



**AGENDA**  
**Board of Directors Meeting**  
February 19, 2025  
Daniel J. Patterson Campus – N002a

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Board Chair: Chris Fullerton  
Board Secretary: Bruin Pol  
Scribe: Heather Storey

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| <b>1. Call to order</b>   | <b>7:00 p.m.</b> |
| <b>2. Reconciliation Statement</b>  | <b>7:02 p.m.</b> |
| <b>3. Attendance and Quorum Call</b>                                      | <b>7:04 p.m.</b> |
| <b>4. Agenda &amp; Motions Approval</b>                                   | <b>7:07 p.m.</b> |
| <b>5. Conflicts Declared</b>  | <b>7:09 p.m.</b> |
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| <b>6. Meetings of Last Meeting</b>  |                  |
| 6.1. Board of Directors Meeting Minutes – Presidential Vote of Confidence | 7:11 p.m.        |
| 6.2. Board of Directors Meeting Minutes – January 23, 2025                | 7:13 p.m.        |
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| <b>7. Ownership Linkage – Dipal Patel</b>                                 |                  |
| 7.1. February Ownership Linkage Report – Chris Fullerton                  | 7:15 p.m.        |
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| <b>8. Board Education: Internal &amp; External</b>                        |                  |
| 8.1. President Report – Dipal Patel                                       | 7:20 p.m.        |
| 8.2. Executive Director’s Report – Steve Kosh                             | 7:25 p.m.        |
| 8.3. Transit Agreement Update – Kunal Kurup                               | 7:30 p.m.        |
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| <b>9. Operational Monitoring: Risk Management</b>                         |                  |
| 9.1. NCSAC Operating Budget Presentation – Hish Clifford                  | 7:50 p.m.        |
| 9.2. Ancillary Fees – Steve Kosh  | 8:20 p.m.        |
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| <b>10. Board Decisions/Discussion</b>                                     |                  |
| 10.1. Director Vacancy Process Policy – Proposal – Heather Storey         | 8:30 p.m.        |
| 10.2. Honorarium Policy – Proposed Amendments – Chris Fullerton           | 8:32 p.m.        |
| 10.3. Student Experience Scholarship Fund – Hish Clifford                 | 8:35 p.m.        |
| 10.4. NC Gala Sponsorship – Dipal Patel                                   | 8:45 p.m.        |
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| <b>11. Meeting Evaluation</b>   | <b>8:55 p.m.</b> |
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| <b>12. Adjournment</b>  | <b>8:56 p.m.</b> |

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**Board of Directors Meeting**  
 February 19, 2025  
 Daniel J. Patterson Campus - N002a

Present: Steve Kosh                      Dipal Patel                      Caleb Simoneau                      Chris Fullerton  
                   Hish Clifford                      Jonathin Wallington                      Shreya Shah                      Mercy Deborah Santhana Krishnan

Regrets: Bruin Pol

Absent: Bipul Rai                      Sukhpreet Singh Gosal

Guest: Kunal Kurup

Scribe: Heather Storey

Action Items

<b>SAC 9.1</b>	<p><b>Call to Order</b></p> <p>The meeting is called to order at 7:43 p.m.</p>	
<b>SAC 9.2</b>	<p><b>Reconciliation Statement</b></p> <p>Niagara College acknowledges that we are gathered on the shared traditional lands of the Anishinaabe (pronounced: ah-nish-naw-bay) and Haudenosaunee (pronounced: ho-deh-neh-show-nee). We offer our sincere gratitude to them as the stewards of this land, which is protected by the Dish With One Spoon Wampum agreement's three principles: to take only what you need, leave enough for others, and always keep the dish clean. Today, many First Nations, Métis, and Inuit communities from across Turtle Island continue to live and work in this territory. Acknowledging the peoples whose territory we are on, and the agreements that guide their stewardship of the land, reminds us to reflect on and respect their unique relationship to this land. It also is an invitation for all of us to identify and engage in actions that respect and reinforce our commitments to Truth and Reconciliation and Indigenous Rights.</p>	
<b>SAC 9.3</b>	<p><b>Attendance and Quorum Call</b></p> <p>PRESENT:</p> <ol style="list-style-type: none"> <li>1. Caleb Simoneau</li> <li>2. Chris Fullerton</li> <li>3. Hish Clifford</li> <li>4. Shreya Shah</li> <li>5. Mercy Deborah Santhana Krishnan</li> <li>6. Jon Wallington</li> </ol> <p>REGRETS</p> <ol style="list-style-type: none"> <li>1. Bruin Pol</li> </ol> <p>ABSENT</p> <ol style="list-style-type: none"> <li>1. Sukhpreet Singh Gosal</li> <li>2. Bipul Rai</li> </ol> <p>According to the NCSAC By-laws Article 6: Meetings of Directors</p> <p>6.4 "Quorum" - A Majority of the Directors constitutes a quorum at any meeting of the Board. For the purpose of determining quorum, a Director may be present in person, or by teleconference and/or by other electronic means. A quorum must be maintained throughout the meeting.</p> <p>There were 6 Directors present, and therefore quorum was achieved.</p>	
<b>SAC 9.4</b>	<b>Agenda &amp; Motions Approval</b>	

	<p><b>Motion made to approve the agenda for the February 19, 2025 Board of Directors meeting as amended.</b></p> <p>Motion by: Mercy Deborah Santhana Krishnan          Seconded by: Jon Wallington</p> <p>All in Favour, Motion Carried.</p> <p><b>Motion made to approve the prepared motions for the February 19, 2025 Board of Directors meeting as submitted.</b></p> <p>Motion by: Jon Wallington          Seconded by: Shreya Shah</p> <p>All in Favour, Motion Carried.</p>	
<p><b>SAC 9.5</b></p>	<p><b>Conflicts Declared</b></p> <p>No conflicts were declared.</p>	
<p><b>SAC 9.6</b></p>	<p><b>Approval of Previous Meeting Minutes</b></p> <p><b>9.6.1 Motion to approve the Previous Meeting Minutes from the Presidential Vote of Confidence Meeting on January 23, 2025 as submitted.</b></p> <p>Motion by: Caleb Simoneau          Seconded by: Jon Wallington</p> <p>All in Favour, Motion Carried.</p> <p><b>9.6.2 Motion to approve the Previous Meeting Minutes from the January 23, 2025 Board of Directors Meeting as submitted.</b></p> <p>Motion by: Mercy Deborah Santhana Krishnan          Seconded by: Caleb Simoneau</p> <p>All in Favour, Motion Carried.</p>	
<p><b>SAC 9.7</b></p>	<p><b>Ownership Linkage</b></p> <p>9.7.1. Ownership Linkage Report - Chris Fullerton</p> <p>Chris and Jon engaged in the February Ownership Linkage at the Niagara-on-the-Lake campus, and Bruin and Caleb engaged at Welland. Students were asked if they would support a 10% increase to food costs in order to fund sustainable cutlery; there was a valentines day give-a-way for one student who submitted a survey.</p> <p>The "Share Your Voice - February '25" report summarizes student feedback from 237 responses at Niagara College. It includes demographic data such as student emails, numbers, programs, and campus distribution, with 62% from the NOTL campus and 38% from the Welland campus. The report also highlights a key survey question about supporting a 10% increase in food costs to fund sustainable cutlery, plate ware, and glassware, where 61% of respondents supported the initiative while 39% opposed it.</p>	
<p><b>SAC 9.8</b></p>	<p><b>Board Education: Internal &amp; External</b></p> <p>9.8.1 President Report - Dipal Patel</p> <p>Ontario Student Voices (OSV) is in the process of hiring a permanent Executive Director, as the current interim ED, Lynn, will see her contract end on April 30, 2025. OSV is actively engaged in the "Get Out the Vote" campaign, coordinating efforts with Niagara College Student Engagement Council (NCSEC) ahead of the provincial elections. A roundtable event featuring candidates from various political parties is also being organized to give students insights into</p>	

	<p>their education policies. On campus, Steve and Dipal will present the annual Board of Governors update, summarizing the year's activities and initiatives. Additionally, "Cookies with Chris" will proceed as planned, with board members welcome to attend. With Dipal now working in a part-time capacity, committee meetings have been difficult to attend, efforts are being made to stay informed and ensure student perspectives are represented in decision-making.</p> <p>9.8.2 Executive Director Report – Steve Kosh</p> <p>The NCSAC elections were extended this year due to low candidate turnout, allowing more time to attract participants. Feedback on the process will be shared after the elections. Updates on the Transit Commission agreement, NCSAC budget process, and ancillary fees will be discussed in the upcoming board meeting. Regarding NCSAC insurance, Kosh attended a national call with HUB International, addressing significant industry changes due to class action lawsuits linked to political protests. As a result, HUB's underwriter, Noxev, is adjusting coverage by eliminating insurance for inflatables, sports-related clubs, carnival rides (without a \$5M rider), and large festival-style concerts while increasing costs for future coverage years. NCSAC staff are prepared to navigate these changes to maintain appropriate insurance coverage.</p> <p>9.8.5 Transit Agreement Update – Steve Kosh</p> <p>As you are aware, we are about to experience a decrease of approximately 1,500/semester in 2025-2026. This takes our annual total of students down from 26,000 to 20,000 for the 2025-26 fiscal year. If we were to keep transit service levels the same in 2025-2026, we would be facing a \$1M deficit in the transit portfolio. As international students are our heaviest users of the U-Pass, we can confidently reduce service by \$1M to make up the deficit. It is important to look at what routes we adjust without affecting bus capacities and leaving students stranded. We met with NTC and asked them to suggest amendments (you have seen the negotiation notes as part of your Board package). We came with our ideas of amendments, however the amendments that NTC suggested look more favorable to students and should not affect student ridership, as the amendments are based on current ridership data that NTC possesses.</p> <p>NTC suggested the following amendments: Reduce the two routes from Niagara Falls and St Catharines to DJP (40A &amp; 40B) from 15 minute service, to 20 minute service. This is a reduction of approximately 9,000 transit hours per year, which translates to approximately \$1.3M per year in savings. They also suggested to add additional service to the #34 inter-campus route to operate consistently throughout the day. (hours to be determined – right now it's spotty and about 90minutes between trips). Cost would be approximately \$300K. This means NCSAC would save \$1.3M on one route without major reductions, cancellations or impacts and spend approximately \$300K on additional service between campuses to improve service. With the reduction in 1,500 students per semester, we feel that these amendments will not impact the transit system for students!</p> <p>The board was in support of reducing service from 15-20 minutes on the 40A and 40B and adding additional service to the #34.</p>	
<p><b>SAC 9.9</b></p>	<p><b>Operational Monitoring: Risk Management</b></p> <p>9.9.1 NCSAC Operating Budget Presentation – Hish Clifford</p> <p>Hish presented an overview on the Budget Process that the Finance Standing Committee has engaged in so far.</p> <p><u>Budget Notes 2025-2026:</u></p> <ul style="list-style-type: none"> <li>• Over the past 6 weeks, the NCSAC Finance Committee has been working with staff and involved in the budget process to create a framework for the 2025-2026 NCSAC Operating Budget.</li> <li>• It is important to note that tonight, we are NOT asking the NCSAC Board to approve the budget, but instead, just showing you the important areas, and then the budget</li> </ul>	

committee will follow-up with a survey document by Friday, February 21<sup>st</sup>, to get input from you as Board members. This will give the Finance Committee further direction on how to complete the budget. As a Board, we will then approve the budget at our March NCSAC Board meeting.

- As we are all aware, post-secondary is entering a difficult time financially and we are trying to be extra diligent in reviewing our expenses, while working alongside the ancillary fee protocol committee and Niagara College, to balance revenues in the 2025-26 budget.
- There are a few major theories that the Board is aware of and that the budget committee has been using and just to review, those pillars are:
  - Limit “forward facing reductions in service to our NC Students”
  - Cap U-Pass and Health Plan ancillary fees, to direct any increased revenue to the NCSAC operating budget
  - Limit ancillary fee increases to students as much as possible, to minimize financial stress to students.

#### Budget Outline (Education)

- Budgets, much like your personal bank account, are balanced using two factors; revenues and expenses.
- From the revenue side of NCSAC, the majority of our revenue comes from mandatory Student Ancillary Fees. The remainder of NCSAC revenue comes from Food Services, part-time student fees & some interest earned on our investments.
- From the expense side of things, the majority of our expense is labour, with part-time, full-time and student staff all included. The other major cost centres for NCSAC are Student Services, Governance, Marketing, Food & Beverage, and Office expenses.
- In our case at NCSAC, we attempt to balance revenues and expenses, but with the current climate of enrolment, that is not going to be possible without some input from our fellow NCSAC Board members.

#### Budget Situation

- With all of the work that we’ve done on the budget, we are currently approximately \$600K short in order to balance the budget.

#### Revenues:

- On the revenue side, with an increase of CPI to current levels, and enrolment projected at the college of approximately 1,500 students less per semester, NCSAC stands to bring in about \$1.6M in ancillary fee revenue.
- Add in our Food & Beverage revenue of approximately \$700K and an additional \$150K in interest revenue and Nourishing Minds transfers from the college and that brings our total revenues to approximately \$2.4M.

#### Expenses:

- With expenses you will see some decreases in budget lines, but most of those just recognizes a decrease in enrolment and NOT a decrease in events, services or other activities.
- As for expenses, let’s review some major changes to our budget lines.

#### *Student Services*

- In the Services area, this budget reflects our current level of service with no changes.

#### *Events and Clubs*

- In events, there is a decrease in budget, but not the amount of events that we can host. We have proposed to keep the Clubs budget whole.

*Governance*

- In the Governance area, we didn't change anything. Travel and Conference, Retreats and Board investment, all remain at current levels.

*Marketing*

- In Marketing expenses, the budget committee is proposing one major change...that NCSAC stop printing physical Student Handbooks and move to a digital format, which would save \$20K in budget and also recognize a substantial reduction in paper on the sustainability side.
  - We will ask about whether you agree with this or not, in our follow-up from the committee to the Board on Friday.

*Student Centres*

- Without going into too much detail about Food & Beverage, NCSAC counts on our F&B department to breakeven for the year. With that said, we expect just over \$700K in expenses for the year.

*Office Administration*

- There is an increase in our Professional Fees budget line to recognize the cost of continuing our work with Debbie McIntyre, Finance Consultant for another year.
- In the offices, we have been able to reduce the phone lines for NCSAC offices down to about 50% and that recognizes a \$12K savings.
- The Wages lines is up significantly to by \$200K, but that recognizes an investment of \$80K/year to employ approximately 25 students as Wellness Lounge Monitors for NCSAC to manage those spaces without college involvement. It also recognizes approximately \$30K in part-time wage increases to stay ahead of the \$17.20/HR minimum wage. This also recognizes approximately \$30K in staff salary increases as per staff contracts.
  - Similar to the handbook situation, your feedback about labour increases, will be included in the survey we distribute on Friday.

As per the proposed budget, expenses for NCSAC would be just over \$3M for the year. With revenues of \$2.4M, this leaves NCSAC with a budget deficit of approximately \$600K.

There are three options to address the budget deficit:

1. Use the capital reserve
2. Increase ancillary fees (up to 12%)
3. Hybrid approach

It was explained that the Finance Standing Committee will be circulating a questionnaire to the Board on Friday, February 21<sup>st</sup>. The Board is asked to complete it by Thursday, February 27<sup>th</sup> in order to give the budget committee a chance to review the feedback received prior to their next meeting on Friday February 28<sup>th</sup>.

9.9.3 Ancillary Fees - Steve Kosh

The Ministry allows a maximum of 20% increase in ancillary fees, split between the college and NCSAC. The college proposes their fee package to the board of governors, while NCSAC manages its portion, covering transit, health plans, events, and services. Each year, NCSAC and the college sign a binding document that outlines the terms of what those different ancillary fees are going to be for the upcoming year. Despite the 20% cap, NCSAC's calculations show they would only need to raise fees by about 11-12%, not the full 20%, to cover their budget needs.

	<p>The college, however, has proposed a 20% increase – an unprecedented move, as typical increases range from 5-10%. As the student voice, NCSAC advocates for students and may want to consider challenging this increase amount by requesting alternate budget scenarios at lower rates, such as 12% or 15%, to understand the impact. NCSAC will aim to gather data, consult with other student associations, and draft a response to the college, ensuring their approach remains firm yet respectful. While NCSAC doesn't have the final say on the college's fees, their approval carries weight. Ultimately, NCSAC wants to advocate for students by pushing the college for transparency and exploring balanced solutions.</p>	
<p><b>SAC 9.10</b></p>	<p><b>Board Decisions/Discussion</b></p> <p>9.10.1 Director Vacancy Process Policy - Heather Storey</p> <p>The intention was to present the Director Vacancy Process Policy to the board tonight, however due to unforeseen circumstances regarding Elections, we are looking to bring this policy back to the By-law and Policy Committee on Friday for further conversation. This policy will then be presented to the Board at the March meeting.</p> <p><b>Motion to table the Director Vacancy Process Policy approval to the March Board of Directors Meeting.</b></p> <p>Motion by: Jon Wallington          Seconded by: Mercy Deborah Santhana Krishnan</p> <p>All in Favour, Motion Carried.</p> <p>9.11.2 Honorarium Policy – Proposed Amendments – Chris Fullerton</p> <p>The By-law and Policy Committee met and put forth the following amendments to the Honorarium Policy:</p> <p>2.2 Committee Meeting</p> <p>If a Director is unable to attend a Committee meeting, they must send their regrets at least 48 hours in advance of the meeting through the governance portal <b>and an email directed to the Governance Manager, Board Chair, Vice Chair, and Secretary</b>, as well as submit their annotations.</p> <ul style="list-style-type: none"> <li>a) Failure to send regrets without proper notice will result in a 25% deduction of the bi-weekly honorarium.</li> <li>b) Failure to send annotations will result in a 25% deduction of the bi-weekly honorarium.</li> </ul> <p>2.3. Retreats</p> <p>Directors are required to attend all mandatory Retreats: May, August, and January. <b>If a Director is unable to attend a Retreat, they must send their absence notice within 15 days of the scheduled retreat. A notification of absence from a retreat does not constitute “regrets”.</b> Failure to attend will result in a 100% deduction from the bi-weekly honorarium, <b>regardless of if notification of absence was or was not provided.</b></p> <p><b>Motion to approve the amendments to the Honorarium Policy as submitted.</b></p> <p>Motion by: Caleb Simoneau          Seconded by: Jon Wallington</p> <p>All in Favour, Motion Carried.</p> <p>9.11.3. Student Experience Scholarship Fund – Hish Clifford</p> <p>Students from the Culinary Arts, Hospitality and Tourism, and Wine, Beer, and Spirits programs play a vital role in enhancing Niagara College’s reputation through their volunteer efforts at</p>	

	<p>events like Project Brew, Caps, Corks and Forks, and the Grape and Wine Parade. Their dedication strengthens community engagement and enriches the student experience, often at personal cost. To recognize these students' contributions, Hish is asking the Board for NCSAC to donate \$1,000 to the Benchmark Student Experience Scholarship Fund, supporting those who actively shape the Niagara College experience beyond the classroom.</p> <p><b>Motion to approve a donation in the amount of \$1,000 to support the Benchmark Student Experience Scholarship Fund allocated from the Sponsorship/Donations budget.</b></p> <p>Motion by: Caleb Simoneau          Seconded by: Shreya Shah</p> <p>All in Favour, Motion Carried.</p> <p>9.11.4 NC Gala Sponsorship - Dipal Patel</p> <p>NCSAC has been approached to be a platinum sponsor for the NC Gala. With this level of sponsorship, NCSAC would donate \$7,500 and then receive 20 tickets to the Gala, as well as brand awareness at the event, and two \$1,000 named scholarships to support NC students.</p> <p><b>Motion for NCSAC to become a platinum sponsor and donate \$7,500 to support the NC Gala Fundraiser on behalf of student scholarships.</b></p> <p>Motion by: Mercy Deborah Santhana Krishnan          Seconded by: Shreya Shah</p> <p>All in Favour, Motion Carried.</p>	
<p><b>SAC 9.12</b></p>	<p><b>Meeting Evaluation</b></p> <p>To ensure “good governance” each Director received a Meeting Evaluation Survey at the end of the meeting. It is important for the Directors to evaluate each Board of Directors meeting. Each Director received the Meeting Evaluation on their governance portal and were asked to complete it.</p>	
<p><b>SAC 9.13</b></p>	<p><b>Adjournment</b></p> <p><b>Motion to adjourn the meeting at 8:56 p.m.</b></p> <p>Motion by: Jon Wallington          Seconded by: Mercy Deborah Santhana Krishnan</p> <p>All in Favour, Motion Carried.</p>	