

# BUSINESS PLAN





GE

# LEADING THE WAY





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Many of the photos in this publication were taken prior to the COVID-19 pandemic.

## OUR MISSION

# TOGETHER, WE'RE LEADING THE WAY.

## OUR VISION

Inspiring learners to **create success** for themselves and their communities through the best in **innovative** and **transformative** education.

## OUR VALUES

- » Collaboration
- » Diversity and inclusion
- » Excellence
- » Innovation
- » Integrity
- » Respect
- » Social responsibility





## INTRODUCTION

Each year Durham College (DC) develops the Business Plan in collaboration with departments across the college, drawing on the expertise of its diverse teams.

As we continue to navigate challenging times, it is important that we continue to work together, drawing on the strengths of our community.

This allows the college to incorporate its values of collaboration, excellence, innovation, integrity, respect, social responsibility, diversity and inclusion into every level of its daily operations.

With more than 140 market-driven programs offered at its Oshawa and Whitby campuses, DC is at the forefront of transformative, experiential learning and innovative applied research. From simulation labs to culinary kitchens, media shops and more, students learn in state-of-the-art facilities and educational space – including the new Ontario Power Generation Centre for Skilled Trades and Technology, which will help educate an additional 750 students in the skilled trades – and develop career-ready skills for an ever-changing world.

The 2022-2023 Business Plan consists of 22 objectives representing our Strategic Goals, and 144 actions divided among our four pillars – Our Students, Our People, Our Work, and Our Community – while setting a path forward for the college's other guiding documents – the Enrolment Management Plan, the Academic Plan and the Internationalization and Global Engagement Plan.

Highlights include:

- » Plans to launch new programs and develop a model to launch three-year degrees.
- » Supporting student experiential learning with more co-op opportunities through programs and applied research.
- » Expanding our relationships with Indigenous communities.
- » Leading the way in developing new methods of program and service delivery that will address flexibility and strengthen our digital footprint.

Despite the challenges resulting from the global pandemic, the Business Plan will continue to serve as a guiding document, outlining how we will achieve our goals and measure our success.

The entire DC community will collaborate to ensure our mission – together, we're leading the way – is realized.

The Board of Governors approved the Business Plan on May 11, 2022 and approved the Capital Budget and Operating Budget on June 8, 2022.

*Note: For any action outlined in the following plan without a specific deadline, it is anticipated the item will be completed by March 31, 2023.*

## LAND ACKNOWLEDGEMENT

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.

# OUR STUDENTS



## GOAL

To educate and inspire students to **realize success** in their careers and communities.

## WE WILL:

- » Deliver high-quality programs that reflect labour markets and are responsive to emerging economies.
- » Provide exceptional learning experiences that create opportunities for students to build resilience, competence, personal capacity and life-enhancing skills.
- » Foster the development of durable skills that are transferable across all industries and workplaces.
- » Champion experiential learning, global engagement and applied research opportunities.
- » Cultivate relationships with students that extend beyond graduation.
- » Advocate for the necessity and value of lifelong learning.

**WE WILL DELIVER HIGH-QUALITY PROGRAMS THAT REFLECT LABOUR MARKETS  
AND ARE RESPONSIVE TO EMERGING ECONOMIES.**

ACTION	MEASUREMENT/MILESTONE
<ul style="list-style-type: none"> <li>» Launch new programs: <ul style="list-style-type: none"> <li>» Honours Bachelor of Construction Management degree</li> <li>» Global Supply Chain Management graduate certificate</li> <li>» Interactive Media Design – Web Development</li> <li>» Identify and map out a development plan for three-year degree opportunities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Successfully launch new programs.</li> <li>» Addition of three-year degrees to the New Program Development Five Year Plan.</li> </ul>
<ul style="list-style-type: none"> <li>» Compile, develop and complete DC's Ontario College Quality Assurance Service (CQAAP) submission.</li> </ul>	<ul style="list-style-type: none"> <li>» Develop CQAAP self-study and compile supporting evidence by March 2023.</li> </ul>
<ul style="list-style-type: none"> <li>» Strengthen quality assurance measures by implementing new digital processes.</li> </ul>	<ul style="list-style-type: none"> <li>» Develop digital processes for program change requests and rolling action items by March 2023.</li> </ul>
<ul style="list-style-type: none"> <li>» Develop and execute a comprehensive marketing, recruitment and digital strategy that supports the college in reaching its enrolment targets.</li> </ul>	<p><b>Digital:</b></p> <ul style="list-style-type: none"> <li>» Create 12 new program videos to strengthen Durham College's (DC) program reputation and encourage applicants, by March 31, 2023.</li> <li>» Update DC Virtual Tour to enhance opportunities for prospective students and guests to visit DC virtually, showcasing DC's feature facilities, shops and labs at the Whitby and Oshawa campus. Specifically, complete 76 tour scenes by adding 12 new Oshawa scenes, eight new Whitby scenes, and upgrading outdated existing scenes, by November 30, 2022.</li> </ul> <p><b>Degree marketing:</b></p> <ul style="list-style-type: none"> <li>» Generate 100,000 visits to the four existing degree program web pages: <ul style="list-style-type: none"> <li>» Bachelor of Artificial Intelligence: 25,000.</li> <li>» Bachelor of Behavioural Science: 25,000.</li> <li>» Bachelor of Construction Management: 25,000.</li> </ul> </li> <li>» Two new degree programs are pending approval. Once approved, goals will be updated.</li> </ul> <p><b>Signature and Priority programs:</b></p> <ul style="list-style-type: none"> <li>» Continue the Signature and Priority Program digital advertising/marketing campaign.</li> <li>» 200,000 total visits to identified program web pages.</li> <li>» Generate 11,100 first-choice applications for 2022-2023. An increase of 531 over the 2021-2022 first-choice applications of 10,569.</li> </ul> <p><b>Recruitment:</b></p> <p>Enhance lead generation strategies to increase leads by 20 per cent over last year, for a total 9,000 in the recruitment database.</p> <ul style="list-style-type: none"> <li>» Implement recruitment strategies to generate 30,000 applications to hit DC's stretch enrolment goals for 2022-2023. An increase of 810 over the 2021-2022 applications of 29,191.</li> </ul>



## WE WILL PROVIDE EXCEPTIONAL LEARNING EXPERIENCES IN AND OUT OF THE CLASSROOM.

ACTION	MEASUREMENT/MILESTONE
» Increase the number of micro-credentials available to Durham College (DC) students by picking up appropriate new offerings from other colleges through OntarioLearn as they are offered throughout the year.	» Each term, pick up all new micro-credentials offered via OntarioLearn that are appropriate for Centre for Professional and Part-time Learning (PPL) students with a goal of increasing the number of micro-credentials offered by PPL via OntarioLearn by 10 per cent.
» Increase opportunities for faculty members to expand their experience and leadership skills through supporting and sharing best practices with other faculty as part of Centre for Teaching and Learning (CTL).	» Offer two partial secondments for development and delivery of EDUC 1104 and EDUC 1105 in the CTL. Offer a partial secondment to support creation of resources aligned to the Student Feedback Questionnaire (SFQ).
» Maintain and leverage TeachingCity Oshawa and CityStudio Durham partnerships to create work-integrated learning (WIL) opportunities for DC students. Support efforts to extend TeachingCity partnership.  » Collaborate with CityStudio partners to improve project processes and support project opportunities with Durham Region and lower-tier municipalities.	» Renew DC participation in TeachingCity Oshawa partnership for additional five year term.  » Targets: » Six City Idea Lab courses by March 2023. » Seven CityStudio projects by March 2023.  » Explore mechanisms for DC participation in CityStudio summer innovation fellowship in 2023.
» Implement two Mitacs-funded projects with the City of Oshawa and Durham Region.	» Two Mitacs projects implemented in the year.
» Establish co-op ambassador/peer mentorship program at DC, which will include international students.	» Co-ordinate class visits and/or panel session of returning students to promote awareness and value of co-op/work term options to first year students.  » Develop and pilot co-op peer mentorship opportunities between new and returning co-op students.  » Explore peer networking opportunities for co-op internship students.  » Identify one or more international student co-op peer mentors and develop international co-op student networking events.
» First Peoples Indigenous Centre (FPIC) to provide students and employees with the opportunity to expand their knowledge of Indigenous land acknowledgments through the development of workshops.	» Successful facilitation of five workshops by March 2023.



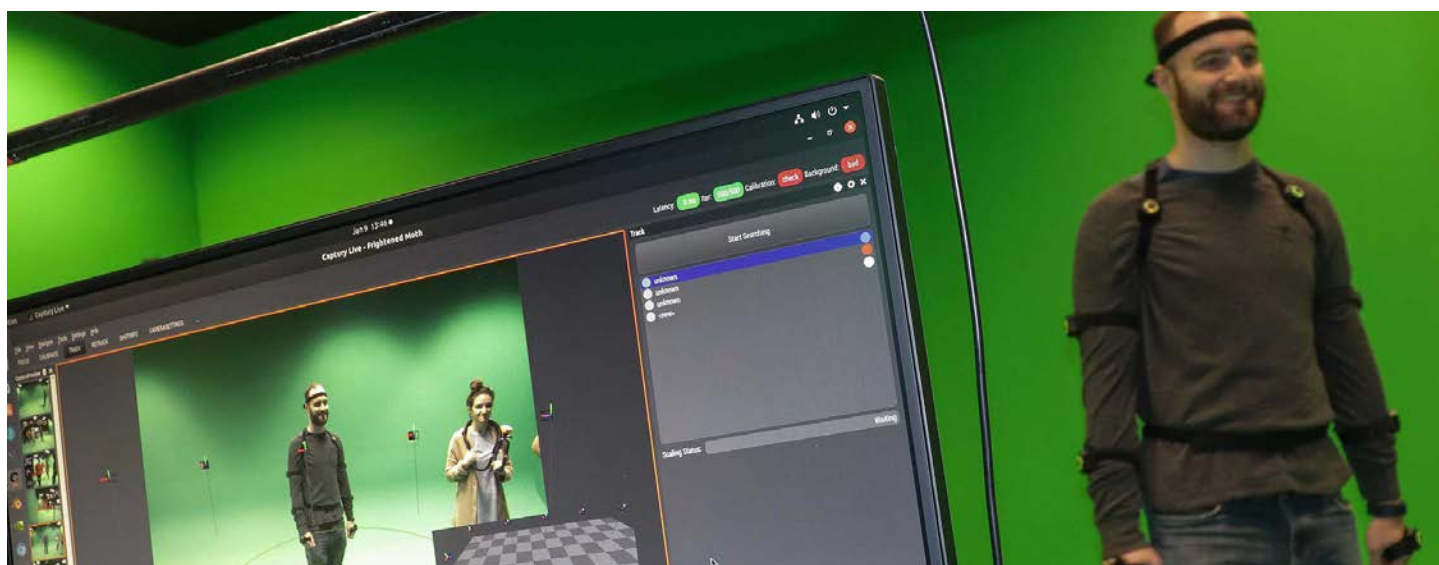


**WE WILL BE A CHAMPION OF EXPERIENTIAL LEARNING, GLOBAL ENGAGEMENT  
AND APPLIED RESEARCH OPPORTUNITIES.**

ACTION	MEASUREMENT/MILESTONE
» Develop high-quality work-integrated learning (WIL) options that strengthen connections to industry.	» Support schools in planning and developing new co-op and work term options for launch in 2024-2025 or later (i.e. Electrical Engineering Technician) with proposals to Program Proposal Review Committee (PPRC).  » Support teams in exploring and, where feasible, developing 16-month internship options that respond to changing needs of industry (i.e. Electromechanical Engineering Technology).  » Update Co-op Implementation Plan to include emerging WIL options.
» Launch three new co-op/work term options and one 16-month co-op internship option.	» Four WIL options launched.
» Support more than 200 students in securing and completing co-operative education and work term opportunities.	» At least 200 students appropriately supported by the completion of their co-op/work terms.
» Celebrate student leadership and excellence in WIL by nominating students for Co-op or WIL Student of the Year Awards.	» Issue call for nominations for Experiential & Work-Integrated Learning Ontario (EWO) and Co-operative Education and Work-Integrated Learning (CEWIL) Co-op/WIL Student of the Year Award. Collaborating with Schools, student nominee, and WIL partner, develop and submit nomination package within award timelines.
» Implement international WIL opportunity for DC students, and formalize iWIL process and tracking.	» Establish risk assessment frameworks for opportunities abroad.  » Connect students with global partners through remote project-based WIL opportunities; target five projects.
» Expand Collaboragency to include three additional programs beyond the Advertising and Promotion program.	» Explore both curricular and extra-curricular involvement from Graphic Design, Photography, Video Production and Interactive Media Design programs.
» Create media content that promotes WIL/co-op opportunities and how they contribute to student success and employer outcomes.	» Issue call for experiential learning success stories to faculty/staff.  » Establish process for gathering testimonials from WIL students and employer partners.  » Create stories, photos, and videos that can be used in different formats (i.e. website, social media, newsletters, etc.).  » To be completed by March 2023.
» Implement an automated lead generation campaign by integrating Salesforce with LiveChat by December 31, 2022.	» Complete the integration of Salesforce with LiveChat by October 31, 2022.  » Implement an automated lead generation campaign by December 31, 2022.
» Campus Health and Wellness Centre (CHWC) studying the short and long-term effects of early intervention with International Wellness Checks initiative.	» Analyze data collected from the research phase of the project.
» CHWC to analyze data collected post-launch of Canadian Campus Well-Being Survey (CCWS).	» Develop an action plan based on data analysis.

**WE WILL DEVELOP AND CREATE OPPORTUNITIES TO BUILD STUDENT RESILIENCE, COMPETENCE, PERSONAL CAPACITY AND LIFE-ENHANCING SKILLS.**

ACTION	MEASUREMENT/MILESTONE
» Offer four student-centric events on topics such as artificial intelligence, cybersecurity, Social Impact Hub, and Mixed Reality Capture Studio or other technical skills; an event based on a community challenge; and an in-person recruitment event for research opportunities.	» Offer four events during the academic year.
» Student Development to provide students enrolled in the Institute of Student Leadership (ISL) with new experiential learning opportunities through the development of the ISL Agents of Change Initiative.	» Program launch (September) » Program proposals (November) » Project implementation (November to March 2022) » ISL Summit (March) » Project reflections (April)
» Student Development to design upper-year experience modules to inform students of the processes and services essential in their final year(s) at DC and beyond.	» Stakeholder consultation and content development for modules. » Determine pilot rollout schedule.
» Career Development to deliver relevant webinars, podcasts and Instagram live sessions to educate and support career resiliency.	» Develop content for updated programming to be delivered bi-weekly. » Track views/attendees.
» Campus Health and Wellness Centre (CHWC) to launch the second phase of Better Together Series.	» Integration of activity-based programming into regular health promotion schedule – weekly events during fall/winter semesters and monthly events in summer.
» CHWC and Access and Support Centre (ASC) will enhance support and services for students seeking diagnoses and/or diagnosed with Attention Deficit Hyperactivity Disorder (ADHD).	» Assess the current status of services and identify gaps/duplications and build programming to support student success.
» College Wellness Committee (CWC) will identify priorities from the gap analysis of the Mental Health and Well-being Framework.	» Develop an action plan for stakeholders from strategic priorities informed by gap analysis data.
» Athletics and Recreation to support the goals of the Indigenous Education Protocol by having varsity team captains complete Indigenous Education Modules.	» Completion rates (January 2023).



**WE WILL FOSTER THE DEVELOPMENT OF DURABLE SKILLS THAT TRANSFER  
ACROSS ALL INDUSTRIES AND WORKPLACES INCLUDING COLLABORATION, ENTREPRENEURIAL  
AND CRITICAL-THINKING, DIGITAL LITERACY, COMMUNICATION AND CREATIVITY.**

ACTION	MEASUREMENT/MILESTONE
» Provide applied research learning through work-study opportunities in the AI Hub, Centre for Cybersecurity Innovation, MRC Studio, Centre for Craft Brewing Innovation and Social Impact Hub.	» Offer at least 10 positions each term.
» Increase the awareness of student research assistant job opportunities across the college.	» Procedure to share job postings to be implemented by June 2022 and gaps to be identified and addressed by November 2022.
» Re-introduce the Kit Car project.	» Hire Kit Car team lead and develop a schedule for student involvement for fall and winter semesters.
» Embed resiliency training/competencies into several identified programs.	» Successfully embed resiliency training/competencies into Police Foundations, Protection, Security and Investigation, 911 Emergency and Call Centre Communications and Firefighter - Pre-Service and Education and Training by March 2023.
» Create Toastmasters opportunity for students.	» Establish a student-focused Toastmasters club by March 2023.
» First Peoples Indigenous Centre (FPIC) and FastStartDC to provide Indigenous students with opportunities to foster their entrepreneurial interests through session collaborations.	» Session scheduled to take place in late September 2022.



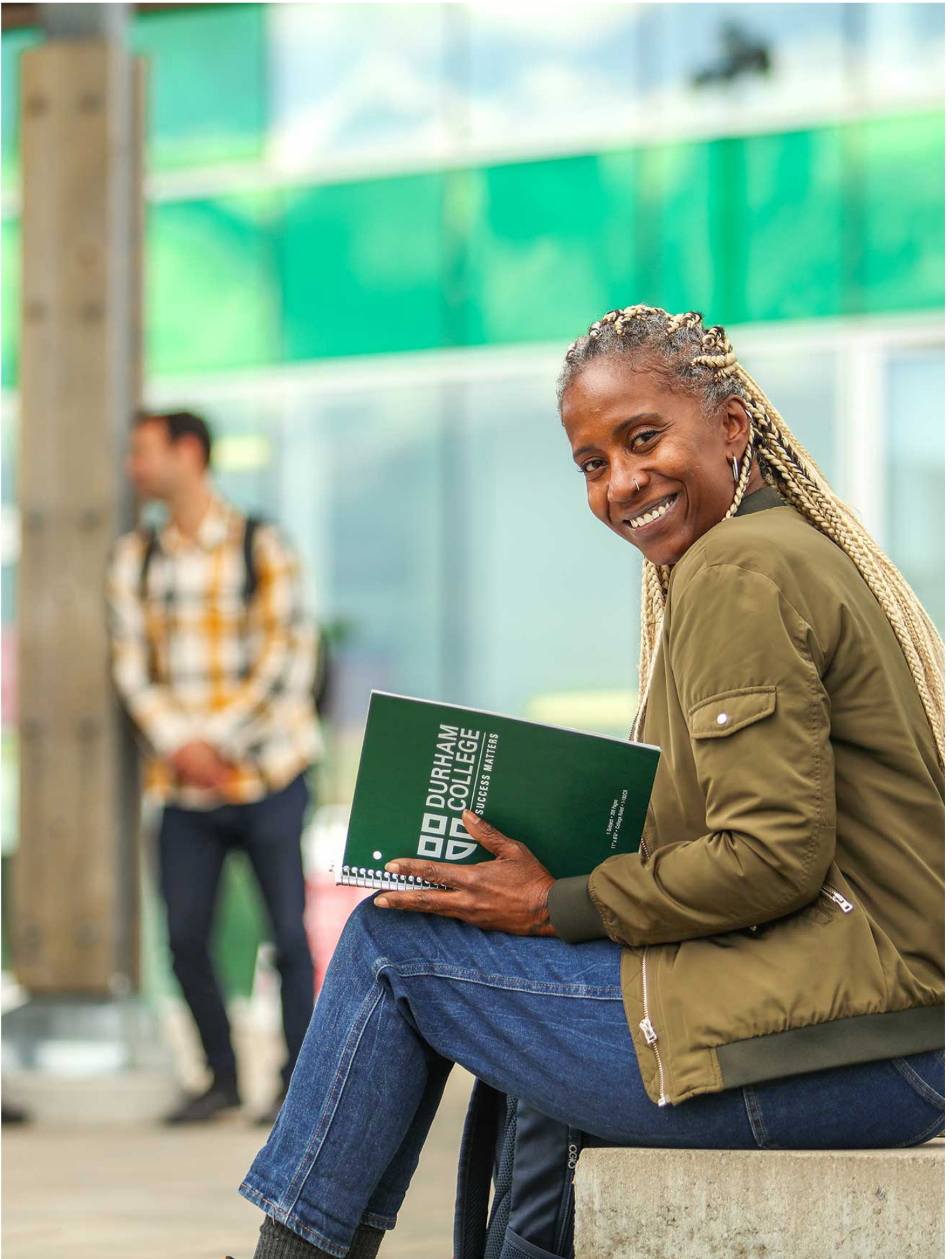


## WE WILL CULTIVATE RELATIONSHIPS WITH STUDENTS THAT EXTEND BEYOND GRADUATION.

ACTION	MEASUREMENT/MILESTONE
» In collaboration with the Office of Development and Alumni Affairs, formalize a community-based framework to increase opportunities to integrate international students into the community earlier in their program.	» Through Internationalization and Global Engagement committee (I&GE), create an inventory of existing school-based community relations by spring/summer 2022. » Increase International Education specific community partnerships by at least two in the fall and winter semesters.
» Execute recently developed Durham College Alumni Association (DCAA) strategic plan. This plan supports the development of meaningful partnerships with college, industry, government and community. » Promote 100,000th alumni milestone.	» Develop baseline and criteria to measure alumni engagement by Q4. » Host at least two in-person alumni events while continuing successful virtual DCTalks. » Increase alumni app memberships by 10 percent from 5,200 to 5,700. » Develop a fulsome communications plan that celebrates 100,000 DC Alumni and includes the development of profiles for at least one alumnus from each decade.
» First Peoples Indigenous Centre (FPIC) to develop an Indigenous Alumni Network (IAN) to ensure Indigenous alumni remain connected to DC and the FPIC.	» Develop a quarterly IAN newsletter. » Host the first annual IAN meet-up.
» Athletics and Recreation will organize a varsity alumni event for the official grand opening of the new Campus Softball facility.	» To be held fall of 2022 at the Lords Women's Softball home opener.

## WE WILL CHAMPION THE NECESSITY AND VALUE OF LIFE-LONG LEARNING.

ACTION	MEASUREMENT/MILESTONE
» Increase offerings in Academic Upgrading to provide opportunities for students to earn credits for Academic and Career Entrance (ACE) Certificate.	» Offering a minimum of one course in each during the 2022-2023 academic year.
» Support industry partners in the development of micro-credentials for their employees.	» Develop and launch at least one micro-credential in partnership with an industry partner by March 2023.
» Increase open enrolment course options for adult learners.	» Launch at least two new open enrolment courses on CTS's website by March 2023.
» Develop and launch at least two micro-learning courses on Skills for Success topics using the Chalenj platform (or a similar alternative), and at least two standalone Skills for Success assessments using the VALID-8 platform to begin evaluating the market receptivity towards each approach.	» At least two micro-learning courses will be ready to launch by March 31, 2023. » At least two competency assessments will be launched using VALID-8 by March 31, 2023.



# OUR PEOPLE



## GOAL

To invest in our employees and empower them to be entrepreneurial, innovative and strategic.

## WE WILL:

- » Attract and retain individuals who are highly qualified, creative and collaborative.
- » Foster a culture where all employees are inspired to exemplify our mission, vision and values.
- » Ensure a positive and inclusive work environment that is diverse, respectful and representative of our community.
- » Develop and implement strategies and practices that support the health and wellness of our employees.
- » Leverage the expertise of our employees to make meaningful contributions to student learning and the community.
- » Provide professional development and global outreach opportunities that enhance the skills and knowledge of our employees.



## WE WILL ATTRACT AND RETAIN HIGHLY QUALIFIED, CREATIVE AND COLLABORATIVE EMPLOYEES.

ACTION	MEASUREMENT/MILESTONE
» Develop an Instructional Design (ID) professional development (PD) series with a minimum of three sessions focused on specific ID topics to support and advance exemplary teaching across a faculty member's career.	» Provide a minimum of three PD sessions focused on Managing Cognitive Load, Avoiding Death by PowerPoint and Collaborative Learning.
» Build targeted recruitment campaigns for high-growth program areas of the college.	<ul style="list-style-type: none"> <li>» Work with department leadership to identify areas of expected growth.</li> <li>» Develop a promotional campaign for work at the college.</li> <li>» Update employer branding for external job postings.</li> <li>» Develop recruitment activity metrics.</li> </ul>
» Achieve Top Employer and Greenest Employer designations.	<ul style="list-style-type: none"> <li>» Strategically identify Durham College (DC) initiatives and milestones for inclusion in award applications.</li> <li>» Promote application highlights to all DC employees through ICE.</li> <li>» Create a new section on DC website and ICE with employee testimonials on why DC is a top employer.</li> </ul>

## WE WILL DEVELOP TEAMS WHOSE WORK EXEMPLIFIES OUR MISSION, VISION AND VALUES.

ACTION	MEASUREMENT/MILESTONE
» The Innovation & Disruption Catalyst Group (IDCG) continues to amplify conversations about innovation and disruption across the college.	<ul style="list-style-type: none"> <li>» Launch an idea management platform by December 2022.</li> <li>» Design and implement an innovation challenge by December 2022.</li> <li>» Host two think tank sessions.</li> </ul>
» Provide professional development (PD) opportunities for all employee groups.	<ul style="list-style-type: none"> <li>» Enhance PD opportunities available through the electronic employee development platform, Brightspace.</li> <li>» Integrate training records with HR Banner.</li> <li>» Build Brightspace reporting functions for managers.</li> <li>» Provide a calendar of PD and wellness opportunities for all employee groups.</li> <li>» Implement renewed credential verification and license renewal processes.</li> </ul>
» Promote and recognize Employee Awards of Excellence for those who are 'leading the way' in their area of expertise and facilitate external CiCan award nominations.	<ul style="list-style-type: none"> <li>» Update Employee Awards of Excellence policy.</li> <li>» Promote awards of excellence program.</li> <li>» Chair committee review of nominations.</li> <li>» Co-ordinate Employee Recognition Event to award winners and acknowledge all nominees.</li> </ul>

**WE WILL BE A POSITIVE AND INCLUSIVE WORK ENVIRONMENT THAT IS DIVERSE,  
RESPECTFUL AND REPRESENTATIVE OF OUR COMMUNITY.**

ACTION	MEASUREMENT/MILESTONE
» Finalize the annual/bi-annual faculty survey to identify barriers and needs for engaging in applied research activities and highlight opportunities and supportive services provided by the Office of Research Services, Innovation and Entrepreneurship (ORSIE).	» Survey launched in fall 2022.
» Redevelop the Equity, Diversity and Inclusion (EDI) course in the College Teaching Certificate for new faculty with a specific focus on the Indigenous Education Protocol for Colleges and Institutes, the Dimensions: Equity, Diversity and Inclusion Canada charter and the BlackNorth Initiative pledge.	» Complete course outline and course content for EDUC 1104 - Equity, Diversity and Inclusion in Teaching and Learning.
» Introduce programs into Indigenous General Education (GNED) project.	» Introduce eight programs in the schools of Hospitality & Horticultural Science and Science & Engineering Technology into the Indigenous GNED project.
» Host Young Women in Science, Technology and Trades event with the goal of connecting girls with careers in the fields of science, technology and skilled trades.	» Successfully host Young Women in Science, Technology and Trades in fall 2022.
» Submit an application for funding to deliver Pre-apprentice training to non-traditional populations – Indigenous.	» Secure funding to deliver the training in summer 2022.
» Host Skills Ontario Summer Camp for Girls.	» Successfully host Skills Ontario Summer Camp for Girls event in August 2022.
» Support the Black North Initiative (BNI).	» Continue to support faculty involvement in Black Student Success Network and Social Justice Week. » Support faculty professional development activities that address diversity, equity and inclusion.
» Provide college-wide EDI programming for employees and students, on a variety of educational topics as well as recognition events.	» Develop and launch the second year of EDI workplan, building on first-year programming. » Enhance organization communications on work plan and objectives. » Plan an annual calendar of events sponsored by Office of EDI.



ACTION	MEASUREMENT/MILESTONE
<ul style="list-style-type: none"> <li>» Administer Durham College's (DC) second self-ID survey to employees and students.</li> </ul>	<ul style="list-style-type: none"> <li>» Review survey questionnaire and focus on equity data collection.</li> <li>» Promote survey to students and employees.</li> <li>» Develop survey results communications plan.</li> <li>» Work with senior managers on outcomes for data in their areas.</li> </ul>
<ul style="list-style-type: none"> <li>» Continue to build community connections in support of EDI resources for employees and students.</li> </ul>	<ul style="list-style-type: none"> <li>» Identify and re-engage with academic programs and internal supports to assist Reach, Include, Support and Elevate (RISE) students transitioning to Durham College.</li> <li>» Identify and re-engage with community organizations to support the promotion of pathways to post-secondary through the RISE program.</li> <li>» Establish a community contact list with current and prospective partners for promotion.</li> <li>» Collaborate with Communications + Marketing to develop RISE specific materials and updates to EDI public-facing website.</li> </ul>
<ul style="list-style-type: none"> <li>» Provide institutional EDI leadership and support to related activities and groups: Black North Initiative, Black Student Success Network (BSSN), EDI working group, Dimensions Charter.</li> </ul>	<ul style="list-style-type: none"> <li>» Formalize the terms of reference and restructure the format of EDI working group.</li> <li>» Provide ongoing support and consultations on initiatives that address anti-Black racism to BSSN as part of the College's institutional commitment to BNI priorities.</li> </ul>
<ul style="list-style-type: none"> <li>» Demonstrate leadership at the Board level by supporting equity, diversity and inclusion initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>» Provide regular updates on training and EDI institutional commitments.</li> </ul>
<ul style="list-style-type: none"> <li>» Develop a college-wide plan for acknowledging holidays and special days of observance and flag usage at the Oshawa and Whitby campuses.</li> </ul>	<ul style="list-style-type: none"> <li>» Consult with subject matter experts and teams across the college (i.e. EDI, Durham College Leadership Team, Student Life, First Peoples Indigenous Centre, etc.) to ensure an inclusive plan is developed.</li> <li>» Finalize plan for review by December 1, 2022.</li> <li>» Communicate and launch plan in January, 2023.</li> </ul>





## WE WILL EMPOWER AND SUPPORT EMPLOYEES TO BE ENTREPRENEURIAL, INNOVATIVE AND STRATEGIC.

ACTION	MEASUREMENT/MILESTONE
» Create and increase access to resources for faculty and staff engaged in work-integrated learning (WIL) initiatives.	» Develop field placement manual, process maps, and other resources for training/onboarding staff and faculty engaged in placements. » Update and increase content available on ICE. » To be completed by March 2023.
» Support faculty in investigating teaching and learning challenges and innovations in their classes, and share the outcomes to improve student learning.	» Support development, launch and research process for Scholarship of Teaching and Learning (SoTL) projects, and facilitate dissemination of findings through professional development (PD) days, publications and external events, such as meetings and conferences. » To be completed by March 2023.
» Design resources to support faculty in transferring face-to-face or Emergency Remote course to quality online courses.	» Build four resources that will support faculty in the process of transferring existing courses into online delivery mode.
» Open the mentee and mentor application process for a faculty applied research mentoring program.	» Open application process in fall 2022 with matches. Make SWF commitments by October 31, 2022. » Launch mentoring program in winter 2023.
» Provide Career Development information sessions to employees to promote services for students to better prepare them for post-graduation success.	» Deliver one workshop per semester; record session. » Increase referrals of students to Career Development.
» Develop an institutional tool kit including key messages that convey Durham College's (DC) strategic vision and demonstrate how the college is leading the way. Input will be gathered from the Durham College Leadership Team, senior leaders and representatives from key areas of the college.	» Resources will be developed to increase knowledge and awareness among DC's stakeholders (employees, students, prospects, Board members, community partners, funders and donors) and will support community outreach efforts. » To be completed by July 31, 2022. » Toolkit materials may include: <ul style="list-style-type: none"> <li>» Leading the Way video</li> <li>» Leading the Way video trailer</li> <li>» Presentation materials</li> <li>» Key messages</li> <li>» Web features (ongoing)</li> </ul> » Complete a 'Leading the way' corporate-level promotional video and a 30-second trailer by August 2022. » Communicate access to the toolkit internally in August 2022.
» Develop processes to support communication and collaboration that address the industry relations "gap" that currently exists to ensure continuity of industry relations across the college.	» Minimum of five demonstrated collaborations between DC departments on industry partner relationship management.

**WE WILL STRENGTHEN OUR ORGANIZATIONAL CULTURE TO PRIORITIZE THE HEALTH AND WELLNESS OF OUR EMPLOYEES.**

ACTION	MEASUREMENT/MILESTONE
» Respond to employee engagement survey results.	» Develop and launch a pulse survey that will be delivered to employees twice to track engagement and identify areas for improvement.
» Expand EDI resources and supports for students and employees.	» Collaborate with college departments to facilitate objectives identified in the Ontario Post-secondary Access and Inclusion Program (OPAIP) funding application. » Focus on expanding mental health supports with EDI focus. » Collaborate with Campus Health and Wellness Center to pilot and expand mental health supports with an EDI focus to students. » Determine opportunities to offer training to mental health counselors on EDI and mental health specific content.
» Conduct employee focus groups on wellness programming and special interest groups.	» PD and wellness co-ordinator will host a minimum of two focus groups in spring 2022 and winter 2023.
» Implement programming in support of the mental health and wellness framework for employees.	» Complete review of wellness framework gap analysis. » Identify programming to address needs. » Utilize employee working group to develop and implement wellness initiative.



# OUR WORK



## GOAL

To be a leader in teaching and learning while responsibly managing resources, ensuring good governance and strategically investing in the future.

## WE WILL:

- » Foster an environment that inspires idea generation, bold leadership and purposeful innovation that are consistent with the evolution of work.
- » Lead the development of transformational programs, services and systems that enhance the student experience.
- » Be at the forefront of evolving teaching, learning and applied research practices.
- » Reimagine and grow our facilities to be more flexible, accessible and progressive.
- » Optimize resources and processes in all aspects of our business.



**WE WILL CREATE AN ENVIRONMENT THAT INSPIRES IDEA GENERATION, BOLD LEADERSHIP AND PURPOSEFUL INNOVATION THAT ALIGNS WITH THE EVOLUTION OF WORK.**

ACTION	MEASUREMENT/MILESTONE
» Prepare to host Educational Technology Committee (ETC) conference, Advancing Learning, in June 2023 at DC; Advancing Learning fosters an environment where educators from all Ontario colleges share their experiences with their colleagues.	» Lead ETC planning committee for Advancing Learning Conference. The event to take place June 2023.
» We will share and celebrate faculty accomplishments across the institution.	» Development of a video presentation to be shared on the Centre for Teaching and Learning (CTL) website. » Highlight Scholarship of Teaching and Learning (SoTL) projects at DC on the CTL website. » To be completed by March 2023.
» Resume traditional in-person Convocation ceremony to celebrate legacy and 2022 graduates.	» Plan and execute an in-person convocation ceremony in June 2022.
» Explore DC Student Experience Survey (i.e. Ontario College Student Experience Survey) reporting tool to support quality assurance efforts (i.e. Comprehensive Program Review) and enhance or develop additional reporting dashboards.	» Reporting tool enhanced/developed by August 2022.
» Review current special projects, social justice commitments and more to develop a strategic initiatives framework that organizes these types of activities in a meaningful way for college leadership.	» Form an active working group by fall 2022. » A draft framework is presented to college leadership in winter 2023.



**WE WILL LEAD IN THE DEVELOPMENT OF TRANSFORMATIONAL PROGRAMS,  
SERVICES AND SYSTEMS THAT ENHANCE THE STUDENT EXPERIENCE.**

ACTION	MEASUREMENT/MILESTONE
» Develop seven digital modules to support student academic success in a virtual environment for faculty to customize for their students' needs.	» In alignment with eCampus Virtual Learning Strategy 2.0 funding proposal, collaborate with internal and external partners, to plan, create, design and develop "Student Success Strategies in a Virtual Environment" by February 2023.
» Collaborate with Information Technology Services and the Office of the Registrar to test and launch Phase 2 of co-operative education workflow system for co-op application and transfer process to support the continued expansion of co-op and work-integrated learning (WIL) opportunities.	» Launch Phase 2 (i.e. admin forms, front end summary form, eligibility logic and ranking). » Implement new co-op admissions schedule for advanced diploma programs and test in system. » Investigate and develop automation of admissions emails (Phase 3). » To be completed by March 2023.
» Launch co-op module on Orbis Outcome.	» Develop student terms and conditions for co-op. » Review and update employer work term agreements. » Initial launch of co-op module by June 2022 for fall semester work terms. » Test new process for co-op employer document collection using Orbis. » Launch across all co-op/work term programs by September 2022.
» Enhance food service options for students and employees.	» Open a Starbucks at the Oshawa campus. » Continue to revitalize our food service portfolio through innovative engagement strategies for students with our service provider, Chartwells. » Promote and educate students, faculty and staff on healthy food options.
» Enhance cybersecurity posture by installing a dedicated appliance for the monitoring and logging of the firewall.	» Design solution. » Purchase equipment. » Implement system by March 31, 2023.
» Career Development to pilot Symplicity Mock Interview platform.	» Fall semester pilot with selected faculty for mock interviews with students. » Student focus group to provide feedback.
» Financial Aid and Awards (FAA) implementation of new processes associated with federal funding updates for students with temporary and persistent disabilities/exceptionalities.	» Develop processes to deliver additional funding and supports for students under this new category (i.e. Funding for reduced course loads, longer study periods).
» FAA to enhance outreach, specifically focusing on traditionally underrepresented groups.	» Create videos, increase social media presence and in-person presentations to promote participation of historically underserved populations in post-secondary education.
» FAA implementation of new processes associated with offering micro-credentials.	» Develop processes to deliver additional funding and supports for students participating in micro-credentials.
» Athletics and Recreation to establish a Cricket Club program under the Campus Recreation umbrella.	» Launch scheduled for October 2022.

**WE WILL BE AT THE FOREFRONT OF THE EVOLVING PRACTICES OF TEACHING, LEARNING AND APPLIED RESEARCH.**

ACTION	MEASUREMENT/MILESTONE
» Design a Flexible Delivery Professional Development (PD) Series to support faculty in teaching flexibly.	» Launch a six-part series focused on flexible course design and delivery and provide faculty opportunities to workshop their flexible teaching skills.
» Create a guide to support decision-making for digital delivery modes.	» Create and distribute a “Digital Delivery Decision Guide” resource by September 2022.
» Launch two new educational technology tools: » Kahoot! Designed for faculty to implement to engage students in retrieval practice. » Padlet Faculty can implement in their practice to support student collaboration and engagement.	» Collaborate with IT Services to launch tools: » Padlet: June 2022 » Kahoot!: August 2022 » Develop faculty support resources. » Develop PD sessions to train faculty and encourage use. » Ongoing: Spring to fall 2022.
» Successfully complete Year Five of Natural Sciences and Engineering Research Council (NSERC) Innovation Enhancement (IE) Grant in Artificial Intelligence by initiating eight projects, training 24 students and developing four new partnerships.	» Complete eight projects, train 24 students and develop four partnerships by February 2023.
» Complete Year Three of three College and Community Social Innovation Fund (CCSIF) grants; and Year Two of one CCSIF grant.	» Successfully conclude Year Three/Year Two of projects by March 2023; obtain extension for three projects into Year Four due to pandemic impacts.
» Successfully complete Year Two of NSERC IE Grant in Cybersecurity, by initiating eight projects, training 20 students and developing four new partnerships.	» Complete eight projects, train 20 students and develop four partnerships by February 2023.
» Commission the cybersecurity research lab using Canada Foundation for Innovation (CFI)/ Ontario Research Fund (ORF) grants.	» Lab commissioned and operational by March 2023.
» Successfully complete Year One of the NSERC Applied Research and Technology Partnership (ARTP) grant by completing four MRC Studio projects, training eight students and developing four new partnerships.	» Complete four projects, train eight students and develop four partnerships by March 2023.
» Successfully complete Year One of the Ontario Vehicle Innovation Network (OVIN) three-year mandate by working with the other Regional Technology Development Site (RTDS) partners and ORSIE colleagues to ensure Durham College (DC) receives the full benefit of the partnership.	» Participate in two challenges issued by the RTDS, support two demonstration projects, provide RTDS services to five SMEs, run five augmented reality (AR) projects supported by the OVIN funding.
» Renovate J Block building to create a new Innovation and Applied Research Hub.	» Develop and implement engineered designs as appropriately defined by existing space. » Based on completed design, implement facilitation work based on budgeted costs. » Complete renovation by March 31.
» Develop a space plan for the former Durham Region Police Services leased space in the Gordon Willey building.	» Determine requirements for the optimum space utilization. » Develop engineered designs as appropriate defined by existing space.



» Construction of new Technical Innovation Centre at the Whitby campus (PROTO).	» Complete interior design work for reutilization of space in the main building to provide flexible work areas for technology-related initiatives between DC students and industry partners as well as non-traditional teaching spaces.  » Tender the project.  » Complete the project by March 31, 2023.
» Refine space plan for existing areas within the Gordon Willey building.	» Develop a long-term plan that optimizes the available space based on academic and general college needs.

## WE WILL MAXIMIZE RESOURCES AND PROCESSES IN ALL ASPECTS OF OUR BUSINESS.

ACTION	MEASUREMENT/MILESTONE
» Collaborate on backfill planning for shop space – automotive space redesign at the Whitby campus.	» Operationalize the backfill of the learning spaces for the automotive shops.
» Review, update and enhance work-integrated learning (WIL)-related pages on Durham College (DC) website to promote opportunities and increase the information available to prospective students and employers/partners, to support recruitment efforts.	» Update and create new content for Experiential Learning, Co-op, Field Placement, Employers and Partners and ORSIE web pages by March 2023.
» Successfully re-launch the college's strategic plan to educate staff, students and the community on the college's strategic direction and goals.	» Initial presentation to kickoff re-launch at Town Hall in Q1.  » A communications plan is developed to support ongoing branding and promotion of the mission, vision, values and goals.
» Deliver a balanced budget for 2022-2023 that optimizes resources and reduces expenses.	» Monitor revenues and expenses to achieve a balanced budget for March 31, 2023.
» Enhance students' cybersecurity posture.	» Design a multi-factor authentication solution for DC Mail.  » Implement system by March 31, 2023.
» Complete Building For Skills campaign by raising final \$600,000.	» Initiate or continue cultivation of at least 50 major and special (\$5-9,000) gift prospects.  » Conclude open solicitations or conduct solicitations of up to 20 major gift prospects (or as required to conclude the campaign).  » Conclude open solicitations or conduct solicitations of up to 25 special gift prospects (or as required to complete the campaign).
» Heighten focus on donor stewardship and innovate practices to engage current and past donors.	» Increased strategic donor communications ensuring five to six touchpoints per year.  » Deploy honorary credential at the upcoming fall convocation.  » Implement memorial tree planting program if campus activities return to normal by Q4.
» Increase alumni annual giving.	» Develop a pipeline of 60-100 new alumni prospects (less than \$500).  » Identify prospective alumni who can participate in the Alumni Leader program (\$500 plus).  » Increase number of alumni leaders by five to seven (from 24).  » Cultivate alumni relationships with major gift prospects (\$10,000 plus) ensuring three major gift prospects are in cultivation or solicitation stages.

» Develop plan to migrate Blackbaud Raiser's Edge to Salesforce or upgrade to NXT.	» Develop a comprehensive plan, budget and timeline for conversion including researching processes at other colleges by Q4.
» Implement the FAST Financial Forecasting module for fall 2022.	» Create training materials. » Implement new module with budget holders.
» Implement the new PSAB accounting standard – Asset Retirement Obligation for March 31, 2023.	» Engage consultant to assist with the required valuation. » Record the estimate on the 2022-2023 Financial Statements.
» Continue the digitization of records project.	» Continue to develop classification and new business processes for DC records. » Implement a process for the digitization of records for additional departments by March 31, 2023. » Investigate phased approach to move away from the shared network drives to a full M365 storage facility with completion by March 31, 2024.
» Enhance the enterprise information technology backup capability.	» Design system that provides for significantly more backup storage at a faster speed. » Purchase equipment. » Implement system by March 31, 2023.
» Develop and promote conservation demand management (CDM) programs in support of DC's sustainability goals.	» Implement Battery Storage Program for Oshawa campus in partnership with Ontario Tech University. » Implement Combined Heat and Power (CHP) plan for Whitby campus in partnership with Elexicon.

#### WE WILL SUPPORT EFFECTIVE COLLEGE GOVERNANCE.

ACTION	MEASUREMENT/MILESTONE
» Provide data and validate metrics for SMA3 2022-2023 Year Three evaluation report.	» Report evaluated and feedback provided by February 2023.
» Revise and update comprehensive DC Escan to inform planning and decision making.	» Dashboard prepared and posted on Insights by March 2023.
» Support the work of the Board of Governors by conducting a comprehensive review of the Board's governance processes.	» Governance review completed with new by-laws and policies to be approved by June 2022.



# OUR COMMUNITY



## GOAL

To drive the **economic, social and environmental success** of our community, locally and globally.

## WE WILL:

- » Establish and strengthen meaningful partnerships with industry, government, community and alumni to ensure our programs are leading-edge.
- » Expand volunteer opportunities for employees and students to help them gain a deeper connection to our community.
- » Leverage and grow our positive impact on our community to help it prosper and diversify.
- » Respect our community by leading environmental stewardship and building social inclusion, while contributing to economic success.
- » Strengthen our relationships with Indigenous communities.



**WE WILL ESTABLISH AND STRENGTHEN SUSTAINABLE PARTNERSHIPS LOCALLY  
AND INTERNATIONALLY WITH INDUSTRY, GOVERNMENT, COMMUNITY AND ALUMNI.**

ACTION	MEASUREMENT/MILESTONE
» Confirm community site for new Barrett Centre farm, negotiate MOU and begin farming activities.	» Site selected in collaboration with the Town of Whitby. » Agreement signed. » Farming preparation work under way for operation start-up in 2023.
» Strengthen relationships and engage community and industry partners in professional development related to WIL during 2022 WIL employer appreciation event.	» Event successfully completed. » Event debrief completed with plans/improvements documented for 2023 event.
» Resume TechTalkDC series.	» Offer six in-person Tech-Talks in total, one each per semester in AI, Cybersecurity and MRC Studio.
» Work with partner institutions Trent Durham and Ontario Tech University to engage the broader community to ensure adequate supports for international student populations.	» Comprehensive strategy to ensure community is able to support growing international student population.
» Complete two Durham RTDS virtual events related to Connected and Autonomous Vehicle Technology.	» Two events hosted by March 2023.
» Encourage community participation for employees and students.	» Diversify DC representation at community events. » Increased community involvement for international students (target 50).
» Community Employment Services (CES) to partner with the Region of Durham and Durham Workforce Authority to submit a proposal for the Service System Manager within the Employment Ontario transformation.	» Participate in strategic planning sessions. » Develop a collaborative proposal for submission.
» CES to build relationships with employers to meet the demands of the local labour market.	» Outreach to existing and new employers to assist with their hiring and training needs.
» CES to support clients in the community with employment and educational needs by fostering resilience, competence, personal capacity and life-enhancing skills.	» A minimum of 35 per cent of clients referred to/from community partners to ensure clients receive the supports they need. » Secure work placements/training opportunities for clients providing \$560,000 to employers for incentives and training dollars.
» Campus Health and Wellness Centre (CHWC) to strengthen partnership with Ontario Shores by collaborating on the delivery of mental health supports to students.	» Offer next phases of the following programs: Dialectical Behavioural Therapy (DBT), Cognitive Behavioural Therapy (CBT) and the MIND Program (Recovery College).
» Access and Support Centre (ASC) will partner with Ontario Power Generation (OPG), Career Development and the Office of Equity, Diversity and Inclusion to promote diverse hiring practices within OPG, seamless transition to OPG, and partner agency opportunities.	» Number of students referred to OPG.
» Athletics and Recreation to partner with the Abilities Centre and their Academy for Student Athletics Development (ASAD) program with DC varsity coaching staff and student athletes.	» Feedback from the ASAD program chair.
» Athletics and Recreation to transition core delivery of children's Summer Sports Camps to campus partner NuStadia to allow provincial and national sport governing bodies to deliver high-performance sports camps in the Campus Recreation and Wellness Centre (CRWC).	» Increased revenue of 15 per cent for CRWC facility rentals.

## WE WILL EXPAND OPPORTUNITIES FOR EMPLOYEES AND STUDENTS TO VOLUNTEER IN OUR COMMUNITY.

ACTION	MEASUREMENT/MILESTONE
» Formalize a community-based framework to increase opportunities to integrate international students into the community earlier in their program.	» Through the Internationalization and Global Engagement (I&GE) committee, create an inventory of existing school-based community relations spring/summer 2022. » Increase international education (IE) specific community partnerships by at least two in the fall and winter semesters.
» Find creative ways to assist community organizations beyond financial contributions.	» Promote work-integrated learning (WIL) opportunities and ways that Durham College (DC) can assist community organizations beyond financial support. » Support internationalization efforts by finding ways to help with community integration.

## WE WILL LEVERAGE AND GROW OUR POSITIVE IMPACT ON THE COMMUNITIES WE SERVE.

ACTION	MEASUREMENT/MILESTONE
» Engage with Chambers of Commerce in the Region regarding applied research opportunities.	» Host one Chamber event dedicated to applied research opportunities.
» First Peoples Indigenous Centre (FPIC) to expand the delivery of the Family Language Program to students and community members. » Deliver Full Moon ceremonies.	» Provide weekly language learning sessions at different levels to encourage the reacquisition of the Anishinaabemowin language. » Deliver Full Moon ceremonies on a monthly basis, inviting Indigenous students, staff and community members.
» Working with the broader community, the college will establish supports for Ukrainian refugee humanitarian crisis.	» Provide temporary housing solutions through on campus residence.
» FPIC to offer new Indigenous teachings.	» Establish relationship with new Elder and co-ordinate six teaching opportunities. » Conduct four-part series on traditional medicines in the modern world.
» Successfully plan and launch the announcement of the Metrolinx naming rights agreement, implementing the largest and longest-term branding and marketing initiative in Durham College's history.	» Hold naming launch event in Summer 2022. » Implement station branding. » Develop a Year 1 and Year 2 marketing strategy for the DC Oshawa Go Station that incorporates various branding and marketing components in a multi-layer approach, by December 2022.

## WE WILL GUIDE STUDENTS IN MAKING MEANINGFUL CONNECTIONS WITH THEIR COMMUNITIES.

ACTION	MEASUREMENT/MILESTONE
» Develop plan to host summer skills week-long camps for youth trades discovery.	» Develop series of week-long summer camps for youth to attend. » Each week would be a different theme for trades discovery. Develop in 2022, to run in 2023.
» Develop a General Education (GNED) course in partnership with TeachingCity that will invite students to explore the local strategic priorities and democratic processes that influence sustainable development in the community.	» Offering of TeachingCity GNED.
» Expand Access to Justice HUB opportunities for Paralegal graduate certificate and January start Paralegal diploma students.	» Minimum of two Paralegal graduate certificate students and two January start Paralegal diploma students participating in HUB for 2022-2023 year.
» First Peoples Indigenous Centre (FPIC) to formalize Indigenous Voices Community Circle (new name to be determined).	» Identify purpose and objectives of the circle. » Determine key circle members. » Identify opportunities for collaboration and community programming.

## WE WILL STRENGTHEN OUR RELATIONSHIPS WITH INDIGENOUS COMMUNITIES.

ACTION	MEASUREMENT/MILESTONE
» Extend our existing agreement to Seven Generations Educational Institute (SGEI) to include delivery of the Fitness and Health Promotion program to a primarily Indigenous student body in Northwestern Ontario.	» Agreement to be signed and implemented for September 2022.
» Re-establish Aboriginal Youth Media Bootcamp with partners at Ogemawhaj.	» Develop and prepare to deliver media workshop to community partners in collaboration with Ogemawhaj Tribal Council. » Planning, logistics and recruiting to be complete March 2023 and the bootcamp will be delivered May 2023.
» Develop learning outcomes for specific to Indigenous objectives.	» Implement the change in Photography and Video Production programs by March 2023.





# BUDGET

The 2022-2023 budget targets a total of 12,198 full-time enrolments, an increase of 947 from 11,251 in fall 2021 to 12,198 in fall 2022. The budget includes funding for the employment of new faculty, administrative, full-time, and part-time support staff. These additional resources are required to address the increase in enrolled students and recruitment efforts. The budget includes funding that supports the college's business plan, meets the college's requirements of maintaining and improving the quality of academic programs, and supporting curriculum renewal and new program development.

Specifically, the 2022-2023 budget targets to:

- » Increase full-time post-secondary enrolment to 12,198 students in Fall 2022, an increase of 8.4 per cent over 2021-2022;
- » Increase the employee complement by adding a net of six additional full-time administrative and support positions, along with part-time funds to address the increasing needs stemming from enrolment recovery, additional new programs, and recruitment efforts;
- » Add two new post-secondary programs; and
- » Invest \$511K in one-time strategic initiatives.

Balancing the 2022-2023 budget was particularly challenging for the college due to the following factors:

**COVID-19 Pandemic:** The financial operating impact from the COVID-19 Pandemic is estimated at \$5.6M for fiscal 2022-2023. This includes a decrease in revenues from lost domestic enrolments, reduced ancillary revenues and a provision for ongoing pandemic related expenses.

**Corridor Funding Model:** The Corridor Funding Model which was implemented in 2017-18 has not changed; therefore, no changes to funding are expected as a result of enrolment growth.

**Tuition fee freeze:** On January 17, 2019, MTCU announced a 10 per cent reduction to all funded domestic tuition fees effective in September for the 2019-20 academic year, including 0 per cent increase for the 2020-2021 academic year. On April 30, 2021 MCU announced the continuation of the tuition freeze for 2021-2022. The 2022-2023 domestic fees remain frozen until such time as further direction is provided by MCU.

**Inflationary salary increases:** The estimated increase to salaries for all employee groups is \$2.5M, which includes collective agreement increases for faculty and support (\$2.3M) and a base increase for administrative employees (\$0.2M). All employee group increases include the annualization of any 2021-2022 in-year hires and terminations as well as human resource decisions planned for 2022-2023.

It is projected that with the balanced budget, Durham College will remain in an accumulated surplus position at March 31, 2023 and as such will not be required to submit a recovery plan to the MCU.



## ENROLMENT

The 2022-2023 budget targets a total of 12,198 full-time enrolments. The total student population for full-time domestic, second career, international, and collaborative nursing program students is expected to increase by 947 from 11,251 in fall 2021 to 12,198 in fall 2022, an increase of 8.4 per cent.

The following table shows the breakdown of the estimated number of 2022-2023 post-secondary and apprenticeship enrolments for the fall semester in comparison to 2019-2020 actual, 2020-2021 actual, 2021-2022 actual and budget figures.

ENROLMENT	ACTUAL 2019-2020	ACTUAL 2020-2021	BUDGET 2021-2022	ACTUAL 2021-2022	BUDGET 2022-2023	CHANGE OVER 2021-2022 ACTUAL
Domestic Students	9,669	9,086	9,006	8,502	8,762	3.1%
Second Career Program	24	16	15	20	20	0.0%
International Students	1,988	1,477	1,754	1,916	2,591	35.2%
BsCN: Collaborative Nursing	710	772	759	813	825	1.5%
<b>Total</b>	<b>12,391</b>	<b>11,351</b>	<b>11,534</b>	<b>11,251</b>	<b>12,198</b>	<b>8.4%</b>
Apprenticeship	1,631	1,102	1,556	1,529	1,589	3.9%

Excluding Second Career and BsCN students, enrolments are targeted to reach 11,353 students in fall 2022, of which International enrolments will represent 22.8 per cent.

The following two programs are being introduced in 2022-2023, when approval from ministry is received:

PROGRAM NAME	DURATION	CREDENTIAL
Internet of Things	Two semesters	Ontario College Graduate Certificate
Supply Chain Management	Two semesters	Ontario College Graduate Certificate

These new programs are projected to contribute 45 students to the fall 2022 enrolment and 38 students to the winter 2023 enrolment.



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

SCHOOL	ACTUAL 2019-2020	ACTUAL 2020-2021	ACTUAL 2021-2022	BUDGET 2022-2023	CHANGE OVER ACTUAL 2021-2022
Business, IT & Management	2,373	2,330	2,040	1,835	-10.0%
Health & Community Services	1,963	1,943	1,918	2,232	16.4%
Interdisciplinary Studies	569	465	411	487	18.5%
Justice & Emergency Services	1,355	1,273	1,168	1,057	-9.5%
Media, Art & Design	1,194	1,114	1,017	987	-2.9%
Science & Engineering Technology	808	770	715	683	-4.5%
Hospitality & Horticultural Science	272	272	241	242	0.4%
Skilled Trades, Apprenticeship & Renewable Technology	1,135	948	992	1,239	24.9%
<b>Total</b>	<b>9,669</b>	<b>9,086</b>	<b>8,502</b>	<b>8,762</b>	<b>3.1%</b>

Durham College's international education strategy is based on the recruitment of students to our campuses through a network of agents in the targeted countries. Pre COVID-19, international enrolment in fall 2020 was targeted to reach 2,490 students as compared to 1,988 students in fall 2019, an increase of 501 students or 25.3 per cent. However, as a result of the pandemic and travel restrictions, the international enrolments decreased to 1,477 for fall 2020. With travel restrictions becoming less of a barrier in fiscal 2021-2022, fall 2021 enrolment reached 1,916 an increase of 29.7 per cent over fall 2020. The budgeted enrolment for fall 2022 is estimated at 2,591 an increase of 35.2 per cent over fall 2021 actuals.

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

SCHOOL	ACTUAL 2019-2020	ACTUAL 2020-2021	ACTUAL 2021-2022	BUDGET 2022-2023	CHANGE OVER ACTUAL 2021-2022
Business, IT & Management	729	585	847	1,193	40.9%
Health & Community Services	231	191	330	419	27.0%
Interdisciplinary Studies	12	9	15	13	-13.3%
Justice & Emergency Services	38	25	32	44	37.5%
Media, Art & Design	306	240	208	241	15.9%
Science & Engineering Technology	482	268	322	425	32.0%
Hospitality & Horticultural Science	152	137	142	228	60.6%
Skilled Trades, Apprenticeship & Renewable Technology	38	22	20	28	40.0%
<b>Total</b>	<b>1,988</b>	<b>1,477</b>	<b>1,916</b>	<b>2,591</b>	<b>35.2%</b>



Enrolment in the Collaborative Nursing Program between Durham College and Ontario Tech University is expected to increase to 825 headcounts in the fall 2022 compared to 813 headcounts in fall 2021. This represents an increase of 12 headcounts or 1.5 per cent.

The total post-secondary full-time students including second career, international, and collaborative nursing students in fall 2022 is targeted to be 12,198 which is 947 or 8.4 per cent higher than fall 2021.

As well, a total of 1,589 apprenticeship training students are expected to attend programs at the Whitby campus. This figure is 60 students or 3.9 per cent higher than 2021-2022. This includes planned seats for new blocks in Elevating Device Mechanic, Industrial Mechanic Millwright, Automotive Service Technician and Steamfitter.

In addition, 643 Academic Upgrading, 16,368 Continuing Education registrants, and 2,228 secondary school students through the School/Work initiative are expected for 2022-2023.

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

ENROLMENT	ACTUAL 2019-2020	ACTUAL 2020-2021	ACTUAL 2021-2022	BUDGET 2022-2023	CHANGE OVER 2021-2022 ACTUAL
<b>Domestic Students</b>					
Summer	2,178	1,860	2,159	1,945	-9.9%
Fall	9,669	9,086	8,502	8,762	3.1%
Winter	9,764	9,068	8,157	8,615	5.6%
<b>International Students</b>					
Summer	562	459	888	1,157	30.3%
Fall	1,988	1,477	1,916	2,591	35.2%
Winter	2,181	1,918	2,427	3,110	28.1%

<sup>1</sup> Winter 2022 are enrolments as of Day 10 count.

The overall projected increase of full-time post-secondary domestic students over the three semesters is 2.7 per cent and 31.1 per cent for full-time International students.



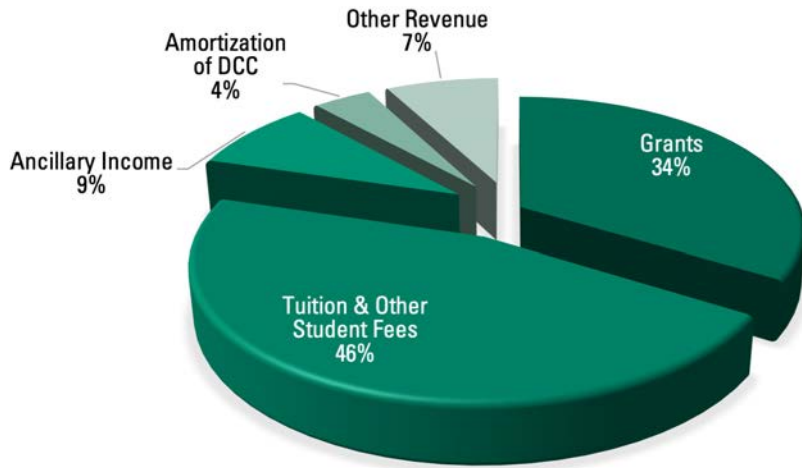
OPERATING BUDGET

Revenues:

The total revenue budget for fiscal 2022-2023 is \$217 million, an increase of 8.6 per cent over 2021-2022 (\$200 million). The increase in revenues is primarily related to the increase in both Domestic and International student tuition fees due to increased enrolments in first year, increases in ancillary operation revenues for parking, bookstore, food services and residence, as well as a projected increase in Corporate Training Services revenues.

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

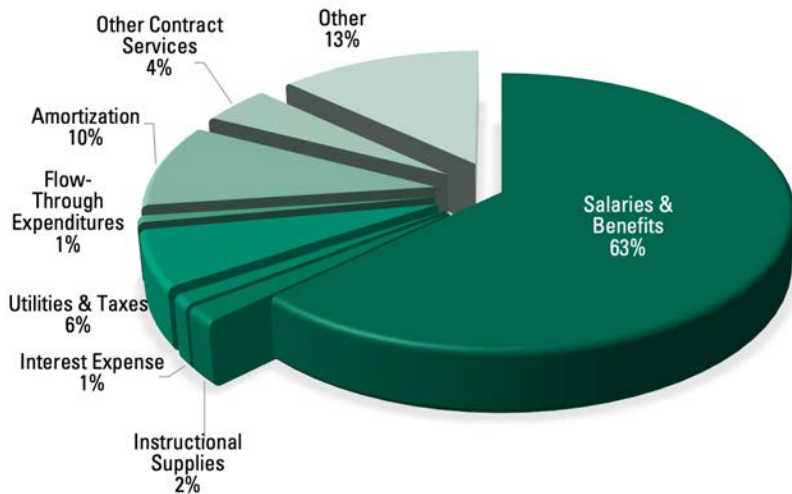
Revenues are allocated as follows:



Expenses:

The total expense budget for fiscal 2022-2022 is \$217 million, of which \$136 million is allocated to salaries and benefits and \$81 million to operational expenditures including instructional supplies, utilities and taxes, flow-through, contract services, interest, amortization and other miscellaneous expenditures. The operating costs are budgeted to increase by 6 per cent over the prior year, of which 5.3 per cent is related to salaries and benefits.

Expenses are allocated as follows:



OPERATING BUDGET ASSUMPTIONS

Operating grants	Funding projected according to the current College Funding Formula
Tuition fees	0 per cent increase to funded domestic tuition fees 3 per cent increase to international tuition fee for new and returning students
Salaries and benefits – full-time faculty	Adjustment of 1 per cent on October 1, 2022 for estimated collective agreement and step increases (if applicable). The current collective agreement expired on September 30, 2021.
Salaries and benefits – support staff	Adjustments for the collective agreement on September 1, 2022 of 1 per cent and 1 per cent on March 1, 2023 and step increases (if applicable). The current collective agreement expires on August 31, 2022.
Salaries and benefits – administration	Estimated adjustment for inflationary grid increase of 1.0 per cent effective April 1, 2022 and performance pay deferred.





## SCHEDULE OF REVENUES AND EXPENSES

The revenues and expenses of the College for the 2022-2023 Budget with comparisons to the 2021-2022 Actuals are presented below.

\$000'S	ACTUAL 2020-2021	FORECAST 2021-2022 <sup>2</sup>	BUDGET 2022-2023	VARIANCE BUDGET TO FORECAST 2021-2022 <sup>1</sup>
Operating Grants	60,811	60,799	60,799	0
Tuition Fee Revenue – Domestic	36,219	35,650	34,945	(705)
Apprenticeship Training Revenue	3,263	4,242	3,500	(742)
International Education Revenue	24,668	31,858	42,964	11,106
Corporate Training Revenue	8,696	10,069	12,026	1,957
Other Academic Revenue	9,956	12,450	10,031	(2,419)
<b>Total Academic Revenue</b>	<b>143,613</b>	<b>155,068</b>	<b>164,265</b>	<b>9,197</b>
Academic Salaries and Benefits	86,446	89,969	91,859	(1,890)
Academic Operating Expenses	11,009	15,371	14,971	400
<b>Total Academic Expenses</b>	<b>97,455</b>	<b>105,340</b>	<b>106,830</b>	<b>(1,490)</b>
<b>Academic Contribution</b>	<b>46,158</b>	<b>49,728</b>	<b>57,435</b>	<b>7,707</b>
Academic Contribution Margin	32.1%	32.0%	35.0%	n/a
<b>Net Funds Allocated for Services</b>	<b>(35,505)</b>	<b>(37,817)</b>	<b>(43,365)</b>	<b>(5,548)</b>
Ancillary Operations (net)	(1,596)	1,984	5,488	3,504
Other Corporate Revenues / (Expenses)	(1,107)	(2,038)	(5,318)	(3,280)
Net Amortization Expense	(10,045)	(10,975)	(12,442)	(1,467)
Interest Expense	(1,393)	(1,311)	(1,798)	(487)
<b>Central Revenues (Expenses)</b>	<b>(14,141)</b>	<b>(12,340)</b>	<b>(14,070)</b>	<b>(1,730)</b>
<b>Surplus (Deficit)</b>	<b>(3,488)</b>	<b>(429)</b>	<b>0</b>	<b>429</b>
<b>Funds from Operating Reserve</b>	<b>3,488</b>	<b>429</b>	<b>0</b>	
<b>In-year Net deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	

<sup>1</sup> Figures in brackets represent unfavourable variances.

<sup>2</sup> Based on forecast as of January 31, 2022.

## ANALYSIS OF VARIANCES BETWEEN THE 2021-2022 FORECAST AND 2022-2023 BUDGET

**Operating grants:** The operating grant is constant year over year due to the corridor funding model and no changes are expected for 2022-2023.

**Domestic tuition fees:** Although enrolments are targeted to increase resulting in an increase to tuition revenues, the net \$705K (2.0 per cent) decrease is due to the reduction of one-time tuition revenues for the accelerated Personal Support (PSW) and additional Practical Nursing (PN) cohorts that occurred in 2021-2022, a reduction in part-time day revenues, and a reduction in the Centre for Professional and Part-time Learning (PPL) revenues.

**Apprenticeship revenue:** A net decrease of \$742K (17.5 per cent) is estimated based on the initial seat plan which includes additional seats for elevating device mechanic, industrial mechanic millwright, automotive service technician, and steamfitter. The above increase to planned seats is offset by the elimination of the guarantee for planned seats versus filled seats that was in place for 2021-2022 and the carry-forward from 2020-2021 due to the pandemic was unusually higher than a typical year for 2021-2022.

**International education revenue:** The increase of \$11,106K (34.9 per cent) is the result of a budgeted increase in students for each semester. The overall increase in revenues from student enrolments over the three semesters is offset by the international student recovery fee, a tuition set-aside reserve for scholarships and bursaries, and third party commissions.

**Corporate training revenue:** The \$1,957K (19.4 per cent) increase is attributed to CTS resuming regular programming for their large contracts and it is anticipated that as the corporate sector returns to post-pandemic operations, further new opportunities will be secured.

**Other academic revenue:** The \$2,419K (19.4 per cent) decrease is attributable to the one-time funding for the accelerated PSW program and the PN projects, offset by the additional revenues from increased enrolments.

**Academic salaries and benefits:** The \$1,890K (2.1 per cent) increase in academic salaries and benefits is the result of increased part-time salaries for the additional budgeted enrolments, along with the annual inflationary salary increases.

**Academic operating expenses:** The \$400K (2.6 per cent) decrease in academic operating expenses is due to elimination of one-time costs for the PSW and PN programs offset by an increase in costs for the introduction of two new post-secondary programs and expenses relating to the projected increase in enrolments.

**Net funds allocated for services:** The \$5,548K (14.7 per cent) increase is primarily due to the expectation that as additional on-campus activity resumes, where significant savings were achieved in the prior two years, expenses will return to pre-pandemic levels. This would include utilities, maintenance costs, regular janitorial costs, contracted services, and other miscellaneous expenses. The increase also includes the annual inflationary salary adjustments for support staff and administrative employees and increases to third party contractual obligations.

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

	ACTUAL 2020-2021	FORECAST 2021-2022 <sup>2</sup>	BUDGET 2022-2023	VARIANCE BUDGET TO FORECAST 2021-2022
Academic Support	(5,566)	(5,170)	(6,062)	(892)
Library	(1,321)	(1,479)	(1,702)	(223)
Student Affairs	(4,872)	(5,472)	(7,478)	(2,006)
Finance	(3,560)	(3,410)	(3,736)	(326)
Communications & Marketing	(2,921)	(3,413)	(3,584)	(171)
IT Services	(4,952)	(4,947)	(5,591)	(644)
Facilities	(7,120)	(8,351)	(9,159)	(808)
Human Resources	(2,160)	(2,203)	(2,431)	(228)
Campus Safety	(1,437)	(1,738)	(1,789)	(51)
President's Office, BOG				
Office of Development	(1,596)	(1,634)	(1,833)	(199)
<b>Total</b>	<b>(35,505)</b>	<b>(37,817)</b>	<b>(43,365)</b>	<b>(5,548)</b>

<sup>1</sup> Figures in brackets represent unfavourable variances.

<sup>2</sup> Based on forecast as of January 31, 2022.

**Student Affairs:** The net increase of \$2M to this department is primarily related to the reduction of one-time grants totaling \$885K.

**Ancillary operations:** The net \$3,504K (176.6 per cent) increase is primarily attributed to the following projected changes in ancillary operations:

- » Increase in Bistro'67 of \$313K (favourable)
- » Increase in revenues from the medical centre of \$51K (favourable)
- » Increase in residence contribution, net of amortization of \$1,341K (favourable)
- » Increase in parking contribution of \$745K (favourable)
- » Increase in fitness centre revenues of \$124K (favourable)
- » Increase in food services of \$861K (favourable)
- » Increase in bookstore of \$28K (favourable)
- » Increase in eGaming Arena of \$41K (favourable)

**Other corporate revenues and expenses:** The decrease of \$3,280K (161 per cent) in other corporate revenues and expenses is primarily due to the following:

- » Target for in-year institutional operating savings (\$890K favourable)
- » Decrease in rental revenues (\$188K unfavourable)
- » Decrease in miscellaneous revenue (\$438K unfavourable)
- » Elimination of one-time Apprenticeship COVID grant (\$191K unfavourable)
- » Increase in space costs paid to the university (\$388K unfavourable)
- » Increase in funds allocated for one-time strategic initiatives (\$220K unfavourable)
- » Increase in vacation accrual (\$2,290K unfavourable)
- » Increase in fringe benefits (\$185K unfavourable)
- » Increase in professional development (\$270K unfavourable)

**Net amortization expense:** The \$1,467 (13.4 per cent) increase is due to the annualization of the 2021-2022 capital investments and the additional capital investment for the Centre for Skilled Trades and Technology.

**Interest expense:** The \$487K (37.1 per cent) increase in interest expense related to the additional interest for the new loan for the Centre for Skilled Trades and Technology.



## RISK AND OPPORTUNITY ASSESSMENT

The primary risks initially identified in the 2022-2023 budget include:

**Academic Collective Agreement:** A provision has been made for wage increases related to the faculty negotiations consistent with prior negotiated settlements. If increases from the 2021 settlement are greater than the provision provided, it will cause some budget pressures that will be addressed through expense reductions for the remainder of the fiscal.

**Support Staff Collective Agreement:** This agreement expires on August 31, 2022. A provision has been made for wage increases related to the support negotiations consistent with prior agreements. If increases from the 2022 settlement are greater than the provision provided, it will cause some budget pressures that will be addressed through expense reductions for the remainder of the fiscal.

**Post-secondary domestic and international enrolment:** The achievement of the domestic and international post-secondary enrolment targets is dependent on certain factors that are beyond the control of the college including but not limited to, the COVID-19 pandemic, demographic trends, state of the regional economy, and competitive factors.

**Performance funding:** With the launch of the 2020-2025 Strategic Mandate Agreement (SMA3) the funding allocation for 2022-2023 is to be based on the institution's performance/outcomes on all ten metrics. The portion of funding previously allocated to enrolments was going to be reallocated to the performance/outcomes based funding envelope. As a result of the pandemic, the ministry announced in memo dated February 25, 2022 that there would be a further delay in the activation of performance-based funding for one additional year. The ministry will assess the readiness of the sector for SMA – Year 4 (2023-2024) at a planned system-wide proportion of 10 per cent, which would then increase to 25 per cent for Year 5 (2024-2025).

The metrics and percentages that were initially proposed for the 2022-2023 fiscal year are noted below. At this time, the ministry has communicated that there will be no funding implications to institutions that do not meet the targets as a result of the pandemic.

	2022-2023 (YEAR 2 – 35 PER CENT)	
METRIC	WEIGHTING 1 (MIN: 10 PER CENT; MAX: 35 PER CENT)	NOTIONAL ALLOCATION
Graduate Employment Rate in a related field	5%	\$1,522,209
Institutional Strength/Focus	10%	\$3,044,419
Graduation Rate	5%	\$1,522,209
Community/Local Impact of Student Enrolment	25%	\$7,611,047
Institution-Specific (Economic Impact)	20%	\$6,088,838
Graduate Employment Earnings	5%	\$1,522,209
Experimental Learning	10%	\$3,044,419
Revenue Attracted from Private Sector Sources	5%	\$1,522,209
Institution – Specific (Apprenticeship)	10%	\$3,044,419
Skills and Competencies	5%	\$1,522,209
Total	100%	\$30,444,188

**Asset Retirement Obligation (ARO):** Effective April 1, 2022, colleges are required under Section PS3280 to report their Asset Retirement Obligations for fiscal 2022-23. This standard mandates that colleges recognize the regulatory/contractual financial obligations of certain asset retirements regardless of plans to actually dispose or retire of assets. As the estimate for this obligation has not yet been finalized, no provisions have been included in the 2022-2023 budget. As the estimated provision is finalized throughout the year, the valuation will be reported during the in-year financial reporting.

## SENSITIVITY ANALYSIS

Given the many uncertainties with the COVID-19 Pandemic, a number of the assumptions may continue to change, which as a result will impact the projected 2022-2023 budget. The sensitivity analysis below focuses on inputs that have the largest impact on revenues. For each of the semesters, the potential impact is noted compared to the presented budget.

### Spring 2022 Semester:

ENROLMENT	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Domestic	1,945	1,999 (10 per cent increase for semester 1)	1,918 (5 per cent decrease for semester 1)
	\$2,926,509	\$73,970	(\$36,985)
International	1,157	1,196 (10 per cent increase for semester 1)	1,099 (15 per cent decrease for semester 1)
	\$7,247,537	\$241,320	(\$361,980)

### Fall 2022 Semester:

ENROLMENT	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Domestic	8,762	9,312 (10 per cent increase for semester 1)	8,487 (5 per cent decrease for semester 1)
	\$12,297,552	\$772,387	(\$386,193)
International	2,591	2,775 (10 per cent increase for semester 1 and 2)	2,167 (25 per cent decrease for semester 1 and 15 per cent decrease for semester 2)
	\$16,628,848	\$1,178,555	(\$2,721,076)

PARKING	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Assumption	September to December revenues at 80 per cent	September to December revenues at 100 per cent	September to December revenues at 60 per cent
	\$767,722	\$199,982	(\$183,802)

Winter 2023 Semester:

ENROLMENT	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Domestic	8,615	9,219 (10 per cent increase for semester 1 and semester 2)	8,319 (5 per cent decrease for semester 1 and semester 2)
	\$12,132,494	\$827,944	(\$413,972)
International	3,110	3,352 (10 per cent increase for semester 1, 2 and 3)	2,673 (10 per cent decrease for semester 1, 25 per cent for semester 2 and 15 per cent for semester 3)
	\$14,968,658	\$1,163,631	(\$2,104,598)

PARKING	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Assumption	January to March revenues at 88 per cent	January to March revenues at 100 per cent	January to March revenues at 68 per cent
	\$610,000	\$111,974	(\$146,590)

Fall 2022 and Winter 2023 Semesters:

RESIDENCE	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Beds occupied	1,154	1,197	881
	\$1,868,417	\$328,333	(\$2,164,948)





## CAPITAL EXPENDITURES BUDGET

The total proposed capital expenditures for fiscal 2022-2023 is \$16.3 million for annual renovations and infrastructure investments with \$6.3 million financed through external funding. The balance is funded through non-cash adjustments from operations, the carry-forward of unspent capital funds from 2021-2022 of \$1.6 million, CRWC deferred revenues of \$0.5 million and \$0.4 million from the residence capital reserves.

The following table shows the allocation of capital expenditure projects for 2022-2023:

\$'000	FORECAST 2021-2022	BUDGET 2021-2022	BUDGET 2022-2023
<b>Available Funding</b>			
College Equipment Renewal Fund (CERF)	998	985	505
Facilities Renewal Program (FRP)	2,752	2,752	2,752
Apprenticeship Capital Grant (ACG)	676	676	676
Apprenticeship Capital Grant (competitive)	0	0	500
Region of Durham donation	0	0	600
Weston Family Foundation donation	0	0	900
CRWC Reserve (flow-through)	621	533	459
Residence Reserve (flow-through)	0	0	400
DCSA donation	0	0	400
Unspent capital funds from 2021-22	0	0	1,600
Other Capital Donations	65	0	0
<b>Total Available Funding</b>	<b>5,112</b>	<b>4,946</b>	<b>8,792</b>



\$'000	FORECAST 2021-2022	BUDGET 2021-2022	BUDGET 2022-2023
<b>Capital Expenditures</b>			
Academic	943	896	855
Academic (funded through donations)	65	0	900
Apprenticeship projects (ACG)	676	676	676
Apprenticeship Capital (competitive)	0	0	1,000
<b>Total Academic</b>	<b>1,684</b>	<b>1,572</b>	<b>3,431</b>
Other Services	414	370	437
<b>Total Services</b>	<b>414</b>	<b>370</b>	<b>437</b>
<b>Total IT</b>	<b>1,316</b>	<b>1,512</b>	<b>1,607</b>
Renovations	2,723	4,400	4,234
Road upgrade, parking & signage	33	72	100
Deferred maintenance	3,368	3,306	4,967
Classroom & lab refresh	110	100	50
<b>Total Facilities</b>	<b>6,234</b>	<b>7,878</b>	<b>9,351</b>
CRWC renovations	621	533	459
Residence renovations	0	0	400
Riot Ratio renovation	0	0	400
<b>Total Flow-Through</b>	<b>621</b>	<b>533</b>	<b>1,259</b>
Accessibility Pool	80	80	100
Contingency	0	250	100
Pandemic - COVID	273	0	0
Unbudgeted projects	65	0	0
<b>Total Capital Expenditures</b>	<b>10,687</b>	<b>12,195</b>	<b>16,285</b>
<b>Funded from College Resources</b>	<b>(5,575)</b>	<b>(7,249)</b>	<b>(7,493)</b>

<sup>1</sup> Based on forecast as of January 31, 2022.

Planned capital expenditures for 2022-2023 include the following:

School of Skilled Trades, Apprenticeship & Renewable Technology	Automotive service technician equipment, electrician trainers, elevating testing simulator, industrial mechanical hydraulic simulator, steamfitter equipment, dual feed welders and boiler .
School of Media, Art & Design	Media loans inventory refresh and enhancement to 3D studio.
School of Justice & Emergency Services	Self-contained breathing apparatus tanks and packs, ALSi advanced simulators and fitness equipment.
School of Health & Community Services	Mask Fit testing equipment, high-fidelity geriatric simulator, intramuscular injection simulators, auscultation training stations, portable monitor/defibrillator and wheelchairs.
School of Science & Engineering Technology	Wireless communications equipment, Immersion tank, spectrophotometer, heat treatment furnace, biomedical patient simulator and asphalt centrifuge.
Corporate Training Services	Studio space preparation and mid-level hoist.
Apprenticeship capital  (contingent upon receipt of matching funds of \$500K from MCU)	Automotive Training Space re-design for low and zero emission vehicles.
Student services and general administration	Completion of softball diamond refurbishment, cardio equipment, student seating, facility equipment renewal, shelter for soccer pitch, compressor, and exterior branding for Oshawa campus.
Information Technology	Cherwell upgrade, reporting and dashboarding, banner revitalization, Ellucian consulting, Cognos support, network switches, Wi-Fi upgrade, UPS battery replacement, servers, cloud migration, AV classroom upgrades, computer equipment refresh and lab refresh.
Ancillary operations	Kitchen equipment refresh, point-of-sale equipment for food services and roadway repairs.
Facilities renewal projects	Deferred maintenance projects, continuing roof maintenance, accessibility compliance, lighting and energy retrofits, accessibility compliance, building exterior restoration, stair railings, safety ladder upgrades, HVAC upgrades and mitigation strategies around COVID-19 air quality.
General renovation projects	Trade Innovation Centre, JW wing renovation, J-block renovation and backfill projects.

## CAPITAL EXPENDITURE PROJECTION FOR FISCAL YEAR 2023-2024

The capital expenditures currently planned for fiscal year 2023-2024 include the planning and design for continued renovations at the Oshawa and Whitby campuses of \$2.0 million, \$0.5 million for ongoing deferred maintenance, and \$1.0 million for the IT lab and faculty laptop refresh. The balance of the 2023-2024 capital expenditures will be planned during the preparation of the 2023-2024 budget.



## CASH FLOW PROJECTION

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

The following table shows the budgeted cash flow change for the 2022-2023 fiscal year.

(000'S)	2022-2023	COMMENTS
Beginning cash position <sup>1</sup>	44,695	
Cash flow from operations	0	Budgeted operating surplus/deficit
Cash flow from operations	13,832	Impact of adding back non-cash adjustments: net amortization expense and vacation accrual
Investing activities	(16,285)	2023-23 capital expenditures
Deferred contributions	8,792	Deferred capital contributions and restricted contributions for capital
Re-payment of long-term debt	(4,742)	Outflow for principal payment on long-term loans
<b>Net In-Year Cash Flow</b>	<b>1,597</b>	
<b>Ending Cash Position <sup>2</sup></b>	<b>46,292</b>	

<sup>1</sup> Estimated March 31, 2022 ending operating cash balance.

<sup>2</sup> Projected March 31, 2023 ending balance.

## CONCLUSION

Durham College is presenting a balanced budget for 2022-2023 despite the ongoing realities related to the COVID-19 pandemic, increased labour costs and enrolment challenges. The budget targets are tight given the current economic environment but achievable. The primary factor behind this achievement is the continuing collaboration among the academic and service areas to create efficiencies to increase revenues and reduce expenses. The budget allows for the continuation of all existing academic programs and the introduction of two new programs. The budget also supports the college's business plan priorities for 2022-2023.

Revenues are budgeted at \$217M for 2022-2023, an increase of 8.6 per cent over 2021-2022 despite flat government funding and the continuation of the domestic tuition freeze. An increase in international student enrolment and the further reopening of ancillary services is projected to boost revenues to offset the increase in expenses.

The college's budget was constructed to support the operating requirements and key strategic priorities that deliver results for improved student learning and success. The 2022-2023 budget targets a total of 12,198 full-time enrolments, an increase of 8.4 per cent over 2021-2022. The biggest risk associated with the budget is the achievement of domestic and international enrolment targets.

The proposed capital budget provides \$16.3 million for capital expenditures including an investment in academic resources, IT, and ongoing infrastructure improvements. Of this amount \$6.3 million will be funded from external sources, \$0.5 million from the CRWC deferred revenues, \$0.4 million from the residence capital reserves and the remaining \$9.1 million will be funded from the operational cash flow of the college.

The projected cash flow indicates that the College will be able to sustain its operations in fiscal 2022-2023 without requiring additional external financing. As well, the college will be able to further reduce its previous long-term borrowing by \$4.7 million in 2022-2023.



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