

BUSINESS PLAN







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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 Business Plan is a blueprint that outlines our strategic priorities and guides our work to bring our mission – Together, we're leading the way – to life.

As a forward-looking organization with a strong commitment to academic excellence, innovation and student success, everything we do contributes to our students' success to be career-ready and thrive in a rapidly changing world. This plan reflects our dedication to fostering a culture of continuous improvement and meeting the needs of our students, employees and community.

The 2023-2024 Business Plan consists of 22 objectives representing our Strategic Goals and 116 actions divided among our four pillars: Our Students, Our People, Our Work and Our Community. It also lays the foundation for the college's other guiding documents: the Enrolment Management Plan, Academic Plan and Internationalization and Global Engagement Plan.

Highlights of this year's plan include:

- » Launching new programs across multiple disciplines, including graduate certificates, diplomas, new 3-year bachelor's degrees and additional 4-year honours bachelor degrees.
- » Expanding alumni networks, including a new Indigenous Alumni Network, to foster connection and community beyond graduation.
- » Supporting a variety of innovative projects including ones that will investigate the use of Large Language Models and generative artificial intelligence in higher education.
- » Partnering with local agencies to support Community Employment Services.

We are proud to continue this work that builds on a foundation of excellence, and further positions DC as a leader in post-secondary education that inspires learners to create success for themselves and their communities.

The Board of Governors approved the Business Plan on May 10, 2023, and the Capital Budget and Operating Budget on April 12, 2023.

Note: For any action outlined in the following plan without a specific deadline, the item is anticipated to be completed by March 31, 2024.

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
<p>Launch new programs:</p> <ul style="list-style-type: none"> » Fall 2023: <ul style="list-style-type: none"> » Cloud Computing, graduate certificate » Recreation Therapy, diploma » Fire Prevention Technology, advanced diploma » Honours Bachelor of Paralegal » Honours Bachelor of Community Mental Health » Winter 2024: <ul style="list-style-type: none"> » Science and Engineering Fundamentals Ontario certificate 	<ul style="list-style-type: none"> » Successfully launch new programs.
<ul style="list-style-type: none"> » Strategically identify new areas of programming. 	<ul style="list-style-type: none"> » For 2023-2024, pick up new OntarioLearn courses as appropriate to Professional and Part-time Learning (PPL); identify new professional development offerings through third parties; and/or leverage in-house development.
<ul style="list-style-type: none"> » Develop pilot for program health matrix dashboard, including program costing, to assess program quality and viability. 	<ul style="list-style-type: none"> » Program health matrix dashboard developed and shared by March 2024.
<ul style="list-style-type: none"> » Complete a successful College Quality Assurance Audit Process (CQAAP) cycle. 	<ul style="list-style-type: none"> » Submit the CQAAP self-study (April 2023). » Conduct site visit (June 2023). » Respond to panel report (August 2023).



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

ACTION	MEASUREMENT/MILESTONE
» Complete a comprehensive review and develop a plan for the integration of the One Card app with campus services for a seamless approach to access, credentialing and payment.	» Integration of campus services including student meal plan, printing services, library card, athletics, parking, vending, access control, event attendance, etc. Various components to be brought online beginning with meal plan then printing and door access.
» Leverage the Digital Learning Taskforce to develop a course delivery roadmap, a plan to renew educational technology resources, a flexible technology plan and a Digital Learning Strategy.	» By March 2024: <ul style="list-style-type: none"> » Create and launch a course development roadmap supporting online, hybrid, flexible and HyFlex. » Establish initiative to renew selected educational technology and digital learning resources. » Develop a plan for high-quality, easy-to-use, flexible technology in collaboration with IT Services. » Develop, launch and promote Digital Learning Strategy.
» Maintain and leverage TeachingCity Oshawa and CityStudio Durham partnerships to create and expand work-integrated learning opportunities for DC students.	» Target: 15 projects with CityStudio Durham and TeachingCity Oshawa partners by March 2024. <ul style="list-style-type: none"> » Showcase success of TeachingCity Oshawa model in contributing to experiential learning and community building by leading a session at Co-operative Education and Work-Integrated Learning Canada (CEWIL) national conference by March 2024. » Host CityStudio spring 2023 Hubbub, showcasing student success and innovative projects.



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

ACTION	MEASUREMENT/MILESTONE
» Launch applied research projects with a focus on the Barrett Centre urban farm.	» Secure at least one applied research project with an external partner by March 2024.
» Launch development of high-quality work-integrated learning (WIL) options that strengthen connections to industry with five new co-op/work term options.	» Four WIL options launched in fall 2023: <ul style="list-style-type: none"> » Cloud Computing graduate certificate » Fire Prevention Technology advanced diploma » International Business Management graduate certificate » Project Management graduate certificate » One launch in winter 2024: <ul style="list-style-type: none"> » Data Analytics for Business Decision Making graduate certificate
» Support more than 250 students in securing and completing co-operative education and work term opportunities.	» Students appropriately supported by the completion of their co-op/work terms by March 2024.
» Implement CEWIL Innovation Hub (iHub)-funded projects with industry and community partners.	» Four CEWIL iHub projects implemented in the year. » Conditional on fall 2023/winter 2024 funding call, explore and develop iHub proposals to support new WIL initiatives, and support faculty in executing successful projects.
» Provide recommendations for improved work-integrated learning processes to ensure efficient and consistent management of curricular WIL and enhance and increase WIL employer engagement.	» Complete information gathering and internal stakeholder consultations by May 2023. » Develop a set of recommendations to Academic Leadership Team and Executive Vice President, Academic, by June 2023. » Resource permitting, implement approved recommendations.
» Expand and support Faculty-Led Classroom Abroad (FLCA) opportunities.	» Investigate new FLCA opportunities across all Faculties in 2023-2024. » Introduce a minimum of one new FLCA opportunity in at least three Faculties.
» Re-establish 48-Hour Film Challenge to engage students in four programs in Faculty of Media, Art & Design.	» 48 Hour Challenge successfully delivered by February 2024.
» Increase student experiential opportunities in applied research projects.	» At least 20 students engaged in applied research opportunities by March 2024.
» Embed formal resiliency certification (Warrior 21) into emergency services programs.	» Train-the-trainer program arranged for April/May 2023 for a fall 2023 implementation into Police Foundations, Protection, Security and Investigation, Law Clerk Advanced, 9-1-1 Emergency and Call Centre Communications and Firefighter – Pre-Service Education and Training, and Paramedic programs.
» Collaborate with the Campus Health and Wellness Centre (CHWC) and the Office of Equity, Diversity and Inclusion (OEDI) on workshops/events that promote a sense of belonging for international students.	» By March 31, 2024, develop and implement at least two new workshops/events in collaboration with CHWC and OEDI that focus on international student belonging (total of six per year).

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

ACTION	MEASUREMENT/MILESTONE
» Develop student global competency skills program.	» By March 31, 2024, have a minimum of 50 new students enrolled into the Global Competency program, with at least 10 students completing it successfully.
» Develop digital-by-design student resources that support digital delivery modes as part of the Digital Learning Strategy.	» Student-facing resources to support online, hybrid, and flexible learning by March 2024.
» Review and enhance FastStart's (FS) online programming to elevate student understanding of concepts and navigation of the program and resources.	» By March 2024, implement: <ul style="list-style-type: none"> » Welcome to FS 360 introduction video » Module Based tutorials updated » Student Roadmap graphics added » Alumni Advice/Showcase hosted
» Develop a student-facing, Learning Management System (LMS)-integrated support for academic integrity for faculty to integrate into their structured course content.	» Develop a DC Connect module on academic integrity for faculty to import into their course shells by March 2024.
» Student Development Office to develop opportunities for students to build personal capacity and life-enhancing skills by collaborating with the Career Development Office on the delivery of Institute of Student Leadership (ISL) sessions.	» Introduce personal assessment session and tools. » Develop a personal reflection guide.
» Campus and Health and Wellness Centre (CHWC) to decrease barriers for students to access Wellness Coaching.	» Within current physical space, at Oshawa campus, create a 'Wellness Den' space to facilitate weekly drop-in sessions and outreach activities to increase student engagement with their own personal wellness.

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
» Update communications courses to support durable skill transfer leveraging current educational technology.	» Develop a refreshed first-semester communications course. Consultation and redevelopment work will occur in 2023-2024, with the first delivery planned for fall 2024.
» Establish Scholarship of Teaching and Learning (SoTL) research teams to investigate impact of teaching for skills transfer (durable skills).	» Establish a minimum of three SoTL team projects.
» Embed instructional approaches and assessments that target durable skill development.	» Embed explicit approaches that focus on the development of durable skills (critical thinking; creativity; communications) into a minimum of three courses by March 2024.

WE WILL CULTIVATE RELATIONSHIPS WITH STUDENTS THAT EXTEND BEYOND GRADUATION.

ACTION	MEASUREMENT/MILESTONE
» Using data gleaned from alumni engagement study, benchmark current engagement and develop plans to measure, track and increase engagement.	» Solid understanding of DC alumni engagement benchmarked against other colleges. » Plan to continually measure engagement. » Introduce new programming based on survey results.
» Deepen relationships with international alumni.	» Increase international alumni mentor database by 3-5 participants. » Launch International Alumni LinkedIn page.
» Introduce DCAA Marketplace (a showcase for alumni-owned business) on the DC Connect app.	» Develop communications plan designed to encourage DC alumni business owners to participate. » Develop incentives for participation. » Target 25 businesses participating.
» First Peoples Indigenous Centre (FPIC) to develop an Indigenous Alumni Network (IAN) to ensure Indigenous alumni remain connected to DC and the FPIC.	» Assessment/Survey of Alumni to determine alumni who identify as Indigenous. » Conduct outreach to Indigenous alumni to see if there is an interest in forming a network.

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

ACTION	MEASUREMENT/MILESTONE
» Collaborate on Nursing Transformation Initiative Pathways.	» For 2023-2024 host and pick up OntarioLearn courses to provide pathways for internationally educated nurses and Personal Support Workers (PSWs) bridging to Practical Nursing.
» Enhance current dual credit offerings by offering an additional three new dual credits.	» Develop and offer at least one new dual credit option in at least two different Faculties by March 2024.
» Increase micro-credential offerings.	» Develop a plan to launch three micro-credentials. Launch at least one by winter 2024. One will focus on urban farming that is expected to begin content development by spring 2024.



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
» Achieve Top Employer and Greenest Employer designations.	<ul style="list-style-type: none"> » Strategically identify DC initiatives and milestones for inclusion in award applications. » Promote application highlights to all DC employees through ICE.
» Build targeted recruitment campaigns for high-growth program areas of the college.	<ul style="list-style-type: none"> » Work with department leadership to identify areas of expected growth. » Pilot an online employer branding and job promotional campaign for work at the college. » Enhance recruitment activity metrics.
» Implement improved employee onboarding processes.	<ul style="list-style-type: none"> » Establish steering and operational committees. » Review current state processes. » Create documentation and identify gaps. » Develop proposals for improvements and implement them.

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

ACTION	MEASUREMENT/MILESTONE
» Provide professional development (PD) opportunities for all employee groups.	<ul style="list-style-type: none"> » Provide a calendar of PD, Wellness and EDI development opportunities for all employee groups. » Enhance PD opportunities available through the Brightspace platform. » Implement renewed credential verification and license renewal processes.
» Respond to employee Pulse survey results.	<ul style="list-style-type: none"> » Develop a framework to review, assess, communicate and address results.
» Support the college in achieving its enrolment goals by implementing new or enhanced Communications, Marketing, and Recruitment strategies by March 2024.	<ul style="list-style-type: none"> » Develop a comprehensive communications strategy which includes content marketing, media relations, and web. » Execute a marketing strategy for Metrolinx, degrees, signature and priority programs, and intakes. » Produce expanded digital assets including program videos, social media, Leading the Way video, interactive map, virtual tour and mobile app. » Develop improved recruitment strategies to generate new leads and applications, including deliberate and increased presence in communities and secondary schools identified by market share data, enhanced lead generation practices, recruitment events and communication.
» Support employee engagement by launching an internal newsletter that informs staff of DC-focused content and information to support their work while streamlining content.	<ul style="list-style-type: none"> » Successfully launch weekly newsletter by May 30, 2023.
» Promote and award employee awards of excellence for those who are 'leading the way' in their area of expertise.	<ul style="list-style-type: none"> » Promote awards programs.
» Facilitate external CiCan award nominations.	<ul style="list-style-type: none"> » Chair review of nominations for DC program and coordinate recognition event to acknowledge all nominees and selected award winners.

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

ACTION	MEASUREMENT/MILESTONE
» Revise Accessibility for Ontarians with Disabilities Act (AODA) for educators training to support equity and inclusion.	» Redevelop AODA for Educators based on Web Content Accessibility Guidelines (WCAG) 2.1. » Collaborate with Accessibility Coordinating Committee. » Launch by March 2024.
» Champion Whitby campus health and safety initiatives.	» Enable AODA-accessible campus. » Update safety signage on campus by March 2024.
» Increase DC community participation in intercultural and global competency training.	» Ensure 20 employees have completed at least one of the face-to-face Intercultural Awareness Modules (2 to 5) by December 2023, and at least 400 employees have completed Intercultural Awareness Module 1 by March 2024.
» Enhance accessibility in the classrooms by installing 10 AODA-compliant podiums.	» Purchase podiums. » Identify classrooms that would get new podiums. » Install 10 podiums before March 31, 2024.
» Provide college-wide EDI programming for employees and students on a variety of educational topics as well as host recognition events.	» Launch annual EDI work plan. » Continue to enhance organizational communications on work plans and objectives. » Plan an annual calendar of events sponsored by EDI Office.
» Expand EDI resources and supports for students and employees.	» Collaborate with college departments to facilitate objectives in the Ontario Post-secondary Access and Inclusion Program (OPAIP) application. » Continue to develop EDI website resources.
» Continue to build community connections in support of EDI resources for employees and students.	» Attend and host community organizations' committees and events to support the promotion of pathways to post-secondary through the RISE program.
» Provide intuitional EDI leadership and support to related activities and groups e.g. Black Student Success Network (BSSN), EDI working group, Wellness Committee.	» Continue to build framework for EDI working group. » Provide ongoing support and consultations on initiatives that address anti-Black racism to BSSN.
» Demonstrate leadership at the Board level by supporting equity, diversity and inclusion initiatives.	» Provide regular updates on training and EDI institutional commitments.



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

ACTION	MEASUREMENT/MILESTONE
» Provide website resources for faculty to support the development of course assessment and instructional design contributing to the Digital Learning Strategy.	» Update the Assessment & Evaluation page and Planning to Teach web pages to include a broader scope of information and at least six new resources.
» Develop and launch course exemplars in digital delivery modes (e.g., flexible, HyFlex, online synchronous, etc.) as part of the Digital Learning Strategy.	» Course exemplars developed and launched by March 2024.
» Explore and innovate educational technology to evaluate its impact on student learning.	» Enable a minimum of one SoTL pilot by March 2024.
» Investigate the opportunities for use of Large Language Models (LLMs) and generative artificial intelligence in higher education to develop synergistic resources for faculty and students to support implementation in teaching and learning.	» 15 faculty and staff to complete purposeful research & experimentation. » Create a minimum of five paired faculty and student resources to outline use cases and guide implementation. » Resources in place September 2023.
» Develop program in online course development and delivery as part of Colleges and Institutes Canada's Skills to Access the Green Economy international project, in collaboration with seconded faculty member, to build global competence.	» Develop five module courses. » Deliver five modules in various delivery modes.

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

ACTION	MEASUREMENT/MILESTONE
» Implement programming in support of the mental health and wellness framework for employees.	» Develop and deliver in-house programming focused on supporting wellness and resiliency at work. » Include a session specific to managers and their role in promoting wellness at work.
» Develop a 'learn-more' series for employees about retirement planning, including benefits plans.	» Develop employee presentations on retirement planning covering all the various aspects employees need to consider in preparing for retirement. » Deliver seminar and review feedback for future wellness planning sessions.
» First Peoples Indigenous Centre (FPIC) to initiate programs that offer Elder teachings that are meant to foster wellness by thinking of health in a way that is all-encompassing and supports mental, physical, emotional and spiritual wellbeing.	» Monthly Teachings will be hosted and promoted to employees and students.



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
» Offer monthly Institutional Research & Planning consultation sessions and brown bag lunch-and-learn opportunities to help navigate and understand the information presented through Institutional Research dashboards.	» Consultation and learning session planned. » Learning sessions offered by March 2024.
» Organize and host Advancing Learning Conference.	» Successfully host the Advancing Learning Conference in May 2023.
» Develop new training opportunities for faculty members interested in research to encourage greater participation.	» Offer at least two training modules, including the seven-part Fundamentals of Applied Research workshop series.
» Continue to enhance food service options for students, and employees.	» Reopen the food outlet at the CFCE this winter with quick-serve options and begin exploring a new concept for implementation this fall. » Create an outdoor dining space at Starbucks in the summer of 2023. » Continue to revitalize our food service portfolio through innovative engagement strategies for students with our service provider, Chartwells. » Increase vending options to allow for 24/7 availability of food and beverages. » Promote and educate students, faculty and staff on healthy food options.



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

ACTION	MEASUREMENT/MILESTONE
» Develop new courses that integrate virtual reality technology through Mixed Reality Capture (MRC) Studio in three programs in the Faculty of Media, Art and Design (MAD).	» New courses focused on technology introduced into program delivery for fall 2024 in Animation, Broadcasting and Video Production.
» Develop new curriculum to leverage electric vehicle (EV)/hybrid vehicle (HV) learning space.	» Develop an EV certificate and submit Program Proposal Review Committee (PPRC) documents by October 2023. » Weave EV/HV learning into existing automotive credentials, leverage space for non-automotive professionals to train on EV/HV technology and secure equipment.
» Finalize and launch new Engineering pathway agreement with Ontario Tech University.	» Pathway finalized and approved by spring 2023.
» Develop a college-wide training plan for student research assistants that includes EDI in research.	» Engage at least 24 students in training by March 2024.
» Develop and propose a new service model to enhance the student experience and better achieve outcome measures as identified by DC and the Ministry of Colleges and Universities.	» Submit a plan to the EVPA by August 31, 2023.
» Enhance cyber security posture by having a penetration test conducted by a third party.	» Identify the security company that will perform the penetration testing. » Define the scope of the work to be conducted. » Have the test done before March 31, 2024.
» Improve online presence of Financial Aid and Awards (FAA) to disseminate financial aid information in a more effective method to all our stakeholders, including partnering with National Student Loans Centre (NSLC) to share their social media communications.	» Enhance web page content and format. » Introduce exit workshops/ interviews, create videos and partner with NSLC regarding loan repayment to reduce OSAP default rates by providing knowledge to students regarding repayment options (default management impacts College's KPI metrics). » Summer/Spring Develop content and videos by summer 2023. » Summer/Spring Collaborate with NSLC regarding upcoming campaigns by summer 2023. » Fall relaunch the FAA website by spring 2024.
» Implement a system that provides a more efficient integration between Banner and DC Connect.	» 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, 2024.

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

ACTION	MEASUREMENT/MILESTONE
» Pilot compressed general education course to support student graduation rates.	» Offer a minimum of one general education course in compressed delivery mode by March 2024.
» Develop a research and training strategy for a Natural Sciences and Engineering Research Council of Canada (NSERC) Mobilize grant application.	» Mobilize grant proposal submitted and approved by August 2023.
» Develop collaborations with synergistic partners in applied research that amplify our reach.	» Develop collaborative opportunities with at least two stakeholder organizations.
» Collaborate with Centre for Teaching and Learning to develop an asynchronous 101 best practices in teaching module for PPL.	» Module developed and launched by March 2024.
» Develop a strategy to expand the AI Hub services to include more fee-for-service offerings and training.	» At least eight services developed through the AI Hub and provided to at least six companies.
» Develop a business plan for MRC Studio to grow operations.	» Develop a three-year plan for MRC Studio with at least two new funding streams identified.
» Continue to grow the Social Impact Hub as a thriving, diverse research centre.	» Engage at least two more researchers/full-time faculty members in research collaborations.
» Expand and build a strategy to grow operations in the Centre for Cybersecurity Innovation, leveraging the new cybersecurity lab infrastructure.	» Develop three new services and start eight projects with 15 students trained.



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

ACTION	MEASUREMENT/MILESTONE
<ul style="list-style-type: none"> » Deliver a balanced budget for 2023-24 that optimizes resources and results in a clean audit opinion. » Implement the new PSAB accounting standard – Public-Private Partnerships for March 31, 2024. 	<ul style="list-style-type: none"> » Monitor revenues and expenses to achieve a balanced budget for March 31, 2024. » Review internal controls to ensure that no deficiencies are recorded by the external auditors. » Engage BDO to assist with the required re-evaluation of our current Public Private Partnership (Whitby residence). » Record the estimate on the 2023-24 financial statements.
<ul style="list-style-type: none"> » Develop and execute a plan to relocate the administrative departments from Campus Corners. 	<ul style="list-style-type: none"> » Renovate existing spaces within the Gordon Willey building to accommodate the Human Resources, EDI, and Communications & Marketing departments and begin relocations spring/summer 2023. » Renovate the third floor of the Simcoe Village residence to accommodate the Finance and Administrative Computing departments.
<ul style="list-style-type: none"> » Continue to work towards AODA 2025 compliance. 	<ul style="list-style-type: none"> » Budget identified over the next two years to complete all necessary requirements. Half of the remaining work required is to be completed in fiscal 23-24.
<ul style="list-style-type: none"> » Install a new combined heat and power plant (co-generation plant) at the Whitby campus. 	<ul style="list-style-type: none"> » A concept design has already been explored and further design work will begin spring 2023.
<ul style="list-style-type: none"> » Implement a battery storage system. 	<ul style="list-style-type: none"> » Partner selection to occur in the coming months with installation to occur within the year. Commissioning to occur in summer 2024 with realizable savings in summer of 2025.
<ul style="list-style-type: none"> » Enhance the online experience for international education stakeholders (prospects, students, agents, partners, staff, etc.) in order to help enhance DC's global reputation. 	<ul style="list-style-type: none"> » Redesign and implement a new international website by March 2024.
<ul style="list-style-type: none"> » Improve the online enrolment experience for all domestic students. 	<ul style="list-style-type: none"> » Redesign and implement a new Enrolment Services website by March 31, 2024.
<ul style="list-style-type: none"> » Continue to focus on diversity and market development, per the Internationalization & Global Engagement plan. 	<ul style="list-style-type: none"> » Receive applications from at least 90 different source countries by March 31, 2024.
<ul style="list-style-type: none"> » Improve the international applicant experience. 	<ul style="list-style-type: none"> » Provide new agent supports through new training materials by December 31, 2023. » Improve processes to ensure fully-completed international deferrals and refunds (sent to Finance) will be processed within five business days of receipt. » Develop a business case for implementing a West African office by October 1, 2023.
<ul style="list-style-type: none"> » Advance Office of Development and Alumni Affairs toward its relationship-based fundraising goals outside of a capital campaign. 	<ul style="list-style-type: none"> » Formalize process to determine annual fundraising priorities. » Identify and maintain 100+ qualified prospects relevant to 2023-24 fundraising priorities and future fundraising priorities. » Establish formal stewardship plans for \$500,000+ donors whose last gift was received/committed since 2015.

WE WILL SUPPORT EFFECTIVE COLLEGE GOVERNANCE.

ACTION	MEASUREMENT/MILESTONE
<ul style="list-style-type: none"> » Create an onboarding toolkit for new Governors. » Create a guidance document for employees presenting to the Board. » Launch the President's Circle group and engagement strategy. 	<ul style="list-style-type: none"> » An onboarding toolkit is posted to the Board portal by fall 2023. » A guidance document is created and shared with DC employees, offering guidance on presenting to the Board by fall 2023. » President's Circle is established and launch event is held in June 2023.
<ul style="list-style-type: none"> » Support the work of the Innovation & Disruption Catalyst Group. 	<ul style="list-style-type: none"> » Host a minimum of one employee and one student think tank by March 2024. » Review and evaluate all the inputs from the past year and identify themes that can be actioned and celebrated.
<ul style="list-style-type: none"> » Determine future of Durham College Foundation. 	<ul style="list-style-type: none"> » DC Foundation resolution to expand mandate or transfer to Board of Governors.



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
» Launch Barrett Centre Agricultural urban farm – Ajax site.	» Farm started with operational start-up including but not limited to the installation of an orchard, demonstration gardens, first range of open crop production, berry shrubs, Grower unit, passive solar greenhouses and apiary by March 2024.
» Expand the Barrett Centre Urban Farm capabilities – Whitby campus.	» Expansions to the farm to be completed by March 2024: <ul style="list-style-type: none"> » Install – hydroponic unit and ensure AODA compliance » Re-establish apiary. » Initiate the operation of Centre for Organic Regeneration. » Align farm systems to increase internal crop usage.
» Strengthen relationships with community and industry partners and celebrate the contributions of WIL employers to student learning and success.	» Host the 2023 WIL Employer Appreciation event. » Event debrief completed with plans/improvements documented for 2024 event.
» Work with partner institutions Trent Durham and Ontario Tech University to engage the broader community to ensure adequate support for international student populations.	» Chair the International Community Partnership committee throughout 2023-2024, ensuring that objective goals are established and met through collaboration with member community groups, Trent University and Ontario Tech University.
» Pilot Corporate Training Services (CTS) “Expand to Canada Program,” a training program designed for international executives who are considering expanding or starting businesses in Canada.	» Goal is to include 10 participants by spring 2024.
» Develop an external relations strategy that maximizes relationships with community, government and industry.	» Planning will take place through spring/summer with a report presented to DCLT for consideration by the fall. » Include multiple internal partners in discussions to help inform report.
» First Peoples Indigenous Centre (FPIC) to engage and support the local school board Indigenous Initiatives team.	» Provide support directly to Indigenous student networks and supports. » Build on resources available through the local school board.

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

ACTION	MEASUREMENT/MILESTONE
» Enhance partnerships with local Chambers of Commerce.	» Plan and host at least six events in fall 2023 and winter 2024. » Send a monthly communication to faculty about upcoming events with the goal of having at least 10 faculty members participate. » Ensure one Chamber event is related to applied research.
» Facilitate the expansion of the Walls to Bridges (W2B) program to include one additional course option.	» Provide one additional W2B course offering to give additional options for inmates. New course to be delivered in fall 2023.
» Increase international student volunteer and mentoring engagement.	» By March 31, 2024, double the number of peer mentors to 50. » Maintain the number of international volunteers at a minimum of 100 for 2023-2024.

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

ACTION	MEASUREMENT/MILESTONE
» Expand the Child and Youth Worker virtual care clinic to provide additional enhanced mental health supports to young people and increase field placement opportunities.	» Increase participation to 20 students for winter 2024.
» Collaborate with campus partners to plan and implement a diverse range of events and celebrations.	» Throughout the 2023–2024-year, plan and implement events celebrating Diwali, Christmas, Lunar New Year, Holi and Eid (at a minimum), in partnership with Student Affairs, DCSA, and Whitby campus representatives.
» Community Employment Services (CES) to partner with the Region of Durham and Durham Workforce Authority as the Service System Manager within the Employment Ontario Transformation.	» Participate in strategic planning sessions. » Perform community consultations. » Provide support to service providers to assist with building their capacity.

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

ACTION	MEASUREMENT/MILESTONE
» Actively seek out and participate in community events, including: IT Expo, Science Rendezvous, Hack for Good event, Young Women in Skilled Trades and Technology, Skills Ontario, National Engineering Month activities.	» Active participation in all listed events, along with any others that we are invited to attend and that are in alignment with our programs.
» Career Development will continue to engage community employers and students through a variety of recruitment related opportunities (virtually and in-person) as well as provide students with insight to community employers and agencies through Q&A sessions on Instagram.	» Host a minimum of one employer Q&A per month on Instagram. » Increase student/alumni event attendance by 2%.
» First Peoples Indigenous Centre (FPIC) to partner with organizations in Durham Region to celebrate Indigenous excellence, amplify Indigenous voices and build connections across the local community.	» Host a successful Indigenous showcase event with positive reviews based on participant and organizer feedback.



WE WILL STRENGTHEN OUR RELATIONSHIPS WITH INDIGENOUS COMMUNITIES.

ACTION	MEASUREMENT/MILESTONE
» Redevelop First Nations, Métis, and Inuit (FNMI) online general education based on faculty feedback and using best practices identified in the High-Quality Online Course Considerations Checklist (from the Digital Learning framework).	» Four refreshed courses ready for fall 2024 delivery.
» Explore expansion of Indigenous offerings in PPL programming in collaboration with LS.	» Collaborate with LS to offer Indigenous courses, pending business analysis. Analysis to be completed by December 2023.
» Expand Seven Generations Education Institute (SGEI) program delivery and partnership to three sites.	» Successful program delivery in fall 2023 in three SGEI sites (Fort Francis, Kenora, Sioux Lookout Campus).
» Offer at least one FNMI course face to face each semester to align with Indigenous ways of learning.	» One in-person delivery for winter 2024.
» Secure funding to deliver pre-apprentice training to non-traditional populations - Indigenous, newcomers and women.	» Secure funding to deliver training in summer 2023.
» Build on partnership with Ogemawahj Tribal Council for ongoing programming.	» Cooperation agreement finalized in May 2023 with program delivery in fall 2023. » Ogemawahj Tribal Council participation in 48 Hour Film Challenge.
» Expand and provide meaningful programming for DC's Alumni Indigenous Network.	» Establish a DCAA Indigenous Award for presentation at Convocation. » Durham College Alumni Association to provide Convocation blanket.



BUDGET

2023-2024 BUDGET

Durham College presents a balanced operating budget for 2023-2024.

Revenues are budgeted at \$233M for 2023-2024, an increase of 7.3% over 2022-2023 despite flat government funding and the continuation of the domestic tuition freeze. An increase in international student enrolment, further revenues from ancillary services and an increase from Corporate Training Service operations are projected to boost revenues to offset the increase in expenses.

The 2023-2024 budget targets a total of 12,000 full-time enrolments for fall 2023, an increase of 711 from 11,289 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 enrolments and recruitment efforts. The budget also 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 2023-2024 budget targets to:

- » Increase full-time post-secondary enrolment to 12,000 students in Fall 2023, an increase of 6.3% over 2022-2023;
- » Increase the employee complement by adding a net of thirty-three 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 five new post-secondary programs; and
- » Invest \$248K in one-time strategic initiatives.

Balancing the 2023-2024 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 funding will be received because of enrolment growth.

Tuition fee freeze: On January 17, 2019, MTCU 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 March 2, 2023, the MCU announced that the 2023-2024 domestic fees will remain frozen for a fourth year.

Inflationary salary increases: Full-time salaries are estimated to increase by \$6.2M for 2023-2024 for all employee groups which is being offset with savings from deferred vacant positions of \$1.4M. All employee group increases include the annualization of any 2022-2023 in-year hires and terminations as well as human resource decisions planned for 2023-2024.

It is projected that with the balanced budget, Durham College will remain in an accumulated surplus position at March 31, 2024.



ENROLMENT

The 2023-2024 budget targets a total of 12,000 full-time enrolments with an optimized mix of domestic and international students. The total student population for full-time domestic, second-career, international, and collaborative nursing program students is expected to increase by 711 from 11,289 in fall 2022 to 12,000 in fall 2023, an overall increase of 6.3%.

The following table shows the breakdown of the estimated number of 2023-2024 post-secondary and apprenticeship budgeted enrolments for the fall semester in comparison to 2019-2020 actuals, 2020-2021 actuals, 2021-2022 actuals, 2022-2023 actual figures.

ENROLMENT	ACTUAL 2019-2020	ACTUAL 2020-2021	ACTUAL 2021-2022	ACTUAL 2021-2022	BUDGET 2023-2024	CHANGE OVER 2022-2023 ACTUAL
Domestic Students	9,669	9,086	8,502	7,887	8,256	4.7%
Personal Support Worker-Accelerated	0	0	118	24	0	-100%
Early Childhood Education-Compressed	0	0	0	49	0	-100%
Second Career Program	24	19	21	7	0	-100%
International Students	1,988	1,477	1,916	2,517	2,919	16%
BsCN: Collaborative Nursing	710	772	813	805	825	2.5%
Total	12,391	11,354	11,370	11,289	12,000	6.3%
Apprenticeship	1,631	1,102	1,522	1,880	2,166	15.2%

Excluding the BsCN students which are reported by the university, enrolments are targeted to reach 11,175 students in fall 2023, of which 26.1% is from International enrolments.

The following five programs are being introduced in 2023-2024, upon approval from MCU:

PROGRAM NAME	DURATION	CREDENTIAL
Cloud Computing	Two semesters	Ontario College Graduate Certificate
Community Mental Health	Nine semesters	Bachelor's Degree (honours)
Fire Prevention and Technology	Six semesters	Ontario College Advanced Diploma
Paralegal	Nine semesters	Bachelor's Degree (honours)
Recreation Therapy	Four semesters	Ontario College Diploma

These new programs are projected to contribute 121 students to the fall 2023 enrolment and 98 students to the winter 2024 enrolment.

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

FACULTY	ACTUAL 2019-2020	ACTUAL 2020-2021	ACTUAL 2021-2022	ACTUAL 2022-2023	BUDGET 2023-2024	CHANGE OVER ACTUAL 2022-2023
Business	1,813	1,769	1,585	1,218	1,123	-7.8%
Health Sciences	1,775	1,701	1,801	1,818	2,082	14.5%
Liberal Studies	200	140	130	99	112	13.1%
Social & Community Services	1,890	1,843	1,686	1,484	1,515	2.1%
Media, Art & Design	1,196	1,114	1,018	877	860	-1.9%
Science, Engineering & Information Technology	1,405	1,344	1,183	1,093	1,134	3.8%
Hospitality & Horticultural Science	278	243	243	207	179	-13.5%
Skilled Trades & Apprenticeship	1,136	951	995	1,171	1,251	6.8%
Total	9,693	9,105	8,641	7,967	8,256	3.6%

Durham College'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 2023 is estimated at 2,919 an increase of 16.0% over fall 2022 actuals.

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

FACULTY	ACTUAL 2019-2020	ACTUAL 2020-2021	ACTUAL 2021-2022	ACTUAL 2022-2023	BUDGET 2023-2024	CHANGE OVER ACTUAL 2022-2023
Business	499	361	477	749	804	7.3%
Health Sciences	185	154	253	250	265	6.0%
Liberal Studies	8	3	8	7	3	-57.1%
Social & Community Services	86	68	116	202	234	15.8%
Media, Art & Design	306	240	208	224	271	21.0%
Science, Engineering & Information Technology	714	492	692	846	1,062	25.5%
Hospitality and Horticultural Science	152	137	142	205	250	22.0%
Skilled Trades & Apprenticeship	38	22	20	34	30	-11.8%
Total	1,988	1,477	1,916	2,517	2,919	16.0%

Enrolment in the Collaborative Nursing Program between Durham College and Ontario Tech University is expected to increase to 825 headcounts in the fall 2023 compared to 805 headcounts in fall 2022. This represents an increase of 20 headcounts or 2.5%.

As well, a total of 2,166 apprenticeship training students are expected to attend programs at the Whitby campus. This figure is 286 students or 15.2% higher than 2022-2023. This includes planned seats for new blocks in Industrial Millwright, Industrial Electrician, Steamfitter and OYAP - Electrician.

In addition, 643 Academic Upgrading, 13,922 Professional and Part-time registrants, and 2,273 secondary school students through the School/Work initiative are estimated for 2023-2024.

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	ACTUAL ¹ 2022-2023	BUDGET 2023-2024	CHANGE OVER 2022-2023 ACTUAL
Domestic Students						
Summer	2,178	1,867	2,316	2,113	2,264	7.1%
Fall	9,693	9,105	8,641	7,967	8,256	3.6%
Winter	9,764	9,108	8,057	7,902	7,824	-1.0%
International Students						
Summer	562	459	888	1,157	1,694	27.6%
Fall	1,988	1,477	1,916	2,517	2,919	16.0%
Winter	2,181	1,918	2,367	3,336	3,418	2.5%

¹ Winter 2023 are enrolments as of Day 10 count.

The overall projected increase of full-time post-secondary domestic students over the three semesters is 2.0% and 11.8% for full-time International students.



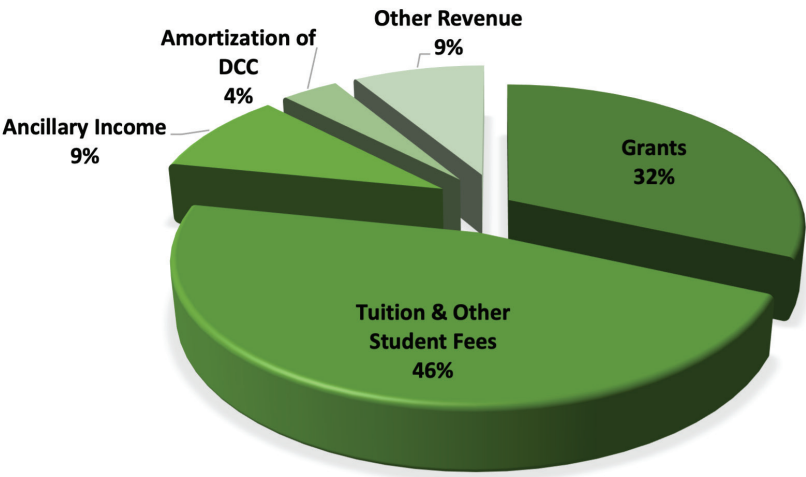
OPERATING BUDGET

Revenues:

The total revenue budget for fiscal 2023-2024 is \$233 million, an increase of 7.3% over 2022-2023 (\$217 million). The increase in revenues is primarily related to the increase in both Domestic and International student tuition fees from increased enrolments in the 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 and other student fees, ancillary revenues, amortization of deferred capital contributions (DCC) and miscellaneous income.

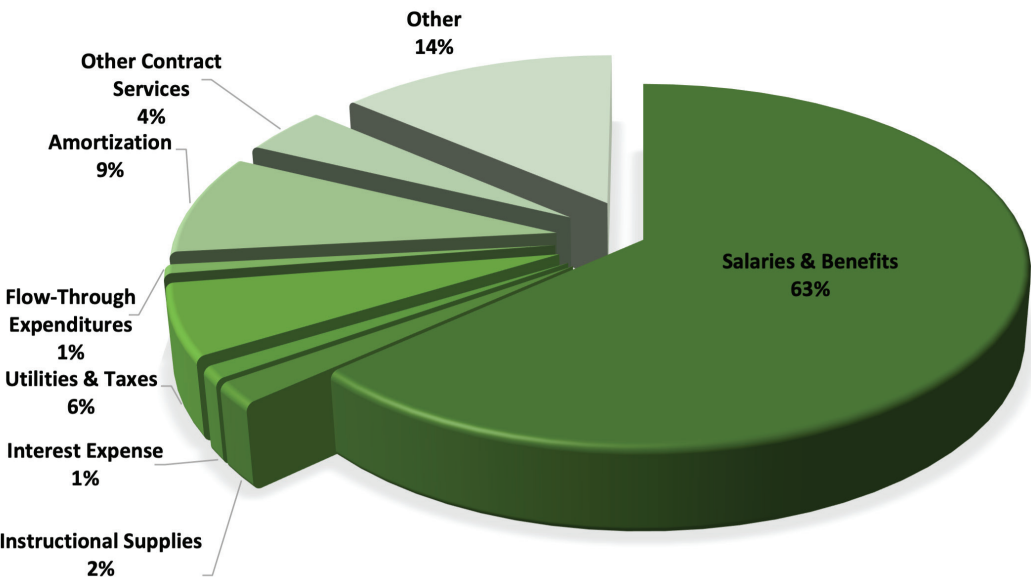
Revenues are allocated as follows:



Expenses:

The total expense budget for fiscal 2023-2024 is \$233 million, of which \$147 million is allocated to salaries and benefits and \$86 million to operational expenditures including instructional supplies, utilities & taxes, flow-through, contract services, interest, amortization and other miscellaneous expenditures. The operating costs are budgeted to increase by 7.3% over the prior year, of which 8.1% 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% increase to funded domestic tuition fees; 3% increase to international tuition fee for new and returning students
Salaries and benefits – full-time faculty	Adjustment of 1% on October 1, 2023 as per the current collective agreement and step increases (if applicable). The current collective agreement expires on September 30, 2024.
Salaries and benefits – support staff	Adjustments of 1% on September 1, 2023 as per the current collective agreement and step increases (if applicable). The current collective agreement expires on August 31, 2025.
Salaries and benefits – administration	Estimated adjustment for inflationary grid increase of 1.0% effective April 1, 2023 and performance pay at 4.0%.

SCHEDULE OF REVENUES AND EXPENSES

The revenues and expenses of the College for the 2023-2024 Budget with comparisons to the 2022-2023 Forecast are presented below.

\$000'S	ACTUAL 2021-2022	FORECAST 2022-2023 ²	BUDGET 2023-2024	VARIANCE BUDGET TO FORECAST 2022-2023 ¹
Operating Grants	60,869	60,494	60,613	119
Tuition Fee Revenue – Domestic	36,039	33,346	33,090	(256)
Apprenticeship Training Revenue	4,201	5,188	5,127	(61)
International Education Revenue	31,712	44,796	52,675	7,879
Corporate Training Revenue	10,307	12,511	13,400	889
Other Academic Revenue	12,296	12,653	10,751	(1,902)
Total Academic Revenue	155,424	168,988	175,656	6,668
Academic Salaries and Benefits	89,042	93,407	98,346	(4,939)
Academic Operating Expenses	14,693	18,372	18,396	(24)
Total Academic Expenses	103,735	111,779	116,742	(4,963)
Academic Contribution	51,689	49,728	58,914	1,705
Academic Contribution Margin	33.3%	32.0%	33.5%	n/a
Net Funds Allocated for Services	(36,544)	(42,710)	(48,389)	(5,679)
Ancillary Operations (net)	3,415	6,681	6,862	181
Other Corporate Revenues / (Expenses)	(4,331)	(4,478)	(3,831)	647
Net Amortization Expense	(10,751)	(11,915)	(11,991)	(76)
Interest Expense	(1,343)	(1,732)	(1,565)	167
Central Revenues (Expenses)	(13,010)	(11,444)	(10,525)	919
Surplus (Deficit)	2,135	3,055	0	(3,055)

¹ Figures in brackets represent unfavourable variances.

² Based on forecast as of January 31, 2023.

ANALYSIS OF VARIANCES BETWEEN THE 2022-2023 FORECAST AND 2023-2024 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. The operating grant increase of \$119K (0.2%) is a result of additional grant funding for a new cohort of Early Childhood Education students.

Domestic tuition fees: Although enrolments are targeted to increase providing an increase in revenues, the net \$256K (0.8%) decrease is due to the reduction of tuition revenues from the Accelerated Personal Support Worker (PSW) Training Program that occurred in 2022-2023 and a reduction in the Centre for Professional and Part-time Learning (PPL) revenues.

Apprenticeship revenue: A net decrease of \$61K (1.2%) is estimated based on the initial seat plan which includes additional seats for Industrial Millwright, Industrial Electrician, Steamfitter and OYAP - Electrician. The revenues in 2022-2023 are lower due to the carry-forward of amounts from 2021-2022 into 2022-2023 fiscal year.

International education revenue: The increase of \$7,879K (17.6%) 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 agent commissions.

Corporate training revenue: The \$889K (7.1%) increase is attributed to the projection of the Corporate Training Services division securing new contracts in 2023-2024. This estimate is based on the team's effort to diversify the current clientele portfolio and expand testing opportunities.

Other academic revenue: The \$1,902K (15.0%) decrease is attributed to the loss of one-time funding for the Accelerated PSW program, Nursing Transformation project and Practical Nursing Expansion funding, offset by the additional revenues from increased enrolments.

Academic salaries and benefits: The \$4,939K (5.3%) 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 \$24K (0.1%) decrease in academic operating expenses is due to the elimination of costs for the Accelerated PSW and Nursing Transformation programs, offset by an increase in costs for the introduction of five new post-secondary programs and expenses relating to the projected increase in enrolments.

Net funds allocated for services: The \$5,679K (13.3%) increase is primarily due to estimated inflationary increases for utilities, maintenance costs, janitorial costs, contracted services, IT licences, and other miscellaneous expenses. The increase also includes the annual inflationary salary adjustments for support staff and administrative employees, new hires, and increases to third-party contractual obligations.

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

	ACTUAL 2021-2022	FORECAST 2022-2023 ²	BUDGET 2023-2024	VARIANCE BUDGET TO FORECAST 2022-2023 ¹	VARIANCE BUDGET TO FORECAST 2022-2023
Academic Support	(4,705)	(5,584)	(6,739)	(1,155)	20.7%
Library	(1,465)	(1,583)	(1,854)	(271)	17.1%
Student Affairs	(2,421)	(4,002)	(4,352)	(350)	8.7%
Registrar Office	(2,226)	(2,728)	(3,723)	(995)	36.5%
Financial Operations	(3,282)	(3,732)	(4,023)	(291)	7.8%
Communications & Marketing	(3,373)	(3,697)	(4,542)	(845)	22.8%
IT Services	(5,135)	(5,335)	(5,993)	(658)	12.3%
Facilities	(8,512)	(10,214)	(10,717)	(503)	4.9%
Human Resources and Equity	(2,234)	(2,178)	(2,579)	(401)	18.4%
Campus Safety	(1,548)	(1,791)	(1,873)	(82)	4.6%
President's Office, BOG, Office of Development	(1,643)	(1,866)	(1,994)	(128)	6.9%
Total	(36,544)	(42,710)	(48,389)	(5,679)	13.3%

¹ Figures in brackets represent unfavourable variances.

² Based on forecast as of January 31, 2023.

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

Academic Support: The net increase of \$1.2M (20.7%) is related to new hires of \$300K, projected salary savings in 2022-2023 of \$260K along with operating savings of \$170K.

Library: The net increase of \$271K (17.1%) is related to an increase in subscription costs for new programs as well as other inflationary increases, offset by forecasted salary savings of \$98K in 2022-2023.

Registrar Office: The net increase of \$995K (36.5%) is primarily related to new hires of \$273K offset by forecasted salary savings of \$270K and \$391K of operating savings in 2022-2023 which is planned to be fully spent in 2023-2024.

Communications and Marketing: The net increase of \$845K (22.8%) is due to new hires of \$328K and an increase of \$425K to the base budget for the ongoing Signature and Priority Campaign expenses and additional funds for advertising specifically for Degrees and Events.

IT Services: The increase of \$658K (12.3%) is a result of hire hires of \$123K and an increase in operating costs of \$161K offset by forecasted salary savings of \$247K for 2022-2023 from vacancies which are expected to be filled in 2023-2024.

Human Resources and Equity: The increase of \$401K (18.4%) is a result of new hires of \$93K offset by forecasted savings of \$254K in 2022-2023.

Ancillary operations: These operations represent additional revenue streams that are supplementary to the core business operations. The net increase of \$181K (2.7%) is primarily attributed to the following projected changes in ancillary operations:

- » Increase in Bistro'67 of \$234K (favourable)
- » Increase in parking contribution of \$319K (favourable)
- » Increase in fitness centre revenues of \$73K (favourable)
- » Increase in food services commissions of \$276K (favourable)
- » Increase in bookstore contribution of \$25K (favourable)
- » Increase in cost of reopening the eGaming Arena of \$92K (unfavourable)
- » Decrease in contribution from the medical centre of \$347K as a result of an increase in expenses and reallocation of salaries (unfavourable)
- » Decrease in residence contribution, net of amortization of \$307K, from increased expenses (unfavourable)

Other corporate revenues and expenses: The decrease of \$647K (14.4%) in other corporate revenues and expenses is primarily due to the following:

- » Target for in-year institutional operating savings (\$1,000K favourable) (2022-2023: \$890K)
- » Decrease in COVID-19 expenses (\$162K favourable)
- » Decrease in funds allocated for one-time strategic initiatives (\$263K favourable) (2023-2024: \$248K, 2022-2023: \$511K)
- » Decrease in interest revenue (\$528K unfavourable)
- » Increase in fringe benefits expense (\$250K 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 expense. The 2023-2024 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 2023-2024 amortization expense is budgeted at \$20.6M. The \$76K (0.6%) net increase is due to the net amortization of the projected 2023-2024 capital investments.

Interest expense: The \$167K (9.6%) decrease in interest expense is related to the elimination of interest payments on the residence loan that was fully repaid in 2022-2023.

RISK AND OPPORTUNITY ASSESSMENT

The primary risks initially identified in the 2023-2024 budget include:

Post-secondary domestic and international enrolment: The achievement of the domestic and international post-secondary enrolment targets is dependent on certain factors that are beyond the control of the college including but not limited to, the Immigration, Refugees and Citizenship Canada (IRCC) decisions and processing times, demographic trends, state of the regional economy, and competitive factors. 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 2023-2024 is to be based on the institution's performance/outcomes of all ten metrics as identified in the 2020-2025 Strategic Mandate Agreement (SMA3).

The metrics and percentages that are set for the 2023-2024 fiscal year are noted below:

	2023-2024 (YEAR 4 – 10%)	
METRIC	WEIGHTING ¹ (MIN: 5%; MAX: 25%)	NOTIONAL ALLOCATION
Graduate Employment Rate in a related field	5%	\$342,812
Institutional Strength/Focus	25%	\$1,714,059
Graduation Rate	5%	\$342,812
Community/Local Impact of Student Enrolment	10%	\$685,624
Institution-Specific (Economic Impact)	5%	\$342,812
Graduate Employment Earnings	5%	\$342,812
Experimental Learning	15%	\$1,028,435
Revenue Attracted from Private Sector Sources	5%	\$342,812
Institution – Specific (Apprenticeship)	20%	\$1,371,247
Skills and Competencies	5%	\$342,812
Total	100%	\$6,856,237

Public Private Partnerships (P3's): Effective April 1, 2023, colleges are required under Section PS3160 to report their Public Private Partnerships for fiscal 2023-2024. The standard mandates that colleges must recognize any alternative financing and procurement models where the public sector entity procures infrastructure using a private sector partner. The college does have such an obligation related to the Whitby Residence as referenced in the financial statements. The estimate for this obligation has not yet been finalized and thus no provision has been recorded in the 2023-2024 budget. As the estimated provision is finalized throughout the year, the valuation will be reported during the in-year financial reporting.

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 2023 Semester:

ENROLMENT	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Domestic	2,264	2,311 (10% increase for semester 1)	2,241 (5% decrease for semester 1)
	\$3,237,438	\$63,594	(\$31,797)
International	1,694	1,739 (10% increase for semester 1)	1,627 (15% decrease for semester 1)
	\$10,189,044	\$270,391	(\$405,586)

Fall 2023 Semester:

ENROLMENT	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Domestic	8,256	8,734 (10% increase for semester 1)	8,017 (5% decrease for semester 1)
	\$11,836,084	\$682,934	(\$341,467)
International	2,919	3,119 (10% increase for semester 1 & 2)	2,622 (15% decrease for semester 1 & 15% decrease for semester 2)
	\$17,896,502	\$1,225,293	(\$3,063,233)

Winter 2023 Semester:

ENROLMENT	BUDGET	OPTIMISTIC (INCREASE OVER BUDGET)	PESSIMISTIC (DECREASE OVER BUDGET)
Domestic	7,824	8,319 (10% increase for semester 1 & semester 2)	7,576 (5% decrease for semester 1 & semester 2)
	\$11,189,461	\$709,449	(\$354,724)
International	3,418	3,685 (10% increase for semester 1, 2 & 3)	3,078 (10% decrease for semester 1, 15% for semester 2 & 15% semester 3)
	\$15,414,203	\$1,208,341	(\$2,747,538)

CAPITAL EXPENDITURES BUDGET

The total proposed capital expenditures for fiscal 2023-2024 is \$18.1M for annual renovations and infrastructure investments with \$5.3M financed through external funding. The balance is funded through non-cash adjustments from operations including net amortization, the carry-forward of unspent capital funds from 2022-2023 of \$3.1M, CRWC deferred revenues of \$0.3M and \$0.2M from the residence capital reserves.

The following table shows the allocation of capital expenditure projects for 2023-2024:

\$'000	FORECAST 2022-2023 ¹	BUDGET 2022-2023	BUDGET 2023-2024
Available Funding			
College Equipment Renewal Fund (CERF)	515	505	515
Facilities Renewal Program (FRP)	3,424	2,752	3,424
Apprenticeship Capital Grant (ACG)	676	676	676
Apprenticeship Capital Grant (competitive)	500	500	0
Region of Durham donation	600	600	0
OPG Donation	50	0	49
Weston Family Foundation donation	900	900	0
CRWC Reserve (flow-through)	345	459	270
Residence Reserve (flow-through)	0	400	200
DCSA donation	0	400	0
Unspent capital funds from prior year	2,716	1,600	3,100
Other Capital Donations	2,379	0	620
Total Available Funding	12,105	8,792	8,854



\$'000	FORECAST 2022-2023 ¹	BUDGET 2022-2023	BUDGET 2023-2024
Capital Expenditures			
Academic	863	855	1,630
Academic (funded through donations)	3,562	900	664
Apprenticeship projects (ACG)	676	676	676
Apprenticeship Capital (competitive)	951	1,000	0
Total Academic	6,052	3,431	2,970
Other Services	291	437	120
Total Services	291	437	120
Total IT	1,459	1,607	2,298
Renovations	6,642	4,234	4,531
Road upgrade, parking & signage	96	100	400
Deferred maintenance	3,396	4,967	6,081
Classroom & lab refresh	59	50	922
Total Facilities	10,193	9,351	11,934
CRWC renovations	345	459	270
Residence renovations	0	400	200
Riot Ratio renovation	0	400	0
Total Flow-Through	345	1,259	470
Accessibility Pool	111	100	100
Contingency	0	100	250
Pandemic - COVID	56	0	0
Unbudgeted projects	785	0	0
Total Capital Expenditures	19,292	16,285	18,142
Funded from College Resources	(7,187)	(7,493)	(9,288)

¹ Based on forecast as of February 28, 2023.

Planned capital expenditures for 2023-2024 include the following:

Skilled Trades and Apprenticeship	Dynamometers, labVolt transmission trainer, compressor trainer, top screw bench chain, ratchets, rigging & hoisting equipment, pipe stands, welders and EV lab equipment
Hospitality and Horticultural Science	Dishwasher, generator for the aquaponic tanks
Business	Omnimax S4 machine and office renovation
Media, Art & Design	Media loans inventory refresh, file server refresh, 32 channel mixing console, sound insulation panels, lighting sets and monitors
Social & Community Services	Self-contained breathing apparatus tanks and packs, auto extraction tools, SCBA masks, training simulator and renovation to JW102
Health Sciences	Renovation and furniture for SW106, renovation to JW104, iTero Element 5D Plus Digital Intraoral Scanner, Wattbike Atom, Cycle Ergometer, treadmill, Stryker PowerCots and nursing simulator
Science, Engineering & Information Technology	Dissolution bath, Universal Robots, Handyscan scanner system, H140 office suite upgrade, ground fault circuit interrupter and H218 room upgrade and equipment upgrades to H218 and H166B
Corporate Training Services	Creative hub studio lighting upgrade and virtual reality training studio
Student services and general administration	CRWC equipment refresh, outdoor recreation & activity space, and exterior entry signage 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	Fire panel replacement for residence, conversion of additional residence rooms to quads, bookstore shelving and One Card integration
Facilities Renewal projects	Deferred maintenance projects, continuing roof maintenance, accessibility compliance projects, lighting and energy retrofits, building exterior restoration, upgrade to stairs & railings, safety ladder upgrades, washroom renovations, CHP/Cogen installation, irrigation for CFCE Quad, forklift, van, tractor, HVAC upgrades and asbestos removal
General renovation projects	Whitby bus loop upgrade, renovations related to the relocation of Finance, Communications & Marketing, Human Resources and IT from Campus corners, renovation of H231 to student space, and Naanaagide'endamowin Courtyard for the Outdoor Classroom at the Oshawa campus

CAPITAL EXPENDITURE PROJECTION FOR FISCAL YEAR 2024-2025

The capital expenditures currently planned for fiscal year 2024-2025 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 IT lab and faculty laptop refresh. The balance of the 2024-2025 capital expenditures will be planned during the preparation of the 2024-2025 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 2023-2024 fiscal year.

(000'S)	2023-2024	COMMENTS
Beginning cash position ¹	73,685	
Cash flow from operations	0	Budgeted operating surplus
Cash flow from operations	13,381	Impact of adding back non-cash adjustments: net amortization expense and vacation accrual
Investing activities	(18,142)	2023-2024 capital expenditures
Deferred contributions	8,854	Deferred capital contributions and restricted contributions for capital
Re-payment of long-term debt	(3,856)	Outflow for principal payment on long-term loans
Net In-Year Cash Flow	237	
Ending Cash Position ²	73,922	

¹ Estimated March 31, 2023 ending operating cash balance.

² Projected March 31, 2024 ending balance.

In addition, the college has \$15M in short-term investments that will mature within the year.



CONCLUSION

Durham College is presenting a balanced budget for 2023-2024 despite the domestic tuition freeze, and 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 five new programs and supports the college's business plan priorities for 2023-2024.

Revenues are budgeted at \$233M for 2023-2024, an increase of 7.3% over 2022-2023 despite flat government funding and the continuation of the domestic tuition fee freeze. An increase in international student enrolments and ancillary operations 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 2023-2024 budget targets a total of 12,000 full-time enrolments for fall 2023, an increase of 6.3% over 2022-2023. The biggest risk associated with the budget is the achievement of domestic and international enrolment targets.

The proposed capital budget provides \$18.1M for capital expenditures includes an investment in academic resources, IT, and ongoing infrastructure improvements. Of this amount \$5.3M will be funded from external sources, \$0.3M from the CRWC deferred revenues, \$0.2M from the residence capital reserves, \$3.1M of unspent capital funds from 2022-2023 and the remaining \$12.3M 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 2023-2024 without requiring additional external financing. As well, the college will be able to further reduce its previous long-term borrowing by \$3.9M in 2023-2024.







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