

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

Wednesday, April 27, 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

1. Call to Order	
<ul style="list-style-type: none"> • Confirmation of Quorum • Welcome and Introduction of Guests • Conflict of Interest Declarations (if any) 	
2. Additions/Deletions/Approval of Agenda	1-2
3. Unanimous Consent Agenda	3
<p><i>The following items have been identified for the Consent Agenda; 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></p>	
Approve the	
3.1 minutes of the March 23, 2016 Public Board meeting	4-8
Receive as information the:	
3.2 Chair's Report	9
3.3 President's Report	10
3.4 College Activity Report	11-13
3.5 Updated Program Advisory Committee Meeting Schedule 2015-2016	14-19
3.6 Financial Statements of the Student Governments	20-50
4. Business Arising from Previous Meetings (not otherwise covered on the agenda)	
None identified	
5. Matters for Board Decision	
5.1 Fleming College 2016-2017 Financial Plan (Briefing Report enclosed)	51-67
<i>Presenter(s): Vice-President Baker with Angie Sims, Director Budgets (20 min.)</i>	
5.2 Fleming College 2016-2017 Business Plan (Briefing Report enclosed)	68-84
<i>Presenter(s): Vice-President Crook (20 min.)</i>	
5.3 Strategic Investment Fund – Fleming College Submission (Briefing Report enclosed)	85-86
<i>Presenter: President Tilly (5 min.)</i>	
5.4 Canada 150 Community Infrastructure Program Expansion of Fleming College Trails Network (Briefing Report enclosed)	87-88
<i>Presenter(s): Vice-President Baker with Sue Sanders, Director Finance (5 min)</i>	

6. Matters for Board Discussion

None identified

7. Other Business (Information or Update items and items removed from the Consent Agenda)

7.1 “Community Connections” Roundtable (5 min)

7.2 “On the Table”

- *Convocation 2016 details*
- *College Administrator, Spring 2016 Issue*

8. Report from the In-Camera Meeting

9. Adjournment of the Public Meeting approx. 4:45 p.m.

Private Session (Governors Only)

*Governors are reminded that a **confidential meeting evaluation form** will be available from **noon April 27 until end of day April 28** on the **Surveys and Questionnaires** page of the **Board Portal**.*

UNANIMOUS CONSENT AGENDA

Public Board Meeting
April 27, 2016

Agenda Item 3

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 minutes of the

3.1 March 23, 2016 Public Board Meeting

and receive as information the

3.2 Chair's Report

3.3 President's Report

3.4 College Activity Report

3.5 Updated Program Advisory Committee Meeting Schedule 2015-2016

3.6 Financial Statements of the Student Governments

BOARD OF GOVERNORS Public Meeting
Wednesday, March 23, 2016
Scholfield Boardroom, Room B3330
Peterborough, ON

Draft Until Approved

MINUTES

Present: Ms. Allison Bowes
Mr. Paul Downs
Ms. Dana Empey
Ms. Shelley Knott Fife
Ms. Lori Geens
Mr. George Gillespie
Ms. Rosemarie Jung
Ms. Heather Kerrigan
Ms. Sue Kloosterman
Ms. Katherine Maclver
Mr. Dan Marinigh
Dr. Nancy Martin-Ronson
Ms. Patti Watson
Dr. Tony Tilly

Regrets: Mr. Mike Leonard
Mr. Mike Perry

Ms. Michele McFadden, Board Secretary

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

Guests:

- Ms. Laura Copeland, College Communications Officer
- *Items 5.1 and 7.1:* Ms. Angie Sims, Director Budget Services
- *Item 5.2:* Mr. Geoff Matthews, Facility Manager–Peterborough Sport and Wellness Centre
- *Item 5.3:* Dr. Linda Skilton, Dean; Mr. Ron Taylor, Chief Administrative Officer–City of Kawartha Lakes
- *Item 5.6:* Mr. Brian Bates, Director Product Development; Dr. Skilton.
- *Item 5.7:* Mr. Bates.

1. Call to Order

The Chair called the meeting to order at 3:50 p.m. Quorum was confirmed and those in attendance were welcomed. Regrets were noted. There were no conflict of interest declarations.

2. Additions/Deletions/Approval of Agenda

It was moved by Mr. Downs seconded by Ms. Maclver 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. June and Ms. Watson

THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the March 23, 2016 meeting and, by unanimous consent,

- 3.1 approve the minutes of the January 27, 2016 Public Meeting of the Board of Governors;
- 3.2 approve the list of College Signing Officials;
- 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;
- 3.6 receive the Report on Purchase Contracts Awarded between \$100,000 and \$499,999 for the October 1, 2015 through January 31, 2016 timeframe, as information;
- 3.7 receive the Investment Policy Statement and Endowment Policy Review Update, as information; and
- 3.8 receive the Investment Performance Portfolio Report for the quarter ended December 31, 2015 as information.

Motion Carried
(Resolution BoG March23-2016 #1)

4. Business Arising from Previous Meetings

None identified.

5. Matters for Board Decision

5.1 2016-2017 Fee Schedules: The Ministry requires tuition and ancillary fees for all programs of instruction and courses operated by a college to be approved by the Board of Governors. Ms. Sims presented a report outlining the proposed tuition and student fees for the 2016-2017 academic year.

- (a) Domestic Tuition Fees: Beginning in 2013-2014 and applicable to 2016-2017, the Ministry capped tuition increases to an overall maximum of 3%.

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

THAT the Board of Governors of Sir Sandford Fleming College approve the Domestic Tuition Fees, Supply Fees and Academic Fees for 2016-2017 as circulated.

Motion Carried
(Resolution BoG March23-2016 #2)

- (b) Compulsory Ancillary Fees are itemized in protocol agreements with the student associations to provide services and activities not supported by the operating grant, capital grants and tuition fees; these fees are typically increased by an inflation factor. The proposed fee structure has the support of the Frost Student Association and the Student Administrative Council.

Moved and Seconded by Mr. Downs and Mr. Marinigh

THAT the Board of Governors of Sir Sandford Fleming College approve the Compulsory Ancillary Fees for 2016-2017 as circulated.

Motion Carried
(Resolution BoG March23-2016 #3)

- (c) Student Levied Fees: The two student associations levy their own fees on the student body, typically set under local agreements; the College collects the fees on behalf of the student governments. Of significance is a new Peterborough Transportation Fee, a result of a

referendum vote by students; as background, the Board requested detail on the results of the referendum.

Moved and Seconded by Mr. Gillespie and Ms. Empey

THAT the Board of Governors of Sir Sandford Fleming College approve the Student Levied Fees for 2016-2017 as circulated.

Motion Carried
(Resolution BoG March23-2016 #4)

- 5.2 Peterborough Sport and Wellness Centre 2016 Capital Expenditure Request: The Operating Agreement between the City of Peterborough and Fleming College requires approval of capital expenditures by both partners. In presenting the request, Mr. Matthews responded to a number of questions by governors with respect to contributions to/expenditures from the capital and equipment accounts.

Moved and Seconded by Ms. Watson and Ms. Knott Fife

THAT the Board of Governors of Sir Sandford Fleming College support the request to defer the Peterborough Sport and Wellness Centre 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 totalling \$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; and (c) upgrade and modify the HVAC mechanical units.

Motion Carried
(Resolution BoG March23-2016 5)

Administration and the Board extended thanks and appreciation to Mr. Matthews in his role as Facility Manager for the past decade.

- 5.3 Memorandum of Understanding – City of Kawartha Lakes and Fleming College (Collaboration Agreement): A sustainability agreement, signed in June 2009, was established to promote partnership, collaboration and joint initiatives between the institutions. Dr. Skilton and CAO of the City of Kawartha Lakes, Ron Taylor, presented a revised agreement, which takes into account current strategic plans and includes activities outside the scope of the initial agreement.

Moved and Seconded by Mr. Gillespie and Mr. Downs

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.

Motion Carried
(Resolution BoG March23-2016 #6)

The initial agreement required annual reports on activities to both partners; the new agreement seeks a different structure.

Moved and seconded by Ms. Jung and Ms. MacIver

THAT the Board of Governors of Sir Sandford Fleming College approve receipt of bi-annual reports on the partnership activities at the November Board meeting, with the first report presented in 2017.

Motion Carried
(Resolution BoG March23-2016 #7)

5.4 New Governance Policy – Risk Oversight: The Chair noted Governors had provided feedback on the proposed policy through the January Committee meeting.

Moved and Seconded by Mr. Marinigh and Mr. Downs

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

Motion Carried
(Resolution BoGJan27-2016 #8)

5.5 Revisions to Approval Thresholds and College Policy – Purchasing: Changes were proposed as an outcome of an earlier presentation on the procurement process and a request to re-evaluate provisions adopted in 2011 to be more in-line with policies at other colleges. Threshold levels and reporting requirements are set by the Board; currently, Board approval is needed on any expenditure or contract with a pre-tax value exceeding \$500,000 regardless of whether it was included in the approved budget. As an example, a cellphone contract at \$65,000 per year would not require Board approval but given a multi-year term, would exceed the threshold and require approval. Vice-President Baker responded to questions, highlighting the stringent BPS framework and processes that all colleges follow.

The first proposed change establishes a new approval level, the President's Approval Level, with a dollar threshold between \$500,000 and \$999,999. The second proposed change establishes \$1-million or higher as the authority level requiring Board approval, regardless of whether the item was included in the approved budget. Third, the Board would receive a quarterly report on purchases between \$500,000 and \$999,999 for information.

Moved and Seconded by Mr. Gillespie and Ms. Maclver

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.

Motion Carried
(Resolution BoG March23-2016 #9)

Dr. Martin-Ronson left the meeting at 4:45 pm

Moved and Seconded by Ms. Maclver and Mr. Gillespie

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

Motion Carried
(Resolution BoG March23-2016 #10)

Moved and Seconded by Ms. Maclver and Ms. Kloosterman

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

Motion Carried
(Resolution BoG March23-2016 #11)

5.6 A New Program of Instruction: Applied Planning – Environmental was presented, to be launched Fall 2017 at the Frost Campus. The program is unique in its field within Ontario.

Moved and Seconded by Mr. Marinigh and Ms. Jung

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.

Motion Carried
(Resolution BoGMarch23-2016 #12)

5.7 **New On-line Certificate: Advanced Power Engineering:** The program has been developed by Lambton College for delivery via the OntarioLearn consortium; Fleming will market and offer the program as part of expanding on-line opportunities for part-time students. The program has received validation from the Ontario College Credential Validation Service and will be delivered through Fleming Continuing Education.

Moved and Seconded by Ms. Bowes and Ms. Empey
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 OntarioLearn consortium.

Motion Carried
(Resolution BoGMarch23-2016 #13)

6. Matters for Board Discussion

None identified.

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

7.1 **Financial Position:** Ms. Sims reviewed the cash flow statement of expenditures and revenue to the end of February 2016 with comparative data to same time last year. The College remains on track to generate a surplus at year end.

7.2 **Ontario Budget and Student Financial Assistance:** Provided as contextual information. The provincial budget announcement includes an overhaul to student financial assistance; in September 2017, several existing provincial student assistance programs will be replaced by a single Ontario Student Grant. There are several complexities as well as questions regarding the full implementation of the changes. A more extensive conversation will be planned once a strategy has been initiated.

7.3 **“Community Connections”:** Participation in a variety of events was noted. Members were encouraged to review the reports within the Consent Agenda.

8. **Report from the In-Camera Meeting:** The Board held an In-Camera meeting prior to the Public meeting. At the meeting, the Board implemented an hourly flat-rate system for compensation of part-time and sessional faculty, established the hourly rate for each, and approved a small wage increase for them September 1, 2016.

9. **Adjournment of Meeting:** It was moved by Ms. Knott Fife, seconded by Ms. Jung and carried to adjourn the public meeting at 5:17 p.m.

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

CHAIR'S REPORT

Public Board Meeting
April 27, 2016

Consent Agenda Item 3.2

Board Professional Development

The 2016 program through the *College Centre for Board Excellence (CCBE)* has concluded. To date, Paul Downs, George Gillespie, Heather Kerrigan, Sue Kloosterman, Katherine MacIver, Patti Watson and Michele McFadden have received *Good Governance* Certificates. Information on the 2017 program will be issued in the Fall.

Colleges Ontario 2016 Higher Education Summit

The 2016 conference will take place on November 20 and 21 at the Sheraton Centre Toronto Hotel. Featured speakers include American political economist *Robert B. Reich*, top outdoor adventure athlete in and award-winning writer *Will Gadd*, and six-time Olympic medallist and national spokesperson for mental health awareness *Clara Hughes*. The CCBE will host sessions prior to the conference. Details on the annual conference will be circulated by the Board Office in the Fall.

Congratulations

Joon Kim has been acclaimed as the incoming Student representative on the Board for a one-year term. Joon is enrolled in the Business Administration-Marketing program and will replace Allison Bowes as of September 1, 2016.

Correspondence

There was no Board correspondence received in the Board Office.

Opportunities for Governors

President's Advisory Council: The next meeting of the takes place Thursday, April 21; the final meeting of the 2015-2016 schedule will be held May 19. Please advise the Board Office if you are interested in attending as the Board's representative.

Convocation 2016: a listing of the upcoming ceremonies will be provided to Governors at the meeting.

Program Advisory Committee meetings: an updated schedule for 2015-2016 has been provided in the meeting package, listed as Agenda Item 3.5

PRESIDENT'S REPORT

Public Board Meeting
April 27, 2016

Consent Agenda Item 3.3

Executive Leaders Team

On April 4, 2016 an email from President Tilly was circulated to staff advising the College community of a change in the membership of "ELT", the senior decision-making body in the College. ELT is made up of the President, the three Vice-Presidents and the Executive Director – Marketing and Advancement. This change allows the Associate Vice-President Student Services and the Chief Information Officer to focus more of their time on their respective areas of responsibility.

Ministry of Training, Colleges and Universities

Glenn Craney has joined the Ministry for a six-month secondment as the Expert Lead for the postsecondary funding formula review for colleges and universities. Glenn is the Executive Director for the Ontario Council on Articulation and Transfer (ONCAT). *Lia Quickert*, ONCAT's Strategic Communications and Public Affairs Director, has been appointed by the ONCAT Board as the Acting Executive Director.

Colleges and Institutes Canada

Perspectives is CIGan'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/>.

Fleming welcomes \$2B Post-Secondary Institutions Strategic Investment Fund



The Hon. Kirsty Duncan made the announcement at Centennial College. (Photo from Centennial College)

Fleming College is welcoming the opportunity to apply for funding under the federal government's Post-Secondary Institutions Strategic Investment Fund in support of innovation and research at colleges and universities across the country.

The fund, which was announced on April 6 at Centennial College, will help drive a much needed renewal in aging infrastructure.

COLLEGE ACTIVITY REPORT

**Public Board Meeting
April 27, 2016**

Consent Agenda Item 3.4

OUR STUDENTS

Condolences to the family, friends and classmates on the sudden passing of *Jacqueline O'Marra* on April 5. Jacqueline was a student in the Paralegal program

A *memorandum of understanding (MOU)* was recently signed between Fleming College and Trent University, providing students with opportunities to pursue environmental studies and research through Trent's School of the Environment and Fleming's School of Environmental & Natural Resource Sciences.



The 6th annual *Community Innovation Forum (CIF)* was held on April 7. Throughout the academic year, Trent and Fleming students have worked with local businesses and non-profit organizations to find innovative solutions to a business-related problem or community research question. The students gain academic credit, and on-the-job experience by undertaking supervised research and other types of work. At the same time, project results provide new information, deepen understanding, answer questions, contribute to planning and provide the groundwork for further action in our local communities. Congratulations to our students for their excellent work.

This is the time of year our students undertake a variety of *fundraising activities*, from bake sales, popcorn and fortune telling, draws for Blue Jays tickets, evenings of live music – even a pie throwing event!

Students in the fourth semester of the *Urban Forestry Technician* program hosted a few community workshop at the Frost Campus on April 16. The *One Community, One Forest Workshop* included a nature walk, a seminar on the history of Kawartha Lakes forestry, an

introduction to pruning and a seminar on seed propagation.

Students in the *Fitness and Health Promotion program* presented the YMCA Central East Ontario Strong Kids Campaign with \$592.50 and Kawartha Food Share (KFS) with \$200 after hosting community fundraisers to support both organizations. The students were tasked with raising money for a non-profit organization as part of their fourth semester Applied Culminating Experience course.

Arboriculture students took to the trees at the Frost Campus on April 12 for the 18th annual Fleming Tree Climbing Competition. Every year, the Arboriculture students compete against each other in five

time-based events including Tree Rescue, Throw Line, Belayed Speed Climb,



Secured Footlock and Work Climb. Many of the students go on, each year, to compete at the provincial and national level with the International Society of Arboriculture's Tree Climbing Championships.

Paramedic students competed in the National Paramedic Competition at Durham College on April 9, finishing 7th and 15th.

Haliburton School of Art + Design *artist blacksmith*

students are submitting forged steel poppies for a new World War I Cenotaph at the In Flanders Fields Museum in Ypres, Belgium, which commemorates everyone involved



in the conflict, both civilians and military. And because blacksmiths were crucial to the war effort in 1914 to 1918, the British Artist Blacksmiths Association and the Belgian Guild of Blacksmiths are building a Poppy Cenotaph. The Poppy Cenotaph will be a 7m x 2m steel pillar with a Flanders poppy surrounded by a field of forged steel poppies submitted by volunteers around the world.

OUR EMPLOYEES

Finance and Physical Resources

Staff were notified of changes to the *meal expense reimbursement rate* that took effect on April 1; these changes are reflected on the Expense Statement.

Spring means adjusted hours of operation for *Food Services* at both the Frost and Sutherland Campuses. Details are available at www.foodatfleming.ca

Construction notice. Starting on May 2, the City of Peterborough will begin the final phase of construction to widen and upgrade Brealey Drive. The project is schedule to be completed by the end of August. As with any construction project, there will be some restrictions and changes to accessing the Sutherland Campus for a short period of time:

- The Brealey Drive entrance to Fleming will be closed to all traffic.
- Fleming College Way will be closed just past the KTTTC building.
- Access to campus will be via the Dobbin Road entrance only.
- Groombridge Way will be a *one way exit* from just past Beech Lot to Dobbin Road.
- The circle in front of the main entrance will be turned into a one way from Oak Lot, past the bus stop to the road between Ash and Maple Lots.

Human Resources

Recruitment and Selection: For the March 10 to April 14, 2016 timeframe:

- The College posted 32 positions (a combination of permanent and temporary positions): 15 Support and 17 Academic.
- The College hired 3 new permanent (full-time) staff: 2 Support, 1 Administrative.
- The College hired 1 new permanent (regular part-time) Support staff.
- There was 1 internal full-time Support transfer.

- There were 2 temporary full-time Support assignments.
- There were 4 resignations and/or terminations: 3 Support, 1 Administrative.
- There was 1 Support retirement.
- There were 2 Support leaves: 1 parental, 1 sabbatical.

With Sadness

Condolences to the family, friends and former colleagues of *Tracy Davis* who passed away unexpectedly last month. Throughout her 31 years at Fleming, Tracy worked in various employment services at the College in Cobourg and Peterborough.

Condolences to the family, friends and former colleagues within the Fleming community on the passing of retiree *Terry Exworth*. Terry joined the College in 1986 where he taught at the Frost Campus until he retired in 2007.

Another retiree, *Douglas Kirk*, passed away on March 22. Doug started at the College in 1968, taught and served as Dean of Student Services until he retired in 1989.

Recognition

Congratulations to the following employee who achieved a significant service milestone in March 2016:

30 years: Jacqueline Riley Gutierrez

Jennifer Langenberg, an Integration Facilitator with the Community Integration through Cooperative Education program, is the recipient of the Healthy Living Award. This award is presented semi-annually by Wellness at Fleming, recognizing and celebrating employees who lead a healthy lifestyle – physically, mentally, emotionally and spiritually.

Congratulations to *Mark Newell*, Fish Hatchery Technologist. Mark was the recipient of the Muskies Canada 2016 Wachelka Conservation Award – the first time the award has been given to someone outside of Muskies Canada! The award recognizes Mark his contributions to the Lake Simcoe Muskellunge Restoration Project, which is the only genetically wild stock musky program in North America.

Student Services

Student Life, International Student Services

“*International Kitchen*” events were held on March 29 in the Loblaw’s Kitchen in Peterborough and on April 5 at the Loblaw’s Kitchen in Lindsay. Open to all students and staff, participants were guided through four recipes: Mexican empanadas, Indian butter chicken, Thai veggies, and Canadian maple butter tarts. Special guest at the March event was Minister Maryam Monsef.

Diversity

Fleming celebrated *Day of Pink* on April 13. The main foyer at Sutherland was filled with displays and activities.

Career Services

Career Services now offers *TypeFocus*, a free assessment to assist students in choosing work that more closely matches their personality, interests and values.

Student Government

The election results are in. Congratulations to the incoming *2016-2017 Fleming Student Administrative Council Board of Directors* Amy Jones, Gagandeep Singh Bagga, Kylie McMaster, Montana Scott and Tiffany Desbiens.

Advancement and Alumni Relations

The *Employee Campaign for Student Success* is officially underway. The campaign hosted kick-off events at Frost, Sutherland and Haliburton Campuses (April 13, 15 and 19 respectively). This year’s theme is ‘It Takes a Community!’.

On April 7, Farmhouse Lane was officially re-signed as *Groombridge Way*, reflecting the Board’s renaming of the roadway to honour longtime Fleming volunteer Les Groombridge.



Marketing, Communications and Liaison

Over 1,300 registered guests plus their friends and families attended Spring Open House on April 2.

OUR COMMUNITIES

The call has gone out seeking interested employees to join the Fleming College *Walk-a-Mile in Her Shoes Team* and raise money for the Crossroads Shelter. The Peterborough event takes place on Friday May 27.

Garden plots are available for the *Sutherland Campus Community Garden 2016*. Located beside Residence Village, the garden begins during the summer semester through to November 1.

UPCOMING EVENTS

April 23: student art exhibition, Haliburton School of Art + Design, between 10:00 a.m. and 3:00 p.m.

July 4-8: Nature Explorer Summer Camp for children ages 7 to 10. Cost is \$190. For more information or to register, visit <http://frostcampus.wix.com/naturecamp>.

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



Program Advisory Committee (PAC)

Schedule of Meetings 2015/2016

School of Health & Wellness

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR
1	Biotechnology Advanced	3	OCAD	9-Dec-15	8-Nov-16
2	Esthetician	2	OCC	5-Nov-15	7-Nov-16
3	Fitness & Health Promotion	2	OCD	1-Jun-15	12-Apr-16
4	Health Information Management	2	OCD	1-Nov-13	
5	Massage Therapy	3	OCD	28-Sep-15	
6	Occupational Therapist and Physiotherapist Assistant	2	OCD	4-Jun-15	17-Jun-15
7	Paramedic	2	OCD	8-Apr-15	1-Apr-16
8	Personal Support Worker	1	OCD	12-Nov-15	10-Nov-16
9	Pharmacy Technician	1	OCD	4-Apr-16	12-Oct-16
10	Practical Nursing	2	OCD	9-Dec-15	17-Nov-16
11	Recreation & Leisure Services	2	OCD	30-Oct-15	2-Dec-16
12	Therapeutic Recreation	1	ODC	8-Dec-15	22-Nov-16

School of Justice & Community Development

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR
1	Child & Youth Worker	2	OCD	23-Apr-15	21-Apr-16
2	Community and Justice Services	2	OCD	7-Apr-15	6-Apr-16
3	Customs Border Services	2	OCD	1-Apr-15	
4	Developmental Service Worker	2	OCD	5-Jun-15	8-Apr-16
5	Drug & Alcohol Counsellor	2	OCD	25-Nov-15	19-Oct-16
6	Early Childhood Education	2	OCD	15-Apr-15	11-Apr-16
7	Educational Support	2	OCD	25-Mar-15	31-Mar-16
8	Emergency Management	1	OCGC	17-Apr-15	10-May-16
9	Human Services Foundation	2	OCD		
10	Law Clerk	2	OCD	21-Mar-16	17-Oct-16
11	Paralegal	2	OCD	21-Mar-16	17-Oct-16
12	Police Foundations	2	OCD	27-Nov-15	25-Nov-16
13	Pre-Service Fire Fighter Education & Training	1	OCC	11-Mar-16	21-Oct-16
14	Protection, Security & Investigation (formerly Security)	2	OCD	13-Nov-15	4-Nov-16
15	Social Service Worker	2	OCD	11-Dec-15	18-Nov-16

School of Trades & Technology

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR
1	Carpentry Techniques	1	OCC	11-Dec-16	
2	Computer Engineering Technician	2	OCD	11-May-16	
3	Computer Engineering Technology	3	OCAD	11-May-16	
4	Computer Security and Investigations	3	OCAD	4-Mar-16	
5	Electrical Engineering Technician	2	OCD	TBD	
6	Electrical Techniques	1	OCC	TBD	
7	Heating, Refrigeration & Air Conditioning	2	OCC	1-May-16	
8	Instrumentation & Control Engineering Technician	2	OCD	TBD	
9	Mechanical Techniques - Plumbing	1	OCC	22-Feb-16	
10	Welding Techniques	1	OCC	TBD	
11	Wireless Information Networking	2	OCAD	28-Apr-16	

School of General Arts & Sciences

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR
1	All General Arts Programs Including - College Health Science Option; Preparatory Health Sciences; GAS Science Preparation; GAS University Transfer; and GAS University Science Preparation	1	OCC	1-Oct-15	
2	Community Integration through Co-operative Education (CICE)	1	OCC		

School of Business

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR
1	Business	2	OCD	TBD	
2	Business Administration	3	OCAD	TBD	
3	Business Administration - Accounting	3	OCAD	18-Nov-05	19-Oct-16
4	Business Administration - Human Resources	3	OCAD	26-Nov-15	24-Nov-16
5	Business Administration - Marketing	3	OCAD	TBD	
6	Chef Training	1	OCC	4-Feb-06	1-Feb-17
7	Culinary Management	2	OCD	4-Feb-16	
8	Hotel and Restaurant Management	3	OCAD	2-Dec-15	1-Dec-16
9	International Trade	3	OCAD	No PAC due to program suspension	
10	Office Administration - General	1	OCC	No PAC due to program suspension	
11	Office Administration - Executive	2	OCD	No PAC due to program suspension	
12	Sporting Goods Business	2	OCD	10-Feb-16	
13	Tourism & Travel	2	OCD	2-Dec-15	1-Dec-16
14	International Business Management	1	OCGC	TBD	
15	Project Management	1	OCGC	TBD	

School of Environmental & Natural Resource Sciences

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR
1	Applied and Community-Based Research	1	OCGC	22-Sep-15	
2	Advanced Water Systems Operations & Management	1	OCGC	1-Apr-16	31-Mar-17
3	Aquaculture	1	OCGC	18-Apr-16	
4	Arboriculture	1	OCC	22-Mar-16	
5	Blasting Techniques	1	OCC	7-Mar-16	27-Sep-16
6	Conservation & Environmental Law Enforcement	1	OCGC	12-Apr-16	
7	Earth Resources Technician	2	OCD	21-Jan-16	
8	Ecological Restoration - Joint Degree/Diploma	4	OCD	26-May-16	
9	Ecosystem Management Technician	2	OCD	9-May-16	
10	Ecosystem Management Technology	3	OCAD	9-May-16	
11	Electrical Power Generation Technician	2	OCD	10-Nov-15	8-Apr-16
12	Environmental Technician	2	OCD	15-Dec-15	24-May-16
13	Environmental Technology	3	OCAD	15-Dec-15	24-May-16
14	Environmental Visual Communications	1	OCGC		
15	Fish & Wildlife Technician	2	OCD	17-Mar-16	
16	Fish & Wildlife Technology	3	OCAD	17-Mar-16	
17	Forestry Technician	2	OCD	22-Feb-16	20-Mar-17
18	Geographic Information Systems - Cartographic	1	OCGC	10-May-16	
19	Geographical Information Systems - Applications	1	OCGC	10-May-16	
20	Health, Safety & Environmental Compliance	1	OCGC		

21	Heavy Equipment Operator	1	OCC		
22	Heavy Equipment Techniques	1	OCC	10-Nov-15	8-Apr-16
23	Outdoor & Adventure Education	1	OCC	14-Apr-16	
24	Outdoor Adventure Skills	1	OCC	14-Apr-16	
25	Resources Drilling & Blasting Technician	2	OCD	10-Feb-16	8-Feb-17
26	Sustainable Agriculture	1	OCGC		
27	Urban Forestry	1	OCC	20-Nov-15	22-March-16 15-Nov-16

Haliburton School of the Arts

	Program Name	Length (Yrs)	Credential	Meeting Date DD/MM/YR	Meeting Date #2 DD/MM/YR
1	Artist Blacksmith, Ceramics, Fibre Arts, Photo Arts and Visual Arts Fundamentals - Drawing & Painting	1	OCC	9-Jun-16	
2	Digital Image Design, Glassblowing, Jewellery Essentials and Sculpture	1	OCC	9-Jun-16	
3	Sustainable Building Design and Construction	1	OCC	27-Oct-16	
4	Integrated Design	2	OCD	16-Jun-16	
5	Visual & Creative Arts	2	OCD	9-Jun-16	
6	Cultural Heritage Conservation & Management and Museum	2	OCGC	3-May-16	
7	Expressive Arts	1	OCGC	25-Oct-16	
8	Studio Process Advancement	1	OCGC	9-Jun-16	

Financial Statements of

**SIR SANDFORD FLEMING COLLEGE
STUDENT ADMINISTRATIVE COUNCIL**

March 31, 2015

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INDEPENDENT AUDITORS' REPORT

To the Members of
Sir Sandford Fleming College Student Administrative Council

Report on the Financial Statements

We have audited the accompanying financial statements of Sir Sandford Fleming College Student Administrative Council, which comprise the statement of financial position as at March 31, 2015 and the statements of operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sir Sandford Fleming College Student Administrative Council as at March 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

McCull Turner LLP

Licensed Public Accountants

Peterborough, Ontario

October 6, 2015

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL
STATEMENT OF FINANCIAL POSITION
March 31, 2015

	General Fund \$	Capital Asset Fund \$	2015 \$	2014 \$
ASSETS				
CURRENT ASSETS				
Cash	758,505	-	758,505	775,759
Accounts receivable	4,134	-	4,134	5,684
Due from Sir Sandford Fleming College of Applied Arts and Technology (note 4)	1,244,577	320,314	1,564,891	1,386,645
Inventory	7,044	-	7,044	5,894
Prepaid expenses	25,386	-	25,386	14,706
	2,039,646	320,314	2,359,960	2,188,688
CAPITAL ASSETS (note 5)	-	2,197,570	2,197,570	2,422,730
	2,039,646	2,517,884	4,557,530	4,611,418
LIABILITIES				
CURRENT LIABILITIES				
Accounts payable and accrued liabilities (note 6)	34,624	-	34,624	32,947
Due to Sir Sandford Fleming College of Applied Arts and Technology (note 4)	125,623	-	125,623	271,288
Deferred revenue	469,446	-	469,446	460,474
Scheduled cash repayments for promissory notes payable (note 7)	198,000	198,000	396,000	396,000
	827,693	198,000	1,025,693	1,160,709
PROMISSORY NOTES PAYABLE (note 7)	2,375,296	1,366,033	3,741,329	4,095,086
	3,202,989	1,564,033	4,767,022	5,255,795
FUND BALANCES				
Invested in capital assets	-	633,537	633,537	574,996
Restricted	108,062	320,314	428,376	430,393
Unrestricted	(1,271,405)	-	(1,271,405)	(1,649,766)
	(1,163,343)	953,851	(209,492)	(644,377)
	2,039,646	2,517,884	4,557,530	4,611,418
Commitments (note 9)				

See accompanying notes to the financial statements

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

STATEMENT OF OPERATIONS

Year Ended March 31, 2015

	General Fund \$	Capital Asset Fund \$	2015 Total \$	2014 Total \$
REVENUES				
Student activity fees	1,027,284	368,400	1,395,684	1,336,220
Student activities (Schedule A)	42,457	-	42,457	26,577
Steele Centre (Schedule B)	175,453	-	175,453	153,219
Health plan (Schedule C)	1,097,340	-	1,097,340	1,098,327
Athletic and Sport and Wellness Centre membership fees	1,315,118	-	1,315,118	1,253,384
Student transition program	23,653	-	23,653	23,490
Interest earned - Sir Sandford Fleming College of Applied Arts and Technology	15,056	5,785	20,841	14,550
	<u>3,696,361</u>	<u>374,185</u>	<u>4,070,546</u>	<u>3,905,767</u>
EXPENDITURES				
Student activities (Schedule A)	118,649	-	118,649	89,613
Steele Centre (Schedule B)	267,409	-	267,409	236,032
Health plan (Schedule C)	1,128,297	-	1,128,297	1,122,940
Athletic and Sport and Wellness membership	1,315,118	-	1,315,118	1,253,384
Student transition program	23,982	-	23,982	7,110
Administrative (Schedule D)	281,801	-	281,801	314,798
Contribution to Wellness Centre	-	-	-	38,086
Contribution to sport field complex (note 10)	79,755	-	79,755	2,684,818
Interest on long term debt	112,282	76,358	188,640	97,477
Amortization	-	232,010	232,010	232,639
	<u>3,327,293</u>	<u>308,368</u>	<u>3,635,661</u>	<u>6,076,897</u>
EXCESS OF REVENUES OVER EXPENDITURES (EXPENDITURES OVER REVENUES) FOR THE YEAR	369,068	65,817	434,885	(2,171,130)
INTERFUND TRANSFER	(24,126)	24,126	-	-
FUND BALANCES - beginning of year	(1,508,285)	863,908	(644,377)	1,526,753
FUND BALANCES - end of year	<u>(1,163,343)</u>	<u>953,851</u>	<u>(209,492)</u>	<u>(644,377)</u>

See accompanying notes to the financial statements

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SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL
STATEMENT OF CASH FLOWS
Year Ended March 31, 2015

	General Fund \$	Capital Asset Fund \$	2015 Total \$	2014 Total \$
CASH PROVIDED FROM (USED FOR)				
OPERATING ACTIVITIES				
Excess of revenues over expenditures (expenditures over revenues) for the year	369,068	65,817	434,885	(2,171,130)
Add items not requiring an outlay of cash:				
Amortization	-	232,010	232,010	232,639
Interfund transfer	(24,126)	24,126	-	-
	344,942	321,953	666,895	(1,938,491)
Changes in non-cash working capital items:				
Accounts receivable	1,550	-	1,550	(5,518)
Due from Sir Sandford Fleming College of Applied Arts and Technology	(146,844)	(31,402)	(178,246)	(418,767)
Inventory	(1,150)	-	(1,150)	918
Prepaid expenses	(10,680)	-	(10,680)	(1,745)
Accounts payable and accrued liabilities	1,677	-	1,677	1,076
Deferred revenue	8,972	-	8,972	(27,896)
Due to Sir Sandford Fleming College of Applied Arts and Technology	(145,665)	-	(145,665)	25,751
	52,802	290,551	343,353	(2,364,672)
FINANCING ACTIVITIES				
Proceeds from promissory note	241,367	-	241,367	2,643,352
Repayment of promissory note	(311,423)	(283,701)	(595,124)	(426,396)
	(70,056)	(283,701)	(353,757)	2,216,956
INVESTING ACTIVITIES				
Purchase of capital assets	-	(6,850)	(6,850)	(12,087)
DECREASE IN CASH FOR THE YEAR	(17,254)	-	(17,254)	(159,803)
CASH POSITION - beginning of year	775,759	-	775,759	935,562
CASH POSITION - end of year	758,505	-	758,505	775,759

See accompanying notes to the financial statements

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SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

1. PURPOSE OF ORGANIZATION

Sir Sandford Fleming College Student Administrative Council (Sutherland Campus) is a non-profit organization which provides services to the students, carries out various activities and operates the Steele Centre for the benefit of the students of Sir Sandford Fleming College. Its objectives include insuring the rights of students as free individuals; promoting extra-curricular activities; promoting student body interests in the community; serving as a medium of communication between student body, administration and faculty; serving as a bond between the student body and alumni; and administering the assets of the Council in an effective and prudent manner. The Council is not subject to corporation income taxes and, as provided by its Letters Patent, the Council is prohibited from distributing any of its earnings to, or for the personal benefit of, its members.

2. SIGNIFICANT ACCOUNTING POLICIES

The Council has followed Canadian Accounting Standards for Not-for-Profit Organizations in the preparation of these financial statements. A summary of significant policies is presented below:

(a) *Fund accounting*

The Council follows the restricted fund method of accounting for contributions.

- i) The General Fund accounts for the Council's program delivery and administrative activities.
- ii) The Capital Asset Fund reports the assets, liabilities, revenues and expenses related to capital assets and restricted resources for capital purchases.

(b) *Revenue and expenditure recognition*

Revenues and expenditures are recorded on the accrual basis of accounting.

(c) *Valuation of inventory*

Inventory is valued at the lower of cost and net realizable value, with cost being determined substantially on a first-in, first-out basis.

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2015

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) *Capital assets and amortization*

Capital assets are stated at acquisition cost. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Leasehold improvements	15 years
Furniture and equipment	5 years
Computer equipment	5 years

(e) *Use of estimates*

The preparation of financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations requires management to make certain estimates and assumptions that affect the reported amount of assets and liabilities and the disclosure of contingencies at the date of the financial statements and the reported amount of revenue and expenses during the period. A significant item subject to such estimates and assumptions is the estimated useful life of capital assets. Actual results could differ from those estimates.

3. FINANCIAL ASSETS AND FINANCIAL LIABILITIES

(a) *Measurement*

Financial assets and liabilities are originally measured at fair value and are subsequently measured at amortized cost. Transaction costs incurred on the recognition of financial assets and liabilities are recognized over the life of the instrument.

The Council's financial instruments consist of cash, accounts receivable, due from Sir Sandford Fleming College of Applied Arts and Technology, accounts payable and accrued liabilities, due to Sir Sandford Fleming College of Applied Arts and Technology and promissory notes payable.

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

3. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

(b) Risks

The Council is exposed to various risks associated with its financial instruments as described below. Unless otherwise noted, there has been no change in risk exposure from the prior year.

(i) Liquidity risk

Liquidity risk is the risk that the Council will not be able to meet its obligations associated with financial liabilities. Cash flow from student levied fees provides a substantial portion of the Council's cash requirements. It is management's opinion that the liquidity risk is low.

(ii) Credit risk

The Council is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable. The maximum exposure to credit risk is the carrying value of accounts receivable. It is management's opinion that the credit risk is low.

(iii) Interest rate risk

Interest rate risk is the risk that the value of the financial instruments will fluctuate due to changes in the market interest rates. The Council is subject to interest rate risk on its interest-bearing financial instruments, consisting of promissory notes payable. The promissory notes payable have floating interest rates, therefore changes in bank's prime lending rate can cause fluctuations in interest payments and future cash flows. It is management's opinion that the interest rate risk is low.

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

4. RELATED PARTY TRANSACTIONS

The Council is related to Sir Sandford Fleming College. The College collects all student fees on behalf of the Council. The funds are maintained by the College and transferred to the Council upon request. At year end, the balances (due to)/due from the College consist of the following:

	2015	2014
	\$	\$
General fund	371,208	621,061
Health plan fund	680,048	283,486
Transition fund	20,099	20,123
Building reserve fund	104,346	103,077
Building renovation fund	215,968	185,838
Brealey building fund	173,222	173,060
Accounts receivable	1,668	-
Health plan payable	(125,623)	(110,995)
Accounts payable	(5,421)	-
Sport field complex payable	-	(160,293)

During the year, the Council paid \$58,823 (2014 - \$59,982) to the College for utilities and cleaning services and the College paid \$16,727 (2013 - nil) to the Council for expense reimbursements.

The Council is also related to Frost Student Association (FSA). During the year, the Council contributed \$25,802 (2014 - \$23,523) to FSA as a reimbursement of wages and benefits expense incurred by FSA to administer the health plan at the Frost campus.

These transactions were in the normal course of operations and were measured at the exchange value which is the amount of consideration established and agreed to by the related parties.

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

5. CAPITAL ASSETS

The major categories of capital assets and related accumulated amortization are as follows:

	March 31, 2015		March 31, 2014	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Steele Centre				
Leasehold improvements	2,493,192	619,895	2,491,202	449,686
Furniture and equipment	126,696	89,324	125,084	64,146
Administration offices				
Leasehold improvements	299,966	49,994	299,966	29,997
Furniture and equipment	74,909	44,208	71,662	31,187
Computer equipment	25,758	19,530	25,758	15,926
	<u>3,020,521</u>	<u>822,951</u>	<u>3,013,672</u>	<u>590,942</u>
Net book value		<u>2,197,570</u>		<u>2,422,730</u>

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances of \$622 (2014 - \$7,000).

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2015

7. PROMISSORY NOTES PAYABLE

Promissory notes consist of the following:

	2015 \$	2014 \$
Bank of Nova Scotia non-revolving demand promissory note, bearing interest at a floating rate of 1.25% plus the bank's prime lending rate payable monthly, minimum principal repayments of \$99,000 due semi-annually on February 15th and October 15th, due October 2017	1,564,033	1,847,734
Bank of Nova Scotia non-revolving demand promissory note, bearing interest at a floating rate of 1.25% plus the bank's prime lending rate payable monthly, minimum principal repayments of \$99,000 due semi-annually on February 15th and October 15th, due October 2018	2,573,296	2,643,352
	4,137,329	4,491,086
Less scheduled cash repayments	(396,000)	(396,000)
	3,741,329	4,095,086

In addition to the scheduled instalments of principal, an annual lump sum cash payment equal to surplus cash flow is to be applied as a permanent reduction to the loans. Surplus cash flow is defined as total Student Activity Fees received by the Council during the year related to student levied food services and building renovation fees less total interest and principal payments made to the Bank of Nova Scotia during the year. This payment is to be made no later than November 30th of each year.

The promissory notes were used to reimburse Sir Sandford Fleming College for the costs associated with the renovation of the Steele Centre food services and student areas and to assist with the cost of the sports field complex. As a general security agreement, a letter of undertaking and an agreement were made between the College and the Council whereby the Council agrees that if they default on any of their payments, the College may remit the Student Centre Renovation student fees collected by the College to the Bank of Nova Scotia for payment.

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

7. PROMISSORY NOTES PAYABLE (continued)

Principal repayments of the term loans are due as follows:

	\$
2016	396,000
2017	396,000
2018	1,366,033
2019	1,979,296
	<hr/>
	4,137,329

8. HEALTH PLAN OPERATIONS

The Council administers a health care plan for students at both the Brealey Campus and the Frost Campus. Students who wish to participate in the plan pay their premiums to the College on behalf of the Council. Actual health care costs are underwritten by the plan's insurer as costs are incurred.

9. COMMITMENTS AND CONTINGENCIES

- (i) In fiscal 1997 the Council entered into an agreement to lease approximately 16,000 square feet at the Brealey Campus of Sir Sandford Fleming College for a 50 year term for \$1 per year. In 1997, construction of a lounge, student activity centre and the Council's office (known as the Steele Centre) on the leased premises was substantially completed. By agreement with the College, the Council is responsible for the cost of services for the student activity centre provided by the College.
- (ii) The Council's food services have been contracted out to a third party with commission revenues being earned at a rate 17% of net sales.
- (iii) The Council has been threatened with legal action by a former employee. Management is of the opinion that the amount and likelihood of potential loss is undeterminable.

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

10. CONTRIBUTION TO SPORT FIELD COMPLEX

In a prior year, an agreement was negotiated between the Council and the College whereby the Council agreed to contribute up to \$2,900,000 toward Sir Sandford Fleming College's estimated \$5,800,000 share of the cost of the sports field complex. The Council contributed the remaining portion of their 50 percent share of costs to the College in the amount of \$241,367 (2014 - \$2,643,352) through issuance of a promissory note, as described in note 7.

11. ALLOCATION OF EXPENSES

The Council allocates a certain portion of their administrative expenses to the Steele Centre and health plan operations each year. Health plan wages are allocated as seven percent of student insurance premiums net of refunds.

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL
SCHEDULE OF REVENUES AND EXPENDITURES ON STUDENT ACTIVITIES
 Year Ended March 31, 2015

SCHEDULE A

	2015	2014
	\$	\$
REVENUES		
Advertising	7,473	8,481
Special events	13,112	3,928
Graduation photographs	2,726	3,186
Food bank	1,147	1,039
"On the Bus" program	-	3,976
Orientation	17,144	3,830
Miscellaneous	855	2,137
	<u>42,457</u>	<u>26,577</u>
EXPENDITURES		
Special events and promotions	103,967	71,653
School agendas	13,282	12,565
Divisional representatives	1,400	299
"On the Bus" program	-	5,096
	<u>118,649</u>	<u>89,613</u>
EXCESS OF EXPENDITURES OVER REVENUE FROM STUDENT ACTIVITIES	<u>(76,192)</u>	<u>(63,036)</u>

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL
SCHEDULE OF STEELE CENTRE OPERATIONS
 Year Ended March 31, 2015

SCHEDULE B

	2015	2014
	\$	\$
REVENUES		
Bar operations	101,065	96,903
Food commissions	53,671	43,258
Hall rental, catering and pool table	13,492	10,966
Miscellaneous	7,225	2,092
	<u>175,453</u>	<u>153,219</u>
EXPENDITURES		
Salaries and wages	125,970	103,541
Bar purchases and supplies	41,685	46,823
Repairs and maintenance	47,946	48,200
Music and entertainment	19,170	9,475
Insurance	13,733	11,284
Telephone	877	1,511
Memberships, licenses and fees	2,152	1,608
Professional fees	8,272	11,301
Travel	6,124	-
Advertising and promotion	909	2,289
Other	571	-
	<u>267,409</u>	<u>236,032</u>
EXCESS OF EXPENDITURES OVER REVENUE FROM STEELE CENTRE OPERATIONS	<u>(91,956)</u>	<u>(82,813)</u>

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL
SCHEDULE OF HEALTH PLAN OPERATIONS
Year Ended March 31, 2015

SCHEDULE C

	2015	2014
	\$	\$
REVENUES		
Student premiums net of refunds	1,083,812	1,092,052
Interest income	8,373	6,275
Miscellaneous	5,155	-
	<u>1,097,340</u>	<u>1,098,327</u>
EXPENDITURES		
Health coverage costs	1,041,133	1,034,092
Wages and benefits	75,867	76,444
Administrative	11,297	12,404
	<u>1,128,297</u>	<u>1,122,940</u>
EXCESS OF EXPENDITURES OVER REVENUE FROM HEALTH PLAN OPERATIONS	<u>(30,957)</u>	<u>(24,613)</u>

SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL
SCHEDULE OF ADMINISTRATIVE EXPENDITURES
Year Ended March 31, 2015

SCHEDULE D

	2015	2014
	\$	\$
Salaries and benefits	119,707	132,904
Honoraria, bursaries and donations	42,358	49,801
Office supplies	1,954	2,066
Repairs and maintenance	9,200	3,127
Travel and conferences	28,903	23,407
Telephone	2,360	4,020
Professional fees	10,415	22,081
Interest and bank charges	2,223	4,135
Insurance	15,241	11,183
Promotions	3,899	12,135
Board of Directors expenses	6,397	11,610
Memberships, licenses and fees	21,111	22,614
Student meetings and training	9,847	12,687
Miscellaneous	8,186	3,028
	281,801	314,798

Financial Statements of

FROST STUDENT ASSOCIATION

March 31, 2015

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McCOLL TURNER LLP
CHARTERED ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Members of
Frost Student Association

Report on the Financial Statements

We have audited the accompanying financial statements of Frost Student Association, which comprise the statement of financial position as at March 31, 2015 and the statements of changes in net assets, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Frost Student Association as at March 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

McCull Turner LLP

Licensed Public Accountants

Peterborough, Ontario
November 5, 2015

FROST STUDENT ASSOCIATION

STATEMENT OF FINANCIAL POSITION

March 31, 2015

	2015	2014
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash	46,073	89,974
Accounts receivable	-	13,359
Due from Sir Sandford Fleming College (note 4)	178,692	102,140
Inventory	6,249	1,820
Prepaid expenses	9,186	27,487
	<u>240,200</u>	<u>234,780</u>
CAPITAL ASSETS (note 5)	<u>1,424,857</u>	<u>1,510,055</u>
	<u>1,665,057</u>	<u>1,744,835</u>
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities (note 6)	100,030	110,580
Loan payable to Sir Sandford Fleming College (note 4)	326,271	449,269
	<u>426,301</u>	<u>559,849</u>
NET ASSETS		
Unrestricted net assets	130,150	114,200
Invested in capital assets	1,098,606	1,060,786
Capital reserve	10,000	10,000
	<u>1,238,756</u>	<u>1,184,986</u>
	<u>1,665,057</u>	<u>1,744,835</u>

See accompanying notes to the financial statements

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FROST STUDENT ASSOCIATION
STATEMENT OF CHANGES IN NET ASSETS
Year Ended March 31, 2015

	Unrestricted Net Assets \$	Invested in Capital Assets \$	Capital Reserve \$	2015 Total \$	2014 Total \$
NET ASSETS - beginning of year	114,200	1,060,786	10,000	1,184,986	1,111,582
Excess of revenue over expenses for the year	15,950	37,820	-	53,770	73,404
NET ASSETS - end of year	130,150	1,098,606	10,000	1,238,756	1,184,986

See accompanying notes to the financial statements

FROST STUDENT ASSOCIATION

STATEMENT OF OPERATIONS

Year Ended March 31, 2015

	2015	2014
	\$	\$
REVENUE		
Student activity fees - General	318,577	320,543
Recreation and athletics (schedule A)	412,234	417,801
Capital operations (schedule B)	128,548	132,517
Auk's Lodge (schedule C)	152,433	101,526
Student transit	82,636	-
Contribution from student health plan for wages and benefits	25,802	23,523
ATM and other income	8,266	8,022
Event income	5,607	-
Interest	2,446	1,032
	<u>1,136,549</u>	<u>1,004,964</u>
EXPENSES		
Salaries and benefits	153,939	117,160
Recreation and athletics (schedule A)	358,938	359,108
Capital operations (schedule B)	90,728	97,144
Auk's Lodge (schedule C)	174,238	120,017
Student transit	77,368	-
Professional fees	67,858	94,864
Honouraria	39,970	45,446
Social and sporting events	61,533	33,898
Office	15,687	10,931
Utilities	19,323	19,323
Dues and membership fees	1,873	11,848
Insurance	6,319	7,176
Conferences and travel	4,493	4,850
Telephone	5,018	4,983
Advertising	2,896	3,000
Interest and bank charges	2,598	1,812
	<u>1,082,779</u>	<u>931,560</u>
EXCESS REVENUE OVER EXPENSES FOR THE YEAR	<u>53,770</u>	<u>73,404</u>

See accompanying notes to the financial statements

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FROST STUDENT ASSOCIATION

STATEMENT OF CASH FLOWS

Year Ended March 31, 2015

	2015	2014
	\$	\$
CASH PROVIDED FROM (USED FOR)		
OPERATING ACTIVITIES		
Excess of revenue over expenses for the year	53,770	73,404
Add amortization, an item not requiring an outlay of cash	85,198	89,921
	138,968	163,325
Changes in non-cash working capital items:		
Accounts receivable	13,359	(13,059)
Due from Sir Sandford Fleming College	(76,552)	(89,087)
Inventory	(4,429)	1,628
Prepaid expenses	18,301	(19,927)
Accounts payable and accrued liabilities	(10,550)	12,596
	79,097	55,476
FINANCING ACTIVITIES		
Loan repayment	(122,998)	(125,295)
INVESTING ACTIVITIES		
Purchase of capital assets	-	(1,600)
DECREASE IN CASH FOR THE YEAR	(43,901)	(71,419)
CASH POSITION - beginning of year	89,974	161,393
CASH POSITION - end of year	46,073	89,974

See accompanying notes to the financial statements

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FROST STUDENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

1. PURPOSE OF ORGANIZATION

Frost Student Association (the Association) is a non-profit organization which provides services to the students, carries out various activities and operates the Auk's Lodge for the benefit of the students of Sir Sandford Fleming College (the College) - Frost Campus. The Association is not subject to corporation income taxes and, as provided by its Letters Patent, the Association is prohibited from distributing any of its earnings to, or for the personal benefit of, its members.

2. SIGNIFICANT ACCOUNTING POLICIES

The Association has followed Canadian accounting standards for not-for-profit organizations in preparation of these financial statements. A summary of significant policies is presented below:

(a) *Fund accounting*

The Association follows the restricted fund method of accounting for contributions.

- (i) Unrestricted Net Assets accounts for the Association's program delivery and administrative activities.
- (ii) Invested in Capital Assets reports the assets, liabilities, revenues and expenses related to capital assets and restricted resources for capital purchases.
- (iii) Capital Reserve accounts for internally restricted funds established by the Board of Directors to be set aside to ensure adequate funds are available for future capital expenditures. These funds are not available for other purposes without formal approval of the Board of Directors.

(b) *Revenue and expenditure recognition*

Revenues and expenditures are recorded on the accrual basis of accounting.

The Association receives revenue from a variety of sources and applies the following recognition policies:

- (i) Fee revenue is recognized annually based on the school period attended by the students.
- (ii) Sales revenue is recognized at the date of the sale to the customer.

(c) *Valuation of inventory*

Inventory is valued at the lower of cost and net realizable value, with cost being determined substantially on a first-in, first-out basis.

(d) *Capital assets and amortization*

Capital assets are stated at acquisition cost. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Buildings	40 years
Furniture and equipment	5 years
Computer equipment	3 years

FROST STUDENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) *Financial assets and liabilities*

Financial assets and liabilities are originally measured at fair value and are subsequently measured at amortized cost. Transaction costs incurred on the recognition of financial assets and liabilities are recognized over the life of the instrument.

(f) *Use of estimates*

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make certain estimates and assumptions that affect the reported amount of assets and liabilities and the disclosure of contingencies at the date of the financial statements and the reported amount of revenue and expenses during the year. A significant item subject to such estimates and assumptions is the estimated useful life of capital assets. Actual results could differ from those estimates.

3. FINANCIAL ASSETS AND FINANCIAL LIABILITIES

(a) *Measurement*

The Association's financial assets and liabilities consist of cash, accounts receivable, due from Sir Sandford Fleming College, accounts payable and accrued liabilities and loan payable to Sir Sandford Fleming College. The cash, accounts receivable, due from Sir Sandford Fleming College and accounts payable and accrued liabilities are recorded at original cost, which approximates fair value due to their short term maturities. The loan payable to Sir Sandford Fleming College is also recorded at cost which approximates fair value due to the market rates of interest being charged on the instrument.

(b) *Risks*

The Association is exposed to various risks associated with its financial instruments as described below. Unless otherwise noted, there has been no change in risk exposure from the prior year.

(i) *Liquidity risk*

Liquidity risk is the risk that the Association will not be able to meet its obligations associated with financial liabilities. Cash flow from student levied fees provide a substantial portion of the Association's cash requirements. The Association manages liquidity to ensure there are adequate sources of cash continually available to satisfy its current and prospective financial commitments. The Association is currently operating in a negative working capital position, resulting in high liquidity risk, as the Association must rely on the College to continue to extend credit.

(ii) *Credit risk*

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge the obligation. The Association is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable. The maximum exposure to credit risk is the carrying value of accounts receivable. It is management's opinion that the credit risk is low.

FROST STUDENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

3. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

(b) *Risks (continued)*

(iii) Interest rate risk

Interest rate risk is the risk that the value of the financial instruments will fluctuate due to changes in market interest rates. The Association is subject to interest rate risk on its interest-bearing financial instruments, consisting of the loan payable to the College. The loan payable has a floating interest rate, therefore changes in the bank's prime lending rate can cause fluctuations in interest payments and future cash flows. It is management's opinion that the interest rate risk is low.

4. RELATED PARTY TRANSACTIONS

The Association is related to Sir Sandford Fleming College and is economically dependent on the College as the College collects all student fees on behalf of the Association. The funds are maintained by the College and transferred to the Association upon request. At year end the net amount due from the College consists of the following:

	2015	2014
	\$	\$
General fund	89,932	40,410
Transition fund	5,859	24,911
Fieldhouse building fund	64,812	15,908
Haliburton SA general fund	2,496	9,804
Haliburton SA recreation and athletics complex fund	8,749	11,107
Transit fee fund	6,844	-
	178,692	102,140

Included in accounts payable are amounts due to the College of \$6,272 (2014 - \$3,035).

During the year, the Association paid \$36,243 (2014 - \$36,423) to the College for utilities and cleaning services. These transactions were in the normal course of operations and were measured at the exchange amount.

A renovation to Food Services was undertaken in 2012 for which the College loaned the Association the funds to pay for their share of the costs. The outstanding amount of the loan is \$326,271 (2014 - \$449,269), with interest being charged at a rate of prime less 1.75% per annum.

Annual payments are made on March 31 equal to the balance collected annually from student fees for the building fund account.

If the building loan agreement between the College and the Student Association is terminated otherwise by an expiry of the initial term, the College shall be entitled, at its option, to maintain and operate the Auk's Lodge.

Interest paid in the year to the College for the above noted loan was \$5,530 (2014 - \$7,223).

FROST STUDENT ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

4. RELATED PARTY TRANSACTIONS (continued)

The Association is also related to the Sir Sandford Fleming College Student Administrative Council - Peterborough Campus. Transactions during the year with them consisted of reimbursement of wages for Health Plan administration in the amount of \$25,802 (2014 - \$23,523).

These transactions are in the normal course of operations and are measured at the exchange value which is the amount of consideration established and agreed to by the related parties.

5. CAPITAL ASSETS

The major categories of capital assets and accumulated amortization are as follows:

	March 31, 2015		March 31, 2014	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Building	1,987,293	614,460	1,987,293	564,778
Furniture and equipment	227,985	175,961	227,985	140,647
Computer equipment	25,806	25,806	25,806	25,604
	<u>2,241,084</u>	<u>816,227</u>	<u>2,241,084</u>	<u>731,029</u>
Net book value		<u>1,424,857</u>		<u>1,510,055</u>

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances payable of \$32,799 (2014 - \$39,926).

7. COMMITMENTS

- (i) In fiscal 2000, the Association entered into an agreement with Sir Sandford Fleming College to lease land used for the Student Centre for a 99 year term of \$1 per year.
- (ii) The Association entered into an agreement with a transportation company to provide bus transportation services to the Association effective September 1, 2014 for a three year period expiring on August 31, 2017. The agreement stipulates a fixed all inclusive daily rate of \$306.90 plus applicable HST for these services.

8. COMPARATIVE FIGURES

Certain 2014 comparative figures have been reclassified where necessary to conform with the financial statement presentation adopted for 2015.

FROST STUDENT ASSOCIATION
SCHEDULE OF RECREATION AND ATHLETICS OPERATIONS
 Year Ended March 31, 2015

SCHEDULE A

	2015	2014
	\$	\$
REVENUE		
Student activity fees		
Athletics	191,460	190,281
Recreation complex	172,469	177,750
Fieldhouse	48,305	49,770
	<u>412,234</u>	<u>417,801</u>
EXPENSES		
Athletic charges	186,469	181,358
Recreation complex	172,469	177,750
	<u>358,938</u>	<u>359,108</u>
	<u>53,296</u>	<u>58,693</u>

FROST STUDENT ASSOCIATION
SCHEDULE OF CAPITAL OPERATIONS
Year Ended March 31, 2015

SCHEDULE B

	2015	2014
	\$	\$
REVENUE		
Student building fees	127,566	131,535
Interest	982	982
	<u>128,548</u>	<u>132,517</u>
EXPENSES		
Amortization	85,198	89,921
Interest on long-term debt	5,530	7,223
	<u>90,728</u>	<u>97,144</u>
	<u>37,820</u>	<u>35,373</u>

FROST STUDENT ASSOCIATION
SCHEDULE OF AUK'S LODGE OPERATIONS
Year Ended March 31, 2015

SCHEDULE C

	2015	2014
	\$	\$
REVENUE	129,270	85,749
COST OF SALES	80,341	48,938
GROSS PROFIT	48,929	36,811
OTHER REVENUE		
Food services commission income	20,368	15,429
Hall rental	1,111	348
Games and other income	1,684	-
	72,092	52,588
EXPENSES		
Wages and benefits	45,646	35,003
Utilities	17,100	17,100
Security	16,846	8,999
Insurance	9,392	7,054
Repairs and maintenance	4,913	2,923
	93,897	71,079
	(21,805)	(18,491)

See accompanying notes to the financial statements

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BOARD BRIEFING REPORT

SUBJECT: Fleming College 2016-2017 Financial Plan

Submission to: Public Board Meeting

Meeting Date: April 27, 2016

Agenda Item 5.1

Requested Action: Decision / Approval

CONTEXT / PURPOSE

To present the annual college budget to the Board of Governors, for review and approval.

BACKGROUND

The Ministry of Training, Colleges and Universities requires all Ontario colleges to prepare an annual budget to be submitted no later than June 30 of each year.

- Ministry Policy Framework: *Governance and Accountability Framework–Minister’s Binding Policy Directive*
- Ministry Policy Framework: *Business Plan Operating Procedure*

Attachments:

- Fleming College 2016-2017 Financial Plan Draft and 2016-2017 College Investment Plan > \$50,000 Report

Analysis

Identify what has been done to date. The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis (list the known/anticipated costs and impacts on current resources); Student Impact; HR Implications; Stakeholder Implications; Potential Options (pros and cons of each as appropriate). An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.

Administration has developed the Financial Plan for 2016-2017 providing for a \$1 million surplus to contribute to reserves. This preliminary budget plans for an increase in revenues from the 2015-2016 Budget Update of \$2.5 million (2.4%) and an increase expenditure of \$2.3 million (2.2%). Pertinent analysis and background details behind the Plan are as follows:

REVENUE

Significant components that make up the College revenue include grants, student fees and other income.

- Grants are relatively stable year over year with changes based on past enrolment projections. Details of grants are itemized on page 6 of the 2016-2017 Fleming College Financial Plan Draft.
- Student fees (tuition fees) are based on current enrolment projections thus contain a higher degree of risk than grants. The budget is built using a conservative approach to mitigate risk with a flat enrolment projection. International enrolment has been budgeted using 60% of potential forecasted first year intake to mitigate risk in the international market. Should the full potential international enrolment plan materialize, then an additional \$1 million in revenues would be realized. Administration proposes a strategy to keep these funds as contingency to offset any significant unplanned financial event, or ideally to leave as year-end surplus to invest in College reserves to improve our financial position and fund future capital investments.

- Details of other income, as found on page 7 of the Financial Plan, show a variety of revenue sources. Other revenues such as bookstore and food services are projected on the basis of enrolment projections and inflation factors. Non-operating revenues are projected based on known funding agreements and pose very little risk. This includes residence and parking fees, both with good history of occupancy/sales and established fee structures.

EXPENDITURES

With increasing staffing costs, general inflation and a desire to build surpluses for future investments, Administration made strategic decisions to provide department managers with budget allocations (based on the earlier 2015-2019 Long Range Planning projections). Past practice had been to have budget managers submit budget proposals then scale back if required to balance the budget.

Salary for both faculty and support staff are subject to Collective Agreements, and an assumption of a 1.5% increase has been factored into the current plan for Administrative staff. Following the assessment of required staff costs, all non-salary costs were scrutinized by budget managers. Cost reductions have been taken in areas such as anticipated legal, advertising and plant renovation costs where they could reduce activity to manage the reductions, while still providing acceptable service levels.

To support the College's strategic direction in building College reserves, all managers are being asked to continue managing vacancies by deferring hiring on staff turnover (i.e. retirements) for three months where possible to reduce full-time staffing costs.

ONE-TIME INVESTMENTS, CAPITAL ASSETS AND NET ASSETS

As part of the planned \$106.5 M in expenditures, the College is proposing to spend \$1.3 M in Operating Expense investments, including \$0.3 M funded directly from residence and parking revenues and \$0.4 M offset by Ministry grants. Acquisition of Capital Assets is planned at \$4.1 M, including \$1.5 M offset by grants. The total 2016-2017 investment plan including all known grants is planned at \$5.4 M. Further details are outlined in the 2016-2017 College Investment Plan >\$50,000 Report.

As it is anticipated that new grant opportunities will be presented during the year, the College is working on strategies to position ourselves to take advantage of any new grant funds. This presents a risk to the College budget as the cost to prepare for grant submission is unknown. Costs for related services such as architects and engineers as well as additional project management staff may put pressure on the current contingency projection of a \$1M surplus. However, given the strategic importance of these opportunities, this is deemed a manageable risk, and remedial action if necessary will be built into the development of the Budget Update in October 2016.

Assessment of Potential Risk

Category (select all that apply): Strategic Compliance Operational Reputational N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
Loss of Student Enrolments, particularly International	Medium	High
Increasing Utilities costs	Medium	Medium
Other unanticipated loss of revenue/increase costs (i.e. US \$ exchange rate fluctuations, investments to seek funding opportunities, etc.)	Medium	Medium

Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk

Enrolment and enrolment planning is a key driver to forecasting budgets and thus Plans are reviewed on a frequent basis. Actions include early identification of changes to enrolment forecasts by monitoring applications, fees paid and conversion statistics. Formally, budgets are assessed against enrolment four times a year.

A key risk identified within the current operating budget relates to the uncertainty of utility costs. To mitigate pricing risks, the Physical Resources department is monitoring energy consumption closely and is working with the College Sustainability Committee to reduce it. Projects will be undertaken during the year such as changing to LED lighting and fully leveraging the new building automation system to reduce energy consumption.

Additionally, general revenue and expenditure risk is inherent in any budget as it is based on assumptions and forecasting. Regular review and budget monitoring are utilized as early warnings to budget discrepancies, and a thorough review (and adjustment) is completed in September/October for the Budget Update.

Questions for consideration as part of the Board discussion:

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

Implementation Strategy

The budget will be implemented upon approval and submitted to the Ministry by the June 30 deadline.

CONCLUSION / RECOMMENDATION

Provide guidance on the next steps (e.g. further investigation and discussion is needed) or if a decision is requested, provide a motion for Board consideration.

THAT the Board of Governors of Sir Sandford Fleming College approve the Fleming College Financial Plan 2016-2017, including adjustments to the Internal Restricted Reserve within net assets, which provides for:

**Total Revenue of \$ 107,459,511
Expenditures of \$ 106,459,511
Capital Expenditure of \$ 4,064,757
Net Assets at March 31, 2017 \$14,286,000**

AUTHORED BY: Brian Baker, Vice-President Finance and Administration; Angie Sims, Director Budget Services



Fleming College Financial Plan 2016-2017

DRAFT

April 2016

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I. Summary

The College has developed a prudent Financial Plan for 2016/17 that anticipates contributing \$1 million to college reserves.

Total revenues in this Financial Plan are forecasted at \$107.5 million, an increase of \$2.5 million (2.4%) from the 2015/16 Budget Update. Operating Expenditures are planned at \$106.5 million, \$2.3 million (2.2%) higher than 2015/16 Budget Update,

Key aspects of the Financial Plan are as follows:

- Operating Revenue increases from 2015/16 are primarily due to:
 - An increase in international enrolment projections along with an increase in tuition fees
 - Increases in several grants aligned with increased enrolment projections (BScN and Dual Credit)

- Operating Expenditures variance from 2015/16 are primarily due to the following:
 - Increases in FT Salary including collective agreement increases and increased pension benefit costs.
 - PT Salaries have been strategically reduced to be more in line with the College sector.
 - Non-Salary Operating expenses where possible have been held to inflationary increases.

- The Financial Plan includes the potential to place \$1,000,000 of international revenue into College Reserves should the conservatively budgeted international revenue be exceeded and the potential enrolment forecast be fully realized.

- Capital Investment is budgeted at \$4.1 million with \$1.5 million projected to be funded by capital grants.

The following table provides a high level Financial Summary:

Fleming College Financial Plan Preliminary Budget 2016/17

SUMMARY

(\$ 000's)

	Preliminary Budget 2016/2017	Budget Update 2015/2016	\$ Increase (Decrease)	% Increase (Decrease)
Revenue				
Grants & Reimbursements	\$ 46,308	\$ 45,958	\$ 350	0.8%
Student Tuition Fees	28,781	28,207	574	2.0%
Contract Training	1,269	1,318	(50)	-3.8%
Other Income	11,282	10,490	792	7.5%
Amortization	4,312	4,497	(185)	-4.1%
Contingency	1,000	-	1,000	
Skills, Bursaries, Ancillary & Projects	14,508	14,446	62	0.4%
Revenue	107,460	104,916	2,543	2.4%
Operating Expenses				
Operating Expenses	85,531	83,709	1,823	2.2%
Amortization Expense	5,933	6,087	(155)	-2.5%
Skills, Bursaries, Ancillary & Projects	14,996	14,353	643	4.5%
Expenses	\$ 106,460	\$104,149	2,311	2.2%
Excess of Revenue over Expenditures	\$ 1,000	\$ -		

	Projected Balance Mar 31/17	Projected Balance Mar 31/16	\$ Increase (Decrease)	% Increase (Decrease)

NET ASSETS

Invested in Capital Assets

As of April 1, 1997	\$ 2,417	\$ 2,417	\$ -	
Since April 1, 1997	14,228	14,943	\$ (715)	
Total Invested in Capital Assets	16,645	17,360	(715)	-4.1%

Unrestricted

Operating (Board Reserves)	(722)	(2,113)	1,391	
Accrued vacation pay, Future Benefits and Derivative & Sick Leave & PSA *	(10,361)	(10,361)	(0)	
Total Unrestricted	(11,083)	(12,474)	1,391	-11.1%

Internally Restricted

Subtotal Net Assets	7,826	7,140	686	9.6%
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Externally restricted

TOTAL NET ASSETS	\$ 14,286	\$ 13,600	\$ 686	5.0%
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II. Revenue

College revenues are budgeted at \$ 107.5 million; an increase of \$2.5 million (2.4%) from the 2015/16 Budget Update.

Financial Plan - Preliminary Budget Fiscal Year 2016/2017



	Preliminary Budget 2016/2017	Budget Update 2015/2016	Budget Change	% Change
Revenue				
Grants and Reimbursements	\$ 46,308,154	\$ 45,957,693	\$ 350,461	0.8%
Student Tuition Fees	\$ 28,780,732	\$ 28,206,781	\$ 573,951	2.0%
Contract Training	\$ 1,268,848	\$ 1,318,483	\$ (49,635)	-3.8%
Other Income				
Other Income	\$ 6,945,334	\$ 6,254,775	\$ 690,559	11.0%
Ancillary Fees	\$ 4,336,936	\$ 4,235,575	\$ 101,361	2.4%
Total Other Income	\$ 11,282,270	\$ 10,490,350	\$ 791,920	7.5%
Amortization of Deferred Capital Contributions	\$ 4,312,000	\$ 4,497,000	\$ (185,000)	-4.1%
Contingency - Revenue from International Operations	\$ 1,000,000	\$ -	\$ 1,000,000	
Total Operating Revenues	\$ 92,952,004	\$ 90,470,307	\$ 2,481,697	2.7%
Investments				
Skills Programs	\$ 3,438,796	\$ 3,678,690	\$ (239,894)	-6.5%
Tuition Holdback Bursaries	\$ 2,945,000	\$ 2,549,083	\$ 395,917	15.5%
Ministry Bursaries	\$ 287,300	\$ 257,400	\$ 29,900	11.6%
Special Projects				
Facilities Renewal and Renovation Projects	\$ 1,918,407	\$ 2,141,556	\$ (223,149)	-10.4%
Ancillary Operations	\$ 446,404	\$ 495,360	\$ (48,956)	-9.9%
Total Non Operating Revenues	\$ 5,471,600	\$ 5,323,806	\$ 147,794	2.8%
Total Revenue	\$ 107,459,511	\$ 104,916,202	\$ 2,543,309	2.4%

Highlights of significant budget assumptions and budget changes on revenue are summarized as follows.

1. Grants and Reimbursements

Grants are budgeted to increase by \$350,461 from the 2015/16 Budget Update as follows: (\$ 000's)

	<u>Preliminary 2016/17</u>	<u>Update 2015/16</u>	<u>Change</u>
Basic Operating Grant	\$29,914	\$29,970	\$ (56)
Enrolment Growth Grants	5,786	5,709	77
BScN Grant	3,890	3,657	233
Second Career Grant	743	853	(110)
Small Northern & Rural Grant	2,229	2,229	-
Apprentice Grant	1,173	834	339
Performance Funding Grant	468	464	4
Special Needs & Interpreter Grant	578	633	(55)
Municipal Tax Credit	434	440	(6)
CO-OP Diploma Apprentice Grant	305	339	(34)
Rental Grants	191	250	(59)
Medical & Clinical Grant	380	369	11
Misc. Recoveries	217	209	8
Grants and Reimbursements	<u>\$46,308</u>	<u>\$45,957</u>	<u>\$350</u>

Many of the grant forecasts are driven by enrolment forecasting and thus are subject to increases or decreases as enrolment changes.

The Basic Operating Grant is based on allocations provided from the province through the Ministry of Training Colleges and Universities (MTCU). Policy has been implemented where MTCU is recovering an amount from all colleges based on international student enrolments. Reduction in this grant is based on enrolment forecasts.

The Enrolment Growth grant is calculated under the College Funding Framework and is formula driven based on enrolment growth over the past 2 "audited" years (i.e. 2013/14 and 2014/15 growth is funded in 2016/17). Enrolment in domestic students over these two years has seen a slight increase, thus the corresponding increase in grant.

BScN Grant is again based on enrolment forecasts. This grant is specifically for the Bachelor of Science Nursing, delivered as a collaborative program with Trent University.

The Second Career program is funded based on annual enrolment which has been declining. Decline in enrolment is expected to continue, based on economic indicators.

Two new "pre-apprentice" programs were approved for 2016/2017, thus the increase in the Apprentice Grant.

2. Student Tuition Fees

Tuition fee revenue is expected to be \$28.7 million, up \$0.6 million (2%) from the 2015/16 Budget Update.

Full time tuition is based on the college enrolment plan that is detailed to the program level using approved tuition rates that vary by program. Overall, the enrolment plan is projecting domestic enrolments to remain relatively flat, while growth is anticipated in international enrolments. Tuition fees have been increased by an average of three percent as of September 1, 2016 as per board approved rates.

3. Other Income

Overall, Other Income has increased by \$0.8 million (7.5%) from the 2015/16 Budget Update. Other Income is comprised of a variety of income streams from operations, including provincially funded projects/programs, administrative fees, bookstore, and food services, as well as recovery from students for student supply fees, academic fees for field placements, and international student health fees. All sources of these funds are projected to increase.

The most significant increases in budget are from the following sources:

- An increase of \$0.17 million in administration fees related to the increase in withdrawal fees from international students.
- An increase of \$0.16 million related to increased enrolments in the provincially funded Dual Credit Program with high school students.
- An increase of \$0.15 million is projected related to recoveries/chargeback of facility costs.
- An increase of \$0.1 million is related to research operations.

4. Contingency

The Financial Plan includes \$1.0 million of international revenue contribution that is contingent on international enrolment projections being fully realized. As in past years, 60% of forecasted International enrolment has been budgeted at the school/program level. To mitigate risk due to volatility of the international market, this revenue has not been allocated to schools/departments for increased spending, but rather place-held as a contingency for generating the College's potential contribution toward college reserves.

5. Non-Operating Revenues

Non-operating revenues vary significantly year over year as many are based on contractual agreements negotiated annually.

Special Projects include newly negotiated funding agreements, primarily for projects managed through the Office of Applied Research and the CAWT.

Facility Renewal and Renovation Projects revenue represents funding received from MTCU for facility and other projects as well as funding received and allocated for items under \$5,000 of value, such as academic equipment and personal computers. Items over \$5,000 are deemed capital assets. The mix between capital asset and expense will change from year to year depending on the nature and value of these items.

The College Equipment Renewal Fund (CERF) applies to academic and information technology equipment, and is estimated to total \$295,000. This revenue will be used to replace/upgrade classroom equipment across the College.

The Facilities Renewal Grant (FRG), estimated at \$1,009,500, will fund deferred maintenance of College infrastructure.

Of the total eligible grant funding (CERF and FRG), \$446,404 is planned to be used to offset non-capital asset investments for 2016/17. The balance of the grant will be offsetting capital asset projects.

Ancillary Operations revenues are associated with the College residence and parking operations.

III. Expenditures

College expenditures are budgeted at \$106.5 million, an increase of \$2.3 million (2.2%) over 2015/16 budget update. Expenditures have been aligned with funding projections to provide for a \$1 million surplus, or contribution to college reserves.

Financial Plan - Preliminary Budget
Fiscal Year 2016/2017



	Preliminary Budget 2016/2017	Budget Update 2015/2016	Budget Change	% Change
Expenditures				
Salaries and Benefits				
Salaries, Full Time	\$ 41,583,392	\$ 40,281,624	\$ 1,301,768	3.2%
Salaries, Part Time	\$ 12,171,905	\$ 12,376,186	\$ (204,281)	-1.7%
Total Salaries	\$ 53,755,297	\$ 52,657,810	\$ 1,097,487	2.1%
Total Benefits	\$ 11,845,765	\$ 11,517,720	\$ 328,045	2.8%
Total Salaries and Benefits	\$ 65,601,062	\$ 64,175,530	\$ 1,425,532	2.2%
Non-Salary Expenses				
Instructional Support Costs	\$ 4,855,764	\$ 4,731,184	\$ 124,580	2.6%
Travel and Professional Development	\$ 1,239,898	\$ 1,210,805	\$ 29,093	2.4%
Advertising	\$ 974,302	\$ 972,922	\$ 1,380	0.1%
Telephone, Audit, Legal & Insurance	\$ 1,197,298	\$ 1,354,007	\$ (156,709)	-11.6%
Equipment Maintenance	\$ 513,214	\$ 461,370	\$ 51,844	11.2%
Plant and Security	\$ 2,200,788	\$ 2,283,756	\$ (82,968)	-3.6%
Rentals and Taxes	\$ 874,412	\$ 885,598	\$ (11,186)	-1.3%
Utilities	\$ 2,847,866	\$ 2,645,558	\$ 202,308	7.6%
Contract Services Trent	\$ 2,017,781	\$ 1,806,091	\$ 211,690	11.7%
Services & Other	\$ 3,153,811	\$ 3,126,981	\$ 26,830	0.9%
Long Term Debt Interest	\$ 55,000	\$ 54,841	\$ 159	0.3%
Amortization of Capital Assets	\$ 5,932,645	\$ 6,087,152	\$ (154,507)	-2.5%
Total Non-Salary Expenses	\$ 25,862,779	\$ 25,620,265	\$ 242,514	0.9%
Total Operating Expenditures	\$ 91,463,841	\$ 89,795,795	\$ 1,668,046	1.9%
Investments				
Skills Programs	\$ 3,438,796	\$ 3,678,690	\$ (239,894)	-6.5%
Tuition Holdback Bursaries	\$ 2,945,000	\$ 2,549,083	\$ 395,917	15.5%
Ministry Bursaries	\$ 287,300	\$ 257,400	\$ 29,900	11.6%
Special Projects	\$ 1,918,407	\$ 2,141,556	\$ (223,149)	-10.4%
Ancillary Operations	\$ 5,416,294	\$ 5,116,287	\$ 300,007	5.9%
Total Non Operating Expenditures	\$ 14,995,670	\$ 14,352,904	\$ 642,766	4.5%
Total Expenditures	\$ 106,459,511	\$ 104,148,699	\$ 2,310,812	2.2%

1. Full Time Salaries

Full time (FT) salaries are budgeted based on the current College staff complement and all Collective Agreements that are currently in place. FT salaries also include approved staff sabbaticals and a provision for sick leaves. Overall FT salary is projected to increase by \$1.3 million (3.2%) over the 2015/16 Budget Update.

2. Part Time Salaries

Part time (PT) salaries are expected to decrease by \$0.2 (1.7%) from the 2015/16 Budget Update. This decrease is primarily related to strategic efforts across the college to reduce discretionary costs, and align with College system best practices.

3. Non-Salary Expenditures

Overall non-salary expenditures are projected to increase with inflation; however efforts have been implemented to hold and/or reduce discretionary costs to align expenditure budgets with funding available.

4. Utilities

Overall, utilities are projected to increase in 2016/17 by \$0.2 million (7.6%). Energy efficiency projects and investments have been designed that will help to control energy increases, such as the replacement of high cost lighting with more efficient LED fixtures across the College, and an increased focus on sustainable practices.

5. Contract Services Trent

Expenditures under the collaborative agreement with Trent University for the Bachelor of Science Nursing program have been aligned with program delivery efficiencies proposed by both Trent and Fleming.

6. Initiatives and Investments

Initiatives and Investments totalling \$1.3 million are being planned for this year.

Many of these expenditures, while capital in nature, do not qualify as additions to capital assets; they are either below capital thresholds (\$5,000 per item), such as academic equipment/tools, or are one time investments such as professional services that are not considered assets.

These 2016/17 planned investments including upgrades to our IT systems, replacement of classroom equipment, building repairs and maintenance/renovation for a total of \$ 1 million. (\$0.4 million of this planned investment expense is eligible for grant offset from MTCU funding). In addition, \$0.3 million is included in expenditures for Ancillary Operations (maintenance in student residences and parking lots) as one time investments.

IV. Capital

Capital spending in 2016/17 is budgeted at \$4.1 million of which \$1.5 million is from various funding grants. The balance of \$2.5 million is capital funded from operating.

Capital budgeted for 2016/17 is summarized below:

	College Funded	Grant Funded	Total Capital
Building Construction/Renovations	\$ 886,975	1,258,095	2,145,070
Network/IT Systems	842,642		842,642
Academic Equipment	600,538		600,538
Residence Capital	100,000		100,000
Grounds/Parking Lot	84,961	141,546	226,507
Applied Research		150,000	150,000
	<u>\$ 2,515,116</u>	<u>1,549,641</u>	<u>4,064,757</u>

2016-2017 Capital Investment Plan > \$50,000 Report

PROJECT NAME	BUSINESS NEED	Estimated Project Value
Building Construction/Renovations		
Relocation and Enhancement re: Esthetician and Massage	Completion of Sutherland rooms/ suites A2129, A2135, A2137, A2135 and A2167 to a Spa structure to enable relocation of the Esthetician program from Lakeshore	\$ 239,800
Completion KTTC (D1115- D1129)	Completion of Sutherland room D1115 in accordance with the Backfill Plan proposed by ECS Corp. accommodating the launch of new Graphic Design Program.	67,200
Completion KTTC (D1115- D1129)	Completion of Sutherland room D1115 in accordance with the Backfill Plan proposed by ECS Corp. converting the room into a flexible and modular suite of active learning classrooms, project classrooms and/or assembly.	1,055,000
Washroom refresh - Sutherland	Renovation to refresh washroom facilities throughout campus - Grant funded	110,000
Washroom refresh - Frost	Renovation to refresh washroom facilities throughout campus - Grant funded	110,000
Brealey Roof/Siding repair	Sections of roofing require replacement to avoid damage to infrastructure. There are also sections of the building that allow water to ingress through the siding and windows. These are required repairs such as refacing of ceramic block and caulking of siding and windows.	195,000
Resource Drilling Blasting Roof replacement	This roof has had numerous leakage issues and multiple repairs over the past 3 years. Some have been severe enough to interrupt academic delivery.	65,000
Building Construction/Renovations	Subtotal Projects > \$50, 000	1,842,000
Building Construction/Renovations	Subtotal Projects < \$50, 000	303,070
Total Building Construction/Renovations		\$ 2,145,070

Network/IT Systems		
Network switch upgrades	Equipment refresh as part of a multi-year cycle. --The College currently has 77 Cisco 3750 switches in service which are coming end-of-life in 2017. (The vendor will no longer release any software maintenance of bug fixes, offer any support contracts or assist in any failure analysis.) The 3750 switch is already end-of-sale and can no longer be purchased.	\$ 164,900
Enterprise Wireless (Partial Deployment)	To meet a growing demand for wireless network connectivity, the College has embarked on a multi-year plan to ensure that our wireless infrastructure is properly designed & refreshed with current technology, in order to deliver a robust and reliable enterprise-grade service.	115,900
Core Firewall (Part 2)	With the development of new ways of connecting to the College network (e.g. wireless services, different student labs etc.) controlling access to core business systems becomes more complex. To assist in managing this complexity the College needs another next generation firewall that protects its core services.	117,000
Enhancing College electronic storage capacity	The amount of storage capacity required by the College continues to grow. This takes on many forms but one familiar example is network file storage used by staff, faculty and students. Departments have a need to retain many years' worth of digital documents & records, while academic programs continue to use more forms on rich-media (e.g. graphic design) & large data sets (e.g. GIS).	82,000
Multi-year AV/Multi-Media Infrastructure Renewal	Upgrade main lecture theatres to support newer digital technology (5 rooms). Upgrade high profile GIS classrooms at Frost.	87,000
Completion KTTC (D1115- D1129)	Completion of Sutherland room D1115 in accordance with the Backfill Plan proposed by ECS Corp. converting the room into a flexible and modular suite of active learning classrooms, project classrooms and/or assembly.	75,000
Network/IT Systems		Subtotal Projects > \$50, 000 641,800
Network/IT Systems		Subtotal Projects < \$50, 000 200,842
Total Network/IT Systems		\$ 842,642

Academic Equipment		
Heavy Equipment - Trim Dozer	5 year asset management for replacement of aged equipment for Heavy equipment program. To maintain the programs excellent reputation with industry and as a leader of revenue generation within the college we need to keep the fleet of machines current. Hence the need for purchasing new equipment.	\$ 140,000
Heavy Equipment - Wheel Loader	5 year asset management for replacement of aged equipment for Heavy equipment program. To maintain the programs excellent reputation with industry and as a leader of revenue generation within the college we need to keep the fleet of machines current. Hence the need for purchasing new equipment.	170,000
Academic Equipment	Subtotal Projects > \$50, 000	310,000
Academic Equipment	Subtotal Projects < \$50, 000	290,538
Total Academic Equipment		\$ 600,538
Grounds/Parking Lot		
Nature Trails	Program for expanding and renovating current Nature trails at Sutherland Campus and to make them more accessible. The College has been approved for 50% Federal Grant funding for a \$150,000.00 project for which the College must match 50% or 75,000 of grant funding.	\$ 150,000
Other project	Subtotal Projects < \$50, 000	76,507
Total Grounds/Parking Lot		\$ 226,507
Applied Research		
Replace CAWT's environmental chamber	This equipment will fill a services gap that the CAWT is currently experiencing and offers the ability to have complete control over the environmental conditions to allow for a greater understanding of technologies at precise temperatures. This equipment purchase is conditional on award of NSERC- ARTI funding (applied November 2015)	\$ 150,000
Residence Capital		
Chiller Unit Replacement	Replacement of 25 year old chiller unit at Frost Residence which can no longer be repaired.	\$ 100,000
Total 2016-2017 Capital Investment Plan		\$ 4,064,757

BOARD BRIEFING REPORT

SUBJECT: Fleming College 2016-2017 Business Plan

Submission to: Public Board Meeting

Meeting Date: April 27, 2016

Agenda Item 5.2

Requested Action: Decision / Approval

CONTEXT / PURPOSE

To present the annual College Business Plan to the Board of Governors, for review and approval.

BACKGROUND

The Ministry of Training, Colleges and Universities requires all Ontario colleges to prepare an annual business plan to be submitted no later than June 30 of each year.

The main focus of our Business Plan is to identify objectives for the upcoming year that relate to our existing Strategic and Academic Plans as well as the Strategic Mandate Agreement. Our objectives reflect critical operational work and integrate the themes of the MetaProject framework document.

Attachment:

- Fleming College Business Plan 2016-2017

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; Options Considered and Evaluated (pros and cons of each option). An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.

The Senior Team designed this year's plan to serve as a roadmap for the College ensuring that new ideas developed as part of our change initiative were articulated into specific objectives and that the priorities of each area were reflected and integrated within a plan that proactively addresses the challenges we face and seizes opportunities for the future.

Risks to achievement of the Business Plan include falling short of our enrolment plan, the inability to seize a major funding opportunity or a change in government direction. All of these actions could impact resources or create new, competing priorities. Financial implications of the objectives contained in the Business Plan are included in the 2016-2017 budget.

There is both strategic and operational risk in not having a business plan that serves as a roadmap for the upcoming year because this would lead to inefficient use of resources and lack of competitive advantage and it would stall the MetaProject initiative. There is some risk that we might not be able to achieve all of our objectives, especially since some of them are stretch objectives and this is mitigated by identifying the key priorities where we will place our effort as well as regular progress reports so that we can put plans in place to address any issues quickly

Assessment of Potential Risk

Category (select all that apply): Strategic Compliance Operational Reputational N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
Poor performance in relation to objectives	Medium	High
Negative impact on budget	Medium	High

Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk

Develop a clear and actionable business plan that serves as a roadmap for priorities and objectives.

Regular progress reports to the Senior Team so that we can put immediate plans in place to address any issues. Reporting to the Board would be scheduled in January (update) and in May (annual report).

Questions for consideration as part of the discussion:

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

Implementation Strategy

Submission to the Ministry of Training, Colleges and Universities, and made publically available on the College web site.

Each member of the Executive Leaders Team is responsible for carrying out the objectives set for their area of responsibility.

We plan to monitor results on a quarterly basis and, as in previous years, will provide the Board with an update in January and our Annual Report in May.

CONCLUSION / RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College 2016-2017 Business Plan*.

AUTHORED BY: Sonia Crook, Vice-President Human Resources and Student Services

Fleming College Business Plan 2015 – 2018

April 27, 2016

Introduction

The 2016 – 2017 Business Plan is the first full plan developed under the new Strategic Plan ‘Fleming Forward 2015 – 2018’. The Strategic Plan has four strategic priorities:

- Delivering Outstanding Student Learning and Experiences
- Collaborate and Prosper with our Communities
- Excel as an Organization
- Enhance Financial Health and Sustainability

Three major initiatives were started prior to the development of this Business Plan. As articulated within the priority to Enhance Financial Health and Sustainability, the **MetaProject** is one of those initiatives. It involves incremental and transformational change to address financial challenges and while enhancing quality, student success and the achievement of our strategic commitments. The MetaProject has broad focus on programs, enrolment, students, services and systems, staffing and facilities. It includes attention to both cost and revenue.

Many good ideas were generated prior to the establishment of the MetaProject. However this work allows ideas to surface through established teams and elsewhere in the organization and ensures that in a competitive environment, we will develop the best solutions possible across the entire college. In the early stages of this change initiative, we want to highlight the MetaProject ideas that have been translated into Business Plan projects so that we can successfully track progress. Some of these represent typical objectives that have been part of the business plan in prior years. However, we are now looking at accomplishing this work in different ways.

Some objectives have the initial ‘MP’ beside them while other objectives do not. The ones with the ‘MP’ are ideas that have come from multiple sources and relate to the MetaProject. Some of these projects came directly from employees and the two established committees created to ensure the MetaProject is successful; others were generated by the Executive Leaders Team, while still others were part of further thinking within specific teams and/or departments. Going forward, our goal for this project is to ensure all components are handled in a balanced, realistic yet imaginative way to benefit our student, employees and the College.

Prior to the development of our Business Plan, the College undertook our 2015 Employee Engagement Survey. Over seven years involving four surveys, engagement results have been strong and yet there are clear areas for improvement and more to do which is why we have developed an **Engagement Action Plan**. This work is a foundation for the successful execution of the Business Plan as we move Fleming forward.

We have also completed a detailed **Academic Plan** that designs all aspects of the student learning experience, supports students in pursuing their personal and professional goals and helps them achieve success as flexible, resilient lifelong learners. This is an integrated plan, involving not just the Academic Division, but also the support for academic objectives that comes from Student Services, Information

Technology Services, Marketing, Advancement & Alumni Relations, and Facilities departments.

The plan that follows proactively addresses the challenges the college faces, provides the ability to seize relevant opportunities and generates the changes in individual and collective thinking so that innovation flourishes.

Fleming College Vision, Mission, Core Promise and SMA Differentiators

Vision

Fleming

More than skills.

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.

Strategic Mandate Agreement Key Areas of Differentiation

Fleming College offers a comprehensive program portfolio that provides access to postsecondary education for students in the region, and responds to the evolving demands of the regional labour market. In addition, the College focuses on:

- Serving as a regional hub for trades education and training
- Providing specialized programs that serve the province. In particular, the College is recognized as an Ontario leader in environmental and natural science education through the School of Environmental and Natural Resource Sciences, and applied research through its Centre for Alternative Wastewater Treatment.
- Offering, as one of three post-secondary institutions, a suite of arts programs.
- Emphasizing through the College's growth plan health specializations consistent with regional needs based on demographic trends.

Key Assumptions

1. While many indicators of program quality, service and facilities quality, student success and student satisfaction are strong at Fleming, there is room for improvement and a need for improvement as competition intensifies. The College needs to work within the Strategic Plan and the Academic Plan to achieve key improvements.
2. Employee engagement and commitment to innovation are keys to the success of our students and our College. Engagement surveys show an overall high level of engagement yet specific needs for improvement that will require a systematic action plan to address.
3. The College needs to focus on the MetaProject aspect of the Strategic Plan to achieve incremental and transformational changes and thereby strengthen student success, financial sustainability and program and service quality. The financial target needs to be not solely a balanced budget but also a contribution to reserves and to funding of capital priorities. As established with the Board of Governors, that contribution needs to be a minimum of 1.5% of budget.
4. While the Fleming College Strategic Mandate Agreement will need updating in 2016/2017, it contains a sound strategy combining local/regional focus with a draw to specialized programs. The College should continue to develop our environmental and natural resource specializations as a provincial centre of excellence.
5. With growing concern about climate change and environmental issues, we have both an obligation and, through provincial and federal investment, an opportunity to increase our focus on sustainability across the College.
6. The Province of Ontario's major investment in the Kawartha Trades and Technology Centre is a success and is demonstrating the value of new space and equipment. The College needs to bring other facilities up toward that standard through implementing the Frost Campus Master Plan and the Sutherland Campus Interior Development Plan.
7. While the province is in an era of demographic decline in youth population, Fleming College has both an opportunity and a competitive necessity to maximize domestic enrolment.
8. Our internationalization plan will be critically important to the college's evolution as well as to community and financial success.
9. Financial pressures on mid-sized and small colleges will continue and are unlikely to be relieved by changes in provincial grants. Financial health and sustainability needs to be a priority.
10. Over many years, colleges have made adjustments in particular through cuts in expenditures in order to achieve balanced budgets. However, it is not possible or desirable to cut our way to financial health; rather it requires more redesign, innovation and revenue generation as well as expenditure control.
11. Competition on a number of fronts is increasing, private career colleges are growing; Fleming and other public colleges need to be aggressive in competing with them and on many fronts if we are to continue to sustain and enhance success.
12. The provincial and federal budgets provide exceptional opportunities for Fleming College; these opportunities should drive our planning and advocacy in 2016/2017.

Overview of Ten Business Plan Priorities 2016-2017

1. **Enrolment** - Ensure strong support and emphasis on domestic and international recruitment efforts aimed at increasing enrolment, given the impact on in-year revenue. Achieve the targets set out in the 2016-2017 Enrolment Plan and develop the plan for 2017-2018.
2. **Program Mix** – Expand Fleming’s role in specialized program areas using differentiation as a key principle. Four new programs will be launched for 2016 including Moving Image Design, Graphic Design – Visual Communications, Global Business Management and Construction Engineering Technician. A further four programs will be launched in 2017 and five more will be moving towards 2018 launch. Success will be measured by achieving the targets set for new programs and the contribution to enrolment.
3. **Flexible Delivery** - Increase the number of flexible and efficient delivery options, including compressed delivery, hybrid, fully online, modularized, twilight and Weekend College in order to meet the needs of diverse students and maximize use of resources. Success will be demonstrated by implementing the first year of Graphic Design-Visual Communications program in compressed mode and completing the development of online courses for the Patient Navigator and Rural Nursing program. In addition, we will consolidate first year communications courses according to level in order to improve student choice in scheduling and transferability and identify additional candidate courses within programs in order to streamline offerings.
4. **Student Skill Development** - Enhance student skill development opportunities outside of the classroom. Success will be measured by providing broader and more deliberate problem-solving and conflict resolution training, piloting campus-wide student employee training, expanding the practicum students in student services and creating capacity for other departments to be able to support these opportunities.
5. **Internationalization** - Implement the Internationalization Plan 2016-2017 deliverables with a focus on identification of programming opportunities for international markets, intercultural training, achieving international enrolment targets as outlined in the 2016 – 2017 enrolment plan, increasing the number of on-campus job opportunities for international students by 25, recruiting in at least three new regions and enhancing the orientation program and English Language Supports for Postsecondary students.
6. **Indigenous Plan** – Complete a three-year work plan to map out how we will implement the Indigenous Education Protocol (IEP). Implementation will focus on initiatives and programs that attract and support indigenous students, complement experiential learning outcomes, and are aligned with enhanced Indigenous Perspectives programming. Success will be measured by the endorsement of the Aboriginal Education Council (AEC) and the completion of the year one goals. .

7. **Information Technology Modernization** - Build a roadmap design for enterprise wireless coverage at the College that enables the future demands of the academic & business need. Success will be measured by the production of an intended architecture design fall 2016, and the beginning of phased approach in an uplift of the wireless network capacity.
8. **Integrated Planning for Services** - Launch the pilot Integrated Planning for Services in a phased rollout to other service areas that will result in recommendations related to service redesign, enhancement, additions, and suspensions. Success will be measured by adoption of the finalized process by service areas and relevant recommendations leading to more effective and efficient service delivery.
9. **Employee Engagement Action Plan** - Implement phase one of the Employee Engagement Action Plan of 2016 – 2017 to enhance decision-making, communication and collaboration aspects of leadership and to improve meeting and email effectiveness while focusing our efforts on the priorities identified in the Business Plan. Success will be measured through successful implementation of our business and engagement action plans as well as qualitative/quantitative feedback from stakeholders
10. **Financial Sustainability** - Continue to build our financial sustainability with particular focus on completing the second year of the MetaProject. Success will be measured through the achieving our budget and financial reserve targets and completing the MetaProject objectives identified in the business plan.


The Planning Context



 to designate Meta Project Objectives

Key Business Plan Objectives by Strategic Priority Area


1.0 Deliver Outstanding Student Learning and Experiences

Strategy	Objectives	
<p><u>1.1</u> Reimagine and design learning opportunities to fully engage our students using accessible, outcomes-based approaches, applied learning, and authentic assessment.</p>	<ul style="list-style-type: none"> • Increase the number of flexible and efficient delivery options, including compressed delivery, hybrid, fully online, modularized, twilight and Weekend College in order to meet the needs of diverse students and maximize use of resources. Success will be demonstrated by implementing the first year of Graphic Design-Visual Communications program in compressed mode and completing the development of online courses for the Patient Navigator and Rural Nursing program. In addition, we will consolidate first year communications courses according to level in order to improve student choice in scheduling and transferability and identify additional candidate courses within programs in order to streamline offerings. • Through the use of flexible options, embed portfolio learning into 10% of our diploma and graduate certificates as the first step towards a three-year target of 50%. 	
<p><u>1.2</u> Promote and recognize innovation and excellence in teaching by supporting and engaging faculty in industry practices, discipline research, and educational technology.</p>	<ul style="list-style-type: none"> • Implement a comprehensive Faculty Development program that reflects the teacher’s role as mentor, learning designer, and subject-matter expert while assisting faculty with learning design and integration of educational technology. The successful implementation of the plans and stakeholder feedback will be the measures of success. 	
<p><u>1.3</u> Develop and implement an integrated student</p>	<ul style="list-style-type: none"> • Create a sustainable advising model that supports student success and retention from point of application and admission to graduation. Continue with further enhancements to Fleming’s Navigator, Applicant Portal and management of incoming 	

Strategy	Objectives	
<p>success strategy to support our domestic and international students from recruitment through to graduation.</p>	<p>education data and fully implement web registration. Implement further enhancements to the international application process. Finalization and approval of the model, including a variety of statistics such as usage of navigator and the portal, the successful launch of web registration and related customer/staff feedback will be indicators of success.</p> <ul style="list-style-type: none"> • Broaden the Fleming Call & Contact Centre to provide a comprehensive Contact Centre that includes services for international prospects and applicants. Success will be measured by the development of a contact plan geared to international students and preliminary implementation of the related plan. • Enhance student skill development opportunities outside of the classroom. Success will be measured by providing broader and more deliberate problem solving and conflict resolution training, piloting campus-wide student employee training, expanding the practicum students in student services and creating capacity for other departments to be able to support these opportunities. 	
<p><u>1.4</u> 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.</p>	<ul style="list-style-type: none"> • With differentiation as a key principle, we will expand Fleming's role in specialized program areas. Four full-time post-secondary new programs will be launched for 2016 including Moving Image Design, Graphic Design – Visual Communications, Global Business Management and Construction Engineering Technician. A further four new programs will be launched for 2017 and five more will be moving towards 2018 launch. Success will be measured by achieving the targets set for new programs and the contribution to enrolment. 	
<p><u>1.5</u> Focus unrelentingly on quality by implementing</p>	<ul style="list-style-type: none"> • Collect evidence; demonstrate that each requirement, within the College Quality Audit Accreditation Process (CQAAP), has been met. Success will be measured by meeting the CQAAP 	

Strategy	Objectives	
<p>effective, evidence-based program review and accreditation processes to ensure outstanding student learning.</p>	<p>requirements.</p> <ul style="list-style-type: none"> • Implement the revised Program Review Process that will provide evidence that reflects a measure of the program's quality and adherence to standards and to provide direction for continuous program improvement. Success will be measured by the timely completion of scheduled program reviews, increased faculty engagement and through evidence of the implementation of program review recommendations. 	
<p><u>1.6</u> Provide clear and accessible academic and career pathways for all programs, enabling mobility between institutions and programs.</p>	<ul style="list-style-type: none"> • Implement the Student Mobility Plan with the following deliverables; <ul style="list-style-type: none"> • Implementation of Student Pathways Framework including new articulation agreements to improve student pathways into and from Fleming College. • Increase review of current articulation agreements and review and establish internal College pathways. • Build on existing communication strategies for student pathways including lunch and learns, hosting one major pathways event, current educational pathways website and profiling new articulation agreements with our partners. • Implement new credit transfer procedures facilitated by system improvements, further business redesign and effective maintenance of relevant data. 	
<p><u>1.7</u> Leverage selected applied research activities and resources to complement programs, enhance learning and provide value to sponsors, partners, and clients.</p>	<ul style="list-style-type: none"> • Develop applied research frameworks to reflect the unique priorities of each target school, relative to research area, faculty interest and expertise, opportunities for students, and for engagement of partners. • Complete applications for grant funding for at least three small-to medium-sized projects in areas of program strength and growth other than those occurring in the Centre for Alternative Wastewater Treatment (CAWT). 	

2.0 Collaborate and Prosper with our Communities

Strategy	Objectives	
<p>2.1 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.</p>	<ul style="list-style-type: none"> Through consultation with relevant industry and community partners, ensure graduate competencies, applied learning, and work-integrated learning (WIL) opportunities align with the needs of employers and meet recognized standards. Success will be measured by documented industry feedback (i.e. Program Advisory Committee (PAC) / employer survey(s). 	
<p>2.2 Strengthen our partnerships with our local communities and our extensive program-related communities of interest through collaborative projects and new communications and outreach strategies.</p>	<ul style="list-style-type: none"> Improve Program Advisory Committee (PAC) engagement. Success will be measured by an increase in engagement opportunities, through an increase in the frequency of PAC meetings and by the development and implementation of mechanisms to engage PAC members in activities supporting the strategic plan, academic plan, and internationalization plan. 	
<p>2.3 Encourage, facilitate and recognize student and staff contributions toward community betterment.</p>	<ul style="list-style-type: none"> Develop and implement plans for Fleming's 50th Anniversary that will include community participation, celebration and recognition of staff, student and community support of the college and our communities. Success will be measured through review of the Anniversary efforts in late 2017. 	
<p>2.4 Develop and implement a comprehensive internationalization plan to: improve access and</p>	<ul style="list-style-type: none"> Implement the Internationalization Plan 2016-2017 deliverables with a focus on the following: <ul style="list-style-type: none"> Identification of programming opportunities for international markets Intercultural Training - at least 2 targeted training session offered Enrolment - achieve international enrolment 	

Strategy	Objectives	
<p>success for international learners, enhance international aspects of curriculum, grow international partnerships and provide expanded international study and work opportunities for students and faculty.</p>	<p>targets as outlined in the 2016-2017 Enrolment Plan</p> <ul style="list-style-type: none"> • Employment – increase number of on-campus job opportunities for international students by 25 • Recruitment – active recruitment in at least 3 new regions (i.e. South Africa, Eastern Europe, and Vietnam) • Enhance the orientation program and English Language Supports for Postsecondary students 	
<p>2.5 Work with both local and distant Indigenous communities to expand and improve programs and services, access, participation, and success rates for Indigenous learners.</p>	<ul style="list-style-type: none"> • Following the signing of the Indigenous Education Protocol (IEP), complete a three year work plan to map out how we will implement the Protocol. Implementation will focus on initiatives and programs that attract and support indigenous students, complement experiential learning outcomes, and are aligned with enhanced Indigenous Perspectives programming. Success will be measured by the endorsement of the Aboriginal Education Council (AEC) and the completion of the year one goals. 	


3.0. Excel as an Organization



Strategy	Objectives	
<p>3.1 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</p>	<ul style="list-style-type: none"> • Implement phase one of the Employee Engagement Action Plan for 2016 – 2017 to enhance decision-making, communication and collaboration aspects of leadership and to improve meeting and email effectiveness while focusing our efforts on the priorities identified in the Business Plan. Success will be measured through successful implementation of our business and engagement action plans as well as qualitative/quantitative feedback from stakeholders • Manage the full-time complement of 	

Strategy	Objectives	
	<p>efficient service delivery.</p> <ul style="list-style-type: none"> Implement the recommendations from the analysis of 15/16 Integrated Planning for Academic programming processes. Success will be measured by improved IP for Academic scores on “watch” programs, and sunseting of identified programs (to make room for new program launches). Connect the college space planning processes with Integrated Planning (IP) (academic and service) data to support ongoing revitalization and renewal of the college program mix designed to boost enrolment. Implement regular competitive reviews and a strategy that improves marketing, program availability and services to compete directly against private colleges. 	
<p>3.3 Ensure that both students and employees value our facilities and information technology resources as clear assets for their learning and work.</p>	<ul style="list-style-type: none"> Reassess Information Technology Services (ITS) operating and capital budgets to align the business needs vs budget allocation. Success will be measured by the establishment of an IT governance protocol, through a successful adoption of the Student Tech fee protocol and the development of a structure to articulate and capture corporate multiyear operational expenditure forecasts. Build a roadmap design for enterprise wireless coverage at the College that enables the future demands of the academic & business need. Success will be measured by the production of an intended architecture design fall 2016, and the beginning of a phased approach in an uplift of the wireless network capacity. Build upon the existing College phone system to enable the expansion of video conferencing facilities that support e-learning and the MetaProject travel cost savings initiatives. Success includes working within budget to update the Video conferencing abilities of the College phone system and the implementation and adoption by user groups at differing campuses as a tool to reduce current levels of intercampus travel. 	

Strategy	Objectives
<p><u>3.4</u> Meet and exceed a “Silver” rating in Sustainability Tracking, Assessment & Rating System (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.</p>	<ul style="list-style-type: none"> • Strategically develop and plan for green/sustainable capital/infrastructure projects in order to position the College for application and proactive advocacy efforts to obtain new federal and provincial funding anticipated to be made available for 2016-2020. Success will include development of proposals related to greenhouse gas reducing initiatives including energy reduction projects, retrofits and upgrades to existing aging campus infrastructure in line with campus master plan strategies and sustainability plan targets. • Complete at least four specifically operational energy reduction projects that will position the College to deliver additional fixed and demand load energy savings of approximately 1.5% annually. • Complete key projects in facilities including the Kawartha Trades & Technology Centre (KTTC) space/support for launch of the Graphic Design program in Sept/16, the move of the Esthetician Program to the Sutherland campus for Sept/16, and the prioritization of the Frost Campus Master Plan initiatives contingent on Capital funding availability. • Implement sustainability measures that ensures we exceed the STARS silver ratings benchmark
<p><u>3.5</u> 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.</p>	<ul style="list-style-type: none"> • Develop a mental health strategy that will promote a more proactive, collaborative approach across the Fleming community. This will be a multi-year project with a focus in year 1 on students. Success will be measured by the completion of a community consultation and the creation of a website to better communicate resources, services and initiatives.

4.0 Enhance Financial Health and Sustainability

Strategy	Objectives	
<p>4.1 Improve financial sustainability by doubling our financial reserves to allow for more investment in capital and learning resources.</p>	<ul style="list-style-type: none"> • Proactively monitor and manage College operations in 2016-17 to generate a minimum financial contribution to reserves (surplus) of \$1 million after committing a minimum of \$0.5 million in operating investments in the year. • Develop infrastructure proposals to be submitted to the recently announced Post-Secondary Institutions Strategic Investment Fund. Develop and launch capital fundraising plans in support of the successful proposals during fiscal 2016 – 2017. • Implement the Fleming Risk Management framework. 	
<p>4.2 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.</p>	<ul style="list-style-type: none"> • New program development will occur with analysis of the School program credential mix to ensure effective School program portfolio management. • Create a dynamic business development model for contract training that focuses in the areas of water-related initiatives, Lean, leadership and health specialization, while taking advantage of relevant opportunities. The measure of success will be the achievement of the 2016/2017 Contract Training targets for new business development - \$500k with \$200k contribution to overhead. • Assess the Ontario Learn (OL) catalogue to determine opportunities for new certificate offerings. Success will be measured by development of 3 OL certificate programs. • Improve cost-effectiveness of financial transactions and processes by investigating alternatives for reducing bank fees and streamlining and automating payment and receipts processes – eg: student payment processes. • Contribute to the achievement of the goals set out in the 2016-17 Enrolment Plan through: <ul style="list-style-type: none"> ➢ Developing and refining digital advertising and recruiting outreach tools combined with traditional promotions ➢ Developing and sharing concise, unique selling 	 

Strategy	Objectives	
	<p>propositions for each school program cluster or individual program</p> <ul style="list-style-type: none"> ➤ Creating and executing marketing plans in support of program clusters identified for growth in the Strategic Mandate Agreement; Natural Resources and Environmental Sciences, Trades & Technology, Healthcare and Community Services, Arts and Heritage ➤ Supporting additional programs identified as high priority by academic leaders. ➤ Increasing focus on selected target market segments: Non-direct, International, Indigenous, Eastern Greater Toronto Area 	
<p>4.3 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</p>	<ul style="list-style-type: none"> • Successfully complete the second year of the MetaProject ensuring a flow of strong ideas and the most impacted ideas are identified as objectives in the Business Plan. Success will be measured through the financial and business plan achievements and the completion of objectives in the engagement plan that connects to change. 	

Conclusion:

We recognize that the environment is competitive and that there are financial constraints and resource limitations. As mentioned in the introduction, implementing our objectives with excellence, monitoring progress, demonstrating a focus on results and listening to the input of students, employees and staff are the elements that will ensure successful accomplishment of this year's plan.

We are bringing change to the organization from a strategic, cultural and operational perspective. The outcomes expected are financial sustainability, enhanced quality, student learning experience and employee engagement as well as the completion of major change initiatives that differentiate the College and position it for success in a highly competitive environment. We have set the bar high and are excited to achieve our goals.

BOARD BRIEFING REPORT

SUBJECT: Strategic Investment Fund – Fleming College Submission

Submission to: Public Board Meeting

Meeting Date: April 27, 2016

Agenda Item 5.3

Requested Action: Decision / Approval

CONTEXT / PURPOSE

To seek Board of Governors approval in principle of submissions to the Strategic Investment Fund for projects at the Frost and Sutherland Campuses.

BACKGROUND

As discussed, the Strategic Investment Fund (SIF) provides an opportunity to “improve the scale or quality of facilities for specialized training at colleges focused on industry needs”. SIF also focuses on “the scale or quality of facilities for research and innovation” and “the environmental sustainability of research and innovation-related infrastructure at post-secondary institutions and college training infrastructure”.

SIF provides a major opportunity for colleges, universities and other eligible institutions across Canada. The opportunity is to obtain funding for identified priority projects that can be substantially completed by March 31, 2018.

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; Options Considered and Evaluated (pros and cons of each option). An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.

Proposals will be judged on the basis of Financial Information, Project Readiness, five Assessment Criteria, Aboriginal Considerations and Environmental Assessment. Within the Project Readiness section, there is a requirement of “Approval in principle by the governing body of the institution”. This must be substantiated by a letter from the board chair or equivalent documentation (i.e. a copy of the Board resolution).

The Board of Governors is familiar with the two project proposals that are under development at Fleming College. These proposals are being shaped to meet SIF criteria and to be eligible for federal funding and anticipated provincial funding (specifics are to be announced). If approved, they will also be consistent with College infrastructure improvement strategies documented in the Frost Campus Master Plan (2015) and the Sutherland Campus Interior Development Plan (2016).

College administration is seeking Board “approval in principle” consistent with the following component of the SIF guidelines:

A letter signed by the Chair of the Board of Governors or equivalent authority (which is clearly identified) indicating that the proposed project is a priority for the institution and that the institution is willing to provide all required administrative support or the completion of the project should be provided. In the absence of a letter, a copy of the resolution or record of decision passed by the Board is acceptable.

Such approval provides the authority to complete and submit the proposals and associated documentation, including a letter indicating that approval in principle has been granted. It is clear that the Government of Canada has chosen the “in principle” stipulation because there is much that remains to be announced at this time. For projects that are funded, binding agreements will not be signed until key elements are confirmed including terms and conditions and financial implications.

As of the date of the April 27, 2016 Board of Governors meeting, Administration recommends that Fleming College proceed with these applications. Accordingly, approval in principle is requested. It will be the responsibility of Administration to provide updates on further developments, associated risks and recommended actions.

Assessment of Potential Risk

Category (select all that apply): Strategic Compliance Operational Reputational N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
Fit between the College’s priorities and SIF criteria	Medium	High
Capacity to complete the projects in the available time	Medium	Medium

Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk

Detailed analysis of SIF criteria and validation through consultation with staff.

Preparation to hire into key roles in anticipation of June approvals.

Questions for consideration as part of the discussion:

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

Implementation Strategy

A steering committee has been created and roles are assigned to complete all tasks associated with the application process.

CONCLUSION / RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve in principle submissions to the Strategic Investment Fund (SIF) for projects to be carried out from 2016 to March 2018 at the Frost and Sutherland Campuses. The proposed projects shall be consistent with SIF requirements, College priorities and College financial resources.

AUTHORED BY: Dr. Tilly, President

BOARD BRIEFING REPORT

SUBJECT: Canada 150 Community Infrastructure Program – Expansion of Fleming College Trail Network

Submission to: Public Board Meeting

Meeting Date: April 27, 2016

Agenda Item 5.4

Requested Action: Decision / Approval

CONTEXT / PURPOSE

A report seeking Board approval to enter into a contribution agreement with the Federal Economic Development Agency for Southern Ontario, under the Canada 150 Community Infrastructure Program (CIP).

BACKGROUND

Fleming College submitted a grant proposal for expanding and renovating current nature trails at the Sutherland Campus in 2015 and was successful. On October 28, 2015, as required under the funding, the Board resolved that the College would commit to matching funds in the amount of \$75,000.

The contribution agreement under the Canada 150 CIP has now been received by the College and a second resolution is required to authorize Administration to enter into the agreement

Attachments: N/A

Analysis

Identify what has been done to date. The scope of analysis will depend on the nature of the issue but may include sub-headings such as Legal Analysis; Financial Analysis (list the known/anticipated costs and impacts on current resources); Student Impact; HR Implications; Stakeholder Implications; Potential Options (pros and cons of each as appropriate). An assessment of potential risk is required for all recommendations or matters requiring Board decision/approval.

The College is in the process of finalizing the specifications for the tender documents and is planning to construct the trail over the summer/fall of 2016.

The maximum funding available under the Canada 150 CIP, is the lessor of 50% of total eligible costs and \$75,000. The matching 50% by the College includes \$25,000 in the 2016/17 budget in residence capital for trails adjacent to the Sutherland Residences, and as well, \$25,000 of the \$50,000 fundraising target has been achieved to date.

Assessment of Potential Risk

Category (select all that apply): Strategic Compliance Operational Reputational N/A

Risks that would impact or jeopardize the success of the proposal or project	Likelihood High / Medium / Low	Impact High / Medium / Low
The construction costs are estimates at this time. Many factors can influence these costs, including the amount of competing construction activity in the region at time of tender. Should tender pricing come in higher than anticipated, the scope of the project may have to be reduced to match the total budget/funding available.	Medium	Medium

Actions proposed to prevent / reduce the likelihood of the risk occurring or to reduce the severity of / manage the risk

The tender documents' specifications need to be well articulated to obtain accurate pricing and avoid change orders.

The tender documents must contain 'modules' in order to remove sections if necessary before awarding in order to remain within budget/funding. Subsequent sections would then be completed based on sourcing additional funds and/or volunteer contributions in future.

Questions for consideration as part of the Board discussion:

1. Are there risks which have not been identified and assessed?
2. Are the proposed actions adequate?

Implementation Strategy

Finalize and issue the tender package.

Award the contracts.

Complete construction of the trails by the fall of 2016.

CONCLUSION / RECOMMENDATION.

THAT the Board of Governors of Sir Sandford Fleming College authorize Administration to enter into the Contribution Agreement for funding the Expansion of Fleming College Trail Network Project under the Canada 150 Community Infrastructure Program; the total project budget is \$150,000 with 50% of the eligible costs contributed by the Federal Economic Development Agency for Southern Ontario up to a maximum of \$75,000.

AUTHORED BY: Sue Sanders, Director Finance