications

Business Plan actions with direct financial or human resource implications have been addressed through annual capital and operational budget processes.

6. Implications for the Joint Campus Master Plan

Enabling action 2.2 iii ensures the completion of the updated Campus Master Plan (CMP). The related measure is: CMP draft is fully complete and is scheduled for Board consideration and approval on April 8, reflecting DC and Ontario Tech University’s strategic priorities and needs.

7. Implications for Ontario Tech University

The following enabling actions intersect with Ontario Tech University:

Enabling Action	Measure	Current Status
2.1 vii Identify college-wide cost reductions in housekeeping, while maintaining Association of Physical Plant Administrators (APPA) housekeeping standards at a level 3.	Through changing standards, cleaning methods and ongoing process improvements, realize incremental reduction in housekeeping costs, resulting in \$500K savings.	Complete
2.2 iii Ensure the completion of the updated Campus Master Plan (CMP).	CMP is substantially completed, reflecting DC and Ontario Tech University's (Ontario Tech) strategic priorities and needs.	Complete
4.5 i Support Ontario Tech's Enterprise Resource Planning software transformation by enabling separation of institutional data, assist in contract planning, and developing foundational integrations to prepare for their transition to Software as a Service (SaaS).	Key data separation and integration milestones achieved; support activities documented.	Complete
4.5 ii Resolve long-standing User Account provisioning challenges.	Present a documented plan to secure the agreement of DC and Ontario Tech to resolve longstanding account provisioning challenges, and strategic alignment.	Complete
4.5 iii Improve Cybersecurity of the DC and Ontario Tech technology environment.	Execute an improved vulnerability management program. Address any findings arising from cyber audits and penetration tests.	Complete

<p>4.5 iv Formalize GR coordination with Ontario Tech.</p>	<p>Create and establish coordination and information sharing protocols with Ontario Tech.</p>	<p>Delay</p>
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8. Relationship to the Strategic Plan/Business Plan

The 2025-2026 Business Plan supports the 2025-2030 Strategic Vision, including the purpose of transforming lives, building careers, and enriching communities. It also helps DC live our values of collaboration, diversity and inclusion, excellence, innovation, integrity, respect and social responsibility. Furthermore, this Business Plan aligns with the goals and objectives outlined in the strategic vision.

Our four goals are:

1. **Future-Focused** - Be the first and best choice as a globally recognized leader in delivering the innovative lifelong learning that students, communities, and industries need most.
2. **Sustainable** - Be intentional and align our efforts to adapt, thrive, and achieve our ambitions and ensure long-term sustainability.
3. **People-Centred** - Be an equity-driven and inclusive environment where everyone feels supported, can realize their full potential, and truly belongs.
4. **Community-Connected** - Be purposefully connected locally and globally to deepen our impact and drive social and economic progress.

2025-2026 Business Plan Scorecard

Beginning April 1, 2025, ending March 31, 2026

Our Purpose: Transforming lives, building careers and enriching communities.

Our Values: Collaboration • Diversity and Inclusion • Excellence • Innovation • Integrity • Respect • Social Responsibility

Objective	#	Enabling Action	Measure	Completion Date (drop-down)	Status (drop-down)	Update 1 (BOG meets on Wednesday, October 8)	Update 2 (BOG meets on Wednesday, February 11)	Update 3 (BOG meets on Wednesday, April 8)	Magnitude / Impact (drop-down)	Responsible - Primary (drop-down)	Responsible - Secondary (list all)
GOAL 1: Future-focused - Be the first and best choice as a globally recognized leader in delivering the innovative lifelong learning that students, communities, and industries need most.											
1.1 We will attract a diverse range of students by offering a comprehensive program mix that anticipates and fulfills workforce needs.	i.	Launch new programs that meet labour market demands and student and community expectations.	Launch seven new programs by fall 2025: - Interior Decorating Ontario College Diploma; - Electric Drive Vehicle Technician Ontario College Diploma; - Mental Health for Healthcare Workers Local College Certificate; - Business Analyst Local College Certificate; - Electrician 309a/309c Level 2; - Human Resources Local College Certificate; and - Taxation and Auditing Local College Certificate.	September 2025	Complete	Launched seven new programs in fall 2025: - Interior Decorating Ontario College Diploma; - Electric Drive Vehicle Technician Ontario College Diploma; - Mental Health for Healthcare Workers Local College Certificate; - Business Analyst Local College Certificate; - Electrician 309a/309c Level 2; - Human Resources Local College Certificate; and - Taxation and Auditing Local College Certificate.	Completed in previous update period.	Completed in Update 1.	College-wide and Community	Vice President, Academic and Students	
	ii.	Develop a labour market dashboard framework to support strategic decision-making for new program development and enrolment planning.	-Delivery of a prototype labour market dashboard that includes key labour market indicators through consultation with stakeholders.	March 2026	Complete	-Labour market dashboard has been developed and is currently being validated. Feedback being integrated.	-In January 2026, the team will update the dashboard with the newest release of occupational data from Lightcast, incorporate any additional feedback, and plan to move forward with the release.	- LabourLens dashboard prototype is ready for launch pending access decisions and DCLT approval. This dashboard will be considered the first version, anticipating future versions as stakeholders interact with the dashboard and request enhancements.	College-wide	Vice President, Academic and Students	Associate Vice President, Enrolment and International Education
	iii.	Develop and deliver a new skilled-based open enrolment short program that integrates expertise from Durham College's (DC) research hubs with workforce development.	-Launch a skilled-based, short program for the general public with an industry or academic partner.	March 2026	Delay	-North Alberta Institute of Technology, CTS, and AI Hub open enrolment program to be launched in January 2026.	-Due to insufficient enrolment, launch date of the program has been pushed back to later this year. Marketing and promotional strategies are currently in place to attempt to generate paid registrations.	- Marketing and promotions are underway. Promoting course for a fall delivery due to low enrolment in previous attempts.	College-wide and Community	Vice President, Academic and Students	
	iv.	Support digital transformation in program delivery through the development and conversion of courses to online delivery.	-Convert two courses to online delivery in 911 Emergency and Call Centre Communications Program. -Convert three programs to online delivery.	March 2026	Partially Complete	- Office Administration - Executive, Mental Health for Healthcare Workers, and Office Administration - Health Services are in development, 20/27 courses completed. Remaining courses are in development for fall, winter and spring. -Due to shifting priorities, conversion of courses in 911 Emergency and Call Centre Communications Program are being reevaluated.	-12 courses in Geographical Information Systems for Data Analytics beginning development; Five of six courses for Mental Health for Healthcare Workers Local College Certificate have been completed; Office Administration cluster remain in development for full online delivery with 22 of 27 courses completed; One communications and one general education course are complete.	- One program fully converted for online delivery, and two remain in progress, and are anticipated for completion by Fall 2026. - Six of twelve courses in GIS for Data Analytics are in development; all courses (6) for Mental Health for Healthcare Workers Local College Certificate completed; Office Administration cluster (OFEE, OFEX, and OFHS) remain in development for full online delivery with 22 of 27 courses completed.	College-wide	Vice President, Academic and Students	
	v.	Lead an integrated, multi-channel content strategy aligned with institutional priorities to enhance program visibility and stakeholder engagement.	-Use a strategic content calendar to identify and address content gaps. - Create at least one new content asset for all signature/priority programs and 75% of all programs. - Repurpose content across channels and equip internal teams with branded assets.	March 2026	Complete	- Audited all program pages for news content, thus far: 64% (91/143) programs have new program-specific news content, and 61% (31/51) Signature and Priority programs have new program-specific news content.	- 76% (109/143) programs have new program-specific news content. - 85% (45/53) Signature and Priority programs have new program-specific news content.	- 81% (116/143) programs have new program-specific news content, surpassing our goal by 8%. - By March 31, 100% of all Signature and Priority programs will have new program-specific news content.	College-wide and Community	President	Associate Vice President, Communications and Marketing
	vi.	Implement enhanced recruitment strategies to meet total and first-choice direct and non-direct application goals in alignment with the Enrolment Management Plan (EMP).	- Increase off-campus recruitment activities by 3.9% (total: 527). - Conduct 160 on-campus activities. - Establish engagement with guidance heads from Kawartha Pine Ridge District School Board and Toronto District School Board for on-campus experiences. - Increase attendance at Mature Student Event by 10% (+12 attendees; +4 applications), event date is Dec. 2 & 3, 2025. - Launch community-based engagement in three key areas with three events per region. - Improve drip communication strategy and increase click-through rate to 1.4%.	March 2026	Complete	- Thus far, off-campus activities have increased 51% (173 versus 113 same time year over year); progress is now delayed due to support staff strike. - Conducted 64 on-campus activities, however they are now on pause due to the support staff strike - Plan to host KPRDSB and TDSB/TDCDSB guidance representatives in winter 2026. - The Mature Student event is scheduled for December 2 and 3 - details and results will be available in the Q3 updates. - Launched the community based events this summer and we hosted nine events in Belleville, Port Hope, Lindsay, Peterborough, Scarborough and Markham to ensure DC presence in the Centennial, Fleming and Loyalist catchment areas where program suspensions are high. We engaged with 64 customers and processed 22 new applications. - Monthly drip email strategy click-through rate is currently at 1.59% and on track to meet the overall goal of 1.4%.	- Thus far, off-campus activities have increased by 12% (421 versus 377 at the same time last year); - Conducted 93 on-campus activities, approximately 20 activities did not happen due to the FTSS work stoppage. - Hosting guidance and teachers from KPRDSB on campus in March 2026. Presented to 35 guidance counselors from the TDCDSB. - The second annual Mature Student event took place on December 2 and 3, 2025, where we hosted 167 guests and processed 63 new applications, representing a 75% YOY increase. - Launched 13 community based events in summer 2025 where we hosted recruitment events in the Centennial, Fleming and Loyalist catchment areas where program suspensions are high. We engaged with 64 customers and processed 22 new applications. Six more of these events are booked in Quinte West, Markham and Scarborough in February and March 2026. - Monthly email drip strategy click-through rate is currently at 1% and on track to meet the overall goal of 1.4%.	- 514 off-campus activities took place, which is 97.5% of the goal. 53 events were cancelled due to the work stoppage. - 125 on-campus activities took place, representing 78% of the goal. 39 fewer events due to the work stoppage. - Established new connections to coordinate and host the Kawartha Pine Ridge School Board guidance counselors at the Oshawa and Whitby campuses on March 24, 2026. Continuing to work with the Toronto District School Board to coordinate a campus visit this spring or fall 2026. - Hosted 167 guests at the second annual Mature Student event, representing an increase of 46% year over year and processed 63 new applications, representing an 75% increase year over year. - Hosted 19 community-based occasions in summer 2025 and winter 2026 in three key areas, which included the Centennial, Fleming and Loyalist catchment areas, where program suspensions are high. We engaged with more than 70 prospective students and processed 33 new applications during these sessions. - Average monthly email drip strategy click-through rate over the year is 1.63%, exceeding the goal of 1.4%.	College-wide and Community	President	Associate Vice President, Communications and Marketing
	vii.	Strengthen short-form video strategy to support recruitment and brand visibility.	- Publish 30 repurposed social videos as YouTube Shorts. - Create and publish 12 new short-form program videos. - Increase YouTube subscribers by 10% (from 7,999 to 8,799). - Increase Shorts engaged views by 10% (from 15,500 to 17,000).	March 2026	Complete	- Published 31 social videos to DC's YouTube account, resulting in more than 41,000 views. - Started re-editing existing program videos to short-form format. - Increased YouTube subscribership 2.9% to 8,231. - Increased shorts engagement views by 46.5% - exceeding 10% goal.	- Published a total of 52 social videos to DC's YouTube account, resulting in more than 44,400 views. - Short-form program video editing continues. program video project has commenced and will produce eight additional new short-form program videos. - Increased YouTube subscribership 3.6% to 8,292. - Increased shorts engagement views by 200% - exceeding 10% goal.	- Published 63 social videos to DC's YouTube account, resulting in more than 82,800 views. - 13 Short-form program videos created/published, and by summer 2026, six new program video shorts will be added, for a total of 19. - Increased YouTube subscribership 3.9% to 8,313. Although an increase has occurred, the 10% goal will take additional time. A refreshed action plan will be implemented to achieve this goal beyond this reporting cycle. - Increased shorts engagement views by 459% - exceeding 10% goal.	College-wide and Community	President	Associate Vice President, Communications and Marketing
	viii.	Further diversify the international student population by meeting increased enrolment targets from China and across Africa.	- Enroll 40 new (semester 1) students from East Asia and 160 from Africa across the spring, fall, and winter intakes.	March 2026	Complete	Enrolment updates: - Spring 2025: 2 Enrolments from East Asia and 22 Enrolments from Africa - Fall 2025: 18 Enrolments from East Asia and 157 Enrolments from Africa Application updates: - January 2026: 23 applications from East Asia and 533 applications from Africa	Enrolment Updates - Spring 2025: 2 Enrolments from East Asia and 22 Enrolments from Africa - Fall 2025: 18 Enrolments from East Asia 157 Enrolments from Africa Application Updates: - January 2026: 31 applications from East Asia and 764 applications from Africa (as at Jan 12 2026) Note that Post Day-10 enrolment to be provided at Update 3.	Enrolment Updates: We enrolled 30 new students from East Asia against a target of 40 (75.0%) and 241 new students from Africa against a target of 160 (150.1%). Overall, we enrolled 271 new students, representing 135.5% of the combined target (200) for these regions. The breakdown by intake was as follows: - Spring 2025: 2 Enrolments from East Asia and 22 Enrolments from Africa - Fall 2025: 18 Enrolments from East Asia 157 Enrolments from Africa - Winter 2026: 10 Enrolments from East Asia and 62 Enrolments from Africa	College-wide	Associate Vice President, Enrolment and International Education	

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	ix.	Develop and implement a new digital marketing strategy, along with an operational plan, within the International Recruitment office, in collaboration with C+M and Enrolment Services.	-Launch of the Digital Marketing Strategy -Launch of Region-specific operational plans. -Staff training delivered and business process developed. -Salesforce Marketing Cloud operationalized within International Recruitment (lead capture, segmentation and campaigns)	March 2026	Complete	- Digital Strategy Framework Developed. - Digital Assets library created, ongoing population of photography, posts, videography, template designs. - Digital marketing data and requirements gathering underway (by region). - Phase 1 training – Salesforce Integration with International Recruitment initiated during Academic Kick-Off Week to IR Team and in-country representatives. - Marketing Request Intake Form and Business Process launched and socialized within IEO. - Recruiter-specific forms near / at completion (QR code, form design, beta testing, privacy requirements). - Initiated content creation for BrightSpace modules for staff development - Banner Reporting, Email Navigation, Onboarding Resources	- Formal inclusion within Canadian Bureau for International Education (CBIE) Learn Canadian campaign finalized, marketing materials and brand guidelines incorporated. Collaboration between the IE office, C+M and the CBIE Learn Canadian team established. - Penultimate draft of International digital marketing strategy and operational plan submitted for review in December 2025. Final International digital marketing strategy anticipated for completion by Jan 30th. - Requirements gathering completed (September 2025) by region with each IR team member. Region-specific recruitment presentations developed, digital requirement plans are under development. - IE staff completed training in summer and fall 2025 on digital request submission tools, guidelines/requirements, submission processes and approvals. Region-specific Salesforce QR codes for new prospect lead capture and digital engagement finalized with the Salesforce Team and launched in December 2025.	- Digital Strategy finalized, shared with IE Team and C&M in March 2026. - Region-specific operational plans completed. Full rollout will occur once the overall strategy receives final approval. - Work is underway to establish a video channel for the Chinese market on RedNote. Student outreach has begun to develop content. - Staff training completed in Fall 2025. - Lead capture form and emails have been finalized, and QR code created. Currently being used by recruiters and ICRs for lead capture while travelling.	College-wide	Associate Vice President, Enrolment and International Education	President
1.2 We will drive excellence in teaching and learning by leveraging emerging technologies and industry trends to develop durable skills for a complex world.	i.	Implement a student course status dashboard widget in DC Connect to support student retention.	- Embed Course Progress Dashboard widget in all DC Connect academic courses.	January 2026	Delay	- Widget prototype shared with the Retention Working Group and Digital Learning Steering Committee for feedback. Widget prototype will be demonstrated to the Academic Leadership Team (ALT) and faculty stakeholder during the fall semester for feedback. Student retention widget will launch May 2026. Due to the support staff strike, these timelines will be impacted.	- Widget is currently in development following feedback obtained from prototype sharing. Due to the FTSS work stoppage, the widget will now be available for Fall 2026, with a small pilot mid-spring semester.	- The Student Retention Widget is under development. Front-end development is complete, back-end development remains in progress. The prototype has been shared at the Program Coordinators' meeting and various program/team meetings with positive feedback. The widget will launch in Fall 2026.	College-wide	Vice President, Academic and Students	
	ii.	Create a comprehensive program to enhance faculty skills in developing and delivering courses in online, hybrid, flexible or hylflex modalities.	- Develop and launch Digital@DC Institute for faculty.	March 2026	Complete	- Program developed and approved by ALT to launch in spring 2026. Micro-credential proposal going to the Program Proposal Review Committee (PPRC) in September 2025 for review and approval.	- Digital Course Design micro-credential approved; Course material, activities, and assessments were developed; launching in spring 2026.	Completed in Update 2.	College-wide	Vice President, Academic and Students	
1.3 We will expand high-impact experiential learning and career connections through applied research, academic partnerships, work-integrated learning and global experiences.	i.	Explore opportunities to create co-ops in degree programs to meet student expectations and increase opportunities for industry experience.	- Investigate and create a co-op implementation plan for existing degree programs. Develop resources and strategy to support co-op planning for future degrees.	March 2026	Partially Complete	- Director, Experiential Learning is joining the Degree Council as a temporary member to help in investigation and potential development of an implementation framework. - Item to be brought forward for workplan at October Degree Council meeting.	- Research into degree structure for mandatory co-op operationalization is underway. - Further discussion at Degree Council will take place over the coming months to identify advantages, discipline nuances, and challenges.	- Planning for co-op implementation for two new degrees is continuing as part of the preparation of the new program submission for MCURES/PEQAB. Faculty leadership will work with CTL and WIL teams to determine whether integrating co-op into existing degrees adds value, particularly in alignment with similar CAAT programs. - A co-op implementation plan remains in development.	College-wide and Community	Vice President, Academic and Students	
	ii.	Establish new Barrett Centre Community Leader Horticulture Scholarships, which include a Work-Integrated Learning(WIL)/community engagement component as an eligibility requirement.	- Launch 10 new scholarship/WIL bursary opportunities for Skilled Trades and Apprenticeship (STA) and Hospitality and Horticultural Science (HHS) students.	January 2026	Partially Complete	- Three scholarships have been awarded to date.	- The Barrett Foundation was working to adjust their funding strategy and therefore delayed signing new agreements. - Due to this delay in signing of the Barrett Agreement, no new scholarships were awarded. - The next scholarships/bursaries will be awarded in the spring and fall of 2026.	- Five new scholarships will be launched in spring/summer for the Leadership for Sustainable Development Local Board Certificate. Summer WIL bursary opportunities on the farm and for community outreach will be established.	College-wide and Community	Vice President, Academic and Students	
	iii.	Successfully deliver new Collaborative Online International Learning (COIL) projects across a minimum of three Faculties.	- Online COIL module completed by participating faculty. - Eight COIL projects successfully delivered.	March 2026	Complete	- Queen Elizabeth Scholars program for international work-integrated learning: agreement and work plan with World Vision drafted to set the framework for outbound international work-integrated learning. - COIL coordinator in place for fall 2025 to support COIL delivery and development. - Four COILs launched Sept 2025, for example, Global Technical Writing Project: Cross-Cultural Proposal Development between DC's Interdisciplinary Studies/Construction Management and Bukidnon State University Construction Management Degree students. - Erasmus funding partnership awarded to DC for student and faculty exchanges throughout 2025-2027, with InHolland U of Applied Sciences (Netherlands). Two faculty members completed faculty guest lecture on International Business Management.	WorldVision Foundation partnership agreement completed in support of Queen Elizabeth Scholars program. Partnership agreement and planning in progress for Erasmus-funded Faculty Exchange in April 2026 (IMC Krems, Austria) Planned COILs for Winter 2026 include - Fine Arts: England - Business - Supply chain: Netherlands - Business - Marketing: Netherlands - Journalism: South Africa - Early Childhood Education: United Kingdom	All planned COILs for Winter 2026 are complete or underway. In total, nine COILs were conducted against a target of eight (112.5%) by three different Faculties (100% of target).	College-wide and Community	Associate Vice President, Enrolment and International Education	Vice President, Academic and Students
	iv.	Explore and assess expansion of co-op opportunities for post-secondary students.	- Surveys launched and feedback received to inform decision making. Create and launch feedback surveys for three groups: (1) students who voluntarily opt out of their program's co-op/work term option; (2) students who successfully complete their co-op/work term; and (3) employers who hire DC co-op/work term students.	September 2025	Complete	- Surveys have been developed and launched as follows: (1) sent to students in June 2025 (2) sent to students in August 2025 (3) sent to employers in early September 2025 Results and additional feedback under review.	Completed in previous update period.	Completed in Update 1.	College-wide and Community	Vice President, Academic and Students	
1.4 We will enhance student success by providing outstanding services and optimal learning spaces.	i.	Develop a retention framework for Professional and Part-time Learning (PPL) students that includes PPL specific retention and progression definitions.	- A documented retention framework for PPL students that enables the measurement of student progression and retention rates.	March 2026	Complete	- The PPL student retention framework has been drafted and is currently under review for final input and revisions from stakeholders around the college.	- PPL continues to collect input and revisions from stakeholders on the draft framework.	- PPL has created an innovative retention and progression framework designed specifically for PPL learners, introducing consistent and measurable definitions. The framework supports proactive academic advising strategies that enhance the student experience, improve retention outcomes, and contribute to revenue growth through access to clear, actionable data.	Department/Faculty	Vice President, Academic and Students	- Vice President, Strategic Infrastructure and Campus Safety - Associate Vice President, Enrolment and International Education

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	ii.	Develop and pilot, through a retention working group, proactive initiatives for full-time students that foster student success and engagement, ensuring increased retention through meaningful connections and tailored interventions.	-Streamline student-facing communications for increased effectiveness. -Implement a student services action plan to better align available services to each stage of the student journey.	March 2026	Partially Complete	- An environmental scan has been completed and a draft plan is being reviewed by the retention working group. The plan includes recommendations for student-facing communications, student services, and academic supports. Next steps include plan finalization and presentation to ALT by November 2025.	-A final plan that outlines a series of recommendations at both the institutional and Faculty levels was completed and shared with stakeholders across the college, including Program Coordinators, ALT, Enrolment Advisory Committee, and the Durham College Leadership Team (DCLT). The next steps involve continuing to work with institutional departments via the Retention Working Group to establish firm timelines, monitor and support completion for the implementation of each recommendation as well as leading a Faculty Task Force to develop and pilot initiatives that foster student success and engagement and lead to increased retention.	-The approved institution and Faculty-level recommendations have been split between the Retention Working Group and the Faculty Task Force: Each recommendation has been refined into a series of Enabling Actions with areas of responsibility, firm timelines for completion, and measures of successful implementation. A structure has been created that sees the Retention Working Group reporting to the Enrolment Advisory Committee. Full completion of the Retention Strategy recommendations is set to occur over the course of 2026.	College-wide	Vice President, Academic and Students	- President
	iii.	Improve the DC Cares webpage to streamline inquiries and service access.	-Finalize content plan by July 2025. -Include at least 15 key service areas and 15 FAQs. -Define and publish service response standards. -Conduct a post-launch review within six weeks.	September 2025	Complete	- Strategy and content plan completed. Updated webpage on track to launch the first week in October.	New page launched in October, including service response standards. A post-launch assessment of new page layout and content completed, and recommended updates implemented. The revised page now includes 26 FAQs.	The updated DC Cares webpage includes a new structure and service response standards. The content expanded to include 26 FAQs. Implemented recommendations from the post-launch assessment indicate improved navigation and access to information.	College-wide and Community	President	Associate Vice President, Communications and Marketing
	iv.	Provide employees and students access to modern Windows operating systems to support student learning.	-All Windows-based student, staff and faculty-facing devices are migrated to the new operating system. -Where migration requires budget, establish a plan for those devices to be migrated before January 2027.	March 2026	Complete	- 85% of eligible non-academic computers have been upgraded to Windows 11. - Windows 11 has been deployed in 36 academic spaces on over 1,000 devices. These spaces include 30 labs and classrooms, the libraries and computer commons at Oshawa North and Whitby, and ~100 podiums and kiosks - 460 Academic computers (across 25 academic spaces) and 470 non academic computers are not compatible with Windows 11. These devices will either be replaced, or covered under extended warranty, based on budget availability.	All computers not eligible for Windows 11 upgrade are covered by Windows 10 extended support coverage, and are flagged for replacement in fiscal 2026-2027, subject to capital funding request approval.	Completed in Update 2.	College-wide	Vice President, Strategic Infrastructure and Campus Safety	
	v.	Enhance the Office of the Registrar's (RO) overall student communication plan by embedding campus service supports and clear next steps into all communications to better guide students throughout their academic journeys.	Review and complete all updates relating to the following communications in collaboration with the Retention Working Group: - Failed Course Comm - Academic Progression - Know Before You Go - Welcome Back Dean's Letter	September 2025	Complete	- The Failed Course Communication, Academic Progression, and Know Before You Go have all been redeveloped and implemented in August. We are currently working with C+M and the Salesforce team to develop the Welcome Back Dean's Letter, which we expect will be complete this month, ready to launch for the next academic term.	A Welcome Back Dean's letter concept was drafted, but reconsidered in light of the Retention Working Group's plans to review student communications more broadly.	Completed in Update 2.	Department/Faculty	Associate Vice President, Enrolment and International Education	
	vi.	Support proactive graduation audits and provide guidance for review of students who are off track in fulfilling their program requirements.	- Create training modules and job aids covering proactive graduation policies, graduation date tracking, and review procedures for students who do not qualify for graduation. Work with Faculties to ensure all involved with student progression are equipped to conduct consistent reviews, as required, during the graduation audit cycle.	March 2026	Complete	- A comprehensive communication plan has been developed to support both the Records team and faculty members. A draft checklist-style job aid has been created to assist faculty in navigating key support processes after the initial graduation audit. Independent training opportunities for Student Advisors and Administrative Coordinators are scheduled to be coordinated over the coming months to ensure consistent implementation and understanding across roles.	The policy was updated, and the revised five-year graduation timelines have been finalized and shared with all Academic Advisors and Coordinators to support academic planning. Communication regarding students deemed ineligible has also been enhanced, with the audience expanded to include those who have been audited but have not yet applied. In addition, development of the How to Audit procedure is underway, with completion expected in February, at which point the finalized process will be shared with Faculty offices along with training opportunities to support implementation.	Job aid procedures have been fully completed. Beginning with the Winter Graduation process, we developed new communication materials and faculty specific instructions to eliminate duplication of effort. This included finalized procedures, clear timelines, and training that was made available upon request.	College-wide	Associate Vice President, Enrolment and International Education	Vice President, Academic and Students
1.5 We will activate and celebrate our alumni network as ambassadors and mentors.	i.	Celebrate and amplify alumni stories to inspire and build community through social media and digital channels.	- Create eight new alumni content features (one per Faculty). - Increase overall alumni-related content engagement rate by 2% to 8%.	March 2026	Complete	- 50% increase in posts related to alumni. 61.4% increase in User Generated Content related to alumni. - Currently sitting at a 5.8% engagement rate - 90.5% increase. - Planning for alumni features underway.	-Three "Day in the Life" posts are currently in development, showcasing alumni at work: -Two social media videos (HHS, SET) -One carousel post (BIT) -13 new content pieces created to date, including featuring blogs as social media content, alumni spotlights, and celebrating success stories. -Currently at a 4.8% engagement rate (which is a 1% decrease from last reporting period, we're still tracking towards our goal but due to the cancellation of Fall Convocation, there was less alumni content posted).	-Five "Day in the Life" posts published, showcasing alumni at work: -Four social media videos (HHS, SET, MAD x2) -One carousel post (BIT) -Four additional "Day in the Life" alumni posts in development for Spring 2026 (HS x2, HHS, PPL) -37 new content pieces created, including featuring blogs as social media content, alumni spotlights, and celebrating success stories -5.5% engagement rate (0.3% decrease; due to the cancellation of Fall Convocation, there was less alumni content in October).	College-wide and Community	President	Associate Vice President, Communications and Marketing
	ii.	Strengthen relationships with alumni by fostering meaningful engagement opportunities that encourage connection, pride, and active involvement in the college community.	- Conduct Alumni Brand Discovery to identify gaps and areas of improvement. - Launch alumni engagement campaign to reconnect with alumni community. - Increase app membership to 12,000.	March 2026	Complete	- Alumni Brand Discovery will be complete by end of November. - Alumni Engagement Campaign is on track to launch in 2026. Phase one and two of the project have begun. - DC Connect app membership is currently at 11,886 users.	- Alumni Brand Discovery (Phase one of three) is complete. Report was received from vendor with summary of consultations and recommendations. Phase two has begun with first meeting held with internal stakeholders to build alignment. - DC Connect app membership is currently at 12,307 users.	- Successfully completed Alumni Brand Discovery to identify gaps and priority areas for improvement. - Worked with vendor to develop alumni engagement campaign messaging and a visual brief to support consistent, compelling outreach. - All campaign assets on track to be completed by March 31, ready for deployment in April. - Exceeded DC Connect app membership target, growing DC Connect to 12,465 members with more anticipated after convocation in June.	College-wide and Community	Vice President, Corporate Services and Chief Financial Officer	
GOAL 2: SUSTAINABLE - Be intentional and align our efforts to adapt, thrive and achieve our ambitions and ensure long-term sustainability.											
2.1 We will seek innovative solutions to support our financial health.	i.	Launch International English Language Testing System (IELTS) as a new testing offering for the college to strengthen financial sustainability.	- Registrar intake initiated. - Deliver 350 IELTS exams.	March 2026	Complete	- Intake initiated and tests currently running Tuesday-Saturday.	- Tests continue to run Tuesday through Saturday. To date, 266 exams have been completed.	- Continuing to run Tuesday - Saturday towards the goal of 350 exams. To date, 323 exams have been completed, and target is estimated to be reached by March 31.	College-wide	Vice President, Academic and Students	
	ii.	Launch 3D animation services, targeting large retailers and advertising agencies that lack in-house capabilities.	- A minimum of four proposals submitted to new clients.	March 2026	Complete	- New business line launched to attract opportunities, including website portfolio and social media accounts.	- Meetings with prospective clients have been secured. Three formal proposals/quotes have been submitted to prospective or existing clients.	- Meetings with prospective clients secured. Four formal proposals/quotes have been submitted to prospective or existing clients.	College-wide	Vice President, Academic and Students	
	iii.	Identify new streams of revenue generation using Centre for Craft Beverage Innovation (CCBI) infrastructure and expertise.	- A minimum of four revenue-generating proposals submitted to clients.	March 2026	Complete	- CTS team is working on numerous Skills Development Fund (SDF) applications with industry and/or community partners.	- 18 SDF applications have been submitted, two tied directly to CCBI.	- 18 SDF applications submitted, with 2 of them directly tied to CCBI. Awaiting results. - Decisions pending on proposals submitted to Ontario Craft Brewers Association, Ontario Craft Cider Association, Cider Canada, Thornbury Cider.	College-wide and Community	Vice President, Academic and Students	

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	iv.	Streamline timekeeping processes by transitioning contract staff to Web Time Entry systems.	- Decrease in manual time entry tasks by Payroll – this will be measured by the reduction of manual entries before and after implementation. Reduction in time entry errors – this will be measured by the reduced amount of time to audit the time entry records for discrepancies and reconciling.	September 2025	Complete	- This was rolled out and completed for the September 2025 contracts.	- Completed in the previous update.	Completed in Update 1.	College-wide	Vice President, Corporate Services and Chief Financial Officer	Vice President, Academic and Students
	v.	Continue to adopt Microsoft 365 (MS365) applications and modules to support the continual growth and maturity of information management.	- Enable features within MS365 that have zero-cost to advance our records and information management program. - Implement sensitivity labels for email.	March 2026	Delay	- We are reviewing features to be enabled on an ongoing basis. - We can only implement a manual process for sensitivity labels at this time until additional A5 licenses can be purchased.	- Adoption of additional applications such as PowerBI, Org Explorer, Bookings and Learning Activities within MS365 continues. Some features cannot be implemented until the institution moves to an A5 or Copilot license model.	- There is no additional progress in the current A3 license model.	College-wide	Vice President, Corporate Services and Chief Financial Officer	Vice President, Strategic Infrastructure and Campus Safety
	vi.	Explore the possibility of negotiating early payment discounts or rebates with contracted suppliers.	- To measure the success of initiating supplier discussions and incorporating early payment discounts into tender documents, track key performance indicators such as the number of suppliers engaged, the percentage offering discounts, total savings achieved, and the implementation of the discount field in bid forms.	March 2026	Complete	- We have identified the top repetitive spend suppliers and initiated early payment discount discussions. To encourage future adoption, an early payment discount option has been added to new tender templates, allowing suppliers to propose early payment incentives during the bidding process. We will continue with additional outreach to identified suppliers to increase uptake.	- Contacted 16 top spend suppliers to discuss the possibility of early payment discounts. To date, none have agreed to implement this. While suppliers acknowledged that receiving payment sooner would be a benefit, they indicated that the interest earned from accelerated cash flow would not offset the cost of offering a 2% discount for Net 10 or a 1% discount for Net 15 compared to the current Net 45-day terms. Will continue to ask for early payment discounts in tendering documents.	- Received responses from all 16 of our top spend suppliers regarding early payment discount discussions. Fifteen suppliers declined, noting that earlier payments do not offset the interest they earn from current cash flow. One supplier has agreed to offer a 2% discount for payment on receipt, or 1% within 10 days. If we can process payments on a net immediate basis, this is expected to generate approximately \$10,000 in savings over the next six months.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer	
	vii.	Identify college-wide cost reductions in housekeeping, while maintaining Association of Physical Plant Administrators (APPA) housekeeping standards at a level 3.	- Through changing standards, cleaning methods and ongoing process improvements, realize incremental reduction in housekeeping costs, resulting in \$500K savings.	March 2026	Complete	- The agreed-upon level of service is being maintained, and the operating budget is monitored to stay within the allocated limits. On-track to achieve \$500K in savings.	- The agreed-upon level of service is being maintained, and the operating budget is monitored to stay within the allocated limits. On-track to achieve \$500K in savings.	- The agreed-upon level of service has been maintained, and the operating budget was managed to stay within the allocated limit achieving \$500K in savings.	College-wide	Vice President, Strategic Infrastructure and Campus Safety	
	viii.	Expand donor base by acquiring new supporters to ensure long-term financial sustainability.	- Identify and engage 10 new donors. - Track donor metrics quarterly to refine outreach tactics. - Identify five new alumni leaders.	March 2026	Complete	- 13 new prospects have been identified, two new prospects engaged. - Bi-weekly donor metrics in place for Advancement and Alumni Relations team meetings. - Three new alumni leaders identified.	- 14 new prospects identified, four new prospects engaged. - Five new Alumni Leaders secured, with seven additional prospects in the pipeline.	- 14 new prospects identified, 11 new prospects engaged. - Seven new Alumni Leaders secured.	College-wide and Community	Vice President, Corporate Services and Chief Financial Officer	
	ix.	International Education (IE) will implement solutions to diversify and grow funding sources for international projects, partnerships and education abroad.	- Create an IE fund development toolkit to support increased proposal submission, response, and success rate for international education and capacity development project opportunities. - Create IE business processes to support integrated global growth opportunities (recruitment, projects and partnerships) that lead to greater efficiency of pursuits within IE.	March 2026	Cancelled	- Operational tracking form completed. Toolkit items in process (e.g. Project case studies, marketing presentation). Meetings with In-Country Representatives planned for September to discuss business processes for projects and partnerships. - New Erasmus funding for student and faculty exchanges with InHolland U of Applied Sciences (Netherlands).	- Erasmus-funded faculty exchange completed in November 2025 with InHolland University of Applied Sciences (Netherlands). Refer to the update in 1.3 regarding the new Erasmus-funded planning and partnership with IMC Krems (Austria). - Conducted IE training sessions with IR/ICRs to increase awareness of IE and CTS capabilities and identify new in-market opportunities. - 50% C/Can Project Profiles redeveloped for use in rapid response Expressions of Interest and proposals to non-C/Can funders, with additional profiles planned for development by the target date. - New presentations and marketing materials are being developed for unsolicited use. - Internal opportunity assessment processes are under development to rapidly assess new, non-traditional education, training and capacity development opportunities. - New model for recent agreements was piloted to support net new enrolment, namely, (a) Oxford International Digital Institute (OIDI) Online English Language Pathway Agreement; (b) Hainan MoU to explore pathways into current SCS programs and specialized short programs.	In light of the ongoing need to identify resource efficiencies, the decision was made to pause several internationalization and global engagement activities involving faculty and student mobility, and to initiate DC's exit from the three international capacity development projects we are currently involved in. We have taken this action to position the college for a more focused, financially sustainable model of international engagement. We have communicated this decision to international institutional partners, expressing our intent to re-engage when circumstances allow and priorities are confirmed. Process documents and other materials developed will be retained for potential future use. Regarding projects, DC is actively working with our partners during this transition period to ensure an orderly handover. Our goal is to complete leadership transition activities by March 31, 2026, with additional support completed by June 2026.	College-wide and Community	Associate Vice President, Enrolment and International Education	Vice President, Academic and Students
2.2 We will embed multi-year, pan-institutional planning into our work to respond to evolving challenges and opportunities.	i.	Negotiate the successful completion of the new Strategic Mandate Agreement for 2025-2030 (SMA4).	- Fully execute SMA4.	September 2025	Complete	- A signed SMA4 has been received from the Ministry.	Completed in the previous update period.	Completed in Update 1.	College-wide	Vice President, Academic and Students	Vice President, Corporate Services and CFO Associate Vice President, Enrolment and International Education
	ii.	Enable long-term financial planning by implementing multi-year budget functionality within the FAST budget module.	- Configure and activate the multi-year planning feature within the FAST budget module. - Collaborate with budget stakeholders to define data structures, assumptions, and reporting requirements for five-year projections. - Migrate and validate current financial data to populate the five-year budget plan. - Train end users on inputting, reviewing, and analyzing multi-year budget data within the system.	March 2026	Delay	- This project is on track to be completed and implemented for next fiscal year planning.	- This project is on track to be completed by March 2026 and have an initial five-year plan loaded by April 1, 2026 for internal Finance use.	- The finalization of the 2026-2027 Operating Budget has been delayed until May 2026, at which time the updated multi-year projections will be loaded into the module.	College-wide	Vice President, Corporate Services and Chief Financial Officer	
	iii.	Ensure the completion of the updated Campus Master Plan (CMP).	- CMP is substantially completed, reflecting DC and Ontario Tech University's (Ontario Tech) strategic priorities and needs.	March 2026	Complete	- Work has been on-going since January with draft updates already shared with senior leadership. Engagement and consultation of the broader community is also set to take place later this fall.	- CMP draft documents are complete. - Activities continue into late January, including pop-up sessions & a joint DC-Ontario Tech Town Hall. - On track to complete	The CMP draft is fully complete, with all pre work and consultations from earlier phases finalized. The plan has been prepared for governance review and is scheduled for Board consideration and approval on April 8.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety	

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	iv.	Develop and implement a campus-wide space management strategy based on the findings of the Educational Consulting Services study.	<ul style="list-style-type: none"> - Develop a new space request approval process and a rubric to evaluate the submissions. - Develop a strategy for reviewing the use of campus office space for those employees with hybrid work arrangements. - Communicate updates and changes to the college community. 	October 2025	Complete	<ul style="list-style-type: none"> - A final report with recommendations has been received from Educational Consulting Services. A space committee, which includes senior management from across the college, will begin meeting in September to refine the criteria on how space decisions are made. An industry best-practice rubric will be used to guide decision making. 	<ul style="list-style-type: none"> - The Space Management Rubric has been finalized and provides a framework for evaluating and allocating space based on objective criteria. A Space Committee has been established with representation from key stakeholders across the organization. The committee has been meeting on a regular cadence to review space requests, resolve allocation conflicts, and ensure alignment with organizational priorities and the newly developed rubric. Additionally, a draft space allocation process has been created and is currently being piloted alongside existing space management workflows. This parallel execution approach allows the committee to identify gaps, refine procedures, and validate the effectiveness of the new process before full implementation, while ensuring continuity of current space management operations. Campus wide notifications and communications have been ongoing as well. All items within the measure have been completed, and is now a matter of growing maturity, comprehensiveness, and execution. 	Completed in Update 2.	College-wide	Vice President, Strategic Infrastructure and Campus Safety	
	v.	Develop and implement a multi-year capital budget.	<ul style="list-style-type: none"> - Develop a multi-year plan to inform the replacement of specific building infrastructure and elements, supporting all requests for new capital, utilizing prioritization data from condition assessments. 	October 2025	Complete	<ul style="list-style-type: none"> - DC has developed and is now implementing a structured multi-year capital planning framework for facilities-driven projects, using multi-variable prioritization condition assessment data to rank renewal needs. This framework will underpin the 2026-2027 capital budget and will be expanded in future years to include the mechanical and electrical infrastructure renewal plan and updated Accessibility Plan. 	Completed in the previous update period.	Completed in Update 1.	College-wide	Vice President, Strategic Infrastructure and Campus Safety	
	vi.	Develop a system to maintain external relationships to promote awareness and reputation of DC.	<ul style="list-style-type: none"> - Establish a system to track engagement with key stakeholders, including changes in membership. - Create a process to identify and leverage campus events and activities for GR purposes. 	March 2026	Partially Complete	<ul style="list-style-type: none"> - created a government relations database, used to track engagement with key stakeholders, including membership. - approaches to identify campus events and activities have been discussed. 	<ul style="list-style-type: none"> -The government relations database is being used regularly to track contact data and engagement activities with all federal, provincial, and municipal government officials. -With the retirement of the Vice President, People, Equity, and External Relations (VP PEER) in the fall, this action will now be managed by our newly hired, Executive Director, Strategic Reporting and Government Relations (starting February 3, 2026), and will be a focus in the winter semester. -Possible approaches to identifying campus events and activities that can be leveraged for GR purposes have been noted, and will be reviewed by the new Executive Director. 	<ul style="list-style-type: none"> -The government relations database is being used regularly to track contact data and engagement activities with all federal, provincial, and municipal government officials. -Process to identify and leverage campus events and activities for government relations purposes remains in progress for 2026/2027. 	College-wide and Community	President	Executive Director, Strategic Reporting and Government Relations
	vii.	Develop a government relations digital strategy and supporting documentation to advocate for DC, our students and our sector.	<ul style="list-style-type: none"> - Create a digital strategy to amplify advocacy messaging. - Create a guidance document for employees on lobbying activity and reporting requirements. 	March 2026	Delay	<ul style="list-style-type: none"> - Initial analysis is underway to determine a digital strategy and develop a guidance document. 	<ul style="list-style-type: none"> -With the retirement of the VP PEER in the fall, this action will now be managed by our newly hired, Executive Director, Strategic Reporting and Government Relations (starting February 3, 2026), and will be a focus in the winter semester. -Completed high level brainstorming on potential strategic initiatives to strengthen digital advocacy messaging and inform the employee lobbying guidance document; materials will be reviewed by the incoming Executive Director. 	<ul style="list-style-type: none"> -Leveraged Colleges Ontario's advocacy materials for 2025-26. -A digital strategy and document for employees on lobbying activity and reporting requirements will be considered for the 2026/27 Business Plan. 	College-wide and Community	President	Executive Director, Strategic Reporting and Government Relations
	viii.	Develop a five-year recovery plan as required under the Ministry of Colleges, Universities, Research Excellence and Security College Financial Accountability Framework.	<ul style="list-style-type: none"> - Create a five-year financial recovery plan that includes budget and cash flow projections and obtain Board approval. 	June 2025	Complete	<ul style="list-style-type: none"> - Presented to BOG and submitted to the Ministry in June. Updates against initial projections are provided to the Board regularly. 	Completed in the previous update.	Completed in Update 1.	College-wide	Vice President, Corporate Services and Chief Financial Officer	
2.3 We will continuously evaluate and refine processes to enhance the student experience and support our teams.	i.	Enhance operational efficiency through cross-training between the Human Resources (HR) and Payroll teams, supported by the development of comprehensive job aids.	<ul style="list-style-type: none"> - Implement the Cross-Training Completion Rate Metric, which records the percentage of HR and Payroll staff who complete the cross-training. -Implement an Employee Confidence and Satisfaction Metric through a survey that evaluates confidence in knowledge of processes shared between the department by administering pre- and post-training surveys or feedback forms. 	December 2025	Partially Complete	<ul style="list-style-type: none"> - This is on target to be completed by January 2026. Delay is a result of increased workload demands as a result of the support staff work stoppage and announcement of the new Voluntary Retirement Incentive Program for faculty. 	<ul style="list-style-type: none"> - This project is on track to be completed by March 31, 2026. Extended timeline due to Full Time Support Staff (FTSS) work stoppage. 	<ul style="list-style-type: none"> - Progress was made on operational efficiency through cross training between the HR and Payroll teams. However, full implementation was not achieved due to factors outside the team's control, including support staff work stoppage and staff turnover. These challenges limited the capacity to complete in-person lunch-to-learn training sessions and surveys. Despite this, training aids, one-on-one coaching and documentation review has been completed. This initiative remains a priority for future phases when staffing levels stabilize in both HR and Payroll. 	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer	President
	ii.	Improve the efficiency, accuracy, and compliance of Accounts Payable by optimizing payment processing workflows and implementing mandatory staff training.	<ul style="list-style-type: none"> - Realize improved invoice processing time, on-time payment rates and a reduction in errors. - Evaluate training effectiveness through completion rates, post-training error trends, and employee feedback. 	November 2025	Complete	<ul style="list-style-type: none"> - Training has been completed by a few departments and the remaining departments will be completed by December 2025. 	<ul style="list-style-type: none"> - Training will be completed by March 31, 2026. Timeline was extended as a result of the FTSS work stoppage. 	<ul style="list-style-type: none"> - Two training sessions have been completed with employees that have frequent involvement with Accounts Payable. 	College-wide	Vice President, Corporate Services and Chief Financial Officer	
	iii.	Develop and implement standardized policies for campus store purchasing and operational practices to optimize inventory planning, improve cost efficiency, promote local vendor selection and ensure consistent service delivery across both campus store locations.	<ul style="list-style-type: none"> - Create a purchasing and markup policy framework to improve efficiency and workload. - Create an operational training manual to support consistent practices across both campus stores. - Ensure all campus store staff are trained on new policies and procedures after manual completion. 	January 2026	Complete	<ul style="list-style-type: none"> - Components of the operational training manual have been completed and an initial draft of the purchasing policy will be completed for review. Training is scheduled for December 2025. 	<ul style="list-style-type: none"> - Purchasing and markup policy framework has been completed. Training was delayed due to the FTSS work stoppage, but will be completed by March 31, 2026. 	<ul style="list-style-type: none"> - Purchasing and markup policy has been completed and will be reviewed on a continual basis to ensure alignment with current market trends and cost of goods. Training is on track to be completed by March 31, 2026. 	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer	
	iv.	Work with departments to create automated workflow processes, maximizing MS365 applications, and improving the user experience for current students.	<ul style="list-style-type: none"> - Move all student-facing forms that support actively enrolled students to MyDC (from public-facing websites) for easy access and to enhance security. - Create forms and processes for actively enrolled students to remove the need for Adobe. 	March 2026	Complete	<ul style="list-style-type: none"> - Initial discussion to review student-facing forms complete. 	<ul style="list-style-type: none"> - Work has begun with the RO's office to determine what forms needs to be updated and moved to MyDC. 	<ul style="list-style-type: none"> - This item has been completed. Students can now access student forms from a central repository on MyDC under 'Online Forms'. https://durhamcollege.ca/info-for-current-students/online-forms 	College-wide	Vice President, Corporate Services and Chief Financial Officer	

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	v.	Improve customer experience at the Service Desk for anyone submitting support requests.	- Decrease Mean Time to Resolution (MTR) for support requests. - Develop a monthly support ticket dashboard review to track performance.	February 2026	Complete	- Launched Customer Survey in summer 2025 as a channel for direct customer feedback. - MTR is 157 hours (incident tickets, calendar 2024). - Regular support ticket reviews.	Completed with ITS Update #2. - Customer Survey response rating is 4.84 out of 5. - MTR is now 83 hours (incident tickets, calendar 2025). - Regular support ticket reviews continue. - Customer Satisfaction monitoring continues.	Completed in Update 2.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety	
	vi.	Develop and implement a new project management methodology to ensure a consistent and efficient approach to the project management life cycle.	- Create and implement a new project management methodology which includes a five-step approach to taking a new project from concept to successful completion.	December 2025	Delay	- A framework has been developed and is close to being fully implemented across all facilities projects. Further alignment between operational and project teams will be the focus over the coming months.	- Due to resource constraints and project portfolio priorities, we're pausing framework advancement to focus on maintaining our current capabilities to focus on delivering key projects. We'll revisit expansion once resource needs are met.	A comprehensive project management framework has been developed and is ready for implementation. However, due to resource reductions across the project management function, advancing a full rollout at this time would not provide meaningful organizational value. The focus has appropriately shifted to maintaining essential project execution capacity and ensuring continuity of critical initiatives. The framework remains available for future deployment and will be revisited once staffing levels and operational capacity allow for an effective and sustainable implementation.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety	
	vii.	Review and update the college's current service desk model to provide better customer service as well as fast and efficient response times.	- Create and promote a new email account that will better prioritize urgent facilities-related calls. - Implement a follow-up process which will allow users to understand the timeline required to action specific requests.	September 2025	Complete	- Facilities-specific email established and integrated with contact centre system. - Standard messaging for request submission response developed and implemented in partnership with Facilities.	Completed in the previous update period.	Completed in Update 1.	College-wide	Vice President, Strategic Infrastructure and Campus Safety	
	viii.	Improve tracking of and reporting on professional development (PD) spending.	- Implement Banner solution.	March 2026	Partially Complete	- Once the SSB9 project is finalized, this project will begin. This dependency is described in enabling action 2.4 vi.	- Banner forms to be used have been identified.	HRIS & Finance's collaboration is ongoing, as both teams are currently exploring methods for the best approach to track/pull this data. As part of this work, Finance is developing a report for HR/HRIS to capture professional development (tuition assistance) metrics, and HR has confirmed that Banner forms provide the capability to track these metrics.	College-wide	President	Associate Vice President, Human Resources and Equity
	ix.	Implement Employee Self-Service options in Banner HR.	- Department attendance and personal information updates available to users in self-service, and employee training on use complete.	December 2025	Complete	- HR has completed the procedure manuals for SSB9 employee self service, web-time entry and attendance entry. - The required custom payroll reports have been moved to baseline Cognos reports. September we are focused on starting the college wide communications for the October launch.	- Self-service launched on December 1. - Item is now complete.	Completed in Update 2.	College-wide	President	Associate Vice President, Human Resources and Equity
	x.	Enhance case management processes for student complaints.	- Launch updated Human Rights Complaint Case Management process. - Launch updated sexual violence (SV) complaint case management process.	March 2026	Complete	- Human Rights Case Management workflow and supporting documents handing over to Records Management for final step ahead of launch. - Sexual violence complaint Disclosure Case Management workflow and supporting documents in development.	- Privacy Impact Assessment (PIA) approved for Human Rights Complaints Case Management Database; supporting documents piloted. - PIA approved for SV Disclosures Case Management Database; development of supporting documents is ongoing.	- Human Rights Complaints (Students) Case Management Process launched. - Sexual Violence Disclosures Case Management supporting documents undergoing final review. - Launch expected at the end of this academic year.	College-wide	President	Associate Vice President, Human Resources and Equity
	xi.	Review options for third-party service providers, to refine and enhance employee services.	- Review current Employee and Family Assistance Program provider, and recommend options. - Review absence management supports and external service provider options. If favourable, roll out administration of new support program.	March 2026	Complete	- Homewood Health was selected as DC's EFAP provider effective January 1, 2026. Notice was provided to TELUS Health. - HR will coordinate with C+M the communication plan to announce this change in service provider, along with Risk Management and Procurement to review the service contract.	- Employee communications, including a dedicated page on ICE, launched on November 25. - Service transition to Homewood Health is complete. - Information sessions on available services for employees and managers held in December and continue in January. - Item is now complete.	Completed in Update 2. Continue to research third party provider services for STD administration.	College-wide	President	Associate Vice President, Human Resources and Equity
	xii.	Leveraging funding acquired from ONCAT, enhance the transfer database to improve the credit transfer process and align with the long-term goal of shifting transfer evaluation to the pre-admission stage.	- Review, update, and add at least 200 new equivalencies to the student information system, reducing the expected wait time for credit transfer from the current four to six weeks to two to four weeks.	March 2026	Complete	- The completion date for the project has been extended to July 2026. Currently, DC has over 18,000 expired partner institution equivalencies listed in the student information system, with approximately 1,700 more approved equivalencies scheduled to expire within the next academic year. The project officer has been working to extend equivalencies through the Faculty offices and creating an audit process for the Transfer Services team to use going forward.	As of January 2026: - 699 equivalency requests have been reviewed - 607 have been approved - 92 have been denied - 156 are awaiting evaluation by the Faculty Office Following project completion in July 2026, the impact on the timeliness of credit transfer decisions will be assessed through a formal evaluation report.	As of March 2026: - 1156 equivalencies have been reviewed - 822 have been approved - 179 have been denied - 155 are awaiting evaluation by the Faculty Office	College-wide	Associate Vice President, Enrolment and International Education	
	xiii.	Design and document a standardized process for academic staff to review course equivalencies and pre-requisites.	- Develop clear procedures, user guidelines, and standardized reports or dashboards. Pilot the process with at least two Faculties and incorporate feedback before full rollout.	March 2026	Complete	- Reports for the Faculties exist; we will identify and document appropriate procedures.	RO is generating a workflow, in combination with the CTL Course Dog implementation, to ensure that Faculties are aware of the process.	RO has met with CTL and equivalencies, and prerequisites are part of the overall curriculum change process. Faculties will be made aware through the implementation training led by CTL.	College-wide	Associate Vice President, Enrolment and International Education	Vice President, Academic and Students
	xiv.	Establish a consistent, student-centred inquiry process across the RO.	- Create and implement a standardized student inquiry process across all RO departments, supported by a procedure document and flowcharts to ensure 100% of front-line staff are trained and able to respond to student inquiries consistently.	March 2026	Complete	- We have initiated the implementation of case management. Our Q-Flow system will be updated to reflect more accurate options for student services within the RO. The next phase is to create the visual workflow and any applicable training.	RO/IE, in collaboration with IT Services and Q Flow, is finalizing updates to the Q Flow systems used by RO/IE and the Computer Commons. These enhancements include improved student interactions at in person kiosks and streamlined service categories and reporting options for staff.	The implementation of the updated Q-Flow system is operational with a new student interface, updated agent pages and internal reporting options. Staff training was provided throughout the RO/IE and IT Services teams to ensure a full understanding of student support options. An up-to-date flowchart has been created for information sharing and onboarding purposes.	Department/Faculty	Associate Vice President, Enrolment and International Education	
2.4 We will invest in innovative tools, resources, and infrastructure to ensure the future optimization of our programs, services, and work.	i.	Modernize DC's curriculum management tool to streamline program records, optimize course and program change workflows and enhance quality assurance and continuity during the program lifecycle.	- Implement Coursedog Curriculum Management platform to support faculty review and revision of course outlines during Spring/Summer 2025. - Continue work with Coursedog to develop elements for stage two, including analytics, program of study mapping and program guide.	September 2025	Partially Complete	- Coursedog launched for course outline review and revisions in May 2025; Course outline catalogue launched August 2025.	- Work to upgrade integration between Coursedog and Banner remains in process; however, winter course outlines are available for faculty and students. Following feedback from academic leadership, major program change and Annual Program Review (APR) processes in Coursedog are being revisited and revised to improve ease of use. Stage two elements will begin in alignment with Coursedog's product development map.	- Due to technology challenges, completion of bi-directional integration remains in progress with Coursedog, RO, CTL and ITS. Integration is anticipated to be completed in early fall 2026 in alignment with the required Banner update scheduled at that time.	College-wide	Vice President, Academic and Students	Vice President, Strategic Infrastructure and Campus Safety
	ii.	Improve month-end close efficiency by integrating Destiny One or D2L with the Banner system.	- Reduce the average number of days to complete the month-end close before and after integration. This action would be measured by tracking and comparing previous month-end timelines to the new timelines. - Increase the data transfer accuracy by reducing the percentage of data discrepancies between Destiny One/D2L and Banner. This would be tracked by auditing the data for errors before and after the integration.	January 2026	Delay	- This project is coordinated between Finance and Corporate Training Services (CTS). Awaiting final confirmation of which system will be used by CTS moving forward. Do not want to implement process for a system that is going to be sunset.	- CTS is revisiting D2L (Course Merchant) to see if the functionality exists to accept online credit card payments rather than use Destiny One. If payment capability is available through Course Merchant, Destiny One will be sunset. Finance and CTS will work together to have payments from Course Merchant automatically loaded into Banner. Revised implementation date: June 30, 2026.	- CTS and IT are working to determine other options that exist for payment methods for TSSA exams and for open enrolment programs. Further consultations with IT, CTS and Finance are required once a payment platform has been identified. Revised implementation date remains June 30, 2026.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer	Vice President, Academic and Students

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	iii.	Strengthen and streamline the student collections process by aligning communication and escalation timelines with key academic dates and improving outreach efficiency.	- Collaborate with Enrolment Services to align collection timelines with critical academic milestones. - Standardize the issuance schedule of collection letters across all three semesters. - Consolidate demand letters from three to two, incorporating a third-party voice drop program to enhance outreach. - Establish consistent timelines for referring overdue accounts to third-party collection agencies each semester.	September 2025	Complete	- Finance, in collaboration with Enrolment Services and Student Financial Aid, has implemented a revised procedure for student collections. The updated process introduces consistent timelines for sending three collection notices via email, ensuring students have adequate time to respond and make payment arrangements before accounts are referred to third-party collections. - As part of this enhanced approach, Student Financial Aid now reviews student files to identify those who may be eligible for bursaries or awards that could resolve their outstanding balances. Additionally, Financial Aid assists in assessing whether students are suitable candidates for payment plans, offering a more supportive and flexible path to resolution.	- Completed in the previous update.	Completed in Update 1.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer	Vice President, Academic and Students Associate Vice President, Enrolment and International Education
	iv.	Implement an Accounts Payable (AP) and General Ledger (GL) integration between Bookware and Banner to improve financial reporting and timely reconciliations.	- Successful deployment of AP and GL integrations between Bookware and Banner. Completely eliminate the manual time required to enter daily transactional details and reduce time required to trouble shoot reporting discrepancies.	March 2026	Complete	- Initial meeting has taken place with Bookware. Further consultations to occur this fall.	- Supporting documents for the integration have been completed. We are waiting on the project roadmap from Carleton Technologies (Bookware). We continue to work with the vendor to have this completed by fiscal year end.	- Campus Store team and Finance have worked with the vendor to update the chart of accounts. IT to work with vendor to complete an extract of data to ensure integration is completed. We continue to work with the vendor and internal departments to ensure completion by March 31, 2026.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer	Vice President, Strategic Infrastructure and Campus Safety
	v.	Upgrade the existing Campus Store website to optimize Bookware's available functionalities and enhance the overall e-commerce experience. This will include improving site reporting, mobile device usability, inventory accuracy, and user navigation to better support students and staff and to align with improved service delivery.	- Successful upgrade of the Campus Store website to Bookware's ARROW program. - Track and create a baseline for e-commerce conversion rates, audience exposure, customer engagement and promotion tracking. - Decrease user support requests and inquiries by 25% after three months from deployment.	January 2026	Complete	- Multiple meetings have taken place with Bookware and the Campus Store for this project. The existing catalogue of items has been reviewed and updated. The next phase is the category creation from Bookware so the team can update the content.	- The website content and catalogue have been updated. Outdated and irrelevant content has been archived. New website launch date is slated for February 2, 2026.	- The Campus Store website update has been completed. The website improvements have made it quicker and easier to navigate and have improved the online shopping experience. There are no longer outdated categories and the website now offers guest checkout.	Department/Faculty	Vice President, Corporate Services and Chief Financial Officer	
	vi.	Complete implementation of baseline Banner Self-Service 9 (SSB 9) to replace unsupported Banner 8 functionality, improve accessibility, and enhance user experience across student, faculty, and employee services.	- All core baseline modules transitioned to SSB 9 and available in production.	March 2026	Complete	- Working with HR, Student and Faculty to review / assess modules for deployment. - Planning active with C+M whether to include elements on the Experience mobile app for Student and Employee.	Completed with ITS Update #2. - Key SSB9 functionality for HR, faculty and student advisors was implemented on December 1, 2025. - Limited SSB8 links and applications remain active to support college operations. The benefits to DC outweigh the risks, which are minimal. - Experience mobile app is available to students and employees. -Item is now complete.	Completed in Update 2.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety	
	vii.	Implement alternate offer functionality in Banner to allow students who do not meet the admission requirements for their selected program to be automatically assessed and extended offers for eligible alternate programs.	- Completion of the functional system configuration for Banner business rule configuration, testing with Ontario College Application Service, staff training, procedures documentation, training and training video, and a communication plan for applicants.	March 2026	Complete	- Initial analysis is complete. Further progress will be made post-labour disruption.	Configuration was slightly delayed due to the complexity of implementing the mature student category for applicant eligibility. The plan is to begin after the winter start-up is complete, with the expectation to have this functionality active for the highest demand programs by the end of March 2026.	Alternate Offer functionality has been tested and is ready for use in the production environment as of March 9. The process will be run and managed by the operational systems team based on requests from the Admissions area - new offer letter communications and procedure documentation were developed specifically for these applicants. In addition to sharing the scenarios where issuing alternate offers are feasible and beneficial, going forward the admissions and systems team will continue to work together to debrief and build process and communication improvements as the process and use of this new tool unfolds.	College-wide	Associate Vice President, Enrolment and International Education	
	viii.	Implement the CourseDog Scheduling module to support term-based academic scheduling and room bookings.	- Configure the system to schedule each academic term, develop and validate scheduling workflows, and create and deliver training materials for end users.	March 2026	Cancelled	- Early implementation steps revealed product deficiencies which need to be resolved before continuing. Remedy has been sought with the vendor. At this time, potential outcomes include a significant project delay (one year or more) or discontinuation of the CourseDog Scheduling project. Contingencies are in place to ensure academic scheduling is not disrupted operationally.	The Course Dog Scheduling project has been cancelled. We have initiated a new project using Infosilem Academic.	Cancelled as a new project has been initiated using Infosilem Academic.	College-wide	Associate Vice President, Enrolment and International Education	Vice President, Academic and Students
2.5 We will integrate environmentally sustainable practices across all campuses and locations.	i.	Achieve Bee Campus certification to promote sustainable and pollinator-friendly practices across all campus locations.	- Partner with Bee City Canada and complete the certification process.	October 2025	Complete	- Application will be submitted by the end of September and will depend on their processing times.	- Application was submitted and approved. DC now has the Bee Campus designation.	Completed in Update 2.	College-wide and Community	Vice President, Corporate Services and Chief Financial Officer	
	ii.	Organize a Sustainability Week event that promotes environmental stewardship through community-led initiatives and engagement.	- Successfully plan and launch the Sustainability Week event. - Engage with participants across both campuses, including staff, students, community and partners and increase Green Impact team membership by 20%.	March 2026	Complete	- Initial discussion and brainstorming session for the event took place during the last Green Impact Team meeting. During our next meeting, we will define roles and responsibilities and draft an event plan roadmap.	- Green Impact Team membership has increased by 25%. The event planning meeting was postponed to January 16 due to scheduling conflicts. An event plan will be finalized and duties will be assigned during the meeting.	- Green Impact Team Awareness week is scheduled for the week of March 23- 27 and will include engagement on both campuses that highlight existing campus sustainability efforts and opportunities for individuals to be mindful in their daily lives. The team will be promoting ways for the campus community to get involved and participate in future Green Impact Team events (Earth Day clean-up, Pollinator Gardens, etc.)	College-wide and Community	Vice President, Corporate Services and Chief Financial Officer	
	iii.	Develop and publish a sustainability guide that includes tips for living and working in a sustainable manner.	- Complete and publish the guide. - Distribute the guide to the campus community and engage with a minimum of three different internal departments for input and feedback.	March 2026	Complete	- Have reviewed examples of other institutional campus sustainability guides to finalize topics to be covered.	- The draft template for the guide is complete. We are working with three campus stakeholders for their input and review, and will engage with others for a final review once the full draft of the guide is complete.	- The guide is on track to be completed by March 31, 2026 and will be distributed to the campus community.	College-wide	Vice President, Corporate Services and Chief Financial Officer	
Goal 3: PEOPLE-CENTRED - Be an equity-driven and inclusive environment where everyone feels supported, can realize their full potential, and truly belongs.											
3.1 We will nurture our organizational culture, where students, employees, alumni and partners feel welcomed, valued, respected, and part of our community.	i.	Establish a consistent and inclusive approach to recognizing significant dates and responding to major external events.	- Develop and secure approval for a Days of Awareness (DOA) Policy. - Launch annual consultation with DC Leadership Team for calendar planning. - Publish communication guidelines to support institutional responses to external events.	November 2025	Complete	- Developed a draft policy, to be shared for review this fall.	- Due to the FTSS work stoppage, priorities shifted, and consultations could not take place. - Consultation for draft policy and 2026 DOA calendar is in process, and will be reviewed by DCLT in February 2026.	- New Days of Awareness policy is approved and in place. - 2026 calendar consultation with DCLT completed. - Responding to External Events Framework has been developed and will be communicated as appropriate by March 31.	College-wide and Community	President	Associate Vice President, Communications and Marketing

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	ii.	Strengthen internal communications by enhancing key channels and improving employee access to timely, relevant information.	- Conduct an internal survey in fall 2025 to assess DC Digest's effectiveness. - Implement a minimum of three targeted improvements based on feedback. - Develop and pilot a centralized internal events calendar. - Assess ICE homepage and subpages with stakeholder input and provide a phased implementation plan.	March 2026	Complete	- Development of an internal communications survey is in progress, to be shared with employees this fall. - Development underway to upgrade the public-facing calendar and streamline categories for improved functionality. The public-facing calendar has been upgraded with improved functionality. It will be added to ICE as part of the migration process to SharePoint by March 2026.	Internal survey was conducted in the fall and is now closed. Review of feedback is underway and will guide improvements to DC Digest and ICE in the winter. The public-facing calendar has been upgraded with improved functionality. It will be added to ICE as part of the migration process to SharePoint by March 2026.	- Internal survey complete and recommendations for improvement of three primary content channels in review for spring implementation. - Internal events calendar will be launched as part of ICE migration at the end of March; enhancements will continue to be made as part of the ICE refresh. - Consultations regarding the future of ICE are underway with stakeholders from across the college. Recommendations and a phased implementation plan will be developed by April.	College-wide	President	Associate Vice President, Communications and Marketing
	iii.	Co-lead establishment of an Equity, Diversity and Inclusion (EDI) Institutional Action Plan grounded in consultations with equity-deserving communities and informed by best practices in the sector.	- EDI Institutional Action Plan launched. - Complete first annual report required under Strengthening Accountability and Student Supports Act - Bill 166.	March 2026	Partially Complete	- Development of EDI Action Plan underway. - Data collection process for Strengthening Accountability and Student Supports Act developed and implemented.	- Supplemental reports on experiences of equity at DC by equity deserving groups are finalized. Draft EDI Action Plan is in development. - First report under Bill 166 is complete. Public posting and submission to the Ministry is complete.	- First report under Bill 166 is complete. Public posting and submission to the Ministry is complete. - Draft of EDI Action Plan underway; launch expected in 2027.	College-wide and Community	President	Associate Vice President, Human Resources and Equity
	iv.	Coordinate a Community of Practice with local organizations serving equity-deserving groups to 1) deliver services to employees and students; 2) provide recommendations on development/enhancement of programs, policies and practices; and 3) facilitate community access to DC facilities and expertise.	- Community of Practice launched with a minimum of 10 agencies serving a variety of equity-deserving communities in the Durham Region.	March 2026	Complete	- Community of Practice launched with nine members.	- Community of Practice meeting regularly with 12 community partner members.	- Community of Practice meets regularly with 12 community partner members.	College-wide and Community	President	Associate Vice President, Human Resources and Equity
	v.	Increase opportunities for students and employees to learn about the lived experiences of equity-deserving communities.	- Lead and/or facilitate at least 15 days and/or months of awareness to recognize equity-deserving groups.	March 2026	Complete	- Planning of initiatives recognizing days of awareness underway.	- Initiatives for 13 Days/Months of Awareness recognizing equity-deserving groups have been completed, led by OEDI.	- Initiatives for 18 Days/Months of Awareness recognizing equity-deserving groups led by OEDI.	College-wide and Community	President	Associate Vice President, Human Resources and Equity
	vi.	Conduct an employee engagement survey.	- Design and administer survey, provide survey results and support action planning.	March 2026	Cancelled	- ORSIE confirmed their ability to administer the engagement survey. - Survey themes and questions are being reviewed.	- Additional research conducted on external vendors to administer the engagement survey. - Reviewed to determine the use of internal resources (ORSIE) vs. an external vendor (cost, resources & anonymity). - Due to resourcing constraints and timing concerns, the decision was made to cancel this item.	- Due to resourcing constraints and timing concerns, the decision was made to cancel this item.	College-wide	President	Associate Vice President, Human Resources and Equity
	vii.	Enhance employee mental health awareness training.	- Implement Working Mind training for managers and begin roll out to other employee groups.	March 2026	Complete	- Mental Health First Aid (all employees) and The Working Minds (managers) mental health training supports are scheduled monthly for the 2025-26 academic year.	- Mental Health First Aid (all employees) and The Working Mind (managers) continue to be scheduled monthly. - HR hosted sessions for managers on how to support their employees as they transition back to work following the FTSS work stoppage.	- Mental Health First Aid and The Working Mind training were delivered on a monthly basis. - Currently, the Working Mind training for the Winter and Spring semesters is on hold due to the lack of a certified facilitator, and alternative delivery options will be explored pending available funds.	College-wide	President	Associate Vice President, Human Resources and Equity
3.2 We will expand Indigenous-led programs and initiatives to better support students and employees in upholding Indigenous rights and continuing the journey toward reconciliation.	i.	Design a framework that interweaves Indigenous ways of knowing and being with the principles of the Science of Learning to facilitate the development of holistic, traditional and evidence-informed approaches to teaching and learning.	- Launch the Braiding Learning framework and initiate revised professional development structure for faculty.	March 2026	Complete	- "Braiding Learning: A Teaching Framework Reimagined" and "Braiding Knowledge: An Educator Growth Program" (professional development structure) is developed; Presented at ALT in June 2025 for feedback and approval. Micro-credential proposal going to PPRC in September 2025.	- "Braiding Learning: A Teaching Framework Reimagined" and "Braiding Knowledge: An Educator Growth Program" (professional development structure) was presented at the Fall Academic PD Day. Two associated micro-credentials opportunities have been approved: "Mindful Curriculum" and "Innovative Engagement".	Completed in Update 2.	College-wide	Vice President, Academic and Students	
	ii.	Partner with the Mississaugas of Scugog Island First Nation (MSIFN) to provide community employment services directly on the reserve in Port Perry. This collaboration will address specific local needs and barriers to employment through customized workshops, skills training, and individualized one-on-one support.	- Serve eight members from the MSIFN community.	March 2026	Complete	- Two workshops completed to date. - 16 community members served. - Next step is registering workshop participants as clients with the CES.	- Five workshops/info sessions have been delivered on the MSIFN reserve, engaging small groups of four to eight members in each session. - This action is now complete.	Completed in Update 2.	College-wide and Community	Vice President, Academic and Students	
	iii.	Deliver a new Indigenous Awareness Training Series for DC employees focused on reconciliation, history, and working with Indigenous students.	- Develop and launch a minimum of one Indigenous Awareness Training Series Workshop by late fall 2025. - Facilitate a minimum of two training sessions by winter 2026 with group sizes that encourage interactive discussion. - Achieve a minimum 75% satisfaction rate based on anonymous post-session surveys. - Publish a minimum of two follow-up learning resources on ICE to support ongoing engagement.	March 2026	Complete	- Two Land Acknowledgement sessions have been successfully conducted in July and August in collaboration with CTL for the Durham College Indigenization Council. - A third professional development session is planned for October 2025.	- Feedback from the post-session survey indicated all participants agreed that the workshop helped them understand the purpose and importance of a personal land acknowledgement. - Participant feedback indicated 100% satisfaction rate. - Two learning resources have been posted to ICE: "Land Acknowledgement Cheat Sheet" and "ICDC Lunch & Learn: Land Acknowledgements".	Completed in Update 2.	College-wide	Vice President, Academic and Students	President
	iv.	Develop an Indigenous Identity Authentication policy and procedure for onboarding new employees.	- Convene policy and procedure working group in collaboration with the Indigenization Council, policy and procedure drafted and approved by DCLT.	March 2026	Partially Complete	- A working group was established and a workplan was developed.	- Workplan and draft verification form will be presented to the Indigenization Council in January.	- Working group continues to finalize process, policy and verification form. - On track for completion by June 30.	College-wide	President	Associate Vice President, Human Resources and Equity
3.3 We will review and enhance policies and practices to address inequities, deepen knowledge, and strengthen capacity to better support the needs of students and employees.	i.	Enhance DC community members knowledge, skills, and resources to uphold human rights obligations and facilitate equity and inclusion.	- Create and deliver one sexual violence and one human rights-related learning opportunity for students. - Create and deliver one sexual violence and one human rights-related learning opportunity for employees. - Pilot workshop request process. - Sexual Violence section of the Office of Equity, Diversity and Inclusion (OEDI) website enhanced.	March 2026	Partially Complete	- One sexual violence and one human rights-related learning opportunity for students developed. - One sexual violence and one human rights-related learning opportunity for employees developed. - Workshop request process pilot launched. - Enhancements to current content and layout of Sexual Violence section of OEDI website identified.	- One human rights-related learning opportunity delivered for students. - One SV-related learning opportunity delivered to students. - One human rights related training delivered to managers. - One SV-related training scheduled for winter 2026. - Enhancements to SV section of OEDI website underway.	- One human rights-related learning opportunity delivered for students. - One human rights-related training delivered to managers. - SV-related training and website updates paused.	College-wide	President	Associate Vice President, Human Resources and Equity
	ii.	Identify and remove barriers to participation in athletics and recreation by expanding access, increasing targeted outreach and developing inclusive programming tailored to underserved student populations.	- Complete an audit of past group fitness programming and wellness activities and create a new plan that better aligns with student interests, participation trends, and available resources. - Open a women's identifying only workout space at the Campus Recreation and Wellness Centre. - Partner with Paraspport Ontario on expanding our accessible sport options and run a "try it week" at our athletic facilities.	March 2026	Complete	- FEMFLEX (women's only workout space) opened in the summer as a pilot project and now running regularly in fall. - Working with the Sport Management Program on running monthly "Try It" events. - Introduced fall fitness class schedule with new programming for group fitness.	- FEMFLEX is now regularly open to students (14 hours per week); 429 check-ins for fall 2025. - Paraspport "Try It" events scheduled and sitting volleyball tournament scheduled to take place in winter through a partnership with Paraspport; Joe Milage of Paraspport attended an industry experts session with DC Sports Management. - Introduced fall fitness class schedule with new programming for group fitness, including Qigon, Mat Pilates and Spin & Core.	- "Try It Week" for Paraspports has been confirmed for March 9, 2026. - DC sitting volleyball represented on Rogers TV in February. - Teaming up with Durham Region Police Service (DRPS) to run "Power Hour: Safety and Empowerment through Yoga, Community and Education". Event aims to raise awareness about gender-based violence, connects students with campus and community resources and brings community together for a day of yoga and gentle movement. - Audit of past group fitness programming and wellness activities completed.	College-wide	Vice President, Academic and Students	

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	iii.	Develop a Workplace Accommodations policy and procedure.	- Convene policy and procedure working group, policy and procedure drafted and approved by DCLT.	March 2026	Partially Complete	- Thorough review of existing Medical Leave, Return to Work and Accommodations policy identified the need for separate policies for Medical Leaves and Workplace Accommodations. - First draft has been developed for both policies. Consultations with employees will be this Fall to seek input on the drafts.	- Consultations to commence in January.	- Draft policies developed; consultations to continue in the Spring.	College-wide	President	Associate Vice President, Human Resources and Equity
	iv.	Develop and deliver employee recruitment and selection best practices training, including the topic of unconscious bias.	- Training module built and implemented, available to employees in an asynchronous format.	March 2026	Partially Complete	- Environmental scan of similar trainings being done this month. - Some consultation and capacity building for HR team happening in October to assist with the EDI related content. - First brainstorm discussion to take place end of September.	- First draft of content for the module has been created, and is ready for team review and then approval. - Next step is to import content into Brightspace and test for usability.	- Content review to continue in the Spring; launch expected in Summer 2026.	College-wide	President	Associate Vice President, Human Resources and Equity
3.4 We will empower students and employees to reach their full potential by being leaders in skill development, career advancement, and lifelong learning.	i.	Introduce a centralized student peer training and development framework to create a more coordinated, efficient, and impactful peer programming system.	- Develop and implement a unified, evidence-based peer training and supervision framework across all Student Affairs departments. - Finalize a peer training manual in collaboration with all Student Affairs departments by December 2025. - Pilot the new training framework with two departments prior to full implementation (Student Development and Campus Health and Wellness Centre).	March 2026	Cancelled	- Peer-to-peer training booklet/manual has been created. - Next steps are being determined.	- This project was delayed due to staffing reductions, reassigned roles, and service disruptions related to the FTSS work stoppage. - These factors contributed to the inability to host peer staff and student placements, leaving insufficient capacity to progress the work. - Priority adjustments for staff have prevented further development of the project. - Action cancelled due to staffing changes and adjustments in work prioritization.	- Action cancelled due to staffing changes and adjustments in work prioritization.	College-wide	Vice President, Academic and Students	
	ii.	Develop and deliver training program for new and aspiring managers.	- Launch of program for new managers, plan and develop professional development program for aspiring managers. - Evaluate success of program through follow-up with attendees.	March 2026	Complete	- ELT, DCLT and immediate supervisors of managers identified to participate in the program have been informed and provided approvals. - Fall 2025 cohort will begin in October. A second cohort has been identified for Winter 2026.	- Fall 2025 cohort launched on November 7 with 12 participants. Program includes three in-person training days and three online modules, including a capstone project and presentation. - Second cohort participants have been identified, and sessions are scheduled to take place in the winter semester.	- Winter 2026 cohort launched on February 6, 2026 with 16 participants. - Program includes 3 in-person training days and 3 online modules, including a capstone project and presentation. - Program curriculum developed for the aspiring managers program to launch in Fall 2026.	College-wide	President	Associate Vice President, Human Resources and Equity
	iii.	Develop faculty-facing resources to support the development of digital literacy and confidence in integrating GenAI skills in teaching and learning activities to mirror and meet the needs of the changing world of work.	- A minimum of three resources will be developed and launched. - A minimum of two new workshops will be developed and facilitated.	March 2026	Complete	- A new workshop, developed by GenAI consultant from Faculty of Media, Art and Design, will focus on using AI for image creation and PowerPoint generation with attention to inclusivity. It will be offered on Academic Fall Professional Development Day. - GenAI consultants are also developing a three-part, self-guided DC Connect resource to help faculty integrate GenAI into their teaching practice.	- New workshops launched include: "Reimagining Representation: AI, Bias, and the Educator's Role", "Creating a Welcoming Course Environment", and "Creating Imagery for Courses Using Adobe Express". All new workshops incorporate GenAI components to promote capacity building through active, directed engagement. - A new five-module micro-credential, "Generative AI: Pedagogy and Practice" has been approved and will be developed in spring 2026 for launch in fall 2026.	Completed in Update 2.	College-wide	Vice President, Academic and Students	
	iv.	Improve practices to deepen knowledge by developing and implementing safe work programs and a training matrix for our employees to ensure they are provided the appropriate training for their specific work.	- Complete a minimum of five Safe Work Programs, including guidelines (i.e. Asbestos Management, Hazardous Waste Management, Respirator Program and Contractor Safety Program). - Broad communication will be provided to the whole campus community on ICE with further targeted communication to specific stakeholders (i.e. students, faculty and administrative departments) regarding implementation. - In addition, complete a job-specific training matrix for facilities that will be communicated through ICE or a shared folder to ensure current and new employees are aware of the training required for their specific duties (e.g. working from heights, transportation of dangerous goods, etc.).	March 2026	Complete	- Work related to the Asbestos Management Program and Respirator Program are substantively complete and are in monitoring phase. - Work remains ongoing with respect to our Hazardous Waste Manual (currently in draft form), Contract Safety Program (initial checklist completed), and PPE and Attire Requirements. We do not anticipate any barriers to complete the remaining modules by end of fiscal at this time.	- All five Safe Work Programs are now completed and are in the monitoring phase. These Safe Work Programs include: - Asbestos Management Program - Respirator Program - Hazardous Waste Manual - Contractor Safety Program - PPE and attire - Item is now complete.	Completed in Update 2.	College-wide	Vice President, Corporate Services and Chief Financial Officer	
3.5 We will retain and attract top talent and be an employer of choice.	i.	Enhance communication with prospective job candidates about working at DC.	- Create content, design and disseminate branded resource with employment-related highlights.	December 2025	Cancelled	- Content prepped for C&M to brand and review.	- This item was delayed in the fall due to resourcing constraints and the FTSS work stoppage. - With additional resourcing constraints now in place in HR, along with the reduced hiring due to budget pressure, the decision was made to cancel this initiative.	- Item cancelled due to resourcing and adjustments in work prioritization.	College-wide and Community	President	Associate Vice President, Human Resources and Equity
	ii.	Streamline initial employee onboarding through expanded use of the Cornerstone system.	- Implement the onboarding module, including a branded welcome page and digitized offer letters.	December 2025	Complete	- Modules in Cornerstone are prepared and ready to launch. Implementation to take place after strike has ended.	- Modules in cornerstone are now in place for new staff.	Completed in Update 2.	College-wide	President	Associate Vice President, Human Resources and Equity
GOAL 4: COMMUNITY CONNECTED - Be purposefully connected locally and globally to deepen our impact and drive social and economic progress.											
4.1 We will enable economic and social development by establishing and nurturing relationships with industry, community organizations, donors, and government.	i.	Build internal GR capacity and coordination	- Create a clearance protocol to triage requests to and from government.	March 2026	Delay	- Initial scoping has been undertaken.	- With the retirement of the VP PEER in the fall, this action will now be managed by our newly hired, Executive Director, Strategic Reporting and Government Relations (starting February 3, 2026), and will be a focus in the winter semester. - Initial scoping will be reviewed by the new Executive Director.	- Project scoping and internal discussions are underway; this initiative remains a priority for 2026/2027.	College-wide and Community	President	Executive Director, Strategic Reporting and Government Relations

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	ii.	Utilize IE in-country presence / global access to identify prospective partners and opportunities that can support local and regional economic development by working across DC.	- Marketing tools co-developed between IE and Corporate Training Services (CTS) that ensure consistent and accurate presentation of DC-wide capabilities. - Shared business processes between IE and CTS created to support lead generation, assessment and actioning.	March 2026	Complete	- Initial high-level presentation delivered to the International Recruitment and International Projects and Partnerships Team by CTS. Process information and corporate program overviews to be shared with IE for further study and discussion between the two areas on ways and means of promotion to prospective clients.	- IE used the CTS materials shared earlier in the cycle to develop an updated partnership presentation for ongoing use by the International Projects and Partnerships team. - This presentation was later adapted for the Dean's recruitment visit to Kenya, ensuring CTS service offerings were included for partner and agency awareness. - IE and CTS also collaborated on a potential opportunity with Aham Canadian University (ACU) in Cairo. The initial discussions provided useful insight into ACU's needs and DC's potential fit. - Following several meetings with ACU and the Egyptian Trade Commissioner, the decision was made for CTS to continue the opportunity independently. - Both areas remain committed to sharing international business leads and advising each other as appropriate.	Completed in Update 2.	College-wide	Associate Vice President, Enrolment and International Education	Vice President, Academic and Students
	iii.	Cultivate innovative partnerships that extend beyond traditional funding relationships, fostering meaningful, long-term collaborations within our community.	- Grow three strategic partnerships with Chambers/BOTs, OPG and Lakeridge Health to foster shared impact and long-term engagement. - Identify one new strategic partnership.	March 2026	Complete	- A series of events and workshops for students has been scheduled throughout the upcoming year with chambers partners. - OPG and DC staff continue to develop new ways to support students in financial aid, and through classroom connections. OPG partnership renewal discussions are to begin shortly. - Collaborating with Lakeridge Health on two major events this year (NightShift and Gala). - A productive discussion is underway with a new community organization to explore potential alignment for a new strategic partnership.	- Three chambers events took place on campus this past fall. A New and Notable regarding the Chamber's partnership was published online and an updated agreement is currently being reviewed. - DC is collaborating with Ontario Tech and OPG on discussions for a new partnership, with the initial meeting taking place in January 2026. - The Lakeridge Health Gala was successfully hosted in the DC gym in October 2026. - Lakeridge Health's Nightshift event planning is underway for 2026, and DC hosted a scenario planning session on campus in Dec 2025. The event is set for April 30th, 2026. We are currently exploring the possibility of receiving a percentage of proceeds from the Nightshift event. - New partnership was developed with the Children's Aid Foundation to offer volunteer opportunities for DC staff to support our community.	Completed in Update 2.	College-wide and Community	Vice President, Corporate Services and Chief Financial Officer	
	iv.	Build and strengthen long-term, mutually beneficial relationships with clients, industry partners, and community organizations through focused business development and collaboration.	- A minimum of 10 proposals, requests for proposals, or quotes submitted for new business.	March 2026	Complete	- Proposals for new projects with both new and existing clients have been sent, spanning six different sectors.	- Over 30 proposals have been submitted across various sectors. - This action is now complete.	Completed in Update 2.	College-wide and Community	Vice President, Academic and Students	
	v.	Develop a community relations framework to help support successful partnerships.	- Create and implement a revised community relations framework outlining at least three KPIs for partnership success.	March 2026	Complete	- Framework has been developed, rollout will occur before Jan 2026. - KPIs have been identified.	- Community Relations framework has been developed, identifying key areas for DC to support. Communication materials for website and ICE updates are being created and rollout is anticipated for February 2026.	- All community relations materials have been uploaded internally on ICE and DC Community Outreach website. Materials include: updated website copy regarding community partnerships and volunteer opportunities, process for applying and reviewing applications, and information about how people can get involved.	College-wide and Community	Vice President, Corporate Services and Chief Financial Officer	
4.2 We will enrich our communities by creating meaningful connections with our student and employee expertise and providing access to our facilities.	i.	Through Community Employment Services, deliver targeted workshops and individualized support to newcomers and racialized community members, leveraging staff expertise to help participants overcome employment barriers, build resilience, and enhance their ability to obtain and retain meaningful employment.	- Deliver 10 workshops to support community members.	March 2026	Complete	- Planning to deliver one workshop in October and one in November.	- Delayed due to the FTSS work stoppage and the hiring of a PT Employment Specialist replacement (new employee started January 5, 2026); however, remaining workshops are still targeted for completion by March 31, 2026.	- Successfully delivered six workshops through January and February and have eight more booked for March through April. - This action is on track to be completed by March 31.	College-wide and Community	Vice President, Academic and Students	
	ii.	Collaborate with community stakeholders to host impactful on-campus events.	- Host a minimum of two events with Lakeridge Health partners, utilizing campus facilities and spaces.	March 2026	Complete	- One event complete (Nightshift) with Lakeridge Health. Neuro-Development Treatment Training planned for September with Royal Victoria Regional Health Centre.	- Neuro-Development Treatment Training completed in September 2025 with Royal Victoria Regional Health Centre. Both events considered a success.	Completed in Update 2.	College-wide and Community	Vice President, Academic and Students	Vice President, People, Equity and External Relations
4.3 We will champion social responsibility by fostering a culture of community engagement and volunteerism.	i.	Promote community volunteer opportunities to employees and students.	- Establish a process to intake volunteer opportunities from community organizations. - Create a communications protocol to share volunteer opportunities with employees and students.	March 2026	Complete	- BC is currently reviewing its internal process for vetting volunteer opportunities with external partners. The Office of Advancement and Alumni Relations will update their communications and process with community partners to intake opportunities and is currently consulting internal departments on the best method for sharing these opportunities with staff and students. A proposal will be ready for leadership to review by January 2026.	- Partnership with the Children's Aid Foundation was established, with over 50 DC staff members volunteering at the Holiday Wrap for Hope campaign on behalf of the Durham Children's Aid Society on December 29, 2025. - Protocol to share volunteer opportunities with employees was developed for the Holiday Hope Campaign, and will be refined with C+M and HR based on key learnings and staff survey results. - Information will be shared via ICE in March.	- Successful relaunch of volunteer opportunities for staff in December, with Holiday Wrap for Hope initiative. - Information on volunteer and community outreach opportunities have been shared on ICE. - Advancement and Alumni Team have been connecting with new community partners (eg. City of Oshawa, Ignite Durham, Feed the Need) to explore other ongoing volunteer opportunities to offer to staff throughout the year.	College-wide and Community	Vice President, Corporate Services and Chief Financial Officer	
4.4 We will pursue applied research opportunities that respond to the needs and issues that matter to industries and communities	i.	Identify and explore strategic opportunities to deliver cybersecurity services to the defence sector.	- A minimum of two memoranda of understanding with strategic partners signed. - A minimum of one project in defence sector initiated. - A minimum of two trade shows or information sessions attended that align cybersecurity services with priorities of defence sector.	March 2026	Complete	- Signed a contract with Arctech (defence sector). - Initiated a project with CanTec (a supplier to defence vendors). - Attended defence-related tradeshows, including CANSEC and Cyber Digital Outlooks.	- Reviewing MoU with a cybersecurity firm; refined strategy to support Defence Sector for their compliance needs. - Created Go-To Market plan for Defence Industrial base customers. - Investigating controlled goods program.	- One MOU being reviewed by the client, expected to be signed by March 31. The second MOU (CyberCatalyst) is currently undergoing discussions and negotiations. - Two projects in defence have been initiated (Cantec Representatives Inc. and Mdos Consulting). Exploring the registration process for the Controlled Goods Program and initiated discussions with IRAP to explore support for broader defence-related goals and innovation opportunities. - Four events/trade shows have been attended by ORSIE team members specific to Cybersecurity services aligned with priorities of the defence sector.	College-wide and Community	Vice President, Academic and Students	
	ii.	Initiate commissioning of new Mixed Reality Capture (MRC) Studio virtual production lab funded through Canada Foundation for Innovation.	- Develop architectural designs.	March 2026	Complete	- Secured Ontario Research Fund (ORF) support for the new MRC studio virtual production research stage and initiated internal stakeholder discussions to begin commissioning and project planning. Developed initial concept designs.	- Preliminary concept designs have been created. Partnership discussions are ongoing for contributions to facility. Initial discussions initiated with DC's Facilities Department, waiting on vacancy of AVP Facilities to continue.	- Initiated discussion with DC Facilities to outline project framework. Creating RFP for consultation and building design.	College-wide	Vice President, Academic and Students	
	iii.	Focus AI Hub Technology Access Centre operations on generating net profit through new revenue generation streams.	- A minimum of three revenue generating proposals submitted.	March 2026	Complete	- Six proposals submitted to date	Completed in the previous update period.	Completed in Update 1.	Department/Faculty	Vice President, Academic and Students	

Objective	#	Enabling Action	Measure	Completion Date (drop-down)	Status (drop-down)	Update 1 (BOG meets on Wednesday, October 8)	Update 2 (BOG meets on Wednesday, February 11)	Update 3 (BOG meets on Wednesday, April 8)	Magnitude / Impact (drop-down)	Responsible - Primary (drop-down)	Responsible - Secondary (list all)
	iv.	Execute and support three projects funded by the College and Community Social Innovation Fund (CCSIF): 1. "Bridging the gap" 2. "Community-based exercise intervention" 3. "Raising resilient families"	- Undertake data collection with community members and mental healthcare providers and complete secondary data analysis of Ontario Shores patients' sociodemographic data. - Coordinate a 12-week community-based exercise intervention with Ontario Shores patients at the Abilities Centre. Collect and analyze data. - Implement the model of care through a train-the-trainer model, ensure infant simulators are embedded in the community for parent training, and disseminate outcomes to relevant stakeholders. Complete the final report required by the Tri-Agency.	March 2026	Partially Complete	- Project activities are underway and on track. Raising Resilient Families project will end as of December 2025. The remaining two projects will be completing year two at the end of March 2026.	-All projects are on track: Project one and two are partnering with Ontario Shores and working through REB approval and data sharing prior to additional data collection and analysis starting January 2026. -The third project undertook knowledge sharing of outcomes over the fall, presenting at numerous community venues. Project will wrap up by the end of January 2026.	-Raising Resilient Families project completed; final report drafted. -Two projects (Bridging the Gap and Community-Based Exercise Intervention) are currently in year 2 of 3. The REB approvals are in progress at Ontario Shores (partner agency). -Data collection for both projects will commence when REB approvals are received. The projects remain on track, despite the slight delay in REB approvals. It is anticipated that both projects will proceed in the upcoming year.	College-wide and Community	Vice President, Academic and Students	
4.5 We will deepen our partnership with Ontario Tech University to elevate our competitive advantage as an educational hub of excellence.	i.	Support Ontario Tech's Enterprise Resource Planning software transformation by enabling separation of institutional data, assist in contract planning, and developing foundational integrations to prepare for their transition to Software as a Service (SaaS).	- Key data separation and integration milestones achieved; support activities documented.	March 2026	Complete	- Data separation testing for the university in progress with DC, Ontario Tech and the consultant. - Ontario Tech SaaS project kickoff with Ellucian September 3.	- Data separation activities continue, with the next database refresh taking place early January as planned. - Reviewing Ontario Tech integrations and customizations with Ellucian and the university, to ensure transparent information sharing and documented processes.	Completed with ITS Update #3. -January OTTEST database refresh successful. Continuing to support Ontario Tech and Ellucian. -Integration details shared with Ontario Tech, who are in the process of prioritizing and identifying resourcing between SIG and Ellucian consultants. DC will support and contribute as required. -DC activities remain on track to support Ontario Tech's transition to Banner SaaS.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety	
	ii.	Resolve long-standing User Account provisioning challenges.	- Present a documented plan to secure the agreement of DC and Ontario Tech University to resolve longstanding account provisioning challenges, and strategic alignment.	January 2026	Complete	- Phase 1 interim solution: consultant has replaced the established provisioning system in development environment. Testing active with DC and Ontario Tech resources. - Engaging with vendors on a longer-term plan for a viable solution, in partnership with Ontario Tech.	- Pending documentation and final testing, updated account provisioning will be moved to production systems in late January, after start-up. - Continuing to engage with vendors on a longer-term plan for a viable solution, in partnership with Ontario Tech.	Completed with ITS Update #3. -Additional code changes required, final testing to be completed first week of March. Assuming testing is successful, changes will be moved into production before the end of March. -Phase 2 and 3 project scopes schedules are being defined, to address longer-term issues and support Ontario Tech's move to their own Active Directory Forest and Banner SaaS.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety	
	iii.	Improve Cybersecurity of the DC and Ontario Tech University technology environment.	- Execute an improved vulnerability management program. - Address any findings arising from cyber audits and penetration tests.	March 2026	Complete	- Dashboard is operational for technical teams. - Six of 10 findings from 2024-2025 audit have been addressed. - Cybersecurity training program rolled out for DC employees.	- Ongoing Ontario Tech Cybersecurity maturity assessment. - Executed annual phishing campaign for all staff and facilities. - Supported external auditors in the Finance and IT audit. - Extended the vulnerability management scope and continue to remediate vulnerabilities. - Network pen test four remaining findings have remediation plans. Target date March. - Maintaining quarterly Payment Card Industry (PCI) compliance scans for the environment.	The enhanced vulnerability management program was successfully implemented, with operational dashboards in place and ongoing remediation incorporated into regular practice. All audit and penetration test findings scheduled for this period were addressed, with new audit findings and a single remaining long term item progressing according to remediation plans.	College-wide and Community	Vice President, Strategic Infrastructure and Campus Safety	
	iv.	Formalize GR coordination with Ontario Tech.	-Create and establish coordination and information sharing protocols with Ontario Tech University	March 2026	Delay	- Informal information sharing continues. The formal process will be established, and include monthly meetings with Ontario Tech and Trent University - Durham.	- Informal information sharing continues. -With the retirement of the VP PEER in the fall, this action will now be managed by our newly hired, Executive Director, Strategic Reporting and Government Relations (starting February 3, 2026). -In the winter semester, the Executive Director will formalize the process, and continue monthly meetings with Ontario Tech and Trent University-Durham.	-The Executive Director has initiated outreach to counterparts at Ontario Tech and Trent University Durham. Relationship development and establishment of formal information sharing protocols will remain a priority for 2026-2027.	College-wide and Community	President	Executive Director, Strategic Reporting and Government Relations

Status definitions

On Track – enabling action will complete successfully in the timeline noted in the Business Plan. **be completed in the timeframe covered by the Business Plan. Rationale provided.**
Delay – enabling action is not expected to be completed by the timeline noted in the Business Plan. Mitigation strategies have not yet resolved this delay. **Incomplete** – enabling action will not be completed in the timeframe covered by the Business Plan. Rationale provided.
Complete – all elements of committed enabling action have been achieved. **Cancelled** – activities have ceased, and the enabling action has been cancelled. Rationale provided.
Partially complete – one or more element(s) of committed enabling action will not

Information Items

The following items are presented for information only with no intent to discuss unless there are questions.



DC Board of Governors Report | April 2026

Prepared by Ariel Sully, Associate Vice President, Advancement and Alumni Relations & Jesara Holla, President, Durham College Alumni Association

2025-2026 Durham College Alumni Association Board of Directors



Jesara Holla, President

Print Journalism, Class of 2006

Prachi Verma, Vice President 1

Project Management & Data Analytics for Business Decision Making, Class of 2024

Talia Lane, Vice President 2

Journalism, Class of 2000

Drew Samuels, Past President

Paralegal, Class of 2011

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Cassie-Jean Dillon

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Horticultural – Food and Farming, Class of 2023

Patrick Lyver

Graphic Design, Class of 2002

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Primary Care Paramedic, Class of 2007 & Advanced Care Paramedic, Class of 2011

Christy Stone-Curry

Human Resource Management, Class of 1997

Megan Bent
Student Representative, Supply Chain Management – Global

David Moge
Student Representative, Supply Chain Management – Global

Ariel Sully
Associate Vice President, Advancement and Alumni Relations

Sally Hillis
Senior Alumni Development Officer

Introduction

Thank you for the opportunity to report on Durham College Alumni Association (DCAA) activities for the 2025–2026 fiscal year. As per the MOU between DCAA and Durham College (DC), the plans and activities of the DCAA will be communicated to the Board of Governors through the Associate Vice President, Advancement and Alumni Relations.

Please note that the DCAA fiscal year ends August 31, and the accomplishments outlined here are current as of March 31, 2026.

The DCAA, in partnership with the Office of Advancement and Alumni Relations (AAR), delivers programs and services that provide unique opportunities for alumni and students in support of DC. With more than 120,000 alumni who automatically became members upon graduation, the DCAA is led by a volunteer advisory Board of twelve diverse alumni representing all Faculties. The Board maintains a strategic plan aligned with the college's 2030 Strategic Vision and develops annual work plans in conjunction with AAR.

Globally, alumni actively contribute to the growth and success of their alma mater. Through their dedication, volunteerism, and financial support, they enhance the experiences of students, employees, and the broader community, directly advancing the college's purpose. Alumni remain among DC's strongest ambassadors.

AAR, led by Associate Vice President Ariel Sully, includes a team of six, with two positions dedicated to alumni relations. AAR supports the DCAA by coordinating events and programs, fostering affinity partnerships, maintaining alumni records, and serving as the link between the college and the DCAA.

In alignment with the college's 2030 Strategic Vision, the DCAA Board recently completed a review of its own strategic plan and presented a new five-year plan to alumni during its AGM in September 2025.



"This year, the DCAA has been proud to support initiatives that strengthen connections and provide opportunities for alumni and students—from preparing for the Alumni Engagement Campaign and introducing new programs to recognizing outstanding graduates. Through these efforts, in partnership with the Office of Advancement and Alumni Relations, we are fostering community, celebrating achievement, and creating lasting impact for Durham College."

– Jesara Holla, President, DCAA

DCAA Strategic Plan 2025-2030

Our Purpose

We foster a lifelong sense of belonging through connection, engagement, and shared pride in Durham College.

Goal One: Strengthen alumni belonging and identity

Foster DC pride and visibility in a way which ensures all alumni feel seen, heard, and valued- embracing the various identities, lived experiences, cultures, disciplines, and life stages of our graduates.

Goal Two: Support the continued growth of alumni

Support alumni in reaching their goals beyond graduation by providing opportunities for lifelong learning, personal and professional growth, and meaningful recognition.

Goal Three: Mobilize alumni to create community impact

Build meaningful partnerships with alumni, students, faculty and staff, industry, and the broader community to establish networks, create value, and drive lasting impact and innovation.

New initiatives in 2025-2026

Alumni Engagement Campaign

- Phase One of the Alumni Engagement Campaign involved a comprehensive brand discovery process including consultations with executive leadership, staff, faculty, alumni board directors, alumni including out-of-region, and community and business leaders. The goal was to ensure the future brand reflects the alumni community's legacy, personality, and potential. Key findings include: Two Brands, One Community (DCAA and DC Alumni are not seen as the same); Faculty Are the Front Door (faculty remain graduates' strongest connection to DC); and Stakeholders Want In (all groups expressed strong interest in supporting alumni engagement).
- Phase Two focused on the development of a multi-channel communication strategy and is now complete. The resulting DCAA Brand Communication Strategy provides a clear messaging framework and leverages effective communication, measurement tools, and technology to support increased alumni engagement.
- Phase Three, the design and launch of an Alumni Engagement Campaign, includes new and improved key messaging and a new visual identity. To contribute to the development and launch of this campaign, an Alumni Engagement Task Force has been formed comprised of a variety of internal and external stakeholders to help guide this process.

DCAA Board workplan

A workshop was held with AAR employees and the Board in January to develop the annual work plan in support of the new DCAA Strategic Plan and its alignment with the college's 2023 Strategic Vision. Key initiatives include a special project bringing together DC employees and alumni to design an Indigenous Medicinal Garden, which will be blessed during a ceremony at the Whitby campus on May 28, sponsored by the DCAA.

Alumni website

The website refresh for durhamcollege.ca/alumni was completed in September 2025. With a modern look more in line with the rest of the college's website, this refresh focused on user experience, making it easier for alumni to find the information they need to stay connected to DC.

Milestones program

This new program is a simple but impactful way to support the continued growth of our alumni, celebrating as they reach their goals beyond their time as a student. When alumni update their contact information, they have an opportunity to share if they've celebrated a milestone achievement (welcomed a new child, started a new job, moved into a new home, etc.) and they'll receive a DC branded gift in the mail.

Alumni Entrepreneur Toolkit

As part of the DC Talks: From Education to Entrepreneur event hosted in the fall, we launched the Alumni Entrepreneur Toolkit. Developed in collaboration with internal and external partners, this toolkit helps graduates grow and strengthen their businesses. It allows business owners to tap into resources including promotion and advertising, startup funding and growth support, savings on business insurance, and programs available through DC's Office of Research Services, Innovation and Entrepreneurship. Also highlighted in this toolkit is DCAA's partnership with Angel Investors Durham, a dynamic network of accredited investors dedicated to funding and mentoring early-stage companies with high growth potential. Through our partnership with Angel Investors Durham, the DCAA aims to offer valuable support to alumni who are launching, growing, or scaling their businesses.

Alumni awards



Two DC graduates and Toronto police officers were recognized with one of Ontario's highest honours for college alumni — the Premier's Award — for their groundbreaking work supporting military veterans.

Jeremy Burns and Aaron Dale, both DC alumni and co-founders of the Military Veterans Wellness Program (MVWP), were named 2025 recipients of the Premier's Award in the Community Advancement category, presented by Colleges Ontario in partnership with the Government of Ontario. The awards celebrate outstanding college graduates whose achievements have made significant contributions in their fields and strengthened Ontario's economy, communities and industries.



In addition, the DCAA recognizes graduating students through three leadership awards, which were presented at the 2025 DCAA Annual General Meeting:

- DCAA Leaders of the Future Award (25 recipients)
- DCAA CICE Outstanding Graduate Award (2 recipients)
- DCAA Indigenous Outstanding Graduate Award (inaugural year)

Ongoing programs

Alumni Mentorship Program

Connects students and recent graduates with established alumni career professionals. Currently 60 mentors and 77 mentees are involved in the program. This year DC's Computer Systems, Journalism, and Sport Management programs participated, bringing the total of academic programs involved to nine.

"The mentorship has been invaluable. Michelle's career trajectory confirmed that just because you go to school for a law clerk diploma does not mean you must only be a law clerk. The skills you develop — organization, critical thinking and the ability to work under pressure — prepare you for roles in compliance, insurance, governance and more."

– Annandi Diaram, mentee who was paired with Law Clerk graduate Michelle Long

Alumni Guest Speaker Program

So far this academic year, 106 alumni have returned to the classroom to share their expertise and advice with current students. AAR recognizes these alumni by providing them with a DC Alumni branded gift.

DC Alumni Connect app

The DC Alumni Connect app continues to grow with 135 active alumni discounts, making staying connected after graduation easier and even more rewarding. New Alumni Perks partners include Toronto Raptors, Sky Zone, Telus, FlightHub, and Dunny's Divots Indoor Golf. The app now has 12,516 users, a 18 per cent increase from March 2025. Through the app, users can also explore Marketplace, a directory of alumni-owned businesses. This directory currently includes 81 listings, a 29 per cent increase from March 2025.

Career Launch

Career Launch is a series of events designed to help graduating students transition to the workforce. This series features events hosted by AAR (included in the event list in this report) as well as Career Development, Student Development, and International Education.

Events

AAR executed a wide range of DCAA events, bringing unique experiences to alumni and students while strengthening partnerships across our campuses and communities.

<p>DCAA AGM & Social Attendance: 90+</p>	<p>A record turnout for the 2025 DCAA AGM & Social, this year's event was held in the Centre for Innovation and Research. This year's event was filled with energy as attendees were encouraged to network and share what they love most about being a DC alum. <i>"I'm proud to be a DC alum because of the community," wrote one attendee. "I met my husband and have many lifelong friends from my time here. It always feels like no time has passed returning to DC."</i></p>
<p>DC Talks: From Education to Entrepreneur Attendance: 60+</p>	<p>Featuring a panel of five DC graduates who have successfully launched their own business, this event celebrated the entrepreneurial spirit that extends beyond the classroom and the strong connections between education, business, and community.</p>
<p>DC Alumni Hockey Night Attendance: 184</p>	<p>At the 10th anniversary of this sell-out event, guests celebrated a decade of memories, hometown hockey, and DC pride.</p>
<p>Countdown to Grad Attendance: 401</p>	<p>A part of the Career Launch program, this one-stop-shop event to prepare students for graduation. Here students can register to graduate as well as connect with many internal and external services ready to support them after graduation, including their alumni association, career development, insurance providers, and information about continued studies.</p>
<p>Money Matters with TD Financial Wealth Planning Attendance: 10</p>	<p>A part of the Career Launch program, this event brought Affinity Partner TD Insurance to provide students the opportunity to learn about managing their finances and ask questions.</p>
<p>Etiquette Dinner at Bistro '67 Attendance: 70</p>	<p>Etiquette consultant Susy Fossati shared dining tips for business etiquette with students and alumni – all while enjoying a three-course meal at Bistro '67.</p>

<p>DC Talks: Innovation and Resilience in Healthcare Attendance: TBD</p>	<p>Featuring a panel of four DC graduates who are shaping the future of care across diverse and vital areas of the health sector, this discussion explored how innovation, lived experience, and community-driven approaches are strengthening healthcare systems locally and globally.</p>
<p>Dress for Success Attendance: TBD</p>	<p>New to the Career Launch program, this event supports both career readiness and sustainable fashion by welcoming students to select a free, gently used outfit at this campus pop-up.</p>

Campaign and sponsorship support

The DCAA Board provides financial support through a range of initiatives, including sponsoring Enactus DC and 13 diverse, student and faculty-led events across multiple Faculties that engage alumni and students. The Board also contributed \$30,000 to college fundraising campaigns, including the Food Access Bursary and Equipped, and this year concluded its \$250,000 commitment to Building for Skills, the OPG Centre for Skilled Trades and Technology.

Conclusion

The DCAA, in close partnership with AAR employees, continues to advance DC’s vision by activating and celebrating our alumni network. In 2025, alumni volunteered more than 1,000 hours on campus – evidence that an individual’s relationship with DC does not end after they cross the Convocation stage. We’re fostering a culture of philanthropy, inspiring alumni to contribute their time, talent and resources to the college’s top priorities.

By engaging alumni through mentorship, financial support, and impactful programming, we continue to build meaningful partnerships with alumni and the broader community to establish networks, create value, and drive lasting impact and innovation.

From recognizing outstanding graduates and supporting entrepreneurial initiatives to fostering community connections and student success, these joint efforts strengthen the college’s impact locally, nationally, and globally. Moving forward, this partnership will continue to build on the college’s legacy while creating new opportunities for alumni, students, and the broader community.

FINANCIAL STATEMENTS OF

**DURHAM COLLEGE STUDENT
ASSOCIATION**

April 30, 2025

TABLE OF CONTENTS

	Page
INDEPENDENT AUDITOR'S REPORT	
FINANCIAL STATEMENTS	
Statement of Financial Position	1
Statement of Operations	2
Statement of Changes In Fund Balances	3
Statement of Cash Flows	4
Notes to the Financial Statements	5 - 15



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INDEPENDENT AUDITOR'S REPORT

To the Members of
Durham College Student Association

Opinion

We have audited the financial statements of Durham College Student Association (the "Organization"), which comprise the statement of financial position as at April 30, 2025, the statement of operations, statement of changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at April 30, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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Courtice

Lindsay

Cobourg

INDEPENDENT AUDITOR'S REPORT, continued

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

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

Baker Tilly KDN LLP

Chartered Professional Accountants
Licensed Public Accountants

Courtice, Ontario
December 9, 2025

DURHAM COLLEGE STUDENT ASSOCIATION
STATEMENT OF FINANCIAL POSITION
As at April 30, 2025

	2025	2024
	\$	\$
ASSETS		
Current assets		
Cash and cash equivalents (Note 3)	9,173,348	7,849,706
Restricted cash - Health Fund (Note 4)	2,500,500	2,500,500
Accounts receivable	107,784	123,483
Government remittances receivable	-	6,424
Inventory	19,597	18,373
Prepaid expenses and deposits	1,182,915	942,059
Due from Durham College (Note 5)	333,207	457,107
	13,317,351	11,897,652
Restricted cash - Building fund	617,497	397,497
Tangible capital assets (Note 6)	846,633	1,083,888
	14,781,481	13,379,037
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	467,731	785,288
Government remittances payable	11,737	-
Insurance contract liability (Note 7)	202,099	161,609
Deferred revenue - health and dental	2,437,863	1,257,487
	3,119,430	2,204,384
NET ASSETS		
Unrestricted	4,166,189	4,252,170
Investment in capital assets	846,632	1,083,888
Health fund - internally restricted	6,031,733	5,441,098
Building fund - internally restricted	617,497	397,497
	11,662,051	11,174,653
	14,781,481	13,379,037

Approved on behalf of the board

Camryn Wood Director

Daniella Kimevski Director

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
STATEMENT OF OPERATIONS
For the year ended April 30, 2025

	2025	2024
	\$	\$
Membership and other revenue		
Health fees (Note 7)	4,331,175	3,947,865
Student fees (Note 9)	3,158,863	3,071,143
Interest income	473,664	303,628
Other income	93,018	24,796
	<u>8,056,720</u>	<u>7,347,432</u>
Hospitality operations		
Sales	205,998	151,023
Wages and employee benefits	(295,213)	(239,055)
Purchases	(170,407)	(128,234)
General overhead	(24,119)	(26,837)
	<u>(283,741)</u>	<u>(243,104)</u>
Expenses		
Health expenses (Note 7)	3,487,651	2,911,921
Wages and benefits (Note 10)	1,651,394	1,300,410
Campus events and orientation	635,574	264,715
Governance and administration	276,086	257,812
Occupancy expenses	269,770	268,951
Amortization	256,489	255,714
Professional fees	230,606	332,628
Contribution to Durham College Foundation (Note 12)	200,000	200,000
Marketing and communication	130,002	111,450
Outreach and wellness services	86,847	177,602
Clubs and societies	61,159	51,146
	<u>7,285,578</u>	<u>6,132,349</u>
Excess of revenues over expenditures for the year	<u>487,401</u>	<u>971,979</u>

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
STATEMENT OF CHANGES IN FUND BALANCES
For the year ended April 30, 2025

	2025	2024
	\$	\$
Unrestricted fund		
Balance, beginning of year	4,252,170	4,050,385
Excess of revenue over expenditures	487,401	971,979
Transfer to capital asset fund	-	(67,782)
Transfer from capital asset fund	237,254	-
Transfer to health fund (Note 7)	(590,636)	(682,434)
Transfer to building fund (Note 5)	(220,000)	(220,000)
Transfer from building fund (Note 12)	-	200,022
Balance, end of year	4,166,189	4,252,170
Invested in Capital Assets		
Balance, beginning of year	1,083,888	1,016,106
Purchase of capital assets	19,233	323,496
Amortization of tangible capital assets	(256,489)	(255,714)
Balance, end of year	846,632	1,083,888
Health fund		
Balance, beginning of year	5,441,097	4,758,664
Excess of revenue over expenses of the health fund (Note 7)	590,636	682,433
Balance, end of year	6,031,733	5,441,097
Building fund		
Balance, beginning of year	397,497	377,519
Transfer to unrestricted fund	-	(22)
Transfer from unrestricted fund (Notes 2 & 5)	220,000	220,000
Transfer to unrestricted funds	-	(200,000)
Balance, end of year	617,497	397,497

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
STATEMENT OF CASH FLOWS
For the year ended April 30, 2025

	2025	2024
	\$	\$
CASH PROVIDED FROM (USED FOR)		
Operating activities		
Net income	487,401	971,979
Adjustments for		
Amortization of tangible capital assets	256,489	255,714
	743,890	1,227,693
Change in non-cash working capital items		
Accounts receivable	15,699	(52,348)
Inventory	(1,224)	(12,961)
Prepaid expenses	(240,856)	(135,405)
Due from Durham College	123,900	307,605
Accounts payable and accrued liabilities	(317,558)	532,850
Government remittances payable	18,160	(12,731)
Insurance contract liability	40,489	47,582
Deferred revenue - health and dental	1,180,375	(428,223)
	818,985	246,369
	1,562,875	1,474,062
Investing activities		
Purchase of tangible capital assets	(19,234)	(323,496)
Proceeds from short term investments	-	2,321,898
	(19,234)	1,998,402
Increase in cash and cash equivalents	1,543,641	3,472,464
Cash and cash equivalents, beginning of year	10,747,703	7,275,239
Cash and cash equivalents, end of year	12,291,345	10,747,703
Cash consists of:		
Cash and cash equivalents (Note 3)	9,173,348	7,849,706
Restricted cash - Health Fund (Note 4)	2,500,500	2,500,500
Restricted cash - Student Building Fund	617,497	397,497
	12,291,345	10,747,703

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

1. **NATURE OF OPERATIONS**

Durham College Student Association (the "Organization") changed its name from Durham College Student Inc. by the Articles of Amendments to the Articles of Incorporation on March 15, 2022. The Organization was incorporated on July 10, 2017 without share capital and operates as a not-for-profit organization that is tax exempt under the Income Tax Act. The Organization is a service-based association that puts Durham College students' needs at the forefront, and provides quality campus engagement for every full-time student.

2. **SIGNIFICANT ACCOUNTING POLICIES**

(a) *Basis of presentation*

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

(b) *Fund accounting deferred*

In order to ensure observance of limitations and restrictions placed on the use of the resources available to the Organization, the accounts are maintained in accordance with the principles of fund accounting. Under these principles, resources are classified for accounting purposes into funds that are in accordance with particular activities or objectives specified. These funds are classified as investment in capital assets, health fund, building fund and unrestricted. The Organization then follows the deferral method of accounting for such contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are made. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions of tangible capital assets are included as deferred contributions and are amortized to revenue at the same rate and on the same basis as amortization of the related property and equipment.

Endowment contributions are recognized as direct increases in net assets.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

2. **SIGNIFICANT ACCOUNTING POLICIES, continued**

(c) *Financial instruments*

The Organization initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions. The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in excess of revenue over expenditures.

Financial assets measured at amortized cost include cash and cash equivalents, accounts receivable, restricted cash - Building fund, restricted cash - Health fund, and amounts due from Durham College.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and insurance contract liability.

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in excess of revenue over expenditures. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in excess of revenue over expenditures.

The Organization recognizes its transaction costs in excess of revenue over expenditure in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

(d) *Cash and cash equivalents*

Cash and cash equivalents include cash and short-term investments consisting of cashable guaranteed investment certificates (GIC's) which are readily convertible into a known amount of cash, and are subject to an insignificant risk to changes in their fair value.

(e) *Inventory*

Inventory is measured at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis. Cost includes all costs of purchase, direct labour, variable and fixed production overheads, and other costs incurred in bringing the inventories to their present location and condition.

(f) *Tangible capital assets*

Tangible capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives at the following rates and methods:

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

2. **SIGNIFICANT ACCOUNTING POLICIES, continued**

(f) *Tangible capital assets, continued*

Computer equipment	Straight-line	3 years
Furniture and fixtures	Straight-line	3 years
Leasehold improvements	Straight-line	5 years
Computer software	Straight-line	3 years
Booster Juice equipment	Straight-line	11 years
Hospitality equipment - Drip Cafe	Straight-line	5 years

Tangible capital assets are reviewed for impairment whenever events or conditions indicate that the assets no longer contribute to the Organization's ability to provide services or that the service potential of the assets are less than their net carrying amount. When conditions indicate that a capital asset is impaired, the net carrying amount of the asset is written down to the asset's fair value or replacement cost.

(g) *Revenue recognition*

Durham College Students Association follows the deferral method of accounting for contributions.

Student fees consist of Student Association Health and Wellness Support Services fees, DCSA Student Life fees, Student Centre fees and Campus Radio Station fees. Student Association Health and Wellness Support Services and Student Life fees are used to fund health and counselling, campus safety and academic support, as well as student life programming including clubs, associations and organizations. Student Centre fees are collected to fund the operations of the Student Centre, which includes; cleaning, operation and general repair, occupier's liability insurance and operational staff. Campus Radio fees fund production time at Riot Radio.

Unrestricted contributions for student fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions for health fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Student health insurance premiums provide coverage for students on an annual basis ending August 31. Deferred revenue includes the portion of fall and winter student health fees revenue for the period of coverage May to August of the following year.

Interest income is recognized on an accrual basis.

All other revenue is recognized as revenue when received or receivable, if the amount can reasonably estimated and collection is reasonably assured.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

2. **SIGNIFICANT ACCOUNTING POLICIES, continued**

(h) *Health fund*

The Health fund is internally restricted by the board and funded by the excess of health fund revenues over expenditures from student health insurance plan and supports the Organization's initiatives that relate to the health and well-being of students. As at year end, \$2,500,500 of the Health fund is held in a separate GIC (Note 4). The remaining balance is held within the Organization's general operating bank account.

(i) *Building fund*

The Building fund is an internally restricted board allocation of funds to be used towards the future purchase of space for the Organization. The funds have been set aside in a separate bank account for future capital spending.

The Board approved a \$200,000 transfer from the operating fund to the building fund during the year ended April 30, 2025. In addition, \$20,000 is annually allocated from the operating fund to the building fund as part of the Operational Agreement with Durham College (note 5).

(j) *Contributed services*

The operations of the Organization depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated materials and services cannot be reasonably determined and are therefore not reflected in these financial statements.

(k) *Measurement uncertainty*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Estimates are used when accounting for items and matters such as estimated useful life of tangible capital assets, amortization, asset valuations, deferred revenue, health fund provision and contingencies. Actual results could differ from these estimates.

(l) *Cloud computing arrangements*

The Organization applies the simplification approach to account for expenditures in cloud computing arrangements. The expenditures in the arrangements are expensed as incurred.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

3. CASH & CASH EQUIVALENTS

	2025	2024
	\$	\$
RBC GIC, bearing interest at 4.45%, maturing October 2025	1,000,500	1,000,500
Cash	8,172,848	6,849,206
	9,173,348	7,849,706

Note that the interest bearing GIC held at year-end are cashable and redeemable at any time subsequent to their purchase.

4. RESTRICTED CASH - HEALTH FUND

	2025	2024
	\$	\$
RBC GIC, bearing interest at 4.45%, maturing October 2025	2,500,500	2,500,500

Note that the interest bearing GIC held at year-end are cashable and redeemable at any time subsequent to their purchase.

5. DURHAM COLLEGE AGREEMENT

The Organization is governed by a board of directors consisting of student representatives from Durham College.

On March 1, 2021, the Organization entered into an operational agreement with Durham College. Under this agreement, Durham College is responsible to collect certain ancillary fees from students, which include; a Student Association Health and Wellness Support Services fee, a DCSA Student Life fee, a Student Centre fee collected to support the day-to-day operations of the Organization, a Campus Radio Station fee and student health and dental fees, which are then remitted to the Organization. No further ancillary student fees collected by Durham College are remitted to the Organization. The agreement is deemed to have been renewed as no new agreement was reached prior to the termination date.

The accompanying notes are an integral part of these financial statements



DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

5. DURHAM COLLEGE AGREEMENT, continued

Under the operational agreement, the Organization has committed to assume the food operations at the Student Centre including a Booster Juice (opened September 2022) and a grill concept later named Drip Cafe (opened September 2023). As part of this commitment, in 2021, the Organization paid the college \$232,259 from the building fund for the capital equipment (note 6) located in the hospitality space in the Student Centre. The Organization contributes a minimum of \$20,000 annually to the building fund, as outlined in the Operational Agreement.

On March 1, 2021, the Organization entered into a rental agreement with Durham College for space in the Student Centre building. The Organization has agreed to pay annual rent, including HST, of \$243,750 to Durham College in equal monthly installments. Rent includes maintenance and repairs of the leased premises by Durham College. The rent increased by \$2,373 monthly when the food operations opened in the Student Centre which commenced in September 2022. This agreement has expired but rent continues to be paid on a month to month basis with discussions for an extension on-going.

The operations of the Organization depend on the contribution of services, such as student fee collection and processing, from Durham College. The fair value of the services cannot be reasonably determined and are therefore not reflected in these financial statements.

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

The amount due from Durham College represents invoices for student fees collected as part of the normal course of operations and received subsequent to the year end.

6. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated Amortization	2025 Net Book Value	2024 Net Book Value
	\$	\$	\$	\$
Computer equipment	62,979	38,441	24,538	32,928
Furniture and fixtures	56,330	41,429	14,901	10,717
Leasehold improvements	1,123,963	497,958	626,005	832,745
Computer software	10,136	10,136	-	1,689
Booster Juice equipment (Note 5)	232,259	63,343	168,916	190,030
Hospitality Equipment - Drip Cafe	17,533	5,260	12,273	15,779
	1,503,200	656,567	846,633	1,083,888

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

7. HEALTH FUND AND RELATED DISBURSEMENTS

All full-time Durham College students are required to pay for health and dental insurance as part of the base student fees. Students can opt-out of these plans if they have alternative coverage.

On September 1, 2018, the Organization began to self-insure the health and dental plan. All annual surpluses are invested in the health fund reserve. The Organization is liable for health and dental claims made by students for the lesser of one year after the service date of the claim or 90 days after coverage terminates. A provision has been made in the amount of \$202,099 (2024 - \$161,609) for claims incurred to April 30, 2025 but not yet reported using applicable industry rates.

In order to mitigate risk, the Organization pays an annual stop loss premium for the health plan based on projected future claims. The Organization is insured for claims that exceed 120% of the projected future claims. The Organization reviews the health fund reserve semi-annually to ensure a minimum reserve amount of 20% of projected claims not covered by the stop loss insurance.

The Organization entered into an agreement with an insurance consulting company to provide program management services with respect to the student health and dental plan. If terminated without cause, the contract requires the Organization to pay a fee equivalent to the program management fees for a full policy year based on the current years enrolment. The agreement is effective until August 31, 2025.

	2025	2024
	\$	\$
Revenue		
Student health levy (net of opt-out)	4,331,175	3,947,865
Expenses		
Claims	2,873,242	2,330,749
Health plan premiums	325,260	351,729
Program management fees	289,149	229,443
	3,487,651	2,911,921
Health - wages, salaries and benefits (Note 11)	252,888	353,511
Excess of revenue over expenses of the health fund	590,636	682,433

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

8. INTERNATIONAL HEALTH PLAN

On September 1, 2021, the Organization assumed the delivery of the International OHIP coverage plan under a memorandum of understanding ("MOU") with Durham College. All service delivery moved to the Organization under the same terms with the existing health plan provider to ensure service delivery is centralized and to streamline the student experience around their health plan claims, opt-outs, complaints, and support. In 2024, the Organization changed the health plan provider for International OHIP alternative coverage.

The International plan is fully-funded, there are no annual surpluses and the Organization is not liable for claims made by students and as a result, the health plan levy and premiums have been excluded from the Statement of Operations. During the year ended April 30, 2025, the Organization received and distributed the following amounts:

	2025	2024
	\$	\$
International health plan levy	2,606,449	2,336,659
International health plan premiums	(2,606,449)	(2,336,659)
	-	-

DEFERRED REVENUE

	2025	2024
	\$	\$
Health insurance deferred revenue		
Opening balance	1,257,487	1,685,710
Funds received, health (net of opt-out)	5,511,551	3,519,642
Funds earned in the year	(4,331,175)	(3,947,865)
Total health deferred revenue	2,437,863	1,257,487

9. STUDENT FEES

	2025	2024
	\$	\$
Wellness and Student Life	1,754,773	1,702,734
Student Centre	1,116,328	1,086,066
Riot Radio	287,762	282,343
	3,158,863	3,071,143

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

10. **WAGES AND BENEFITS**

	2025 \$	2024 \$
Outreach and wellness services	413,558	346,985
Management	225,132	71,383
Health	252,888	353,511
Clubs and societies	246,487	131,337
Riot Radio	242,721	190,814
E Sports	137,645	40,667
Executive	51,028	98,948
Marketing	52,971	38,524
Legal Aid	28,964	28,241
	1,651,394	1,300,410

Management and administrative compensation totaling \$498,421 (2024 - \$409,038), was allocated to various functions based on time spent.

11. **CLOUD COMPUTING ARRANGEMENTS**

During the year, the Organization expensed \$87,498 (2024 - \$89,510) with respect to cloud computing arrangements which is included in governance and administration, campus events and orientation and general overhead.

12. **COMMITMENTS**

The Organization committed to a \$1 million contribution to the Durham College Foundation, payable over five years ending September 2025. The contribution supports the Building for Skills campaign for the Durham College Phase IV Whitby Campus Revitalization initiative, which expands the Centre for Skilled Trades and Technology (CSTT). In return, the Organization can occupy designated spaces at the Whitby Campus Main Building and Oshawa Campus Gordon Willey Building.

Remaining payments under this contribution agreement are:

	\$
September 2025	200,000

The Organization has rent commitments with Durham College for monthly rental payments related to the student association building (note 5).

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

12. **COMMITMENTS, continued**

The Organization operates a "Booster Juice" under a licensing agreement with AW Holdings Corp (Licensor). The license agreement is effective July 10, 2022 with a term ending September 1, 2028 and an option to renew for a further five years. Under the agreement the Organization (Licensee) is required to pay a license fee of \$7,500 on transfer and at renewal. The Organization is required to pay a royalty fee equal to 6% of sales and an advertising and marketing fee equal to 1% of sales.

During the year the Board approved the use of up to \$10,000,000 of reserve funds for the purpose of the Student Centre renovations.

13. **CONTINGENT LIABILITIES**

On October 28, 2018, a lawsuit was initiated against the Organization by former employees alleging wrongful dismissal. The claim is for \$450,000 plus legal costs. The likelihood of the claim being successful is not known. The Organization has filed a statement of defence and it is the intention of the Organization to aggressively defend this lawsuit by the Organization's insurer. It is not possible to determine the liability, if any, the Organization will incur as a result of this action, or the amount of any claim which would be covered by the Organization's \$5,000,000 liability insurance policy. The deadline to set it down for trial was April 13, 2024. The deadline has passed and will potentially be dismissed by the registrar for delay as no action has been taken to set it down for trial since the summary judgement motion.

14. **FINANCIAL INSTRUMENTS**

The Organization is exposed to various risks through its financial instruments and has a risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Organization's risk exposure and concentration as of April 30, 2025.

(a) *Credit risk*

Credit risk arises from the potential that a counter party will fail to perform its obligations. As the cash balances and cash equivalents are held with a major Canadian financial institution there is a concentration of credit risk with one bank in Canada. The risk is managed by using a major bank that is a high credit quality financial institution as determined by rating agencies. The carrying amount of cash and short-term investments included on the statement of financial position represent the maximum credit exposure. The Organization is not exposed to significant credit risk related to accounts receivable as these are primarily due from Durham College and expect to be collected in full.

The accompanying notes are an integral part of these financial statements

DURHAM COLLEGE STUDENT ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
For the year ended April 30, 2025

14. **FINANCIAL INSTRUMENTS, continued**

(b) *Interest rate risk*

The guaranteed investment certificates included in cash and cash equivalents bear interest at a fixed rate of interest and as such are subject to interest rate price risk resulting from changes in fair value from market fluctuations in interest rates. The Organization manages this risk through investing in fixed-rate securities of short maturity and plans to hold the securities to maturity.

Unless otherwise noted, it is management's opinion that the Organization is not exposed to significant other price risks arising from these financial instruments.

15. **COMPARATIVE FIGURES**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year excess of revenue over expenses.

Subsequent to year-end, the Board retroactively approved the internal restriction and transfer of \$200,000 to the Building Fund, relating to transactions that occurred during the prior fiscal year.

The accompanying notes are an integral part of these financial statements

Board Portal Migration to SharePoint Online

Overview

The College's Board portal is currently hosted on SharePoint 2019 (on-premise), a platform that will no longer be supported by Microsoft after July 2026. To ensure the continued security, reliability, and functionality of the portal, the College will migrate the Board portal to SharePoint Online, Microsoft's cloud-based environment.

Rationale

- Microsoft will end all support for SharePoint 2019 in July 2026, including security updates and patches.
- Continued use of an unsupported platform presents increased cybersecurity and operational risk.
- Migration to SharePoint Online aligns with modern security standards and the College's technology direction.

Key Changes and Benefits

- Enhanced Security:
 - Beginning in Fall 2026, Board members will be required to access the Board portal using multi-factor authentication (MFA).
 - MFA provides an additional layer of protection and is a standard security requirement for cloud-based platforms.
- Platform Sustainability:
 - Ongoing Microsoft vendor support
 - Continued delivery of security updates and new functionality
 - Reduced reliance on locally hosted infrastructure
- Improved Functionality:
 - Modernized portal design and user experience
 - Improved document collaboration and management
 - Greater flexibility in permission management, including support for restricted-access materials

Impact on the Board

- The purpose and content of the Board portal will remain unchanged.
- Board members will benefit from increased security, improved usability, and long-term platform stability.
- Access to the portal will require MFA beginning in the fall, with resources and assistance provided to support Board members during the transition.



PRESIDENT'S UPDATE



TABLE OF CONTENTS

PRESIDENT'S OVERVIEW	03
COLLEGE SECTOR AND GOVERNMENT RELATIONS UPDATES	05
ENGAGEMENT WITH THE MINISTRY OF COLLEGES, UNIVERSITIES, RESEARCH EXCELLENCE AND SECURITY (MCURES)	08
IN THE COMMUNITY	09
COLLEGE HIGHLIGHTS	11
STUDENT SPOTLIGHT	12

PRESIDENT'S OVERVIEW

As we wrap up the winter semester, I continue to be inspired by the strength, commitment, and optimism that define Durham College (DC). Throughout this term, we have navigated ongoing sector pressures while delivering tangible progress for students, partners, and the community. From meaningful government announcements and national advocacy to applied research funding, alumni engagement, and student success, the momentum across our campuses remains strong. As we look ahead, I am confident in our shared ability to adapt, innovate, and lead with purpose.

A significant development this term was the provincial government's announcement of a \$6.4 billion investment in Ontario's public colleges. This represents a major step toward stability for the sector, and a clear recognition of the role colleges play in building the skilled workforce that supports Ontario's economy. This investment provides a strong foundation and reinforces our commitment to pursuing efficiencies, driving innovation, and making strategic choices that put students and communities first. In addition, the province confirmed \$5.47 million for DC through the Facilities Renewal Program and the College Equipment Renewal Fund. These combined investments will support essential upgrades to roofs, boilers, and HVAC systems, and enhance instructional spaces with modern tools and equipment across key program areas. Collectively, they help ensure students learn in safe, modern environments and graduate workforce ready.

We also saw important progress in applied research and innovation this term. The Mixed Reality Capture (MRC) Studio secured nearly \$2 million in federal and provincial funding to create a state-of-the-art immersive research stage for advanced training and human-centred technology development. This expansion will open new opportunities for students and industry partners to collaborate in virtual production, motion capture, and extended reality, while strengthening connections across DC's research centres. A Request for Proposal (RFP) for the construction was issued in early March, with specific timelines to be determined based on the results of the RFP and the selected vendor. Complementing this work, our AI Hub partnered with eCampusOntario to launch a free national AI Fundamentals micro-credential series that helps Canadians build practical AI literacy through short, accessible modules. Together, these initiatives reflect DC's commitment to future-focused learning and industry-aligned innovation that supports regional and national priorities.

Strengthening national partnerships and advocacy continues to be a key priority for DC. In March I joined Colleges Ontario in Ottawa for Federal Hill Days, meeting with MPs to reinforce that workforce capacity is a national economic issue and that Ontario's colleges are central to Canada's long-term labour market strategy. I highlighted how college programs, applied research, and industry partnerships address talent gaps across critical sectors, and emphasized DC's impact across Durham Region and the province. We will continue to build on these conversations and deepen the partnerships that enable students, employers, and communities to thrive.



Left: DC's Mixed Reality Capture Studio.



Right: Together with Colleges Ontario and colleagues for Federal Hill Days in Ottawa.

Recruitment and enrolment efforts have remained front and centre throughout the winter semester. Our March Break Program Showcase and Spring Open House welcomed prospective students and families to explore programs, tour learning spaces, and connect with faculty and services. As we supported prospective students, we also continued to strengthen pathways to employment across our community. The on-campus Job Fair events at Oshawa and Whitby drew more than 1,000 students and alumni and featured 125 employers across both campuses, allowing learners to engage directly with employers and explore full-time, part-time, and seasonal opportunities.

Celebrating the accomplishments of our people and community continues to be a meaningful part of our work. This term, we marked Black History Month through learning, dialogue, and campus programming that honoured Black leadership and reaffirmed our commitment to equity and inclusion. We also continued to advance Indigenization through initiatives led by the Suswaaning Endaa jig – First Peoples Indigenous Centre including faculty development grounded in the Braiding Learning Framework, and Indigenous-informed research practices that strengthen community engagement. In addition, we highlighted the

impact of our community through International Women’s Day and celebrated excellence across DC, including faculty recognition and Schulich Builders Scholarships that supported 10 learners preparing for in-demand skilled trades careers.

As we move into spring, engagement across our campuses remains a top priority. In April, Coffee Chats and Employee Town Halls will provide meaningful opportunities for open dialogue and two-way feedback. We are also preparing for our annual signature event in May, Lean into Green, which will offer a forum to share updates, celebrate achievements, and reaffirm our collective commitment to the college’s future. I am grateful for the dedication and resilience of our community. Together, we are advancing a future-focused, sustainable, people-centred, and community-connected college, and the momentum across our campuses continues to strengthen my optimism for our path forward.



Students at the Whitby campus connect with employers at the Job Fair.

COLLEGE SECTOR AND GOVERNMENT RELATIONS UPDATE

DURHAM COLLEGE'S NEW EXECUTIVE DIRECTOR, STRATEGIC REPORTING AND GOVERNMENT RELATIONS – FEBRUARY 5

Sent formal introductory messages to local elected officials and key sector contacts introducing Anthony Longo as DC's new Executive Director, Strategic Reporting and Government Relations.

INVITATION TO MUNICIPAL GOVERNMENT, FIRST ROBOTICS COMPETITION – FEBRUARY 5

Sent personalized invitations to Regional Chair John Henry and Oshawa Mayor Dan Carter to attend and deliver remarks at the opening ceremony of this year's FIRST Robotics Competition on March 14, hosted at DC's Oshawa campus. Municipal participation remains a central component of this annual event, underscoring its continued relevance and established importance within the community.

UPDATE MEETING WITH MINISTER TODD MCCARTHY – FEBRUARY 6

Met virtually with Todd McCarthy, MPP for Durham and Minister of Environment, Conservation and Parks and Acting Minister of Infrastructure, to provide an update on DC's financial situation, provide additional information related to Colleges Ontario's 2026 pre-budget submission, and emphasize DC's vital role in the community.

COLLEGES ONTARIO'S (CO) COMMITTEE OF PRESIDENTS (COP) MEETINGS – FEBRUARY 10/24 AND MARCH 23/24

Participated in CO's COP meetings, engaging with college presidents and CO delegates for discussions on provincial priorities, funding and coordinated sector efforts.

COLLEGE EMPLOYER COUNCIL'S (CEC) BOARD OF DIRECTORS MEETING – FEBRUARY 12

Participated in a virtual meeting of the College Employer Council (CEC) Board of Directors, engaging with presidents and board representatives from all 24 Ontario colleges, along with CEC leadership, to discuss key issues related to the organization's governance, strategic direction, and accountability framework.

BREAKFAST WITH MP JAMIL JIVANI – FEBRUARY 13

Attended the Clarington Board of Trade's (CBOT) breakfast event with Jamil Jivani, MP for Bowmanville – Oshawa North. Engaged with MP Jivani and other local leaders to strengthen the college's visibility and relationships with political leadership in the east end. Reinforced DC's role as a key post-secondary partner while exploring potential federal priorities that align with our core responsibilities.

UPDATE MEETING WITH MP JENNIFER MCKELVIE – FEBRUARY 17

Met with Jennifer McKelvie, MP for Ajax, at DC's Whitby campus to provide an update on our college's financial position and seek support of DC's application for the Natural Sciences and Engineering Research Council's (NSERC) Technology Access Centre (TAC) funding. Highlighted DC's role as a strategic partner to industry and the regional economy through applied research, sharing examples of how our work has supported small and medium-sized enterprises (SMEs) address their applied research needs.



MP Jennifer McKelvie visited our Whitby campus.

INTRODUCTORY MEETING WITH CHRIS JARDINE, COLLEGES ONTARIO (CO) – FEBRUARY 18

Met virtually for an introductory meeting with Chris Jardine, CO's new Vice President, Marketing, Communications and Public Affairs.

DISCUSSION WITH THE HONOURABLE LENA METLEGE DIAB – FEBRUARY 18

Joined Canada Club's virtual conversation with The Hon. Lena Metlege Diab, Canada's Minister of Immigration, Refugees, and Citizenship. The discussion focused on how Canada is updating its immigration policy to attract talent and fill labour gaps while maintaining strong integration and humanitarian commitments.

ACKNOWLEDGEMENT OF PROVINCIAL INVESTMENT – FEBRUARY 18

Sent formal thank-you letters to key government partners following the provincial announcement of a \$6.4 billion investment to support the long-term sustainability of the post-secondary sector. Expressed appreciation for their support of DC and the broader college system and acknowledged the significant impact this funding will have on our students, campuses, and the communities we serve.

PROVINCIAL FUNDING FOR FACILITIES AND EQUIPMENT RENEWAL – FEBRUARY 19

Hosted and delivered remarks at an announcement held at DC's Whitby campus by Minister Todd McCarthy and Lorne Coe, MPP for Whitby and Parliamentary Assistant to the Ministers of Children, Community and Social Services and Colleges, Universities, Research Excellence and Security, regarding a \$5.47 million provincial investment to support facility and learning environment upgrades. Joined DC leadership, Board members, employees, and students in acknowledging how this funding will strengthen the college's ability to support sectors critical to Ontario's economic growth.

COLLEGES AND INSTITUTES CANADA'S (CICAN) ADVOCACY CAMPAIGN – FEBRUARY 19

Participated in CICan's national advocacy campaign to encourage increased federal investment in applied research. Engaged several of DC's key applied research partners to submit letters of support to their local Members of Parliament, urging continued investment in the College and Community Innovation Program. Seven letters were submitted by partners across Ontario and Canada.

INVITATIONS TO GOVERNMENT OFFICIALS FOR THE COLLEGES ONTARIO (CO) FEDERAL HILL DAYS – FEBRUARY 20

Worked alongside CO's government relations team to send personalized invitations to local Members of Parliament for the March advocacy event at Parliament Hill, reaffirming DC's commitment to advancing key government priorities and maintaining ongoing dialogue.

PODCAST WITH THE CITY OF OSHAWA'S MAYOR, DAN CARTER – FEBRUARY 24

Joined Mayor Carter as his guest on the City of Oshawa's RealTalk podcast, participating in a conversation that marked the mayor's first episode focused on higher learning in Oshawa. Reinforced DC's commitment to advancing new and dynamic opportunities for the community and preparing the future workforce to meet evolving economic needs.

UPDATE MEETING WITH MP JUANITA NATHAN – MARCH 3

Met with Juanita Nathan, MP for Pickering-Brooklin, at DC's Oshawa campus to discuss the college's current financial outlook and seek support for DC's NSERC TAC funding application. Underscored DC's role as a key innovation partner to industry and the regional economy, highlighting how our applied research services help SMEs address technical challenges and advance their projects.



Left: Welcomed Minister Todd McCarthy and MPP Lorne Coe to the Whitby campus for a provincial funding announcement.

Middle: Joined Oshawa Mayor Dan Carter on his RealTalk podcast.

Right: Welcomed MP Juanita Nathan to the Oshawa campus.

UPDATE MEETING WITH MINISTER PETER BETHLENFALVY – MARCH 6

Met with Peter Bethlenfalvy, MPP for Pickering – Uxbridge and Minister of Finance, to discuss our shared commitment to strengthening Ontario’s post-secondary system and supporting the learners, communities, and industries we serve. Expressed DC’s appreciation for the provincial government’s recent funding announcement and focused the discussion on transparency, sustainability, and next steps.

COLLEGES ONTARIO’S (CO) DELEGATE BRIEFING SESSION FOR FEDERAL HILL DAYS – MARCH 6

Attended CO’s briefing session for the upcoming advocacy event in Ottawa and reviewed the agenda, logistics, and supporting resources to prepare for scheduled meetings with government officials.

COLLEGES ONTARIO’S (CO) FEDERAL HILL DAYS – MARCH 11/12

Joined college presidents and government relations colleagues at Parliament Hill to advocate for Ontario’s colleges and demonstrate how they support Canada’s economic priorities and workforce needs. Discussions focused on why workforce capacity is a national economic issue, how Ontario’s colleges are helping close critical talent gaps, and where opportunities exist to strengthen future federal partnerships. Actively engaged in small group meetings with local government officials, including MPs Rhonda Kirkland, Jacob Mantle, Jennifer McKelvie, and Juanita Nathan to reinforce these messages and illustrate DC’s positive impact across Durham Region and neighbouring communities.

AJAX-PICKERING MAYOR’S ADDRESS AND BREAKFAST – MARCH 24

Anthony Longo attended the Ajax-Pickering Board of Trade’s 2026 Mayor’s Breakfast event featuring the Mayor of Pickering, Kevin Ashe, and the Deputy Mayor of Ajax, Sterling Lee. The event provided valuable insight into municipal priorities, challenges, and emerging opportunities. Engagement with government and industry representatives further strengthened DC’s relationships with regional leaders and provided an opportunity to identify areas of shared interest.

CLARINGTON MAYOR’S ADDRESS AND DINNER – MARCH 24

Attended the Clarington Board of Trade’s (CBOT) annual Mayor’s Dinner event to gain insights from Mayor Adrien Foster on upcoming municipal projects, community priorities, and potential collaboration opportunities that support a strong regional business environment. Engaged with civic and business leaders in attendance to reinforce the college’s role as a partner in regional growth and community prosperity.

TECHNICAL BRIEFING FOR THE 2026 ONTARIO BUDGET – MARCH 26, 2026

Anthony Longo attended the virtual technical briefing for the 2026 Ontario Budget, hosted by the Deputy Minister of Finance, which provided an overview of the government’s fiscal priorities and key policy measures.



Met with MPP Peter Bethlenfalvy to discuss Ontario’s post-secondary system.

ENGAGEMENT WITH THE MINISTRY OF COLLEGES, UNIVERSITIES, RESEARCH EXCELLENCE AND SECURITY (MCURES)

TECHNICAL BRIEFING – FEBRUARY 19

Joined MCURES representatives for a technical briefing following the provincial funding announcement to receive updates on changes to the funding model, tuition framework, and OSAP.

UPDATE MEETING WITH CAITLIN CLARK, CHIEF OF STAFF, MCURES – MARCH 2

Met virtually with Caitlin Clark, Chief of Staff, MCURES to provide an update on DC's current financial position, associated challenges, and operational outlook.

ON:AI SUMMIT – MARCH 3

Debbie McKee Demczyk, Associate Vice President, Innovation and Research attended the ON:AI Summit, upon invitation from Nolan Quinn, Minister of Colleges, Universities, Research Excellence and Security. The event, hosted by the Ministry of Public and Business Service Delivery and Procurement, provided participants with an opportunity to examine the future of responsible AI and featured keynote presentations, panel discussions, and fireside conversations with several cabinet ministers, including Minister Quinn.



A panel discussion with Minister Nolan Quinn at the ON:AI Summit.

IN THE COMMUNITY

CAMPUS MASTER PLAN (CMP) EVENT – FEBRUARY 4

Attended a collaborative CMP engagement event, providing DC and Ontario Tech University (OTU) students and employees with an opportunity to explore the plan in a casual, interactive setting. Engaged in discussions with members of our campus community as they viewed renderings, asked questions, and spoke with DC and OTU leadership about the future developments of our shared Oshawa campus.

JOB FAIR EMPLOYER BREAKFAST AND NETWORKING EVENT – FEBRUARY 5

Joined employers and students at the annual Job Fair, hosted jointly with OTU at the Oshawa campus to connect our skilled students and graduates with industry representatives. Spoke with key regional employers and industry partners regarding current workforce needs, reinforcing DC's role as a vital contributor to the region's economic development. The fair continued at the Whitby campus on February 12.

INDIGENOUS EDUCATION CIRCLE MEETING – FEBRUARY 5

Participated in the quarterly meeting of DC's Indigenous Education Circle, contributing to discussions and providing support for initiatives led by the First Peoples Indigenous Centre. This involvement helps foster the continued representation of Indigenous students' needs and interests, ensuring that their communities are meaningfully reflected in the Centre's programs and activities.

ONTARIO POWER GENERATION'S (OPG) INTRODUCTION TO MILLWRIGHTING (ITM) PROGRAM GRADUATION – FEBRUARY 6

Celebrated the latest graduates of the ITM training program as they received their certificates at OPG's Darlington Energy Complex. Delivered congratulatory remarks alongside MPP Lorne Coe, representatives from the Office of the Honourable David Piccini, and senior leaders from Aecon, the Millwright Regional Council, and OPG.

INTERVIEW WITH THE CHRONICLE – FEBRUARY 13

Took part in an interview with The Chronicle, DC's student-led news outlet. Provided commentary on recent provincial funding announcements, welcoming the changes while noting the need for further details to fully assess their impact on DC.

PLUMBER APPRENTICESHIP LEVEL 3 COMPLETION CEREMONY – FEBRUARY 17

Attended the event to celebrate Level 3 graduates, welcome DC's newest cohort of Electrical and Plumbing apprenticeship students and mark the 35th anniversary of the Plumbing Program. Connected with new students, graduates, and members of the DC community in attendance.

COLLEGE ADVISORY COUNCIL (CAC) MEETING – FEBRUARY 24

Delivered a College update, including provincial funding developments and ongoing advocacy efforts, academic excellence and applied research initiatives, recruitment and enrolment activities, community and stakeholder engagement, and other key campus highlights.



Celebrating with the latest graduates of the Introduction to Millwrighting Program.

EXECUTIVE ROUNDTABLE: BRIDGING EDUCATION AND EMPLOYMENT: INDUSTRY-DRIVEN SKILLS AND PATHWAYS FOR THE PHILIPPINES AND CANADA – MARCH 2

Virtually joined senior leaders from government, industry, and higher education to explore opportunities for collaboration that strengthen education to employment pathways in priority sectors including clean energy, mining, healthcare, advanced manufacturing, and digital transformation. Jointly hosted by Humber Polytechnic and the Government of the Republic of the Philippines, the discussion centered on shared sustainable development goals and potential partnership and pilot opportunities.

DURHAM COLLEGE MARKETING COMPETITION – MARCH 4

Attended the DC Marketing Competition to engage with and encourage our student competitors. This annual event promotes student development through applied marketing case recommendations. Connected with competitors, sponsors, judges, faculty, and community attendees and expressed appreciation for their support.

CONNECT WOMEN CONFERENCE – MARCH 5

Attended the Whitby Chamber of Commerce’s annual Connect Women Conference and served as Panel Moderator. Networked with the many community and business leaders in attendance, celebrating the role of diverse perspectives and collective leadership in driving sector wide impact.

FIRST ROBOTICS COMPETITION – MARCH 14

Delivered remarks at the opening ceremony of the annual FIRST Robotics DC District Competition, welcoming participants and their supporters and highlighting the range of programs offered at DC. Engaged with community and government leaders in attendance, including Regional Chair John Henry, Oshawa Mayor Dan Carter, MPP for Oshawa Jennifer French, and MPP for Ajax Rob Cerjanec. The event was held over a two-day period at DC’s Oshawa campus.

UPDATE MEETING WITH STEVEN MURPHY, ONTARIO TECH UNIVERSITY (OTU) – MARCH 18

Met with Steven Murphy, President, OTU to share updates and promote ongoing collaboration.



DC is proud to host and sponsor the FIRST Robotics Competition at the Oshawa campus.

COLLEGE HIGHLIGHTS

DC has joined the **Canada-ASEAN Business Council (CABC) Nuclear Energy Working Group**, creating new opportunities to help shape the future of global energy workforce development. Through this new partnership, DC will contribute to critical conversations about nuclear energy, clean power, and the upskilling and reskilling required to support a rapidly evolving global energy sector. The collaboration underscores DC's role as a leader in applied, industry-aligned education and reinforces its commitment to supporting innovation, sustainability and economic growth at home and abroad.

On March 6, DC hosted a special screening of **Silent Voices**, a documentary co-produced by Dr. Crystal Garvey, a Faculty Member in the Nursing – Collaborative Bachelor of Science (BScN) program. **Silent Voices** sheds light on the critical issue of mental health in Black communities by telling the stories of six individuals from different age groups and walks of life who share their experiences of the racism and systemic barriers they've faced in their lives. Students in the second-year Bachelor of Science in Nursing program and front-line healthcare and community service programs were encouraged to attend. A panel discussion followed the screening.

DC received nearly **\$360,000 in federal grant funding** to lead a new research initiative that will support early childhood educators in helping preschool children build strong social and emotional skills during their most formative years. The initiative is led by Social Impact Hub Project Lead and Faculty of Social and Community Services faculty member, Corrine McCormick-Brighton, and brings together expertise from DC's Mixed-Reality Capture Studio, Ontario Tech University, as well as community partners. The project is designed to develop conversational and immersive mixed-reality training simulations that allow educators to practice responding to real-life situations they encounter in early learning environments before they face them with children and families.

Tanya Heck, an experienced chef and DC faculty member, has been awarded a prestigious **Worldchefs Certified Pastry Chef**. This internationally recognized designation acknowledges her extensive experience in the culinary industry as well as her commitment to improvement and excellence. To become certified, she completed a rigorous process including professional competency testing, a review of her qualifications and career achievements, and more. Her accomplishment further adds to the value of DC's Culinary Management and Culinary Skills programs, which are delivered by faculty members who are both highly trained and internationally recognized.

Faculty member Dalton Burger's lifetime of dedication to the justice system and education was recently recognized at the Educational Foundation for Children's Care Canada's MLK ConnexUs Awards. A Deputy Judge in the Ontario Superior Court of Justice and faculty member in the Paralegal – Honours Bachelor program at DC, **Burger received the Martin Luther King Leadership and Community Award**. He was chosen for exemplifying the renowned civil rights leader's vision of leadership, justice and empowerment. Burger was a driving force in the creation of the Honours Bachelor program, which complements the two-year Paralegal – Diploma and one-year Graduate Certificate programs.

DC honoured the legacy of Armando Martone by naming the Chemical Instrumentation Lab in recognition of his generous bequest to the college's Student Experience Fund. Recently, Armando's wife Sylvia Martone and her family visited DC to tour the lab and learn more about how his gift will celebrate his career and make an impact for students. **The Armando Martone Chemical Instrumentation Lab** is a key component of the Environmental Technician, Biotechnology – Advanced, and Chemical Engineering Technology programs, where students have access to industry-standard tools and learn skills essential to their future careers in science.



DC student Ruthie Fitton.

STUDENT SPOTLIGHT

FINDING HER VOICE: RUTHIE FITTON ON RETURNING TO SCHOOL AND ADVOCATING FOR INDIGENOUS STUDENTS

After 18 years in the workforce, Ruthie Fitton made a big decision: to return to school full-time. A mother of three, she had built a career in customer service, most recently as a senior retail manager, but was ready for a new challenge. Today, she is studying Architectural Technology at Durham College's (DC) Whitby campus and hopes to work within an architecture or design firm after completing her diploma.

Ruthie's journey back to school is about more than academics. As a mature Indigenous student, she also welcomed the opportunity to step into a leadership role as the Indigenous Student Representative on DC's Indigenization Council.

"I feel it is important to lead by example, and show that no matter what your age, you can come to school and learn new things," she said. "I want to help ensure that the Indigenous culture continues to live within DC and I wanted to step up for not only the challenge, but to create awareness amongst the students and staff as much as possible."

Ruthie hopes to build on her experience running the SOARS Indigenous group for Sephora Canada and create events, workshops, and an overall community for other Indigenous students.

She is encouraged by the Council's presence at DC and its role in sharing traditions and being the voice for the campus. She also hopes to help the First Peoples Indigenous Centre (FPIC) have a stronger presence at the Whitby campus.

As a first-year student, Ruthie's journey at DC has just begun, but her experience as a student has been incredibly positive.

"My professors have been very supportive when I have questions, and there is no shortage of support from different departments including the First Peoples Indigenous Centre, Student Academic Learning Services, and Information Technology Services," she said.

As both a student and a leader, Ruthie has set her sights high: "My goal in my studies and in my work with the Council is to lead by example. I hope to be a mentor to younger Indigenous and non-Indigenous students and be an advocate for the Council and student population."





2026-2030

ACADEMIC PLAN





2026-2030

ACADEMIC PLAN

MESSAGE FROM THE VICE PRESIDENT, ACADEMIC AND STUDENTS	5
ENGAGING WITH OUR COMMUNITY	6
SETTING THE CONTEXT	6
PILLARS	
HIGH-QUALITY TEACHING, PROGRAMS AND SERVICES	10
RESEARCH, INNOVATION, AND COMMUNITY CONNECTION	13
EXCELLENCE IN STUDENT SUCCESS AND EXPERIENCE	17

ACKNOWLEDGING THE LAND

Durham College is situated on the traditional lands of the First Peoples of the Mississaugas of Scugog Island First Nation. These lands are covered under the Williams Treaties and rest within the traditional territory of the Anishinaabeg. We offer our gratitude to the Indigenous Peoples who care for and, through the treaty process, share the lands on which we live, learn, teach, and prosper today.



MESSAGE FROM THE VICE PRESIDENT, ACADEMIC AND STUDENTS

At Durham College (DC), teaching and learning are at the heart of everything we do. Whether we are preparing learners for in-demand careers, supporting pathways to further education, helping employers upskill their workforce through corporate training, or partnering on research that addresses real community challenges, our academic mission is realized through the actions of every employee across the college.

Guided by our shared purpose of transforming lives, building careers, and enriching communities, this Academic Plan reflects how we are choosing to work together in an increasingly complex and fast-changing environment. We are aligning our efforts to our three core pillars – teaching and learning, research and community and student success – and notably bringing together the Academic and Student Affairs portfolios in a more intentional and collaborative way. These actions help us ensure that we are working together to offer innovative programs and courses, creating an inclusive environment where everyone feels supported and can realize their full potential.

With a future-focused mindset and a commitment to continuous improvement, I am confident that together we will deliver meaningful outcomes for our students and strengthen DC's role as a leader in post-secondary education in the years ahead.



Dr. Jean Choi
Vice President, Academic and Students

ENGAGING WITH OUR COMMUNITY

Through a focused and evidence-informed engagement process, we gathered insight to shape the academic and student priorities of the Academic Plan.

Drawing on more than 2,200 touchpoints collected through the college's Strategic Planning consultations, we analyzed feedback from students, employees, alumni, and community stakeholders, filtering insights most relevant to the academic and student portfolios.

This work was complemented by targeted in-person consultations with Program Coordinators, the Academic Leadership Team, the College Advisory Council, and external partners, including members of our Program Advisory Committees.

Together, this feedback informed the development of the plan's pillars and goal statements and guided the refinement of the enabling actions that support implementation.

SETTING THE CONTEXT

Durham College (DC) is rising to meet a moment of profound change. As technologies advance, industries evolve, and communities face economic, environmental, and social challenges, the role of post-secondary education has never been more important, or complex. We have a responsibility and an opportunity to respond with purpose, ensuring we are preparing learners for meaningful and in-demand careers and lasting contributions to their communities.

This changing landscape requires intentional, forward-looking academic planning. To remain responsive and relevant, DC must continue to adapt how we design and deliver post-secondary education — ensuring programs, learning experiences, and supports align with evolving workforce needs, emerging technologies, and the diverse realities of today's learners.

This Academic Plan outlines how DC will respond over the next four years by establishing clear priorities and a shared direction for our work. Together, DC is positioned to deliver high-quality education, meaningful community impact, and comprehensive supports that enable students to thrive, at DC and beyond.



As a mature student in Plumbing, I have been delighted to come into this learning environment each day. The state-of-the-art shop facilities are well laid out to handle groups of students, and it is a pleasure to **learn new skills with modern tools and equipment.**

The content is deep and rich, and the instructors have great practical knowledge and experience and are well-connected to industry. I will look forward to returning to this supportive environment as I move on in my journey.

**BILL PALMER, STUDENT,
MECHANICAL TECHNIQUES – PLUMBING**

“At Durham College, we don't just prepare students for the future – we help them create it. Through applied learning, industry partnerships, and emerging technologies like AI, we empower learners to innovate and lead with impact.

Our commitment to reimagining education, while honouring diverse perspectives and ways of knowing, ensures graduates are **equipped to drive meaningful change, strengthen communities, and build careers** that shape the workforce of tomorrow.”

COREY GILL, FACULTY MEMBER, FACULTY OF BUSINESS AND INFORMATION TECHNOLOGY

PILLAR 1

HIGH-QUALITY TEACHING, PROGRAMS AND SERVICES

Capitalize on emerging evidence-based teaching practices and a culture of excellence to deliver transformative, future-focused academic courses and programs, and learning experiences.

ENABLERS:

- » We will anticipate workforce demands and collaborate with industry and community to design, launch and renew high-quality academic programs and training that meet evolving labour market needs.
- » We will harness emerging technologies, incorporate artificial intelligence, invest in leading-edge equipment and reimagine learning spaces to provide exceptional student experiences.
- » We will empower faculty and staff to lead in their fields by investing in professional development, fostering meaningful industry partnerships, and advancing the creation of new knowledge.
- » We will continue the journey towards reconciliation by embedding Indigenous knowledge and ways of knowing into curriculum, teaching resources and learning supports.



“

As a student research assistant working alongside firefighters and tactical athletes, I had the opportunity to contribute to applied research that **directly addressed real-world challenges facing our community.**

This experience deepened my learning beyond the classroom by connecting me with industry professionals and showing me how research, innovation, and collaboration can drive meaningful impact locally, and beyond.”

**ABIGAIL ANSELL, STUDENT, SPORTS MANAGEMENT
AND RESEARCH ASSISTANT**

PILLAR 2

RESEARCH, INNOVATION, AND COMMUNITY CONNECTION

Foster a vibrant culture of innovation and research that connects students, faculty and staff to solve real-world challenges and drive meaningful impact, locally and globally.

ENABLERS:

- » We will engage in meaningful community and applied research partnerships that address pressing societal challenges and generate impact locally and globally.
- » We will enhance experiential learning opportunities in our programs, providing hands-on experiences and connections to the workforce.
- » We will leverage our network of industry and employer leadership to support success and build new bridges to the community.
- » We will expand academic pathways to unlock multiple opportunities for lifelong learning, locally and across global communities.



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“I truly feel that experiential learning that sees a **convergence of student development, faculty leadership, and industry engagement** contributes to growth for those involved and produces meaningful community impact. Giving our students a competitive edge in tomorrow’s world starts by guiding them to choose curiosity, collaboration, and shared responsibility. I am fortunate to play a role in supporting the initiatives that make DC a valued community partner and an incredible and unique place to learn and work!”

CRISTINA ITALIA, EXECUTIVE DEAN, FACULTY OF BUSINESS AND INFORMATION TECHNOLOGY AND FACULTY OF MEDIA, ART AND DESIGN

“Durham College has created an environment where **I feel genuinely supported both academically and professionally.** Through hands-on learning, accessible support services, and opportunities like the work-study program, I have been able to grow my skills, build confidence, and feel a **strong sense of belonging** within the DC community. The encouragement from faculty and staff has made a meaningful difference in my ability to succeed and persist, and it has prepared me to transition into the workforce with clarity and confidence.”

**SARAH ADESUYI, STUDENT, MARKETING PROGRAM
AND SOCIAL MEDIA ASSISTANT**

PILLAR 3

EXCELLENCE IN STUDENT SUCCESS AND EXPERIENCE

Nurture an inclusive and empowering environment to ensure students have equitable opportunities to thrive academically, personally, and professionally.

ENABLERS:

- » We will foster a culture of inclusion and belonging where all faculty, staff and students are respected, engaged, and have equitable access to opportunities.
- » We will enhance and align support services that respond to evolving student needs and promote all dimensions of wellness.
- » We will create a culture of support and belonging that bolsters student persistence and retention by providing a comprehensive suite of wraparound supports and resources.
- » We will cultivate global competence by creating impactful learning opportunities and collaborative projects on our campuses and abroad.



“It is a privilege to be part of an **inclusive organization that recognizes health and wellness as foundational to academic success.** Through a shared responsibility and collaboration across leadership, faculty, support services, and community partners, health and wellness services and education are embedded into campus culture. Students are empowered to use their voices to shape meaningful change while building the life skills, resilience, and mental health literacy needed for life beyond school.”

JESSICA LEE BENDER, HEALTH PROMOTIONS
COORDINATOR, CAMPUS HEALTH AND WELLNESS CENTRE

