

**Legislative
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Legislative Research
Information and Technology Services Division
Room 2520, Whitney Block
Queen's Park
Toronto, Ontario M7A 1A9
Telephone: (416) 325-3675

Recherche législative
Division des services de l'information et de la technologie
Bureau 2520, Edifice Whitney
Queen's Park
Toronto (Ontario) M7A 1A9
Téléphone: (416) 325-3675

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**COLLÈGE D'ARTS APPLIQUÉS ET DE TECHNOLOGIE LA CITÉ
COLLÉGIALE - BOARD OF GOVERNORS:
ORDER-IN-COUNCIL APPOINTMENT OF
ALAYNE CRAWFORD***

Prepared for:

Standing Committee on Government Agencies

Prepared by:

Alex Alton
Research Officer
Legislative Research

November 18, 2021

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INTRODUCTION

This paper has been prepared for Members participating in the Committee's review of the Order-in-Council appointment of Alayne Crawford as a member of the Board of Governors of the Collège d'arts appliqués et de technologie La Cité collégiale (La Cité). It describes the operations of the board, presents information about the appointee, and identifies possible lines of questioning.

COLLÈGE D'ARTS APPLIQUÉS ET DE TECHNOLOGIE LA CITÉ COLLÉGIALE

Enabling Statutes	Responsible Ministry
<u>Ontario Colleges of Applied Arts and Technology Act, 2002</u> <u>O. Reg. 34/03, ss. 2(1)</u>	Colleges and Universities
Agency Type	Most Recent Annual Report
Board Governed Provincial Agency	<u>2020-21</u>
Activities of the Agency	
The board governs Le collège d'arts appliqués et de technologie, a French-language applied arts and technology college offering more than 140 postsecondary programs.	
Board Membership	
Seventeen members including four members appointed by the Lieutenant Governor in Council.	Remuneration Appointees do not receive remuneration. ¹
Term of Office: A member serves for a term not exceeding three years and shall not serve for more than six years consecutively.	

¹ Public Appointments Secretariat, "[Collège D'Arts Appliqués Et De Technologie La Cité Collégiale - Board Of Governors.](#)"

CURRENT OPERATIONS

Role of the Board of Governors

The [2020-2025 Strategic Mandate Agreement](#) for La Cité identifies a dual mandate of:

- providing sufficient and relevant training in French, both in terms of program choice and through the use of alternative delivery methods; and
- addressing the unmet needs of the province's Francophone communities.²

The board of governors is responsible for ensuring that it is effectively and appropriately managed to achieve this mandate. The board of governors is responsible for defining the role and mission of the college thereby setting the strategic directions for the college. The board of governors has responsibility for fiduciary oversight and institutional performance.

The college's strategic plan, [IMPACT 2023 \(i23\)](#), sets out the goals and strategies to meet its dual mandate.

Board Membership

The board of governors is composed of seventeen members, including:

- four members appointed by the Lieutenant Governor in Council;
- the president of the college;
- one elected student;
- one elected academic staff member;
- one elected administrative staff member;
- one elected support staff member; and
- eight members appointed by the members of the board holding office at the time of the appointment.³

A member of the board of governors other than a member elected by the students shall hold office for a term not to exceed three years and shall not serve for more than six years consecutively. Members are eligible for reappointment or re-election after two years' absence from the board for successive terms not to exceed six years in total.⁴

² Ministry of Colleges and Universities, [2020-2025 Strategic Mandate Agreement: Collège d'arts appliqués et de technologie La Cité collégiale](#).

³ Public Appointments Secretariat, "[Collège D'Arts Appliqués et De Technologie La Cité Collégiale - Board Of Governors](#)."

⁴ *Ibid.*

Collège d'arts appliqués et de technologie La Cité collégiale

Collège d'arts appliqués et de technologie La Cité collégiale was founded as Ontario's first French-language college of applied arts and technology in 1989. When it first opened, the college had 2,300 students and was in temporary facilities on St. Laurent Boulevard, in Ottawa.⁵ The college's permanent campus is now located on Aviation Parkway in Ottawa and has satellite facilities in Hawkesbury, Orléans, Toronto, and eastern Ottawa.⁶ In 2020-21 the college offered 140 programs and had 6,782 students, with 1,430 of these being international students.⁷ Figure 1 shows some of the historical performance metrics reported by the college.

**Figure 1:
La Cité Performance Metrics, 2016-17 to 2018-19**

Metric	2016-17	2017-18	2018-19
Graduate employment rate in a related field	72.36%	74.04%	76.63%
Graduation rate	68.57%	66.64%	66.12%
Economic impact	\$993,413	\$1,053,140	\$1,121,134
Graduate employment earnings	\$33,234	\$34,705	\$37,384

Source: Ministry of Education and Training, [2020-2025 Strategic Mandate Agreement: Collège d'arts appliqués et de technologie La Cité collégiale](#).

Financial Information

At the end of March 2021, the college had a financial balance of \$58,459,623.⁸ The primary sources of revenue for the college are government funding and tuition fees. In fiscal year 2020-21, government subsidies accounted for roughly 51% of all revenue while student tuition fees accounted for another 25% of total revenue. Figure 1 shows a summary of revenues and expenditures from the [2021 audited financial statements](#).⁹

⁵ Ontario Colleges, "[La Cité](#)."

⁶ Collège d'arts appliqués et de technologie La Cité collégiale, , [Rapports annuels 2020-2021](#), p. 25.

⁷ *Ibid*, p. 3.

⁸ Collège d'arts appliqués et de technologie La Cité collégiale, [États financiers 2020-2021](#) (June 14, 2021).

⁹ *Ibid*.

Figure 2:
Collège d'arts appliqués et de technologie La Cité collégiale Revenue and Expenses, 2020-21 (\$).

	2020	2021
Total revenue	108,428,038	109,073,471
Total expenses	104,697,549	104,208,494
Excess of revenue over expenditures	3,730,489	4,864,977

Source: Collège d'arts appliqués et de technologie La Cité collégiale, [États financiers 2020-21](#).

RECENT DEVELOPMENTS

In response to the fourth wave of the COVID-19 pandemic, the majority of learning activities for the 2021 fall term are taking place remotely. Proof of COVID-19 vaccination will be required on all Ottawa-based campuses for full-time and part-time staff and students as well as customers, contractors, and any visitors.¹⁰

On October 13, 2021, the Ontario government announced more than \$400,000 in funding for training and hands-on learning opportunities for French-language nursing students in Ottawa. The funding is going to La Cité as well as the University of Ottawa and Montfort Hospital to support approximately 350 nursing students. As part of this program, the University of Ottawa and La Cité will jointly develop virtual modules in French.¹¹

In the spring of 2019, La Cité collaborated with the Université de l'Ontario français and Université Laval on a new graduate-level certificate program in the pedagogy of higher education. The professional training program was offered to teaching faculty and academic advisers at La Cité who wished to further strengthen their teaching skills. In February of 2021, the first cohort of 18 graduates completed the program.¹²

¹⁰ Ani-Rose Deschatelets, "[Vaccination obligatoire et cours majoritairement à distance cet automne à La Cité](#)," *le Droit*, August 18, 2021.

¹¹ Ministry of College and Universities, "[Ontario Supporting New French-language Training for Nurses in Ottawa](#)," news release, October 13, 2021.

¹² Université de l'Ontario français, "[Successful Collaboration Between Université de l'Ontario français, Université Laval and Collège La Cité: A First Cohort of Graduates](#)," news release, February 11, 2021.

As of fall 2020, the college offers a new two-year program on cannabis production. The College received approval from the Ontario Ministry of Training, Colleges and Universities for this program and has an enrollment of 15 to 20 students.¹³ In 2021, the college joined a consortium of five other colleges offering similar programs to collaborate and share information.¹⁴

THE WITNESS

The witness, Alayne Crawford, is seeking appointment as a part-time member of the Board of Governors of La Cité.

According to the Office of the Premier, the witness is the Head of Government Relations & Regulatory Affairs for IBM Canada, a former Director of Corporate Affairs for Shaw Communications, and a former Senior Communications Advisor, Office of the Minister of State for Seniors and former Advance to the Prime Minister, Office of the Prime Minister. Her community involvement includes serving as President of the Government Relations Institute of Canada.

POSSIBLE QUESTIONS

1. *What has motivated the witness to seek this appointment?*
2. *What particular contribution does the witness hope to make to the board?*
3. *In the witness's opinion, what challenges, if any, does the board face in exercising its responsibilities considering the COVID-19 pandemic and its impacts on the education sector?*
4. *Postsecondary educational institutions are being encouraged to align with labour market outcomes. How does the witness expect to contribute to responding to this aim?*

¹³ Collège d'arts appliqués et de technologie La Cité collégiale, "[Production de Cannabis : un Programme à La Cité à l'Automne 2020](#)," news release, September 12, 2019.

¹⁴ Ani-Rose Deschatelets, "[Collaboration entre La Cité et des hôpitaux pour former des infirmières et des infirmiers auxiliaires](#)," *le Droit*, March 30, 2021.