

# BUSINESS PLAN







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### **ACKNOWLEDGING THE LAND AT DURHAM COLLEGE**

Durham College acknowledges the lands and Peoples of the Mississaugas of Scugog Island First Nation.

We recognize the lands on which we gather are covered under the Williams Treaties and rest within the traditional territory of the Mississaugas, a branch of the Anishinaabeg Nation, which also includes Algonquin, Chippewa, Odawa, Ojibway and Pottawatomi. It is through the treaty process that we are able to live, learn, teach and prosper in this region.

We acknowledge with gratitude this land and the Indigenous Peoples who have cared for and continue to protect Turtle Island (North America) and its resources. We commit to the responsibility of reconciliation and the work of increasing awareness and understanding of our shared history. We do so by recognizing the past and working towards a shared future as friends and allies.

If you require an alternative format of this publication,  
please contact [marketing@durhamcollege.ca](mailto:marketing@durhamcollege.ca).

## 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

Durham College's 2024-2025 Business Plan sets forth the goals and actions that will enable the college to deliver on its mission, vision, and values. This plan is aligned with the objectives of the 2020-2025 Strategic Plan and guides our efforts as we conclude the final year of the plan.

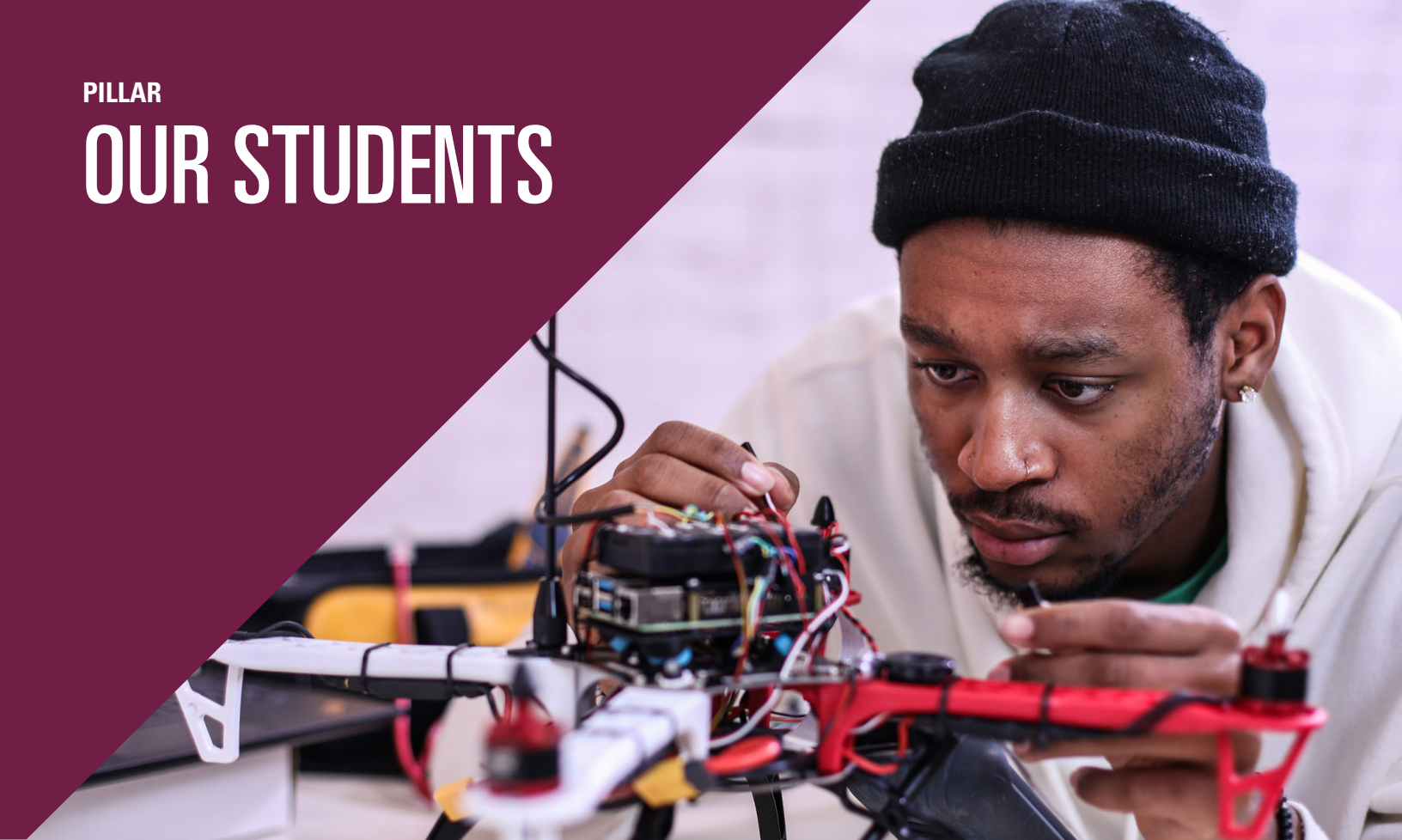
Our unwavering commitment to our students, employees, industry, and community is reflected in our dedication to academic excellence. This commitment, coupled with our forward-thinking approach and focus on innovation, equips our students to thrive in a world that is constantly evolving.

This Business Plan underscores our dedication to continuous improvement and student success. It outlines 100 actions across four key pillars: Our Students, Our People, Our Work, and Our Community. Additionally, it supports other crucial frameworks such as the Academic Plan, which includes the Internationalization and Global Engagement Plan and Enrolment Management Plan.

The Board of Governors approved the Capital Budget on April 10, 2024. The Business Plan and Operating Budget were approved on June 12, 2024.

*Any action in this plan without a specified deadline is expected to be completed by March 31, 2025.*

# OUR STUDENTS



## GOAL ONE

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

## OBJECTIVES

We will:

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

**OBJECTIVE 1.1 – WE WILL DELIVER HIGH-QUALITY PROGRAMS THAT REFLECT LABOUR MARKETS AND ARE RESPONSIVE TO EMERGING ECONOMIES.**

ACTION	MEASUREMENT/MILESTONE
<p>i. Launch new programs that meet labour market demands and student and community expectations.</p>	<ul style="list-style-type: none"> <li>» Successfully launch a minimum of nine new programs by Winter 2025.               <ul style="list-style-type: none"> <li>» Bachelor of Paralegal (Three-Year Baccalaureate Degree)</li> <li>» Law Clerk (Ontario College Diploma)</li> <li>» Nutrition and Food Service Management (Ontario College Diploma)</li> <li>» Human Resources Management (Two-year Ontario College Graduate Certificate)</li> <li>» International Business Management (Two-year Ontario College Graduate Certificate)</li> <li>» Professional Selling and New Business Development (Two-year Ontario College Graduate Certificate)</li> <li>» Project Management (Two-year Ontario College Graduate Certificate)</li> <li>» Supply Chain Management – Global Context (Two-year Ontario College Graduate Certificate)</li> <li>» Clinical Bioinformatics (One-year Ontario College Graduate Certificate)</li> <li>» Professional Selling and New Business Development (One-year Ontario College Graduate Certificate)</li> <li>» Public Relations (One-year Ontario College Graduate Certificate)</li> </ul> </li> </ul>
<p>ii. Develop an integrated and streamlined approach to annual program reviews (APR) and comprehensive program reviews (CPR) that support critical reflection of program quality and evidence-informed decision-making to guide program advancement.</p>	<ul style="list-style-type: none"> <li>» Conduct a needs analysis to identify strengths and opportunities.</li> <li>» Revise process and implement for Spring 2025 launch of CPR and APR cycles.</li> </ul>
<p>iii. Complete a successful College Quality Assurance Audit Process (CQAAP).</p>	<ul style="list-style-type: none"> <li>» Submit an 18-month report back to Ontario College Quality Assurance Services by January 2025.</li> </ul>
<p>iv. Enhance Durham College’s (DC) reputation as a leading organization in the elevating devices training industry.</p>	<ul style="list-style-type: none"> <li>» Support partners as they launch a training program for industry fundamentals.</li> <li>» Work with key partners in other provinces, both regulatory and employers, to advocate for national training standards and opportunities.</li> <li>» Identify potential funding sources for curriculum development.</li> <li>» Supports the program team and liaise with relevant DC departments and an external company to offer Elevating Device Mechanic (license T) renewal courses online.</li> <li>» Support the program team in developing capital plans to renew the shop elevators (complete the Apprenticeship Capital Grant - Call for Proposals submission).</li> </ul>
<p>v. Develop new curriculum to leverage electric vehicle (EV)/hybrid vehicle (HV) learning space.</p>	<ul style="list-style-type: none"> <li>» Invest in capital EV automotive equipment through grants/donations, hire an EV faculty member, and seek approval for a credential in the field.</li> </ul>

<p>vi. Support the college in achieving its domestic enrolment goals by implementing new or enhanced recruitment strategies segmented for the non-direct and direct markets.</p>	<ul style="list-style-type: none"> <li>» Produce and implement a non-direct market recruitment strategy to grow non-direct applications by 4 per cent over the Winter, Spring and Fall 2025 intakes.</li> <li>» Exceed total domestic application targets by 5 per cent and first-choice applications for Spring and Fall 2024, Winter 2025, by implementing an enhanced recruitment strategy.</li> </ul>
<p>vii. Elevate the web experience for prospective students through the realignment and implementation of web pages/assets related to exploring, admissions and enrolment at DC.</p>	<ul style="list-style-type: none"> <li>» Launch and market the new DC mobile app to generate an increased positivity rating of 4.3 in Google Play and 3.6 in the App Store (Google and iOS). Generate a total of 15,570 app downloads.</li> <li>» Increase direct web traffic from DC homepage to recruitment and admissions landing pages by 950 visits annually, which is 10 per cent.</li> <li>» Launch DC's new interactive map by June 2024 and increase the number of annual page views by 113,400 which is 5 per cent.</li> </ul>
<p>viii. Develop/launch a user-generated content and Reddit strategy to motivate participation and generate authentic content showcasing DC's impact, campus experience, and success stories in support of the college in achieving its enrolment goals.</p>	<ul style="list-style-type: none"> <li>» Surpass the overall industry average social media engagement rate of 1.4 per cent by 0.2 per cent.</li> <li>» Increase total audience growth on Facebook, X (formerly Twitter), Instagram, LinkedIn and TikTok by 2 per cent each quarter.</li> <li>» Collaborate with the recruitment team to host 12 Ask Me Anything sessions with 20 questions each on Reddit in an effort to increase positive sentiment on that platform.</li> </ul>
<p>ix. Execute pilot VIP events with two Faculties to support conversion activities and one mature student event to help the college achieve its enrolment goals.</p>	<ul style="list-style-type: none"> <li>» Welcome 50 attendees to each Faculty VIP event and 150 to our mature student event. Track the total number of attendees to use as a benchmark. For Faculty VIP events, targeting a 20 per cent conversion rate of attendees to students based on confirmations during the event and two weeks post-event.</li> </ul>
<p>x. Develop and implement two new marketing strategies to support the college's enrolment goals - one for a new adult learner event and one for an expanded presence in the City of Toronto.</p>	<ul style="list-style-type: none"> <li>» Adult/mature learner event promotion: Generate 20,000 unique visits to the event landing page and 10,000 engagements.</li> <li>» City of Toronto campaign: Generate 20,000 unique visits to web page(s) and 12,000 engagements.</li> </ul>
<p>xi. Implement a search engine optimization campaign to increase search traffic to specified program pages to help achieve enrolment goals.</p>	<ul style="list-style-type: none"> <li>» Measure and track organic search engine traffic generated to 60 identified program pages with a goal to increase overall traffic by 5 per cent.</li> </ul>





**OBJECTIVE 1.2 – WE WILL PROVIDE EXCEPTIONAL LEARNING EXPERIENCES THAT CREATE OPPORTUNITIES FOR STUDENTS TO BUILD RESILIENCE, COMPETENCE, PERSONAL CAPACITY AND LIFE-ENHANCING SKILLS.**

ACTION	MEASUREMENT/MILESTONE
<p>i. Develop and deliver an essential skills workshop tailored for newcomers in Canada that aligns with the Skills for Success Canada Framework.</p>	<ul style="list-style-type: none"> <li>» Develop workshop curriculum and materials, secure a venue in the community, advertise through community channels and social media, and deliver the workshop by September 2024.</li> <li>» Establish follow-up mechanisms to assess the effectiveness of the workshop in developing the durable skills of newcomers looking for employment.</li> </ul>
<p>ii. Launch eight new work-integrated learning (WIL) options.</p>	<ul style="list-style-type: none"> <li>» Four new WIL options launched by May 2024.</li> <li>» Four new WIL options launched by Fall 2024.</li> </ul>
<p>iii. Plan and host the 2024 Advancing Learning provincial conference with Seneca, Fleming, Loyalist, Conestoga, and Northern Colleges.</p>	<ul style="list-style-type: none"> <li>» Conference planned and executed by May 2024, with a registration target of 200.</li> </ul>
<p>iv. Expand Fall 2024 Orientation programming to build stronger student connections with individual Faculties.</p>	<ul style="list-style-type: none"> <li>» Launch Academic Welcome Week prior to the start of the semester with dedicated Faculty events.</li> <li>» Offer an in-person Start Strong session in August.</li> </ul>
<p>v. Review and enhance the Institute of Student Leadership (ISL) program.</p>	<ul style="list-style-type: none"> <li>» By September 2024:                             <ul style="list-style-type: none"> <li>» Review and update DC Connect ISL Welcome module.</li> <li>» Develop and launch a catalogue of workshop offerings.</li> </ul> </li> <li>» By March 31, 2025:                             <ul style="list-style-type: none"> <li>» Develop two new workshops for three of the five pillars (Career, Personal and Leadership Development).</li> <li>» Develop framework for student-driven experiential learning opportunities.</li> <li>» Incorporate two additional opportunities for social connection throughout the year.</li> </ul> </li> </ul>
<p>vi. Expansion of Athletics and Recreation programming.</p>	<ul style="list-style-type: none"> <li>» Successfully launch new programs:                             <ul style="list-style-type: none"> <li>» Varsity Curling.</li> <li>» Women in Sport Rec Series.</li> <li>» Grow participation in club sports and introduce new ones (i.e., cross country running).</li> <li>» Add eSports into intramural programming.</li> </ul> </li> <li>» Track engagement for athletic and recreation activities.</li> </ul>



**OBJECTIVE 1.3 – WE WILL FOSTER THE DEVELOPMENT OF DURABLE SKILLS THAT ARE TRANSFERABLE ACROSS ALL INDUSTRIES AND WORKPLACES.**

ACTION	MEASUREMENT/MILESTONE
<p>i. Support the successful transfer of Chambers of Commerce/Boards of Trade partnership to the Office of Advancement and Alumni Relations and develop new opportunities for students.</p>	<ul style="list-style-type: none"> <li>» Work with the Office of Advancement and Alumni Relations to transfer knowledge and promote events to students.</li> <li>» Work with Chambers/Boards to publicize success stories resulting from the partnership.</li> <li>» Plan for at least six events on- or off-campus that bring together students and the business community.</li> </ul>
<p>ii. Earn approval for year two of funding in the partnership with Johnson Controls Inc., resulting in an additional \$100,000 (USD) to support programming and space in the Faculty of Science, Engineering, &amp; Information Technology (SEIT).</p>	<ul style="list-style-type: none"> <li>» Complete report back from the first year of partnership, including specific measurements on bursaries, marketing, new equipment procurement, and formal mentoring.</li> <li>» Work with Johnson Controls Inc. to further highlight the partnership.</li> <li>» Earn approval for year two of the partnership and funding.</li> </ul>
<p>iii. Increase student experiential opportunities in applied research projects.</p>	<ul style="list-style-type: none"> <li>» Provide opportunities to a minimum of 20 students in industry-led applied research projects and at least six students in social innovation projects.</li> </ul>
<p>iv. Offer opportunities to students to enhance transferable skills that complement their technical skills learned in the classroom.</p>	<ul style="list-style-type: none"> <li>» By Fall 2024                             <ul style="list-style-type: none"> <li>» Develop essential transferable skills workshop.</li> <li>» Host a Lunch &amp; Learn Session for summer employment students working on campus on transferable skills.</li> <li>» Develop resources on the use of AI in job searching.</li> <li>» Connect with COOP 1000 faculty on the timing of personal pitch curriculum.</li> </ul> </li> <li>» By March 31, 2025                             <ul style="list-style-type: none"> <li>» Host opportunities for students to practice their personal pitches while also developing their networking and communication skills.</li> </ul> </li> </ul>



**OBJECTIVE 1.4 – WE WILL BE A CHAMPION OF EXPERIENTIAL LEARNING, GLOBAL ENGAGEMENT AND APPLIED RESEARCH OPPORTUNITIES.**

ACTION	MEASUREMENT/MILESTONE
<p>i. Implement new objectives related to the Diane Blake Student Success Initiative.</p>	<ul style="list-style-type: none"> <li>» Roll out of the Big Interview Artificial Intelligence tool.</li> <li>» Develop and execute processes to support engagement in work-integrated learning opportunities.</li> <li>» Promote financial support and allocate funding for students studying in Spring/Summer 2024, Fall 2024 and Winter 2025.</li> </ul>
<p>ii. Establish the Barrett Centre for Urban Agriculture as a key local resource for food literacy and sustainability.</p>	<ul style="list-style-type: none"> <li>» Host or participate in six tours/conferences.</li> <li>» Support research in one project.</li> <li>» Six panel invitations or speaking engagements.</li> <li>» Community Partnership Engagement: Support 15 community partners in 2024-2025.</li> <li>» Community engagement and education at the Ajax Urban Farm (including projects such as the Urban Growers of Tomorrow Workshop Series, Food Literacy Activities, and Open Houses). The goal is to impact 1,000 community members and students through the workshops and on-farm activities.</li> </ul>
<p>iii. Increase student and faculty engagement in international outbound experience.</p>	<ul style="list-style-type: none"> <li>» Implement three Global Skills Opportunity funded Faculty Led Classroom Abroad (FLCA) opportunities and up to four DC-funded FLCAs by March 31, 2025.</li> </ul>
<p>iv. Continue to diversify the international student population of DC.</p>	<ul style="list-style-type: none"> <li>» Further develop eight existing markets, targeting 25 or more students from four countries, and 15 or more students from four other countries by January 17, 2025.</li> </ul>



## OBJECTIVE 1.5 – WE WILL CULTIVATE RELATIONSHIPS WITH STUDENTS THAT EXTEND BEYOND GRADUATION.

ACTION	MEASUREMENT/MILESTONE
i. Enhance opportunities for current students to learn from alumni.	<ul style="list-style-type: none"> <li>» Career and Student Development offices will partner with alumni department to host a panel session highlighting different paths to success providing alumni with an opportunity to stay connected and share their lessons with current students.</li> <li>» Invite Durham College Alumni Association representative to speak at the ISL Summit.</li> </ul>
ii. First Peoples Indigenous Centre (FPIC) to partner with the Indigenous Alumni Network to connect current students with graduates and community members from the Indigenous community.	<ul style="list-style-type: none"> <li>» Host a fall networking event in the FPIC.</li> </ul>
iii. Improve and increase alumni and student engagement activities.	<ul style="list-style-type: none"> <li>» Increase alumni app membership by 25 per cent.</li> <li>» Hold one to two student networking events.</li> <li>» Revitalize Alumni at Work program by hosting two internal and three to five external workplace events.</li> </ul>

## OBJECTIVE 1.6 – WE WILL ADVOCATE FOR THE NECESSITY AND VALUE OF LIFELONG LEARNING.

ACTION	MEASUREMENT/MILESTONE
i. Identify and launch the development of Academic Upgrading degree preparation curriculum and ensure that courses align with DC's degree programs.	<ul style="list-style-type: none"> <li>» Prepare for Fall 2025 launch of a minimum of two-degree preparation courses (Communications and Calculus and Vectors or Advanced Functions).</li> </ul>
ii. Launch Early Childhood Educator micro-credential series, in partnership with the Region of Durham.	<ul style="list-style-type: none"> <li>» Successful launch of four courses to support the federal government's goal of better retention and recruitment of high-quality childcare and early years workforce.</li> </ul>
iii. Develop additional part-time college credentials for working professionals.	<ul style="list-style-type: none"> <li>» Develop and launch two credentials by March 2025.</li> </ul>

International Alumni:

## Zinny Obayagbona

- 2015 grad (Faculty of Business)
- Customer Success Manager,  
Klue
- Business category:  
**Business**





## GOAL TWO

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

### OBJECTIVES

We will:

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

## OBJECTIVE 2.1 – WE WILL ATTRACT AND RETAIN INDIVIDUALS WHO ARE HIGHLY QUALIFIED, CREATIVE AND COLLABORATIVE.

ACTION	MEASUREMENT/MILESTONE
i. Achieve Canada's Greenest Employers and Greater Toronto's Top Employers awards through Canada's Top 100 Employers awards competition.	<ul style="list-style-type: none"> <li>» Apply to the 2025 Canada's Top 100 Employers annual awards competition.</li> <li>» Human Resources and Equity (HR) and Communications + Marketing to collaborate on the application package which highlights DC's successes in 2024 and demonstrates sustainability, innovation and commitment to employees.</li> <li>» Highlight DC's external awards in our employee recruitment. (i.e., Greater Toronto Top Employers, Canada's Greenest Employers, Canada's Top 50 Research Colleges).</li> </ul>
ii. Implement a job seeker Application Tracking System.	<ul style="list-style-type: none"> <li>» Determine implementation team and project schedule.</li> <li>» Implement and configure the new system in a user-friendly format, using feedback from the onboarding review project to enhance system functionality.</li> <li>» Providing training and resources to managers on how to use the new system.</li> </ul>
iii. Implement enhanced communications for new hires.	<ul style="list-style-type: none"> <li>» Form a working group for input on communications; develop separate communications for new contract and full-time employees; collect feedback from new hires and managers on the effectiveness of the materials.</li> <li>» Implement a process for promoting information with job offers and to new employees.</li> </ul>

## OBJECTIVE 2.2 – WE WILL FOSTER A CULTURE WHERE ALL EMPLOYEES ARE INSPIRED TO EXEMPLIFY OUR MISSION, VISION AND VALUES.

ACTION	MEASUREMENT/MILESTONE
i. Launch Faculty-specific employee awards in various Faculties to show appreciation for our people.	<ul style="list-style-type: none"> <li>» Launch awards for all employee groups in the Faculties of Business and SEIT.</li> <li>» Celebrate nominees and award winners at Faculty-wide meetings or events.</li> </ul>
ii. Support and host college-wide employee recognition and engagement events.	<ul style="list-style-type: none"> <li>» Celebrate Employee Service Awards and host employee BBQ at May 2024 DC Town Hall.</li> <li>» Employee and Team Awards of Excellence and BBQ in Fall 2024.</li> <li>» National Employee Appreciation Day in March 2025.</li> </ul>
iii. Conduct employee engagement survey and respond to results.	<ul style="list-style-type: none"> <li>» Conduct employee engagement survey in Fall 2024 and Winter 2025.</li> <li>» Communicate results on ICE with a comparison to previous survey results.</li> <li>» Recommend action steps to address results.</li> </ul>
iv. Perform a thorough assessment of the varsity brand.	<ul style="list-style-type: none"> <li>» Track inventory of branded assets by December 2024.</li> <li>» Survey key stakeholders including students, staff and alumni by February 2025.</li> <li>» Develop recommendations by March 2025.</li> </ul>

**OBJECTIVE 2.3 – WE WILL ENSURE A POSITIVE AND INCLUSIVE WORK ENVIRONMENT THAT IS DIVERSE, RESPECTFUL AND REPRESENTATIVE OF OUR COMMUNITY.**

ACTION	MEASUREMENT/MILESTONE
i. Build and enhance intercultural competency within DC.	» Run at least one iteration of modules 2, 3, 4 and 5 of the Intercultural Awareness Program with a minimum of 20 participants each by March 31, 2025.
ii. Enhance accessibility in the classrooms by installing 20 Accessibility for Ontarians with Disabilities (AODA)-compliant podia.	» Identify classrooms to receive new podia. » Purchase podia. » Install podia before March 31, 2025.
iii. Consult on and provide college-wide Equity, Diversity, Inclusion and Belonging (EDIB) programming for employees and students on a variety of EDIB, Human Rights and Sexual Violence topics.	» Annual EDIB work plan created, including a calendar of events launched. » Enhance strategies used to raise awareness of supports offered. » Provide and track employee and student access to EDIB knowledge using a variety of strategies. Benchmark usage data. » Enhance case management process for human rights concerns and sexual violence disclosures piloted.
iv. Provide institutional EDIB leadership and support to address the needs of key equity-deserving groups via work with the Black Student Success Network (BSSN), EDIB working group, Wellness committee, DC Pride Coalition.	» Enhance Institutional EDIB Committee capacity. » Conduct consultations with members of the Black and 2SLGBTQQIA+ communities on programming needs. » Communicate census data to employees. » Pilot formal system for obtaining and acting according to EDIB data-driven insights.

**OBJECTIVE 2.4 – WE WILL DEVELOP AND IMPLEMENT STRATEGIES AND PRACTICES THAT SUPPORT THE HEALTH AND WELLNESS OF OUR EMPLOYEES.**

ACTION	MEASUREMENT/MILESTONE
i. Review employee-focused policies and programs that support health and wellness at work.	» Using the audit tool within the Canadian Standards Association Psychological Health and Safety in the Workplace Standards, complete a gap analysis and provide recommendations to address gaps by the end of March 2025.
ii. Implement programming that encourages active living and well-being.	» Offer more than 40 group fitness opportunities. » Expand number of staff activity days to eight and introduce staff wellness activities.





**OBJECTIVE 2.5 – WE WILL LEVERAGE THE EXPERTISE OF OUR EMPLOYEES TO MAKE MEANINGFUL CONTRIBUTIONS TO STUDENT LEARNING AND THE COMMUNITY.**

ACTION	MEASUREMENT/MILESTONE
i. Deliver workshop series to share information about applied research at DC.	<ul style="list-style-type: none"> <li>» Deliver the seven-part workshop series entitled Fundamentals of Applied Research to more than 15 employees, providing an overview of the entire research process, policies, and Office of Research Services, Innovation and Entrepreneurship (ORSIE) supports. The series will be delivered in May/June 2024.</li> <li>» Participant feedback, along with research coordinators’ feedback, will be reviewed to determine future plans.</li> </ul>
ii. Plan a research showcase aimed at faculty and external partners.	<ul style="list-style-type: none"> <li>» Plan and execute ORSIE Expo in Fall 2024.</li> </ul>
iii. Launch introduction to applied research modules targeting students.	<ul style="list-style-type: none"> <li>» Self-directed modules launched and available for faculty to embed in courses.</li> <li>» Course design shared with Research Assistant students and fellow Research Coordinators for review in Spring 2024</li> <li>» Course feedback reviewed and course refinement completed May - June 2024.</li> <li>» At least 100 students enrolled in the course; feedback collected; feedback survey data collected and reviewed.</li> </ul>

**OBJECTIVE 2.6 – WE WILL PROVIDE PROFESSIONAL DEVELOPMENT AND GLOBAL OUTREACH OPPORTUNITIES THAT ENHANCE THE SKILLS AND KNOWLEDGE OF OUR EMPLOYEES.**

ACTION	MEASUREMENT/MILESTONE
i. Increase staff and faculty global mobility.	<ul style="list-style-type: none"> <li>» Implement a resource library to support faculty and staff mobility (e.g. participating in development projects, FLCA, international WIL, etc.) by March 31, 2025.</li> <li>» Gather feedback to inform next steps.</li> </ul>
ii. Provide professional development opportunities for all employee groups on a variety of topics including health and wellness, leadership, and EDIB development.	<ul style="list-style-type: none"> <li>» Review and update the application process for external leadership development programs.</li> <li>» Survey senior management on desired Professional Development (PD) and wellness offerings provided by HR; survey to be completed by June 2024.</li> <li>» Offer an annual calendar of PD opportunities for all employee groups focused on EDIB, wellness, general PD, Management/ Leadership training.</li> <li>» Host the Chair Foundation Academy in October 2024 (Part 1) and October 2025 (Part 2).</li> </ul>





### GOAL THREE

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

### OBJECTIVES

We will:

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

**OBJECTIVE 3.1 – WE WILL FOSTER AN ENVIRONMENT THAT INSPIRES IDEA GENERATION, BOLD LEADERSHIP AND PURPOSEFUL INNOVATION THAT ARE CONSISTENT WITH THE EVOLUTION OF WORK.**

ACTION	MEASUREMENT/MILESTONE
i. Support faculty members in the internationalization of their curricula.	» Develop and pilot a workshop on curriculum internationalization for at least ten participants by February 28, 2025, to lay a foundation for an expanded internationalization curriculum initiative.
ii. Review and redevelop the Student Feedback Questionnaire (SFQ) to enhance the student voice and meaningful feedback for faculty.	» Assemble a task force comprising representation from all Academic Faculties. Approve revised SFQ by March 2025.
iii. Improve internal event communication and coordination at DC by implementing a comprehensive college-wide strategy to ensure cohesive information sharing and coordination of all events at all levels of the organization.	» Develop and communicate the strategy college-wide by December 2024. » Generate 80 per cent feedback response from all users of the new process, achieving an 85 per cent satisfaction rate for information consistency, improved, effective processes, and timeliness of information. » Track the number of events submitted through the process, to develop a baseline informing enhanced communication.
iv. Collaboratively develop the college’s next strategic plan.	» Present development framework to the Board of Governors by June 2024. » Engage with stakeholders and gather feedback (internal/external) by Fall 2024. » Draft plan and present to Board by Winter 2025. » Present a new strategic plan at an all-employee meeting in Spring 2025 and communicate the plan broadly.



**OBJECTIVE 3.2 – WE WILL LEAD THE DEVELOPMENT OF TRANSFORMATIONAL PROGRAMS, SERVICES AND SYSTEMS THAT ENHANCE THE STUDENT EXPERIENCE.**

ACTION	MEASUREMENT/MILESTONE
i. Develop assessment and evaluation policy in alignment with COAAP requirements.	» Complete an environmental scan of existing policies across the sector. Engage stakeholder consultation sessions. Develop the new policy. Execute a communication plan during its implementation phase.
ii. Refresh student orientation resources to ensure alignment with digital delivery modes.	» Assess orientation program as part of the Digital Learning Strategy work plan.
iii. Identify additional courses to align part-time learning demand with full-time learning outcomes.	» Launch a minimum of three new courses in Professional and Part-time Learning.
iv. Implement a system that equips Banner with an extensible architecture for easier integration with other applications.	» Contract the vendor to assist with the implementation. » Work with the vendor to define the scope and do the implementation. » Go live with the new system before March 31, 2025.
v. Engage Tim Horton’s to review and redesign our existing full-service location at our Oshawa campus for increased service times and a better customer and student experience.	» A comprehensive review of the existing space with recommendations on a redesign to be completed by March 31, 2025, with construction scheduled for Summer 2025.
vi. Implement One Card NFC Wallet functionality within the One Card mobile application enabling contactless mobile meal plan, printer authentication capability, athletic centre and gym membership access capabilities.	» Develop a plan with our vendor to have all services implemented by the end of March 2025.
vii. Develop new ways to assist students in gaining interviewing skills for today’s job market.	» Incorporate an online interview training system into the Hired portal and services offered through the Career Development office.
viii. College Wellness Committee to conduct a comprehensive student mental health gap analysis to identify deficiencies in services.	» Complete the mental health gap analysis and identify actionable items to address gaps by Summer 2024. » Create a plan to bridge any gaps in programming and services to students supporting their mental health and well-being.
ix. Improve the International Student Persistence Framework (ISPF) to enhance the international student experience.	» Using Colleges Ontario’s International Education Standards of Practice, expand and improve the ISPF by March 31, 2025 in order to comply with Standards 3, 4 and 5.



**OBJECTIVE 3.3 – WE WILL BE AT THE FOREFRONT OF THE EVOLVING PRACTICES OF TEACHING, LEARNING AND APPLIED RESEARCH.**

<b>ACTION</b>	<b>MEASUREMENT/MILESTONE</b>
i. Expand extended reality, including augmented reality (AR) and virtual reality (VR), into curriculum.	» Pilot one new AR/VR application; gather student and faculty feedback; based on the feedback, expand the pilot.
ii. Create new faculty professional development programs for digital development and delivery of academic programs.	» Two new training programs targeting digital delivery modes will be proposed, developed and ready for launch by March 2025 as per the Digital Learning Strategy work plan.
iii. Utilize the elevating devices shops for cross-collaborative training opportunities.	» Faculty of Skilled Trades and Apprenticeship will collaborate with the Faculty of Social and Community Services to identify training opportunities for the pre-service firefighter program. » Determine if other programs could benefit from utilizing this space.
iv. Expand and build a strategy to grow collaborations in virtual production and training simulations and develop revenue-generating strategies in the Mixed-Reality Capture Studio.	» A minimum of five projects in virtual production and training simulation, two projects and at least two revenue-generating streams identified. » At least five projects in Virtual Production and Training and Simulation. » Two Fee for Service (FFS) projects. » Identify at least two revenue-generating streams.
v. Expand and build a strategy to increase research and development collaborations and develop new revenue streams in the Centre for Cybersecurity Innovation, leveraging the new cybersecurity lab infrastructure.	» At least five research and development projects initiated. » Three FFS projects completed. » Host four training sessions for employees of external organizations.
vi. Develop a knowledge mobilization plan to transfer information and collect research documentation about applied research projects.	» Develop internal knowledge base and promotional materials. Two case studies per centre developed.
vii. Implement a Course Content Repository (CCR) that facilitates access and consistency in curriculum.	» Develop and implement a CCR as per the Digital Learning Strategy work plan.

**OBJECTIVE 3.4 – WE WILL REIMAGINE AND GROW OUR FACILITIES TO BE MORE FLEXIBLE, ACCESSIBLE AND PROGRESSIVE.**

<b>ACTION</b>	<b>MEASUREMENT/MILESTONE</b>
i. Provide students with easier and faster access to commonly required documents from the Office of the Registrar.	» Implement the following documents on MyCreds by December 31, 2024: Verification of Graduation, Apprenticeship transcripts and credentials, and Verification Requests.
ii. Review all campus spaces to ensure AODA 2025 compliance is achieved by January 1, 2025.	» Complete a comprehensive review of all building components with accessibility elements against current AODA requirements. » Update several washrooms and stairwells as part of this initiative.
iii. Facilities Management and HR will continue to collaborate to design a multi-faith prayer space at our Oshawa campus.	» Complete the multi-faith prayer space by end of Summer 2024.

<p>iv. Develop a college-wide space planning report to inform future space requirements.</p>	<ul style="list-style-type: none"> <li>» Conduct a space allocation analysis to compare existing space allocations to recognized standards and benchmarks seen at peer campuses.</li> <li>» Develop long-range space planning scenarios for campus improvement and development that will guide and help to prioritize space planning and capital investment from a campus-wide lens.</li> <li>» Identify space management principles, processes and tools.</li> <li>» Conduct instructional space utilization space analysis.</li> <li>» Report to be completed December 2024.</li> </ul>
<p>v. Increase part-time enrolments through the Ontario College Application Service (OCAS).</p>	<ul style="list-style-type: none"> <li>» Post all part-time post-secondary diploma programs on OCAS.</li> <li>» Admit 50 new part-time students into post-secondary diploma programs by March 31, 2025.</li> </ul>

**OBJECTIVE 3.5 – WE WILL OPTIMIZE RESOURCES AND PROCESSES IN ALL ASPECTS OF OUR BUSINESS.**

ACTION	MEASUREMENT/MILESTONE
<p>i. Implement AI-powered robotic cleaning technology to drive efficiencies and enhance cleaning standards at our Oshawa campus.</p>	<ul style="list-style-type: none"> <li>» Increased labour efficiencies and higher scores on cleaning audits versus previous years as benchmarked against Association of Physical Plant Administrators cleaning standards.</li> </ul>
<p>ii. Implement AI-powered robotic food service delivery technology to drive student accessibility and convenience to additional food options on campus.</p>	<ul style="list-style-type: none"> <li>» Increased transaction count with an overall increase in college food service commission revenues versus previous year.</li> </ul>
<p>iii. Implement a Battery Energy Storage System (BESS) to offset the cost of energy during peak times and reduce the college's exposure to Ontario's Global Adjustment program.</p>	<ul style="list-style-type: none"> <li>» The BESS system is expected to be commissioned by Summer 2025, with a goal of reducing/eliminating of energy surcharges beginning in Summer 2026.</li> </ul>
<p>iv. Develop and implement a capital project, and equipment request process that ensures accurate scope and costing prior to financial approval.</p>	<ul style="list-style-type: none"> <li>» A new intake process is currently being developed and expected to be implemented this fall ahead of the 2025-2026 capital request period.</li> </ul>
<p>v. Deliver a balanced budget for 2024-2025 that optimizes financial resources and results in a clean audit opinion.</p>	<ul style="list-style-type: none"> <li>» Monitor revenues and expenses to achieve a surplus for March 31, 2025.</li> </ul>
<p>vi. Implement enhanced financial reporting for budget holders.</p>	<ul style="list-style-type: none"> <li>» Develop effective reports that promote more accountability from budget holders.</li> </ul>
<p>vii. Review and complete the necessary reporting for compliance against Bill S-211 legislation, effective January 1, 2024.</p>	<ul style="list-style-type: none"> <li>» Submit report by May 31, 2024.</li> <li>» Add respective language to policies and tender documents.</li> <li>» Continue to assess supply chain activities for risks.</li> </ul>

<p>viii. Campus Health and Wellness Centre (CHWC) and the Access and Support Centre (ASC) to streamline mental health services to ensure an improved service experience.</p>	<ul style="list-style-type: none"> <li>» ASC and CHWC will review current practices to align services.</li> <li>» Establish a clear roadmap of mental health services available. <ul style="list-style-type: none"> <li>» Provide in-service training and information sessions with campus departments, Faculties and other campus partners on the new processes.</li> </ul> </li> </ul>
<p>ix. The Financial Aid and Awards (FAA) office will enhance the on-campus summer employment program to support the college community for the 2025 summer employment cycle ensuring positions are promoted to eligible students for DC to compete with off-campus summer job opportunities.</p>	<ul style="list-style-type: none"> <li>» Create systems to enhance approval processes to post job opportunities seven weeks before the start of the employment program. Improved timeline from current timeline of five weeks.</li> <li>» Shorten timelines for student application approvals by opening student applications for summer employment program in February 2025, which is eight weeks earlier than previous cycles.</li> <li>» Students will receive conditional approvals within five business days from the date of their submitted application.</li> </ul>
<p>x. The FAA office will launch a promotional campaign to inform students of their responsibilities when receiving funds from the Ontario Student Assistance Program (OSAP), including available options and rehabilitation programs to help reduce the likelihood of students defaulting on their loans.</p>	<ul style="list-style-type: none"> <li>» Host presentations and workshops - November, March and July. Assess impact by tracking the number of attendees and collecting survey feedback after each session.</li> <li>» Initiate a coordinated Communications Plan. <ul style="list-style-type: none"> <li>» Social Media - Continue collaborations with National Student Loans Service Centre (NSLSC). Utilize FAA Social Media platforms being launched Sept 2024 to share NSLSC information tracking the number of views/likes to create a benchmark.</li> <li>» Email Campaign - Initiate an email campaign to students in their final semester of study (November and March)</li> </ul> </li> </ul>
<p>xi. The FAA office will utilize the Banner Student Aid (BSA) online application and assessment process to expedite the adjudication and funding of Food Insecurity Bursaries. This approach will help identify applicants who require additional support.</p>	<ul style="list-style-type: none"> <li>» Expedite adjudication and funding using the automatic adjudication process the adjudication period will be decreased to five business days from 15 business days.</li> <li>» Identifying financial need - automatic adjudication process provides detailed reports to help identify applicants who require additional supports. To measure the effectiveness FAA will utilize reports to provide statistics to measure the additional supports against the former adjudication process.</li> </ul>
<p>xii. Develop direct response campaigns – find new opportunities and create a pipeline for monthly donors and Alumni Leaders.</p>	<ul style="list-style-type: none"> <li>» Develop a pool of 25 to 50 new alumni prospects (less than \$500).</li> <li>» Develop process to identify prospective alumni who can participate in the Alumni Leader program (\$500 plus).</li> <li>» Create annual giving plan that focuses on increasing monthly donors by five to 10 new donors.</li> </ul>



## GOAL FOUR

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

### OBJECTIVES:

We will:

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

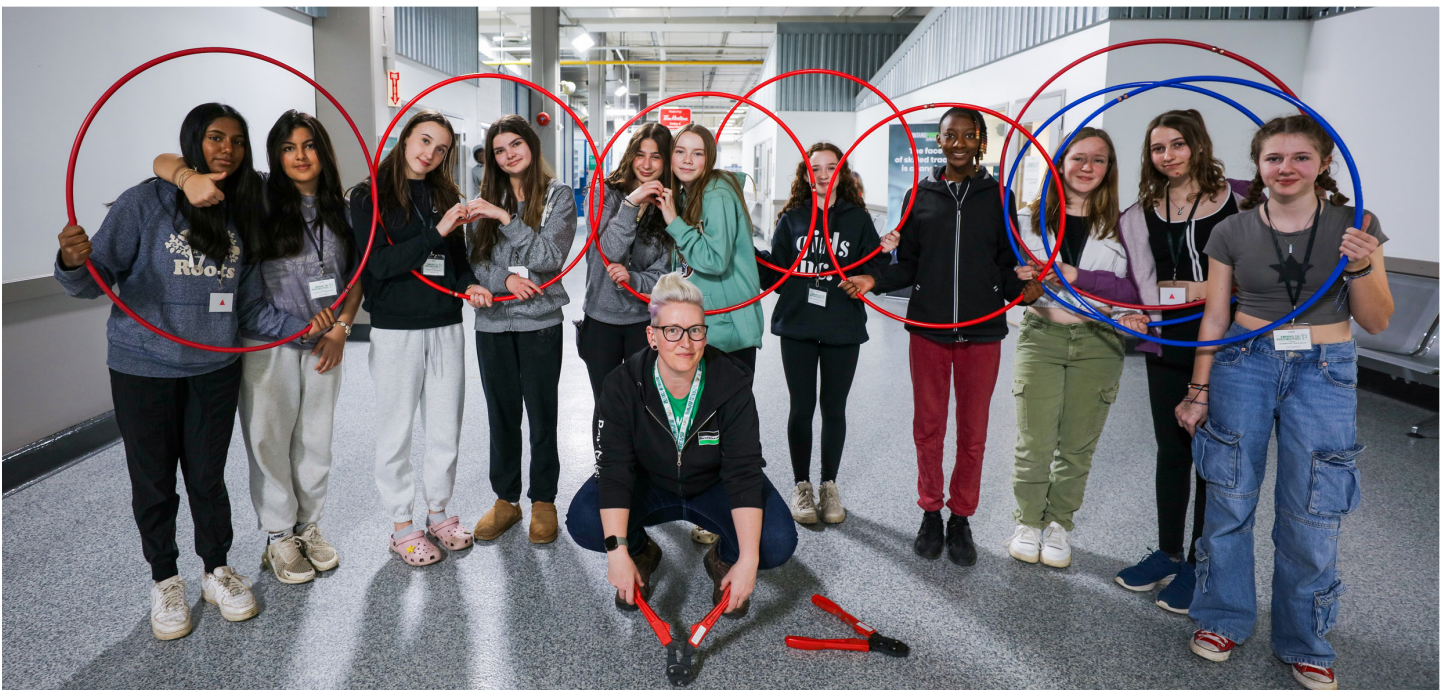


**OBJECTIVE 4.1 – WE WILL ESTABLISH AND STRENGTHEN MEANINGFUL PARTNERSHIPS WITH INDUSTRY, GOVERNMENT, COMMUNITY AND ALUMNI TO ENSURE OUR PROGRAMS ARE LEADING-EDGE.**

ACTION	MEASUREMENT/MILESTONE
i. FPIC to engage with and support local school board Indigenous Initiatives teams.	» Host a minimum of one on-campus session for a local school board and attend at least one school board event throughout the year to strengthen partnerships.
ii. Community Employment Services to enhance support to clients in the Durham Region with employment and training/educational needs by delivering a holistic approach to person-centred services.	» Maximize employment-related financial supports for job seekers and employers by spending 100 per cent of Flow Through Funds. » Meet Key Performance Indicators with the new Service System Manager (SSM).

**OBJECTIVE 4.2 – WE WILL EXPAND VOLUNTEER OPPORTUNITIES FOR EMPLOYEES AND STUDENTS TO HELP THEM GAIN A DEEPER CONNECTION TO OUR COMMUNITY.**

ACTION	MEASUREMENT/MILESTONE
i. Gain a better understanding of community reach, by obtaining insights into volunteer activities in which employees participate.	» Create and distribute a survey to employees to collect information about their current volunteer activities. » Utilize the collected data to guide future volunteer initiatives and highlight inspiring stories of how DC connects with the community.
ii. Engage in partnerships with the minor sports community through our varsity programs and facilities.	» Invite minor sports teams to attend varsity home games and major events (volleyball nationals and softball provincials). » Offer team training sessions run by student-athletes/coaches with minor sport organizations. » Ensure strategic bookings with athletic facilities to support minor sports community. » Host high school tournaments.



**OBJECTIVE 4.3 – WE WILL LEVERAGE AND GROW OUR POSITIVE IMPACT ON OUR COMMUNITY TO HELP IT PROSPER AND DIVERSIFY.**

ACTION	MEASUREMENT/MILESTONE
<p>i. Build resilient communities by leveraging the “field-to-fork-to-field” campus model to support traditionally marginalized communities.</p>	<ul style="list-style-type: none"> <li>» Engage with the campus FPIC and run one or two workshops serving campus stakeholders and/or community partners.</li> <li>» Engage Indigenous alumni in industry to support a workshop or create a workshop supporting an Indigenous community partner.</li> <li>» Engage with the Office of Equity, Diversity and Inclusion and community partners to ensure the workshops are directed to those in need of learning resiliency through food literacy, growing your own food, food waste management and sustainable practices.</li> <li>» Meet community engagement metrics – 15 community partners supported and over 1,000 community members and students engaged.</li> </ul>
<p>ii. Develop a train-the-trainer program for CICan Skills to Access a Greener Economy (SAGE) international project to enhance global competency in online learning.</p>	<ul style="list-style-type: none"> <li>» Develop and deliver a three-day program to Centres of Teaching and Learning in six Caribbean countries (Guyana, Jamaica, St. Lucia, Grenada, Belize, Dominica) by March 2025.</li> </ul>
<p>iii. Community Employment Services (Oshawa site) to submit an expression of interest to the SSM to provide specialized services for racialized individuals in the community by developing and offering a mentorship program for employment and career development.</p>	<ul style="list-style-type: none"> <li>» A minimum of 31 per cent of client volume target in Oshawa will be focused on delivering services for racialized people.</li> <li>» Connect, consult and collaborate with local community agencies to on services, outreach and employment supports.</li> </ul>
<p>iv. Community Employment Services to partner with the Region of Durham to provide clients on social assistance a consistent pathway and access to valuable employment services and supports.</p>	<ul style="list-style-type: none"> <li>» Serve a minimum of 30 per cent of our client volume target on referrals from Durham Region social assistance.</li> </ul>

**OBJECTIVE 4.4 – WE WILL RESPECT OUR COMMUNITY BY LEADING ENVIRONMENTAL STEWARDSHIP AND BUILDING SOCIAL INCLUSION, WHILE CONTRIBUTING TO ECONOMIC SUCCESS.**

ACTION	MEASUREMENT/MILESTONE
<p>i. Increase on-campus engagement, participation in community events, and outreach opportunities focused on sustainability.</p>	<ul style="list-style-type: none"> <li>» Increased engagement through a minimum of three campus events and initiatives.</li> <li>» Benchmark oversight of current sustainability practices across all college departments.</li> <li>» Re-establish the Green Impact Team with a minimum of six employee participants.</li> </ul>
<p>ii. Reduce single-use plastics on campus while improving our waste diversion and overall impact on landfills.</p>	<ul style="list-style-type: none"> <li>» Complete an inventory of all single-use plastics on campus and explore alternatives and implement, where feasible by March 2025.</li> <li>» Complete an inventory of the usage of disposable gloves across campus and implement a recycling program by March 2025.</li> </ul>

**OBJECTIVE 4.5 – WE WILL STRENGTHEN OUR RELATIONSHIPS WITH INDIGENOUS COMMUNITIES.**

ACTION	MEASUREMENT/MILESTONE
<p>i. Implement targeted initiatives to promote Indigenous education, equity, diversity, and inclusion, including developing a virtual simulation for the Nursing Program Transformation Initiative (NPTI) and reviewing curriculum for inclusion of Indigenous education and EDIB.</p>	<p>» Develop the virtual simulation for the NPTI by March 2025.</p>
<p>ii. Hire an Indigenous Learning Specialist to support DC faculty in Indigenizing, decolonizing and developing curriculum inclusive of Indigeneity.</p>	<p>» Hire an Indigenous Learning Specialist by December 2024.</p> <p>» Develop and implement resources to support faculty in decolonization and Indigenization initiatives.</p>
<p>iii. Community Employment Services (Uxbridge site) to submit an expression of interest to the SSM to provide specialized services for Indigenous Peoples through our partnership with Mississauga’s of Scugog First Nation; providing additional employment services and financial client supports for individual training needs.</p>	<p>» A minimum of 4.1 per cent of client volume target in Uxbridge will be focused on delivering services for Indigenous Peoples.</p> <p>» Connect, consult and collaborate with local Indigenous communities on services, outreach and employment supports.</p>





# BUDGET

# 2024-2025 BUDGET

Durham College (DC) presents a balanced operating budget for 2024-2025.

Revenues are budgeted at \$261M for 2024-2025, an increase of 11.4% over the 2023-2024 budget despite flat government funding and the continuation of the domestic tuition freeze. An increase in student enrolments, additional revenues from ancillary services, and an increase from Corporate Training Service operations over the prior year's budget are projected to boost revenues to offset the increase in expenses.

The 2024-2025 budget targets a total of 13,286 full-time enrolments for Fall 2024, which represents an increase of 1,286 from the budgeted Fall 2023 of 12,000 enrolments and a decrease of 142 from the actual Fall 2023 enrolments of 13,428. 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 enrolments on services over the past two years. The budget also includes funding that enables the college's business plan, meets the college's requirements of maintaining and improving the quality of academic programs, and supports curriculum renewal and new program development.

Specifically, the 2024-2025 budget targets to:

- » Slightly reduce full-time post-secondary enrolments to 13,286 students in Fall 2024, a decrease of 1.1% over 2023-2024 actuals;
- » Increase the employee complement by adding a net of twenty-eight additional full-time administrative and support positions, along with part-time funds to address the increasing needs stemming from added enrolment in 2023-24 on the service areas, additional new programs, and increased recruitment efforts;
- » Add nine new post-secondary programs; and
- » Invest \$334K in one-time strategic initiatives.

Balancing the 2024-2025 budget was particularly challenging for the college due to the following factors:

**Corridor Funding Model:** The Corridor Funding Model which was implemented in 2017-18 has not changed; therefore, no additional general purpose operating grant will be received for enrolments.

**Tuition fee freeze:** On January 17, 2019, the Ministry of Colleges and Universities (MCU) announced a 10% reduction to all funded domestic tuition fees effective in September for the 2019-2020 academic year. Since that time the domestic tuition rates have remained frozen to that level. On February 26, 2024, the MCU announced that the tuition fee freeze would remain in effect for at least another three years. However, Ontario colleges were permitted to increase international student tuition rates by 5%, after consideration, the college only implemented a 3% increase to remain competitive with the other colleges.

**Inflationary salary increases:** Full-time salaries are estimated to increase by \$13.8M for 2024-2025 for all employee groups which is being offset with savings from deferred vacant positions of \$3.0M. All employee group increases include the annualization of any 2023-2024 in-year hires as well as human resource decisions planned for 2024-2025.

It is projected that with the balanced budget, DC will remain in an accumulated surplus position at March 31, 2025.

## ENROLMENT

The 2024-2025 budget targets a total of 13,286 full-time enrolments with an optimized mix of domestic and international students. The total student population for full-time domestic, early childhood education, international, and collaborative nursing program students is expected to decrease by 142 from 13,428 in Fall 2023 to 13,286 in Fall 2024, an overall decrease of 1.1%.

The following table shows the breakdown of the estimated number of 2024-2025 post-secondary and apprenticeship budgeted enrolments for the Fall semester in comparison to 2020-2021 actuals, 2021-2022 actuals, 2022-2023 actuals, 2023-2024 actual figures.

ENROLMENT	ACTUAL 2020-2021	ACTUAL 2021-2022	ACTUAL 2022-2023	ACTUAL 2023-2024	BUDGET 2024-2025	CHANGE OVER 2023-2024 ACTUAL
Domestic Students	9,086	8,502	7,887	8,660	8,638	-0.3%
Personal Support Worker-Accelerated *	0	118	24	0	0	0%
Early Childhood Education-Compressed*	0	0	49	0	0	0%
Early Childhood Education-Child Care Worker Stream *	0	0	0	12	11	-8.3%
Second Career Program	19	21	7	6	0	-100%
International Students	1,477	1,916	2,517	3,886	3,785	-2.6%
Bachelor of Collaborative Nursing (BsCN)	772	813	805	864	852	-1.4%
<b>Total</b>	<b>11,354</b>	<b>11,370</b>	<b>11,289</b>	<b>13,428</b>	<b>13,286</b>	<b>-1.1%</b>
Apprenticeship	1,102	1,522	1,843	2,354	2,326	-1.2%

\* The Personal Support Worker – Accelerated and Early Childhood Education Compressed & Worker Stream programs were related to a special initiative/limited time funding the province implemented as a result of the COVID-19 Pandemic.

Excluding the BsCN students which are reported by the university, enrolments are targeted to reach 12,434 students in Fall 2024, of which 30.4% is from international enrolments.

The following nine programs are being introduced in 2024-2025, upon approval from MCU:

PROGRAM NAME	DURATION	CREDENTIAL
Bachelor of Paralegal	Seven semesters	Bachelor's Degree
Clinical Bioinformatics	Two semesters	Graduate Certificate
Human Resources Management - Canadian Context	Four semesters	Graduate Certificate
International Business Management - Canadian Context	Four semesters	Graduate Certificate
Professional Selling and Business Development	Two semesters	Graduate Certificate
Professional Selling and Business Development - Canadian Context	Four semesters	Graduate Certificate
Project Management - Canadian Context	Four semesters	Graduate Certificate
Public Relations	Two semesters	Graduate Certificate
Supply Chain Management – Global – Canadian Context	Four semesters	Graduate Certificate

These new programs are projected to contribute the following enrolments: 35 students to Spring 2024, 107 students to Fall 2024, and 79 to Winter 2025.

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

FACULTY	ACTUAL 2020-2021	ACTUAL 2021-2022	ACTUAL 2022-2023	ACTUAL 2023-2024	BUDGET 2024-2025	CHANGE OVER ACTUAL 2023-2024
Business	1,769	1,585	1,218	1,302	1,220	-6.3%
Health Sciences	1,701	1,801	1,818	2,050	2,093	2.1%
Liberal Studies	140	130	99	151	123	-18.5%
Social & Community Services	1,843	1,686	1,484	1,501	1,540	2.6%
Media, Art & Design	1,114	1,018	877	917	926	1.0%
Science, Engineering & Information Technology	1,344	1,183	1,093	1,228	1,233	0.4%
Hospitality & Horticultural Science	243	243	207	200	190	-5.0%
Skilled Trades & Apprenticeship	951	995	1,171	1,329	1,324	-0.4%
<b>Total</b>	<b>9,105</b>	<b>8,641</b>	<b>7,967</b>	<b>8,678</b>	<b>8,649</b>	<b>-0.3%</b>

DC's international education strategy is based on the recruitment of students to our campuses through a network of agents in targeted countries. The budgeted enrolment for Fall 2024 is estimated at 3,785 a decrease 101 enrolments or a decline of 2.6% over Fall 2023 actuals.



The following table presents the Fall semester International full-time enrolment by academic faculty:

FACULTY	ACTUAL 2020-2021	ACTUAL 2021-2022	ACTUAL 2022-2023	ACTUAL 2023-2024	BUDGET 2024-2025	CHANGE OVER ACTUAL 2023-2024
Business	361	477	749	1,242	1,141	-8.1%
Health Sciences	154	253	250	309	306	-1.0%
Liberal Studies	3	8	7	10	3	-70.0%
Social & Community Services	68	116	202	283	296	4.6%
Media, Art & Design	240	208	224	311	399	28.3%
Science, Engineering & Information Technology	492	692	846	1,414	1,316	-6.9%
Hospitality and Horticultural Science	137	142	205	279	288	5.5%
Skilled Trades & Apprenticeship	22	20	34	44	36	-18.2%
<b>Total</b>	<b>1,477</b>	<b>1,916</b>	<b>2,517</b>	<b>3,886</b>	<b>3,785</b>	<b>-2.6%</b>

Enrolment in the Collaborative Nursing Program between DC and Ontario Tech University is expected to decrease to 852 headcounts in the Fall 2024 compared to 864 headcounts in Fall 2023. This represents a decrease of 12 enrolments or a decline of 1.4%.

As well, a total of 2,326 apprenticeship training students are expected to attend programs at the Whitby campus. This figure is 160 students or 7.4% higher than the 2023-2024 budget and 28 enrolments lower than the 2023-2024 actuals, resulting in a 1.2% decrease. This includes planned seats for new blocks in Industrial Electrician, Plumber, Steamfitter and Exam Prep for Electrician, offset by a reduction in Automotive Service Technician, Hoisting Engineer and Elevating Devices Mechanic.

In addition, 643 Academic Upgrading, 14,000 Professional and Part-time registrants, and 2,254 secondary school students through the School/Work initiative are estimated for 2024-2025.

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

ENROLMENT	ACTUAL 2020-2021	ACTUAL 2021-2022	ACTUAL 2022-2023	ACTUAL 2023-2024	BUDGET 2024-2025	CHANGE OVER 2023-2024 ACTUAL
<b>Domestic</b>						
Summer						
Fall	1,867	2,316	2,113	2,228	2,580	15.8%
Winter	9,105	8,641	7,967	8,678	8,649	-0.3%
	9,108	8,057	7,871	8,778	8,323	-5.2%
<b>International</b>						
Summer	459	888	1,328	2,074	2,456	18.4%
Fall	1,477	1,916	2,517	3,886	3,785	-2.6%
Winter	1,918	2,367	3,324	4,914	4,515	-8.1%

The overall projected decrease of full-time post-secondary domestic students over the three semesters is 0.7% and 1.1% for full-time International students over 2023-24 actuals.

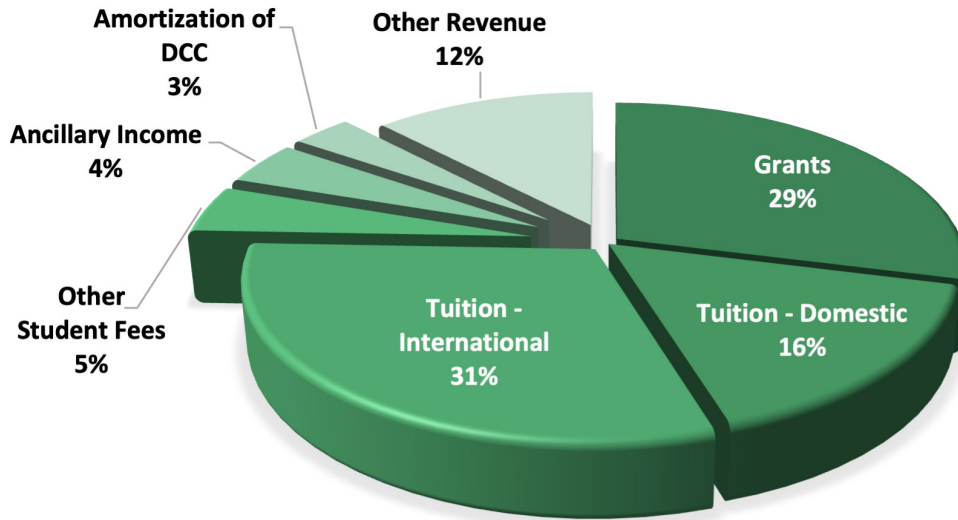
## OPERATING BUDGET

### Revenues:

The total revenue budget for fiscal 2024-2025 is \$261M, an increase of 11.4% over the budgeted amount in 2023-2024 (\$233M). The increase in revenues is primarily related to the increase in student tuition fees from increased enrolments in flow-through semesters, small increase in grants from the Post-Secondary Education Sustainability Fund, additional revenues from ancillary services, and increase in Corporate Training Services revenues.

Institutional revenues include grants, tuition and other student fees, ancillary revenues, amortization of deferred capital contributions (DCC) and miscellaneous income.

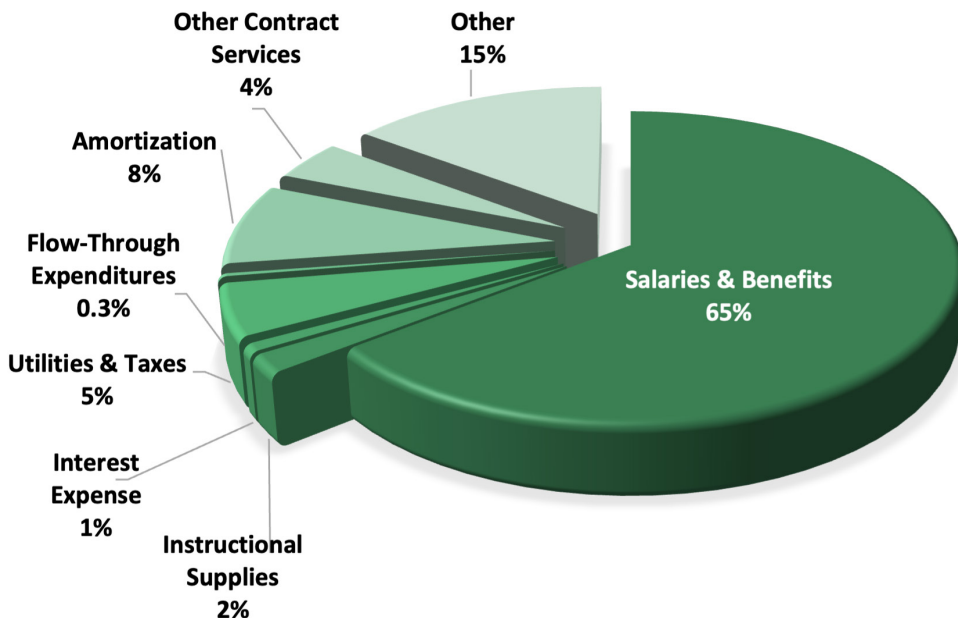
Revenues are allocated as follows:



### Expenses:

The total expense budget for fiscal 2024-2025 is \$261 million, of which \$168 million is allocated to salaries and benefits and \$93 million to operational expenditures including instructional supplies, contract services, interest, amortization and other miscellaneous expenditures. The operating costs are projected to increase by 7.1% over the prior year budget and salaries and benefits are projected to increase by 13.9% over the prior year budget.

Expenses are allocated as follows:



## OPERATING BUDGET ASSUMPTIONS

Operating grants	Funding is projected to include an estimated increase of \$1.8M from the Postsecondary Education Sustainability Fund announced in February 2024.
Tuition fees	0% increase to domestic tuition fees; 3% increase to international tuition fee for new and returning students.
Salaries and benefits – full-time faculty	The current collective agreement expires on September 30, 2024. An estimated increase of 3.5% has been included in the budget.
Salaries and benefits – support staff	Adjustments of 3.5% on September 1, 2024 as per the current collective agreement and step increases (if applicable) have been included in the budget. The current collective agreement expires on August 31, 2025.
Salaries and benefits – administration	Estimated adjustment for inflationary grid increase of 2.5% effective April 1, 2024, and performance pay at 4.0% has been included in the budget.



## SCHEDULE OF REVENUES AND EXPENSES

The revenues and expenses of the college for the 2024-2025 Budget with comparisons to the 2023-2024 Actuals are presented below.

\$000'S	ACTUAL 2022-2023	FORECAST 2023-2024 <sup>2</sup>	BUDGET 2024-2025	VARIANCE BUDGET TO ACTUAL 2023-2024 <sup>1</sup>
Operating Grants	60,668	60,628	62,178	1,550
Tuition Fee Revenue – Domestic	33,892	37,378	35,933	(1,445)
Apprenticeship Training Revenue	5,073	6,618	5,613	(1,005)
International Education Revenue	44,701	65,011	68,819	3,808
Corporate Training Revenue	13,186	14,947	14,115	(832)
Other Academic Revenue	12,762	15,220	10,498	(4,722)
<b>Total Academic Revenue</b>	<b>170,282</b>	<b>199,802</b>	<b>197,156</b>	<b>(2,646)</b>
Academic Salaries and Benefits	91,556	100,454	108,370	(7,916)
Academic Operating Expenses	18,969	19,770	16,714	3,056
<b>Total Academic Expenses</b>	<b>110,525</b>	<b>120,224</b>	<b>125,084</b>	<b>(4,860)</b>
<b>Academic Contribution</b>	<b>59,757</b>	<b>79,578</b>	<b>72,072</b>	<b>(7,506)</b>
Academic Contribution Margin	35.1%	39.8%	36.6%	n/a
<b>Net Funds Allocated for Services</b>	<b>(42,132)</b>	<b>(46,788)</b>	<b>(55,248)</b>	<b>(8,460)</b>
Ancillary Operations (net)	6,938	8,124	7,047	(1,077)
Other Corporate Revenues / (Expenses)	(5,263)	(10,283)	(8,382)	1,901
Net Amortization Expense	(11,113)	(10,633)	(13,436)	(2,803)
Interest Expense	(1,702)	(2,148)	(2,053)	95
<b>Central Revenues (Expenses)</b>	<b>(11,140)</b>	<b>(14,940)</b>	<b>(16,824)</b>	<b>(1,884)</b>
<b>Surplus (Deficit)</b>	<b>6,485</b>	<b>17,850</b>	<b>0</b>	<b>(17,850)</b>

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

<sup>2</sup> Based on actuals as of March 31, 2024.



## ANALYSIS OF VARIANCES BETWEEN THE 2023-2024 ACTUAL AND 2024-2025 BUDGET

**Operating grants:** There is no impact from the change of domestic enrolments to the general purpose operating grant as the college remains under the corridor funding model. However, the operating grant is budgeted to increase by \$1,550K (2.6%) as a result of an estimated \$1.8M allocation from Post-Secondary Education Sustainability Fund that is to be disbursed in 2024-2025, offset by the reduction of the Early Childhood Education grant funding that occurred in 2023-2024.

**Domestic tuition fees:** Despite exceeding enrolment budget targets in 2023-2024, enrolment budget targets in 2024-2025 have been conservatively set, slightly lower, thus enrolment is targeted to decrease over the 2023-24 actuals, negatively impacting revenues by \$1,445K (3.9%). Attributing to the decrease is the overall reduction of budgeted full-time enrolments by 0.7%, a reduction in the Centre for Professional and Part-time Learning (PPL) revenues, and a reduction from the tuition revenues received from the Collaborative Nursing program due to the decline in budgeted enrolments for 2024-2025. Additionally, there is a provision against a potential of lower enrolments against budget of \$367K.

**Apprenticeship revenue:** A decrease of \$1,005K (15.2%) is budgeted based on the initial seat plan which includes the reduction of seats for Automotive Service Technician, Hoisting Engineer and Elevating Devices Mechanic, partially mitigated by additional seats for Industrial Electrician, Plumber, Steamfitter and Exam Prep for Electrician. Additionally, the revenues in 2023-2024 are higher than the 2024-2025 as the number of carry-forward seats in 2023-2024 from 2022-2023 was higher than the expected carry-forward seats into 2024-2025 from 2023-2024.

**International education revenue:** The net increase of \$3,808K (5.9%) is the result of a decrease of students in the first semester as a result of the permit caps, offset by the increase in students in the flow-through semesters. The increase in flow-through enrolments, in particular the Spring and Fall semesters, led to a greater increase in tuition than the Winter semester due to April falling in the next fiscal year. Also attributing to the increase is the approved 3% increase to the international tuition premium. These revenues have been offset by the international student recovery fee, a tuition set-aside reserve for scholarships and bursaries, third party agent commissions and a provision for a potential decrease in revenues for the risk associated with not obtaining 100% of the permit allocations of \$606K.

**Corporate Training Services revenue:** The \$832K (5.6%) decrease is attributed to the reduction in flow-through revenues from one of the larger clients in the portfolio, General Motors. It is projected that in 2024-2025, the national in-person training events will be significantly reduced and replaced by online virtual events. The transition from in-person to virtual is a substantial costs savings, thus reducing both the revenues and expenses. Despite these reductions, the net contribution from the Corporate Training Services division is budgeted to increase by \$173K over the 2023-2024 budget and decrease by \$26K over the 2023-2024 actuals.

**Other academic revenue:** The \$4,722K (31.0%) decrease is attributed to the loss of limited-time funding for the Accelerated Personal Support Worker, Nursing Transformation project, Practical Nursing Expansion funding, and the Workforce Strategy Funding for Ontario Early Childhood Education Diploma Program.

**Academic salaries and benefits:** The \$7,916K (7.9%) increase in academic salaries and benefits is the result of increased base salaries from the Bill 124 adjustments processed in 2023-2024, along with annual inflationary increases, an increase in nine new full-time hires and supplementary part-time salaries for the additional budgeted enrolments from new programs.

**Academic operating expenses:** The \$3,056K (15.5%) decrease in academic operating expenses is due to the elimination of costs for the Accelerated Personal Support Worker, Nursing Transformation project, and the Workforce Strategy Funding for Ontario Early Childhood Education Diploma Program, which were limited time programs implemented during the COVID-19 Pandemic. Additionally, included in the reduction of academic operating expenses is the elimination of flow-through expenses from Corporate Training Services from the change from in-person to virtual training. Offsetting these decreases is an increase in costs for the introduction of nine new post-secondary programs.



**Net funds allocated for services:** The \$8,460K (18.1%) increase is primarily due to estimated inflationary increases for maintenance costs, janitorial costs, contracted services, IT licenses, and other miscellaneous expenses. The increase also includes the annual inflationary salary adjustments for support staff and administrative employees, which reflects the base adjustments from Bill 124 processed in 2023-2024, new hires, and increases to third party contractual obligations.

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

	ACTUAL 2022-2023	ACTUAL 2023-2024 <sup>2</sup>	BUDGET 2024-2025	VARIANCE BUDGET TO ACTUAL 2023-2024 <sup>1</sup>	VARIANCE BUDGET TO ACTUAL 2023-2024
Academic Support	(5,622)	(6,125)	(8,004)	(1,879)	30.7%
Library	(1,552)	(1,643)	(1,951)	(308)	18.7%
Student Affairs	(3,733)	(3,562)	(5,247)	(1,685)	47.3%
Office of the Registrar	(2,558)	(3,206)	(4,349)	(1,143)	35.6%
Financial Operations	(3,626)	(3,778)	(4,450)	(672)	17.8%
Communications + Marketing	(3,763)	(5,076)	(5,502)	(426)	8.4%
IT Services	(5,408)	(5,228)	(6,660)	(1,432)	27.4%
Facilities	(10,171)	(11,505)	(11,035)	470	(4.1%)
Human Resources & Equity	(2,226)	(2,673)	(3,074)	(401)	15.0%
Campus Safety	(1,616)	(1,780)	(2,189)	(409)	23.0%
External Relations & Advancement	(1,106)	(1,325)	(1,953)	(628)	47.4%
President's Office & BOG	(751)	(887)	(834)	53	(6.0%)
<b>Total</b>	<b>(42,132)</b>	<b>(46,788)</b>	<b>(55,248)</b>	<b>(8,460)</b>	<b>18.1%</b>

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

<sup>2</sup> Based on actuals as of March 31, 2024.



Explanations are provided for departments with a variance greater than 10%.

**Academic Support:** The net increase of \$1,879K (30.7%) is related to new hires of \$252K, inflationary salary increases of \$619K, unbudgeted positions added in 2023-2024 of \$311K, salary savings of \$403K and net operating savings of \$293K in 2023-2024 that are all expected to be fully expended in 2024-2025.

**Library:** The net increase of \$308K (18.7%) is related to an increase in subscription costs for new programs as well as other inflationary increases of \$87K, including salaries of \$10K, offset by operating savings of \$210K in 2023-2024.

**Student Affairs:** The net increase of \$1,685K (47.3%) is due to new hires of \$282K, additional operating expenses of \$105K, inflationary salary increases of \$570K, offset by net operating savings of \$55K and salary savings of \$673K in 2023-2024 all of which are expected to be expended fully in 2024-2025.

**Office of the Registrar:** The net increase of \$1,143K (35.6%) is primarily related to new hires of \$240K and 2024-2025 inflationary increases of \$417K, offset by salary savings of \$295K in 2023-2024 and net operating savings of \$191K which is budgeted to be fully spent in 2024-2025.

**Financial Operations:** The net increase of \$672K (17.8%) in 2024-2025 is related to one new hire of \$71K and inflationary increases of \$362K. 2023-2024 had operational savings of \$363K, offset by an overage in salaries of \$124K which is budgeted to be fully spent in 2024-2025.

**IT Services:** The increase of \$1,432K (27.4%) is a result of one new hire of \$37K, annual salary inflationary costs \$424K, and an increase in operating costs of \$161K offset by salary savings of \$211K and a net decrease in operating revenues and expenses of \$599K for 2023-2024 which are expected to be expended in 2024-2025.

**Human Resources & Equity:** The increase of \$401K (15.0%) is a result of one new hire of \$94K and annual inflationary salary increases of \$308K.

**Campus Safety:** The increase of \$409K (23.0%) is due to an increase of \$255K for additional security costs, annual inflationary increases of \$48K and net operating savings of \$106K in 2023-2024 which is budgeted to be fully spent in 2024-2025.

**External Relations & Advancement:** The increase of \$628K (47.4%) is a result of annual inflationary increases of \$628K and include the realignment of three positions in March 2024.

**Ancillary operations:** These operations represent additional revenue streams that are supplementary to the core business operations. The net decrease of \$1,077K (13.3%) over the 2023-2024 actuals is primarily attributed to the following projected changes in ancillary operations:

- » Increase in Bistro'67 of \$70K (favourable)
- » Increase in bookstore contribution of \$7K (favourable)
- » Increase in cost of operation of the eGaming Arena of \$15K (unfavourable)

- » Decrease in net contribution of residence revenues of \$534K, primarily due to inflationary increases and a cautious stance in response to the unpredictable nature of the local student housing market.
- » Decrease in contribution from the medical centre of \$144K as a result of new hire (unfavourable)
- » Decrease in contribution from the fitness centre of \$38K as a result of a new hire (unfavourable)
- » Decrease in contribution from the parking operations of \$395K, which includes realignment of snow removal from the facilities operations budget of \$178K, the net savings from 2023-2024 of \$217K, is expected to be fully expended in 2024-2025 (unfavourable)
- » Decrease in food services related to lower budgeted revenues than 2023-2024 of \$195K and decreased operating savings of \$164K, which net to a decreased net contribution of \$31K for 2024-2025 (unfavourable)

**Other corporate revenues and expenses:** The increase of \$1,901K (18.5%) in other corporate revenues and expenses is primarily due to the following:

- » Decrease in provision for Bill 124 retroactive adjustments that were recorded in 2023-2024 (\$6,765K favourable)
- » Decrease in vacation accrual expense (\$277K favourable)
- » Decrease in bad debt expense (\$527K favourable)
- » Increase in legal costs (\$149K unfavourable)
- » Increase in professional development costs (\$118K unfavourable)
- » Increase in funds allocated for one-time strategic initiatives (\$65K unfavourable)
- » Decrease of one-time STEM grant funding that was received in fiscal 2023-2024 (\$1,364K unfavourable)
- » Decrease in interest revenue as a result of paying off a long-term loan in June 2024 (\$3,492K unfavourable)
- » Increase in leaves and fringe benefits expense (\$480K unfavourable)

**Net amortization expense:** This category represents the net between the amortization of deferred capital contributions revenue and capital asset amortization expense. Deferred capital contributions relate to the unamortized amount of contributions received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue at the same rate as the corresponding amortization expense. The 2024-2025 amortization of deferred capital contributions revenue is budgeted at \$8.6M. Capital asset purchases are amortized on a straight-line basis according to the categories in the capital asset policy. The 2024-2025 amortization expense is budgeted at \$22.0M, is due to the net amortization of the projected 2024-2025 capital investments.

**Interest expense:** The \$95K (4.5%) decrease in interest expense is related to the residence loan (Simcoe 3) that was fully paid in 2023-2024.

## RISK AND OPPORTUNITY ASSESSMENT

The primary risks initially identified in the 2024-2025 budget include:

**Post-Secondary Education Sustainability Fund:** In February 2024, the government announced \$700 million of additional funding over three years to support each institution based on their share of core operating funding. It is not currently known exactly how this funding will be distributed across the three-year time horizon; however, MCU has indicated that it will be inflationary, increasing over time, added to base funding. It is projected that it will be 3% in the first year, 2% in the 2nd year and 2% in the 3rd year. As such, a provision of \$1.8M (3% of the 2023-2024 operating grant) has been added to the 2024-2025 budget. This amount may be greater or less than the provision.

Also announced in February 2024 was \$203 million over three years in additional top-up funding for institutions with greater financial need. No provision has been made in the 2024-2025 budget for additional funding from this envelope.

**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 Immigration, Refugees and Citizenship Canada decisions and processing times, demographic trends, state of the regional economy, and competitive factors. The 2024-2025 budget assumes that we will fill 100% of the 2024 allocation for international study permit allocations. The potential impacts of changes to the targets used in the budget are noted in the sensitivity analysis below.

**Performance funding:** The performance funding allocation for 2024-2025 is to be based on the institution's performance/outcomes of all ten metrics as identified in the 2020-2025 Strategic Mandate Agreement.

The metrics and percentages that are set for the 2024-2025 fiscal year are noted below:

	2024-2025 (YEAR 5 – 25%)	
METRIC	WEIGHTING <sup>1</sup> (MIN: 5%; MAX: 25%)	NOTIONAL ALLOCATION
Graduate Employment Rate in a related field	5%	\$848,745
Institutional Strength/Focus	25%	\$4,243,727
Graduation Rate	5%	\$848,745
Community/Local Impact of Student Enrolment	5%	\$848,745
Institution-Specific (Economic Impact)	5%	\$848,745
Graduate Employment Earnings	5%	\$848,745
Experimental Learning	25%	\$4,243,727
Revenue Attracted from Private Sector Sources	15%	\$2,546,236
Institution – Specific (Apprenticeship)	5%	\$848,745
Skills and Competencies	5%	\$848,745
<b>Total</b>	<b>100%</b>	<b>\$16,974,905</b>



## SENSITIVITY ANALYSIS

The sensitivity analysis below focuses on enrolments as these have the potential to have the largest impact on revenues. For each of the semesters, the potential impact is noted compared to the presented budget.

Spring 2024 Semester:

ENROLMENT	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Domestic	2,580	2,623 (10% increase for semester 1)	2,559 (5% decrease for semester 1)
	\$3,237,438	\$57,157	(\$28,578)
International	2,456	2,484 (5% increase for semester 1)	2,401 (10% decrease for semester 1)
	\$14,645,997	\$164,500	(\$329,000)

Fall 2024 Semester:

ENROLMENT	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Domestic	8,649	8,909 (5% increase for semester 1 and 2)	8,390 (5% decrease for semester 1 and 2)
	\$11,836,084	\$376,139	(\$376,139)
International	3,785	3,907 (5% increase for semester 1 and 2)	3,568 (10% decrease for semester 1 and 2)
	\$23,091,580	\$748,996	(\$1,497,993)

Winter 2025 Semester:

ENROLMENT	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Domestic	8,323	8,586 (5% increase for semester 1 and 2)	8,060 (5% decrease for semester 1 and 2)
	\$11,189,461	\$385,166	(\$385,166)
International	4,515	4,681 (5% increase for semester 1, 2 and 3)	4,184 (10% decrease for semester 1, 2 and 3)
	\$20,246,257	\$745,456	(\$1,490,912)

## CAPITAL EXPENDITURES BUDGET

Durham College presents a capital budget of \$17.3M for fiscal year 2024-2025 for annual renovations, equipment renewal, and infrastructure investments. Capital projects are funded through external capital grants, donations, reserves, and net amortization recorded through operations.

The total available funding for capital purchases is budgeted at \$7.0M for 2024-2025, a decrease of 20.8% over the 2023-2024 budget. The decrease is mainly attributed to a lower prior year carryforward allocation over 2023-2024.

The total proposed capital expenditures for fiscal 2024-2025 are \$17.3M with \$5.5M financed through external funding. The balance is funded through non-cash adjustments from operations including net amortization of \$12.1M, the carry-forward of unspent capital funds from 2023-2024 of \$0.6M, and Campus Recreation & Wellness Centre (CRWC) reserve funds of \$0.9M.

The following table shows the allocation of the capital budget for fiscal 2024-2025:

\$'000	FORECAST 2023-2024 <sup>1</sup>	BUDGET 2023-2024	BUDGET 2024-2025
Available Funding	516	515	516
College Equipment Renewal Fund (CERF)	3,408	3,424	3,408
Facilities Renewal Program (FRP)	758	676	914
Apprenticeship Capital Grant (ACG)	13	270	890
CRWC Reserve (flow-through)	231	200	0
Residence Reserve (flow-through)	2,873	3,100	600
Unspent capital funds from prior year	1,233	669	688
Capital Donations			
<b>Total Available Funding</b>	<b>9,032</b>	<b>8,854</b>	<b>7,016</b>



\$'000	FORECAST 2023-2024 <sup>1</sup>	BUDGET 2023-2024	BUDGET 2024-2025
<b>Capital Expenditures</b>			
Academic	1,662	1,630	2,253
Academic (funded through donations)	788	664	523
Apprenticeship projects (ACG)	758	676	914
<b>Total Academic</b>	<b>3,208</b>	<b>2,970</b>	<b>3,690</b>
Other Services	15	120	210
<b>Total Services</b>	<b>15</b>	<b>120</b>	<b>210</b>
<b>Total IT</b>	<b>2,056</b>	<b>2,298</b>	<b>3,164</b>
Renovations	2,619	4,631	1,661
Road upgrade, parking & signage	362	400	605
Deferred maintenance	4,817	6,081	5,615
Classroom & lab refresh	977	922	895
<b>Total Facilities</b>	<b>8,775</b>	<b>12,034</b>	<b>8,776</b>
CRWC renovations	13	270	890
Residence renovations	231	200	0
<b>Total Flow-Through</b>	<b>244</b>	<b>470</b>	<b>890</b>
Contingency	0	250	300
COVID related initiatives	1,346	0	0
Unbudgeted projects	2,066	0	250
<b>Total Capital Expenditures</b>	<b>17,710</b>	<b>18,142</b>	<b>17,280</b>
<b>Net Capital Budget</b>	<b>(8,678)</b>	<b>(9,288)</b>	<b>(10,264)</b>
Cash available from Net Amortization in Operations	11,900	11,991	12,131
<b>Net Surplus</b>	<b>3,222</b>	<b>2,703</b>	<b>1,867</b>

<sup>1</sup> Based on forecast as of March 10, 2024.

Planned capital expenditures for 2024-2025 include the following:

Skilled Trades and Apprenticeship	Exterior storage racking, flip top tables and the replacement and installation of a traction elevator.
Hospitality and Horticultural Science	Water filtration system for the greenhouse, blixer machines and the creation of an indoor materials lab.
Media, Art & Design	Media loans inventory refresh, security access system for 3 labs, refresh of broadcasting and journalism equipment, ventilation hood, eye-wash station and flame-proof cabinet all required for health and safety concerns.
Social & Community Services	SCBA fill station for air tanks, radios, and renovations to lab F129 required for curriculum revisions and to address health and safety concerns.
Health Sciences	Continued renovation and furniture for SW106 office suite, mid to low fidelity simulators, chest tube manikins, Cavitron ultrasonic scalers, LED overhead lighting in lab SW107, panoramic x-ray, audiology simulators, audiology sound booths, otoscopes, laboratory stools, and a tension pneumothorax simulator.
Science, Engineering & Information Technology	Reverse osmosis water system, lathes, milling machine, Zeiss DuraMax CMM, proxy card access to A206, 3D printers and plotters, cybersecurity lab equipment upgrades and improvements to H165 and H222 labs.
Corporate Training Services	Creative hub studio enhancements to include a second studio and renewal of the national AV training kits.
Student services and general administration	CRWC equipment refresh, universal changeroom, gym floor resurfacing, upgrades to Campus Health and Wellness Centre, new recruitment booth and exterior entry signage at the Oshawa campus.
Information Technology	Cherwell upgrade, reporting and dashboarding, banner revitalization, Ellucian consulting, banner cloud migration – phase 1, network switches, Wi-Fi upgrade, network segmentation firewall, telephony core replacement, AD Azure roadmaps for cloud migrations, servers, AV classroom upgrades, computer equipment and lab refresh.
Ancillary operations	One Card integration, Founders 1 parking lot resurfacing, and the Tim Horton's Galleria renovation.
Facilities Renewal projects	Deferred maintenance projects, continuing roof maintenance, accessibility compliance projects, lighting and energy retrofits, building exterior restoration, upgrades to common staircases, safety ladder upgrades, washroom renovations, EV chargers, grounds equipment, boiler replacement, HVAC upgrades, asbestos removal, building automation upgrades, replacement of DX cooling unit, and the South Village residence fire panel replacement.
General renovation projects	Completion of the level 2 mechanical installation at the Whitby campus, enhancements to the campus prayer room, CIR washroom renovation, H231 front entry renovation, president's office renovation, and renovation to the Office of the Registrar.

## CAPITAL EXPENDITURE PROJECTION FOR FISCAL YEAR 2025-2026

The capital expenditures currently planned for fiscal year 2025-2026 include the planning and design for continued renovations at the Oshawa and Whitby campuses of \$2.0M, \$0.5M for ongoing deferred maintenance, and \$1.0M for the continuation of IT initiatives including the lab and faculty laptop refresh. The balance of the 2025-2026 capital expenditures will be planned during the preparation of the 2025-2026 budget.

## CASH FLOW PROJECTION

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

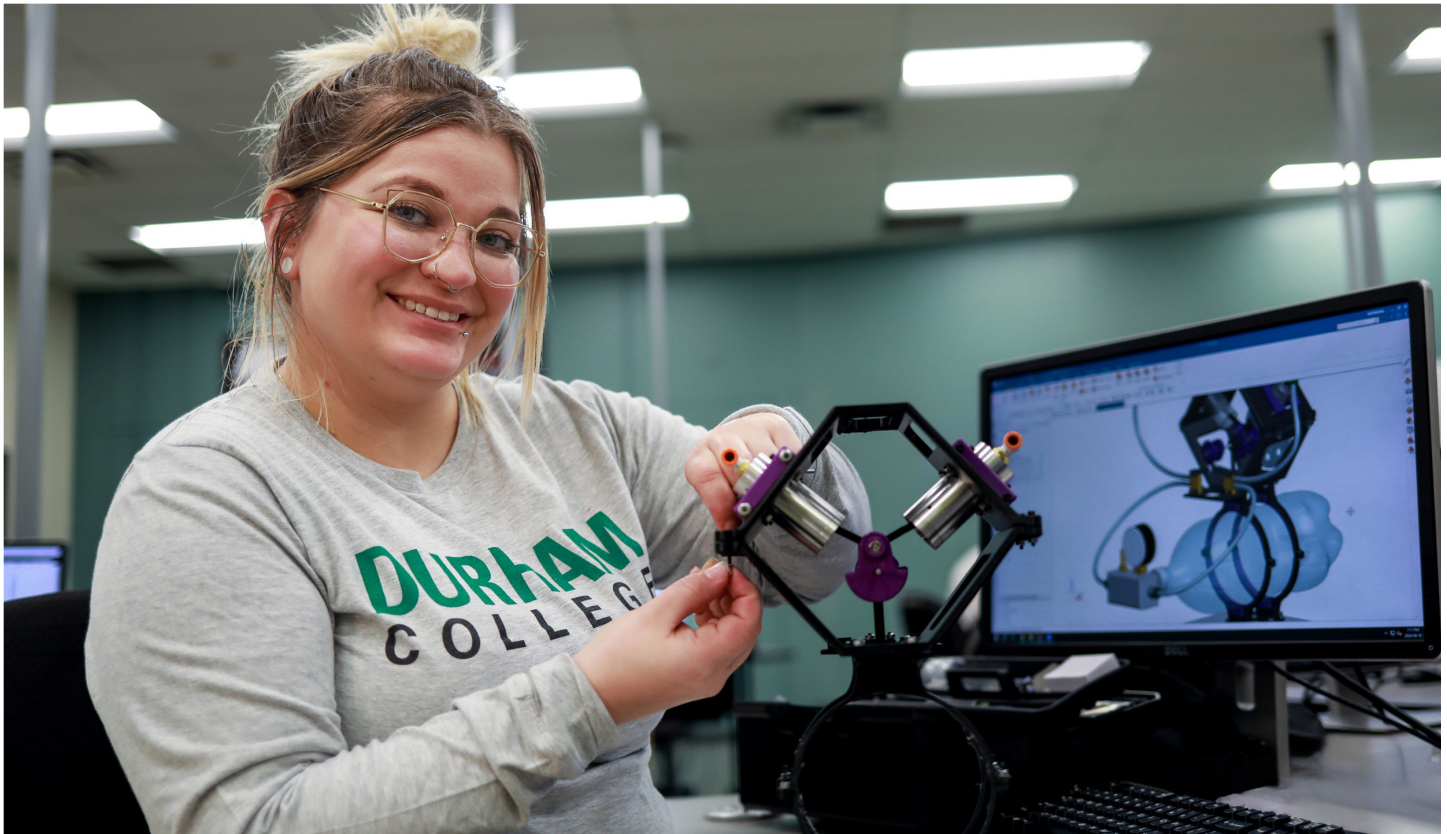
The following table shows the budgeted cash flow change for the 2024-2025 fiscal year.

(000'S)	2024-2025	COMMENTS
Beginning cash position <sup>1</sup>	74,687	
Cash flow from operations	0	Budgeted operating surplus
Cash flow from operations	13,996	Impact of adding back non-cash adjustments: amortization expense and vacation accrual
Investing activities	(17,280)	2024-2025 capital expenditures
Deferred contributions	7,016	Deferred capital contributions and restricted contributions for capital
Re-payment of long-term debt	(17,198)	Outflow for principal payment on long-term loans and pay-out of residence loan in June 2024
Net In-Year Cash Flow	(13,466)	
Ending Cash Position <sup>2</sup>	61,221	

<sup>1</sup> Actual March 31, 2024 ending operating cash balance.

<sup>2</sup> Projected March 31, 2025 ending balance.

In addition, the college has \$25M in short-term investments that will mature at various periods within the year.



## CONCLUSION

DC is presenting a balanced budget for 2024-2025 despite the domestic tuition freeze, increased labour and inflationary operating costs. 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 continue to create efficiencies to increase revenues and reduce expenses. The budget allows for the continuation of all existing academic programs, the introduction of nine new programs and supports the college's business plan priorities for 2024-2025.

Revenues are budgeted at \$261M for 2024-2025, an increase of 11.4% over the 2023-2024 budget, and a decrease of 4.7% over the 2023-2024 actuals. Despite flat government funding and the continuation of the domestic tuition fee freeze, the college is presenting a balanced budget. It is projected that there will be an increase in international revenues from the 3% increase in the premium, along with a moderate growth in expenses of 2.0% over the 2023-2024 actuals. With the college recognizing a large surplus in 2023-2024, a balanced 2024-2025 budget is achievable if the enrolment targets are met.

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 2024-2025 budget targets a total of 13,286 full-time enrolments for Fall 2024, a decrease of 1.1% over 2023-2024 actuals. The biggest risk associated with the budget is the achievement of domestic and international enrolment targets.

The proposed capital budget for fiscal 2024-2025 provides \$17.3M for capital initiatives including an investment in academic resources, IT, and ongoing infrastructure improvements. Of this amount \$5.5M will be funded from external sources, \$0.9M from the CRWC reserve, \$0.6M of unspent carry-forward capital funds from 2023-2024, and the balance funded from the operational cash flows of net amortization.

The projected cash flow indicates that the college will be able to sustain its operations in fiscal 2024-2025 without requiring additional external financing. As well, the college will be able to further reduce its previous long-term borrowing balance by \$17.2M in 2024-2025.

