

**SIR SANDFORD FLEMING COLLEGE  
OF APPLIED ARTS AND TECHNOLOGY  
PUBLIC MEETING OF THE BOARD OF GOVERNORS  
A G E N D A**

**Wednesday, March 23, 2016  
3:45 p.m.  
Scholfield Boardroom, Room B3330  
Peterborough, ON**

**2015-2018 Strategic Priorities**  
1. Deliver Outstanding Student Learning and Experiences  
2. Collaborate and Prosper with Our Communities  
3. Excel as an Organization  
4. Enhance Financial Health and Sustainability

*Pages*

- |  |       |
|--|-------|
| <b>1. Call to Order</b>  |       |
| <ul style="list-style-type: none"> <li>• Confirmation of Quorum</li> <li>• Welcome and Introduction of Guests</li> <li>• Conflict of Interest Declarations (if any)</li> </ul>   |       |
| <b>2. Additions/Deletions/Approval of Agenda</b>   | 1-2   |
| <b>3. Unanimous Consent Agenda</b>   | 3     |
| <i>Any Governor may request any item be removed from this section by advising the President/Board Chair/Board Secretary in advance of the meeting or before approval of the agenda at the meeting; items not moved will be considered adopted by consent without debate.</i> |       |
| <b>Approve the</b>   |       |
| 3.1 minutes of the January 27, 2016 Public Board meeting   | 4-7   |
| 3.2 College Signing Officials listing  | 8-10  |
| <b>Receive as information the:</b>   |       |
| 3.3 Chair's Report   | 11    |
| 3.4 President's Report   | 12    |
| 3.5 College Activity Report  | 13-16 |
| 3.6 Report on Purchasing Contracts Awarded October 2015 to January 2016  | 17    |
| 3.7 Report on the Annual Review of the College Investment Policy Statement and Endowment Policy  | 18-19 |
| 3.8 Quarterly Report on the Investment Portfolio Performance   | 20-44 |
| <b>4. Business Arising from Previous Meetings (not otherwise covered on the agenda)</b>  |       |
| None identified  |       |
| <b>5. Matters for Board Decision</b>   |       |
| <b>5.1 2016-2017 Fee Schedules</b>   |       |
| <b>(a) Domestic Tuition Fees (Briefing Report enclosed)</b>  | 45-49 |
| <b>(b) Compulsory Ancillary Fees (Briefing Report enclosed)</b>  | 50-52 |
| <b>(c) Student Levied Fees (Briefing Report enclosed)</b>  | 53-55 |
| Vice-President Baker with Angie Sims, Director Budget Services – 15 min  |       |
| <b>5.2 Peterborough Sport and Wellness Centre 2016 Capital Expenditure Request (Briefing Report enclosed)</b>  | 56-57 |
| Vice-President Baker and Associate Vice-President Kerford with Geoff Matthews, PSWC Facility Manager / Fleming College Director of Athletics and Recreation – 5 min  |       |

- 5.3 Memorandum of Understanding: City of Kawartha Lakes and Fleming College Collaboration Agreement (Briefing Report enclosed)** 58-87  
Vice-President Schollen with Dean Linda Skilton and Ron Taylor, CAO for CKL – 10 min
- 5.4 New Governance Policy: Risk Oversight (Briefing Report enclosed)** 88-90  
From the Executive Committee – 5 min
- 5.5 Revisions to College Purchasing Policy and Approval Thresholds (Briefing Report enclosed)** 91-102  
Vice-President Baker with Linda Humphries, Director Purchasing – 10 min
- 5.6 New Program of Instruction: Applied Planning – Environmental (Briefing Report enclosed)** 103-115  
Vice-President Schollen with Dean Linda Skilton – 10 min
- 5.7 New On-Line Certificate: Advanced Power Engineering (Briefing Report enclosed)** 116-121  
Vice-President Schollen – 10 min

**6. Matters for Board Discussion**

None identified.

- 7. Other Business (Information or Update items and items removed from the Consent Agenda)**
- 7.1 Financial Position (Briefing Report enclosed)** 122-124  
Vice-President Baker – 5 min
- 7.2 Ontario Budget and Student Financial Assistance (Briefing Report enclosed)** 125-127  
President Tilly – 10 min
- 7.3 “Community Connections” Roundtable (5 min)**

**8. Report from the In-Camera Meeting**

- 9. Adjournment of the Public Meeting** approx. 5:20 p.m.

**Private Session (Governors Only)**

Governors are reminded that a **confidential meeting evaluation form** will be available from **noon March 23 until end of day March 24** on the **Surveys and Questionnaires page** of the **Board Portal**.

## BOARD BRIEFING REPORT

**SUBJECT: Unanimous Consent Agenda**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 3**

**ACTION REQUESTED: Approval**

### **CONTEXT** *(brief statement of the issue or request)*

To ensure the Board of Governors has sufficient time at its monthly meetings to deal with substantive policy issues and time to review and strengthen its own operations, minor or non-controversial Board matters will appear on a Consent Agenda for both the public and in-camera meetings. Items listed on the Consent Agenda do not require discussion and are approved en bloc.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

- Board Policy 1-102L, *Guidelines for the Consent Agenda*

#### **Attachments:**

As listed

### **RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College, by unanimous consent, approve the**

- 3.1 minutes of the January 27, 2016 Public Board Meeting**
- 3.2 College Signing Officials list**

**and receive for information the**

- 3.3 Chair's Report**
- 3.4 President's Report**
- 3.5 College Activity Report**
- 3.6 Report on Purchasing Contracts Awarded October 2015 to January 2016**
- 3.7 Report on the Annual Review of the College Investment Policy Statements and the Endowment Policy**
- 3.8 Quarterly Report on the Investment Portfolio Performance**

PREPARED BY: Board Office

**BOARD OF GOVERNORS Public Meeting**  
**Wednesday, January 27, 2016**  
**Scholfield Boardroom, Room B3330**  
**Peterborough, ON**

*Draft Until Approved*

# MINUTES

*Present:* Mr. Paul Downs  
Ms. Dana Empey, Board Vice-Chair  
Ms. Shelley Knott Fife  
Ms. Lori Geens, Board Chair  
Mr. George Gillespie, 2<sup>nd</sup> Vice-Chair  
Ms. Heather Kerrigan  
Ms. Sue Kloosterman  
Mr. Mike Leonard  
Ms. Katherine MacIver  
Mr. Dan Marinigh  
Dr. Nancy Martin-Ronson  
Mr. Mike Perry  
Ms. Patti Watson  
Dr. Tony Tilly  
Ms. Michele McFadden, Board Secretary

*Regrets:* Ms. Allison Bowes  
Ms. Rosemarie Jung

*Senior Administration:* Mr. Brian Baker, Vice-President Finance and Administration  
Ms. Sonia Crook, Vice-President Human Resources and Student Services  
Mr. Roger Fitch, (Acting) Chief Information Officer  
Ms. Kristi Kerford, Associate Vice-President Student Services  
Ms. Laurel Schollen, Vice-President Academic  
Mr. Drew Van Parys, Executive Director Marketing and Advancement

*Guests:*

- Ms. Laura Copeland, College Communications Officer
- *Item 5.3:* Mr. Brian Bates, Director Product Development; Ms. Maxine Mann, Dean – School of Business and School of Trades & Technology
- *Items 5.4 and 8.1:* Ms. Angie Sims, Director Budget Services

## **1. Call to Order**

The Chair called the meeting to order at 3:21 p.m. Quorum was confirmed and those in attendance were welcomed. Regrets were noted; Governors Empey and Fife advised the Chair of commitments which require they leave by 4:00 p.m. There were no conflict of interest declarations.

Members expressed appreciation to staff for the newly refurbished and decorated Boardroom.

## **2. Additions/Deletions/Approval of Agenda**

It was moved by Mr. Downs, seconded by Ms. Watson and carried to approve the agenda as circulated.

### 3. UNANIMOUS CONSENT AGENDA

Governors were requested to identify those items to be removed from the Unanimous Consent Agenda and placed on the regular public meeting agenda; none were identified.

Moved and Seconded by Ms. MacIver and Ms. Empey

**THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the January 27, 2016 meeting and, by unanimous consent,**

- 3.1 approve the minutes of the November 25, 2015 Public Meeting of the Board of Governors;
- 3.2 approve the revised College Policy #3-341, Accessibility for Persons with Disabilities and the revised College Policy #7-701, Access and Accommodation for Students with Disabilities;
- 3.3 receive the Chair's Report, as information;
- 3.4 receive the President's Report, as information;
- 3.5 receive the College Activity Report, as information; and
- 3.6 receive the updated Program Advisory Committee 2015-2016 Schedule of Meetings, as information.

Motion Carried  
(Resolution BoG Jan27-2016 #1)

### 4. Business Arising from Previous Meetings

None identified.

### 5. Matters for Board Decision

- 5.1 Re-naming a College Roadway: In 2008, a boardroom located in the Farmhouse was named for Les Groombridge in recognition of his long-term involvement with the College, the college system and the community. As the Farmhouse was decommissioned in 2015 and the Advancement and Alumni Relations department relocated into the Brealey Building, the Naming Committee recommended maintaining the original recognition by renaming the roadway leading to the Farmhouse.

Moved and Seconded by Mr. Downs and Dr. Martin-Ronson

**THAT the Board of Governors of Sir Sandford Fleming College rename the roadway signed as Farmhouse Lane, located on the Sutherland Campus, to *Groombridge Way*.**

Motion Carried  
(Resolution BoG Jan27-2016 #2)

- 5.2 New College Policies: Integrated planning and quality assurance are strong themes within both the Strategic Plan and the Academic Plan. These new and updated policies contribute to the body of evidence staff are gathering in preparation for the quality assurance audit process.

Moved and Seconded by Mr. Downs and Ms. Kloosterman

**THAT the Board of Governors of Sir Sandford Fleming College approve**

- **College Policy #4-427, *Integrated Planning*;**
- **College Policy #2-220, *Quality Assurance*; and**
- **College Policy #2-213, *Program Quality Assurance***

**AND through this approval, revoke**

- **College Policy #2-206, *New Program Development*;**
- **College Policy #2-207, *Curriculum Renewal and Program Review*; and**
- **College Policy #2-217, *Program Suspension and Cancellation*.**

Motion Carried  
(Resolution BoG Jan27-2016 #3)

- 5.3 **New Program:** *Global Business Management* is a two-year graduate certificate program; the program is intended to deliver an advanced level of strategic management and international concepts in order to prepare graduates to both lead and manage in the global business environment. The program also offers an applied project component.

Moved and Seconded by Ms. Watson and Dr. Martin-Ronson

**THAT the Board of Governors of Sir Sandford Fleming College approve the *Global Business Management Ontario College Graduate Certificate* program, with an implementation date of September 2016, for submission to the Ministry of Training, Colleges and Universities for funding approval.**

Motion Carried  
(Resolution BoG Jan27-2016 #4)

- 5.4 **International Tuition Fees 2016-2017:** Domestic and international fee schedules for the next academic year (beginning September 1) are typically presented to the Board of Governors for approval in March. The College is expanding its international recruitment efforts; one of the requirements for visa processing for prospective students is inclusion of fee information in the offer letter. An earlier approval of international fees is therefore requested.

The fee structure was calculated using prior year amounts and adding a percentage increase to each fee range. The proposed structure is comparable to international fees at other Ontario colleges.

Moved and Seconded by Mr. Perry and Ms. MacIver

**THAT the Board of Governors of Sir Sandford Fleming College approve the *International Student Tuition Fees for 2016-2017*, as circulated.**

Motion Carried  
(Resolution BoG Jan27-2016 #5)

## 6. Matters for Board Discussion

None identified.

## 7. Presentations

- 7.1 **OntarioLearn** is a consortium of all 24 Ontario community colleges working as a group to develop and deliver flexible, demand-driven online learning. This partnership approach allows colleges to optimize resources, avoid course duplication, and meet the many and diverse needs of online learners. Colleges may be a registering college, choosing courses from the OntarioLearn course inventory to complement/add to their own list of online courses, or a host college, owning course content and delivering the course for the province. Vice-President Schollen outlined Fleming's strategy to expand online programming and grow continuing education enrolment. In indicating support for the strategy, the Board suggested potential opportunity through OntarioLearn could be included as part of the business case development of new programs.

## 8. Other Business (information or update items and items removed from Consent Agenda)

- 8.1 **Financial Position:** Ms. Sims reviewed the cash flow statement of expenditures and revenue to the end of December 2015. Overall, the College remains on track to generate a surplus at year end as planned in the budget update.
- 8.2 **Winter 2016 Enrolment Update:** Vice-President Schollen presented the update, noting the estimated enrolment is 5,703 students, a 3% decline from last year. The increase in international enrolment continued into the winter semester, a 10% increase over the previous winter. The College estimates that overall enrolment performance for 2015-2016 will be 1% less than the previous year.

Enrolment has been identified as a topic for the Board's February workshop; Administration will provide system-wide data as background material for that session.

8.3 "Community Connections": Governors MacIver and Downs were presented with "*Good Governance*" certificates, successfully completing the basic program requirements. Participation by members in a variety of events were noted.

**9. Report from the In-Camera Meeting:** The Board held an In-Camera meeting prior to the Public meeting. The Board determined that membership on the Executive and Audit Committees would be held as is for the remainder of the Board year.

**10. Adjournment of Meeting:** It was moved by Mr. Downs, seconded by Mr. Gillespie and carried to adjourn the public meeting at 4:17 p.m.

**11. Private session:** Senior Administration and guests were thanked for attending the meeting.

Governors were reminded that a questionnaire to evaluate the overall effectiveness of the meeting was available until end of day Thursday on the Surveys and Questionnaires page of the Board Portal.

## BOARD BRIEFING REPORT

**SUBJECT: College Signing Officials**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Consent Agenda Item 3.2**

**ACTION REQUESTED: Approval (requires a motion)**

### **CONTEXT** *(brief statement of the issue or request)*

A report to obtain approval of the list of signing officials for the purposes of executing documents on behalf of Fleming College.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

The Board approves signing officers for the College with respect to (a) banking and (b) contracts and agreements, and signing authority for (c) emergency loans and (d) student placement agreements.

The current list was approved by the Board on October 24, 2012. Administration has reviewed the list and recommends minor updates that more accurately reflect position titles within the organization.

- By-law 1-102, specifically s.41 (Execution of Documents) and s.42 (Cheques, Drafts, Notes, etc.).

### **Attachments:**

N/A

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

Since the list of Signing Officials was last approved in 2012, the Board's committee structure was changed wherein standing committees were consolidated, for the most part, into a single Board Committee. The Board no longer elects a Committee Chair for a Finance and Property Committee, a position that had been identified as one of the signing officers for banking and contracts/agreements. Administration recommends adding the Vice-Chair of the Board of Governors to the list for Bank Signing and adding the Second Board Vice-Chair to the list for Contracts/Agreements. These Board Executive members are rarely required to sign on behalf of the College, generally only in an emergency or matters related specific to the President or his/her employment contract. Several other signing titles have changed or have been removed/added; for ease of review, these changes have been highlighted in the listing.

### **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

N/A

### **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

For the purpose of executing documents, does the Board support designating the Board Vice-Chair to the list for bank signing and the Second Board Vice-Chair to the list for contracts/agreements?



## RECOMMENDATION

**THAT the Board of Governors of Sir Sandford Fleming College designate the following positions for the purposes of executing documents on behalf of Fleming College:**

### **College BANKING Signing Officers**

President

Vice President, Academic

Vice President, Human Resources and Student Services

Vice President, Finance and Administration

Chair, Board of Governors

**REMOVE Chair, Finance and Property Committee AND CHANGE TO Vice-Chair, Board of Governors**

Director, Budget Services

Manager, Accounting Operations

Director, Finance

Accounting Operations Officer

Academic Financial/Budget Officer

Enrolment/Budget Finance Officer

Technical Business Analyst II - Finance

**Manager, Payroll & HRIS Operations CHANGE TO Manager, Payroll & Systems/FOI Coordinator**

### **Official Signing Officers (Contracts, Agreements)**

President

Vice President, Academic

Vice President, Human Resources and Student Services

Vice President, Finance and Administration

**Registrar and Director of Continuing Education Operations & Ontario Learn**

**CHANGE TO Executive Director, International Education, Enrolment Management and Registrar**

Chair, Board of Governors

Vice-Chair, Board of Governors

**REMOVE Chair, Finance and Property Committee AND CHANGE TO 2<sup>nd</sup> Vice-Chair, Board of Governors**

Director, Budget Services

Manager, Accounting Operations

Director, Finance

Director, Purchasing

Principal/Dean, Frost Campus

Director, Marketing

Associate Vice President Student Services

Chief Information Officer

Chief Advancement Officer

### **Emergency Loan Signing Authority**

Associate Registrar, Systems and Financial Aid

Financial Aid Advisor

Financial Assistance Officer, Brealey

Financial Assistance Officer, Frost

Manager, Admissions

Manager, Records

**Registrar and Director of Continuing Education Operations & Ontario Learn**

**CHANGE TO Executive Director, International Education, Enrolment Management and Registrar**

Customer Service Advisor, Frost

Records Specialist, Frost

### **ADD: Signing Authority for Purchase Orders under \$25k**

**ADD: Purchasing Specialist**

**Student Placement Agreement Signing Authority**

Principal, Haliburton Campus

Associate Dean, School of Trades and Technology

**CHANGE TO:** Dean, School of Trades and Technology and School of Business

~~REMOVE Dean, School of Justice and Business Studies~~

~~REMOVE Dean, School of Community Development and Health~~

**CHANGE TO** Dean, School of Health & Wellness and School of Justice & Community Development

Dean, School of General Arts and Sciences

Dean, School of Environmental and Natural Resource Sciences

PREPARED BY: Office of the Vice-President Finance and Administration

# CHAIR'S REPORT

Submission to: Public Board Meeting  
Meeting Date: March 23, 2016

Consent Agenda Item 3.3

## Board Professional Development

The College Centre for Board Excellence 2016-2016 Program is drawing to a close. The final elective session takes place on Wednesday, April 27; this full-day session is *Part 3 of Introduction to Risk Management*.

## Strategic Planning

As a result of poor weather conditions, the Board Workshop planned for February was postponed to March 23.

## Internal Elections

The call for internal governor candidates has gone out to the College Community, for both the Academic and Student Governor constituency groups. Congratulations to *Patti Watson* who has been acclaimed for a second term as the Academic Staff representative on the Board. Students have until the end of day on March 18 to put their names forward.

## Correspondence

No correspondence was received in the Board Office since the last meeting.

## Opportunities for Governors

The *President's Advisory Council* is hosting "The Great Debate" at the Frost Campus on Thursday, March 24 over the noon hour in Room 184. Topic: *Be it resolved that* "the existing semester system involving a program of five to six semester-long courses is due for an overhaul in the interests of improved student learning and greater graduate employability."

There's still time! *Fulford's* is open for lunch (Tuesdays and Thursdays, 11:00 a.m. to 1:30 p.m.) and dinner (Wednesdays and Thursdays, 5:00 to 6:30 p.m.) over the Winter semester. Menus and information are available on the [web site](#). To make a reservation, call 705-749-5530 ext. 1487 or email [fulfords@flemingcollege.ca](mailto:fulfords@flemingcollege.ca).

*Convocation 2016* is fast approaching! More information will be provided to Governors in the coming months. Key dates to note in calendars: May 27 (Friday) – Haliburton Campus Convocation; June 3 (Friday) – Frost Campus Convocation; and June 7 through 9 (Tuesday, Wednesday and Thursday, morning and afternoon ceremonies) – Sutherland Campus Convocation.

## PRESIDENT'S REPORT

**Submission to: Public Board Meeting**  
**Meeting Date: March 23, 2016**

**Consent Agenda Item 3.4**

### **Colleges and Institutes Canada**

*Perspectives* is CICan's official newsletter, providing a comprehensive overview of activities, events and partnerships nationally. The electronic newsletter is available at <http://www.collegesinstitutes.ca/news-centre/perspectives/>.

The *CICan 2016 Annual Conference*, "Inspiration", will be held May 29 to 31 in Quebec City. Presentations will focus on six themes: Leadership and Governance; Teaching, Learning and Student Success; Applied Research and Innovation; Indigenous Education; Urban Landscape; Entrepreneurship.

### **Colleges Ontario / Update from the Committee of Presidents (COP)**

The 2016 Ontario Budget addressed some key priorities identified in the college sector's pre-budget submission – multi-year funding to support applied research and major changes to student financial aid.

The *Committee of Presidents* met on March 16. The meeting included an opportunity with the Honourable Glen Murray, current Minister of the Environment and Climate Change, and a former Minister of Training, Colleges and Universities.

### **Within the System**

Two long-serving leaders within the college system have announced retirements. Loyalist College President *Maureen Piercy* announced her intent to retire on August 31, 2016. *Sonia Del Missier*, Vice-President Academic at Cambrian College, will retire in the summer of 2017, after 39 years of service with Cambrian.

*Virginia Roy* was appointed Executive Director at the Ontario Colleges Library Service, effective February 8, 2016.

### **At Fleming**

Two breakfast events in January provided an opportunity to speak with employees and share information. *Breakfast with the President* took place on January 25 at the Frost Campus and on January 26 at Sutherland. Employees enjoyed a hot breakfast starting at 7:30 a.m.

## COLLEGE ACTIVITY REPORT

**Submission to:** Public Board Meeting  
**Meeting Date:** March 23, 2016

**Consent Agenda Item 3.5**

### OUR STUDENTS

A new transfer agreement provides graduates of the *Recreation and Leisure Services diploma program* a new pathway to complete a Bachelor of Science degree in sports Studies at Hartpury College in Gloucester, England. The Fitness and Health Promotion diploma program has had a similar agreement in place with Hartpury since 2014.

*Erika Range, Cultural Heritage Conservation and Management student*, had the opportunity to conduct a conservation treatment on a botanical scrapbook created by Catharine Parr Traill, a well-known botanist and pioneer of the Peterborough area in the mid- to late-1800s. Erika worked on the project while interning at the Canadian Museum of Nature in Ottawa.

Fleming's Frost Campus celebrated Ontario *Aquaculture Week* January 25-29 with an internship fair for students in the Aquaculture program. Members of the Northern Ontario Aquaculture Association (NOAA) were on campus throughout the week making presentations to students on growth and opportunities in the Aquaculture field as well as interviewing students for internship positions.



On February 5, fifteen student leaders from the *Recreation and Leisure Services program* led games and sessions for 24 'littles' at the Peterborough Sport and Wellness Centre. The event also included lunch and a swim. Many of the children who attended the event are currently on the 'big' waitlist and do not have a consistent mentor and friend through the organization, and the helps the 'littles' feel engaged while they wait. It also provides Fleming students with an opportunity to be a 'big' for a day and to make a positive and lasting impression on this group of children.

The Mount Community Centre is partnering with the School of Environmental and Natural

Resource Sciences to develop an Inventory and Urban Forest Management plan. About 20 students from our *Urban Forestry Technician Co-op program* visited the Mount Community Centre on February 11 to begin this two year project.

*Social Service Worker students* hosted a One Billion Rising event in the main foyer of the Sutherland Campus on February 17. They were raising awareness around the fact that 1 in 3 women may experience physical or sexual abuse in their lifetime, and are advocating for all women in the campaign against violence.

Culinary students *Alexandria Green* and *Chris Thompson* brought home a bronze medal from the Battle of Ontario culinary competition. The competition took place on February 20 at



Niagara College. The students prepared and presented a duck trilogy plate. Congratulations!

Students in the *Occupational Therapist Assistant and Physiotherapist Assistant program* are working with the Alzheimer Society to conduct an awareness and fundraising campaign. On February 20 the students hosted the Making Memories with Music project at Fairhaven long term care facility. The event featured several OTA/PTA students providing entertainment for Fairhaven residents. The students are using music as a means of rekindling 'forgotten' moments for the residents.

Great work to our students *Jessica Anderson, Chantal Dennis, Matthew Dimmers* and *Noah Verra!* The Fleming *Pre-Service Firefighter Education and Training students* were awarded Lightning Bolt Awards on February 21, which recognize the efforts of emergency service personnel who help save the lives of individuals experiencing cardiac arrest. All four are volunteer firefighters at Otonabee-South Monaghan

Department of Fire and Emergency Services, which is where they – along with their Fleming College program coordinator James Cowan – responded to an emergency call on October 23, 2015.

Five teams of Fleming College *Ecosystem Management Technician* students competed at the Asian Carp Canada Innovative Solutions Competition on Saturday, March 5. The competition is a platform for university and college students to showcase their original ideas for designs and technologies which could be used in the prevention, control and/or elimination of Asian carp in the Great Lakes basin. Each Fleming team submitted a proposal for the competition and all were accepted. Fleming Ecosystem Management students will make up one-third of the teams competing at the event.

On March 8, *Pharmacy Technician* students and community partners celebrated Pharmacy Awareness Month at Fleming's Sutherland Campus. Students worked with members of the healthcare community to provide services and to educate the public on the role of Pharmacy Technicians.

*Carpentry Techniques* and *Carpentry Technician* students are constructing a house as part of their program this semester.

The project includes completing the framing, drywall, trim, doors, siding and more.



They aim to have the framing complete and interior finishing by Fleming's Open House on Saturday, April 2, where it will be on display for guests to see. When the project is complete, it will be dismantled, and materials will be reclaimed to be used by students in the future.

## OUR EMPLOYEES

*Dr. Brent Wootton* has been given new responsibilities at Fleming. Reporting to the President, Brent holds the title Associate Vice-President Business Development, Applied Research, Government & Partner Relations.

Museum Management and Curatorship instructor *Cindy Colford* participated in Canadian Museums

Day on Parliament Hill. This event is organized by the Canadian Museums Association (CMA) to engage federal decision-makers to discuss federal policy, programs and funding, and to let them know how much museums matter. Cindy attended as President of the Canadian Association for Conservation of Cultural Property.

*Chef Steve Bennis* and *Chef Steve Moghini*, from Fleming's Culinary programs, were judges at AON's Ready Set Cook Competition on February 16. Culinary staff from seven AON Homes created dishes for the public to sample. Of the 14 competing cooks, five were Fleming grads; four of the Nutrition Managers were Fleming graduates.

## Finance and Physical Resources

Have you seen the Sutherland Campus renovations outside of Breaktime and the elevator on B2? The old slatted ceiling has been replaced by a T-bar ceiling with LED lights.

The College is at the half-way mark of the five-year [Sustainability Plan](#), and our students, faculty and staff continue to provide leadership on sustainability that is garnering national and international recognition.

## Human Resources

**Recruitment and Selection:** For the January 13 to March 10, 2016 timeframe:

- The College posted 16 positions (a combination of permanent and temporary positions): 7 Support, 8 Academic, and 1 Administrative.
- The College hired 2 new permanent (full-time) staff: 1 Support, 1 Academic.
- There were 0 internal full-time Support transfers.
- There was 1 temporary full-time Support assignment.
- There were 2 resignations and/or terminations, both Support.
- There was 1 Academic retirement.
- There were 3 leaves: 2 Support (parental) and 1 Academic (parental).
- There were 4 returns from leave, all Support (2 personal).

## With Sadness

Condolences to the family, friends and former colleagues of *Jill Starr* who passed away unexpectedly on January 20, 2016 after a short illness. Jill worked as an Administrative Officer in Finance and Facilities from 1988 until her retirement in October 2009.

**Recognition**

Congratulations to the following employees who achieved significant service milestones in January and February 2016:

- 10 years:** Michelle Bozec, Debbie Harrison, Alida Wood, Joe Hays, Debbie McEachern, Tanya Stewart; Debby Keating, Katrina Cruikshank
- 15 years:** Sherri Crump, Kevin Callan; James Lingard, Steve Bennis
- 25 years:** Beth Bellaire
- 30 years:** Wendy Ladurantaye, Julia Godawa

**Student Services**

**Student Life, International Student Services** hosted the 2016 *Emerging Student Leaders (ESL) program* at the Sutherland campus. The sessions ran on Monday evenings starting on January 28 with the final session on February 8. Thirty students, representing all academic schools, completed the volunteer program which provided students an opportunity to strengthen and evolve their own leadership styles and self-awareness strategies. The sessions focused on conflict resolution, working in teams and diversity in the workplace. As part of the program, students received a program certificate of completion as well as sexual violence and bystander training. Participants also received an individualized personality dimensions professional profile. The ESL program is also eligible for recognition on the Co-Curricular Record.

**Career Services**

Fleming College Career Services hosted *Job Fairs* at both the Frost and Sutherland Campuses, providing students with an opportunity to network with a wide variety of employers. The Frost Campus had 62 employers on-site from as far away as British Columbia and the Yukon. At Sutherland, more than 50 employers took part, and Studio Nostalgia took free professional head shots for students.

Counselling Services has a new name at both the Sutherland and Frost Campuses – **Counselling and Accessible Education Services**.

**Health Services**

Health Services hosted the Frost Campus Health Fair on February 4.

**Advancement and Alumni Relations**

On February 10 (Frost Campus) and February 11 (Sutherland Campus), Fleming College Alumni Relations and Education Pathways presented their inaugural student and graduate event *NEXT STEPS: Life Beyond Graduation*. This event provided an opportunity for class of 2016 graduates to prepare for convocation, learn about their benefits as Fleming alumni, discover education pathways, and explore the many support services available for career and life success beyond Fleming.

**Marketing, Communications and Liaison**

The results of the *2015 United Way Workplace Campaign* are in ... \$37,698.10 – thank you to all who participated.

*Haliburton School of Art + Design* is the refreshed brand of the Haliburton School of The Arts. The transition comes with a newly-designed logo. Visit the [HSAD page](#) to learn more.

**Minister of Training, Colleges and Universities**

*Rez Moridi and Peterborough MPP Jeff Leal* visited the Sutherland Campus on January 21 meeting with President Tilly and members of the Senior Team. Dean Maxine Mann provided our guests with a tour of the Kawartha Trades and Technology Centre.

**OUR COMMUNITIES**

Canadian Blood Services hosted a *Blood Drive* at the Frost Campus on March 10.

Fleming College has partnered with *CERP (Community Employment Resource Partnership)* to offer two free programs at the Kawartha Trades and Technology Centre: Pre-apprenticeship Carpenter and Pre-apprenticeship Electrician. Both programs are full-time, Monday to Friday for six hours a day. Participants begin with in-class academic studies, job readiness training, and secondary trade training for eight weeks. Students then progress to primary trade training for 12 weeks before concluding the program with a 12-week paid work placement. The Pre-apprenticeship Carpenter program started March

7, 2016 while the Pre-apprenticeship Electrician program will start April 4, 2016.

Fleming College is providing a helping hand for Syrian refugees resettling in Peterborough. Through the federally-funded LINC program, *Fleming is teaching English to 11 refugees from Syria, Iran and Iraq*. One of the new students taking classes at Fleming was featured, along with her family, on the cover of a recent [Maclean's](#) magazine.

#### UPCOMING EVENTS

*March 17, 24, 31, and April 7:* Students in the *Business Administration – Accounting* program are again participating in the Community Volunteer Income Tax Program by hosting free tax preparation clinics for eligible individuals. The tax clinics are located in Room D1129 in the Kawartha Trades and Technology Centre.

*March 23:* Students in the *Fitness and Health Promotion* program will host a “Lunch and Learn” event from noon to 12:50pm in Room B3155 at the Sutherland campus. Discussion will focus on mental health.

*April 2:* *Open House* (Peterborough, Lindsay, Haliburton), 10:00 a.m. to 2:00 p.m.

*April 7:* The Canadian Mental Health Association, Haliburton, Kawartha, Pine Ridge (CMHA HKPR) and Greg Asselin, a student in Fleming College's Sporting Goods Business program, are pleased to present the *Anything is Possible (A.I.P) Speaker Series* in support of CMHA HKPR and the Sporting Goods Business program. The event will take place in the Steele Centre at the Sutherland Campus from 6-10 p.m. This student-led initiative aims to raise \$10,000 to be shared between Team55's Suicide Prevention initiatives and the Sporting Goods Business program to expand opportunities for students' field trips and applied projects. Greg developed the A.I.P. Speaker Series through his own initiative.

*April 14:* Trades & Technology Part-time Faculty Job Fair beginning at 5:00 p.m.

*The College Activity Report is developed from The Fleming Zone, a weekly update to employees of news and events at the College.*



Purchase Contracts Awarded over \$100,000  
 October 1, 2015 to January 31, 2016

Award Date	Description	Bidder Name	Bid Amount (tax excluded)	Vendor Name	Contract Amount (tax excluded)
Oct 23, 2015	Lease Agreement for the Haliburton Blacksmith Building.	Stephen Bowskill	\$ 338,235.22	Stephen Bowskill  The Haliburton Blacksmith program operates out of this leased building. This agreement is for an initial term of five (5) years, with a College option to renew for a renewal period of five (5) years. The contract amount provided on this report has been valued for the entire ten (10) year period.	\$ 338,235.22
Oct 28, 2015	RFT #PP15-15 for the removal and replacment of 2 sections of the flat EPDM roof at the Resources Drilling and Blasting bulding at Frost Campus.	Hamilton & Son Roofing Inc Triumph Roofing & Sheet Metal	\$105,300.00 \$185,380.00	Hamilton & Son Roofing Inc.  Awarded on the basis of highest overall score.	\$ 105,300.00
Nov 16, 2015	Capital acquisition for Core Firewall	TeraMach Technologies	\$ 152,467.26	TeraMach Technologies  OECM Collaborative Agreement for Networking Swithces, Routers, Firewalls and Related Services.	\$ 152,467.26
Nov 20, 2015	RFT #PP15-18 for Sutherland and Frost Campus Snow Removal for a two (2) year period.	Frost Campus - Marquis Snow & Ice Ltd	\$ 231,500.00	Frost Campus - Marquis Snow & Ice Ltd  Frost Campus contract awarded to Marquis Snow & Ice Ltd for a two (2) year period. Only bid received for this location. Opportunity was posted publicly, three (3) potential vendors attended the site visit.	\$ 231,500.00
Nov 20, 2015	RFT #PP15-18 for Sutherland and Frost Campus Snow Removal for a two (2) year period.	Sutherland Campus - Marquis Snow & Ice Ltd Sutherland Campus - Kawartha Capital	\$261,809.00 \$382,014.29	Sutherland Campus - Marquis Snow & Ice Ltd  Sutherland Campus contract awarded to Marquis Snow & Ice for a period of two (2) years. Awarded on the basis of highest overall score.	\$ 261,809.00
Nov 23, 2015	International Student Health Insurance	Sun Life Financial	\$ 283,148.85	Sun Life Financial  OECM completed a collaborative agreement in 2015, and the College is currently evaluating that agreement for implementation in 2016.	\$ 283,148.85

## BOARD BRIEFING REPORT

**SUBJECT: Investment Policy Statement and Endowment Policy**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Consent Agenda Item 3.7**

**ACTION REQUESTED: Information or Update**

### **CONTEXT** *(brief statement of the issue or request)*

A report to confirm the annual review of the College Investment Policy Statement and Endowment Policy.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

The Ministry's policy framework requires a college board of governors to approve an Investment Policy to guide its investment activities.

As well, each of the Investment Policy Statements (IPS) include a requirement for an annual review to ensure they remain consistent with the overall objectives of the College, and prudent and conservative investment practices.

The Endowment Policy also has an annual review requirement to ensure the target award percentage continues to be consistent with investment returns.

- Ministry Binding Policy Directive: *Banking, Investments and Borrowing*
- College Policy #4-419A: Comprehensive IPS
- College Policy #4-419D: Ministry Endowed IPS
- College Policy #4-424: Operating Account IPS
- College Policy #4-421: Endowment Policy

### **Attachments:**

N/A

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

Fleming College has three IPS to guide its investment activities and an Endowment Policy to set the award distribution target percentage.

The Endowment Policy states that actual investment return will fluctuate annually due to the nature of equity investments. The target award percentage is to be equal to the Canada Revenue Agency's disbursement quota percentage, which is currently 3.5%. The target annual award will not necessarily be the actual award distributed by each named fund; it will depend on factors such as previous returns and the awards distributed to date. The endowment investments include more than 150 individual named funds, and the amount of the award for each is determined based on its status.

The market returns on the investments has been a challenge over the last year; however, the IPS and Endowment Policy are long term policies. It is RBC Dominion's opinion that Canadian equities are not permanently damaged and they will offer good returns over the next few years as oil prices normalize at levels higher than they are today.

In summary, *based on Administration and RBC Dominion's annual review*, each IPS remains consistent with the overall objectives of the College as well as prudent and conservative investment practices. As well, the target award percentage continues to be consistent with investment returns over the long-term, therefore, no changes are being recommended to the three IPS or the Endowment Policy.

### **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

N/A

### **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

N/A

### **RECOMMENDATION**

To receive the policy review update as information.

PREPARED BY: [Office of the Vice-President Finance and Administration]

## BOARD BRIEFING REPORT

**SUBJECT: Investment Performance Portfolio Report**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Consent Agenda Item 3.8**

**ACTION REQUESTED: Information or Update**

### **CONTEXT** *(brief statement of the issue or request)*

A report on the investment performance of the Portfolios for the quarter ended December 31, 2015 as provided to the College by RBC Dominion Securities.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

The two [College policies](#) (#4-419A: *Comprehensive Investment Policy Statement* and #4-419D: *Ministry Endowed Investment Policy Statement*) include a requirement for quarterly reporting.

The Comprehensive IPS reporting includes the asset allocation, performance versus the benchmarks, a written statement of compliance with relevant sections of the IPS, and a market commentary.

The Ministry Endowed IPS reporting includes the asset allocation and a written statement of compliance with the Quality Guidelines included in the IPS.

#### **Attachment:**

- Detailed Reviews for the quarter ended December 2015

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

The Comprehensive Reports are in compliance with the asset mix targets, the eligible investment guidelines, the investment limits and the fixed income quality and diversification requirements included in the related IPS.

The overall investment performance of the Comprehensive portfolio is measured against a target benchmark return of 3.5%. As well, the performance of the Canadian equity portion, which is targeted to comprise 30% of the portfolio, is compared to the S&P /TSX Equity Income Total Return Index.

The three year return of the overall portfolio was 2.02% for the quarter ended December 31, 2015 which falls short of the 3.5% target. The decline in the equity portion of the portfolio, along with the current environment of low interest rates has contributed to this shortfall. The three year return for the equity portion of the portfolio was 0% net of fees of 1.2% as compared to the benchmark return of 1.41%, resulting in a minimal variance. The actual one year return was (14.86)% as compared to (14.55)%, resulting in Fleming exceeding the benchmark if fees were excluded. The 3 month return is below the benchmark (4.39)% versus (2.70)%, mainly due to an overweight in industrials and consumer discretionary stocks and banks as opposed to insurance and real estate investment trusts.

In summary, the current environment of low interest rates mean in the short term, the portfolio is more susceptible to market swings as the income generated by fixed income holdings has decreased to levels which do not significantly offset even small market declines. A three year timeframe is a short duration to measure equity returns and the last year has been difficult for investment returns overall. Therefore, the shortfalls that have occurred can be attributed to the factors noted above and the performance will continue to be monitored over the longer term.

The Ministry Endowed Reports are in compliance with the asset mix targets and the fixed income quality. The Ministry Endowed portfolio is comprised entirely of cash, government bonds as well as bonds and GICs issued by banks listed in Schedule I or II under the Bank Act (Canada) as is required under the Ministry directives.

### **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

N/A

### **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

N/A

### **RECOMMENDATION**

To receive the quarterly Investment Performance Report for information

PREPARED BY: [Office of the Vice-President Finance and Administration]

RBC Dominion Securities Inc.



# SSFC Board of Governors Comprehensive Review

**As at settlement date December 31, 2015**

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Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

### THE SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

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### Henderson Capital Management

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Lee Ann Jenkins, Associate  
705-743-4413

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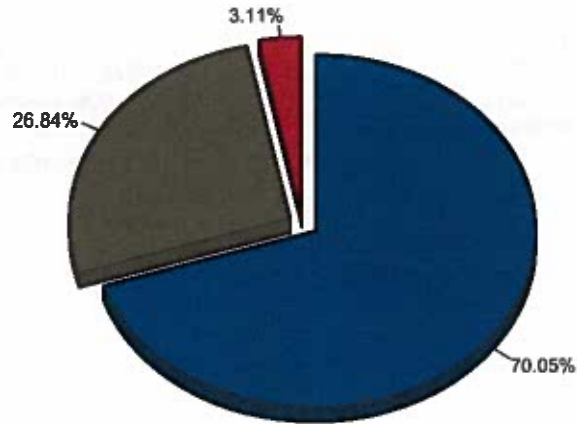
RBC Wealth Management  
Dominion Securities

# Asset Allocation

## By Asset Class and Geography

As at December 31, 2015

Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	5,207,251	70.05
<b>Total Fixed Income</b>	<b>5,207,251</b>	<b>70.05</b>
Equity - Canada	1,995,293	26.84
<b>Total Equity</b>	<b>1,995,293</b>	<b>26.84</b>
Cash and Cash Equivalents - Canada	231,171	3.11
<b>Total Cash and Cash Equivalents</b>	<b>231,171</b>	<b>3.11</b>
<b>Total Canada</b>	<b>7,433,715</b>	<b>100.00</b>
<b>Total Portfolio</b>	<b>7,433,715</b>	<b>100.00</b>

# Investment Policy Statement

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union,  
Other Funds Accts)

## Investment Policy Statement

December 31, 2015

### Total Portfolio Asset Allocation

As of December 31, 2015

	Long-Term Target	Asset Allocation Guidelines	
	Asset Mix	Minimum	Maximum
Cash and Cash Equivalents	3.00%	0.00%	10.00%
Fixed Income	67.00%	55.00%	75.00%
Equity	30.00%	20.00%	40.00%

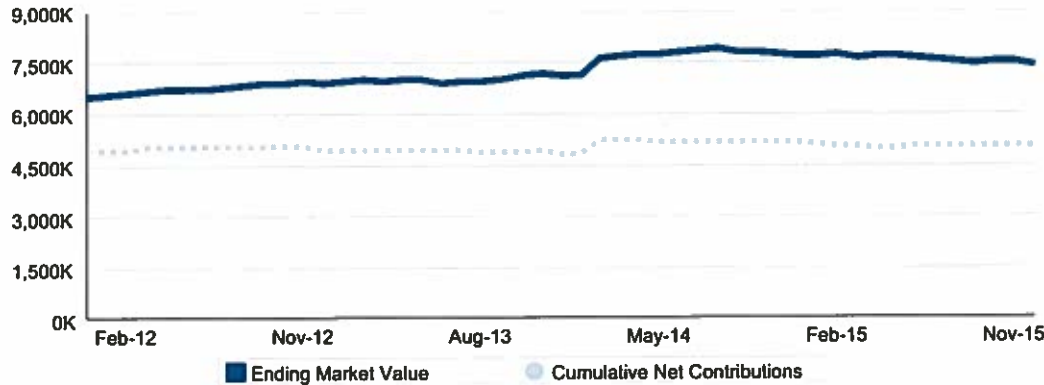


# Market Value History

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

## Sir Sandford Fleming College

January 1, 2012 to December 31, 2015



This graph depicts the Portfolio's market value over time. Net contribution consists of the sum of deposits and transfers-in less withdrawals, transfer outs, administration fees, and any applicable withholding taxes. The Market Values depicted on this page represent the point-in-time value of your Portfolio at each period-end, as was reported on your Monthly Client Statements.

	Period Ending	Beginning Market Value	Net Contributions / Withdrawals	Change in Market Value	Ending Market Value
2013	March	6,906,742.51	(45,579.00)	127,875.21	6,989,038.72
	June	6,989,038.72	(560.00)	(82,532.70)	6,905,946.02
	September	6,905,946.02	(8,032.00)	117,961.76	7,015,875.78
	December	7,015,875.78	(88,010.21)	197,717.79	7,125,583.36
2014	March	7,125,583.36	418,948.00	139,922.51	7,684,453.87
	June	7,684,453.87	(74,964.00)	180,376.87	7,789,866.74
	September	7,789,866.74	85.23	26,588.28	7,816,540.25
	December	7,816,540.25	(9,283.00)	(85,011.96)	7,722,245.29
2015	March	7,722,245.29	(117,295.00)	56,462.69	7,661,412.98
	June	7,661,412.98	(9,356.00)	(24,028.68)	7,628,028.30
	September	7,628,028.30	(2,826.00)	(162,666.58)	7,462,535.72
	December	7,462,535.72	32,406.00	(61,375.26)	7,433,566.46
<b>TOTAL</b>			<b>95,534.02</b>	<b>431,289.93</b>	

# Compliance Statement

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

As at December 31, 2015

## Statement of Compliance from Portfolio Manager, Steve Henderson

The portfolios are in compliance with the IPS dated February 2014 in terms of the following sections:

- Asset mix
- Eligible investments
- Investment limits
- Fixed income quality and diversification

# Portfolio Performance

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

## Sir Sandford Fleming College

January 1, 2012 to December 31, 2015

Portfolio Name / Benchmark	3 Month	1 Year	3 Year
Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)	(0.82)	(2.53)	2.02
zANNUAL CPD TARGET - 3.50%	0.86	3.50	3.50

### Annualized Returns



- Any returns greater than 12 months are annualized.
- Since Start Date returns are for the period between January 1, 2012 and December 31, 2015
- Information regarding Performance Methodology can be found on the Statement of Terms page.

## 2016-Higher With the Economy

Most major equity markets started out strongly in 2015, peaked in the spring, and spent the rest of the year correcting. The S&P 500 managed to end the year just shy of its all-time high set in May. Most other indexes finished well off their peaks. Commodity-heavy stock markets-Toronto, London, and Sydney-fared relatively poorly as did those with strong China trade ties like Korea, Taiwan, and Singapore. Ironically China, its economy a source of so much of the weakness in markets elsewhere, saw its composite index notch up a world-beating 9.4% gain for the year despite a hair-raising summer rollercoaster ride that featured one four week plunge of more than 40%.

Our principal focus is on the stock markets of developed countries. In most of these, economic expansions are well entrenched and, in the case of Europe, appear to be gathering momentum.

Underpinning this happy condition is a credit cycle that remains very accommodative. The Fed may have begun the process of gradually "normalizing" rates but European Central Bank policy has shifted in the direction of greater easing while any Bank of England rate hike is now viewed by the market as not likely before 2017. Meanwhile, central bankers in Canada and Japan have not ruled out further easing at this point, while India and China are almost certainly not finished cutting rates.

With monetary conditions this accommodative we expect the economic expansion and the accompanying growth of corporate profits both have a long way to run.

In 2015, overall corporate earnings and investor confidence were shaken by the turmoil in the important energy sector. The continuing slowdown of China's economy took an additional toll. As 2016 unfolds we expect conviction will grow that some stability is returning to the oil market and that Chinese economic performance is responding to lower interest rates, a weaker currency, and some fiscal stimulus.

Investor conviction on these fronts and on the durability of the economic expansion in the U.S. and Europe should permit most major stock markets to follow earnings higher, delivering worthwhile all-in returns along the way. For a global portfolio we recommend a full commitment to equities up to its long-term targeted exposure.

## Fixed Income

### Monetary Policy in Front Seat

We believe global monetary policy will remain a primary focus of investors in 2016 driven by a continuation of the Federal Reserve's recently launched rate hiking cycle.

In the U.S., the focus will turn to the pace of rate hikes in 2016, while in Canada and Japan investors will be on the lookout for signs of whether further stimulative measures are needed to combat slow growth and/or low inflation. The European Central Bank remains committed to easing measures given modest growth and inflation, but its approach to policy intervention in 2016 will likely be modest compared to recent years that have seen the introduction of negative interest rates and quantitative easing.

Credit spreads have widened in response to lower commodity prices and the Fed's tightening cycle, resulting in attractive opportunities for investors. While segments of the investment-grade corporate bond market are most attractive in the U.S. and Europe, we see opportunities in the preferred share market in Canada for long-term investors. The high-yield market presents pockets of opportunity, but remains appropriate only for investors comfortable with high levels of volatility and credit risk.

## Canada

2016 began with heightened expectations for an interest rate cut from the Bank of Canada (BoC). This follows a December that included the release of data that revealed slower growth, continued oil price weakness, and the BoC having lowered the "effective lower bound" of interest rates to -0.50% from 0.25%. Investors concerned about another rate cut should consider locking in the rates on their cash balances by purchasing GICs.

The preferred share market reached new lows in mid-December before rebounding by the end of the month. Tax-loss selling and a fall in 5-year government of Canada yields were the key drivers of the price declines. Looking forward, we continue to recommend investors focus on issues trading at significant discount to par and offering attractive long-term spreads.

Credit spreads have been weak across all sectors, but most notably in the high-yield energy space. We view the recent pullback as an opportunity to add higher-quality credits to portfolios, but remain cautious on high-yield and energy names.

## Equity

### Canada

- Overall, we remain market weight with a negative bias for Canadian equities.
- The landscape for Canadian equities remains split between those with significant resource exposure-either directly or indirectly-and those without.
- RBC Economics expects a modest uptick in Canadian economic activity in 2016 as exports expand in response to a weak loonie, consumer spending remains firm, and the drag from reduced business investment in the energy sector falls in magnitude.
- Within the Energy sector, we continue to focus on well-capitalized names that are positioned to weather depressed energy prices. We believe a "lower for longer" scenario that exerts further financial pressure on the sector may be the best tonic to

As at December 31, 2015

effectively remove production capacity and deliver sustainably higher prices in the medium-to-long term. We stay cautious on base metal producers given a slowing China and its shift from investment-led growth to a more service-oriented economy.

- Bank equity valuations now reflect some of our concerns over slowing loan growth, margin pressure, and the risk of increasing credit losses. The magnitude of credit losses remains a key uncertainty, leaving us underweight bank shares relative to the index but ready to be opportunistic on further weakness.
- The Liberal Party's pledge to boost infrastructure spending should create a tailwind for some infrastructure, construction, and engineering companies.

### What Does This Mean For Your Portfolio

The year 2015 was an extremely tough year for equity markets, particularly commodity heavy markets such as Canada. However, over the course of the year and since inception of our current investment policy we have tracked our equity benchmark.

Within the portfolio we remain significantly underweight energy at 19% of equity holdings versus 30% index weight. Within the energy sector we remain overweight pipelines and distributors versus exploration and production companies both versus index and on an absolute basis.

We remain overweight financials and within financials remain overweight banks versus insurance companies and real estate investment trusts.

Finally, we will continue to be overweight industrials despite a difficult fourth quarter as we continue to like companies such as CN Rail and Cargo Jet. In addition, we like and own telecommunication services (Bell, Rogers, Telus) and will continue to be overweight versus the index. Lastly, we are significantly underweight in materials.

## Market Commentary.

Sir Sandford Fleming Family (Excludes Operating, Bursary Min, Union, Other Funds Accts)

As at December 31, 2015

Overall we believe we should use any continued weakness in equities in early 2016 to increase our equity holdings to our long term target. Stocks as a whole generate considerably higher cash flows through dividends. Your equity holdings current yield is just over 5%. The overall portfolio has a yield of 3.45%.



## Statement of Terms

As at December 31, 2015

### Legal Disclaimers

The portfolio summary ("the Portfolio Report") is prepared by your Investment Advisor/Portfolio Manager who is an employee of RBC DS and is prepared from information received from sources we believe to be reliable. It is not an official statement of your positions at RBC Dominion Securities Inc. ("RBC DS").

This Portfolio Report has been prepared at the direction of and solely for the general guidance and benefit of the owners of the accounts included in the portfolio. It should be noted that a Portfolio Report can be created at anytime whereas your monthly statement is created at the last day of the month. Some of the positions shown in this statement may be held at other financial institutions where they are not covered by the Canadian Investor Protection Fund. Information regarding positions that are not held at RBC DS has been provided by the owner of an account included in the portfolio. These positions are included in the Portfolio Report at the request of the owner(s) of one or more of the accounts comprising the Portfolio Report for the purposes of providing as complete a view as possible of the portfolio. Neither RBC DS nor its employees can guarantee the accuracy or completeness of information relating to positions held at entities other than RBC DS, including quantities of securities held, market value and book-cost.

Please consult the monthly statements you receive from RBC DS or from other entities where the positions are held to determine which positions are eligible for protection by the Canadian Investor Protection Fund, including information as to which positions are held in segregation.

If there are any discrepancies between the transactions or positions shown on the monthly statements you receive from RBC DS and those shown in this Portfolio Report as being transacted or held at RBC DS please report them to your RBC DS Investment Advisor or Portfolio Manager. If there are any discrepancies between the transactions or positions shown on the monthly statements you receive from other entities where the positions are held please report them to such other entity.

The securities accounts comprising the portfolio are listed below. Please review this list of accounts carefully to understand what assets are included and what assets are not included in the Portfolio Report. Contact your Investment Advisor/Portfolio Manager if you are uncertain as to the beneficial ownership of any accounts included in this Portfolio Report.

Each beneficial owner of an account included in the Portfolio Report must have provided consent to their RBC DS Investment Advisor/Portfolio Manager to include information about their account(s) in this Portfolio Report as this information will be shared with all parties whose accounts or assets have been included in the Portfolio Report. If you are the beneficial owner of an account(s) included in this Portfolio Report and you wish to have your accounts removed from the Portfolio Report please advise your Investment Advisor/Portfolio Manager.

Clients should consult their Investment Advisor/Portfolio Manager when planning to purchase or sell securities or otherwise rebalance securities holdings as a result of the information provided in this Portfolio Report. This will ensure that their own circumstances, including their own individual investment objectives and risk tolerances, have been considered properly and that action is taken on the latest available information. Interest rates, market conditions market prices, tax rules, security classifications and other investment factors are subject to change.

For more information on the terms, conditions and a glossary of terms used in the Portfolio Report, please contact your Investment Advisor/Portfolio Manager.

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### General Disclaimers

- Generated on January 13, 2016
- This portfolio is composed of the following accounts:
  - THE SIR SANDFORD FLEMING COL - 3760716815000
  - THE SIR SANDFORD FLEMING COL - 3760716815001
  - THE SIR SANDFORD FLEMING COL - 3760719512000
  - THE SIR SANDFORD FLEMING COL - 3761072119000
  - THE SIR SANDFORD FLEMING COL - 3761737919000

THE SIR SANDFORD FLEMING COL - 3761737919001  
THE SIR SANDFORD FLEMING COL - 5111959010000  
THE SIR SANDFORD FLEMING COL - 5112105415000  
THE SIR SANDFORD FLEMING COL - 5112147615000  
THE SIR SANDFORD FLEMING COL - 5112189310000  
THE SIR SANDFORD FLEMING COL - 5112269013000  
THE SIR SANDFORD FLEMING COL - 5112269112000  
THE SIR SANDFORD FLEMING COL - 5112269211000

- For position not held in CAD, all values were converted using the following exchange rates:  
CAD converted to USD at CAD\$1 - USD\$0.72280  
USD converted to CAD at USD\$1 - CAD\$1.38350
- Accrued interest is included in market values except when accrued interest is displayed in a separate column.
- Book Values are reported in account currency unless otherwise stated.

## Section Specific Disclaimers

### Portfolio Performance

- Performance calculations use the Modified Dietz Method which adjusts for cash flows to calculate the monthly performance in this portfolio. Monthly returns are geometrically linked to calculate returns for periods greater than one month. Any return greater than 12 months is annualized.  
The Rate of Return and Investment Return calculations in your portfolio are net of investment management fees. For household portfolios a daily averaged priced exchange rate has been used to convert portfolios from their base currency to the reporting currency of the household portfolio.



# SSFC Board of Governors Equity Review

**As at settlement date December 31, 2015**

Sir Sandford Fleming College Equity (PIM)

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**Sir Sandford Fleming College of Applied Arts  
& Technology**  
 599 Brealey Drive  
 Peterborough, ON, K9J 7B1  
 Canada

### Henderson Capital Management

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 Vice President and Director  
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 1-800-429-9507

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 Lee Ann Jenkins, Associate  
 705-743-4413

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 to our clients since 1985.

*Professional Wealth Management Since 1901*



**RBC Wealth Management**  
Dominion Securities

# Portfolio Performance

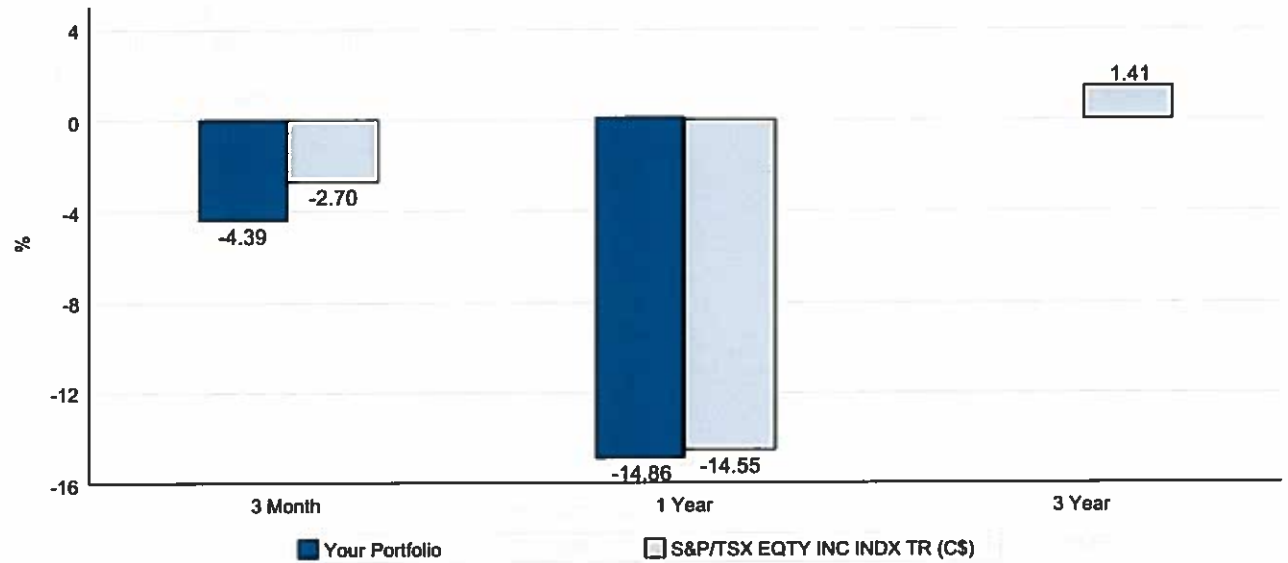
Sir Sandford Fleming College Equity (PIM)

## Sir Sandford Fleming College

January 1, 2012 to December 31, 2015

Portfolio Name / Benchmark	3 Month	1 Year	3 Year
Sir Sandford Fleming College Equity (PIM)	(4.39)	(14.86)	0.00
S&P/TSX EQTY INC INDX TR (C\$)	(2.70)	(14.55)	1.41

### Annualized Returns



- Any returns greater than 12 months are annualized.
- Since Start Date returns are for the period between January 1, 2012 and December 31, 2015
- Information regarding Performance Methodology can be found on the Statement of Terms page.

# Statement of Terms

Sir Sandford Fleming College Equity (PIM)

As at December 31, 2015

## Legal Disclaimers

The portfolio summary ("the Portfolio Report") is prepared by your Investment Advisor/Portfolio Manager who is an employee of RBC DS and is prepared from information received from sources we believe to be reliable. It is not an official statement of your positions at RBC Dominion Securities Inc. ("RBC DS").

This Portfolio Report has been prepared at the direction of and solely for the general guidance and benefit of the owners of the accounts included in the portfolio. It should be noted that a Portfolio Report can be created at anytime whereas your monthly statement is created at the last day of the month. Some of the positions shown in this statement may be held at other financial institutions where they are not covered by the Canadian Investor Protection Fund. Information regarding positions that are not held at RBC DS has been provided by the owner of an account included in the portfolio. These positions are included in the Portfolio Report at the request of the owner(s) of one or more of the accounts comprising the Portfolio Report for the purposes of providing as complete a view as possible of the portfolio. Neither RBC DS nor its employees can guarantee the accuracy or completeness of information relating to positions held at entities other than RBC DS, including quantities of securities held, market value and book-cost.

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Clients should consult their Investment Advisor/Portfolio Manager when planning to purchase or sell securities or otherwise rebalance securities holdings as a result of the information provided in this Portfolio Report. This will ensure that their own circumstances, including their own individual investment objectives and risk tolerances, have been considered properly and that action is taken on the latest available information. Interest rates, market conditions market prices, tax rules, security classifications and other investment factors are subject to change.

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## General Disclaimers

- Generated on January 13, 2016
- This portfolio is composed of the following accounts:
  - THE SIR SANDFORD FLEMING COL - 3760716815000
  - THE SIR SANDFORD FLEMING COL - 3760716815001
  - THE SIR SANDFORD FLEMING COL - 3760719512000
  - THE SIR SANDFORD FLEMING COL - 3761072119000
  - THE SIR SANDFORD FLEMING COL - 3761737919000

Henderson Capital Management

RBC Dominion Securities

THE SIR SANDFORD FLEMING COL - 3761737919001

- For position not held in CAD, all values were converted using the following exchange rates:  
CAD converted to USD at CAD\$1 - USD\$0.72280  
USD converted to CAD at USD\$1 - CAD\$1.38350
- Accrued interest is included in market values except when accrued interest is displayed in a separate column.
- Book Values are reported in account currency unless otherwise stated.

#### Section Specific Disclaimers

#### Portfolio Performance

- Performance calculations use the Modified Dietz Method which adjusts for cash flows to calculate the monthly performance in this portfolio. Monthly returns are geometrically linked to calculate returns for periods greater than one month. Any return greater than 12 months is annualized.  
The Rate of Return and Investment Return calculations in your portfolio are net of investment management fees. For household portfolios a daily averaged priced exchange rate has been used to convert portfolios from their base currency to the reporting currency of the household portfolio.



# SSFC Board of Governors Ministry Endowed Review

**As at settlement date December 31, 2015**

Sir Sandford Fleming College Bursary Ministry Funds

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**Sir Sandford Fleming College of Applied Arts  
& Technology**

**Ministry Endowed Funds**

599 Brealey Drive  
Peterborough, ON, K9J 7B1  
Canada

### **Henderson Capital Management**

Stephen L. Henderson, FCSI  
Vice President and Director  
Phone 705-743-4378 or  
1-800-429-9507

Shaylene Pind, Associate  
705-743-4492  
Lee Ann Jenkins, Associate  
705-743-4413

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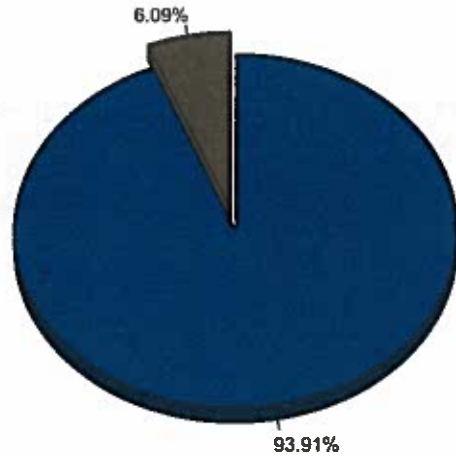
**RBC Wealth Management  
Dominion Securities**

# Asset Allocation

## By Asset Class and Geography

As at December 31, 2015

Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	282,635	93.91
<b>Total Fixed Income</b>	<b>282,635</b>	<b>93.91</b>
Cash and Cash Equivalents - Canada	18,332	6.09
<b>Total Cash and Cash Equivalents</b>	<b>18,332</b>	<b>6.09</b>
<b>Total Canada</b>	<b>300,967</b>	<b>100.00</b>
<b>Total Portfolio</b>	<b>300,967</b>	<b>100.00</b>



# Investment Policy Statement

Sir Sandford Fleming College Bursary Ministry Funds

## Investment Policy Statement

December 31, 2015

### Total Portfolio Asset Allocation

As of December 31, 2015

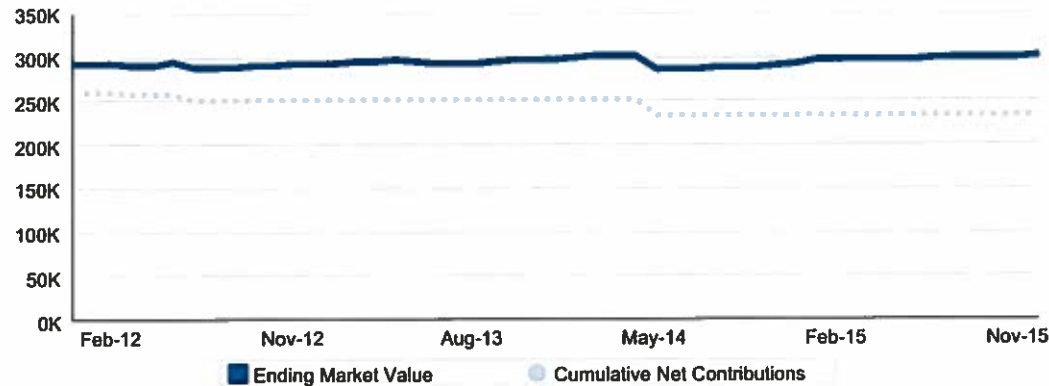
	Long-Term Target	Asset Allocation Guidelines	
	Asset Mix	Minimum	Maximum
Cash and Cash Equivalents	3.00%	0.00%	10.00%
Fixed Income	97.00%	90.00%	100.00%

# Market Value History

Sir Sandford Fleming College Bursary Ministry Funds

## Sir Sandford Fleming College

January 1, 2012 to December 31, 2015



This graph depicts the Portfolio's market value over time. Net contribution consists of the sum of deposits and transfers-in less withdrawals, transfer outs, administration fees, and any applicable withholding taxes. The Market Values depicted on this page represent the point-in-time value of your Portfolio at each period-end, as was reported on your Monthly Client Statements.

	Period Ending	Beginning Market Value	Net Contributions Withdrawals	Change in Market Value	Ending Market Value
2013	March	292,031.86	0.00	2,777.34	294,809.20
	June	294,809.20	0.00	(2,630.22)	292,178.98
	September	292,178.98	0.00	1,790.95	293,969.93
	December	293,969.93	0.00	2,296.73	296,266.66
2014	March	296,266.66	0.00	4,173.15	300,439.81
	June	300,439.81	(18,000.00)	3,381.08	285,820.89
	September	285,820.89	0.00	2,280.14	288,101.03
	December	288,101.03	0.00	3,948.60	292,049.63
2015	March	292,049.63	0.00	5,312.75	297,362.38
	June	297,362.38	0.00	475.24	297,837.62
	September	297,837.62	0.00	1,143.69	298,981.31
	December	298,981.31	0.00	1,974.80	300,956.11
<b>TOTAL</b>			<b>(18,000.00)</b>	<b>26,924.25</b>	

**Statement of Compliance from Portfolio Manager, Steve Henderson**

**The portfolio is in compliance with the IPS dated February 2014 in terms of the following section:**

**Fixed income quality**

# Statement of Terms

Sir Sandford Fleming College Bursary Ministry Funds

As at December 31, 2015

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## General Disclaimers

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Henderson Capital Management

RBC Dominion Securities

## BOARD BRIEFING REPORT

**SUBJECT: 2016-2017 Domestic Tuition Fees**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 5.1 (a)**

**ACTION REQUESTED: Approval (requires a motion)**

### **CONTEXT** *(brief statement of the issue or request)*

A report to gain approval from the Board of Governors for domestic tuition and other student fees for the 2016-2017 academic year.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

This report aligns with the Minister's Binding Policy Directive on Tuition and Ancillary Fees and has been developed in accordance with tuition fee framework guidelines. The College is responsible for ensuring that tuition and ancillary fees for all programs of instruction and courses operated by the College have been approved by the Board of Governors.

#### **Attachments:**

- Appendix A: Domestic Tuition Fee Schedule
- Appendix B: Supply Fees Schedule
- Appendix C: Academic Fees

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

**Domestic Fees:** The Ministry policy allows for 3% increases on regular tuition and a 3% overall cap; it also allows for 5% increases on high demand (HD) programs. We must determine the most appropriate blend of tuition increases in order to stay competitive with the system and take into consideration the financial needs of the college.

Administration believes we need to maximize college revenues and implement increases to the maximum allowed by the tuition fee framework. Therefore, as in past years, Administration is recommending a blend of tuition increases and at times decreases to maximize revenue at the 3% allowed cap. Tuition increases/decreases were developed in consultations with School Deans ensuring we are remaining competitive on a program-basis as well.

Recommendations for tuition fees on new programs will continue to come forward for Board approval as required for new program proposals; however, these fees are intended to align with the structure of current programs and the new streamlined tuition framework.

In addition to tuition fees, the Ministry allows for programs to offset specific program costs by adding fees to student tuition. These include:

**Academic Fees:** These fees relate to field activities and overnight camps for specific courses within programs and are based on the actual cost of the activity. By policy, these fees do not include any cost recovery for staff salary.

**Supply Fees:** These fees relate to specific, full time programs and are also based on the actual cost of supplies used and retained by the student.

The College will also charge supply fees to students in various part-time courses where there is a direct cost related to the supplies provided to the students.

### **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

Administration, upon review of the current economic climate and in consultation with the School Deans and back office administrators, are recommending that Fleming College increases tuition fees to the maximum allowed under Ministry policy cap in order to maintain revenues in support of needed investments for future modernization and program growth.

Additionally, four programs which traditionally have had 100% international enrolments are seeking reduction to domestic fees to in order to maximize allowed withdrawal fees for international students under Ministry policy. It is also hoped the lower fees will draw domestic students to the programs of study.

### **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

Is there support for the proposed fee increases and decreases?

Does the Board support the strategies, including maximizing the overall 3% cap?

### **RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve the Domestic Tuition Fees, Supply Fees and Academic Fees for 2016-2017 as presented in Appendices A, B and C.**

PREPARED BY: Office of the Vice-President Finance and Administration; Director Budget Services

**Domestic Tuition Fee Schedule**

(PER SEMESTER)

Proposal to come into Effect September 1, 2016

## Appendix A

<b>Regular Programs</b>	<b>2015/16</b>			<b>2016/2017 proposal</b>			<b>Comments</b>
	<b>\$</b>	<b>\$ Change</b>	<b>% Change</b>	<b>\$</b>	<b>\$ Change</b>	<b>% Change</b>	
Certificate Programs	1,383	40	3%	1,423	40	3%	Maximum allowed
Diploma Programs	1,313	38	3%	1,351	38	3%	Maximum allowed
Massage Therapy	1,678	49	3%	1,727	49	3%	Maximum allowed
Graphic Design				1,495	-	n/a	new 16/17
<b>High Demand and/or Grad Certificates</b>							
Advance Water Operations	2,966	0	0%	3,052	86	3%	Maintain college 3% cap
Applied Research	1,866	0	0%	1,920	54	3%	Maintain college 3% cap
Aquaculture	3,114	0	0%	3,205	90	3%	Maintain college 3% cap
Arboriculture	1,486	43	3%	1,559	73	5%	Higher operating costs of program thus requesting 5% maximum under policy
Blasting Techniques	3,310	96	3%	3,406	96	3%	Maintain college 3% cap
Computer Security & Investigation	2,851	83	3%	2,934	83	3%	Maintain college 3% cap
Cultural Heritage Conservation and Management	1,617	77	5%	1,696	79	5%	Higher operating costs of program thus requesting 5% maximum under policy
Ecological Restoration	2,556	74	3%	2,630	74	3%	Maintain college 3% cap
Electrical Power Generation	4,646	179	4%	4,646	-	0%	No increase requested to allow higher increase on programs with growing costs.
Environmental Visual Communication	3,504	102	3%	3,662	158	5%	Higher operating costs of program thus requesting 5% maximum under policy
GIS Programs	1,438	68	5%	1,508	70	5%	Higher operating costs of program thus requesting 5% maximum under policy
Heavy Equipment Operator (FULL PROGRAM)	11,088	426	4%	11,088	-	0%	No increase requested to maintain competitive advantage in program
International Business Management	2,501	0	0%	1,580	- 921	-37%	100% international enrolments, encourage domestic students to attend - fee set base on current international rate and MTCU policy to maximize international withdrawal fee
Global Business Management	2,501	0	0%	1,580	- 921	-37%	100% international enrolments, encourage domestic students to attend - fee set base on current international rate and MTCU policy to maximize international withdrawal fee
Motive Power Techniques - Heavy Equipment	4,646	179	4%	4,646	-	0%	No increase requested to allow higher increase on programs with growing costs.
Museum Management	1,720	0	0%	1,770	50	3%	Maintain college 3% cap
Natural Resources Law Enforcement	2,762	80	3%	2,842	80	3%	Maintain college 3% cap
Outdoor Adventure Skills	2,304	67	3%	2,370	67	3%	Maintain college 3% cap
Outdoor Adventure Education	2,650	77	3%	2,726	77	3%	Maintain college 3% cap
Paramedic	2,855	83	3%	2,995	140	5%	Higher operating costs of program thus requesting 5% maximum under policy
Practical Nurse	2,100	3	0.2%	2,195	95	5%	Higher operating costs of program thus requesting 5% maximum under policy
Pre-Service Fire Fighter	4,701	95	2.1%	4,842	141	3%	Maintain college 3% cap
Project Management	2,501	0	0%	1,580	- 921	-37%	100% international enrolments, encourage domestic students to attend - fee set base on current international rate and MTCU policy to maximize international withdrawal fee
Pest Management	2,603		n/a	2,603	-	0%	Program has not seen any enrolments, maintain tuition
Sustainable Agriculture	2,025	59	3%	2,084	59	3%	Maintain college 3% cap
Therapeutic Recreation	1,747	51	3%	1,825	79	5%	Higher operating costs of program thus requesting 5% maximum under policy
Wireless Information Networking	2,478	0	0%	1,650	- 828	-33%	100% international enrolments, encourage domestic students to attend - fee set base on current international rate and MTCU policy to maximize international withdrawal fee

**SUPPLY FEES**  
**Effective September 1, 2016 Proposed**

<u>Full-time Programs</u>	<u>2015-16</u>	<u>2016-17</u>	<u>Description of new fees</u>
Jewellery Arts Certificate Program	2,689	2,689	
Artist Blacksmith Certificate Program	935	1,043	
Photo Arts Certificate Program	921	921	
Ceramics Certificate Program	724	752	
Fibre Arts Certificate Program	807	807	
Glassblowing Certificate Program	3,274	3,360	
Visual and Creative Arts Diploma Program	750	874	
Visual Arts Fundamentals - Drawing and Painting	849	885	
Sculpture Certificate Program	906	906	
Digital Image Design	480	480	
Integrated Design	745	745	
Graphic Design - Visual Communication	-	470	<i>Arts supplies, container, portfolio</i>
Cultural Heritage Conserv & Mg	119	134	
Museum Mgmt and Curatorship	145	160	
Personal Support Worker Brealey	37	38	
Paramedic	37	38	
Practical Nursing	37	38	
Occup Therapist Assist/ Physio Assist	37	38	
Pre-Serv Firefighter Educ&Trng	37	38	
Health Information Management sem 1	125	126	
Health Information Management sem 3	88	88	
Pharmacy Technician	37	38	
Resources Drilling Blasting sem 2	44	44	
Resources Drilling Blasting sem 3	54	54	
Resources Drilling Blasting sem 4	16	19	
Blasting Techniques	81	81	
Heavy Equipment Operator	38	49	
Heating, Ref & Air Cond sem 1	376	433	
Heating, Ref & Air Cond sem 3	376	376	
Electrical Power Generation sem 1	166	225	<i>Multimeter, coveralls, gloves, hard hat, ear/eye protection</i>
Electrical Power Generation sem 4	-	124	<i>Flash rated coveralls</i>
Motive Power Techniques	166	225	<i>Multimeter, coveralls, gloves, hard hat, ear/eye protection</i>
Fish & Wildlife Technician	59	57	
Ecosystem Mgmt	18	21	
Outdoor & Adventure Education	126	126	
Urban Forestry Technician sem 1	-	46	<i>Custom manual</i>
Urban Forestry Technician sem 2	-	128	<i>Custom manual</i>
Culinary Management	806	575	<i>Culinary Knives , Foodservice &amp; allergen certifications</i>
Culinary Mgmt-Co-Op Dipl Appr	806	575	<i>Culinary Knives , Foodservice &amp; allergen certifications</i>
Chef Training	806	575	<i>Culinary Knives , Foodservice &amp; allergen certifications</i>
Protection, Security & Investigation	-	36	<i>Course Materials on USB memory stick</i>
Biotechnology Techn Forensic sem 1	-	6	<i>Lab manual &amp; workbook</i>
Biotechnology Techn Forensic sem 2	-	15	<i>Lab manual, coveralls, fingerprint kit</i>
Biotechnology Techn Forensic sem 3	-	12	<i>Lab manuals</i>
Biotechnology Techn Forensic sem 4	-	43	<i>DNA profile kit, lab manual, fingerprint slide</i>
Community and Justice Services	-	36	<i>Golf shirt to identify students in prison system</i>
Construction Skills	-	111	<i>Wood, nails, glue project &amp; WHMIS certification</i>
Carpentry Technician	-	111	<i>Wood, nails, glue project &amp; WHMIS certification</i>
Electrical Engineering Technician	-	15	<i>WHMIS certification</i>
Electrical Techniques	-	15	<i>WHMIS certification</i>
Instrumentation & Control Eng	-	15	<i>WHMIS certification</i>
Plumbing Techniques	-	15	<i>WHMIS certification</i>
Trades & Technology Fundamentals sem 1	-	31	<i>Wood &amp; nails project &amp; WHMIS certification</i>
Trades & Technology Fundamentals sem 2	-	69	<i>Wood, nails, glue for project</i>
Welding Techniques	-	15	<i>WHMIS certification</i>
Welding and Fabrication Technician	-	15	<i>WHMIS certification</i>

The College will continue to charge supply fees to students in various part time courses. These fees recover costs directly related to the course.
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**ACADEMIC FEES**  
Effective September 1, 2016 Proposed

	<u>Program</u>	<u>Course</u>	<u>2015-16</u>	<u>2016-17</u>
Ecosystem Management Technology	EMX-5	APST 21	311	329
Ecosystem Management Technology	EMX-6	ECOS 6	386	434
Environmental Technician	ETN-4 & ETY-4	APST 27	279	214
Environmental Technology	ETY-6	APST 88	195	141
Ecological Restoration	ERJ-3	APST 83	1015	1052
Ecological Restoration	ERJ-3	FSTY 75	83	109
Forestry Technician	FT-3	APST 30	455	466
Fish and Wildlife Technology	FW-6	APST 40	162	180
Fish and Wildlife Technology	FW-5	APST 18	153	168
General Arts and Science - Environmental & Natural Resource Studies Option	GSN-1	APST 96	359	353
Geographic Information Systems - Applications Specialist	GIA-3	APST 87	335	323
Geographic Information Systems - Cartographic Specialist	GC-3	APST 87	335	323
Natural Resources - Law Enforcement	NRL-1	APST 16	281	242
Outdoor Adventure Skills	OAS-2	APST 77	438	401
Outdoor Adventure Skills	OAS-1	APST 76	119	95
Outdoor and Adventure Education	ODE-3	APST 112	270	216
Outdoor and Adventure Education	ODE-4	APST 113	398	308
Visual and Creative Arts Diplomas Haliburton	VCA-1 & VCC-3	ARTS957	266	273
Fish & Wildlife Technician & Technologist	BO-3	APST 23	537	534
Recreation & Leisure Services	RLD-2 & RLS-3	RECR026	184	204
Artist Blacksmith	ABS-1	ARTS1948	189	179
Sculpture	SCU-1	ARTS629	183	167
Ecosystem Mgmt Technician	EMT-3	APST 22	292	305
Resource Mapping Technician	GMT-1	APST 64	182	344
Aquaculture	AQU-2	APST 120	437	393
Ceramics	CER-1	ARTS971	172	190
Digital Image Design	DID-1	ARTS1474	183	168
Fibre Arts	FAR-1	ARTS444	175	188
Glassblowing	GBL-1	ARTS1091	564	711
Jewellery Essentials	JWA-1	ARTS526	188	172
Photo Arts	PHA-1	ARTS981	171	188
Visual Arts Fund-Drwg&Painting	VAF-1	ARTS2152	171	179
Integrated Design	IND-1	DESN3	342	356
Studio Process Advancement	SPA-1	ARTS1921	546	546
Sustainable Agriculture	SAG-1	AGRI 4	187	226
Moving Image Design	MID-1	DESN37	0	191 New
Cultural Heritage Conserv & Mg	CHM-1	MUSM39	0	211 New

## BOARD BRIEFING REPORT

**SUBJECT: 2016-2017 Compulsory Ancillary Fees**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 5.1 (b)**

**ACTION REQUESTED: Approval (requires a motion)**

### **CONTEXT** *(brief statement of the issue or request)*

A report to gain approval from the Board of Governors for compulsory ancillary fees for the 2016-2017 academic year.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

This report aligns with the Minister's Binding Policy Directive on Tuition and Ancillary Fees and has been developed in consultation with the Student Administrative Council and Student Association.

#### **Attachment:**

- Appendix A: Compulsory Ancillary Fees

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

Compulsory Ancillary Fees are described as part of the Ministry policy and are charged to support those services and activities that are not supported by the General Purpose Operating Grant, Capital Grants and tuition fees.

Through consultation with our student bodies and with the renewal of the Compulsory Fees Protocol, Administration has recommended these fees should be kept to levels equivalent to cost of living increases using the Consumer Price Index as published by Statistics Canada as a guide to inflation.

The proposed fee structure has the support of the Student Administrative Council and the Student Association.

**Proposed Alumni Fee:** The Alumni Fee for 2016-2017 is set at \$13.77 per semester, an increase of 2.0%.

**Proposed Support Services Fee:** The Support Services Fee for 2016-2017 is set at \$90.37 per semester, an increase of 2.0%.

**Proposed Part Time Student Support Services Fee:** The Part time Student Support Service fee is set at \$ .75 per hour to a maximum of \$45.00 per course, an increase of 2.0%.

**Proposed IT Fee:** The IT Fee is set at \$87.21 per semester, an increase of 2.0%. Of this fee, \$6.00 is to be utilized to replace various pieces of equipment in consultation with student governments.

### **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

These fees will be effective for the 2016-2017 Academic year.

### **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

Is there support for the strategy related to Compulsory Ancillary Fees?

### **RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve the Compulsory Ancillary Fees for 2016-2017 as presented in Appendix A.**

PREPARED BY: Office of the Vice-President Finance and Administration; Director Budget Services

## Appendix A

<b>Ancillary and Student Levied Fee Schedule</b>					
<b>(PER SEMESTER)</b>					
Effective September 1, 2016					
<b>COMPULSORY ANCILLARY FEES</b>					
		<u>2014/2015</u>	<u>2015/2016</u>	<u>Proposed for 2016/2017</u>	<u>Change</u>
Alumni		13.25	13.50	13.77	2.0%
Support Services		86.85	88.60	90.37	2.0%
Information Technology Fee		83.85	85.50	87.21	2.0%
<i>Accumulated Fee Total</i>		183.95	187.60	191.35	2.0%
Support Services Part Time		\$ .73/hr	\$ .74/hr	\$ .75/hr	2.0%
		max \$ 45 per course	max \$ 45 per course	max \$ 45 per course	
<b>STUDENT LEVIED FEES</b>					
Student Activity – <b>S</b>		65.00	74.75	95.00	27.1%
Student Activity – <b>H</b>		48.50	49.00	49.00	0.0%
Student Activity - <b>L</b>		88.75	89.65	97.71	9.0%
Athletic Fee - <b>S</b>		45.00	47.50	50.00	5.3%
Athletic Fee – <b>L</b>		52.00	52.50	55.00	4.8%
Athletic Fee – <b>H</b>		52.00	52.50	52.50	0.0%
Peterborough Sport and Wellness Student Membership - <b>S</b>		85.00	85.00	82.50	-2.9%
Student Centre Renovation Fund - <b>S</b>		40.00	40.00	40.00	0.0%
Building Fund – <b>S</b> (Sport and Wellness and Sports Field)		42.00	42.00	42.00	0.0%
Building Fund - <b>L</b> (Student Centre Frost)		37.00	37.00	37.00	0.0%
Recreational Building Fund - <b>L</b> (Fieldhouse)		14.00	15.00	15.00	0.0%
Lindsay Rec Complex Fee - <b>L</b>		50.00	50.00	50.00	0.0%
Lindsay Transit Fee - <b>L</b>		25.00	25.00	25.00	0.0%
Peterborough Transportation Fee - <b>S (Full Year)</b>				365.00	n/a New under student referendum
Health Insurance ( <u>Per Year</u> ) <b>ALL</b>		215.00	225.00	225.00	0.0%
International Health Fees			632.50	675.00	6.7%
<b>S = SUTHERLAND H = HALIBURTON. L = LINDSAY.</b>					
<b>Total per campus excluding Health Fees &amp; Bus Pass</b>					
Sutherland		460.95	476.85	500.85	5.0%
Lindsay		450.70	456.75	471.06	3.1%
Haliburton		284.45	289.10	292.85	1.3%

## BOARD BRIEFING REPORT

**SUBJECT: 2016-2017 Student Levied Fees**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 5.1 (c)**

**ACTION REQUESTED: Approval (requires a motion)**

### **CONTEXT** *(brief statement of the issue or request)*

A report to gain approval from the Board of Governors for Student Levied Fees for the 2016-2017 academic year.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

This report aligns with the Minister's Binding Policy Directive on Tuition and Ancillary Fees.

#### **Attachments:**

- Appendix A: Student Levied Fees

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

Fleming College's two student governments (Student Administrative Council (SAC) - Sutherland; Frost Student Association (FSA) – Frost), levy their own student association fees on the student body. Many of these fees are set under local agreements and remain unchanged from previous years. Ministry policy requires these fees be approved by the college board of governors.

These fees will be per semester (15 weeks) unless otherwise stated for the 2016-2017 academic year (effective September 1, 2016 to August 31, 2017).

**Student Activity Fee – Sutherland:** Increase on request of the Student Administrative Council from \$74.75 to \$95.00. This increase as approved by the student government is required to support the increasing cost of facilities, a restructuring within the student government to better deliver services to the students, and cost of inflation.

**Student Activity Fee – Haliburton and ROM:** Remains at \$49.00.

**Student Activity Fee – Frost (Lindsay):** Increase on request of the Frost Student Association from \$89.65 to \$97.71 supporting new staffing structure, increased facility costs and general inflation.

**Athletic Fee – Sutherland:** Increased from \$47.50 to \$50.00 in response to increasing costs in providing athletic activities.

**Athletic Fee – Frost (Lindsay):** Increased from \$52.50 to \$55.00 in response to increasing costs in providing athletic activities.

**Athletic Fee – Frost (Haliburton):** Remains at \$52.50.

**Building Fund – Sutherland re: Sport and Wellness Centre:** Remains at \$42.00.

**Building Fund - Lindsay** re: Student Centre Lindsay: Remains at \$37.00

**Recreational Building Fund - Lindsay** re: Field house: Remains at \$15.00.

**Peterborough Sport & Wellness Centre – Sutherland:** Decrease from \$85.00 to \$82.50.

**Health Insurance (FULL YEAR):** Will remain the same at \$225 for domestic students and increase from \$632.50 to \$675.00 for international students based on insurance provider rates.

**Student Centre Renovation Fund – Sutherland:** This fee of \$40.00 will fund the student centre renovations.

**Lindsay Recreation Complex Fee – Frost:** Remains at \$50.00

**Lindsay Student Transit Fee – Frost:** Remains at \$25.00

**Peterborough Transportation Fee – Sutherland:** *New fee per student referendum* \$365.00

### **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

These fees will be implemented for the 2016-2017 Academic year.

### **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

Does the Board require any further information concerning the student-levied fee strategies as proposed by the Student Governments?

### **RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve the Student Levied Fees for 2016-2017 as presented in Appendix A.**

PREPARED BY: Office of the Vice-President, Finance and Administration; Director Budget Services

## Appendix A

<b>Ancillary and Student Levied Fee Schedule</b>					
<b>(PER SEMESTER)</b>					
Effective September 1, 2016					
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## BOARD BRIEFING REPORT

**SUBJECT: Peterborough Sport and Wellness Centre 2016 Capital Expenditure Request**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 5.2**

**ACTION REQUESTED: Approval (requires a motion)**

### **CONTEXT** *(brief statement of the issue or request)*

A report to gain approval from the Board of Governors for capital expenditures for the Peterborough Sport and Wellness Centre.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

This proposed capital expenditure is below the current threshold requiring Board approval. However, the Operating Agreement between the City and College requires approval of capital expenditures by the City of Peterborough (through City Council) and Fleming College (through the Board of Governors).

Capital projects for the Peterborough Sport and Wellness Centre (PSWC) financed by the Capital Conservation Reserve were included in the overall City Budget document for 2016 which was approved by Peterborough City Council on December 7, 2015 (By-law #15-195).

### **Attachments:**

N/A

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

**Item 1. Building Automation System (BAS):** The facility has reached a milestone of 10 years in operation since the Grand Opening in June 2005. Advances in technology and customer expectations have changed since that time and staff now require an enhanced BAS system to operate and monitor the mechanical systems at the Wellness Centre in order to maintain and extend the lifecycle of the units, reporting information on operational status, efficiencies and additional flexibility managing heating and cooling to each area of the building. A new BAS system will also allow maintenance staff to view and modify the operating systems over the internet reducing on-site staff time.

**Item 2. Aerobic Studio HVAC Unit:** The roof top unit that controls the heating and cooling for the studio has been having difficulties maintaining a consistent temperature in this space as well as removing humidity. The Aerobic studio is used for high intensity group fitness classes such as cycling and aerobic and requires a consistent temperature and low humidity level. The repairs and maintenance have dramatically escalated to service this unit with little or no return on investment.

**Item 3. HVAC Upgrades:** A complete mechanical audit was conducted in 2015 to determine the operational status of the mechanical units, lighting systems, boilers and pumps. At the conclusion of this mechanical audit, a list of priorities was established over the next 10-years for mechanical upgrades and replacements. Based on the audit recommendations and up-to-date information from the review, it was recommended that the Capital projects for 2015 approved by City Council and the Board of Governors be deferred to future budget years with the funds set aside for the 2016 Capital priorities.



The PSWC operating budget annually contributes \$50,000.00 to the Capital Conservation Reserve for large building repairs and replacement items. The City of Peterborough and Fleming College (through student ancillary fees) contribute equally to the Reserve on a yearly basis. At the end of 2016, once the Capital projects have been completed, there would be \$27,982.00 remaining in the reserve.

### **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

Peterborough City Council has approved the request; the procurement process can proceed upon receipt of Board approval.

### **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

Has the Board receive sufficient information to approve the proposed use of capital reserve funds as described?

### **RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College support the request to defer the PSWC capital projects approved for 2015 to future budget years and utilize the funds for 2016 projects; in doing so, the Board of Governors approve 2016 Capital Expenditures totaling \$469,299.00 (\$166,799.00 carried over from 2015 capital commitments and \$302,500.00 for 2016) from the Peterborough Sport and Wellness Centre Capital Conservation Reserves to**

- a) replace the original Building Automation System (BAS)**
- b) upgrade the Aerobic Studio HVAC system**
- c) upgrade and modify the HVAC mechanical units**

PREPARED BY: Geoff Matthews, Director of Athletics and Recreation

## BOARD BRIEFING REPORT

**SUBJECT: Memorandum of Understanding - City of Kawartha Lakes and Fleming College  
(Collaboration Agreement)**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 5.3**

**ACTION REQUESTED: Approval (requires a motion)**

### **CONTEXT** *(brief statement of the issue or request)*

A report seeking approval from the Board of Governors for a Collaborative Agreement between the Corporation of the City of Kawartha Lakes and Fleming College.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

Fleming College and the City of Kawartha Lakes (CKL) signed a Sustainability Agreement (MOU) on June 5, 2009. The Agreement **was established to promote partnership, collaboration and joint initiatives between the institutions**, and included a commitment by the City and College to report on sustainability partnership activities to the Board of Governors at Fleming and CKL City Council annually.

The partnership agreement was written within the context of the Strategic Plans of the partners. As a result of a number of factors, it was decided that a new Memorandum of Understanding (MOU) should be developed. These factors include a desire to expand the scope of the partnership agreement from a sustainability focus to include activities that could fall outside of that scope. Also, the changes in key leadership positions at CKL (including the CAO, Mayor and Councilors), new Strategic Plans and priorities for both the City and the College and decisions regarding reporting timelines were contributing factors.

The proposed MOU includes a provision to amend the MOU by either party by attaching revised strategic plans to the MOU, a bi-annual reporting requirement and new areas of collaboration such as community support for international students and student recruitment.

#### **Attachment:**

- Memorandum of Understanding

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

The proposed MOU was prepared by Linda Skilton, Frost Campus Principal and Ron Taylor, CAO City of Kawartha Lakes. The MOU has been reviewed by various staff at the City and Mayor Andy Letham, and by College President Tilly and Vice-President Academic Schollen.

Any specific collaborative initiatives arising from this MOU, where financial commitments (including substantial staff time), will be documented in a separate agreement as per section 2.4.

## **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

The first step to implementation includes presentation and approval of the MOU by both parties; this is scheduled for the March 23, 2016 Fleming College Board meeting and the April 19, 2016 CKL Council meeting.

As earlier referenced, it is proposed that reporting move from an annual to be bi-annual (once every two years) requirement, and presented to City Council and the Fleming Board at the respective November meetings, commencing in 2017.

## **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

1. Given the rationale cited, is there support to enter into a new agreement with the City of Kawartha Lakes?
2. Does the Board have any concerns with the proposed MOU?

## **RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve a Memorandum of Understanding between Fleming College and the City of Kawartha Lakes AND authorize the College President and Board Chair to sign the agreement on behalf of the College.**

**THAT the City of Kawartha Lakes Council and the Board of Governors of Sir Sandford Fleming College receive bi-annual reports on the partnership activities at the respective November Council and Board meetings, with the first report presented in 2017.**

PREPARED BY: Linda Skilton, Frost Campus Principal with Ron Taylor, CAO City of Kawartha Lakes



THIS **MEMORANDUM OF UNDERSTANDING** made in triplicate this 19<sup>th</sup> day of April,  
2016

**BETWEEN:**

**THE CORPORATION OF THE CITY OF KAWARTHA  
LAKES (the “CITY”)**

**-AND-**

**THE SIR SANDFORD FLEMING COLLEGE  
OF APPLIED ARTS AND TECHNOLOGY (the “COLLEGE”)**

**RECITALS:**

The CITY and the COLLEGE have a desire to formally recognize and build upon the successful relationship between the two parties in order to foster and advance strategic priorities of mutual interest in an effective manner. This MOU supersedes the Sustainability Agreement that was signed by the parties on June 5, 2009. This MOU is intended to broaden the intent of the previous Agreement and to align with the revised Strategic Priorities of the CITY and the COLLEGE.

The CITY approved a 2016-2019 Strategic Plan with identified strategic goals and priorities, and guided by identified values of collaboration, continuous improvement, excellence, innovation and results.

The COLLEGE approved a 2015-2018 Strategic Plan with identified strategic priorities, and guided by identified values of learning, collaboration, creativity, continuous improvement, sustainability and inclusiveness.

The CITY and COLLEGE wish to collaborate through joint strategic initiatives to further accomplish our priorities in a sustainable manner.

**CITY Strategic Priorities:**

1. A Vibrant and Growing Economy
2. An Exceptional Quality of Life
3. A Healthy Environment
4. Organizational Excellence

A copy of the CITY Strategic Plan (2016-2019) is attached as Schedule A to this Memorandum of Understanding.

COLLEGE Strategic Priorities:

1. Deliver Outstanding Student Learning and Experiences
2. Collaborated and Prosper with our Communities
3. Excel as an Organization
4. Enhance Financial Health and Sustainability

A copy of the COLLEGE Strategic Plan (2015-2018) is attached as Schedule B to this Memorandum of Understanding.

The MOU appendices will be updated as required based on the development of updated or new COLLEGE and CITY Strategic Plans.

This Memorandum of Understanding has been developed between both parties to document the shared intent of the COLLEGE and the CITY to develop an active and supportive relationship within which the respective organizations can advance their strategic priorities of mutual interest including environmental leadership, economic prosperity, community and social well-being, and organizational excellence for the benefit of both organizations and the community.

**THIS AGREEMENT IS ENTERED** for good and valuable consideration, the receipt and sufficiency of which are acknowledged.

<b>ARTICLE 1.0 Interpretation of this AGREEMENT</b>
---

1.1 **Definitions:** Wherever a term set out below appears in the text of this AGREEMENT in capital letters, the term shall have the meaning set out for it in this Section 1.1. Wherever a term below appears in the text of this AGREEMENT in regular case, it shall be deemed to have the meaning ordinarily attributed to it in the English language.

- a) **AGREEMENT** means this memorandum of understanding, including its recitals and schedules, as amended from time to time.
- b) **CITY** means The Corporation of the City of Kawartha Lakes, a municipal corporation duly incorporated pursuant to the laws of the Province of Ontario. Where the context permits, the terms also includes the CITY's servants, employees, agents and delegated officials.
- c) **COLLEGE** means The Sir Sandford Fleming College of Applied Arts and Technology. Where the context permits, the term also includes the COLLEGE's employees, agendas and delegated officials.

1.2 **Construing this AGREEMENT:** The captions, article and section names and numbers appearing in this AGREEMENT are for the convenience of reference only and have no effect on its interpretation. All provisions of the AGREEMENT creating obligations on either party will be construed as covenants. This AGREEMENT is to be read with all changes of gender or number required by the context. The terms “include”, “includes” and “including” are to be read as not limiting the generality of the words or phrases that precede them.

<b>ARTICLE 2.0 Framework Policy Statement</b>
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2.1 **Policy Framework:** The partners will seek strategic opportunities to engage the relevant departments of the COLLEGE and of the CITY in projects, activities and initiatives which advance specific objectives and aspirations of the partners as outlined in the Recitals of this AGREEMENT.

Underpinning this ongoing collaboration will be a spirit of partnership for mutual success manifested through:

- Open and frequent ongoing communication between the partners.
- A commitment to recognize and address issues and opportunities as they arise.
- Mutual support for the respective missions and values of both organizations including other relationships and initiatives necessary to their fulfillment.
- Sound financial management and accounting processes

2.2 **Agreement Description:** For recognition purposes, the strategic relationship described by this AGREEMENT shall be identified as: ***The Fleming COLLEGE and CITY of Kawartha Lakes Collaborative.***

2.3 **Collaboration:** Opportunities for collaboration will include projects and initiatives in the areas of:

- Environmental protection, ecological restoration, water treatment and water quality and natural resource conservation and management.
- Improved wellness and community health of citizens, and social development of seniors, youth and special needs populations.
- Support for new Canadians and international students.
- Economic development efforts in tourism, agriculture, workforce development and business growth and prosperity.

Other opportunities for cooperation and mutual support will be pursued, including but not limited to:

- Student work-related experience and mentoring

- Centre for Alternative Wastewater Treatment (CAWT) Applied Research and knowledge-sharing
- Pilot and showcase projects
- Resource and facility sharing
- Student recruitment efforts, including attraction of international students
- Various committee representation
- Community events
- Funding applications
- Advocacy efforts

2.4 **Documentation**: All specific initiatives resulting from this strategic framework shall be documented in separate AGREEMENTs in the event financial commitments, including substantial staff time, are involved.

2.5 **COLLEGE Responsibilities**: The COLLEGE shall:

- Wherever possible, provide representation for the CITY on various COLLEGE committees which are of interest to the CITY including but not limited to Program Advisory Committees.
- Build an understanding of the strategic priorities of the CITY.
- Wherever possible, assign priority weighting to the adoption of student applied projects that advance the objectives of this AGREEMENT.
- Consider opportunities to engage CITY staff in activities at the COLLEGE including applied research projects, teaching and mentoring.
- Identify and act upon other opportunities to work productively and cooperatively on projects of mutual benefit.
- Within prevailing resource limitations, provide appropriate nominees for seats on selected CKL community advisory boards and ad hoc task groups.

2.6 **CITY Responsibilities**: The CITY shall:

- Wherever possible, provide representation for the COLLEGE on various CITY committees which are of interest to the COLLEGE including but not limited to Economic Development Boards, and the Environmental Advisory Committee.
- Build an understanding of the strategic priorities of the COLLEGE.
- Identify and act upon opportunities to work productively and cooperatively on projects of mutual benefit.
- Consider opportunities to engage staff and students of the COLLEGE in programs, activities or initiatives of mutual interest.
- Within resource limitations, provide staff participation on COLLEGE advisory committees, task groups or educational programming.
- Advocate and support the COLLEGE in grant and funding opportunities which are deemed to advance and support the intentions of this AGREEMENT.

### ARTICLE 3.0 Reporting/Contacts

- 3.1 **Responsibility:** The COLLEGE's Frost Campus Principal and the CITY's Chief Administrative Officer will jointly oversee the overall strategic relationship to meet the objectives of this AGREEMENT including any specific program AGREEMENTs that flow from it.
- 3.2 **Delegation:** The Frost Campus Principal and the Chief Administrative Officer may delegate other contacts for the purpose of specific programs, activities or initiatives that flow from this AGREEMENT.
- 3.3 **Bi-Annual Review:** This statement of intent shall be reviewed bi-annually (once every two years) by both parties commencing two years from the date of it coming into force. Bi-annual progress reports shall be jointly prepared and submitted to the governing bodies of the partner institutions.

### ARTICLE 4.0 Funding

- 4.1 **Funding:** Nothing within this AGREEMENT shall obligate either party financially to any specific objective or initiative. Anything requiring such support will require a separate AGREEMENT and/or a report to the appropriate body.

### ARTICLE 5.0 Miscellaneous

- 5.1 **Notice:** The Notice provisions of Section 5.10 apply to this AGREEMENT.
- 5.2 **Successors:** The rights and liabilities of the parties shall ensure to the benefit of and be binding upon the parties and their respective successors and approved assignees.
- 5.3 **Entire AGREEMENT:** This agreement and any AGREEMENTs executed from time to time under Section 2 of this AGREEMENT constitute the entire agreement between the parties as it relates to this Collaborative AGREEMENT.
- 5.4 **Partial Invalidity:** If any article, section, subsection, paragraph, clause or subclause or any of the words contained in this AGREEMENT shall be held wholly or partially illegal, invalid or unenforceable by any court of competent jurisdiction, the CITY and the COLLEGE agree that the remainder of this AGREEMENT shall not be affected by the judicial holding, but shall remain in full force and effect. The provisions of this AGREEMENT shall have effect, notwithstanding any statute to the contrary.



- 5.5 **Relationship of Parties:** Nothing in this AGREEMENT shall create any legal or special relationship between the parties. It is specifically agreed that neither party is a partner, joint venturer, agent or trustee of the other.
- 5.6 **Amendments:** No supplement, amendment or waiver of or under this AGREEMENT (apart from amendments to notice provisions of Section 6.01) shall be binding unless executed in writing by the party to be bound. No waiver by a party of any provision of this AGREEMENT shall be deemed to be a waiver of any other provision unless otherwise expressly provided.
- 5.7 **Governing Law:** This AGREEMENT shall be construed in accordance with and governed by the laws of the Province of Ontario
- 5.8 **Freedom of Information:** The COLLEGE and CITY acknowledges that this AGREEMENT is a public document.
- 5.9 **Independent Legal Advice:** The COLLEGE and CITY acknowledges that it has either received or waived the benefit of its own legal advice with respect to the execution of this AGREEMENT.
- 5.10 **Notice:** This AGREEMENT shall remain in force until cancelled by either party or amended by mutual consent of both parties.

Notice to withdraw or formally amend this AGREEMENT may be initiated by either party by providing sixty days written notice to the other party at the following address:

TO THE CITY:                      City of Kawartha Lakes  
  ATTN: Chief Administrative Officer  
  26 Francis Street  
  Lindsay, Ontario K9V 5R8

TO THE COLLEGE:              Fleming College  
  ATTN: Frost Campus Principal  
  200 Albert Street South  
  Lindsay, Ontario K9V 5E6

TO WITNESS, the undersigned affixed their corporate seals attested by the hands of our properly authorized officers. By so executing this document, the officers warrant and certify that the corporations for which they are signing are in good standing and duly incorporated and organized under the laws of the jurisdiction in which they are incorporated, and that the officers are authorized and empowered to bind the corporation(s) to the terms of this AGREEMENT by their signatures.

THE CORPORATION OF THE CITY OF KAWARTHA LAKES

\_\_\_\_\_  
Andy Letham, Mayor

\_\_\_\_\_  
Judy Currins, City Clerk

THE SIR SANDFORD FLEMING COLLEGE OF APPLIED ARTS AND TECHNOLOGY

\_\_\_\_\_  
G.A. Tilly, Ph.D., President

\_\_\_\_\_  
Lori Geens, Chair, Board of Governors

# 2016-2019 Strategic Plan



Naturally beautiful, offering an exceptional lifestyle



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# Message from the Mayor & Chief Administrative Officer

Naturally Beautiful. Exceptional Lifestyle. Kawartha Lakes

On behalf of the City of Kawartha Lakes Council and all of our staff we are excited to present to you our Strategic Plan. Our City is well-positioned for extensive growth and investment, and to provide superior lifestyle choices for current and future residents alike.

This is an exciting time for our community and this document will serve as a living, breathing plan for how we move forward both immediately in the short term and in meeting our longer-term goals.

The Strategic Plan articulates our municipality's strategic direction and community expectations, while prioritizing actions that our elected Council and administration will focus on in the immediate term.

Our community has spoken, you have spoken, and we have listened; you want jobs, investment, growth, opportunity, a sustainable and healthy environment and an enhanced quality of life. This document is our commitment to you that we have started on that path, and with your support, we will build a more prosperous and more innovative community, while maintaining the natural beauty of Kawartha Lakes, and offer an exceptional lifestyle now and into the future.

Andy Letham, Mayor  
City of Kawartha Lakes

Ron Taylor, Chief Administrative Officer  
City of Kawartha Lakes



## Vision

Naturally beautiful, offering an exceptional lifestyle

## Mission

Providing responsible, efficient and effective services

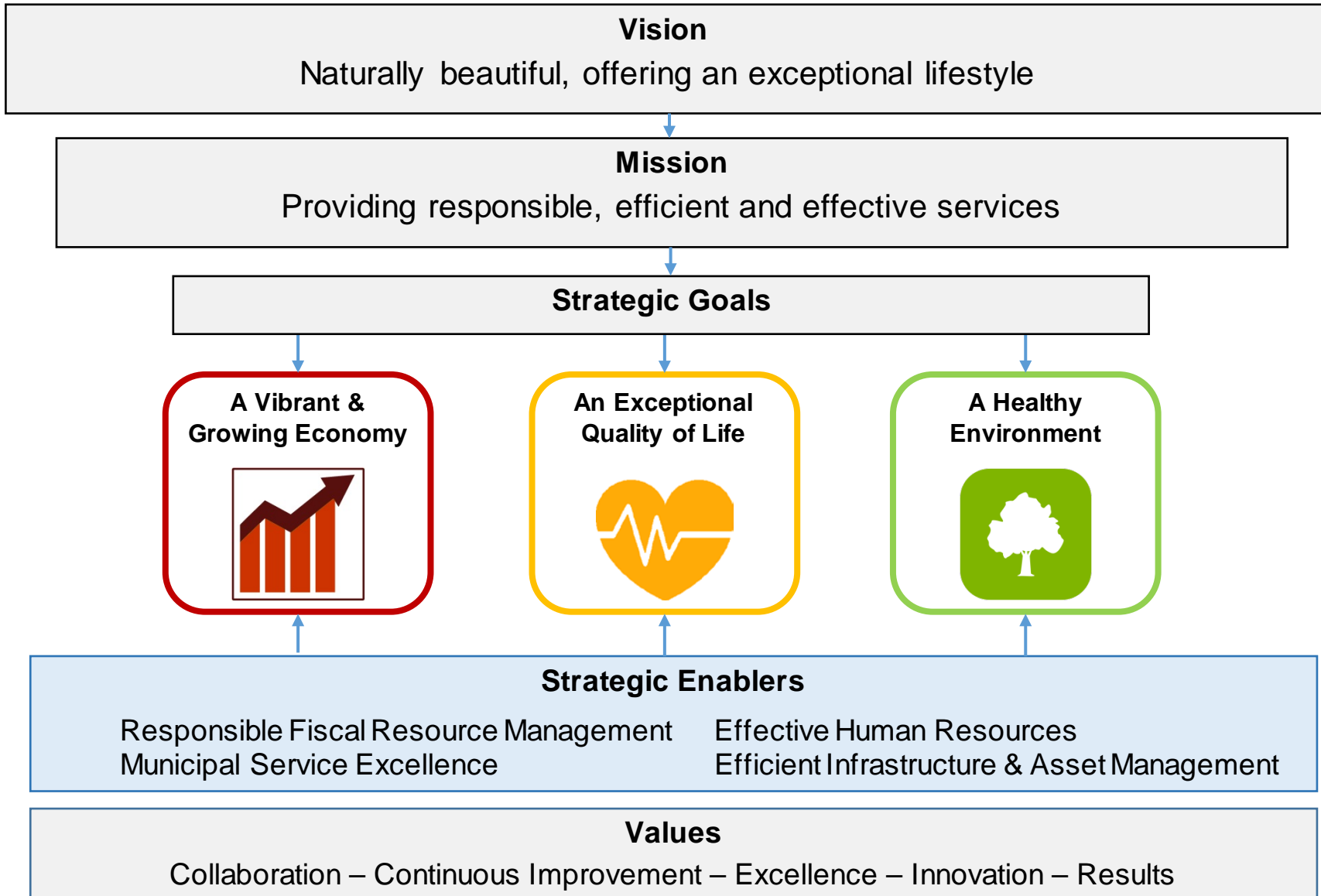
## Values

Our values guide us in how we work, interact with each other and make decisions.

The City of Kawartha Lakes values are:

- ✓ **Collaboration**
- ✓ **Continuous Improvement**
- ✓ **Excellence**
- ✓ **Innovation**
- ✓ **Results**

# City of Kawartha Lakes Corporate Strategic Plan Framework



## City of Kawartha Lakes Top 10 Strategic Priorities



- ✓ **Develop and Execute a Comprehensive Economic Development Strategy**
- ✓ **Develop and Execute a targeted Branding, Marketing & Communications Strategy**



- ✓ **Enhance access to Community & Human/Health Services**



- ✓ **Protect & Enhance Water Quality**
- ✓ **Protect Prime Agricultural Land**



- Strategic Enablers**
- ✓ **Develop and Execute a 5 & 10 year Budget Strategy**
  - ✓ **Finalize and Execute the Core Service Review**
  - ✓ **Develop and Execute a Comprehensive Human Resource Management Plan**
  - ✓ **Establish and Execute a Customer Service Standard**
  - ✓ **Finalize the Asset Management Plan**



# Strategic Goals, Objectives & Actions



## Goal 1

### A Vibrant and Growing Economy

Objectives		Actions	
1.1	A stronger more diversified economy	1.1.1	Develop and execute a Comprehensive Economic Development Strategy (to bring business to the City of Kawartha Lakes and to expand local employment)
1.2	Better marketing and improved community visibility	1.2.1	Develop and execute a targeted Branding, Marketing & Communications Strategy (to increase the profile and visibility of the City of Kawartha Lakes, with a focus on the Greater Toronto Area market)
1.3	Enhanced Tourism	1.3.1	Update the Tourism Strategy



## Goal 2

# An Exceptional Quality of Life

Objectives		Actions	
2.1	A more culturally vibrant community promoting culture, arts & heritage	2.1.1	Strengthen existing cultural and heritage assets
2.2	Improved Wellness, Well-Being & Community Health	2.2.1	Improve walkability and accessibility in the City of Kawartha Lakes
		2.2.2	Enhance access to Community & Human/Health services (Includes items such as Age Friendly Strategy, Accessible Recreation, youth access to recreational services, community access to range of health care services etc.)
		2.2.3	Increase the supply of affordable housing



## Goal 3

# A Healthy Environment

Objectives		Actions	
3.1	A healthier environment	3.1.1	Develop and execute a Green City Charter
		3.1.2	Execute the Integrated Waste Management Strategy
		3.1.3	Develop and execute the Energy Management Plan
		3.1.4	Develop and execute Low Impact Development (LID) Standards for the City
		3.1.5	Finalize Lake Management Plans (and utilize these plans in future decision making)
		3.1.6	Protect & enhance water quality
		3.1.7	Protect prime agricultural land (by including policies in the Official Plan and working with the agricultural community to identify opportunities to support the sector)
		3.1.8	Protect natural features and functions
		3.1.9	Manage aggregate resources
3.2	Community preparedness	3.2.1	Update the City's community preparedness plan (by working with community partners to address both natural hazards, including flooding and erosion as well as man-made hazards and threats to community safety and security)

# Strategic Enablers



Our Strategic Plan is supported by four Enablers. These are key foundations that will allow us to develop and to execute our Strategic Plan.

Exceptional organizations design, manage and improve processes, products and services to create value for residents and other stakeholders. They manage internal processes and resources to support their strategies and to ensure operational efficiency and effectiveness. They manage their assets and their people and create an organizational culture that values the skills and knowledge of staff for the benefit of the enterprise.

Exceptional organizations recognize the importance of fiscal prudence and delivering affordable services.

Fiscal  
Resource  
Management

Human  
Resource  
Management

Municipal  
Service  
Excellence

Asset  
Management

## Enabler 1: Responsible Fiscal Resource Management

Objectives		Actions	
E1.1	Fiscally responsible service delivery	E1.1.1	Develop and execute a 5 & 10 year Budget Strategy, (to be reviewed annually)
		E1.1.2	Finalize and execute the City's Core Services Review

## Enabler 2: Effective Human Resource Management

Objectives		Actions	
E2.1	Build Organizational Resiliency	E2.1.1	Develop and execute a Comprehensive Human Resource Management Plan (to address staff training and development, skills building, develop succession planning contingency strategy including contingency funding to cover position overlap and seamless positional transition, recruitment and retention, knowledge retention and transfer, hiring standards and practices, inform 5 & 10 year budget strategy)
E2.2	Become An Employer of Choice	E2.2.1	Review and adopt an appropriate "employer of choice" model and benchmark

### Enabler 3: Municipal Service Excellence

Objectives		Actions	
E3.1	Provide Exceptional Customer Service	E3.1.1	Establish and execute a Customer Service Standard
E3.2	Enhance Communications	E3.2.1	Enhance communications and citizen accessibility to government services
E3.3	Service Excellence	E3.3.1	Review and adopt best municipal practices (and continue to review operational efficiencies using lean methodology)

### Enabler 4: Efficient Infrastructure and Asset Management

Objectives		Actions	
E4.1	Best technology and best use of technology	E4.1.1	Enhance emplacement of third party public infrastructure (i.e. telecommunications, utilities etc.) to support economic growth and the provision of efficient municipal services
		E4.1.2	Improve existing website and technology to provide exceptional customer service experience (by moving from a repository of information to an interactive platform providing access to information, e-commerce opportunities and open data/government)
		E4.1.3	Execute the Electronic Documents Records Management System
E4.2	Well managed and maintained municipal assets	E4.2.1	Finalize the Asset Management Plan
		E4.2.2	Update and execute Municipal Master Plans
E4.3	Environmentally efficient municipal infrastructure	E4.3.1	Develop municipal operations and practices that lead toward environmentally efficient municipal infrastructure

# Implementation – Turning the Plan from Vision to Reality

Perhaps the most critical ingredient in developing any Strategic Plan is a commitment to implementation.

At the City of Kawartha Lakes, staff will be guided by the vision and by the strategic goals and actions that are contained in this document. To ensure staff remains on track and on target, this document will be utilized as the basis for developing operational plans at the departmental level.

Staff will monitor and report on the results every six months and take progress reports to Council and post them to the City of Kawartha Lakes website at [www.KawarthaLakes.ca](http://www.KawarthaLakes.ca) so that the community members can see the progress. Staff will work collaboratively with the many community partners to see key priorities emerge as ‘on-the-ground’ actions and will be unwavering in our collective commitment to moving forward with the priorities that are articulated herein.

We welcome your input and we invite you to follow our progress.

From a Powerful Legacy

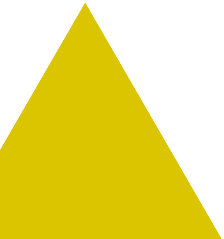
# Fleming Forward

For Our Students

For Our Communities

For Our Employees

**FLEMING COLLEGE  
STRATEGIC PLAN  
2015-2018**





## ► Our vision

### **FLEMING. MORE THAN SKILLS.**

Inspired by Sir Sandford Fleming, we are inventive. Fleming will be known for our continuous pursuit of excellence in teaching and every endeavour.

Our graduates will be recognized for exceptional knowledge, skills, attitudes and values on their lifelong journeys of learning and discovery.

We are community focused, yet we play a distinctive role serving Ontario and beyond through our specializations.



## ► Our Values

**Learning** – knowledge, skills and attitudes – for work and life

**Collaboration** – with communities and employers, students and each other

**Creativity** – in teaching and supporting students

**Continuous Improvement** – to innovate, grow, and excel

**Sustainability** – for our college and our environment

**Inclusiveness** – to welcome and value all students and all perspectives



# The Fleming Legacy

Learning, living and working at Fleming is a process of personal discovery and development, supported by our unique learning communities.

**Dare to dream.**

**Expand your knowledge and skills.**

**Develop yourself along with others.**

**Create learning communities.**

**Be inventive.**

**Build a better future.**

**Enjoy the journey.**



# Strategic Priorities

1. Deliver Outstanding Student Learning and Experiences
2. Collaborate and Prosper With Our Communities
3. Excel as an Organization
4. Enhance Financial Health and Sustainability

## 1. DELIVER OUTSTANDING STUDENT LEARNING AND EXPERIENCES

At Fleming, we will design all aspects of the student learning experience, within and beyond the classroom, to support students in pursuing their personal and professional goals and achieving success as flexible, resilient, lifelong learners.

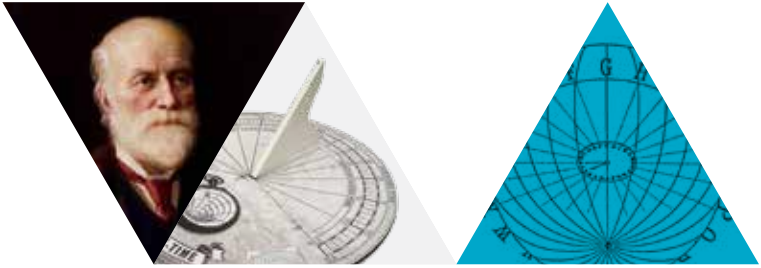
1. Reimagine and design learning opportunities to fully engage our students using accessible, outcomes-based approaches, applied learning, and authentic assessment.
2. Promote and recognize innovation and excellence in teaching by supporting and engaging faculty in industry practices, discipline research, and educational technology.
3. Develop and implement an integrated student success strategy to support our domestic and international students from recruitment through to graduation.
4. Continue common and core program development with differentiation as a key principle, and expand our leadership role in specialized program areas; Environmental and Natural Resource Sciences, Trades and Technology, Arts and Heritage, and Healthcare and Community Services.
5. Focus unrelentingly on quality by implementing effective, evidence-based program review and accreditation processes to ensure outstanding student learning.
6. Provide clear and accessible academic and career pathways for all programs, enabling mobility between institutions and programs.
7. Leverage selected applied research activities and resources to complement programs, enhance learning and provide value to sponsors, partners, and clients.

## ▶ 2. COLLABORATE AND PROSPER WITH OUR COMMUNITIES

Fleming communities include our campuses, cities and regional areas, as well as our far-reaching communities of interest: provincial, national, international, online and learning-related networks connecting the college to our stakeholders. We plan and share our work and our success with each of these unique communities.

1. Design Fleming programs to include learning opportunities in the workplace and in our communities, while in turn providing our communities with access to college resources and skills.
2. Strengthen our partnerships with our local communities and our extensive program-related communities of interest through collaborative projects and new communications and outreach strategies.
3. Encourage, facilitate and recognize student and staff contributions toward community betterment.
4. Develop and implement a comprehensive internationalization plan to: improve access and success for international learners, enhance international aspects of curriculum, grow international partnerships and provide expanded international study and work opportunities for students and faculty.
5. Work with both local and distant Indigenous communities to expand and improve programs and services, access, participation, and success rates for Indigenous learners.





### ▶ 3. EXCEL AS AN ORGANIZATION

To continuously grow, develop and compete, the college must develop and support the well-being of our people as our most important asset and ensure efficient and effective operations to support our stakeholders.

1. Promote a creative, integrated culture focused on continuous improvement in which employees are engaged, accountable and encouraged to take responsible risks while being led by leaders who are collaborative and effective communicators.
2. Utilize integrated planning tools to strategically allocate resources and improve the effectiveness and efficiency of student learning and service experiences.
3. Ensure that both students and employees value our facilities and information technology resources as clear assets for their learning and work.
4. Meet and exceed a “Silver” rating in STARS sustainability measures, while continuing to plan and implement key improvements to the physical environments at all campuses, including a new Frost Campus Master Plan.
5. Bring our Core Promise to life by focusing on the way we deliver our student experience to enhance the skills, attitudes and values that lead to success in work and life.

## ▶ 4. ENHANCE FINANCIAL HEALTH AND SUSTAINABILITY

Our external context presents both challenges and opportunities on several fronts. Fleming will respond by undertaking intensive analysis and planning with a multi-year perspective, setting aggressive targets to build financial reserves and developing new initiatives to ensure long-term financial health.

1. Improve financial sustainability by doubling our financial reserves to allow for more investment in capital and learning resources.
2. Grow overall enrolment and new revenue streams through effective program portfolio management, the launch of new contract training programs for both domestic and international markets and through enhancements to our enrolment and retention processes.
3. Complete a college-wide, multi-year Meta Project that will focus on growth, revenue, expenditure reduction and redesign to enhance quality and competitiveness while improving financial sustainability.



# Our Core Promise to Students

## LEARN

You will be empowered to develop both technical and life skills. You will be the architect of your own experience, choosing from an array of exceptional educational and extracurricular opportunities, within and beyond the classroom.

## BELONG

There is a special feeling to our campuses. Our faculty and staff members, along with your classmates, welcome, engage and support you as you live, learn and grow as part of our inclusive learning communities.

## BECOME

You will be equipped with the tools you need to build a better future – for yourself and for those around you. You will have renewed confidence in your skills, values and capabilities. From here, you can go anywhere.



## Fleming College

(705) 749-5546

1 (866) 353-6464

[askus@flemingcollege.ca](mailto:askus@flemingcollege.ca)



# BOARD BRIEFING REPORT

**SUBJECT: New Governance Policy – Risk Oversight**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 5.4**

**ACTION REQUESTED: Approval (requires a motion)**

## **CONTEXT** *(brief statement of the issue or request)*

A report seeking approval of a new governance policy on Risk Oversight.

## **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

The topic of risk has been part of many Board and Committee discussions. It has also been identified as a Board objective for the past four years. While there has been some progress, i.e. evolution of the College Risk Report to include a heat map and ratings, there has been no clear direction on next steps.

Governance policies provide broad directional statements that define desired outcomes and principles in areas related to the Board's oversight responsibilities. The intent of the *Risk Oversight* policy is to define the parameters under which the College, through the President, can begin to develop a "made-for-Fleming" risk management framework.

### **Attachments:**

- Governance Policy: *Risk Oversight*

## **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

It is Management's role to lead the development and implementation of risk management systems or processes; this oversight policy provides direction for the College to develop the framework and an initial corporate risk profile or register.

To provide a baseline for developing the framework, the Executive Committee identified four categories of potential risks (and examples); as this framework is developed, additional categories may be added. These categories form the basis of the risk register.

- *Strategic* (changes in the political environment, demographic shifts, major initiatives, research, benchmarking)
- *Reputational* (branding, public image, stakeholder relations)
- *Operational* (security of data, business interruptions, environmental issues, health and safety issues, people/human resources, academic delivery, fiscal performance, insurance, IT)
- *Compliance* (accreditation, regulatory, privacy, international activities)

## **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

The template for the College Risk Report will be revised; risk items will be grouped under the four categories, beginning with the April report.



Board Briefing Reports will include an assessment of potential risk in all recommendations or matters requiring a decision by the Board.

By approving the policy, Administration will begin to develop a risk management framework specific to Fleming.

**Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

N/A

**RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve Governance Policy #1-102 O – Risk Oversight.**

PREPARED BY: Board Office

## GOVERNANCE POLICY

<b>Risk Oversight</b>	
<b>Policy ID:</b>	#1-102 O
<b>Approved by Board of Governors:</b>	Scheduled March 23, 2016
<b>Effective Date:</b>	Scheduled March 23, 2016
<b>Next Review Date:</b>	March 2018
<b>Contact for Policy Interpretation:</b>	Board Office
<b>Linked to an Operating Procedure:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

### Policy Statement

Oversight of risk management is a fundamental aspect of the governance role of the Board. In this role, the Board is responsible for understanding the principal risks facing Fleming College and to ensure there are systems and processes put in place by the President to minimize or manage but not eliminate those risks.

### Definitions/Acronyms

**Risk:** an event, action or trend that can potentially impact the achievement of the activities, priorities and strategic objectives of Fleming College if the event, action or trend occurs.

**Risk management:** a planned and systematic approach to setting the best course of action by identifying, assessing, understanding and acting on risks in order to maximize opportunities and minimize losses.

### General Principles

1. The Board is committed to ensuring the introduction, adoption and implementation of an effective risk management framework for Fleming College. This framework will be detailed in a College policy and approved by the Board.
2. The following categories will be used in identifying potential risk: Strategic, Reputational, Operational, Compliance.
3. The Board will approve proposed strategies for risk management.
4. In order to integrate risk in the Board's decision-making process, submissions will include an assessment of potential risks in all recommendations or matters requiring a decision by the Board.
5. The Board will ensure there are systems and processes put in place to minimize or manage risks. Reports on the College's efforts to mitigate risk will be provided to the Board, through the President, in a timely manner; the President will also report to the Board on significant emergent risk in a timely manner.

### Related Documents

- *Manual for Effective College Governance* (a resource manual for Ontario colleges); Chapter 2 – Role and Functions of the Board

### Appendices

N/A

### History of Amendments/Reviews:

Section(s)	Date	Comments
NEW policy		

## BOARD BRIEFING REPORT

**SUBJECT: Revisions to Purchasing Policy and Approval Thresholds**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 5.5**

**ACTION REQUESTED: Approval (requires a motion)**

### **CONTEXT** *(brief statement of the issue or request)*

A report seeking changes to the approval thresholds and resulting revisions to the College policy on Purchasing.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

At the November 2015 meeting, the Board received a presentation on the College procurement process. A follow-up discussion was held at the January 2016 Committee-of-the-Whole meeting specific to increasing the Board's approval authority threshold for procurements.

#### **Attachments:**

- Revised College Policy #4-411, *Purchasing*
- *For information, the related Administrative Operating Procedure*

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

The current [college policy](#) states that the Board of Governors must approve any expenditure or contract valued at \$500,000 or more regardless of whether or not it is included in the approved budget and that expenditures or contracts valued between \$100,000 and \$499,999 are reported to the Board on a quarterly basis, for information.

As a means of streamlining the approval process and timing, and to be more in-line with policies at other colleges, Administration recommends changes to the Approval Authority Schedule. The first change is to establish a new "President's Approval Level" with a dollar threshold between \$500,000 and \$999,999. This allows both the Budget Manager and Executive Leaders Team to approve the procurement before the President signs off on items from \$500,000 to \$999,999.

Second, the authority level requiring Board approval would be established at \$1-million or higher regardless of whether the items were included in the approved budget.

Administration would continue to provide the Board with a quarterly report, for information, on procurements under the new approval threshold, i.e. with a dollar threshold between \$500,000 and \$999,999.

Finally, an update to the College policy is required to incorporate these recommended changes.

## Implementation Strategy

*List any matters to be addressed or steps to be taken to implement the recommendation.*

The following is a summary of the recommended changes to the Purchasing policy based on Board approval of the changes to the Approval Authority Schedule (the AAS is detailed on page 3 of the policy).

- Insertion of a new “President’s Approval Level” (between \$500,000 and \$999,999)
- Adjusting the authority level requiring Board Approval to all items of \$1-million and higher regardless of whether they were included in the approved College budget (changed from \$500,000 and higher)
- Adjust the requirement level of the quarterly report to the Board to reflect the new approval threshold (between \$500,000 and \$999,999)

The revised Policy will be posted to the internal websites; the approval thresholds will be reconfigured in PeopleSoft; and notification of the changes provided to staff and management.

## Decision Point

*To facilitate discussion, include specific questions for the Board’s consideration in addressing the matter.*

Is the Board comfortable adding a new approval level to the Approval Authority Schedule?

## RECOMMENDATION

**THAT the Board of Governors of Sir Sandford Fleming College establish a new Purchasing Authority Level, *President*, for procurements between \$500,000 and \$999,000.**

**THAT the Board of Governors of Sir Sandford Fleming College establish *\$1-million and higher* as the Purchasing Authority Level requiring Board approval.**

**THAT the Board of Governors of Sir Sandford Fleming College approve revised College Policy #4-411, *Purchasing*.**

PREPARED BY: [Office of the Vice-President, Finance and Administration; Director Purchasing]

## COLLEGE POLICY

<b>Purchasing</b>	
<b>Policy ID:</b>	#4-411
<b>Manual Classification:</b>	Finance and Administration
<b>Approved by Board of Governors:</b>	<i>Original:</i> March 8, 1989 <i>Revisions:</i> February 2, 2004; February 26, 2014; <b>Scheduled for March 2016</b> <b>Scheduled for March 2016</b>
<b>Effective Date:</b>	
<b>Next Policy Review Date:</b>	March 2021
<b>Administrative Contact for Policy Interpretation:</b>	Vice-President Finance and Administration
<b>Linked to an Operating Procedure:</b>	<input checked="" type="checkbox"/> Yes # 4-411 OP <i>Purchasing</i> <input type="checkbox"/> No

For purposes of review by the Board, the revisions have been **highlighted**.

**Policy Statement**

Sir Sandford Fleming College's purchasing policy is intended to ensure the quality of acquisitions and the College's integrity with regard to competition and the fairness of its practices in the spending of public funds.

**Purpose**

The purpose of this policy is to ensure that publicly funded goods and services, including construction, consulting services, and information technology are acquired by the College through a process that is open, fair, and transparent.

The primary office of responsibility for this policy is the Vice-President Finance and Administration who is responsible for ensuring these procedures are properly enforced and to negotiate any alteration to them as required.

**Scope**

This policy applies to all employees of the College including suppliers of services and all operational and ancillary units of the College.

**Definitions/Acronyms (as required)**

Purchase Order: a written offer made by a purchaser to a supplier formally stating the terms and conditions of a proposed transaction.

Request for Proposal (RFP): a document used to request suppliers to supply solutions for the delivery of complex products or services or to provide alternative options or solutions. It is a process that uses predefined evaluation criteria in which price is not the only factor.

Invitational Competitive Procurement: any form of requesting a minimum of three (3) qualified suppliers to submit a written proposal in response to the defined requirements outlined by the College.

Approval Authority: the authority delegated by the College to a person designated to occupy a position to approve on its behalf one or more procurement functions within the plan-to-pay cycle up to specified dollar limits subject to the applicable legislation, regulations and procedures in effect at such time.

## General Principles

This policy is based on five key principles that allow the College to achieve value for money while following a procurement process that is fair and transparent to all stakeholders.

- **Accountability**  
The College must be accountable for the results of their procurement decisions and the appropriateness of the processes.
- **Transparency**  
The College must be transparent to all stakeholders. Wherever possible, stakeholders must have equal access to information on procurement opportunities, processes and results.
- **Value for Money**  
The College must maximize the value they receive from the use of public funds. A value-for-money approach aims to deliver goods and services at the optimum total lifecycle cost.
- **Quality Service Delivery**  
Front-line services provided by the College, such as teaching, must receive the right product, at the right time, in the right place.
- **Process Standardization**  
Standardized processes remove inefficiencies and create a level playing field.

### A. Supply Chain Code of Ethics

The goal of the Supply Chain Code of Ethics is to ensure an ethical, professional and accountable Broader Public Sector (BPS) supply chain.

**Personal Integrity and Professionalism:** Individuals involved with Supply Chain Activities must act, and be seen to act, with integrity and professionalism. Honesty, care and due diligence must be integral to all Supply Chain Activities within and between BPS organizations, suppliers and other stakeholders. Respect must be demonstrated for each other and for the environment. Confidential information must be safeguarded. Participants must not engage in any activity that may create, or appear to create, a conflict of interest, such as accepting gifts or favours, providing preferential treatment, or publicly endorsing suppliers or products.

**Accountability and Transparency:** Supply Chain Activities must be open and accountable. In particular, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for public money. All participants must ensure that public sector resources are used in a responsible, efficient and effective manner.

**Compliance and Continuous Improvement:** Individuals involved with purchasing or other Supply Chain Activities must comply with this Code of Ethics and the laws of Canada and Ontario. Individuals should continuously work to improve supply chain policies and procedures, to improve their supply chain knowledge and skill levels, and to share leading practices.

### B. Conflicts of Interest

All procurement activities must adhere to College Policy #4-404- Employee Conflict of Interest.

### C. Record Keeping

Departments must ensure that all procurement transactions are authorized, properly recorded, and supported by the appropriate documentation, including any specific documents required to be retained under applicable protocols.

For reporting and auditing purposes, all procurement documentation, as well as any other pertinent information, must be retained in a recoverable form for a period of seven years.

### D. Confidentiality and Access to Information

The College must ensure that supplier information submitted in confidence in connection with a procurement process is adequately protected. The Purchasing department and Operating departments must ensure that all bids and contracts are kept in a secure location and only accessible by those individuals directly involved with the procurement project.

The College is subject to the Freedom of Information and Protection of Privacy Act. The Purchasing department and Operating departments must be aware of their obligations in respect of the maintenance, release and management of all procurement records.

### Approval Authority Schedule (AAS)

The approval authority schedule for procurement of goods and non-consulting services is established for different dollar thresholds as follows:

Purchasing Authority Level	Total Value of Commitment	Capital Equipment Purchases	General Supplies & Non-Consulting Services
Budget Manager	To \$99,999	Approval of Requisition	Approval of Requisition
Members of the Executive Leaders Team who report directly to the President	\$100,000 to \$499,999	Approval of Requisition	Approval of Requisition
President	\$500,000 to \$999,999	Approval of Requisition	Approval of Requisition
Board of Governors	\$1 Million and above	Approval required where costs are \$1 Million and above and obtained via Board motion	Approval required where costs are \$1 Million and above and obtained via Board motion

All equipment, services and project purchases between \$500,000 and \$999,999 will be reported on a quarterly basis, for information, to the Board of Governors.

### Related Documents

- College Policy #4-404, *Employee Conflict of Interest*
- Administrative Operating Procedure #4-411 OP, *Purchasing*
- Broader Public Sector Procurement Directive issued by the Management Board of Cabinet, effective April 1, 2011.

### Appendices

N/A

### History of Amendments/Reviews:

Section(s)	Date	Comments
New policy	October 1983	<ul style="list-style-type: none"><li>• Board approval of policy on capital equipment and service contracts (Resolution BoG Oct23-1983 #4)</li></ul>
Reviewed and revised	March 1989	<ul style="list-style-type: none"><li>• Board approval of policy and procedure dated February 14/89 (Resolution BoG Mar8-1989 #8)</li></ul>
Reviewed and revised	February 1994	<ul style="list-style-type: none"><li>• Board approval of policy (Resolution BoG Feb2-1994 #3)</li></ul>
Reviewed and revised	February 2004	<ul style="list-style-type: none"><li>• Board approval of policy (Resolution BoG Feb2-2004 #3 )</li></ul>
Revision of Procurement and Quotation requirements	February 2014	<ul style="list-style-type: none"><li>• BoG approval of policy (Resolution BoG Feb26-2014 #7 )</li></ul>



## ADMINISTRATIVE OPERATING PROCEDURE

<b>Purchasing</b>		
<b>Procedure ID:</b>	#4-411 OP	
<b>Approved by:</b>	Executive Leaders Team	Month date, year
<b>Effective Date:</b>	March 24, 2016	
<b>Next Review Date:</b>	3 years from approval	
<b>Monitoring Responsibility:</b>	Director, Purchasing	
<b>Linked to a College Policy:</b>	<input checked="" type="checkbox"/> Yes # 4-411 <i>Purchasing</i>	<input type="checkbox"/> No

### Policy Statement

Sir Sandford Fleming College's purchasing policy is intended to ensure the quality of acquisitions and the College's integrity with regard to competition and the fairness of its practices in the spending of public funds.

### Definitions/Acronyms

Purchase Order: a written offer made by a purchaser to a supplier formally stating the terms and conditions of a proposed transaction.

Request for Proposal (RFP): a document used to request suppliers to supply solutions for the delivery of complex products or services or to provide alternative options or solutions. It is a process that uses predefined evaluation criteria in which price is not the only factor.

Invitational Competitive Procurement: any form of requesting a minimum of three (3) qualified suppliers to submit a written proposal in response to the defined requirements outlined by the College.

Approval Authority: the authority delegated by the College to a person designated to occupy a position to approve on its behalf one or more procurement functions within the plan-to-pay cycle up to specified dollar limits subject to the applicable legislation, regulations and procedures in effect at such time.

### Operating Procedure

#### 1.0 PURCHASING RESPONSIBILITY

All Purchasing for the College shall be overseen by the Purchasing Department.

#### 2.0 PURCHASE ORDERS

2.1 Will be required for:

- 2.1.1 Goods containing a warranty and services provided on Fleming property, regardless of dollar value;
- 2.1.2 Goods and non-consulting services with a value of \$5,000.00 (before taxes) or over and;
- 2.1.3 Consulting services, regardless of dollar value.

2.2 Will be signed by the Director of Purchasing or designate.

### 3.0 QUOTATIONS/TENDER PRICE GUIDELINES

Goods and non-consulting services which do not require a purchase order are to have a minimum of one quotation, these quotations are not required to be sent to the Purchasing Department.

For goods and services requiring a purchase order the following applies and will be requested by the Purchasing Department:

- 3.1 For goods and non-consulting services with a value of \$5,000.00 (before taxes) or over, but under \$25,000.00 (before taxes), three formal quotations are required.
- 3.2 For goods and non-consulting services with a value of \$25,000.00 (before taxes) or over, but under \$100,000.00 (before taxes), a formal RFx (RFP, RFQ, RFT) and minimum three formal quotations are required.
- 3.3 For goods and non-consulting services with a value of \$100,000.00 (before taxes) and over the public tendering process is to be followed.
- 3.4 For consulting services with a value of up to \$99,999.99 (before taxes), an invitational competitive process with a minimum three formal quotations or the public tendering process is to be followed.
- 3.5 For consulting services with a value of \$100,000.00 (before taxes) and over the public tendering process is to be followed.
- 3.6 Procurement Requirements Summary:

<b>Goods and Non-Consulting Services</b>	
<b>Value (before taxes)</b>	<b>Quotations</b>
\$0.00 - \$4,999.99	1
\$5,000.00 - \$24,999.99	3 formal
\$25,000.00 - \$99,999.99	RFx, minimum 3 formal quotes
\$100,000.00 or more	Public Tender/RFP

<b>Consulting Services</b>	
<b>Value (before taxes)</b>	<b>Quotations</b>
\$0.00 - \$99,999.99	Invitational Competitive (minimum 3 formal quotes) or Public Tender
\$100,000.00 or more	Public Tender/RFP

3.7 "Single Source" or "one-of-a-kind items" require non-competitive approval.

### 4.0 CAPITAL ASSET EXPENDITURES

- 4.1 The definition of a capital asset is an item that has:
  - i. A unit price of \$5,000.00 or more excluding tax.
  - ii. A life expectancy greater than one year.

iii. Is not consumable.

- 4.2 All capital investment plans and major projects via the budget process are to be submitted to the Board at the beginning of each fiscal year.
- 4.3 All capital investment plans that change in priority or scope amounting to \$50,000 or more during the fiscal year are to be resubmitted to the Board for approval.
- 4.4 All changes under \$50,000 on the capital investment plans that change in priority or scope during the fiscal year can be done without approval of the Board. A fully revised investment plan will be submitted to the Board for as information through the budget update process.
- 4.5 Emergency approvals - when approval for the vendor or service is needed before the next scheduled Board meeting, approval can be obtained from the Chair of the Board of Governors, or designate, on the written recommendation of the Vice President Finance and Administration. In the case of emergency approvals, the item will be brought forward to the **Board Executive**. This procedure is to be used only when the time lag will seriously hamper the deadlines set to finish the project.

**5.0 TENDERING**

All tendering will be done by the Purchasing Department in cooperation with the requesting department in order to ensure that the expenditure of public funds for the acquisition of goods and services are carried out in a fair and equitable manner and is above reproach.

**6.0 UNAUTHORIZED PURCHASES**

Any purchase or commitment made in the name of the College without an authorized Purchase Order (if required as per Section 2.0) will be considered an obligation of the person making the purchase. The College retains the right to refuse payment for such a purchase.

**7.0 APPROVAL AUTHORITY SCHEDULE (AAS)**

The approval authority schedule for procurement of goods and non-consulting services is established for different dollar thresholds as follows:

<b>Purchasing Authority Level</b>	<b>Total Value of Commitment</b>	<b>Capital Equipment Purchases</b>	<b>General Supplies &amp; Non-Consulting Services</b>
Budget Manager	To \$99,999	Approval of Requisition	Approval of Requisition
Members of the Executive Leaders Team who report directly to the President	\$100,000 to \$499,999	Approval of Requisition	Approval of Requisition
<b>President</b>	<b>\$500,000 to \$999,999</b>	<b>Approval of Requisition</b>	<b>Approval of Requisition</b>
Board of Governors	<b>\$1 Million and above</b>	Approval required where costs are <b>\$1 Million</b> and above and obtained via Board motion	Approval required where costs are <b>\$1 Million</b> and above and obtained via Board motion

All equipment, services and project purchases between **\$500,000 and \$999,999** will be reported on a quarterly basis, for information, to the Board of Governors.

## **8.0 SMALL DOLLAR PURCHASES**

### **8.1 Petty Cash**

- i. The dollar limit for purchase through Petty Cash is \$100.00.

### **8.2 Credit Card**

- i. The Budget Manager would authorize the issuance of a credit card for appropriate individuals in their area.
- ii. Approved "Employee Visa Card Application" forms will be sent to the Purchasing department for processing.
- iii. A separate card number with the name of the College and the individuals name would be issued. The card holder is not to loan the card out to anyone. The card is only for the individual assigned the card. A set credit limit will be assigned to each card holder based on the activity of this individual.
- iv. The card is only to be used for College purchases in which a purchase order is not required.
- v. The maximum amount for any individual purchase is \$4,999.99 (before taxes).
- vi. Each Visa card user would send to Accounting the required report generated through the reporting system with their expenditures for the month. The form would be due the 10th of every month.
- vii. All original itemized receipts/invoices are to accompany the report generated through the reporting system.
- viii. The individual card holder is responsible for ensuring the process is adhered to. The process will be reviewed on a routine bases to ensure it is administratively cost effective.

## **9.0 VENDOR RELATIONS**

9.1 Is an integral part of the good standing of the College in its environment.

9.2 Will be governed by a Code of Ethics. Of special importance are the following standards of conduct:

- Accord courteous service and fair treatment to all suppliers.
- Guarantee the confidentiality of prices and all information provided by suppliers, before and after the order has been placed subject to the Freedom of Information Act.
- Decline to take advantage of supplier's errors.
- Remain scrupulously free from obligations to any supplier.

## **10.0 DISPOSAL OF SURPLUS GOODS AND TRADE-INS**

10.1 Surplus goods and trade-ins are the responsibility of the Purchasing department.

10.2 The Purchasing department will arrange for the sale of the item(s) through a public advertised call for bids or auction at fair market value, in conjunction with the College Department involved. Currently item(s) are posted on [www.govdeals.ca](http://www.govdeals.ca).

- 10.3 The highest bid will be accepted provided the bid is a fair market value for the item. The College reserves the right to decline all bids and go out for another call for bids.
- 10.4 Proceeds from the sale will be directed to the appropriate budget as determined by the Finance department. The College shall make reasonable efforts to use any funds obtained from the sale of equipment purchased using NSERC funds for research-related purposes or any other purposes as directed by NSERC.

#### **11.0 DONATION OF SURPLUS GOODS**

- 11.1 Requests for donations should be formally addressed to the College Purchasing department. The Purchasing Director shall determine if the requesting organization is a benefit charitable organization and what is the availability of the requested goods.
- 11.2 The requesting organization will be responsible for pick-up and removal and must hold the College harmless from any damages or accident. The requesting organization is responsible for all removal expenses.

#### **12.0 TRADE-INS**

Whether a fixed asset or any other College property is deemed to be more advantageously disposed of by trade-in shall be determined by the Purchasing department and the Operating department involved.

#### **13.0 LOAN OF COLLEGE EQUIPMENT**

The College does not permit the loan of College equipment.

#### **14.0 PRODUCT ENDORSEMENT**

- 14.1 No supplier of material/equipment or service shall use the College name without authorization from the Purchasing Department in order to protect the College name and reputation. This includes the use of all College trademarks in any form.
- 14.2 When any department or person is approached from a company seeking the College's name for product endorsement, they should refer the person to see the Purchasing department.
- 14.3 The Purchasing department will seek approval from the Marketing department as required.

#### **15.0 CAPITAL ASSETS INVENTORY**

- 15.1 The College shall maintain a centralized record of all fixed assets, having a unit value of \$5,000.00 (before taxes) or more and a useful life of more than one year. This centralized list is called a "Fixed Assets Listing". This list should reflect all purchases, donations, transfers, and disposals that occur.
- 15.2 The College shall also, on a rotating basis, perform physical checks on assets listed. The "Fixed Assets Listing" shall be balanced and reconciled to the General Ledger annually.
- 15.3 Inventory theft is to be reported to the Office of the Vice President of Finance and Administration.

## Related Documents

- College Policy #4-411, *Purchasing*
- College Policy #4-404, *Employee Conflict of Interest*

## Appendices

None

## History of Amendments/Reviews:

Section(s)	Date	Comments
Procedure review, section 4.5 revised	June 2009	(Resolution BoG June 24-2009 #5)
Procedure review, section 4.1 (i) revised	March 2011	(Resolution BoG March 23-2011 #6)
Regular review	March 2016	New format, separating procedure from policy

## BOARD BRIEFING REPORT

**SUBJECT: New Program of Instruction: Applied Planning – Environmental**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 5.6**

**ACTION REQUESTED: Approval (requires a motion)**

### **CONTEXT** *(brief statement of the issue or request)*

A report to obtain approval from the Board of Governors for a new program of instruction, Applied Planning – Environmental, to be launched Fall 2017.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

The Stage 1 business case for Applied Planning was presented to the Board of Governors for comment in November of 2015. As noted at that meeting, an environmental scan showed a similar program being offered at Langara College in British Columbia. Fleming College contacted Langara to discuss their program offering and Langara identified that they converted their Diploma program to a Graduate Certificate based on strong program advisory feedback. After consultation with our pre-advisory group, our business case was developed as an *Ontario College Graduate Certificate in Applied Planning – Environmental*.

The Principal / Dean of the School of Environmental and Natural Resource Sciences, pre-advisory group, and the Product Review Board have thoroughly reviewed, and endorse the *Applied Planning – Environmental* program

#### **Attachment:**

- Business Case

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

Detailed analysis, including full program costing and alignment with Fleming College's Strategic Plan, can be found in the business case.

### **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

1. Board approval.
2. Submission to the Ministry for funding approval.
3. Detailed course development throughout 2016.
4. Program launch Fall 2017.

### **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

Does this program of instruction fit with the Strategic Mandate Agreement and with the portfolio of program offerings in the School of Environmental and Natural Resource Sciences?

## RECOMMENDATION

**THAT the Board of Governors of Sir Sandford Fleming College approve the *Applied Planning – Environmental Ontario College Graduate Certificate* program, with an implementation date of September 2017, for submission to the Ministry of Training, Colleges and Universities for funding approval.**

PREPARED BY: Brian Bates – Director, Product Development



## Business Case (FINAL APPROVAL)

**Program name:** Applied Planning-  
**Environmental**  
**School:** SENRS  
**Champion:** Linda Skilton, Dean

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### 1 Executive Summary

In the current context in Ontario and Canada, an emphasis on sustainability, natural heritage systems, and environmental concerns have had huge implications for land use and its development. In today's milieu, scientists, engineers and environmentalists require a solid foundation not only in their specialization, but also skills and knowledge in the area of land use and environmental planning. These projects include urban and rural land and community development, projects with Indigenous communities and projects that promote and protect the natural environment. A thorough knowledge of the legislation and laws as well as municipal guidelines is essential for today's environmental graduates who work with planners. New legislation continues to control community and land development including the necessity of public input at all phases of the planning process and strict adherence to several recent legislative acts and policies.

To meet this need for graduates who work with planning or planners, Fleming's School of Environmental and Natural Resource Sciences (SENRS) is proposing a unique full-time Ontario College Graduate Certificate program in Applied Planning-Environmental. At the completion of this program, graduates will have the skills and knowledge to fill these employment gaps in municipalities, other organizations and private development companies. Demand for this new position, like many other new positions that have increased in recent years will continue to grow and the scope will expand. Graduates of this program will have their degree or three year diploma plus an additional skill set in Planning. This graduate will be highly trained in both the theory and application of planning while completing real projects and solving complex problems facing many organizations today.

Industry and educational partners have had a great deal of input into the program, particularly in titling, program outcomes, and course content. They view this program as an asset for industry and municipalities when hiring as this new type of employee will have added skills that formerly were often very distinct in terms of science and planning. This program will be an asset to the current environmental offerings at SENRS.

### 2 Program Description

Applied Planning-Environmental is an intensive program designed for students with an undergraduate degree or diploma related to Environmental Sciences or Environmental Studies (or equivalent), engineering or a related degree in science such as biology, ecology, geography or sustainability. These students share a passion and motivation to contribute to better and more liveable, inclusive communities and a more sustainable future. The ability to understand the implications of planning relative to environmental sustainability and to communicate using planning language and concepts will make the graduate of this program highly sought after.

The program will produce a hybrid graduate who has an environmental/ sustainability/ science/ engineering related degree or diploma with an additional marketable skill set related to environmental planning. Other SENRS graduate certificates, such as Geographic Information Systems (GIS) and Environmental Visual Communication (EVC) were designed based on this strategy. Like GIS and EVC, the Applied Planning graduate certificate would not compete with

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**Program name:** Applied Planning-  
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**School:** SENRS  
**Champion:** Linda Skilton, Dean

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university programs but instead offer students an additional area of focus and an additional skill set to complement their previous advanced diploma or degree. Courses in the program emphasize team based learning and introduce students to case studies, practical projects and a range of skills necessary for graduates who will work closely with planners within the context of sustainability, natural heritage, and Indigenous perspectives. The program will include a comprehensive field placement.

This program should not compete with SENRS other graduate certificate offerings and is designed to attract a new group of students to the Frost Campus. The other graduate certificates are more specific in focus such as Advanced Water Systems and Operations Management, GIS, Conservation and Law Enforcement. This new program is more holistic in approach and provides students with a broader base of knowledge related to environmental planning including legislation, logistics of the planning process, as well as issues in planning in the current environmental context.

Graduates of this program will find work with a variety of public and private organizations including local and regional government, conservation authorities, private consulting firms, and private developers and in Indigenous communities.

### **2.1 Ontario College Credential:** *Ontario College Graduate Certificate*

### **2.2 Admission Requirements**

A science or engineering degree or advanced diploma in the following or related fields: Biology, Ecology, Environmental Studies or Sciences, Geographic Information Systems, Sustainability, Civil Engineering.

### **2.3 Proposed Delivery Format**

- Traditional Classroom / Lab
- Fully On-line
- Blend of Classroom and On-line

The program will be offered as a full time program at the Frost Campus and in the future may be scheduled (pending demand) in the evenings or remotely as an online certificate. The program has been designed in a modular format so that the transition from face to face to online will be feasible.

## Business Case (FINAL APPROVAL)

**Program name:** Applied Planning-  
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**School:** SENRS  
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### 2.4 Program of Study

Semester	Courses/Content/Modules	Proposed Hours	Proposed Delivery
1	Modern Planning Practices	42	Lec/Sem
1	GIS Applications for Planning	42	Lab
1	Planning Theory, Practice, and Ethics	42	Lec/Sem
1	Introduction to Planning Methods	42	Lec/Sem
1	Legislation and Planning Regulations	42	Lec/Sem
1	Indigenous Communities and Planning	28	Lec/Sem
2	Social Planning and Community Development	42	Lec/Sem
2	Land Infrastructure and Development	42	Lec/Sem
2	Urban and Rural Planning	42	Lec/Sem
2	Environmental and Natural Heritage Planning	42	Lec/Sem
2	Advanced Planning Methods	42	Lec/Sem
2	Planning for Sustainability	28	Lec/Sem
2	3D Computer Applications in Planning	28	Lab
3	Field Placement (7 weeks)	245	Workplace Integrated
	<b>Total</b>	<b>749</b>	

### 2.5 Alignment with Fleming Strategic and Academic Plans

This new program offering contributes to meeting several strategies identified in the recently approved Strategic and Academic Plans (2015-2018).

SENRS was identified in Fleming's **Strategic Mandate Agreement** with the Ministry as an area of growth and focus. Applied Planning - Environmental fits the SENRS growth strategy by delivering skills that Environmental graduates need to differentiate themselves in an increasingly competitive employment market, and also capitalizes on the fact that graduate certificate enrolment is growing system wide.

#### Work-Integrated and Blended Learning

The Academic Plan strives to instil work/community-integrated and on-line/hybrid learning as core components of Fleming's teaching and learning practice. Courses that include community problems and projects as well as a field placement highlight the commitment of this program to work with communities. New technologies in GIS and other course components would be taught using blended learning strategies and techniques.

#### Indigenous Perspectives

While this is not a specific "Indigenous Perspectives" program, this program may be of interest to Indigenous people who have a degree or advanced diploma and want to hone their skills in planning for their own land use and projects. This program explicitly includes planning as it

## Business Case (FINAL APPROVAL)

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relates to First Nations communities and Indigenous knowledge will be included throughout courses in the program.

### Pathways

Adding this graduate certificate to Fleming's environmental programs will offer an additional educational opportunity for students from all college advanced diploma programs in related fields, and in particular, several of the SENR's advanced diploma programs including Environmental Technology, Ecosystem Management Technology, and Fish and Wildlife Technology.

Similar to the current Fleming-Trent joint diploma-degree program in Ecological Restoration, a Bachelor of Science Program, graduates of this program, may have an opportunity to ladder into Trent's Master's Program in Sustainability. The Sustainability Studies Master's program is designed to enable students to explore the sustainability of human societies and the natural environment. One area of specialization is Environmental Sustainability. Discussions regarding this laddering opportunity will take place at a later date once the program has been fully designed and implemented.

## 3 Market Description

Professionals who are involved in the fields of land use and environmental planning need to be highly skilled individuals. The environmental field continues to become more complex and necessitates an understanding of planning that allows graduates to effectively work with professional planners. Skills required by these new professionals include GIS and computer applications, an understanding of ecosystems and ecosystem management, legislation, and communication skills to work with a wide variety of populations and interest groups, including Indigenous Communities.

In the January 2015 issue of *Municipal World*, John Jung discusses the need for Planners in the creation of Smart & Intelligent Communities in Canada." He discusses the need for GIS and CAD skills, awareness of sensors and other smart technologies to develop, monitor, and analyze big data. Graduates of this program will have their current environmental knowledge and gain the technical skills and knowledge related to planning and be able to assist organizations in their planning processes to promote healthy and sustainable communities.

Natural heritage and natural heritage systems are becoming increasingly important according to a recent document, *Best Practices Guide to Natural Heritage Systems Planning (2014)*. Such planning is more than protecting a particular area such as a wetland and encompasses identifying and planning entire systems which are vital to human well-being. These ecosystem services, as they are termed, include flood control, soil retention, water purification, improved air quality, pollination, provision of wild-life habitat, forest, and places for outdoor recreation and activities. Increased population and urbanization, particularly in southern and eastern Ontario, has led to the loss of vast amounts of woodlands, wetlands and grasslands. To preserve and restore these systems, those who work closely with planners need to be well-versed in the natural sciences as well as the skills and knowledge of professional planning. Environmental Planning graduates will have skills to perform a variety of ecosystem and scientific services from their undergraduate degrees and diplomas and will be very well prepared with an additional skill set in planning. Lastly, these graduates will also be capable of working effectively with

## Business Case (FINAL APPROVAL)

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Indigenous communities, a growing skill needed when working near or in Indigenous communities or lands.

Professions in municipalities, private organizations, and provincial government enterprises require a broader set of skills within the environmental sector. Increasingly, employees need to be well-versed in provincial legislation and associated municipal policies to successfully complete their jobs. Graduates of this new program will have these required skills. The Planning Act of Ontario sets out the ground rules for land use planning and describes how land uses may be controlled, and who may control them. This Act emphasizes the careful planning in land use development including the need for official plans, sustainable practices, and encourages cooperation and coordination among various and sometimes, competing interests. Concurrently, several other Acts also must be taken into consideration with environmental planning including but not limited to: The Green Energy Act, Strong Communities Act, Development Charges Act, and the Municipal Act. A new role in a wide variety of organizations is becoming increasingly apparent. This new role is for highly skilled individuals who can work with a wide variety of environmental planning processes to enhance project development and achieve successful results that adhere to newer environmental protection policies and procedures including environmental sustainability, ecological services and natural heritage.

In most of Canada, including Ontario, many jobs require that the prospective employee be certified as a Registered Professional Planner (RPP). University programs have been certified and as such, graduates are designated as RPPs. The college will actively seek this certification and has begun a dialogue with the Ontario Professional Planners Institute. Other jobs do not require this designation and a planner can seek certification once employed as a planner. The OPPI does have student memberships and becoming student members will be of benefit to students in the program.

### Common Job Titles:

The graduate of this program would be employed in various employment positions where planning skills are required such as, but not limited to, the following:

- Aboriginal Liaison
- Planning Technician
- Biologist
- Urban Planner
- Conservation Planner
- Ecologist
- Environmental Assessment Analyst
- Environmental Planner
- Planning Biologist
- Planning Ecologist

### Typical Employers:

According to the latest ECO Canada Profile of Canadian Environmental Employment labour market research study (2013), the industry groups that contain the highest proportions of environmental employees are:

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Industry/Sector	Total Environmental Employees (2013 %)
<b>Manufacturing</b>	13.7
<b>Wholesale Trade/Retail Trade</b>	13.9
<b>Professional, Scientific, and Technical Services</b>	22.4
<b>Administrative and Support, Waste Management and Remediation Services</b>	25.1
<b>Other Services</b>	13.8
<b>Total:</b>	<b>10.3</b>

Graduates of the program would be more competitive in the following sectors that employ environmental professionals:

Industry/Sector	Total Environmental Employees (2013 %)
<b>Agriculture, Forestry, Fishing and Hunting</b>	9.9
<b>Professional, Scientific, and Technical Services</b>	22.4
<b>Administrative and Support, Waste Management and Remediation Services</b>	25.1
<b>Other Services</b>	13.8
<b>Public Administration</b>	10.9
<b>Total:</b>	<b>10.3</b>

Lastly, according to the 2013 ECO Canada labour market research study, most environmental employees in Canada work in the private sector:

Sector	Environmental Employees %
<b>Private Sector</b>	<b>90.4</b>
• Private sector	82.4
• Not-for-profit or charitable establishment	6.1
• Don't know	1.9
<b>Public Sector</b>	<b>9.6</b>
• Municipal	3.5
• Provincial	2.7
• Federal	3.4
<b>Total:</b>	<b>100.0</b>

### Typical Students:

The typical students for this program will be graduates with an undergraduate degree or advanced diploma in Environmental Sciences or Studies or a related field who wish to augment their university or college education and training with applied skills in planning within the scope of sustainability, natural heritage, and Indigenous studies. Related advanced diplomas include; environmental technology, ecosystem management, fish and wildlife etc. This program would be

## Business Case (FINAL APPROVAL)

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particularly attractive to those university graduates who do not want to add two years to their education pursuing a Master's degree and who are looking for an added skill set that they can earn both quickly and without great expense. It would also appeal to students interested in Indigenous communities and the kinds of issues they face with respect to urban and rural development.

Research into the typical students who enrolled in the SENRS Graduate Certificates in September 2015 show an overwhelming number of university graduates as compared to graduates of college diplomas or advanced diplomas. Only in Conservation and Law Enforcement did this trend not hold true with two more students with diplomas than university degrees. Both GIS Graduate Certificates are exclusively university graduates except for one student in each option. This supports the notion that university graduates are looking for an additional skill set to add to their degrees to get that extra edge when searching for employment.

This program may also appeal to international students for jobs in their own countries that require environmental planning skills. These students could also take a second relevant Fleming Program such as Project Management or GIS. A combination of two graduate certificates would enhance their skill sets and open additional doors to international employment.

### 3.1 Market Potential

In 2013-14 there were 3,258 Arts and Sciences graduates in Ontario.\* Stats Canada reported, approximately 39% of university degrees granted were in social sciences while only 7% were in engineering and applied sciences. Twice as many degrees were granted in the humanities (12%) as in mathematics and physical sciences (6%). Using this data, we assume that around 33% of that would be sciences (1075 students) and roughly one third of those are environmental/ecology graduates. **Therefore, there are ~354 graduates in that target market.**

In 2013-14 there were 33,660 Social Sciences graduates.\* Environmental Studies is included in this category, however would only account for a small percentage of graduates. Assuming this to be 1.5% of all Social Sciences graduates, there would be 505 eligible students. Another website states that 844 individuals applied to "Environmental Studies in 2013" ([cou.on.ca/facts-figures](http://cou.on.ca/facts-figures)). **So, considering attrition, it would seem that 505 is reasonable.**

This means that there is a pool of approximately 860 students in **Ontario** alone. There are also those graduates from outside Ontario and it is anticipated that there would be interest from international students as well. Also, the above estimation did not factor in any college graduates. Also not considered are university graduates who have 'stopped out' from post-secondary studies and are returning to college.

Our costing analysis (section 7) forecasts 20 students per year, which would require us to successfully recruit approximately 2.3% of the 860 university graduates. **20 students is achievable if we can capture students from outside Ontario (international as well) and college environmental graduates.**

*\* Note: universities are also seeing a decline in applications due to age demographics in Ontario.*

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**Environmental**  
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### 3.2 Competitive Environment

A preliminary environmental scan shows some related college programs, but none specifically focussed on building advanced planning skills. Niagara College offers a Graduate Certificate in *Environmental Management and Assessment*. While there is some planning in this program, its concentration is on ecosystems management similar to our current fifth and sixth semester in Ecosystem Management.

Most programs are offered at the degree level. Fanshawe College offers a *Bachelor of Environmental Design and Planning*. This four-year program combines the theory, knowledge and techniques of landscape architecture, urban design and physical planning with training in geographic information systems, computer-aided design, visualization and presentation technologies. This four-year undergraduate program does share some course material with the proposed program but at a more introductory level. Conestoga has a new Graduate Certificate, not yet offered, in *Environmental Control*. This program is about buildings and environmental health of indoor environments.

In Ontario, several universities offer programs that include land use planning. Several universities also offer Bachelor degrees (either Science or Arts). Most notable are York and Waterloo. At York University, a *Master's in Environmental Studies- Planning* is offered. Students may be able to take this program after graduating from their undergraduate degrees including Ecosystem Management. At Waterloo, after completing the *Bachelor of Environmental Studies* with specializations -Planning, Land Development Planning or Environmental Assessment, graduates can pursue a Master's degree. One area of specialization within this Master's degree is Environmental Planning.

Ryerson offers multiple pathways for students including a Bachelor's, Masters (*Urban Planning and Regional Development*) or a two-year post diploma in the same specialization. The two-year post-diploma is only open to students with associated Bachelor Degrees and to Fanshawe and Mohawk students with specified diplomas.

Looking outside Ontario, Langara College (British Columbia) offers an *Applied Planning* diploma as a post-degree program. The admissions requirements are a university degree or equivalent. The program is three semesters in length and has an optional fourth semester which is an experiential work semester. Some of the curriculum is similar to the proposed program with its emphasis on environmental and land development planning. Langara has been very successful with their program, which underwent a substantial revision in 2013 to meet employer's needs that science and engineering graduates with applied planning skills would be more likely to be hired than those without these skills.

Selkirk College, also in British Columbia offers a two-year college diploma in *Integrated Environmental Planning*. As it is at the diploma level, several courses are introductory in nature including chemistry, mathematics and computer applications. Olds College (Alberta) offers *Applied Urban and Rural Planning Post-Diploma* and *Environmental Stewardship and Rural Planning Diploma* respectively.

University Masters programs may be the biggest competitor for this program as they are for our other successful post-graduate certificates for students with bachelor's degrees who want to build



## Business Case (FINAL APPROVAL)

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upon their undergraduate degree with a Master's Degree. However, most Master's programs are two years in length and often have rigorous admission requirements. This new program would offer more flexible admission requirements, be much shorter in duration and offer more hands-on and applied skills, which is what employers are looking for.

## 4 Sales arguments

### 4.1 Student Needs / Requirements / Values

There is currently opportunity for employment in the environmental sector, but competition for these jobs is high. Students seek additional education and credentials in order to differentiate themselves from other candidates. These additional credentials must be from a well-respected institution and be meaningful and broad enough to open doors to a variety of environmental positions. An Applied Planning-Environmental Ontario Graduate Certificate, from Fleming College, well-respected in the environmental field would differentiate our students from other students with a much sought-after skill set. This skill set in planning was echoed by members of the Industry Focus Group, who stated that skills and knowledge in planning would make our graduates highly desirable when a position opened up in their respective businesses and industries.

### 4.2 Fleming Value Proposition and Student Benefits

As noted, SENRS has a solid reputation in the field of environmental studies. Applied Planning-Environmental would bring a strong environmental and sustainability focus to a planning program. Some of the unique features that Fleming can offer in our graduate certificate include working with Indigenous communities and natural heritage areas. This additional credential would also be beneficial to students wishing to be more competitive within the employment market.

This program may also be of interest to international students who are seeing the same issues regarding the environment in their own countries with urban development, declining natural areas, and threatened species. A global need for this skill set, particularly in highly populated areas, would be of great benefit to those who work with planners as they wrestle with many of the same issues.

Land development and use is a strong area of interest for Indigenous people as well. Many land development projects in the past did not include consultation with First Nations and other groups. This program may also be of interest to Indigenous people who have a degree or diploma and want to hone their skills in planning for their own land use and projects.

## 5 Financial Analysis

The below costing sheet shows the college will obtain 32.1% contribution to overhead (CTO) by year 4. 32% is roughly the breakeven point for the college after all overhead is applied. Any increase above the forecasted 20 students per year will improve CTO, and it is believed that because this is a growing area, a sound marketing campaign may accomplish this.

## Business Case (FINAL APPROVAL)

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Cash flow is positive by Year 5, which is typical in new programs due to slip funding from the Ministry of Training Colleges and Universities. If this program attracts international students, positive cash flow may be achieved earlier, as International students pay the full tuition (no MTCU subsidies).

Net Tuition (per semester)	\$ 1,772
BOG (per yr)	\$ 4,300
Attrition	10%
WFU (per semester)	0.40

(All values expressed in current dollars)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Semester 1 Enrolment	15	20	20	20	20	20
Semester 2 Enrolment	14	18	18	18	18	18
Semester 3 Enrolment	13	17	17	17	17	17

**Revenues**

Tuition Fees	\$ 74,424	\$ 97,460	\$ 97,460	\$ 97,460	\$ 97,460	\$ 97,460
MTCU Operating Grant Received	-	24,080	55,613	87,147	94,600	94,600
<b>Total</b>	<b>74,424</b>	<b>121,540</b>	<b>153,073</b>	<b>184,607</b>	<b>192,060</b>	<b>192,060</b>

**Expenses**

Academic Direct	91,196	91,196	91,196	91,196	91,196	91,196
Program Coordinator	20,503	20,503	20,503	20,503	20,503	20,503
Annual Operating Costs	3,000	3,000	3,000	3,000	3,000	3,000
Technicians	-	-	-	-	-	-
Dean & Other academic costs	4,317	7,049	8,878	10,707	11,139	11,139
<b>Total</b>	<b>\$ 119,015</b>	<b>\$ 121,748</b>	<b>\$ 123,577</b>	<b>\$ 125,406</b>	<b>\$ 125,838</b>	<b>\$ 125,838</b>

**Net Contribution or (Cost) of Proposed**

<b>New Program before Overheads</b>	(44,591)	(208)	29,496	59,201	66,222	66,222
<b>Contribution %</b>	(59.9%)	(0.2%)	19.3%	32.1%	34.5%	34.5%

**Startup and Replacement Capital Costs**

Program Specific Software	25,000					
Library Supports	5,000					
<b>Development Costs</b>	<b>40,000</b>					
<b>College Overhead</b>	<b>26,234</b>	<b>42,843</b>	<b>53,958</b>	<b>65,074</b>	<b>67,701</b>	<b>67,701</b>

**Net Contribution or (Cost) of Proposed**

<b>New Program</b>	<b>(\$140,826)</b>	<b>(\$43,051)</b>	<b>(\$24,462)</b>	<b>(\$5,873)</b>	<b>(\$1,479)</b>	<b>(\$1,479)</b>
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<b>Cumulative Cash Flow</b>	<b>(\$140,826)</b>	<b>(\$141,034)</b>	<b>(\$111,538)</b>	<b>(\$52,337)</b>	<b>\$13,885</b>	<b>\$80,106</b>
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## Business Case (FINAL APPROVAL)

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## 6 Risks

### 6.1 Program Risks and Countermeasures

Event	Seriousness <sup>1)</sup>	Probability <sup>1)</sup>	Risk = Seriousness x Probability	Preventive actions
New to system program – students may not understand the credential or its value (resulting in low enrolment).	4	4	16	<u>Create our market.</u> <ul style="list-style-type: none"> <li>Create a clear and concise value proposition.</li> <li>Considerable marketing efforts for the first 2-3 years.</li> <li>Collaboration and support from current environmental planners and planning ecologists throughout our area on reference group so we can adjust as required to meet labour market demands.</li> </ul>

1) 1-5; 1=very low, 2= low, 3=average, 4=high, 5=very high

## 7 Implementation Plan

**7.1 Launch Date:** The target launch date for this program is September 2017.

### 7.2 Responsible School

SENRS will be responsible for the Applied Planning - Environmental Ontario College Graduate Certificate program.

### 7.3 Staffing Requirements

The program will be staffed by a mix of full time (30%) and contract faculty (70%).

### 7.4 Space Requirements

This program requires one GIS lab per semester. The balance of the courses would be taught in current classroom space. No new classrooms or labs would be required.

### 7.5 IT Requirements

No additional requirements.

### 7.6 Delivery Times

The program intake will be in September each year, delivered during core hours.

## BOARD BRIEFING REPORT

**SUBJECT: New On-line Certificate - Advanced Power Engineering**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 5.7**

**ACTION REQUESTED: Approval (requires a motion)**

### **CONTEXT** (*brief statement of the issue or request*)

A report to obtain approval from the Board of Governors for a new *Advanced Power Engineering Ontario College Graduate Certificate* program, delivered on-line through the Ontario Learn consortium.

### **BACKGROUND** (*includes a chronology of events, previous discussions/decisions leading to the recommendation*)

At the January Board meeting, Vice-President Schollen provided information and a summary of the strategy to increase on-line learning opportunities to the part-time student market through the Ontario Learn consortium. This proposal is the first new offering as part of that strategy.

#### **Attachment:**

- Business Case

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

The *Advanced Power Engineering* program has been developed by Lambton College for delivery through the Ontario Learn consortium. Fleming College proposes to market and offer this program to students in this region as part of expanding on-line learning opportunities for part-time students and to generate increased revenue for the College.

1. Lambton College has approached all colleges offering technology-related programs to offer this program in their region.
2. The Dean of the School of Trades and Technology has reviewed the program and consulted with advisory committee members from our Instrumentation Engineering and Controls program to confirm the industry need for the training provided by this program.
3. The program has received validation from the Ontario College Credential Validation Service and has been approved by Trudy Heffernan, Director of Fleming's Academic Quality Unit.
4. The Manager and Co-ordinator of Ontario Learn prepared the proposal complete with supporting data.

Revenue, expenses, program delivery information, and an environmental scan of other Colleges offering similar certificates can be found in the business case.

## **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

1. Board approval.
2. Program launch through on-line course offerings and marketing via Fleming College and Ontario Learn.

## **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

Does this program fit with the Strategic Mandate Agreement and with the portfolio of program offerings in the School of Trades and Technology?

## **RECOMMENDATION**

**THAT the Board of Governors of Sir Sandford Fleming College approve the *Advanced Power Engineering Ontario College Graduate Certificate*, to be delivered on-line through the Ontario Learn consortium.**

PREPARED BY: Brian Bates – Director, Product Development

# Online-Learning Certificate – Ontario Learn

## Advanced Power Engineering

### (2<sup>nd</sup> Class - Operating Stationary Engineer)

#### Program Description:

The Advanced Power Engineering, Ontario College Graduate Certificate will provide the knowledge and skills necessary for students to challenge their 2nd Class Operating Stationary engineering exams. The 2nd Class level curriculum has a higher amount theoretical content and is considered significantly more challenging than the 4th and 3rd Class levels. Formal academic preparation is needed to help adequately prepare operating engineers for this rigorous examination. This program will provide both theoretical and practical education in advanced power plant systems and operations with an emphasis on safety and environmental best practices. There is a focus on supervisory and management of power plant systems and personnel, which is often required at the 2nd Class level.

#### Program of Study

MECH	Plant Administration and Applied Mechanics (60)
MECH	Advanced Thermodynamics and Material Science (60)
MECH	Advanced Boiler Systems and Pumps (60)
MECH	Heat Engines, Piping and Plant Documentation (60)
MECH	Power Plant Systems, Combustion and Environment (60)
MECH	Electro-Technology, Compression and Refrigeration (60)

#### Program Vocational Learning Outcomes

1. Work in accordance with occupational safety procedures to minimize risk and enhance personal and public safety.
2. Evaluate and solve complex technical problems related to power engineering technology and plant systems by applying the principles of mathematics and science.
3. Perform tasks related to power engineering and plant administration in accordance with relevant laws, policies, ethical principles, procedures, and industry standards.
4. Communicate effectively and accurately by evaluating, translating, and applying relevant drawings and other related documents.
5. Operate process equipment and electrical systems including boilers, prime movers, refrigeration systems, and associated auxiliaries to ensure safety and efficiency.
6. Implement strategies that mitigate the effects of power generation on the environment.
7. Utilize instrumentation and control systems to support the safe and efficient operations of a power plant.
8. Apply accepted standards and practices of metallurgy, welding and testing of metals for quality control inspections in power plant operations.
9. Manage power plant operations, equipment, and personnel.
10. Relate effectively to co-workers, subordinates, and supervisors in the work environment.

## Admission Requirements

As per industry certifications regulations, candidates must submit proof of a valid Canadian 3rd Class Operating (Power) Engineering Certificate of Qualification to be admitted to the program. Courses may be taken in any order.

## Similar certificates offered by other OntarioLearn colleges

Canadore	Conestoga	Northern	Sault
Appears to have inventoried individual courses only	Appears to have inventoried individual courses only	Appears to have inventoried individual courses only	Appears to have inventoried individual courses only
No certificate listed	No certificate listed	No certificate listed	No certificate listed

## Program Delivery Information

- 6 Courses, 60 hours each
- In-person supervised final exam required for each course that can be taken off-site.

### Pre-requisites:

- Participants must have basic Windows computer and Internet skills (managing files and folders, keyboarding, email and Internet searches)

### Textbooks

- Each participant must provide their own 2nd Class Pan-Global text books to be able to attend the course. These books are available through [www.powerengineering.ca](http://www.powerengineering.ca). E-text versions are available.

It appears that, at this time, Lambton College is offering two courses per semester. As is usual for Ontario Learn, additional intakes will likely appear as demand rises.

None were offered in January. Two (Plant Administration and Heat Engines) are scheduled for May. Other than the 2<sup>nd</sup> Class license, no pre-requisites are specified. Courses can be taken in any order.

## Course Descriptions

### Plant Administration and Applied Mechanics

This course utilizes the virtual classroom and resulting interactivity to prepare candidates to challenge the 2nd Class Power Engineering exam 2A1. Topics of study involve calculations of ASME vessel component thicknesses, reinforcement compensation of openings, firetube boiler components and stays. Applied Mechanics calculations are also covered in areas of statics and dynamics. Candidates must demonstrate a thorough knowledge of the Act and Regulations, and apply the knowledge to management principles for a typical plant including maintenance and safety administration.

### Advanced Thermodynamics and Material Science

This course gives you the opportunity to sharpen your critical thinking skills. It will help you to recognize how your own hidden assumptions, values, and biases affect your decision making. In this collaborative environment, you will analyze the manipulative techniques used by individuals, vested interest groups and the media. You learn how to identify false arguments and misleading arguments. In addition, you write argument papers in which you trace the history of a social/political issue in Canadian society, and present arguments, supported by research, that take a stand on the issue.

## **Advanced Boiler Systems and Pumps**

Using MS Word, you will learn to combine basic design principles and techniques to produce a variety of printed matter, such as stationery, business cards, posters, newsletters, resumes, and more. This is a practical, hands-on course that will place emphasis on producing real-life, professional materials using specific desktop publishing terminology and document-handling techniques. Heat Engines,

## **Piping and Plant Documentation**

This course utilizes the virtual classroom and resulting interactivity to prepare candidates to challenge the 2nd Class Power Engineering exam 2B1. Students are introduced to the theoretical principles, mechanical details, maintenance, lubrication and operation of various heat cycle engines including steam turbines, internal combustion engines, and gas turbines. A high level study of piping installations including code requirements is included. Students learn to interpret and comprehend the various types of plant drawings encountered including orthographic, P&ID's and flow diagrams, and other related documentation.

## **Power Plant Systems, Combustion and Environment**

Learn to use MS Word for Windows, a terrific word processing package that has the convenience of pull-down menus. Learn to create, edit, format and print documents. Use paragraph, page and character formatting commands. Create multiple page documents with tables, and desktop publishing with Ms-Word.

## **Electro-Technology, Compression and Refrigeration**

This course includes various technical writing problems that challenge the learner to generate practical solutions that are clear, focused and expressed in appropriate language style. The course assists learners to develop the sound thinking and planning skills that are fundamental to communicating successfully in technical fields. In addition, the computer will be used for online research, collaboration with other learners and formatting technical information to industry standards using text and graphics.

## **Ontario College Credential Validation**

The validation letter is on file attesting to the validation of this program as an Ontario College Graduate Certificate - dated March 11, 2016.



## Revenue and Expenses

Ontario Learn Courses						
Revenue/Expenses (per student) effective September 2016						
	Revenue		Expenses *		Net Revenue	% Contribution
	Tuition /Admin Fees	Grant	Fleming Registering college - non hosting	Fleming as Host college		
<b>Part-time Student Type</b>						
Student registered with Fleming for any non-hosted OL course	\$ 393	\$ 229	\$ 203	\$ -	\$ 419	67%
Non-Fleming student taking Fleming- hosted course	\$ 154			\$ 148	\$ 6	4%
Fleming student taking Fleming- hosted course	\$ 393	\$ 229	\$ 47	\$ 148	\$ 427	69%
*per student expenses assumes a class size of 20 students						

## BOARD BRIEFING REPORT

**SUBJECT: Financial Position February 29, 2016**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 7.1**

**ACTION REQUESTED: Information or Update**

### **CONTEXT** *(brief statement of the issue or request)*

An update on the year-to-date financial position of the College, as of February 29, 2016.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

The statement represents the revenues collected and expenditures made in comparison to the 2015-2016 Update Budget, along with comparative amounts from the same time period of the previous fiscal year.

#### **Attachment:**

- Statement of Revenue and Expense for the period ending February 29, 2016

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

Administration projects a favorable position for operating revenues with a 2.8% variance from the prior fiscal year. A significant portion of this variance is a result of timing differences on the receipt of grants from the Ministry and tuition payments from students. We are anticipating total revenue will come in higher than budget with an increase in student ancillary fees collected and other income gains such as the Bookstore.

Operating expenditures are also favorable, with a 2.3% variance from prior fiscal year.

The overall assessment of the financial position of the College as at February 29, 2016 shows the College remains on track to generate a surplus at year end, and this should exceed amounts planned through Budget Update.

### **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

N/A

### **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

N/A

### **RECOMMENDATION**

There are no recommendations as the Report is provided for information.

PREPARED BY: Office of the Vice-President Finance; Director Budget Services

**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**For the Period Ending February 29, 2016**



	Current Year			Prior Year			Variance
	Actual To 29-Feb-2016	Budget Current Year	YTD/Budget %	Actual To 1-Mar-2015	Actual Prior Year	YTD/Year %	Difference %
<b>Revenue</b>							
<b>Grants and Reimbursements</b>	\$ 36,975	\$ 45,958	80.5%	\$ 36,635	\$ 46,372	79.0%	1.5% F
Student Tuition Fees	30,968	28,207	109.8%	29,129	26,355	110.5%	-0.7% U
Contract Training	920	1,318	69.8%	224	968	23.1%	46.7% F
<b>Other Income</b>							
Other Income	6,222	6,255	99.5%	5,937	7,058	84.1%	15.4% F
Ancillary Fees	4,321	4,236	102.0%	4,067	4,251	95.7%	6.3% F
<b>Total Other Income</b>	<u>10,542</u>	<u>10,490</u>	100.5%	<u>10,004</u>	<u>11,309</u>	88.5%	12.0% F
<b>Amortization of Deferred Capital Contributions</b>	4,122	4,497	91.7%	3,948	4,307	91.7%	0.0% U
<b>Total Operating Revenues</b>	<u>83,527</u>	<u>90,470</u>	92.3%	<u>79,940</u>	<u>89,310</u>	89.5%	2.8% F
<b>Skills Programs</b>	3,581	3,679	97.3%	3,283	3,653	89.9%	7.5% F
<b>Tuition Holdback Bursaries</b>	1,685	2,549	66.1%	1,268	1,911	66.4%	-0.3% U
<b>Ministry Bursaries</b>	452	257	175.7%	514	646	79.5%	96.2% F
<b>Special Projects</b>	1,761	2,142	82.2%	1,848	2,429	76.1%	6.1% F
<b>Facilities Renewal and Renovation Projects</b>	157	495	31.8%	1,642	2,164	75.9%	-44.1% U
<b>Ancillary Operations</b>	5,426	5,324	101.9%	5,267	5,387	97.8%	4.1% F
<b>Total Revenue</b>	<u>\$ 96,588</u>	<u>\$ 104,916</u>	92.1%	<u>\$ 93,761</u>	<u>\$ 105,500</u>	88.9%	3.2% F

**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**For the Period Ending February 29, 2016**



	Current Year			Prior Year			Variance
	Actual To 29-Feb-2016	Budget Current Year	YTD/Budget %	Actual To 1-Mar-2015	Actual Prior Year	YTD/Year %	Difference %
<b>Expenditures</b>							
<b>Salaries and Benefits</b>							
Salaries, Full Time	\$ 35,735	\$ 40,282	88.7%	\$ 36,024	\$ 40,332	89.3%	-0.6% F
Salaries, Part Time	9,245	12,376	74.7%	10,179	12,458	81.7%	-7.0% F
Benefits	9,863	11,518	85.6%	9,895	11,406	86.8%	-1.1% F
<b>Total Salaries and Benefits</b>	<b>54,844</b>	<b>64,176</b>	<b>85.5%</b>	<b>56,098</b>	<b>64,196</b>	<b>87.4%</b>	<b>-1.9% F</b>
<b>Non-Salary Expenses</b>							
Instructional Support Costs	4,176	4,731	88.3%	4,584	4,864	94.2%	-6.0% F
Travel and Professional Development	770	1,211	63.6%	906	1,148	79.0%	-15.3% F
Advertising	648	973	66.6%	664	957	69.3%	-2.7% F
Telephone, Audit, Legal & Insurance	1,083	1,354	80.0%	940	1,119	84.0%	-4.0% F
Equipment Maintenance	356	461	77.2%	375	427	88.0%	-10.8% F
Plant and Security	2,063	2,284	90.3%	2,387	2,517	94.8%	-4.5% F
Rentals and Taxes	823	886	92.9%	779	882	88.4%	4.5% U
Utilities	1,855	2,646	70.1%	1,738	2,401	72.4%	-2.2% F
Contract Services Trent	-93	1,806	-5.1%	0	1,829	0.0%	-5.1% F
Services & Other	2,679	3,127	85.7%	2,757	3,253	84.7%	1.0% U
Long Term Debt Interest	50	55	91.8%	54	58	91.8%	0.1% U
Amortization of Capital Assets	5,580	6,087	91.7%	5,155	5,623	91.7%	0.0% F
<b>Total Non-Salary Expenses</b>	<b>19,991</b>	<b>25,620</b>	<b>78.0%</b>	<b>20,338</b>	<b>25,079</b>	<b>81.1%</b>	<b>-3.1% F</b>
<b>Total Operating Expenditures</b>	<b>74,835</b>	<b>89,796</b>	<b>83.3%</b>	<b>76,436</b>	<b>89,275</b>	<b>85.6%</b>	<b>-2.3% F</b>
Investments	227	290	78.4%	514	280	183.7%	-105.2% F
Skills Programs	2,913	3,679	79.2%	2,633	3,433	76.7%	2.5% U
Tuition Holdback Bursaries	1,685	2,549	66.1%	1,268	1,911	66.4%	-0.3% F
Ministry Bursaries	452	257	175.7%	514	646	79.5%	96.2% U
Special Projects	1,761	2,142	82.2%	1,848	2,429	76.1%	6.1% U
Facilities Renewal and Renovation Projects	157	320	49.2%	1,642	2,164	75.9%	-26.7% F
Ancillary Operations	4,377	5,116	85.5%	4,080	5,055	80.7%	4.8% U
<b>Total Expenditures</b>	<b>\$ 86,408</b>	<b>\$ 104,149</b>	<b>83.0%</b>	<b>\$ 88,936</b>	<b>\$ 105,193</b>	<b>84.5%</b>	<b>-1.6% F</b>
<b>Net</b>	<b>\$ 10,181</b>	<b>\$ 768</b>		<b>\$ 4,825</b>	<b>\$ 307</b>		

## BOARD BRIEFING REPORT

**SUBJECT: Ontario Budget and Student Financial Assistance**

**Submission to: Public Board Meeting**

**Meeting Date: March 23, 2016**

**Agenda Item 7.2**

**ACTION REQUESTED: Information or Update**

### **CONTEXT** *(brief statement of the issue or request)*

On Thursday, February 25, 2016 the Ontario government announced a significant overhaul to student financial assistance as part of its [2016 Provincial Budget](#). Effective in September 2017, several existing provincial student assistance programs will be replaced by a single Ontario Student Grant. The changes will make average tuition free for more than 150,000 eligible low- and middle-income students, according to the government.

### **BACKGROUND** *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*

Currently, students can access financial assistance through several government funded programs including the Ontario Student Assistance Program (OSAP), targeted, stand-alone grants or loans, and scholarships and bursaries. In addition, a 30% Off Ontario Tuition program was launched in 2014.

The new Ontario Student Grant program will replace most of those programs, including the 30% off grant.

The Government has said most students with family incomes of less than \$50,000 will receive grants that will cover the cost of average tuition, and the system will be simplified so that all who receive financial aid will know quickly how much they will have to pay back in loans. In the 2018-2019 academic year, a “net tuition” payment will be launched whereby students will only pay upfront the difference between their tuition less the grants.

More than 80% of Fleming students participate in OSAP.

#### **Attachment:**

- Financial Aid Reform key highlights, an excerpt from the Ministry FAQs page

### **Analysis**

*The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis; Student Impact; HR Implications; Stakeholder Implications; Risk Analysis (strongly encouraged – details may be appended to this Report); Options Considered and Evaluated (pros and cons of each option – details may be appended).*

The College announced its strong support for the new initiative immediately following the budget announcement. The program should increase access to postsecondary education for thousands of families across the province and could have significant impact in our own region.

There are several complexities and some as yet unanswered questions regarding the full implementation of the changes.

The government has provided further documentation including the key highlights excerpt provided with this Briefing Report.

## **Implementation Strategy**

*List any matters to be addressed or steps to be taken to implement the recommendation.*

Some important considerations for the College include:

### ***Leveraging the opportunity***

- There is a potential positive impact on enrolment. The College will do further analysis on how to best leverage this opportunity.

### ***Mitigating the risk that students will defer their enrolment to 2017 to take advantage of the program.***

- The College will develop communications tools to address this issue in order to mitigate this potential impact.

### ***Seeking clarity on the complexities of the implementation of the program.***

- This change is very complex considering the broad mix of programs and student circumstances that all colleges face. Fleming will work with the Ministry to have all details required for successful implementation.

### ***Developing a communications programs to effectively communicate the relevant changes.***

- With a fall 2017 implementation date, there is sufficient time to develop and revise communications tools for recruiting and admissions.

## **Decision Point**

*To facilitate discussion, include specific questions for the Board's consideration in addressing the matter.*

N/A

## **RECOMMENDATION**

Provided as contextual information; recommend that Administration facilitate a more detailed conversation when a strategy has been initiated.

## Financial Aid Reform

### Key Highlights from the Budget Related to Student Financial Assistance (as presented by TCU in the form of FAQs)

#### From the Ministry – FAQ's -

[https://www.tcu.gov.on.ca/eng/news/2016/osap\\_budget2016\\_en.html](https://www.tcu.gov.on.ca/eng/news/2016/osap_budget2016_en.html) and

<http://www.fin.gov.on.ca/en/budget/ontariobudgets/2016/bk1.html>

1. The Ontario Student Grant will make average college or university tuition free for students with financial need from families with incomes of \$50,000 or less and will make tuition more affordable for middle-class families (\$50,000 to \$83,000)
2. No eligible student will receive less grant under these OSAP reforms than they would have from the 30% Off Ontario Tuition grant. However, the government will repurpose funding from a number of provincial grants provided through the Ontario Student Assistance Program (OSAP), including the 30% Off Ontario Tuition, towards a single up-front grant, the **Ontario Student Grant**.
3. Students from families with incomes under \$50,000 will have no provincial debt.
4. The Ontario Student Grant is indexed to average tuition, which means students will continue to benefit from receiving predictable, upfront grant amounts.
5. The elimination of the Ontario Tuition and Education tax credits will take effect for courses that start on or after September 1, 2017.
6. Net tuition billing means that a student's OSAP grant funding and institutional aid would be taken into consideration in the calculation of tuition fees and the student would pay only the difference – the student would only be billed what they actually owed once OSAP and institutional aid are taken into account.
7. The government will work with universities and colleges to implement net tuition billing by 2018-19. This means that students will have a much better understanding of what the "out-of-pocket" cost of tuition is, and will help students better plan for their postsecondary education.
8. The changes to OSAP cannot be introduced for 2016-17 as this is a major overhaul of the existing system and the government requires sufficient time to make these extensive design and system changes. Also, the application for the 2016-17 academic year is almost finalized and will be released over the coming months.