

Board of Governors

Minutes of the Two Hundred and Sixty-Fifth (265th) Meeting held on Wednesday, September 30, 2026, at 5:30 pm

Present:	Maria-Viviana Aguilar, Chair (Pre-University Alumni Representative) Leslie-Anne Barber, Vice-Chair (Socio-Economic Representative) Lisa Peldjak, Director General Sean Scott, Academic Dean Éric Chocron, Socio-Economic Representative Alan Davoust, University-Level Teaching Representative Evelyn Gauthier, Labour Market Representative Andrea Chamberland, Technical Studies Alumni Representative Halima Said, Parent Representative Meghan McLean, Parent Representative Faustina Rodriguez, Pre-University Student Association Representative Ketsia Ntumba Mbenga, Technical Studies Student Association Representative Dan Daminato, Teaching Professional Representative Mark Molnar, Teaching Professional Representative (arrived 6:00 pm, left 7:43 pm) Connor Spearman, Non-Teaching Professional Representative
Also Present:	Valerie Gamache, Secretary General
Regrets:	Emily Menard, Support Staff Representative Eldon Keon, School Centre/Board Representative
Guests:	Melissa Malette-Fournier, Associate Academic Dean Karl Lamarche, Director of Building Services Patrick Sullivan, Director of Procurement and Financial Services Michèle Charlebois, Director of Human Resources Willy Tenadjang, Director of Information Systems and Technology Myriam Bouchard, Director of Student Services

B265-1.0	<p>APPROVAL OF AGENDA</p> <p>1.1 Call to Order/Opening Remarks</p> <p>The Chair confirmed quorum, called the meeting to order at 5:56 pm, and welcomed members back for the new session and informed them of the newest member from the Student Association, Ketsia Ntumba Mbenga, and welcomed the new Director of Student Services, Myriam Bouchard.</p> <p>The Chair then read the Land Acknowledgement Statement and reminded members that September 30 marks the National Day for Truth and Reconciliation and Orange Shirt Day. Members showed their support by wearing their orange t-shirts or pins in honour all who survived the Residential School system and to remember those who did not. Members had also been invited to participate in the College Indigenous Culture week activities to enhance their knowledge of Indigenous culture and heritage.</p> <p>The Chair reminded Members of the opportunity to state any conflicts and of meeting procedures.</p>
	<p>1.2 Approval of Agenda</p> <p>Evelyn Gauthier moved for the adoption of the draft agenda which was seconded by Connor Spearman. In absence of changes, the draft agenda was adopted as presented.</p>
	<p>1.3 Appointment of Student Association Representative</p> <p>The Chair reminded Board members that the Association carries out two sets of elections to ensure representation from Pre-University and Technical Program students as well as first- and second-year students.</p> <p style="text-align: center;">Resolution #B265-1.3</p> <p style="text-align: center;">APPOINTMENT OF 2026-2027 STUDENT ASSOCIATION TECHNICAL STUDIES REPRESENTATIVE</p> <p>WHEREAS in accordance with Articles 8(e) and 9 of the <i>General and Vocational Colleges Act (CQLR, c C-29)</i>, members of the Board of Governors include “two students attending the college, one registered in a program of pre-university studies and one in a program of technical studies, appointed in accordance with section 32 of the Act respecting the accreditation and financing of students’ associations (chapter A-3.01)” for a term of one (1) year.</p> <p>AND WHEREAS in accordance with Article 4.04.1f) of the Constitution of the CÉGEP Heritage College Student Association, the Association President shall serve as an <i>ex officio</i> member on the Board of Governors.</p> <p>AND WHEREAS on May 16, 2026, Faustina Rodriguez (Pre-University Studies) was elected President of the CÉGEP Heritage College Student Association.</p>

	<p>AND WHEREAS in accordance with Article 4.02.1 Delegation of the Constitution of the CÉGEP Heritage College Student Association, <i>"The Executive may appoint a representative or representatives if need be."</i></p> <p>AND WHEREAS on September 13, 2026, the Executive appointed Ketsia Ntumba Mbenga, Student Association member, as the Technical Studies representative to the 2026-2027 Board of Governors.</p> <p>Moved by: Maria-Viviana Aguilar</p> <p>Seconded by: Meghan McLean</p> <p>THEREFORE, BE IT RESOLVED THAT, in accordance with the <i>General and Vocational Colleges Act (CQLR, c C-29)</i> and the Constitution of the CÉGEP Heritage College Student Association, the Board of Governors acknowledges the appointment of Student Association member Ketsia Ntumba Mbenga (Technical Studies) to the 2026-2027 Board of Governors.</p> <p>Resolution #B265-1.3 was unanimously approved.</p>
B265-2.0	<p>CONSIDERATION OF MINUTES</p> <p>2.1 Board of Governors Meeting Minutes of June 17, 2026 were approved as presented via the Consent Agenda.</p> <p>2.2 Executive Committee Meeting Minutes of September 16, 2026 were deposited for information which was acknowledged by the Board via the Consent Agenda motion.</p>
B265-3.0	<p>STANDARD BUSINESS</p> <p>3.1 ACS Graduates</p> <p style="text-align: center;">RESOLUTION #B265-3.1</p> <p style="text-align: center;">ATTESTION OF COLLEGE STUDIES (ACS) ATTESTION D'ÉTUDES COLLÉGIALES (AEC) GRADUATES</p> <p>WHEREAS the Academic Dean has confirmed that the students named in the appended document (Ref. Doc. #B265-3.1a) have met the attestation requirements of their programs in the 2026 Summer Semester.</p> <p>AND WHEREAS the Attestation of College Studies (ACS) is issued to graduating students by the College upon the recommendation of the Board of Governors.</p> <p>Moved by: Evelyn Gauthier</p> <p>Seconded by: Connor Spearman</p> <p>THEREFORE, BE IT RESOLVED THAT:</p> <p>The CÉGEP Heritage College Board of Governors accepts that the students named in the appended document (Ref. Doc. #B265-3.1a) as having met the attestation requirements of their programs in the 2026 Summer Semester as defined in the College Education Regulations.</p>

	<p>Resolution #B265-3.1 was approved by the Board via the Consent Agenda motion.</p> <p>3.2 DCS Graduates</p> <p style="text-align: center;">RESOLUTION #B265-3.2</p> <p style="text-align: center;">DIPLOMA OF COLLEGE STUDIES (DCS) DIPLÔME D'ÉTUDES COLLÉGIALES (DEC) GRADUATES</p> <p>WHEREAS the Academic Dean has confirmed that the students named in the appended document (Ref. Doc. #B265-3.2a) have met the diploma requirements of their programs in the 2026 Fall and Winter Semesters.</p> <p>AND WHEREAS the Diploma of College Studies is issued to graduating students by the Ministry upon the recommendation of the Board of Governors.</p> <p>Moved by: Evelyn Gauthier</p> <p>Seconded by: Connor Spearman</p> <p>THEREFORE, BE IT RESOLVED THAT:</p> <p>The CÉGEP Heritage College Board of Governors accepts the students named in the appended document (Ref. Doc. #B265-3.2a) as having met the diploma requirements of their programs in the 2026 Fall and Winter Semesters as defined in the College Education Regulations.</p> <p>Resolution #B265-3.2 was approved by the Board via the Consent Agenda motion.</p>
	<p>3.3 2026-2027 Board Work Plan</p> <p>This item was acknowledged via the Consent Agenda motion.</p>
	<p>3.4 Director General Report</p> <p>The Director General provided the following verbal update to her written report:</p> <p>Provincial Elections</p> <ul style="list-style-type: none"> • The Director General met with regional candidates Suzanne Tremblay (CAQ – Hull), Sacha Cannon (Liberal – Hull) and David Logue (Liberal – Maniwaki) highlighting the challenges facing English CEGEPs, the desire to develop closer relations, and to showcase the College. • Candidates came to meet with students: <ul style="list-style-type: none"> ○ Mariève Forest (Québec solidaire – Hull) and Bianca Baldo (Québec solidaire – Pontiac) on September 24. ○ Sacha Cannon (Liberal – Hull) and David Logue (Liberal – Maniwaki) on September 29. • An advanced polling station is set up at College.

	<p>Admissions</p> <ul style="list-style-type: none"> As a follow-up to the Executive Committee minutes, there are only 25 students over the cap (1,198); discussions will be held with the Ministry and other English CÉGEPs. It was noted that retention of second year students increased as well as an enormous increase in applications resulting from regional growth. <p>2026-2027 Academic Year</p> <ul style="list-style-type: none"> The College community show lots of support following the passing of a beloved teacher right at the beginning of the year. The Senior Management team is shaping up well.
	<p>3.5 Academic Dean Report</p> <p>The Academic Dean provided the following verbal update to his written report:</p> <ul style="list-style-type: none"> He wished to emphasize the tremendous loss of Brendan Myers but was proud of the manner in which the College Community was compassionate and rallied together. The Dean expressed his appreciation for the tremendous support he has been receiving and noted the steep learning curve as he transitions into his new role. He thanked Senior Management for their support, appreciated the substantial workload taken on by Melissa Malette-Fournier, the patient teachings of Kelly McMahon, and smooth transition with support from Lisa Peldjak.
	<p>3.6 Student Association Report</p> <p>The Association President provided the following verbal report:</p> <ul style="list-style-type: none"> In August, the Association hosted an event in the Agora for first year students; feedback will be used to advance next year's event. A food truck came on-site as part of the theme of September being a time of transition. A free breakfast was organized which the Executive would like to institute as a monthly event given the positive feedback. The Association is collaborating with the College Foundation and Desjardins to enhance the offerings. Instagram polls increased engagement and a sense of community for Spirit Week, and increased interest in serving on the Respectful Environment and Health and Safety Committees. On Friday, the Association will discuss the steps for incorporation.
	<p>3.7 Subcommittee Report</p> <p>No update.</p>

B265-4.0	<p>BUSINESS ARISING</p> <p>4.1 Academic Matters</p> <p>4.1.1 2026-2027 Senate Non-Teaching Professionals Appointments</p> <p>The Board acknowledged the appointment of Non-Teaching Professionals Joannie Jean and Véronique Paquette to the 2026-2027 Academic Senate via the Consent Agenda motion.</p> <p>4.2 Governance Matters</p> <p>4.2.1 Delegation of Authority to the Executive Committee</p> <p>The Director General reminded members of the Board June resolution delegating its authority to the Executive Committee over the summer for the adoption of diplomas, attestations, and contracts. She reported that no requests were made to the Executive Committee.</p> <p>4.2.2 Report on the Implementation of the French Language Policy</p> <p>The Director General provided the background on Charter provisions and the implementation. With respect to the Report, the main points were the creation of the French Website and statistics on holders of a Certificate of Eligibility. Surplus Funds were used to create the Website and to engage a contractor who processes the requests Certificates of Eligibility.</p> <p style="text-align: center;">Resolution #B265-4.2.2</p> <p style="text-align: center;">2023-2026 REPORT ON THE IMPLEMENTATION OF THE FRENCH LANGUAGE POLICY</p> <p>WHEREAS, in accordance with section 88.6 of the <i>Charter of the French Language (CQLR, c C-11)</i>, “Every three years, an educational institution must send a report to the Minister of the French Language on the application of its language policy.”</p> <p>AND WHEREAS, on April 7, 2026, the Ministry provided the report form to be deposited by June 1, 2026, upon adoption by the Board of Governors.</p> <p>AND WHEREAS, from April to August 2026, Senior Management collaborated on the draft report.</p> <p>AND WHEREAS on September 16, 2026, the Executive Committee reviewed the report as presented in Reference Document #B265-4.2.2a.</p> <p>Moved by: Dan Daminato</p> <p>Seconded by: Meghan McLean</p> <p>THEREFORE, BE IT RESOLVED THAT upon recommendation by the Executive Committee, the Board of Governors adopts the 2023-2026 Report on the Implementation of the French Language Policy as presented</p>
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	<p>in Reference Document #B265-4.2.2a for submission to the Ministry and the Office québécois de la langue française.</p> <p>Resolution #B265-4.2.2 was unanimously approved.</p>
B265-5.0	<p>NEW BUSINESS</p> <p>5.1 Academic Matters</p> <p>5.1.1 2025-2026 Annual Report of the Academic Dean</p> <p>This document (Reference Document #B265-5.1.1a) was acknowledged via the Consent Agenda motion.</p> <p>5.1.2 2026-2027 Academic Senate Work Plan</p> <p>This document (Reference Document #B265-5.1.2a) was acknowledged via the Consent Agenda motion.</p> <p>5.2 Annual Work Plans</p> <p>5.2.1 Academic Services</p> <p>The Academic Dean presented the Work Plan and expanded on some of the themes, corrected the reference on Slide 5 to cite Policy #17, and invited questions. Board members asked if consideration is given to identifying credits which could be recognized in other programs or at other institutions, and noted that the Wellness Hub is a great initiative.</p> <p>5.2.2 Student Services</p> <p>The Director of Student Services introduced herself as a former teacher of the Special Education Techniques who is still in a learning phase.</p> <p>The overall goal for the Work Plan is to maintain stability, ensure students are well served, and to look for improvements. This year emphasizes easier access or pathways for mental health tools and supports, continue building momentum surrounding Indigenous students and education, physical wellness, particularly food security.</p> <p>In response to a question on removing stigmas surrounding food security, the Director informed the Board that the Community Fridge and pantry are open to all eliminating the need to ask, that financial aid students are flagged to ensure follow-up, and the College Foundation helps with funding in addition to food drives. The College Thrift Store offers clothing and household items so that students' finances can go towards groceries. A suggestion to reach out to businesses was proposed and to explore UQO's "Cuisine collective".</p> <p>With respect to mental health, strong connections with the teaching staff are critical as are student involvement in clubs and extra curricular activities. The College ensures that families are involved with supporting minors, and seek consent for students 18 years and over.</p>

5.2.3 Procurement and Financial Services

The Director of Procurement and Financial Services presented the main focusses on documenting processes for the purposes of succession planning and a greater understanding of roles and responsibilities, Ecologisation by revising policies for alignment, and responsible asset management for hazardous materials.

5.2.4 Human Resources

The Director of Human Resources emphasized the continuation of promoting different monthly training themes, highlighted the focus on psychosocial risk, and professional development. In response to a query, the Director confirmed that training and associated costs are tracked, especially for mandatory training, and results from follow-up surveys inform revisions to policies and/or procedures.

5.2.5 Building Services

The Director of Building Services informed the Board that the overall focus is on creating safe, sustainable and functional spaces that support student success and employee productivity. Also taken into consideration is providing a welcoming and belonging environment and ensuring long-term sustainability. Investments for the year are being made in the classrooms and Wellness Hub, the redevelopment of administrative space and expanding teaching staff workspace, improvements to outdoor spaces, accessibility, and asset preservation.

5.2.6 Information Systems and Technology

The Director of Information Systems and Technology provided an overview of the previous year's work plan and results. The current Work Plan will continue cybersecurity awareness, implementing a new hiring system for human resources, integration of Eduroam, and data classification. The Director informed the Board that a parking lot security camera project will be added; the Board suggested emergency phones also be considered for the project.

5.2.7 Director General's Office

The Director General provided an overview of the Ministerial reporting process and the significant work completed with respect to bylaws and policies over the past few years. A few administrative documents will be presented to the Board however the vast majority of the work will focus on updating procedures and guidelines. Records and Archives management is another focus, and the Director General's Office is the pilot project for the College wide initiative.

In response to the Strategic Plan app, Planivore, the Director General said the software was sub par and so the College has reverted back to using Excel. A mid-term report on activities will be provided at the January meeting. Discussions on the planning and development of the next

Strategic Plan will need to commence soon. One of the issues is the exponential increase in demand for accessible rooms for tests and exams; there are currently 182 students who have requested accommodations, but this figure could be much higher.

5.3 Financial Matters

5.3.1 2025-2026 Q4 Report

The Director of Procurement and Financial Services provided a background on the effective use of Surplus Funds and was pleased that the budget ended in a deficit position.

5.3.2 2026-2027 Operating Budget – Revisions

The Director of Procurement and Financial Services explained that the Bylaw requires disclosure when Surplus Funds are being used within the Director General's delegation (\$133,000). The Foundation has verbally committed to providing some funds but in the interim the College must front the funding.

5.3.3 2025-2030 Forecasted Five-Year Allotment of Surplus Funds – Revisions

The Director of Procurement and Financial Services provided an overview of adopted Surplus Funds allotments against the 2025-2026 actuals as at September 26, 2026 and the adopted use of Surplus Funds for 2026 through 2030.

RESOLUTION #B265-5.3.3

2025-2030 FORECASTED FIVE-YEAR ALLOTMENT OF SURPLUS FUNDS – REVISIONS

WHEREAS, on June 17, 2025, the Board of Governors adopted the 2026-2031 Forecasted Five-Year Allotment of Surplus Funds via Resolution #B264-5.4.5.

AND WHEREAS subsequent to the results of the 2025-2026 fiscal year exercise, the Director General and the Director of Procurement and Financial Services recommend revisions to the Forecasted Five-Year Allotment of Surplus Funds as presented in Reference Document #B265-5.3.3a.

Moved by: Alan Davoust

Seconded by: Éric Chocron

THEREFORE, BE IT RESOLVED THAT:

1. The Board of Governors adopts the revised 2025-2030 Forecasted Five-Year Allotment of Surplus Funds as presented in Reference Document #B265-5.3.3a.
2. This Resolution adopting these surplus allotments for the fiscal years 2026-2030 supersedes and replaces the last resolution and

any previous motions adopted in connection with the allotment of surplus funds as at September 30, 2026.

Resolution #B265-5.2.3 was unanimously approved.

5.4 Governance Matters

5.4.1 Contract – Cleaning Services

The Director of Procurement and Financial Services and Director of Building Services informed the Board that the low satisfaction rate with the current contractor necessitated engaging an interim contractor and launching a public tender complete with a better set of criteria. A good submission from local company with multiple offices was received.

The Board discussed the contract value and proposed amendments to the resolution.

Resolution #B265-5.4.1

CLEANING CONTRACT FOR COLLEGE FACILITIES

WHEREAS on November 5, 2025 via Resolution #B258-5.3.4, the cleaning services contract was awarded to 2S Placement Inc. in the amount of \$838,743.75 before taxes for a term of three (3) years commencing November 10, 2025, with an option to renew for an additional two (2) years, in the amount of \$241,371.25 per year.

AND WHEREAS on May 13, 2026, the College and 2S Placement Inc. mutually agreed to the termination of the contract effective May 15, 2026.

AND WHEREAS in compliance with Division II of the *Act respecting contracting by public bodies (CQLR c C-65.1)*, the College entered into a cleaning services contract by mutual agreement with NASCO entretien ménager d'immeubles for a term of three (3) months effective May 15, 2026.

AND WHEREAS on July 24, 2026, the College launched a public call for tenders for a cleaning services contract.

AND WHEREAS in accordance with Bylaw #9 Concerning Delegation of Authority, approval by the Board of Governors must be sought for all contracts equal to or exceeding the public tender threshold.

Moved by: Meghan McLean

Seconded by: Alan Davoust

THEREFORE, BE IT RESOLVED THAT upon recommendation by the Director of Procurement and Financial Services, the Board of Governors approves awarding the cleaning services contract to GDI SERVICES (QUEBEC) SEC in the amount of \$962,666.25 before taxes for a term of three (3) years commencing September 30, 2026, with an option to renew for an additional two (2) years, in the amount of \$327,036.32 and \$333,852.65 as presented in Reference Document #B265-5.4.1a.

	<p>Resolution #B265-5.4.1 was unanimously approved as amended.</p> <p>5.4.2 B6 Ethics and Professional Conduct, Board Member Contact, and MES Questionnaire Forms</p> <p>The Secretary General will send the Board an email reminder of their duty to read Bylaw #6 Concerning Ethics and Professional Conduct and to fill and submit Form #B6.1 as soon as possible. Another email will be sent out to remind new Board members to complete the Board Member Contact form; if existing Members' contact information is changed, they are also asked to complete the form. The MES Questionnaire was sent out September 1 with instructions with a deadline of October 2; a gentle reminder will be sent out since the External Auditor and his team will require this document to complete the process.</p> <p>5.4.3 Law 14 Impacts on English Colleges</p> <p>Due to time constraints, this item was deferred to October.</p> <p>5.4.4 2026-2027 Annual Objectives of the Director General</p> <p>Due to time constraints, this item was deferred to October.</p>
B265-6.0	<p>OTHER</p> <p>6.1 Roundtable</p> <p>The Chair thanked and invited comments on the meeting conduct and content. It was requested that Members be conscientious of time and remain on point.</p>
B265-7.0	<p>NEXT MEETING</p> <p>7.1 The next meeting is scheduled for October 28, 2026.</p>
B265-8.0	<p>TERMINATION</p> <p>The meeting was terminated at 8:39 pm.</p>


 Valerie Gamache
 Secretary General


 Maria-Viviana Aguilar
 Chair

