

**SIR SANDFORD FLEMING COLLEGE  
OF APPLIED ARTS AND TECHNOLOGY  
PUBLIC MEETING OF THE BOARD OF GOVERNORS**

**Wednesday, March 22, 2017  
4:00 p.m.  
Frost Campus  
Room 252  
Lindsay, 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

**A G E N D A**

*Pages*

<b>1. Call to Order</b>	
• Confirmation of Quorum	
• Welcome to the Traditional Territory, Introduction of Guests	
• Conflict of Interest Declarations (if any)	
<b>2. Additions/Deletions/Approval of Agenda</b>	<b>1-2</b>
<b>3. Unanimous Consent Agenda</b>	<b>3</b>
<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>	
<b>Approve the</b>	
3.1 minutes of the January 25, 2017 Public Board meeting	<b>4-6</b>
<b>Receive as information the:</b>	
3.2 Chair's Report	<b>7</b>
3.3 President's Report	<b>8-11</b>
3.4 College Activity Report	<b>12-14</b>
3.5 Financial Position at February 28, 2017	<b>15-17</b>
3.6 Investment Performance Portfolio Report	<b>18-44</b>
3.7 Financial Statements of the Student Governments	<b>45-75</b>
<b>4. Business Arising from Previous Meetings (not otherwise covered on the agenda)</b>	
None identified	
<b>5. Matters for Board Decision</b>	
<b>5.1 Fee Schedules for 2017-2018</b>	
15 min. <i>Introduced by Vice-President Baker.</i> Presenters: Angie Sims, Director Budgets; Kristi Kerford, Associate Vice-President Student Services	
<b>(a) Domestic Tuition Fees (Briefing Report enclosed)</b>	<b>76-80</b>
<b>(b) Student Levied Fees (Briefing Report enclosed)</b>	<b>81-83</b>
<b>(c) Compulsory Ancillary Fees (Briefing Report enclosed)</b>	<b>84-86</b>

**6. Matters for Board Discussion**

**6.1 Partnership Update #3: Student Leadership (Presentation enclosed)**

87-94

15 min. *Introduced by AVP Kerford.* Presenters: Rachel Bourne, President FSA and Joel Willett, President SAC

**6.2 Frost Campus Update (Presentation enclosed)**

95-105

10 min. Presenter: Dean Linda Skilton

**6.3 Haliburton Campus Update**

10 min. Presenter: Dean Sandra Dupret (video clip)

**7. Other Business**

**7.1 “Community Connections” Roundtable (5 min.)**

**7.2 Presentation of Good Governance Certificates of Completion**

**7.3 "On the Table"**

- Open House Invitations

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

**9. Adjournment of the Public Meeting** approx. 5:00 p.m.

**Private Session (Governors Only)**

*Governors are reminded that a **confidential meeting evaluation form** will be available from **noon March 22, 2017 until end of day March 23, 2017** on the **Surveys and Questionnaires** page of the **Board Portal**.*

# CONSENT AGENDA

Public Board Meeting  
March 22, 2017

Agenda Item 3

## CONTEXT / PURPOSE

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

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

### **Attachments:**

As listed below

## RECOMMENDATION

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

- 3.1 Public Board meeting held on January 25, 2017**

and receive as information the

- 3.2 Chair's Report**
- 3.3 President's Report**
- 3.4 College Activity Report**
- 3.5 Financial Position at February 28, 2017**
- 3.6 Investment Performance Portfolio Report**
- 3.7 Financial Statements of the Student Governments**

**Board of Governors PUBLIC MEETING****Wednesday, January 25, 2017****Sutherland Campus – Scholfield Boardroom, B3330****Peterborough, ON***Draft Until Approved***MINUTES**

*Present:* Mr. Paul Downs  
 Ms. Dana Empey  
 Ms. Shelley Knott-Fife  
 Ms. Lori Geens (Board Chair)  
 Mr. George Gillespie  
 Ms. Rosemarie Jung (via telephone)  
 Ms. Heather Kerrigan  
 Ms. Sue Kloosterman  
 Ms. Katherine MacIver  
 Mr. Dan Marinigh  
 Dr. Nancy Martin-Ronson  
 Ms. Patti Watson  
 Dr. Tony Tilly

Ms. McFadden, Board Secretary

*Regrets:* Ms. Holly Falconi  
 Mr. Joon Kim  
 Mr. Mike Leonard  
 Mr. Mike Perry

*Senior Administration:* Mr. Brian Baker, Vice-President Finance and Administration  
 Ms. Sonia Crook, Vice-President Human Resources and Student Services  
 Mr. Drew Van Parys, Executive Director Marketing and Advancement

*Staff Presenters:*

- *Item 5.1* – Ms. Angie Sims, Director – Budget Services
- *Item 5.2* – Ms. Carol Kelsey, Dean – School of Health & Wellness; Mr. Saji Mon, Continuing Education Manager
- *Items 6.1 and 6.2* – Dr. Brenda Pander-Scott, Executive Director – International Education, Enrolment Management & Registrar

*Guests:*

- Laura Copeland, Communications Officer

**1. Call to Order**

Confirming quorum, the Chair acknowledged holding the meeting on the traditional lands of the Mississauga and Anishinaabe peoples and called the meeting to order at 2:26 p.m. Staff and guests were **welcomed**.

**Conflict of Interest Declaration:** Members were asked to declare conflicts of interest with items on the agenda; none were declared.

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

It was moved by Ms. Kloosterman, seconded by Ms. MacIver and carried to approve the agenda.

**3. CONSENT AGENDA**

Governors were requested to identify those items to be removed from the Consent Agenda and placed on the regular Public meeting agenda.

Moved and Seconded by Ms. Kerrigan and Mr. Downs

**THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the January 25, 2017 meeting and, by unanimous consent, approve**

**3.1 the minutes of the December 14, 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 Report on Contracts Awarded for the October through December 2016 timeframe**

**3.6 Financial Position at December 31, 2016**

**3.7 Annual Accessibility Report for 2015-2016.**

Motion Carried  
(Resolution BoG Jan25-2017 #1)

#### **4. Business Arising from Previous Meetings**

None identified.

#### **5. Matters for Board Decision**

**5.1 International Student Tuition Fees 2017-2018:** Vice-President Baker and Ms. Sims provided an overview of the proposed tuition fees for international students which would come into effect September 1, 2017. These fees have been calculated using prior year amounts and adding a percentage increase to each fee range; the increase ranges from 0% for programs with fees that are comparatively high versus the international market to 3% for regular and high demand programs that need to keep pace with anticipated domestic increases.

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

**THAT the Board of Governors of Sir Sandford Fleming College approve the International Student Tuition Fees for 2017-2018, as circulated.**

Carried  
(Resolution BoG Jan25-2017 #2)

**5.2 Fleming College Certificate – Palliative Care:** The report seeks approval to add a part-time Fleming College Certificate to the School of Health and Wellness program mix. The program would be delivered online with a work placement component. Dean Kelsey and Mr. Mon provided an overview of the proposed program and responded to questions. As a local certificate, the admission criteria permits participation by both health care and non-health care providers.

Moved and Seconded by Ms. MacIver and Ms. Watson

**THAT the Board of Governors of Sir Sandford Fleming College approve the Fleming College Certificate in Palliative Care, offered through Ontario Learn with an implementation date of May 2017.**

Motion Carried  
(Resolution BoG Jan25-2017 #3)

#### **6. Matters for Board Discussion**

**6.1 Winter Enrolment and International Updates:** Dr. Pander-Scott provided an overview of the data associated with the Winter 2017 term which is based on Day 10 numbers. Winter enrolment for both new and returning students is up 3% over 2016. Total enrolment currently stands at 5,933 students. The international student enrolment target was surpassed, with students attending Fleming from more than 25 different countries; these results reflect a growing Fleming profile and reputation. The increase in our international enrolment intake is as a result of several factors, e.g. a favourable view of Canada as a study destination, world events, but these same factors will also generate international increases at many colleges.

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

**7.1 “Community Connections”:** Members were afforded opportunity to note participation in a variety of events.

**7.2 Good Governance Certificates of Completion:** Congratulations to Governors Dan Marinigh, Joon Kim and Holly Falconi who have qualified for certificates under the College Centre of Board Excellence program.

**8. Report from the In-Camera Meeting:** An In-camera meeting was held earlier in the day; the Board extended the current cleaning contract for two years.

**9. Adjournment of Meeting:** It was moved by Ms. Empey, seconded by Mr. Downs and carried to adjourn the Public meeting at 3:11 p.m.

## CHAIR'S REPORT

Public Board Meeting  
March 22, 2017

Consent Agenda Item 3.2

### Board Professional Development

The final offering in the 2016-2017 *College Centre of Board Excellence* program is a full-day in-person session on Wednesday, April 19, 2017. "Introduction to Risk Management – Part Three" takes place at the Colleges Ontario office in downtown Toronto.

### Recruitment

One of the responsibilities of the Board Chair is to reach out to external members whose terms of appointment are coming to an end, to ask if they wish to seek a second term.

The Executive Committee is focussing on governor recruitment, specifically to fill two external positions. The results of the Student Governor election will be announced shortly.

### Congratulations

The Board extends congratulations to Governor Mike Perry, the 2017 recipient of Trent University's Award for *Excellence in Teaching Assistance*.

### Opportunities for Governors

*President's Advisory Council:* Council's March meeting will be held as a forum on March 23 at the Frost Campus. Students and staff are invited to this panel discussion on the views and perspectives of the working world, and the skill set necessary for graduates to succeed. This Frost Forum takes place in the Auk's Lodge noon to 1:00 p.m.

The April 20, 2017 Council meeting will be in Room B3330 at the Sutherland Campus (Peterborough) beginning at 4:00 p.m. Please advise the Board Office if you are interested in attending the meeting as the Board's representative.

*Fulford's Restaurant* is open for lunch and dinner for the remainder of the semester! Additional information is on the web site <https://flemingcollege.ca/student-life/fulfords>. To make a reservation, please contact the Restaurant at 705-749-5520 x1487 or email [fulfords@flemingcollege.ca](mailto:fulfords@flemingcollege.ca).

#### Lunch Operations

11:00 a.m. to 1:30 p.m.  
Wednesdays and Thursdays  
• March 8 to April 13, 2017

#### Dinner Operations

5:00 p.m. to 6:30 p.m.  
Wednesdays  
• March 8 to April 12

There are only a few dates remaining in the *2017 Local Chef Series*, hosted at Fulford's Restaurant and featuring local chefs preparing their favourite dishes in our culinary lab. These chefs work with Fleming Culinary students to create a four course tasting menu, not only giving the students a valuable learning experience, but also raising money for student bursaries.

March 22: Bryan Coles, *One Fine Foods*  
March 29: Nick Wittek, *Magic Rolling Pin*  
April 5: Lesley Kirkland, *The Lantern Restaurant & Grill*  
April 12: Brad Watt, *Rare*

Cost is \$60 per person including taxes and gratuity; \$25 tax receipt available upon request. To reserve your seat, please contact Fulford's Restaurant at 705-749-5520 ext. 1487 or [fulfords@flemingcollege.ca](mailto:fulfords@flemingcollege.ca)

## PRESIDENT'S REPORT

Public Board Meeting  
March 22, 2017

Consent Agenda Item 3.3

### Ministry of Advanced Education and Skills Development

*David Fulford*, Assistant Deputy Minister of the Employment and Training Division within TCU/MAESD, retired on February 24. During his tenure, David spearheaded a number of innovative initiatives to improve employment services and supports, including the successful launch of the Canada-Ontario Job Grant. For the past three years, David was the Executive Champion for Diversity and Inclusion.

Fleming College, along with all other Ontario colleges and universities, has begun the process to develop our second *Strategic Mandate Agreement* (SMA). College staff have been invited to provide input on the initial strategies; a further opportunity for feedback will come once the draft is complete.

### Colleges and Institutes Canada

Colleges and Institutes Canada (CICan) is the national and international voice of Canada's publicly supported colleges, institutes and polytechnics. Its members work with industry and social sectors to train 1.5 million learners of all ages and backgrounds at campuses serving over 3,000 urban, rural and remote communities in Canada. The association operates in 29 countries via 12 offices around the world. *Perspectives* is CICan's official newsletter, providing a comprehensive overview of activities, events and partnerships nationally. Electronic newsletters are available at <http://www.collegesinstitutes.ca/news-centre/perspectives/>.

### Colleges Ontario / Committee of Presidents

In January, CO launched the *William G. Davis Innovation Fund*, named in honour of the former premier whose bold thinking led to the creation of the college system 50 years ago. Students and alumni can pitch innovative ideas in the categories of entrepreneurialism, health and welfare, arts and culture, or community benefit. The first place winner receives \$15,000 to help fund the project, and the second place entry receives \$5,000. A short list of the top applications will be publicized in August and the winners announced in November.

A summary of the March 15, 2017 Committee of President's meeting is attached.

### In the Community

On Tuesday, March 28, my interview with Paul Wilson airs on Cogeco at 6:30 p.m.

### At Fleming

A meeting of the *President's Advisory Council* took place on January 26. Members received the Winter 2017 Enrolment Update and a presentation on the College's Waste Diversion Strategy. Through the Roundtable opportunity, members brought to my attention a number of items raised by their respective constituent groups; these items are noted and referred on to appropriate departments for resolution, where possible.

A meeting of the *Aboriginal Education Council* took place on February 16. A highlight of the meeting was the opportunity for two students to share their experiences at Fleming, including areas for improvement. The next meeting of Council takes place April 13.





**Summary of the Committee of Presidents meeting  
March 15, 2017**

**Decision items**

**Colleges Ontario's 2017 budget**

The Committee of Presidents (COP) approved Colleges Ontario's budget for 2017-18. The budget is balanced and there are no fee increases for member colleges.

**Leadership training for administrators**

Presidents approved a recommendation from Linda Franklin, the president and CEO of Colleges Ontario, and Don Sinclair, the CEO of the College Employer Council, to explore a pilot program on leadership training for administrators that would build on the success of the College Centre of Board Excellence program for governors.

Similar to the CCBE, the proposed leadership training for administrators would create a certificate program that uses a combination of in-person sessions and webinars.

The council will consult with the Ontario College Administrative Staff Association and human resources representatives on the proposed model. If there is support for the idea, a pilot program would be tested for one year and the results would be provided to COP.

**Flexible delivery**

The presidents endorsed recommendations from a college sector task force that has been exploring ways to improve the flexibility of the delivery of college programs.

Cambrian College president Bill Best, who chaired the task force, said the issue is about improving access to programs. He said each college has to consider what potential students could be reached if programs were more accessible.

He said colleges should consider a number of options such as establishing more start times for programs, similar to the range of start times available to students in continuing education programs.

The recommendations endorsed by the presidents include advocating to have the Ministry of Advanced Education and Skills Development provide equivalent levels of funding for full-time and part-time students, and urging the ministry to work with the federal government to improve student aid for part-time students.

**Discussion items**

**eCampus Ontario**

David Porter, the CEO of eCampusOntario, delivered a presentation on the work being done to create a new strategic plan for eCampusOntario.

He said the eCampusOntario portal is undergoing an overhaul and rebranding and that eCampusOntario is working with Contact North, ONCAT, OntarioLearn and OCAS to determine how to streamline the processes

for online education. For example, eCampusOntario and OCAS are exploring ways to help interested students get registered more quickly.

Porter said eCampusOntario's priorities focus on improving the availability of online resources, improving the online learning experience, and providing more opportunities for experiential learning.

In the area of experiential learning, he said issues being considered include creating self-managed environments that support experiential learning, and determining how employers can audition student talent while the students are still in school.

Porter said students are captivated by new technology and want to participate in the design of online learning services. For example, he said Northern College is using virtual reality technology to teach mining safety to students in a classroom. Porter said that is the type of innovation that improves learning and excites students.

### **College Day activities**

Jane Holmes, Colleges Ontario's special adviser on government relations, provided an update on the plans for college presidents and board chairs to meet with elected officials during College Day at Queen's Park on Monday, April 3.

She said a number of meetings have been scheduled and all three political parties have shown a lot of interest in the meetings. Premier Kathleen Wynne isn't available for meetings that day. However, the premier will be meeting with college presidents on May 3.

Another highlight of the College Day activities at Queen's Park this year is a new morning event – called the Creativity Zone – that will showcase innovative ideas from a number of colleges. As well, College Day will include the annual hospitality reception in the evening, where students from across Ontario prepare and serve culinary delights. Advanced Education and Skills Development Minister Deb Matthews is scheduled to speak at both the Creativity Zone and the evening reception.

### **Discussions with government on climate change**

Mohawk College president Ron McKerlie provided an update on discussions that college representatives have had with Environment and Climate Change Minister Glen Murray and with deputy ministers on how the college sector could help the government fulfil its Climate Change Action Plan.

He said the discussions have gone well and there is serious interest within the senior levels of government. A number of recommendations have been made to government and it is expected a decision will be made in the near future.

### **Agreements with private career colleges**

The presidents shared feedback from discussions that some of them have had with officials in the Ministry of Advanced Education and Skills Development about private career colleges.

The discussions focused on the partnership agreements that some public colleges have with the private career colleges. There have also been issues about the problems with "jumpers" – international students who enrol in a college and then almost immediately switch to a different college once they are in Canada.

In a later part of the meeting that included officials from the ministry, deputy minister Sheldon Levy said the issue of people jumping to a different college once they are in the country is still a problem. He said colleges and the ministry need to explore measures that would be a disincentive to the practice.

**Discussions on student fees**

COP discussed the Ministry of Advanced Education and Skills Development's plans to start new consultations on fees that are paid by college and university students, such as ancillary fees.

The proposed discussions come just a few years after the government's previous consultations on student fees.

During the part of the COP meeting where presidents met with ministry officials, Colleges Ontario president and CEO Linda Franklin said any future discussion should be evidence-based, rather than anecdotal. She said the fees don't appear to be an issue for students, as the Ontario College Application Service only received two questions about the fees from recent applicants.

Meanwhile, Durham College president Don Lovisa said there is still some confusion about the down payments that students must make as the government promotes its reforms to student assistance as "free tuition." However, he said some of the materials available to students have improved.

**Ontario Colleges Athletic Association**

Presidents received an update from Wayne Poirier, the vice-president of student services at Mohawk College, on a new governance structure that is being created for the Ontario Colleges Athletic Association.

To help improve the oversight of the OCAA, the board of governors is being restructured to add a college president and two college vice-presidents to the board. The new board members will be determined through Colleges Ontario's nominations process.

# COLLEGE ACTIVITY REPORT

**Public Board Meeting  
March 22, 2017**

**Consent Agenda Item 3.4**

## OUR STUDENTS

*Garrett Hooey*, a second year Earth Resources Technician student, has been selected to attend a two-week workshop May 4 to 19. Twenty-six of the top nominated Canadian geoscience postsecondary students are selected to attend the two-week workshop, and Garrett is the only college student.



Congratulations to second year Paramedic student *Carly Shewen*, recently awarded a Tema Conter provincial scholarship of \$2,500. Public safety and military students from across Canada submitted essays discussing a number of topics and include personal thoughts on their research.

*Reginald Eddy*, a semester 5 Urban Forestry student, was recently awarded the Prince of Wales Forest Leadership Award through the Canadian Institute of Forestry. Reg is one of two Canadian students who will travel on exchange to Britain to complete a forest internship. Selected out of a field of approximately 40 applicants across Canada, he is the first diploma student to have ever been selected. Congratulations, Reg!

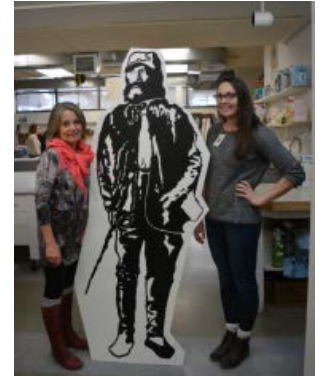
Second year *Pharmacy Technician* students celebrate Pharmacist Awareness Month every March to educate Canadians about the profession. For their Field Prep course project, on March 14, the students partnered with healthcare professionals to offer free education and services to the community at the Sutherland Campus.

*Carpentry, Welding, Plumbing and Electrical* students will turn a GO Transit bus into a tour

bus for the James Barker Band. With the help of Trades faculty, the students have seven weeks to complete the project, which the band will take across Canada on an upcoming tour.

## *Cultural Heritage Conservation and Management*

students are curating a “Meet the Real Fleming” exhibit which will open April 1 during the College’s Spring Open House. They also made a Sir Sandford Selfie cutout to take cellphone pictures with!



Students of the *Museum Management and Curatorship* program have partnered with the Peterborough Museum and Archives to present “Ebb and Flow”, featuring six pop-up exhibits, each exploring a unique part of Peterborough’s history. The exhibits are on view at the Museum from March 21 to April 2.

Students in the *Business Administration – Accounting program* are hosting free tax preparation clinics for eligible individuals. The tax clinics will be located in the Galleria at the Sutherland Campus the afternoons of March 14, 21, 28 and April 4.

Congratulations to first year Human Resources Management student *Trina Qaqqaq* who represented Nunavut as part of the 338 delegates from each electoral riding across the country, part of the Daughters of the Vote event in Ottawa on March 8, International Women’s Day. Trina was one of 30 delegates given the opportunity to speak in the House of Commons for a mock Question Period.



## OUR EMPLOYEES

### Human Resources

**Recruitment and Selection:** For the January 14 to March 9, 2017 timeframe, the College posted 13 positions (a combination of permanent and temporary positions): 8 Support, 3 Academic, 2 Administrative.

- The College hired 3 new permanent (full-time) staff (2 Support, 1 Administrative).
- There were no new permanent (regular part-time) hires.
- There were no new internal full-time transfers.
- There were 4 temporary full-time assignments (2 Support, 2 Administrative).
- There were 5 resignations and/or terminations (2 Support, 1 Academic, 2 Administrative).
- There was 1 retirement (Administrative).
- There were 3 leaves: 2 Support leaves (1 personal, 1 parental) and 1 Academic (parental)
- There were 4 returns from leaves: 2 Support (1 personal, 1 parental); 1 Academic (parental) and 1 Administrative (parental).

### Recognition

Congratulations to the following employees who achieved significant service milestones in **January 2017:**

**10 years:** Robin Broomfield, Jodi Van Engen, Kelly Ann Johnson, Jennifer Chambers, Julie McFadden, Trudy McFadyen

**15 years:** Charlie McGee, Nancy Newton, Stefania Gemmiti

**20 years:** Laurie Twomey, Paige Wearing

**25 years:** Joe Outram, John Knight, Heather Kerrigan

### February 2017:

**10 years:** Ken McLean

**20 years:** Karen Whillans, Kevin Rabjohn

**25 years:** Sue Sanders

Congratulations to Paramedic faculty member **Bob Cranley** a recipient of the Fire Services Exemplary Service Medal. While Bob teaches at Fleming, he also works and educates with the Port Hope Fire Department.

### With Sadness

Condolences to the family, friends and colleagues of *Cindy Haig* who passed away on February 12. Cindy began her teaching career at Fleming in 2004. “Every day is a gift.”

### Student Services

On March 10, the **Student Life** department hosted a day of fun activities for 19 “littles” from Big Brothers Big Sisters of Peterborough. Fifteen students in the Recreation and Leisure program worked on developing programming for the day’s activities that took place at the Peterborough Sport and Wellness Centre.

### Student Government

Fleming College, Trent University and their respective Student Associations, along with the Kawartha Sexual Assault Centre and PARN, have partnered on a new sexual consent awareness campaign aimed at postsecondary students and the public. Follow the campaign through the hashtags #DoYouTalkConsent? #FlemingTalksConsent #TrentTalksConsent

### Marketing, Communications and Liaison

The final results of the 2016 Sutherland Campus workplace campaign are in: \$33,175. Thank you to all who participated

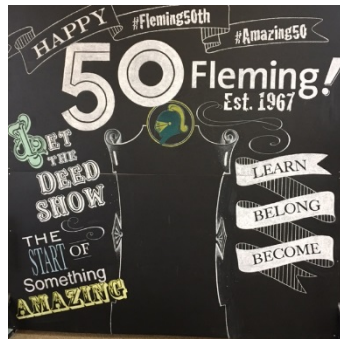
*Specialist High Skills Major* students from the Kawartha Pine Ridge District School Board enjoyed an activity day on March 2. Some of the programs students participated in were the Cook/Line Cook session at the Sutherland Campus, Jewellery Making at the Haliburton School of Art + Design, and Animal and Plant Management at the Frost Campus.

The February 28 *Women in Trades* event was a great success, with 46 young women interested in the trades plus their parents/guests attending.

### Fleming at 50

We’ve come a long way since officially opening the doors in the fall of 1967 – with an intake of 235 full-time students! A number of activities are planned throughout our anniversary year, some co-ordinated with provincial activities and others Fleming-specific. Help us celebrate by sharing favourite moments and memories;

visit the [webpage](#) dedicated to celebrating our milestones. Use the hashtag #Fleming50th to share on Twitter and Instagram. If you are at the Sutherland Campus, join in the celebration and have your photo taken in front of the photo backdrop created by local artist John Leacy. Upload photos to Twitter or Instagram, using the hashtag #Fleming50th and tagging @FlemingCollege



### OUR COMMUNITIES

Congratulations to the members of the *Fleming Knights* who participated in the Peterborough Half-Marathon on February 26. The top seven finishers in the 5K Race event included four from Fleming.

Fleming and Peterborough County have formed a partnership that involves utilizing the skills of our Trades and Technology students to assist Mortlock Construction in the building of the new *Peterborough County Agricultural Heritage Building* that will be constructed at Lang Pioneer Village Museum. We have created a video to engage Rick Mercer to come and be part of a modern twist to an old-fashioned barn building. Help us catch Rick's attention by sharing the [video](#) and using the hashtag #RaiseTheBarnRickMercer.

### UPCOMING EVENTS

**March 25:** Ecohealth Conference "Healthy Planet, Healthy Minds" hosted by Fleming College third year Ecosystem Management students; held at the Frost Campus.

**March 30:** Art of Belonging webcast, an evening of Ted Talk-inspired speakers focusing on fostering community inclusion. Whetung Theatre (Brealey B3100), 7:00 p.m. Registration is required.

**April 1:** Spring Open House.

**April 6:** "Innovation and Technology Showcase" in the Kawartha Trades and Technology Centre from 11:00 a.m. to 4:00 p.m.

**April 26:** next meeting of the Board of Governors, Sutherland Campus.

**August 10:** Haliburton School of Art + Design Anniversary Celebration and Art Auction

**August 26:** Fleming Night at MusicFest

**September 22:** Fleming Fair – Sutherland Campus, noon to 9:00 p.m.

**September 28:** Colleges Ontario Anniversary Tour Bus visit

**September 29:** Fleming Fair – Frost Campus

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

## BOARD BRIEFING REPORT

**SUBJECT: Financial Position as at February 28, 2017**

**Submission to: Public Board Meeting**

**Meeting Date: March 22, 2017**

**Requested Action: For Information**

**Consent Agenda Item 3.5**

### 1. CONTEXT / PURPOSE

A report outlining the financial position of the College as at February 28, 2017, as presented through the Statement of Revenue and Expenditure.

### 2. BACKGROUND

The statement represents the revenues collected and expenditures made as at February 28, 2017 in comparison to the 2016-2017 Update Budget, along with comparative amounts from the same time period of the previous fiscal year.

#### **Attachments:**

- Statement of Revenue and Expenditures as at February 28, 2017

### 3. ANALYSIS / PROPOSED OPTIONS

The overall assessment of the financial position as at February 28, 2017 is that the College remains on track to over achieve its target of building its operating surplus / contribution to reserves for year-end.

As reported in the December month end report, the college fully expects to exceed its revenue projections in tuition and other student fees. With winter enrolment activity now known, we can confirm that we are projecting a \$1.8 million increase to international tuition.

Overall expenditures continue to track favourably while including added costs associated with this added enrolment activity.

In addition to added delivery costs, college administration has completed year-end operating expenditure investments of \$800,000 to purchase academic and IT equipment identified in our capital/investment plans, the majority being new equipment required for fitting out the renovated spaces being constructed in the Frost and Sutherland SIF projects (as this equipment was not eligible under the SIF funding).

### 4. ASSESSMENT OF POTENTIAL RISK – *required for all matters requiring Board decision/approval*

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

### 5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN/ VISION / MANDATE

Strengthen the College's financial health and sustainability by building financial reserves.

### 6. RECOMMENDATION

No action is required by the Board; the Report is provided for information.

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

**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**For the Period Ending February 28, 2017**



	Current Year			Prior Year			Variance
	Actual To 28-Feb-2017	Budget Current Year	YTD/Budget %	Actual To 29-Feb-2016	Actual Prior Year	YTD/Year %	Difference %
<b>Revenue</b>							
<b>Grants and Reimbursements</b>	\$ 37,361	\$ 46,383	80.5%	\$ 36,975	\$ 46,160	80.1%	0.4% F
<b>Student Tuition Fees</b>	34,312	29,967	114.5%	30,968	28,719	107.8%	6.7% F
<b>Contract Training</b>	936	1,562	59.9%	920	1,014	90.7%	-30.8% U
<b>Other Income</b>							
Other Income	6,675	7,480	89.2%	6,222	7,090	87.8%	1.5% F
Ancillary Fees	4,453	4,300	103.6%	4,321	4,258	101.5%	2.1% F
<b>Total Other Income</b>	<u>11,129</u>	<u>11,780</u>	94.5%	<u>10,542</u>	<u>11,347</u>	92.9%	1.6% F
<b>Amortization of Deferred Capital Contributions</b>	4,065	4,435	91.7%	4,152	4,529	91.7%	0.0% U
<b>Total Operating Revenues</b>	<u>87,802</u>	<u>94,128</u>	93.3%	<u>83,556</u>	<u>91,770</u>	91.0%	2.2% F
<b>Skills Programs</b>	3,420	3,439	99.5%	3,581	3,927	91.2%	8.3% F
<b>Tuition Holdback Bursaries</b>	1,703	2,945	57.8%	1,685	2,628	64.1%	-6.3% U
<b>Ministry Bursaries</b>	548	700	78.2%	452	707	64.0%	14.3% F
<b>Special Projects</b>	1,717	2,271	75.6%	1,761	2,184	80.6%	-5.0% U
<b>Facilities Renewal and Renovation Projects</b>	188	518	36.4%	157	448	35.1%	1.3% F
<b>Ancillary Operations</b>	5,453	5,437	100.3%	5,426	5,562	97.5%	2.8% F
<b>Total Revenue</b>	<u>\$ 100,831</u>	<u>\$ 109,436</u>	92.1%	<u>\$ 96,618</u>	<u>\$ 107,226</u>	90.1%	2.0% F



**SIR SANDFORD FLEMING COLLEGE**  
**Statement of Revenue and Expenditures**  
**For the Period Ending February 28, 2017**



	Current Year			Prior Year			Variance
	Actual To 28-Feb-2017	Budget Current Year	YTD/Budget %	Actual To 29-Feb-2016	Actual Prior Year	YTD/Year %	Difference %
<b>Expenditures</b>							
<b>Salaries and Benefits</b>							
Salaries, Full Time	\$ 36,143	\$ 41,269	87.6%	\$ 35,735	\$ 40,706	87.8%	-0.2% F
Salaries, Part Time	9,065	12,338	73.5%	9,245	11,636	79.5%	-6.0% F
Benefits	9,759	11,703	83.4%	9,863	11,198	88.1%	-4.7% F
<b>Total Salaries and Benefits</b>	<b>54,967</b>	<b>65,310</b>	<b>84.2%</b>	<b>54,844</b>	<b>63,539</b>	<b>86.3%</b>	<b>-2.2% F</b>
<b>Non-Salary Expenses</b>							
Instructional Support Costs	4,337	4,888	88.7%	4,176	4,606	90.7%	-1.9% F
Travel and Professional Development	835	1,281	65.2%	752	1,008	74.6%	-9.4% F
Advertising	658	983	67.0%	648	945	68.6%	-1.6% F
Telephone, Audit, Legal & Insurance	1,442	1,604	89.9%	1,083	1,313	82.4%	7.5% U
Equipment Maintenance	430	557	77.2%	374	435	85.9%	-8.7% F
Plant and Security	1,774	2,250	78.9%	2,063	2,380	86.7%	-7.8% F
Rentals and Taxes	763	777	98.3%	823	830	99.1%	-0.8% F
Utilities	2,043	2,841	71.9%	1,855	2,541	73.0%	-1.1% F
Contract Services Trent	11	2,018	0.6%	-93	1,931	-4.8%	5.3% U
Services & Other	3,199	3,616	88.5%	2,679	3,339	80.2%	8.2% U
Long Term Debt Interest	47	55	84.8%	50	55	91.8%	-7.0% F
Amortization of Capital Assets	5,542	6,046	91.7%	5,595	6,104	91.7%	0.0% U
<b>Total Non-Salary Expenses</b>	<b>21,083</b>	<b>26,915</b>	<b>78.3%</b>	<b>20,007</b>	<b>25,488</b>	<b>78.5%</b>	<b>-0.2% F</b>
<b>Total Operating Expenditures</b>	<b>76,050</b>	<b>92,226</b>	<b>82.5%</b>	<b>74,850</b>	<b>89,027</b>	<b>84.1%</b>	<b>-1.6% F</b>
Investments	796	869	91.6%	227	441	51.6%	40.0% U
Skills Programs	2,777	3,439	80.8%	2,913	3,926	74.2%	6.6% U
Tuition Holdback Bursaries	1,703	2,945	57.8%	1,685	2,628	64.1%	-6.3% F
Ministry Bursaries	548	700	78.2%	452	707	64.0%	14.3% U
Special Projects	1,717	2,271	75.6%	1,761	2,184	80.6%	-5.0% F
Facilities Renewal and Renovation Projects	188	241	78.2%	157	448	35.1%	43.0% U
Ancillary Operations	4,416	5,397	81.8%	4,377	5,122	85.5%	-3.6% F
<b>Total Expenditures</b>	<b>\$ 88,196</b>	<b>\$ 108,087</b>	<b>81.6%</b>	<b>\$ 86,423</b>	<b>\$ 104,483</b>	<b>82.7%</b>	<b>-1.1% F</b>
<b>Net</b>	<b>\$ 12,636</b>	<b>\$ 1,349</b>	<b>936.6%</b>	<b>\$ 10,195</b>	<b>\$ 2,742</b>	<b>371.7%</b>	

## BOARD BRIEFING REPORT

**SUBJECT: Investment Performance Portfolio Report**

**Submission to: Public Board Meeting**

**Meeting Date: March 22, 2017**

**Requested Action: For Information**

**Consent Agenda Item 3.6**

### 1. CONTEXT / PURPOSE

A report on the investment performance of the portfolios for the quarter ended December 31, 2016 as provided to the College by RBC Dominion Securities.

### 2. BACKGROUND

- College Policy #4-419A, Comprehensive Investment Policy Statement (IPS)
- College Policy #4-419D, Ministry Endowed Investment Policy Statement (IPS)

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

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

#### **Attachments:**

- Detailed Reviews for the quarter ended December 2016.

### 3. ANALYSIS / PROPOSED OPTIONS

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

The Comprehensive IPS includes a target of 30% Canadian equities; therefore this portion of the portfolio is subject to fluctuation. The remaining 70% of the portfolio is comprised of a ladder of bonds, which must be rated "A" or better by a recognized Rating agency and are generally held to maturity. The bonds provide both current income for student bursaries and long term stability, while the equity goal is to provide longer term growth.

The overall investment performance of the Comprehensive portfolio is measured against a target benchmark return of 3.50%. The five year results of the overall portfolio are in line with the benchmark. The three month and one year rate of return were 2.38% and 9.17% respectively, exceeding the benchmarks of 0.86% and 3.50%, mainly due to the positive returns in the equity component of the portfolio.

The performance of equities, which are targeted to comprise 30% of the portfolio, are compared to the S&P/TSX Equity Income Total Return Index in each reporting period. Equity returns have exceeded the benchmark for the quarter ended December 31, 2016 and has trailed slightly net of fees for the most recent cumulative 5 year period. The actual time weighted return was 27.26% for the most recent year.

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

**4. ASSESSMENT OF POTENTIAL RISK – required for all matters requiring Board decision/approval**

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

<b>Risks that would impact or jeopardize the success of the proposal or project</b>	<b>Likelihood High / Medium / Low</b>	<b>Impact High / Medium / Low</b>
Negative equity returns over the long-term could limit the amount of bursaries available for distribution from the Comprehensive Fund	Low	Low
Low interest rate environment over the long-term could limit the amount of bursaries available for distribution from the Comprehensive Fund	Medium	Low

*Additional risks may be identified here:* N/A

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

The objective of the IPS is to preserve capital and generate income to meet the target award percentage over the long term, currently 3.5%. It is recognized that the target return may not be achieved each and every year. As a result, returns in excess of 3.5% are set aside to offset years where the 3.5% target is not achieved, as well, the actual returns are reviewed annually prior to setting the amount of awards to be disbursed in the following year.

**5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN/ VISION / MANDATE**

The endowment funds and resulting student bursaries and awards distributed from the investment income contribute toward the College’s current Strategic Plan objective of “Delivering Outstanding Student Learning and Experiences” by providing bursaries to students that demonstrate financial need.

**6. RECOMMENDATION**

Receive the quarterly Investment Performance Report for information

AUTHORED BY: Office of the Vice-President Finance and Administration; Director Finance



# SSFC Board of Governors Comprehensive Review

**As at settlement date December 31, 2016**

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

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

### Henderson Capital Management

Stephen L. Henderson, FCSI  
Vice President and Director  
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**RBC Wealth Management**  
Dominion Securities

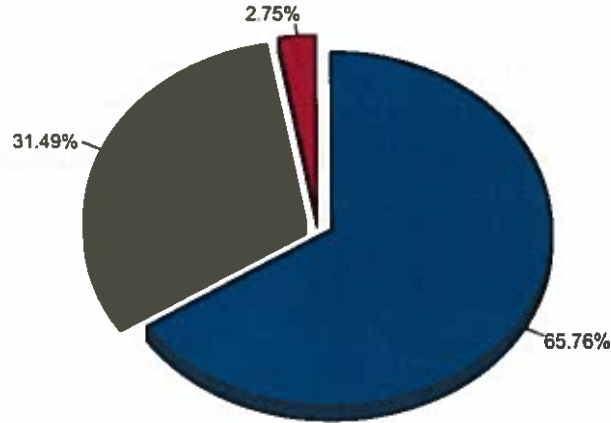
# Asset Allocation

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

## By Asset Class and Geography

As at December 31, 2016

Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	5,216,515	65.76
<b>Total Fixed Income</b>	<b>5,216,515</b>	<b>65.76</b>
Equity - Canada	2,497,974	31.49
<b>Total Equity</b>	<b>2,497,974</b>	<b>31.49</b>
Cash and Cash Equivalents - Canada	217,825	2.75
<b>Total Cash and Cash Equivalents</b>	<b>217,825</b>	<b>2.75</b>
<b>Total Canada</b>	<b>7,932,313</b>	<b>100.00</b>
<b>Total Portfolio</b>	<b>7,932,313</b>	<b>100.00</b>

# Investment Policy Statement

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

## Investment Policy Statement

December 31, 2016

### Total Portfolio Asset Allocation

As of December 31, 2016

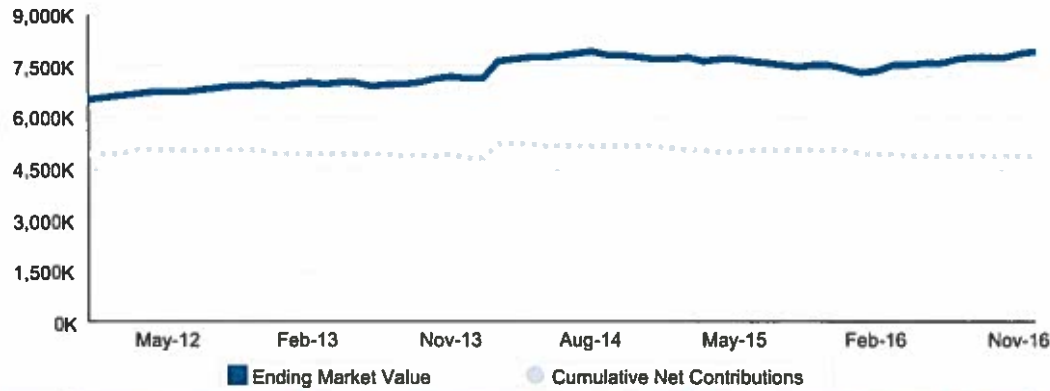
	Long-Term Target	Asset Allocation Guidelines	
	Asset Mix	Minimum	Maximum
Cash and Cash Equivalents	3.00%	0.00%	10.00%
Fixed Income	67.00%	55.00%	75.00%
Equity	30.00%	20.00%	40.00%

# Market Value History

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

## Sir Sandford Fleming College

January 1, 2012 to December 31, 2016



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

	Period Ending	Beginning Market Value	Net Contributions/Withdrawals	Change in Market Value	Ending Market Value
2014	March	7,125,583.36	418,948.00	139,922.51	7,684,453.87
	June	7,684,453.87	(74,964.00)	180,376.87	7,789,866.74
	September	7,789,866.74	85.23	26,588.28	7,816,540.25
	December	7,816,540.25	(9,283.00)	(85,011.96)	7,722,245.29
2015	March	7,722,245.29	(117,295.00)	56,462.69	7,661,412.98
	June	7,661,412.98	(9,356.00)	(24,028.68)	7,628,028.30
	September	7,628,028.30	(2,826.00)	(162,666.58)	7,462,535.72
	December	7,462,535.72	32,406.00	(61,375.26)	7,433,566.46
2016	March	7,433,566.46	(118,613.68)	202,163.64	7,517,116.42
	June	7,517,116.42	(56,857.00)	129,854.81	7,590,114.23
	September	7,590,114.23	1,102.00	151,178.29	7,742,394.52
	December	7,742,394.52	5,507.00	184,252.93	7,932,154.45
<b>TOTAL</b>			<b>68,853.55</b>	<b>737,717.54</b>	

# Compliance Statement

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

As at December 31, 2016

## Statement of Compliance from Portfolio Manager, Steve Henderson

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

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



# Portfolio Performance

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

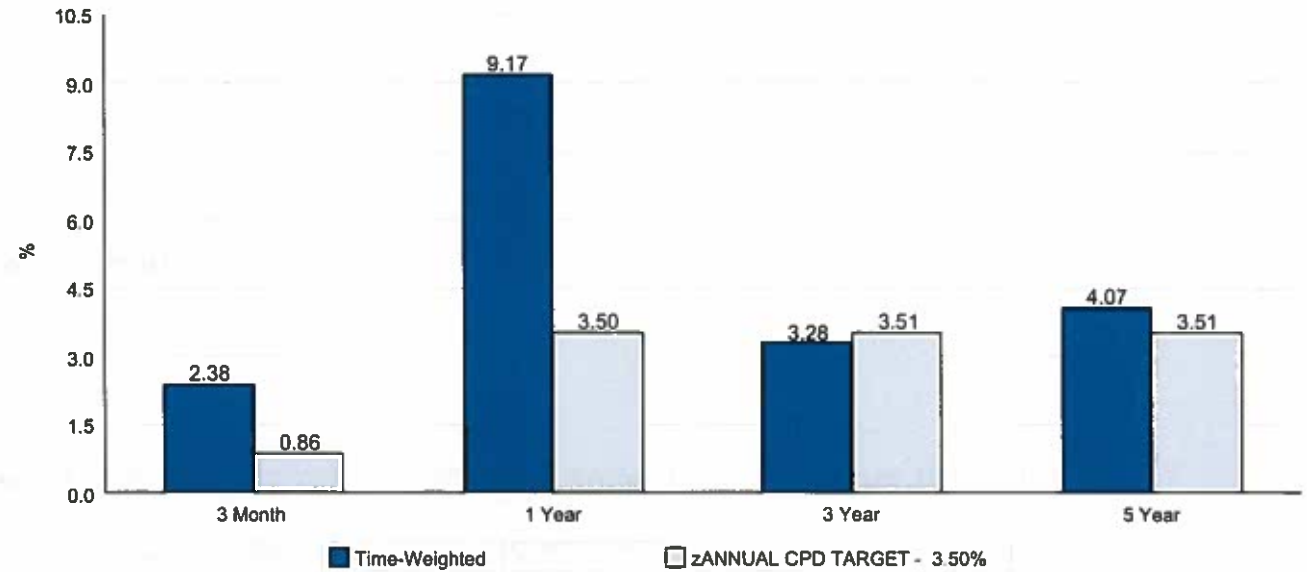
## Sir Sandford Fleming College

January 1, 2012 to December 31, 2016

% Rate of Return / Benchmark	3 Month	1 Year	3 Year	5 Year
Time-Weighted	2.38	9.17	3.28	4.07
zANNUAL CPD TARGET - 3.50%	0.86	3.50	3.51	3.51

### Annualized Returns

- Any returns greater than 12 months are annualized.
- Since Start Date returns are for the period between January 1, 2012 and December 31, 2016
- Information regarding Performance Methodology can be found on the Statement of Terms page.



Henderson Capital Management

RBC Dominion Securities

Reported in CAD

As at December 31, 2016

## US Federal Reserve

### Can animal spirits be tamed?

For some time monetary policy has done the heavy lifting to stabilize the U.S. economy. In 2017 we will see if the addition of fiscal stimulus puts the economy on a glide path to "breakout speed." Rates and the Fed have so far voted with their feet.

#### Move higher in rates

In his book *The General Theory of Employment, Interest and Money*, John Maynard Keynes coined the term "animal spirits" to encapsulate how emotions and confidence can drive consumer and investor behaviour. While a 25 basis point hike by the Federal Reserve in December received significant coverage, some government bond yields experienced a much larger jump. We believe it is largely these animal spirits that have been behind the recent surge in yields. In the U.S., Treasury yields have marched steadily higher since early November as financial markets price in expectations for higher growth and inflation under the administration of President-elect Donald Trump and a Republican-controlled Congress. Some yields have risen in excess of 75 basis points in just the last two months.

#### Yields soar to reflect reality

The primary catalyst moving bond yields higher has been the outcome of the U.S. elections. Financial markets are expecting a combination of tax cuts and a meaningful spend on infrastructure from the President-elect and Congress that will lift U.S. growth and put upward pressure on inflation.

But bonds may also have been ripe for a correction given yield levels were out of sync with fundamentals.

For example, the yield on the U.S. Treasury's 10-year bond in early November 2016 was at a similar level as four years prior despite a very different economic landscape. In November 2012, the unemployment rate was 7.7% and the core Consumer Price Index (CPI) was 1.8% and expected to fall further. In contrast, the 4.4% unemployment rate in November 2016 was indicative of a tight labour market while core CPI of 2.2% was expected to trend higher in coming months.

The different approach by the Fed in each of these two periods highlights how the fundamentals stand in contrast. While the Fed hiked interest rates in December 2016 in anticipation of accelerating growth and inflation, in November 2012, the central bank announced its third round of quantitative easing to try to stabilize a fragile recovery and stoke higher levels of growth and inflation. In light of how strong the current economy is, and expectations for growth are, we think part of the recent correction was long overdue.

We are sticking with our expectation for two rate hikes by the Fed in 2017 versus the three hikes suggested by the latest dot plot. We would not characterize the Fed as hawkish even though it is in the midst of a tightening cycle. The incoming voting members of the FOMC in 2017 will be slightly more dovish on balance than the outgoing voting members. There are also downside risks to the global economy that should not be forgotten, most notably the impact of a strong U.S. dollar. In our mind, two hikes should be sufficient.

### Fixed Income

We expect global bond markets to be more stable this month after the sharp selloff that defined late 2016. Expectations for fiscal stimulus in the form of tax cuts and infrastructure spending in the U.S. are high, with investors focused on the first 100 days of President-elect Trump's administration. Should the scale and scope of fiscal stimulus that ultimately emerges fall short of expectations, bond yields will likely be flat to lower in January versus the end of 2016. This back-and-forth pattern could very well be what to expect for the next several months until markets have a better read on the scope of the new administration's proposals.

As at December 31, 2016

Yet, we think investors should condition themselves for an era of higher yields. We believe it's unlikely that the low yield levels reached in 2016 will be revisited this year and the likely trajectory for bond yields over the next 12 months is moderately higher. This view is based upon what we see as further stabilization in many global economies and a lessening of the deflationary fears that had ripped the markets through much of 2016. Nonetheless, the move to a new, higher range for bond yields is unlikely to be as disruptively abrupt as was the case in the last two months of 2016 since major global central banks are committed to continued monetary stimulus, or in the case of the Fed a gradual path to higher rates.

The sharp correction in the market has resulted in some changes in our views on positioning, most notably in Canada. We now advocate for investors in the Canadian market to add longer duration positions after having been reticent to make such a recommendation as recently as November. And for both Canada and the U.S., even with the prospect of a modest move higher in yields from current levels, we believe entry points are too compelling for buy-and-hold investors to remain on the sidelines at the current time.

### Canada

We begin 2017 with a more constructive view on long-term maturities than had been the case in recent months. A significant bond market selloff, set off in earnest by the outcome of the U.S. elections in early November, seems to have stabilized and left maturities in the 8-10 year part of the curve attractive for buy and-hold investors.

Market expectations for an interest rate cut by the Bank of Canada have evaporated and now a hike in 2017 is priced in as a much more likely event. While that may be premature, we also acknowledge that a dramatic shift in expectations has occurred in just two months. There is currently less than a 5% chance of an interest rate cut by the end of 2017, according to the futures market, which compares to a 20% probability of an expected cut by the middle of 2017 back in November 2016. The shift in expectations has less to do with domestic economic data, which has remained uneven, and more to do with expectations that U.S. growth and inflation will rise in 2017 in response to fiscal stimulus from the incoming government. Market expectations for a rate hike by the end of 2017 now stand at 35%, up from essentially zero in early November.

## Equity

### Still the place to be

Economic activity has been strengthening in most major economies since the summer. And strong "new orders" readings indicate this should continue into Q1. What's more, the promised tax cuts/infrastructure spending/regulatory reform expected from the new U.S. administration and Congress have pushed global GDP growth estimates higher, produced a surge in U.S. consumer and business confidence, and reduced the risk of a U.S. recession arriving before 2019.

Normally the promise of stronger U.S. growth would be good news for most other economies. An expanding U.S. economy usually exerts a powerful "tractor" effect on the rest of the world—certainly on major trading partners like China, Mexico, and Canada—as U.S. imports from these countries are very large and typically grow faster than overall U.S. GDP. But in this case, the new administration has said it intends to declare a "jump ball" with respect to trade relationships and agreements, including NAFTA, raising the prospect, at the very least, of trade uncertainty for many countries.

Negotiating or renegotiating trade rules and agreements is one thing; unilaterally imposing tariffs, "border taxes," or other similar barriers is another, and one that typically provokes threats of retaliation. Trade wars have almost never been good for anyone. The expected pickup in growth and the pushing out of the probable start date of the next U.S. recession persuade us that equities should fare well in the coming 12 months, and probably longer. However, trade issues together with the prospect of rising bond yields, an appreciating U.S. dollar, and higher oil prices are likely to deliver some episodes of volatility. We continue to recommend investors with a 12-month or longer time horizon maintain a full commitment to global equities.

### Canada

We maintain our Overweight recommendation for Canadian equities. The outlook for key sectors is positive while increasing global adoption of fiscal stimulus could provide additional support for resources.

Outperformance in 2016 has put bank valuations at a modest premium to historical levels. We remain comfortable in anticipation of a benign credit environment in the year ahead relative to 2016 noting that capital levels have strengthened. Moreover, we expect cost-containment initiatives to support earnings growth despite revenue headwinds.

The rise in long-term interest rates has sparked corresponding outperformance in life insurance stocks. Valuations now sit roughly in line with historical levels. However, in the event the strong move in rates is sustained, current earnings estimates may be overly conservative. While life insurance stocks can at times suffer from a lack of earnings visibility, we like them for the protection they provide income-focused portfolios against rising rates.

The accords struck by OPEC and certain non-OPEC countries to curb crude output by a targeted 1.8 million barrels per day should help accelerate the rebalancing of the global oil market and facilitate the drawdown of record inventory levels. We expect this will support crude oil prices and provide a positive backdrop for producers seeking to resume upstream growth and reduce balance sheet leverage.

We continue to question the sustainability of the strength in several base and bulk commodities as RBC Capital Markets believes many markets will remain oversupplied. Support for recent commodity price gains may depend on the magnitude of expected fiscal stimulus announcements in 2017 and the continuation of credit-fueled stimulus in China.

### What Does This Mean For Your Portfolio

After a rough start 2016 turned out to be a tremendous one for Canadian equities. This strong equity performance helped us achieve a portfolio rate of return which has exceeded our static benchmark for the past 3 months, 1 year and five year periods while trailing the 3 year by a slight margin of 22 basis points.

Equities exceeded the benchmark for the past quarter and over the longer term of five years trailed by less than 45 basis points after fees. Pre fee we have matched or exceeded benchmarks in most time frames measured.

What does this mean going forward? Our shorter duration fixed income portfolio should perform well in times of rising interest rates. On the equity front we are looking to add to industrials, REITs and energy sectors on pullbacks. We remain somewhat underweight materials and information technology. Overall we are overweight equities due to our expectation of strongest growth.

# Statement of Terms

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

As at December 31, 2016

## Legal Disclaimers

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

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

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

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

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

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

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  - THE SIR SANDFORD FLEMING COL - 3760716815001
  - THE SIR SANDFORD FLEMING COL - 3760719512000
  - THE SIR SANDFORD FLEMING COL - 3761072119000
  - THE SIR SANDFORD FLEMING COL - 3761737919000

Henderson Capital Management

RBC Dominion Securities



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

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# SSFC Board of Governors Equity Review

**As at settlement date December 31, 2016**

Sir Sandford Fleming College Equity (PIM)

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

### **Henderson Capital Management**

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

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

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**RBC Wealth Management**  
Dominion Securities

# Portfolio Performance

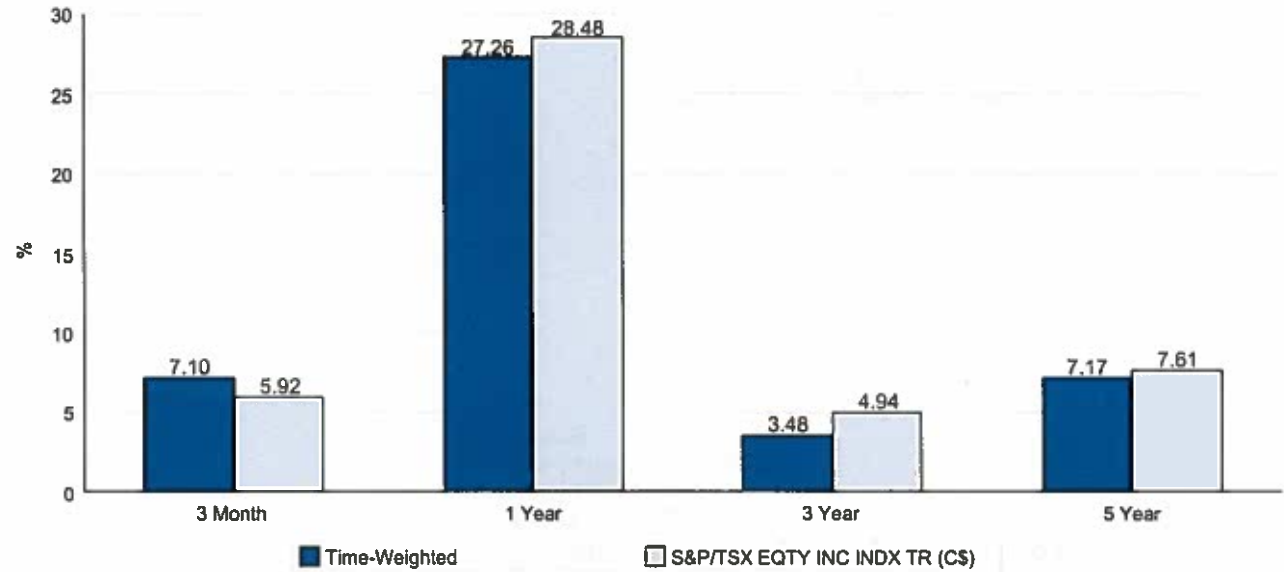
Sir Sandford Fleming College Equity (PIM)

## Sir Sandford Fleming College

January 1, 2012 to December 31, 2016

% Rate of Return / Benchmark	3 Month	1 Year	3 Year	5 Year
Time-Weighted	7.10	27.26	3.48	7.17
S&P/TSX EQTY INC INDX TR (C\$)	5.92	28.48	4.94	7.61

### Annualized Returns



- Any returns greater than 12 months are annualized.
- Since Start Date returns are for the period between January 1, 2012 and December 31, 2016
- Information regarding Performance Methodology can be found on the Statement of Terms page.

# Statement of Terms

Sir Sandford Fleming College Equity (PIM)

As at December 31, 2016

## Legal Disclaimers

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

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Henderson Capital Management

RBC Dominion Securities

THE SIR SANDFORD FLEMING COL - 3761737919001

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# SSFC Board of Governors Ministry Endowed Review

**As at settlement date December 31, 2016**

Sir Sandford Fleming College Bursary Ministry Funds

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**Sir Sandford Fleming College of Applied Arts  
& Technology**  
**Ministry Endowed Funds**  
 599 Brealey Drive  
 Peterborough, ON, K9J 7B1  
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### Henderson Capital Management

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Shaylene Pind, Associate  
 705-743-4492  
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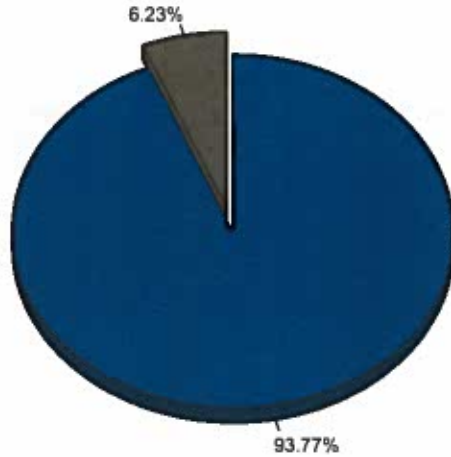
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# Asset Allocation

## By Asset Class and Geography

As at December 31, 2016

Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	287,130	93.77
<b>Total Fixed Income</b>	<b>287,130</b>	<b>93.77</b>
Cash and Cash Equivalents - Canada	19,063	6.23
<b>Total Cash and Cash Equivalents</b>	<b>19,063</b>	<b>6.23</b>
<b>Total Canada</b>	<b>306,193</b>	<b>100.00</b>
<b>Total Portfolio</b>	<b>306,193</b>	<b>100.00</b>

# Investment Policy Statement

Sir Sandford Fleming College Bursary Ministry Funds

## Investment Policy Statement

December 31, 2016

### Total Portfolio Asset Allocation

	Long-Term Target	As of December 31, 2016	
		Asset Allocation Guidelines	
	Asset Mix	Minimum	Maximum
Cash and Cash Equivalents	3.00%	0.00%	10.00%
Fixed Income	97.00%	90.00%	100.00%

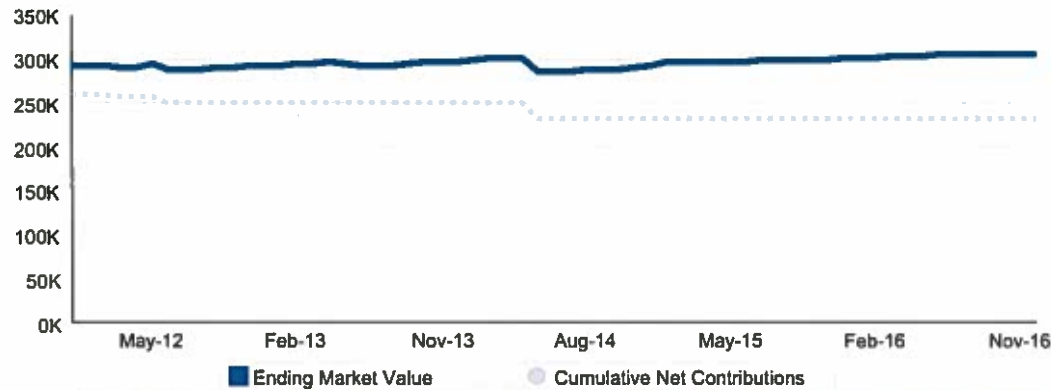


# Market Value History

Sir Sandford Fleming College Bursary Ministry Funds

## Sir Sandford Fleming College

January 1, 2012 to December 31, 2016



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

	Period Ending	Beginning Market Value	Net Contributions/ Withdrawals	Change in Market Value	Ending Market Value
2014	March	296,266.66	0.00	4,173.15	300,439.81
	June	300,439.81	(18,000.00)	3,381.08	285,820.89
	September	285,820.89	0.00	2,280.14	288,101.03
	December	288,101.03	0.00	3,948.60	292,049.63
2015	March	292,049.63	0.00	5,312.75	297,362.38
	June	297,362.38	0.00	475.24	297,837.62
	September	297,837.62	0.00	1,143.69	298,981.31
	December	298,981.31	0.00	1,974.80	300,956.11
2016	March	300,956.11	0.00	1,734.63	302,690.74
	June	302,690.74	0.00	2,133.63	304,824.37
	September	304,824.37	0.00	1,718.88	306,543.25
	December	306,543.25	0.00	(363.26)	306,179.99
<b>TOTAL</b>			<b>(18,000.00)</b>	<b>27,913.33</b>	

Henderson Capital Management

RBC Dominion Securities

Reported in CAD

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

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

**Fixed income quality**

# Statement of Terms

Sir Sandford Fleming College Bursary Ministry Funds

As at December 31, 2016

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**Financial Statements of**  
**FROST STUDENT ASSOCIATION**  
**March 31, 2016**

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Peterborough, ON  
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F: 705.743.5081  
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www.mccollturner.com

**McCOLL TURNER** LLP  
CHARTERED PROFESSIONAL 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, 2016 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, 2016, 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 14, 2016

# FROST STUDENT ASSOCIATION

## STATEMENT OF FINANCIAL POSITION

March 31, 2016

	2016	2015
	\$	\$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	30,196	46,073
Accounts receivable	1,370	-
Due from Sir Sandford Fleming College (note 4)	181,238	178,692
Inventory	3,988	6,249
Prepaid expenses	11,943	9,186
	<u>228,735</u>	<u>240,200</u>
<b>CAPITAL ASSETS (note 5)</b>	<u>1,344,377</u>	<u>1,424,857</u>
	<u>1,573,112</u>	<u>1,665,057</u>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities (note 6)	46,227	100,030
Loan payable to Sir Sandford Fleming College (note 4)	207,583	326,271
	<u>253,810</u>	<u>426,301</u>
<b>NET ASSETS</b>		
Unrestricted net assets	172,508	130,150
Invested in capital assets	1,136,794	1,098,606
Capital reserve	10,000	10,000
	<u>1,319,302</u>	<u>1,238,756</u>
	<u>1,573,112</u>	<u>1,665,057</u>

See accompanying notes to the financial statements

1

**FROST STUDENT ASSOCIATION**  
**STATEMENT OF CHANGES IN NET ASSETS**  
 Year Ended March 31, 2016

	Unrestricted Net Assets \$	Invested in Capital Assets \$	Capital Reserve \$	2016 Total \$	2015 Total \$
<b>NET ASSETS - beginning of year</b>	130,150	1,098,606	10,000	1,238,756	1,184,986
Purchase of capital assets	(2,550)	2,550	-	-	-
<u>Excess of revenue over expenses for the year</u>	44,908	35,638	-	80,546	53,770
<b>NET ASSETS - end of year</b>	172,508	1,136,794	10,000	1,319,302	1,238,756

See accompanying notes to the financial statements



# FROST STUDENT ASSOCIATION

## STATEMENT OF OPERATIONS

Year Ended March 31, 2016

	2016	2015
	\$	\$
<b>REVENUE</b>		
Student activity fees - General	308,502	318,577
Recreation and athletics (schedule A)	397,055	412,234
Capital operations (schedule B)	121,934	128,548
Auk's Lodge (schedule C)	160,362	152,433
Student transit	79,781	82,636
Contribution from student health plan for wages and benefits	14,157	25,802
ATM and other income	9,323	8,266
Event income	3,322	5,607
Interest	1,816	2,446
	<u>1,096,252</u>	<u>1,136,549</u>
<b>EXPENSES</b>		
Salaries and benefits	139,040	153,939
Recreation and athletics (schedule A)	340,097	358,938
Capital operations (schedule B)	86,296	90,728
Auk's Lodge (schedule C)	191,743	174,238
Student transit	84,760	77,368
Professional fees	32,233	67,858
Honoraria	42,162	39,970
Social and sporting events	45,916	61,533
Office	11,052	15,687
Utilities	19,323	19,323
Dues and membership fees	1,325	1,873
Insurance	6,985	6,319
Conferences and travel	2,452	4,493
Telephone	3,096	5,018
Advertising	4,069	2,896
Interest and bank charges	5,157	2,598
	<u>1,015,706</u>	<u>1,082,779</u>
<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<u>80,546</u>	<u>53,770</u>

See accompanying notes to the financial statements

3

# FROST STUDENT ASSOCIATION

## STATEMENT OF CASH FLOWS

Year Ended March 31, 2016

	2016	2015
	\$	\$
<b>CASH PROVIDED FROM (USED FOR)</b>		
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses for the year	80,546	53,770
Add amortization, an item not requiring an outlay of cash	83,030	85,198
	163,576	138,968
Changes in non-cash working capital items:		
Accounts receivable	(1,370)	13,359
Due from Sir Sandford Fleming College	(2,546)	(76,552)
Inventory	2,261	(4,429)
Prepaid expenses	(2,757)	18,301
Accounts payable and accrued liabilities	(53,803)	(10,550)
	105,361	79,097
<b>FINANCING ACTIVITIES</b>		
Loan repayment	(118,688)	(122,998)
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	(2,550)	-
<b>DECREASE IN CASH FOR THE YEAR</b>	<b>(15,877)</b>	<b>(43,901)</b>
<b>CASH POSITION - beginning of year</b>	<b>46,073</b>	<b>89,974</b>
<b>CASH POSITION - end of year</b>	<b>30,196</b>	<b>46,073</b>

See accompanying notes to the financial statements

4

# FROST STUDENT ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

---

### 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, 2016

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### 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, 2016

### 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:

	2016	2015
	\$	\$
General fund	32,891	89,932
Transition fund	1,137	5,859
Fieldhouse building fund	114,862	64,812
Haliburton SA general fund	4,624	2,496
Haliburton SA recreation and athletics complex fund	11,499	8,749
Transit fee fund	16,225	6,844
	181,238	178,692

Included in accounts payable are amounts due to the College of \$3,266 (2015 - \$6,272).

During the year, the Association paid \$36,243 (2015 - \$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 \$207,583 (2015 - \$326,271), 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 \$3,266 (2015 - \$5,530).

# FROST STUDENT ASSOCIATION

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

#### 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 \$14,157 (2015 - \$25,802).

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, 2016		March 31, 2015	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Building	1,987,293	664,142	1,987,293	614,460
Furniture and equipment	230,535	209,309	227,985	175,961
Computer equipment	25,806	25,806	25,806	25,806
	<u>2,243,634</u>	<u>899,257</u>	<u>2,241,084</u>	<u>816,227</u>
Net book value		<u>1,344,377</u>		<u>1,424,857</u>

#### 6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances payable of \$6,733 (2015 - \$32,799).

#### 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.

**FROST STUDENT ASSOCIATION**  
**SCHEDULE OF RECREATION AND ATHLETICS OPERATIONS**  
Year Ended March 31, 2016

**SCHEDULE A**

	2016	2015
	\$	\$
<b>REVENUE</b>		
Student activity fees		
Athletics	181,764	191,460
Recreation complex	166,300	172,469
Fieldhouse	48,991	48,305
	<u>397,055</u>	<u>412,234</u>
<b>EXPENSES</b>		
Athletic charges	173,797	186,469
Recreation complex	166,300	172,469
	<u>340,097</u>	<u>358,938</u>
	<u>56,958</u>	<u>53,296</u>

**FROST STUDENT ASSOCIATION**  
**SCHEDULE OF CAPITAL OPERATIONS**  
Year Ended March 31, 2016

**SCHEDULE B**

	2016	2015
	\$	\$
<b>REVENUE</b>		
Student building fees	121,257	127,566
Interest	677	982
	<u>121,934</u>	<u>128,548</u>
<b>EXPENSES</b>		
Amortization	83,030	85,198
Loan interest	3,266	5,530
	<u>86,296</u>	<u>90,728</u>
	<u>35,638</u>	<u>37,820</u>



**FROST STUDENT ASSOCIATION**  
**SCHEDULE OF AUK'S LODGE OPERATIONS**  
Year Ended March 31, 2016

**SCHEDULE C**

	2016	2015
	\$	\$
<b>REVENUE</b>	140,198	129,270
<b>COST OF SALES</b>	72,175	80,341
<b>GROSS PROFIT</b>	68,023	48,929
<b>OTHER REVENUE</b>		
Food services commission	15,425	20,368
Hall rental	1,780	1,111
Games and other	2,959	1,684
	88,187	72,092
<b>EXPENSES</b>		
Wages and benefits	81,019	45,646
Utilities	17,100	17,100
Security	6,986	16,846
Insurance	9,250	9,392
Repairs and maintenance	5,213	4,913
	119,568	93,897
	(31,381)	(21,805)

**Financial Statements of**

**SIR SANDFORD FLEMING COLLEGE  
STUDENT ADMINISTRATIVE COUNCIL**

**March 31, 2016**

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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, 2016 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, 2016, 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.

*McColl Turner LLP*

Licensed Public Accountants

Peterborough, Ontario  
October 12, 2016

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**STATEMENT OF FINANCIAL POSITION**  
**March 31, 2016**

	General Fund \$	Capital Asset Fund \$	2016 Total \$	2015 Total \$
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash	484,968	-	484,968	758,505
Accounts receivable	10,133	-	10,133	4,134
Due from Sir Sandford Fleming College of Applied Arts and Technology (note 4)	1,639,339	227,062	1,866,401	1,564,891
Inventory	5,661	-	5,661	7,044
Prepaid expenses	25,121	-	25,121	25,386
	2,165,222	227,062	2,392,284	2,359,960
<b>CAPITAL ASSETS (note 5)</b>	-	1,973,737	1,973,737	2,197,570
	2,165,222	2,200,799	4,366,021	4,557,530
<b>LIABILITIES</b>				
<b>CURRENT LIABILITIES</b>				
Accounts payable and accrued liabilities (note 6)	18,107	-	18,107	34,624
Due to Sir Sandford Fleming College of Applied Arts and Technology (note 4)	118,008	-	118,008	125,623
Deferred revenue	471,469	-	471,469	469,446
Scheduled cash repayments for promissory notes payable (note 7)	198,000	198,000	396,000	396,000
	805,584	198,000	1,003,584	1,025,693
<b>PROMISSORY NOTES PAYABLE (note 7)</b>	1,993,806	961,514	2,955,320	3,741,329
	2,799,390	1,159,514	3,958,904	4,767,022
<b>FUND BALANCES</b>				
Invested in capital assets	-	814,223	814,223	633,537
Restricted	93,749	227,062	320,811	428,376
Unrestricted	(727,917)	-	(727,917)	(1,271,405)
	(634,168)	1,041,285	407,117	(209,492)
	2,165,222	2,200,799	4,366,021	4,557,530
Commitments (note 9)				

See accompanying notes to the financial statements

# SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

## STATEMENT OF OPERATIONS

Year Ended March 31, 2016

	General Fund \$	Capital Asset Fund \$	2016 Total \$	2015 Total \$
<b>REVENUES</b>				
Student activity fees	1,107,024	367,180	1,474,204	1,395,684
Student activities (Schedule A)	28,411	-	28,411	42,457
Steele Centre (Schedule B)	181,873	-	181,873	175,453
Health plan (Schedule C) (note 8)	1,103,635	-	1,103,635	1,097,340
Athletic and Sport and Wellness Centre membership fees	1,351,970	-	1,351,970	1,315,118
Student transition program	23,283	-	23,283	23,653
Interest earned - Sir Sandford Fleming College of Applied Arts and Technology	12,238	3,128	15,366	20,841
	<b>3,808,434</b>	<b>370,308</b>	<b>4,178,742</b>	<b>4,070,546</b>
<b>EXPENDITURES</b>				
Student activities (Schedule A)	80,707	-	80,707	118,649
Steele Centre (Schedule B)	265,583	-	265,583	267,409
Health plan (Schedule C) (note 8)	1,118,448	-	1,118,448	1,128,297
Athletic and Sport and Wellness membership	1,351,970	-	1,351,970	1,315,118
Student transition program	46,088	-	46,088	23,982
Administrative (Schedule D)	312,383	-	312,383	281,801
Student transit	3,996	-	3,996	-
Contribution to sport field complex	-	-	-	79,755
Interest on long term debt	96,758	55,698	152,456	188,640
Amortization	-	230,502	230,502	232,010
	<b>3,275,933</b>	<b>286,200</b>	<b>3,562,133</b>	<b>3,635,661</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES FOR THE YEAR</b>	<b>532,501</b>	<b>84,108</b>	<b>616,609</b>	<b>434,885</b>
<b>INTERFUND TRANSFER</b>	<b>(3,326)</b>	<b>3,326</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCES - beginning of year</b>	<b>(1,163,343)</b>	<b>953,851</b>	<b>(209,492)</b>	<b>(644,377)</b>
<b>FUND BALANCES - end of year</b>	<b>(634,168)</b>	<b>1,041,285</b>	<b>407,117</b>	<b>(209,492)</b>

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, 2016**

	General Fund \$	Capital Asset Fund \$	2016 Total \$	2015 Total \$
<b>CASH PROVIDED FROM (USED FOR)</b>				
<b>OPERATING ACTIVITIES</b>				
Excess of revenues over expenditures for the year	532,501	84,108	616,609	434,885
Add items not requiring an outlay of cash:				
Amortization	-	230,502	230,502	232,010
Interfund transfer	(3,326)	3,326	-	-
	529,175	317,936	847,111	666,895
Changes in non-cash working capital items:				
Accounts receivable	(5,999)	-	(5,999)	1,550
Due from Sir Sandford Fleming College of Applied Arts and Technology	(394,762)	93,252	(301,510)	(178,246)
Inventory	1,383	-	1,383	(1,150)
Prepaid expenses	265	-	265	(10,680)
Accounts payable and accrued liabilities	(16,517)	-	(16,517)	1,677
Deferred revenue	2,023	-	2,023	8,972
Due to Sir Sandford Fleming College of Applied Arts and Technology	(7,615)	-	(7,615)	(145,665)
	107,953	411,188	519,141	343,353
<b>FINANCING ACTIVITIES</b>				
Proceeds from promissory note	-	-	-	241,367
Repayment of promissory notes	(381,490)	(404,519)	(786,009)	(595,124)
	(381,490)	(404,519)	(786,009)	(353,757)
<b>INVESTING ACTIVITIES</b>				
Purchase of capital assets	-	(6,669)	(6,669)	(6,850)
<b>DECREASE IN CASH FOR THE YEAR</b>	(273,537)	-	(273,537)	(17,254)
<b>CASH POSITION - beginning of year</b>	758,505	-	758,505	775,759
<b>CASH POSITION - end of year</b>	484,968	-	484,968	758,505

See accompanying notes to the financial statements

# SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

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### 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, 2016**

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**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, 2016

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### 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, 2016

### 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:

	2016	2015
	\$	\$
General fund	833,722	371,208
Health plan fund	641,544	680,048
Transition fund	5,576	20,099
Building reserve fund	105,390	104,346
Building renovation fund	121,672	215,968
Brealey building fund	158,496	173,222
Accounts receivable	3,275	1,668
Health plan payable	(118,008)	(125,623)
Accounts payable	(378)	(5,421)

During the year, the Council paid \$58,823 (2015 - \$58,823) to the College for utilities and cleaning services and the College paid \$14,125 (2015 - \$16,727) to the Council for expense reimbursements.

The Council is also related to Frost Student Association (FSA). During the year, the Council contributed \$13,496 (2015 - \$25,802) 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, 2016

### 5. CAPITAL ASSETS

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

	March 31, 2016		March 31, 2015	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Steele Centre				
Leasehold improvements	2,493,193	790,188	2,493,192	619,895
Furniture and equipment	132,778	115,271	126,696	89,324
Administration offices				
Leasehold improvements	299,966	69,992	299,966	49,994
Furniture and equipment	75,495	55,610	74,909	44,208
Computer equipment	25,758	22,392	25,758	19,530
	3,027,190	1,053,453	3,020,521	822,951
Net book value		<u>1,973,737</u>		<u>2,197,570</u>

### 6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances of \$1,612 (2015 - \$622).

# SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL

## NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

### 7. PROMISSORY NOTES PAYABLE

Promissory notes consist of the following:

	2016	2015
	\$	\$
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	1,159,514	1,564,033
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	2,191,806	2,573,296
	3,351,320	4,137,329
Less scheduled cash repayments	(396,000)	(396,000)
	2,955,320	3,741,329

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, 2016

### 7. PROMISSORY NOTES PAYABLE (continued)

Principal repayments of the term loans are due as follows:

	\$
2017	396,000
2018	1,159,514
2019	1,795,806
	<u>3,351,320</u>

### 8. HEALTH PLAN OPERATIONS

The Council administers a health care plan for students at both the Brealey Campus and the Frost Campus. Students who 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 an area of the Brealey Campus of Sir Sandford Fleming College for a 50 year term for \$1 per year. The leased space consists of a lounge, student activity centre and the Council's office (known as the Steele Centre). By agreement with the College, the Council is responsible for the cost of services for the student activity centre provided by the College.

Subsequent to year end, the Council entered into a new agreement with the College to lease approximately 11,850 square feet for the area known as the Steele Centre and Council offices, which replaces the previous agreement as described above. The agreement is for a 99 year term ending March 31, 2115 with basic rent payable during the term in the amount of \$10, payable on the commencement date of April 1, 2016. In addition to basic rent, the Council is responsible for an annual facility fee to cover office, cleaning and other related maintenance costs.

- (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) During the year, the Council entered into an agreement with the City of Peterborough to establish a Universal Transit Pass Program for students of the Sutherland Campus. The agreement stipulates a commencement date of June 1, 2016 for a three year term ending June 1, 2019, with the option to extend for an additional two years ending June 1, 2021. The cost of the program will be covered by student fees.

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
*NOTES TO THE FINANCIAL STATEMENTS*  
March 31, 2016

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**10. ALLOCATION OF EXPENSES**

The Council allocates a certain portion of their administrative expenses to the Steele Centre and health plan operations each year.

Salaries and wages are allocated to the Steele Centre and health plan based on the estimated work performed on these functions. The amounts allocated during the year to the Steele Centre and health plan are \$26,400 (2015 - \$26,400) and \$20,262 (2015 - \$49,082), respectively.

Commercial insurance is allocated to the Steele Centre based on the estimated usage of space. The amount allocated during the year was \$9,532 (2015 - \$6,108).

Other administrative expenses, including computer, rent, travel and employee training, are allocated to the health plan based on the estimated usage. The amount allocated during the year was \$4,075 (2015 - \$6,627).

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**SCHEDULE OF REVENUES AND EXPENDITURES ON STUDENT ACTIVITIES**  
 Year Ended March 31, 2016

**SCHEDULE A**

	2016	2015
	\$	\$
<b>REVENUES</b>		
Advertising	6,508	7,473
Special events	1,925	13,112
Graduation photographs	2,920	2,726
Food bank	1,825	1,147
Orientation	14,125	17,144
Miscellaneous	1,108	855
	28,411	42,457
<b>EXPENDITURES</b>		
Special events and promotions	62,939	103,967
School agendas	14,842	13,282
Divisional representatives	2,926	1,400
	80,707	118,649
<b>EXCESS OF EXPENDITURES OVER REVENUES FROM STUDENT ACTIVITIES</b>	(52,296)	(76,192)



**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**SCHEDULE OF STEELE CENTRE OPERATIONS**  
 Year Ended March 31, 2016

**SCHEDULE B**

	2016	2015
	\$	\$
<b>REVENUES</b>		
Bar operations	86,868	101,065
Food commissions	70,670	53,671
Hall rental, catering and pool table	17,116	13,492
Miscellaneous	7,219	7,225
	<u>181,873</u>	<u>175,453</u>
<b>EXPENDITURES</b>		
Salaries and wages	128,165	125,970
Bar purchases and supplies	37,575	41,685
Repairs and maintenance	47,946	47,946
Music and entertainment	17,290	19,170
Insurance	16,982	13,733
Telephone	1,147	877
Memberships, licenses and fees	1,845	2,152
Professional fees	8,318	8,272
Travel	2,924	6,124
Advertising and promotion	1,201	909
Other	2,190	571
	<u>265,583</u>	<u>267,409</u>
<b>EXCESS OF EXPENDITURES OVER REVENUES FROM STEELE CENTRE OPERATIONS</b>	<u>(83,710)</u>	<u>(91,956)</u>

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**SCHEDULE OF HEALTH PLAN OPERATIONS**  
 Year Ended March 31, 2016

**SCHEDULE C**

	2016	2015
	\$	\$
<b>REVENUES</b>		
Student premiums net of refunds	1,097,374	1,083,812
Interest income	6,261	8,373
Miscellaneous	-	5,155
	<u>1,103,635</u>	<u>1,097,340</u>
<b>EXPENDITURES</b>		
Health coverage costs	1,079,913	1,041,133
Wages and benefits	30,658	75,867
Administrative	7,877	11,297
	<u>1,118,448</u>	<u>1,128,297</u>
<b>EXCESS OF EXPENDITURES OVER REVENUES FROM HEALTH PLAN OPERATIONS</b>	<u>(14,813)</u>	<u>(30,957)</u>

**SIR SANDFORD FLEMING COLLEGE STUDENT ADMINISTRATIVE COUNCIL**  
**SCHEDULE OF ADMINISTRATIVE EXPENDITURES**  
**Year Ended March 31, 2016**

**SCHEDULE D**

	2016	2015
	\$	\$
Salaries and benefits	137,870	119,707
Honoraria, bursaries and donations	41,853	42,358
Office supplies	9,404	1,954
Repairs and maintenance	9,777	9,200
Travel and conferences	25,785	28,903
Telephone	3,351	2,360
Professional fees	13,083	10,415
Interest and bank charges	3,750	2,223
Insurance	18,973	15,241
Promotions	2,738	3,899
Board of Directors expenses	4,001	6,397
Memberships, licenses and fees	25,209	21,111
Student meetings and training	14,825	9,847
Miscellaneous	1,764	8,186
	<b>312,383</b>	<b>281,801</b>

## BOARD BRIEFING REPORT

**SUBJECT: 2017-2018 Domestic Tuition Fees**

**Submission to: Public Board Meeting**

**Meeting Date: March 22, 2017**

**Requested Action: Decision / Approval**

**Agenda Item 5.1 (a)**

### 1. CONTEXT / PURPOSE

A report to gain approval from the Board of Governors for domestic tuition and other student fees for 2017-2018 academic year.

### 2. BACKGROUND

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

#### **Attachments:**

Appendix A: Domestic Tuition Fee Schedule

Appendix B: Supply Fees Schedule

Appendix C: Academic Fees

### 3. ANALYSIS / PROPOSED OPTIONS

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

Administration believes we need to maximize College revenues and implement increases to the maximum allowed by the tuition fee framework. Therefore, as in past years, Administration is recommending a blend of tuition increases, and in some cases decreases, to maximize revenue at the 3% cap overall.

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

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

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

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

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

**4. ASSESSMENT OF POTENTIAL RISK – required for all matters requiring Board decision/approval**

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

<b>Risks that would impact or jeopardize the success of the proposal or project</b>	<b>Likelihood High / Medium / Low</b>	<b>Impact High / Medium / Low</b>
Some course fees, after the 3-5% increases in tuition combined with the added program fees, could put us at a competitive disadvantage	Low	Low

*Additional risks may be identified here:* N/A

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

Tuition increases/decreases were developed in consultations with School Deans, ensuring that we remain competitive on a program-by-program basis.

**5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN/ VISION / MANDATE**

Tuition fee increases contribute to the College's "Financial Health and Sustainability" objective.

**6. RECOMMENDATION** *(if a decision is requested, provide a motion for Board consideration.)*

**THAT the Board of Governors of Sir Sandford Fleming College approve the Domestic Tuition Fees and other Supply and Academic student fees for 2017-2018, as presented in Appendices A, B and C.**

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

## Appendix A

### Domestic Tuition Fee Schedule

(PER SEMESTER)

Proposal to come into Effect September 1, 2017

Regular Programs	2016/2017			17/18 proposal		
	\$	\$ Change	% Change	\$	\$ Change	% Change
Certificate Programs	1,423	40	3%	1466	43	3%
Diploma Programs	1,351	38	3%	1392	41	3%
Massage Therapy	1,727	49	3%	1779	52	3%
Graphic Design	1,495	-	n/a	1540	45	3%
<b>High Demand and/or Grad Certificates</b>						
Advance Water Operations	3,052	86	3%	3144	92	3%
Applied Research	1,920	54	3%	1978	58	3%
Applied Planning - Environmental				2233	n/a new to 17/18	
Aquaculture	3,205	90	3%	3301	96	3%
Arboriculture	1,559	73	5%	1606	47	3%
Blasting Techniques	3,406	96	3%	3509	102	3%
Computer Security & Investigation	2,934	83	3%	3022	88	3%
Cultural Heritage Conservation and Management	1,696	79	5%	1781	85	5%
Ecological Restoration	2,630	74	3%	2709	79	3%
Electrical Power Generation	4,646	-	0%	4646	-	0%
Environmental Visual Communication	3,662	158	5%	3772	110	3%
GIS Programs	1,508	70	5%	1584	75	5%
Heavy Equipment Operator (FULL PROGRAM)	11,088	-	0%	11421	333	3%
Health, Safety and Environmental Compliance	2,611	76	3%	2689	78	3%
International Business Management	1,580	- 921	-37%	1627	47	3%
Global Business Management	1,580	- 921	-37%	1627	47	3%
Motive Power Techniques - Heavy Equipment	4,646	-	0%	4646	-	0%
Museum Management	1,770	50	3%	1781	11	0.63%
Natural Resources Law Enforcement	2,842	80	3%	2927	85	3%
Outdoor Adventure Skills	2,370	67	3%	2441	71	3%
Outdoor Adventure Education	2,726	77	3%	2808	82	3%
Paramedic	2,995	140	5%	3085	90	3%
Practical Nurse	2,195	95	5%	2261	66	3%
Pre-Service Fire Fighter	4,842	141	3%	4987	145	3%
Project Management	1,580	- 921	-37%	1627	47	3%
Pest Management	2,603	-	0%	2681	78	3%
Sustainable Agriculture	2,084	59	3%	2146	63	3%
Sustainable Waste Management				2865	n/a new to 17/18	
Therapeutic Recreation	1,825	79	5%	1880	55	3%
Wireless Information Networking	1,650	- 828	-33%	1700	50	3%

**SUPPLY FEES**  
**Effective September 1, 2017 Proposed**

Appendix B

<u>Full-time Programs</u>	<u>2016-17</u>	<u>2017-18</u>	
Jewellery Arts Certificate Program	2,689	2,689	
Artist Blacksmith Certificate Program	1,043	1,139	
Photo Arts Certificate Program	921	1,096	
Ceramics Certificate Program	752	836	
Fibre Arts Certificate Program	807	929	
Glassblowing Certificate Program	3,360	3,327	
Visual and Creative Arts Diploma Program	874	774	
Visual Arts Fundamentals - Drawing and Paint	885	891	
Sculpture Certificate Program	906	906	
Digital Image Design	480	480	
Integrated Design	745	745	
Graphic Design - Visual Communication	470	477	
Cultural Heritage Conserv & Mg	134	134	
Museum Mgmt and Curatorship	160	160	
Personal Support Worker Brealey	38	38	
Paramedic	38	38	
Practical Nursing	38	38	
Occup Therapist Assist/ Physio Assist	38	38	
Pre-Serv Firefighter Educ&Trng	38	38	
Health Information Management sem 1	126	126	
Health Information Management sem 3	88	88	
Pharmacy Technician	38	38	
Resources Drilling Blasting sem 2	44	45	
Resources Drilling Blasting sem 3	54	93	
Resources Drilling Blasting sem 4	19	19	
Blasting Techniques	81	84	
Heavy Equipment Operator	49	49	
Heating, Ref & Air Cond sem 1	433	433	
Heating, Ref & Air Cond sem 3	376	376	
Electrical Power Generation sem 1	225	230	
Electrical Power Generation sem 4	124	152	
Motive Power Techniques	225	230	
Fish & Wildlife Technician	57	56	
Outdoor & Adventure Education	126	126	
Urban Forestry Technician sem 4	-	134	<i>Custom manual semester 4 now</i>
GIS Application Specialist	-	100	<i>New - Students retain software</i>
GIS Cartographic Specialist	-	100	<i>New - Students retain software</i>
Culinary Management	575	900	<i>2017-18 Increase cost of Culinary Knives &amp; Uniforms added</i>
Chef Training	575	900	<i>2017-18 Increase cost of Culinary Knives &amp; Uniforms added</i>
Protection, Security & Investigation	36	36	
Biotechnology Techn Forensic sem 2	15	4	
Biotechnology Techn Forensic sem 4	43	36	
Community and Justice Services	36	36	
Construction Skills	111	125	
Carpentry Technician	111	125	
Electrical Engineering Technician	15	15	
Electrical Techniques	15	15	
Instrumentation & Control Eng	15	15	
Plumbing Techniques	15	15	
Trades & Technology Fundamentals sem 1	31	33	
Trades & Technology Fundamentals sem 2	69	80	
Welding Techniques	15	15	
Welding and Fabrication Technician	15	15	

The College will continue to charge supply fees to students in various part time courses. These fees recover costs directly related to the course.
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**ACADEMIC FEES**  
**Effective September 1, 2017 Proposed**

Appendix C

	<u>Program</u>	<u>Course</u>	<u>2016-17</u>	<u>2017-18</u>
Aquaculture	AQU-1	APST 120	393	397
Ecological Restoration	ERJ3	FSTY 75	109	81
Ecological Restoration	ERJ3	APST 83	1052	1,032
Ecosystem Management Technology	EMX5	APST 21	329	315
Ecosystem Management Technology	EMX6	ECOS 6	434	470
Ecosystem Mgmt Technician	EMT3	APST 22	305	290
Environmental Technician	ETN-4 & ETY-4	APST 27	214	279
Environmental Technology	ETY6	APST 88	141	167
Fish & Wildlife Technician & Technologist	BO3	APST 143	534	539
Fish and Wildlife Technology	FW6	APST 40	180	163
Fish and Wildlife Technology	FW5	APST 18	168	168
Forestry Technician	FT3	APST 30	466	519
General / Resource Studies Option	GSN1	APST 96	353	408
Geographic Information Systems - Applications Specialist	GIA-1	APST 87	323	390
Geographic Information Systems - Cartographic Specialist	GC-1	APST 87	323	390
Natural Resources - Law Enforcement	NRL1	APST 16	242	244
Outdoor Adventure Skills	OAS2	APST 77	401	501
Outdoor Adventure Skills	OAS1	APST 76	95	58
Outdoor and Adventure Education	ODE3	APST 112	216	548
Outdoor and Adventure Education	ODE4	APST 113	308	61
Sustainable Agriculture	SAG1	AGRI 4	226	230
Recreation & Leisure Services	RLD-2 & RLS-3	RECR026	204	176
Artist Blacksmith	ABS-1	ARTS1948	179	245
Ceramics	CER-1	ARTS971	190	203
Cultural Heritage Conserv & Mg	CHM-1	MUSM39	211	162
Digital Image Design	DID-1	ARTS1474	168	188
Fibre Arts	FAR-1	ARTS444	188	208
Glassblowing	GBL-1	ARTS1091	711	725
Graphic Design - Visual Commun	GDV-4	DESN29	0	413 <b>New</b>
Integrated Design	IND-1	DESN3	356	331
Jewellery Essentials	JWA-1	ARTS526	172	222
Moving Image Design	MID-1	DESN37	191	253
Photo Arts	PHA-1	ARTS981	188	208
Sculpture	SCU-1	ARTS629	167	224
Studio Process Advancement	SPA-1	ARTS1921	546	427
Visual and Creative Arts Diplomas Haliburton	VCA-1 & VCC-3	ARTS957	273	308
Visual Arts Fund-Drwg&Painting	VAF-1	ARTS2152	179	188



## BOARD BRIEFING REPORT

**SUBJECT: 2017-2018 Student Levied Fees**  
**Submission to: Public Board Meeting**  
**Meeting Date: March 22, 2017**  
**Requested Action: Decision / Approval**

**Agenda Item 5.1 (b)**

### 1. CONTEXT / PURPOSE

A report to gain approval from the Board of Governors for Student Levied Fees for the 2017-2018 academic year.

### 2. BACKGROUND

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

#### **Attachments:**

- Appendix A: Student Levied Fees

### 3. ANALYSIS / PROPOSED OPTIONS

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

These fees will be per semester (15 weeks) unless otherwise stated for the 2017-2018 academic year (effective September 1, 2017 to August 31, 2018).

**Student Activity Fee – Sutherland:** Will remain the same at \$95.00.

**Student Activity Fee – Haliburton:** Increase from \$49.00 to \$54.00. This increase will support mental health services in Haliburton.

**Student Activity Fee – Frost (Lindsay):** Increase on request of the Frost Student Association from \$97.71 to \$120.21 supporting mental health services, cost of living increases, cost of operations (Auk's Lodge) and increase in facilities costs.

**Athletic Fee – Sutherland:** Increased from \$50.00 to \$51.00.

**Athletic Fee – Frost (Lindsay):** Increased from \$55.00 to \$65.00 in response to increasing costs in providing athletic activities in augmenting on-campus services for athletics.

**Athletic Fee – Frost (Haliburton):** Increasing from \$52.50 to \$53.55.

**Peterborough Sport and Wellness Centre – Sutherland:** 2% Increase from \$82.50 to \$84.15.

**Student Centre Renovation Fund – Sutherland:** This fee of \$40.00 (unchanged) funds the student centre renovations.

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

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

**Recreational Building Fund – Lindsay** re: Field House: Remains at \$15.00.

**Lindsay Recreation Facility Fee – Frost:** Will decrease from \$50.00 to \$40.00

**Transit Fee – Frost:** Will increase from \$25.00 to \$32.00 to cover the cost of the new contract and increased price of buses.

**Transit Fee – Sutherland (FULL YEAR):** Remains as \$365.00

**Health Insurance (FULL YEAR):** Will increase from \$225.00 to \$242.00 for domestic students. This is due to enrollment being down across all colleges and universities and because the rates have not increased in many years. Rates for international students will increase from \$675.00 to \$705.00 based on insurance provider rates.

**4. ASSESSMENT OF POTENTIAL RISK – required for all matters requiring Board decision/approval**

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

<b>Risks that would impact or jeopardize the success of the proposal or project</b>	<b>Likelihood High / Medium / Low</b>	<b>Impact High / Medium / Low</b>
If student governments set fees too high college may be put in competitive disadvantage.	Low	Low

*Additional risks may be identified here:* N/A

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

Student governments are required to be open and transparent with the student body to ensure fees are fully understood.

**5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN / VISION / MANDATE**

Financially sustainable student services assist the College to achieve its "Delivering Outstanding Student Experiences" objective.

**6. RECOMMENDATION** *(if a decision is requested, provide a motion for Board consideration.)*

**THAT the Board of Governors of Sir Sandford Fleming College approve the Student Levied Fees for 2017-2018, as presented in Appendix A.**

AUTHORED BY: Director Budget Services; Office of Vice-President Finance and Administration; Associate Vice-President Student Services

<b>Ancillary and Student Levied Fee Schedule</b>					
<b>(PER SEMESTER)</b>					
Effective September 1, 2017					
<b>COMPULSORY ANCILLARY FEES</b>					
		<u>2015/2016</u>	<u>2016/2017</u>	<u>Proposed 17/18</u>	<u>Change</u>
Alumni		13.50	13.77	14.05	2.0%
Support Services		88.60	90.37	92.18	2.0%
Information Technology Fee		85.50	87.21	95.93	10.0%
<i>Accumulated Fee Total</i>		187.60	191.35	202.16	5.6%
Support Services Part Time	per hour	\$ 0.74	\$.75/hr	0.77/hr	2.0%
		max \$ 45 per course	max \$ 45 per course	max \$ 45 per course	
<b>STUDENT LEVIED FEES</b>					
Student Activity – <b>S/C</b>		74.75	95.00	95.00	0.0%
Student Activity – <b>H</b>		49.00	49.00	54.00	10.2%
Student Activity – <b>F</b>		89.65	97.71	120.21	23.0%
Athletic Fee - <b>S</b>		47.50	50.00	51.00	2.0%
Athletic Fee – <b>F</b>		52.50	55.00	65.00	18.2%
Athletic Fee – <b>H</b>		52.50	52.50	53.55	2.0%
Peterborough Sport and Wellness Student Membership - <b>S</b>		85.00	82.50	84.15	2.0%
Student Centre Renovation Fund - <b>S</b>		40.00	40.00	40.00	0.0%
Building Fund – <b>S</b> (Sport and Wellness and Sports Field)		42.00	42.00	42.00	0.0%
Building Fund - <b>F</b> (Student Centre Frost)		37.00	37.00	37.00	0.0%
Recreational Building Fund - F (Fieldhouse)		15.00	15.00	15.00	0.0%
Lindsay Rec Facility Fee - <b>F</b>		50.00	50.00	40.00	-20.0%
Lindsay Transit Fee - <b>F</b>		25.00	25.00	32.00	28.0%
Sutherland Transit Fee - <b>S (Full Year)</b>			365.00	365.00	0.0%
Health Insurance ( <u>Per Year</u> ) <b>ALL</b>		225.00	225.00	242.00	7.6%
International Health Fees		632.50	675.00	705.00	4.4%
<b>S = SUTHERLAND H = HALIBURTON</b>					
<b>F = FROST C = Cobourg</b>					
<b>Total per campus excluding Health Fees &amp; Bus Pass</b>					
Sutherland			865.85	879.31	1.6%
Frost			471.06	511.37	8.6%
Haliburton			292.85	309.71	5.8%
Cobourg			286.35	297.16	3.8%

## BOARD BRIEFING REPORT

**SUBJECT: 2017-2018 Compulsory Ancillary Fees**

**Submission to: Public Board Meeting**

**Meeting Date: March 22, 2017**

**Requested Action: Decision / Approval**

**Agenda Item 5.1 (c)**

### 1. CONTEXT / PURPOSE

A report to gain approval from the Board of Governors for Compulsory Ancillary Fees for the 2017-2018 academic year.

### 2. BACKGROUND

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

#### **Attachments:**

- Appendix A: Compulsory Ancillary Fees

### 3. ANALYSIS / PROPOSED OPTIONS

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

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

IT fees are being proposed with a 10% increase to support strategies to expand infrastructure and modernize student IT services. This increase has been approved by the student governments.

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

**Proposed Alumni Fee:** The Alumni Fee for 2017-2018 is set at \$14.05 per semester, an increase of 2.0%.

**Proposed Support Services Fee:** The Support Services Fee for 2017-2018 is set at \$92.18 per semester, an increase of 2.0%.

**Proposed Part-time Student Support Services Fee:** The Part-time Student Support Service fee is set at \$ .77 per hour to a maximum of \$45.00 per course, an increase of 2.0%.

**Proposed IT Fee:** The IT Fee is set at \$95.93 per semester, an increase of 10.0%. Of this fee, \$6.00 is to be utilized to replace various pieces of equipment in consultation with student governments

**4. ASSESSMENT OF POTENTIAL RISK – required for all matters requiring Board decision/approval**

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

<b>Risks that would impact or jeopardize the success of the proposal or project</b>	<b>Likelihood High / Medium / Low</b>	<b>Impact High / Medium / Low</b>
Increasing student fees too high may put the College at competitive disadvantage; however fees set too low creates risk of the college subsidizing non-core services.	Low	Low

*Additional risks may be identified here:* N/A

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

Services paid for by student compulsory fees are outlined with a student College Protocol Agreement and revisited every 5 years. Increases to fees are reviewed annually by student governments and schedule of fees are available and transparent to the student body.

**5. RELATIONSHIP TO STRATEGIC PLAN / BUSINESS PLAN / VISION / MANDATE**

Supports the College's "Financial Health and Sustainability" objective.

**6. RECOMMENDATION** *(if a decision is requested, provide a motion for Board consideration.)*

**THAT the Board of Governors of Sir Sandford Fleming College approve the Compulsory Ancillary Fees for 2017-2018, as presented in Appendix A.**

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

<b>Ancillary and Student Levied Fee Schedule</b>					
<b>(PER SEMESTER)</b>					
Effective September 1, 2017					
<b>COMPULSORY ANCILLARY FEES</b>					
		<u>2015/2016</u>	<u>2016/2017</u>	<u>Proposed 17/18</u>	<u>Change</u>
Alumni		13.50	13.77	14.05	2.0%
Support Services		88.60	90.37	92.18	2.0%
Information Technology Fee		85.50	87.21	95.93	10.0%
<i>Accumulated Fee Total</i>		187.60	191.35	202.16	5.6%
Support Services Part Time	per hour	\$ 0.74	\$.75/hr	0.77/hr	2.0%
		max \$ 45 per course	max \$ 45 per course	max \$ 45 per course	
<b>STUDENT LEVIED FEES</b>					
Student Activity – <b>S/C</b>		74.75	95.00	95.00	0.0%
Student Activity – <b>H</b>		49.00	49.00	54.00	10.2%
Student Activity – <b>F</b>		89.65	97.71	120.21	23.0%
Athletic Fee - <b>S</b>		47.50	50.00	51.00	2.0%
Athletic Fee – <b>F</b>		52.50	55.00	65.00	18.2%
Athletic Fee – <b>H</b>		52.50	52.50	53.55	2.0%
Peterborough Sport and Wellness Student Membership - <b>S</b>		85.00	82.50	84.15	2.0%
Student Centre Renovation Fund - <b>S</b>		40.00	40.00	40.00	0.0%
Building Fund – <b>S</b> (Sport and Wellness and Sports Field)		42.00	42.00	42.00	0.0%
Building Fund - <b>F</b> (Student Centre Frost)		37.00	37.00	37.00	0.0%
Recreational Building Fund - F (Fieldhouse)		15.00	15.00	15.00	0.0%
Lindsay Rec Facility Fee - <b>F</b>		50.00	50.00	40.00	-20.0%
Lindsay Transit Fee - <b>F</b>		25.00	25.00	32.00	28.0%
Sutherland Transit Fee - <b>S (Full Year)</b>			365.00	365.00	0.0%
Health Insurance ( <u>Per Year</u> ) <b>ALL</b>		225.00	225.00	242.00	7.6%
International Health Fees		632.50	675.00	705.00	4.4%
<b>S = SUTHERLAND H = HALIBURTON</b>					
<b>F = FROST C = Cobourg</b>					
<b>Total per campus excluding Health Fees &amp; Bus Pass</b>					
Sutherland			865.85	879.31	1.6%
Frost			471.06	511.37	8.6%
Haliburton			292.85	309.71	5.8%
Cobourg			286.35	297.16	3.8%

# Frost Student Association



Presented by Rachel Bourne  
President FSA



# Frost Student Association (FSA)

- Priorities
- Activities
- Challenges
- Achievements





# Fleming SAC

Presented by Joel Willett  
President SAC

# Priorities

SAC builds its yearly priorities on the success, challenges, and recommendations from previous years boards. SAC's Mandate is student success through our four Pillars

- ▶ Awareness:
  - ▶ Community Resources
  - ▶ Student Success Blog
- ▶ Services:
  - ▶ Transportation Program Development
  - ▶ SAC Services Promotion
- ▶ Social Development
  - ▶ Volunteering Opportunities
  - ▶ Community Opportunities
- ▶ Skill Development:
  - ▶ College Opportunities
  - ▶ Building Student Leaders



# Activities

- ▶ Canadian Organization of Campus Activities (COCA) Regionals
- ▶ Development of The Cricket Team
- ▶ Mental Health Initiatives
- ▶ 10,000 villages



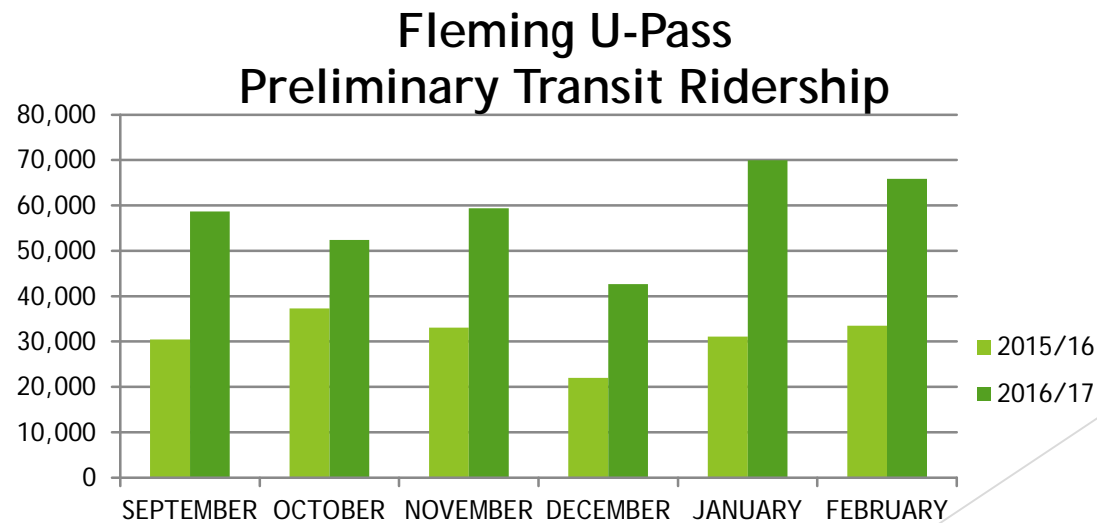
# Challenges

- ▶ Student Leadership development
- ▶ Implementation of new fees
- ▶ Promotion of SAC as an integral part of the College Community.



# Achievements

- ▶ Mental Health Collaboration
- ▶ Fleming Ride Share
- ▶ Bike Share (Coming In April)
- ▶ Communications
- ▶ COCA
- ▶ Consent Campaign with Kawartha Sexual Assault Centre (KSAC)
- ▶ Transportation Program



AGENDA PACKAGE FOR THE MARCH 22, 2017 PUBLIC BOARD MEETING - Page 93 of 105





# ACHIEVEMENTS 2016/2017

www.fleatingsac.ca

f t i @fleatingsac

2016/2017 has seen the launch of a number of programs that we've been working on for some time.

## U-PASS



Fleming SAC

Ridership on Fleming routes are up 86% since launching in September. Students are greener and have more community access.

## RIDE/BIKE SHARE

Student & Faculty carpooling program launched and bike share launching this Spring.



## REGIONAL APPEAL

Selected to host Annual Conference with more than 125 delegates from Colleges in Ontario.



## ENGAGEMENT

New partnership with the College to grow YUP.

Assist in the creation of a new Cricket Team creating positive student life for International Students.





# School of Environmental & Natural Resource Sciences

Frost Campus | Fleming College













## Ontario

Below are all current bilateral agreements between Fleming College and institutions within Ontario. To see the agreement select the "Program at Fleming".

Institution	Program at Fleming	Degree Granted	Year
Algoma University	<a href="#">Earth Resources Technician</a>	Bachelor of Science (General) in Biology	2016
		Bachelor of Science in Biology	
Algoma University	<a href="#">Ecosystem Management Technician/Technology</a>	Bachelor of Arts (General) in Geography	2016
		Bachelor of Arts in Geography	
		Bachelor of Science (General) in Biology	
		Bachelor of Science in Biology	
Algoma University	<a href="#">Environmental Technician/Technology</a>	Bachelor of Arts (General) in Geography	2016
		Bachelor of Arts in Geography	
		Bachelor of Science (General) in Biology	
		Bachelor of Science in Biology	











