




JANUARY 2022 – BOARD OF GOVERNORS PUBLIC MEETING







Meeting Date: January 26, 2022

Meeting Time: 9:30 a.m.

Meeting Information: Via Zoom – link provided in the calendar invite
<https://us02web.zoom.us/j/85920490576?pwd=ZDZtanRyeStpSExxR092c01paGpFdz09>

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1. Call to Order, Land Acknowledgement and Confirmation of Quorum
 2. Declaration of Conflict
 3. Approval of Meeting Agenda
 4. Consent Agenda
The following items will be addressed through the consent agenda unless specifically requested to be removed for separate attention, by request.
 - 4.1 Minutes from the November 24, 2021, Public Board of Governors Meeting  pages 3-7
 5. Business Arising (not otherwise covered)

Decision Items

- | | | | |
|-----|--|-----------------------|---------|
| 6. | International Student Tuition Fees  page 8 | D. Van Parys | 5 mins |
| 7. | Revised Procurement Policy #4-411  pages 9-17 | D. Van Parys & A. Lam | 5 mins |
| 8. | Revised Animal Care Policy #9-902  pages 18-24 | B. Goodwin | 5 mins |
| 9. | Four Year Degree Programs – SENRS  pages 25-28 | S. Dupret & T. Clerac | 10 mins |
| 10. | Earth Resources Technician – Program Modification
 pages 29-31 | S. Dupret & T. Clerac | 5 mins |
| 11. | Applied Planning Environmental – Program Modification
 pages 33-37 | S. Dupret & T. Clerac | 5 mins |

Information Items

- | | | | |
|-----|--|---|---------|
| 12. | Environmental Social Governance (ESG) Update
📄 pages 38-39 | B. Goodwin | 10 mins |
| 13. | College COVID Update 📄 pages 40-45 | T. Williams, S. Dupret,
D. Van Parys & E. Zdolec | 10 mins |
| 14. | Winter 2022 Enrolment Update - Presentation | D. Van Parys | 10 mins |
| 15. | COVID Financial Impact Projection - Presentation | D. Van Parys &
A. Lam | 10 mins |
| 16. | Finance & Audit Committee Items | D. Gillespie, D. Van Parys
& A. Lam | 10 mins |
| | 16.1 Receive Financial Position Reports as of November 30, 2021 📄 Summary Briefing Note pages 46-48 | | |
| | - Statement of Revenue and Expenditures for the Eight (8) Months ending November 30, 2021
📄 pages 49-50 | | |
| | - Quarterly Financial Forecast for the Year Ending March 31, 2022 📄 pages 51-52 | | |
| | - Quarterly Cash Flow Projection for the Year Ending March 31, 2022 📄 page 53 | | |
| | - Balance Sheet as of November 30, 2021
📄 pages 54-55 | | |
| | - Financial Sustainability Metrics – Reforecast November 30, 2021 📄 page 56 | | |
| | 16.2 Fraud Awareness Training Update 📄 pages 57-58 | | |
| | 16.3 Public Sector Accounting Board (PSAB) Asset Retirement Obligations 📄 pages 59-60 | | |
| 17. | Board Chair Verbal Update | F. Clifford | 5 mins |
| 18. | President's Report 📄 pages 61-64 | M. Adamson | 5 mins |

Discussion:

19. Other Business

Adjournment approximately 10:55 a.m.



PUBLIC MEETING MINUTES

Meeting Date: November 24, 2021
Meeting Location: Virtual Meeting via Zoom

Meeting Attendance:

Present:

Fred Clifford, Board Chair
Paul Downs, Vice Chair
Don Gillespie
Cynthia Chan Reynolds
Laura Coles
Marg Cox
Sudha Datta

Kerri Davies
Tim Kennaley
Thom Luloff
Michael Nasello
Lisa Reed
Pam Stoneham
Maureen Adamson, President

Regrets:

Jason Fleming

Senior Administration:

Christy DeMont, Chief Technology Officer
Stephanie Dimech, Vice President, Academic Experience
Sandra Dupret, Vice President, Student Experience
Brett Goodwin, Vice President, Applied Research & Innovation
Annie Lam, Vice President, Corporate Finance
Drew Van Parys, Vice President, Economic and Community Development
Terry Williams, Director, Physical Resources
Esther Zdolec, Vice President, Human Resources and Organizational Effectiveness

Administrative Support:

Sandra Armstrong, Manager of Operations
Sara O'Halloran, Executive Assistant

Guests:

Sherry Gosselin, Chief Business Intelligence Officer
Molly Westland, Dean, School of Health & Wellness

Observers:

Mark Bell, Finance & Audit Committee Community Member
Angela Keeley, Incoming Student Governor

1. Call to Order, Welcome to the Traditional Territory and Confirmation of Quorum

The Chair called the meeting to order at 9:02 a.m. and acknowledged that the Board of Governors hosted the November 24, 2021 virtual public meeting on the traditional lands of the Mississauga and Anishinaabe peoples.

Quorum was confirmed and all in attendance were welcomed.

2. Declaration of Conflict

None.

3. Approval of Meeting Agenda

Moved by Paul Downs and seconded by Don Gillespie that the Board of Governors of Sir Sandford Fleming College approve the agenda of the November 24, 2021 public meeting as presented.
Carried.

4. Consent Agenda

Moved by Sudha Datta and seconded by Don Gillespie that the Board of Governors of Sir Sandford Fleming College approve the consent agenda for the November 24, 2021 public meeting and, through this consent approve:

- the Minutes from the September 22, 2021 Public Meeting; and,
- the Investment Portfolio Review & Policy Updates

Carried.

5. Business Arising

The Chair thanked Sandra Armstrong, Manager of Operations, President's Office for her work with the Board and wished her well on her upcoming retirement from Fleming College.

6. Educational Component: Service System Manager (SSM) for Employment Service Providers

The Chair welcomed Sandra Dupret, Vice President, Student Experience who presented on the Education Component: Service System Manager (SSM) for Employment Service Providers.

Moved by Kerri Davies and seconded by Laura Coles that the Board of Governors of Sir Sandford Fleming College receive the presentation on the Education Component: Service System Manager (SSM) for Employment Service Providers for information.

Carried.

7. New Program: Respiratory Therapy

The Chair welcomed Stephanie Dimech, Vice President, Academic Experience and Molly Westland, Dean, School of Health & Wellness to speak to the materials included in the meeting package.

The Board requested that College Administration update the business case template, specifically so that the net income reflects the true impact to the college. The Board also requested that the College adjust the wording of the admission requirements (sciences) for applicants applying directly from high school. Marketing materials for this program will reflect adjusted wording. There

was discussion regarding Fleming's knowledge of competition from other colleges for a similar program.

Moved by Michael Nasello and seconded by Thom Luloff that the Board of Governors of Sir Sandford Fleming College approve the new Respiratory Therapy Ontario College Advanced Diploma program for implementation on January 1, 2023.
Carried.

8. Finance & Audit Committee Decision Items:

The Chair welcomed Don Gillespie, Chair of the Finance & Audit Committee, and Annie Lam, Vice President, Corporate Finance. Briefing notes and documents that were included in the distributed meeting materials were previously endorsed by the Finance & Audit Committee.

8.1 Budget Update and Year End Budget Projections

The Chair of the Finance & Audit Committee noted that the College has presented an improved forecast and the expectation is that College Administration are working towards an even lower deficit amount. Further discussion included the conservative enrolment numbers presented.

Moved by Don Gillespie and seconded by Sudha Datta that the Board of Governors of Sir Sandford Fleming College approve the Fleming College 2021-2022 Update Budget which provides for:

- Revenue of \$151,544,438
- Expenditures of \$154,286,387
- Capital Expenditure of \$10,832,980
- Net Assets at March 31, 2022 of \$36,159,823

Carried.

8.2 Appointment of External Auditors

Moved by Don Gillespie and seconded by Laura Coles that the Board of Governors of Sir Sandford Fleming College appoint KPMG LLP as the College's external auditors for the fiscal year ending March 31, 2022.

Carried.

9. Governance Committee Decision Items:

The Chair welcomed and invited Paul Downs, Chair of the Governance Committee to introduce the items before the Board. Materials were endorsed at the November 8, 2021 Governance Committee meeting and were included in the distributed meeting package.

9.1 Student Governor Recruitment Update

The Chair welcomed Angela Keeley who attended today's meeting as an observer.

Moved by Paul Downs and seconded by Don Gillespie that the Board of Governors of Sir Sandford Fleming College approve the appointment of Angela Keeley to the role of Student Governor for the 2021-2022 term.

Carried.

9.2 Board Objectives 2021-2022

Moved by Paul Downs and seconded by Marg Cox that the Board of Governors of Sir Sandford Fleming College approve the Board Objectives for the 2021-2022 term as presented.

Carried.

10. Finance & Audit Committee Information Item:

10.1 Audit Planning Report for Year ending March 31, 2022

The Chair welcomed Don Gillespie, Chair of the Finance & Audit Committee, and Annie Lam, Vice President, Corporate Finance. Materials endorsed at the November 10, 2021 Finance & Audit Committee meeting were included in the meeting package.

Moved by Don Gillespie and seconded by Paul Downs that the Board of Governors of Sir Sandford Fleming College receive the March 31, 2022 year end Audit Planning Report as presented by KPMG LLP for information.

Carried.

11. Enterprise Risk Management (ERM) Report

The Chair welcomed Don Gillespie, Chair of the Finance & Audit Committee, Annie Lam, Vice President, Corporate Finance, Sherry Gosselin, Chief Business Intelligence Officer and Christy DeMont, Chief Technology Officer. The ERM Report was approved at the November 10, 2021 Finance & Audit Committee meeting and included in the meeting package.

There was a discussion around the raising of the tolerance scale for "IT11- A risk that College-wide service delivery (all areas) is materially impacted by a prolonged IT service outage". College Administration confirmed this is a priority and will report back on the updated security plan in May 2022.

Moved by Don Gillespie and seconded by Sudha Datta that the Board of Governors of Sir Sandford Fleming College receive for information the October 2021 Enterprise Risk Management (ERM) Report.

Carried.

12. Indigenous Education and Services Update

The Board Chair welcomed comments from President Adamson and Sandra Dupret, Vice President, Student Experience. President Adamson updated the Board on recent meetings she attended with Liz Stone, Academic Chair, Indigenous Perspectives at both Curve Lake First Nation and Hiawatha First Nation.

A question was raised around the use of the title 'Aboriginal Post-Secondary Information Program (APSIP)' as it is not inclusive language. College Administration confirmed this is a provincially designated title and the College will remind the province that it should be revised.

Moved by Marg Cox and seconded by Paul Downs that the Board of Governors of Sir Sandford Fleming College receive the Indigenous Education and Services Update for information.

Carried.

13. Board Chair Report

The Board Chair provided a verbal report which included an update on his conversations with MPP David Piccini regarding the timeline of order in council Board appointments.

Moved by Fred Clifford and seconded Cynthia Chan Reynolds that the Board of Governors of Sir Sandford Fleming College receive the November 2021 Board Chair verbal update for information.
Carried.

14. President's Report

The President's Report, provided in the meeting package, was reviewed and included a summary of key updates and events since the September 2021 meeting.

Moved by Laura Coles and seconded by Cynthia Chan Reynolds that the Board of Governors of Sir Sandford Fleming College receive the November 2021 President's Report for information.
Carried.

15. Other Business

Governor Michael Nasello asked if the College Administration had considered committing to investment strategies that focus on environmental sustainability. The Board Chair confirmed that there will be a presentation on Environmental, Social and Governance (ESG) at the December 14, 2021 Board Retreat.

Adjournment

The public meeting of November 24, 2021 was adjourned at 9:58 a.m.



Board of Governors

Briefing Note



FLEMING

Topic: International Student Tuition Fees
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Drew Van Parys, Executive Vice President, Finance and Administrative Services
Annie Lam, Vice President, Corporate Finance

Recommendation

That the Board of Governors of Sir Sandford Fleming College approve the increase in International student tuition fees as presented for implementation September 1, 2022.

Overview

Under the Ministry governance policies, it is required the Board of Governors approve the college tuition fees.

International fees are not controlled under Ministry policy, however, they are sensitive to competition. The International Education Department regularly assesses the College's fees in comparison to their competitor's and recommends increases in fees that they feel are appropriate in the competitive market. The College's strategy for the last fiscal year was to hold International tuition fees to a 0% increase in an attempt to offset some of the enrolment loss as a result of the COVID pandemic. This strategy was employed by most other competitors within the market, but it's expected most College's will be increasing International tuition fees going forward. The results of a recent survey of Ontario College's indicates that most of our competitors are planning an increase of 2% or higher for the upcoming fees cycle, and our proposed increase of 2% would allow us to remain competitive.

Moving into our next cycle (September 1, 2022), in consultation with the Academic and International departments, we are recommending a 2% increase in all International tuition fees to help offset inflationary increases in delivery costs and enhance the International experience at our College.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

The recommended pricing strategy aligns with our aim to remain competitive in the International Education market.

Risks and Considerations

<input type="checkbox"/> External Environment	<input type="checkbox"/> Internal Environment	<input checked="" type="checkbox"/> Financial	<input type="checkbox"/> Human Resources
<input type="checkbox"/> Information Technology	<input type="checkbox"/> Legal	<input checked="" type="checkbox"/> Operational	<input type="checkbox"/> Strategic
			<input type="checkbox"/> N/A

Supporting Documentation

N/A



Board of Governors

Briefing Note



FLEMING

Topic: Revised Procurement Policy #4-411
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Annie Lam, Vice President, Corporate Finance

Recommendation

That the Board of Governors of Sir Sandford Fleming College approve the revised Procurement Policy #4-411 for implementation February 1, 2022.

NOTE: Policy revisions require Board of Governors approval. Operating Procedure revisions require Senior Management Team approval.

Overview

The Procurement policy is intended to ensure College's procurement activities are performed in an efficient and cost-effective manner through the framework, policies and rules set out by Broader Public Sector Procurement Directives (BPS Directives).

A thorough review of the policy and procedure was undertaken by Finance with KPMG review. The policy outlines the purpose, scope, general principles, and practices to execute procurement activities for the College. The procedure identifies the procurement protocols, non-competition procurement, procurement thresholds and process requirements.

This policy and procedure have benchmarked with 40 Ontario higher education institutions, with the following updates:

a) Procurement threshold changes

- Increase single quotation threshold from \$5K to \$10K, allowing increased efficiency and client self-service ability
- Implement a new threshold range of \$10K to \$25K, requiring two competitive quotations vs the current requirement of three quotations.
- Increase the three-quotation threshold to begin at \$25K (vs the current \$5K), up to \$100K.
- The mandatory Non-Competitive Approval process would be applied at \$10K, vs the current \$5K.

b) Updated scope and context in policies and procedures aligned with BPS Directives

- Open competitive procurement would **remain unchanged** at \$100K and over, as this is mandatory per BPS Directives.
- Competitive procurement thresholds **remain unchanged** for consultants as these are mandatory as per BPS Directives.
- No change in Approval Authority Schedule. President approval up to \$1M. For any procurement activities over \$1M and above will require Board of Governors for approval

Proposed Procurement Thresholds: Goods and Services

Total Procurement Value	Means of Procurement	# of Quotations	Responsibility
\$0 to \$4,999	Purchasing Card (P-Card); Approved invoice when P-Card cannot be used; or Purchase Requisition when P-Card or direct payment from invoice cannot be used	One (1) quote (minimum)	Department via verbal or written quote
\$5,000 to \$9,999	Purchase Requisition	One (1) quote (minimum)	Department via written quote
\$10,000 to \$24,999	Where possible, a SFIRFQ should be used, and a Purchase Requisition. (See Procurement Services if assistance is required)	Two (2) written quotes (minimum)	Department via written quote
\$25,000 to \$99,999	RFx and Purchase Requisition	Three (3) written quotes	Formal RFx managed by Procurement Services.
\$100,000 and greater	RFx and Purchase Requisition	Open Competitive process posted on public tender site(s)	Formal RFx managed by Procurement Services.

Risks and Considerations

☒ External Environment
 ☒ Internal Environment
 ☒ Financial
 ☐ Human Resources
☐ Information Technology
☐ Legal
☒ Operational
☒ Strategic
☒ N/A

Supporting Documentation

- Procurement Policy 4-411

Policy Title:	Procurement Policy (REVISED DRAFT)
Policy ID:	4-411
Manual Classification:	Section 4 – Corporate Services
Approved by:	Board of Governors
Revision Date(s):	Original: March 8, 1989 Revisions: February 2, 2004; February 26, 2014; March 23, 2016; <<enter date>>
Effective Date:	February 1, 2022 - To be confirmed when approved by Board of Governors, January 2022
Next Policy Review Date:	October 2024
Contacts for Policy Interpretation:	Vice President, Corporate Finance Director, Purchasing

1.0 - Policy Overview

Fleming College (the “**College**”) is committed to upholding high ethical, legal, environmental, managerial, and professional standards in the management of the resources entrusted to it. The College shall adopt leading procurement principles and practices, subject to applicable provincial and federal laws and other College policies, procedures and guidelines as arise from time to time to ensure that goods and services are procured via a fair and transparent process.

2.0 - Purpose

The purpose of this policy is to set out the rules, roles, and responsibilities for the College’s procurement activities. The objective of this policy is to ensure that the College’s procurement activities achieve the following imperatives

- Compliance with all applicable laws, regulations, by-laws, directives, policies and trade treaties, including but not limited to, the Ontario Broader Public Sector (BPS) Procurement Directive, the Canadian Free Trade Agreement (CFTA), the Comprehensive Economic and Trade Agreement (CETA), the Ontario Centralized Procurement Initiative, the Accessibility for Ontarians with Disability Act (AODA);
- Consistency with internal policies and procedures;
- Consistency with procurement-related obligations of granting agencies and research sponsors;
- Ensure the College’s procurement activities are performed in an efficient and cost-effective manner, through a process that is open, fair and transparent;
- Establish an accountability framework to effectively guide College staff with identification of clear responsibilities and procurement thresholds;
- Ensure that the College’s procurement processes are always managed appropriately and consistently.

- Ensure adherence to the highest standards of ethical conduct throughout the procurement process; and

All acquisition of goods and services shall be pursuant to the Procedures issued under this Policy and guidelines created from time to time by the Director, Purchasing (Finance Department).

The Vice President, Corporate Finance is responsible for ensuring that this policy and associated procedures and guidelines is enforced and that any exceptions to it are documented and approved.

The Procurement Department is responsible for carrying out all duties assigned to them in this policy and associated procedures and guidelines.

Employees are responsible for understanding and complying with this policy and associated procedures and guidelines to ensure all procurement transactions are properly reviewed and executed.

3.0 - Definitions and Acronyms

The following definitions and/or acronyms apply in this Policy:

Approval Authority Schedule (AAS)	The College schedule that establishes levels of approval authority for Budget Managers, the President and Vice Presidents, and the College's Board of Governors.
The Broader Public Sector Procurement Directive	The Ontario legislation that governs the purchase of goods and services, including consultants, using public funds by Broader Public Sector organizations, including the College.
Canadian Free Trade Agreement (CFTA)	An agreement that commits federal, provincial and territorial governments to a comprehensive set of rules that will help achieve a modern and competitive economic union for all Canadians. The CFTA enhances the flow of goods and services, investment and labour mobility, eliminates technical barriers to trade, greatly expands procurement coverage, and promotes regulatory cooperation within Canada.
Canada-European Union Comprehensive Economic and Trade Agreement (CETA)	A progressive free trade agreement which covers virtually all sectors and aspects of Canada-EU trade in order to eliminate or reduce barriers.
Competitive Process	A process for soliciting competitive bids from suppliers which includes an Open Competition, an Invitational Competition and a VOR Competition.
Consultant/Consulting Services	A person or entity that, under an agreement other than an employment agreement, provides expert or strategic advice and related services for consideration and decision making.

Collaborative Agreement	<p>A procurement contract for goods or services established by a third party which is available to Broader Public Sector institutions to establish vendors of record or generate contracts.</p> <p>Examples are the Ministry of Government Consumer Services (MGCS), Ontario Education Collaborative Marketplace (OECM), Ontario College's Procurement Managers Association (OCPMA), Ontario University Professional Procurement Association (OUPPMA), Kawartha Collaborative Procurement Group (KCPG), etc</p>
Department	Any department, division, school, functional unit, or program unit of the College that is requesting the procurement of any goods or services
Goods and Services	All goods and/or services, including construction, consulting services and information technology. Goods includes all supplies, materials, or equipment. Services means those services supplied to the College that include a labour component.
Invitational Competition	A procurement process for the purchase of goods and/or services which enable qualified suppliers, invited by the College, to compete in a fair and transparent process
Non-Competitive Procurement	The procurement of goods or services outside of a competitive process when a competitive process was required.
Non-Consulting Services	All services other than those that fall within the definition of "consulting services"
Open Competition	The solicitation of bids through a publicly posted solicitation process.
Purchase Order	An official College document, generated by Procurement Services, outlining details to a supplier, indicating descriptions, part numbers, specifications, quantities, due dates, and agreed upon prices for Goods and/or Services.
Purchase Requisition	An online requisition function used by the Department to authorize Procurement Services to purchase goods and/or services on behalf of the originating Department via the issuance of an approved Purchase Order.
Procurement Contract	A commitment by the College for the procurement of goods or services from a supplier, which may be formalized by a purchase order issued by the College to the supplier and/or an agreement executed by the supplier and the College.
Procurement Process Thresholds	The procurement values set out in this policy, which are used to determine the required means of procurement process.
Procurement Value	The estimated total financial commitment resulting from the procurement, taking into account all associated costs and optional renewal extensions of the commitment, and excluding applicable sales taxes.

RFx	A solicitation document which could be a Request for Quotations (RFQ), Request for Proposals (RFP), Invitation to Tender (ITT) or any other formally recognized solicitation document as determined by Procurement Services.
SFIRFQ	Short Form Invitational Request for Quotations
Solicitation Document	The document used to solicit bids from bidders.
Supplier or Vendor	A business that provides or could provide goods or services.
Vendor of Record (VOR) Arrangement	A non-binding arrangement between the College and a list of pre-qualified suppliers to procure goods and services that are required on a regular basis, but where exact specifications, volumes and service requirements cannot be fully defined in advance.

4.0 - Scope

This policy applies to:

- The procurement of all goods and services, including consulting services, by the College;
- The execution of procurement agreements;
- All employees of the College, members of the Board of Governors, as well as anyone acting as a legal agent for the College.

5.0 - General Principles

5.1 - Key Principles

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

a) Accountability

The College must be accountable for the results of its procurement decisions and the appropriateness of the processes; respecting public procurement directives, trade agreements, and legislation.

b) Transparency

The College must be transparent to all stakeholders. Wherever possible, stakeholders must have equal access to information on procurement opportunities, processes and results.

c) Value for Money

The College must maximize the value it receives from the use of public funds.

d) Quality Service Delivery

Front-line services provided by the College, such as teaching and applied research, must receive the right product, at the right time and in the right place.

e) Process Standardization

Standardized procurement processes remove inefficiencies and create a level playing field.

5.2 - Supply Chain Code of Ethics

a) Personal Integrity and Professionalism

Individuals involved with purchasing activities must act, and be seen to act, with integrity and professionalism. Honesty, care and due diligence must be integral to all Supply Chain Activities within and between the College, its suppliers and other stakeholders. The College should not engage in any activity that creates, or appears to create, a conflict of interest.

b) Accountability and Transparency

All Supply Chain activities involved in the purchase of goods and services using public funds should be fair and transparent, and should aim to acquire the best value for public money. All participants must ensure that publicly funded resources are used in a responsible, efficient and effective manner.

c) Compliance and Continuous Improvement

Individuals involved with purchasing or other Supply Chain activities must comply with the Supply Chain Code of Ethics and all applicable laws. Individuals should continuously work to improve supply chain policies and procedures, to make improvements as necessary, acquire additional supply chain knowledge and skills and share best practices.

d) Segregation of Duties

To maintain, effective internal controls, the College shall maintain a segregation of duties across the various procurement functions. No one person will be permitted to control an entire purchasing transaction, which in this context, includes the issuance of the procurement documents, the selection of the winning proposal, finalization of the Contract, receipt of the goods or services, and issuing payment.

5.3 - Conflict of Interest

College employees, consultants and suppliers must disclose any involvement in a procurement activity that creates a real and/or perceived conflict of interest.

Fleming procurement activities must be performed in a fair and transparent manner to ensure an unfair advantage is not created for any of its suppliers, or any of its employees or agents.

The Conflict-of-Interest Committee (COIC) has ultimate responsibility for determining if an activity creates a real and/or perceived conflict of interest. For more information, please refer to College Policy #3-344, Conflict of Interest.

5.4 - Supplier Integrity

Existing and potential suppliers must conduct business ethically and with integrity. Suppliers shall not attempt to influence any procurement decisions.

Suppliers and their subcontractors must comply with federal, provincial and international laws (where applicable). Suppliers must inform the College of any changes that conflict with public procurement directives, effect procurement decisions, or impact ongoing contracts.

5.5 – Sustainability

Where feasible, the College shall promote the integration of sustainable development as per the Fleming College Sustainable Procurement Guidelines, and incorporate the values of social responsibility, equity, diversity, and inclusion into its procurement processes.

5.6 – AODA

The College shall include accessibility criteria, accessible design, and features in its procurement processes where possible.

6.0 – Execution of Procurement

All documentation relating to the procurement of goods and services shall be executed subject to the College's Signing authority policy and related procedures and guidelines.

Refer to Procurement Operating Procedure (4-411 OP) for Procurement Thresholds and Process Requirements for Goods, Non-Consulting Services, and Consulting Services.

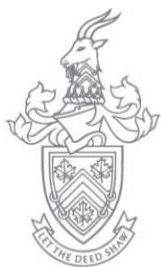
Related Documents

- Broader Public Sector Procurement Directive issued by the Management Board of Cabinet, effective July 1, 2011
- Canadian Free Trade Agreement (CFTA)
- Comprehensive Economic and Trade Agreement (CETA)
- Ontario Centralized Procurement Initiative
- Accessibility for Ontarians with Disability Act (AODA)
- Freedom of Information and Protection of Privacy Act (FIPPA)
- Procurement Operating Procedure (4-411 OP)
- Conflict of Interest Policy (3-344)
- Signing Authority Policy 4-417 and procedure 4-417 OP
- Fleming College Sustainable Procurement Guidelines

History of Amendments/Reviews

New policy October 1983; Reviewed and revised March 1989; Reviewed and revised February 1994; Reviewed and revised February 2004; Revision of Procurement and Quotation requirements February 2014.

- New authority level; revised threshold for Board approval March 2016. Board approval of policy March 23 2016
- New authority level; revised policy for Board approval Jan 2022 Board approval of policy <<enter approval date>>



Board of Governors

Briefing Note



Topic: Policy Revision: #9-902 Animal Care and Welfare
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Brett Goodwin, Vice President Applied Research and Innovation

Recommendation

That the Board of Governors of Sir Sandford Fleming College approve the revised policy #9-902 Animal Care and Welfare for implementation February 1, 2022.

Summary

Policy #9-902 Animal Care and Welfare was up for review this year. Additionally, the Canadian Council for Animal Care (CCAC) will be assessing Fleming College's animal care processes in March, 2022, which will include reviewing our Policy and Procedures. Accordingly, we have reviewed and revised the Policy to be prepared for the CCAC assessment.

The major change to the revised policy was to change the responsibility for the policy to the Vice President Applied Research and Innovation from the Vice President Academic Experience. This change reflects both the increasing use of animals in applied research due to the new Centre for Innovative Aquaculture Production and recognizing the importance for animal care compliance for Tri-Agency research funding.

Overview of Changes

Policy Section #	Section Title	Description of Change
Preamble	Contacts for Policy Interpretation	Changed to Vice President Applied Research and Innovation.
1.0	Policy Overview	Added sentence to capture Tri-Agency requirement for animal care protocols as a requirement for federal research funding.
3.0	Definitions and Acronyms	Added a number of definitions that were in individual Procedures, to capture all the definitions in the main Policy document.
4.0	Scope	Added Research Scientist to the list of types of individuals covered by the policy. This is to reflect that we now have Research Scientists that work with animals in the Centre for Innovative Aquaculture Production.
5.1	Overview	Added an overview summarizing the Policy. Was missing from the prior version of the Policy, due to the structure of the earlier template.
5.2-5.8	Various	For each section, added an explicit reference to the appropriate Procedure.
6.0	Related Documents	Added reference to the Ontario Animals for Research Act, the Tri-Agency Framework:

		Responsible Conduct of Research, and three Canadian Council on Animal Care policy statements.
Appendix 1	Approval Process Flowchart for animal-based activities	Removed this Appendix from the policy as it is repeated in Procedure 9-902B Animal Use Protocols

Changes are highlighted in yellow in the attached Policy #9-902: Animal Care and Welfare document. The Procedures were revised to align with the proposed revisions to the policy. The revised Procedures have been accepted by SMT, pending approval of the policy revisions by the Board of Governors.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

Use of animals are critical for aspects of both the teaching and applied research missions of the College. As such, we are morally and ethically compelled to maintain the highest standards in animal care and welfare. Regularly reviewing and revising the Policies and Procedures that speak to animal care and welfare is a component of maintaining those high standards.

Risks and Considerations

☒ External Environment
 ☐ Internal Environment
 ☐ Financial
 ☐ Human Resources
☐ Information Technology
☐ Legal
☒ Operational
☐ Strategic
☐ N/A

- Without revising our Animal Care and Welfare policy we risk eventually losing Canadian Council for Animal Care accreditation which will significantly hinder our ability to work with live animals in meeting our teaching and research missions.
- Tri-Agency funding for applied research is dependent upon the College being in compliance with Tri-Agency requirements, which include appropriate animal care and welfare.

Supporting Documentation

Supporting documents:

- Policy #9-902: Animal Care and Welfare

Policy Title:	Animal Care and Welfare
Policy ID:	#9-902
Manual Classification:	Section 9 – Applied Research
Approved by:	Board of Governors
Revision Date(s):	Original: September 25, 2019 Revisions: January 26, 2022
Effective Date:	Proposed February 1, 2022
Next Policy Review Date:	January 2025
Contacts for Policy Interpretation:	Vice President Applied Research and Innovation

1.0 - Policy Overview

Fleming College is committed to conducting teaching and research in accord with the highest ethical standards. As such Fleming College is committed to ensuring that all activities involving animals will meet or exceed the standards outlined by the Canada Council on Animal Care (CCAC) and by provincial guidelines and statutes. Explicitly, Fleming College is subject to the Animals for Research Act (Ontario) and its Regulations. Furthermore, federal funding for research from the Tri-Agency is dependent upon having appropriate animal care protocols in place.

Fleming College's Animal Care Committee (ACC) is formally responsible for ensuring that all activities involving animals comply with the Animals for Research Act and the guidelines of the CCAC. The ACC evaluates all activities involving animals within a framework of these standards and legislations. It is the responsibility of the ACC to establish procedures to ensure compliance with applicable regulations.

Only those who receive approval from the ACC may use animals for educational or scientific purpose. This includes animals on display for events, animals involved in fieldwork off-campus, and animals occupying College space. Excluded are service animals used by a person with a disability.

2.0 - Purpose

The purpose of this policy (the "**Policy**") is to identify the process for ethical and humane use and responsible care of animals used for education and research at Fleming College.

3.0 - Definitions and Acronyms

The following definitions and/or acronyms apply in this Policy and affiliated Procedures:

Animals	The term "animal" refers to all non-human living vertebrates and higher invertebrates as defined by the CCAC.
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Animals for Research Act	Part of Ontario's animal protection Acts and regulations, specific to research animals.
Activities	<p>This policy and related procedures and forms apply to:</p> <ul style="list-style-type: none"> a) College instructional programs (certificates, diplomas, continuing education and others); b) College research as defined by the CCAC and Animals for Research Act; c) All activities pertaining to the care and use of animals including sample collection, breeding, holding, competition, and display.
Animal Care Committee (ACC)	Institutional animal care committee "responsible for overseeing all aspects of animal care and use and for working with animal users, animal care personnel and the institutional administration" (CCAC).
ACC Subcommittee	A subcommittee of the Animal Care Committee which includes the ACC Chair, the veterinarian, and a community member.
ACC Coordinator	An administrative role dedicated to providing the ACC and Principal Investigators (PIs) with support for ACC and AUP-related activities as outlined by CCAC. Acts as a liaison between ACC and Principal Investigator, Merit Committee and external agencies. Provides and gathers information on AUPs, moves AUPs through approval and review process.
Animal Care Facility	An ACC approved facility built in alignment with national and provincial regulations, which accommodates controlled environments for animal husbandry activities.
Animal Care Facility Staff	A trained, as per CCAC Animal User Training Program, competent individual responsible for the maintenance of the animal care facility and related animal husbandry activities.
Animal User	All individuals who are either engaged in animal-based science, including educational activities, or animal husbandry activities.
Animal Use Protocol (AUP)	Formal application for animal-based activities, which provides details about the specific research or teaching project, explains justification of the use of animals, lists the Animal Users involved in the project and details the procedures to be performed on the animal.
Canadian Council on Animal Care (CACC)	Canadian organization responsible for setting and maintaining standards for the ethical use and care of animals in science.
Community Member	Any non-college person living in the province of Ontario.
Competency	Ability to effectively perform a particular task in relation to the care, maintenance, or use of animals, while ensuring their welfare is protected as far as possible within the constraints of any approved Animal Use Protocols

	(AUPs).
Concerns	Any animal health and welfare, human safety or AUP related issue raised by any Fleming or community member.
Merit Review Committee (MRC)	Subcommittee of the Animal Care Committee (ACC) which includes the ACC Chair and at least two internal ACC members
Pedagogical Merit Reviewers	Peer reviewers, external to the ACC, with knowledge of pedagogy and replacement alternatives to animal-based teaching or training. These reviewers must be independent of the PI and the ACC to ensure an impartial evaluation of the proposed research.
Personnel working with animals	Animal users as well as those involved in the care and husbandry of animals used in research and teaching.
Principal Investigator (PI)	An individual employed by Fleming College who has primary responsibility for the animals used in teaching or research and who is designated as such on the Animal Use Protocol.
Research	An undertaking intended to extend knowledge through a discipline inquiry or systematic investigation.
Scientific Merit Reviewers	Peer reviewers, external to the ACC, with the background to review the scientific merit of the proposed animal-based research. These reviewers must be independent of the PI and the ACC to ensure an impartial evaluation of the proposed research.
Standard Operating Procedure	Set of step-by-step instructions compiled by Fleming College to carry out routine or repetitive activities.
Veterinarian	A licensed veterinarian who is providing advice concerning animal health and wellbeing.
Wildlife	Animal sourced from or in their natural habitat.

4.0 - Scope

This policy applies to all educational and research activities involving animals. This includes activities:

- a) Conducted by Fleming College Faculty, Research Scientists, Staff, and Students;
- b) Using Fleming College equipment, facilities, or resources; or
- c) Undertaken under the auspices of or in affiliation with Fleming College.

5.0 - General Principles

5.1 - Overview

To ensure humane and ethical use of animals in teaching and research all such use must be vetted and approved by the Animal Care Committee (ACC). Any activity involving live animals will be covered by an Animal Use Protocol (AUP) which must be approved by the ACC before the activity commences. The ACC will ensure pedagogical and scientific merit review is applied

to AUPs before approving them. The ACC will ensure ongoing compliance with AUPs via Post Approval Monitoring (PAM), training of Animal Users, and oversight of animal husbandry.

5.2 – Animal Care Committee (ACC)

The Animal Care Committee (ACC) is the approving body established by Fleming College to review and approve all animal care and animal use, and to ensure compliance with CCAC standards for the ethical use and care of animals in science. The ACC's membership, authority, responsibility, and related procedures are outlined in [Procedure #OP 9-902A Animal Care Committee Terms of Reference](#).

5.3 – Animal Use Protocol (AUP)

All activities involving live animals, as per CCAC guidelines, must be covered at all times by an AUP. An AUP provides details about animal care and use for educational activities or research projects, including animals on display for events, animals involved in fieldwork off-campus, and animals occupying College space.

Prior to conducting animal-based activities or acquiring animals, the PI must possess a current, approved AUP. The AUP is specific for the project and outlines in detail the activity and procedures to be performed on the animal. The ACC and College Administration shall ensure that an approved AUP is in place prior to any activity involving animals. [Details can be found in Procedure #OP 9-902B Animal Use Protocols](#).

Exception are demonstrations involving animals being brought in by an external person if the animal is not touched and/or handled by any Fleming College community member.

5.4 – Pedagogical and Scientific Merit Review

It is Fleming College's responsibility to ensure that the appropriate mechanisms are in place to evaluate the pedagogical and scientific merit of animal use in teaching and research. The process is based on CCAC guidelines and is [outlined in the Procedures for scientific \(#OP 9-902C\) and pedagogical \(#OP 9-902D\) merit review](#).

5.5 – Post Approval Monitoring (PAM)

All activities involving live animals are subjected to post approval monitoring. It is the responsibility of the ACC to ensure that the activities are performed as outlined in the AUP. Incidences and concerns have to be captured and reported to the ACC. [Details can be found in Procedure #OP 9-902E Post Approval Monitoring \(PAM\)](#).

5.6 – Animal User Training and Education

It is the responsibility of the ACC to ensure that all animal users have the theoretical knowledge and practical skills to competently perform required tasks involving live animals. All Fleming College staff working with animals must be aware of the ethical issues associated with the use of those animals and must be knowledgeable about the Three Rs (replacement, reduction, refinement) and the principles of humane experimental sciences.

The ACC maintains the Animal User Training Program based on CCAC guidelines. [Details can be found in Procedure #OP 9-902F Animal User Training Program](#).

5.7 – Incident Reporting and Reporting of Concerns

Any Fleming College community member has the responsibility and moral obligation to report circumstances that may be in breach of animal welfare or compliance to the Animal Care Committee. It is the responsibility of the PI to report all unanticipated incidences or mortalities to

the Animal Care Committee for consideration. Details can be found in Procedure #OP 9-902G Reporting of Concerns.

5.8 – Animal Husbandry

It is Fleming College's responsibility to ensure that all Animal Care Areas associated with Fleming College's community align with national and provincial standards, including the Canadian Council on Animal Care's (CCAC) guideline on the Husbandry of Animals in Science (2017). Details can be found in Procedure #OP 9-902H Animal Husbandry.

6.0 - Related Documents

- Animals for Research Act, R.S.O. 1990, c. A.22
- Tri-Agency Framework: Responsible Conduct of Research (2016)
- Canadian Council on Animal Care: Ethics of Animal Investigation
- Canadian Council on Animal Care: Terms of Reference for Animal Care Committees
- Canadian Council on Animal Care: Social and Behavioral Requirements of Experimental Animals (SABREA)
- Canadian Council on Animal Care: Categories of Invasiveness in Animal Experiments
- Operating Procedure #9-902A: Animal Care Committee Terms of Reference
- Operating Procedure #9-902B: Animal Use Protocols
- Operating Procedure #9-902C: Scientific Merit Review of Animal Use Protocols (AUPs)
- Operating Procedure #9-902D: Pedagogical Merit Review of Animal Use Protocols (AUPs)
- Operating Procedure #9-902E: Post Approval Monitoring (PAM)
- Operating Procedure #9-902F: Animal User Training Program
- Operating Procedure #9-902G: Reporting of Concerns
- Operating Procedure #9-902H: Animal Husbandry

History of Amendments/Reviews

Original approved by Board of Governors September 25, 2019

Revisions approved by Board of Governors January 26, 2022



Board of Governors

Briefing Note



FLEMING

Topic: Four (4) Year Degree Programs – School of Environmental & Natural Resource Sciences
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Tania Clerac, Dean School of Environmental & Natural Resource Sciences

Recommendation

That the Board of Governors of Sir Sandford Fleming College approve proceeding with the development of four (4) year degree programs at the School of Environmental and Natural Resource Sciences, for implementation 2023.

Overview

We are proposing the launch of 4-year degree programs at SENRS. Based on the active degree information provided by Ontario Colleges, 22 out of the 24 Ontario Colleges are currently offering degree programs. There are 155 active degrees in Ontario, covering Health, Arts, Business and Technology and currently there are no degrees in the Environmental and Natural Resources field.

Fleming College is one of the two remaining Colleges who does not offer degree programming. Pursuing degree programs at SENRS would be the only degree option in the Environmental field offered by an Ontario College.

Recommended and required steps:

Offering degree programs at a college requires consent from the Ministry of Training, Colleges and Universities. The approval is two-fold and includes a review of institutional readiness and program viability.

Overview of the Ministerial Consent Process for new degree programs:

- Application submission (overview of institution, administration and governance, outline of program offering, human/technical/financial/facilities and other resources needed to carry out activities)
- Minister refers application to the Postsecondary Education Quality Assessment Board (PEQAB), if applications fall under the Act
- PEQAB Secretariat reviews application and posts application for public comments for 30 days on website
- PEQAB reviews application and appoints External Expert Review Panel
- External Expert Review Panel reviews application
- PEQAB files a Panel Report after review of the application and any additional information and if successful submits recommendation to Minister
- Minister reviews and communicates the decision

Review Costs:

The application fee, as determined by the Ministry, is \$5,000 per application for a new program from Ontario's public institutions or \$10,000 for a bundle of up to four degree programs. *Note:* the bundle must be in closely related study programs (e.g., Environmental Sciences).

The charge for reviews varies with each application depending on the number of reviewers, the length and complexity of the review, any associated travel, accommodation, meeting, or communication costs, and whether the applicant organization's response to the Panel Report requires further review. Review costs will normally range

between \$7,000 and \$11,000 for a full, onsite, program quality review. The review costs are the same for a single program or a bundle of programs.

Recommendation: Submission of a program bundle

Rational for recommendation: The only cost difference is the application fee (\$5,000 versus \$10,000). There is the possibility that the program submission is denied and submitting a bundle will increase the likelihood that at least one program will be approved. We are recommending the launch of more than one degree program as degree programs require electives and offering degree level courses as electives for one program only would not be cost-effective as we may have to offer the course for only a few students.

Recommended first step:

Submission of a free Readiness Review application: This review occurs in the pre-application stage and ensures that a program/institution is well prepared and situated for the eventual PEQAB review before the institution invests the time and resources to submit the full and formal application to the Minister. This is a non-binding, cursory review and provides initial feedback on the institutional readiness and program viability before the institution invests the time and resources to submit the full and formal application to the Minister.

Proposed Programs:

A 2016 Pathway Identification Report for SENRS covering the period between 2011 and 2016 indicated that the students in our two-year diploma programs are interested in furthering their education after graduation. The table below outlines for some programs the number of transcripts sent to external education institutions after graduation:

Program	Transcripts sent (Colleges/Universities)	Transcripts sent (Universities only)
Ecosystem Management Technician	149	85
Ecosystem Management Technology	50	30
Fish and Wildlife Technician	235	117
Fish and Wildlife Technology	37	15
Environmental Technician	161	30
Environmental Technology	30	12
Forestry Technician	82	30
Earth Resources Technician	32	20
Resources Drilling and Blasting	31	11

Note: Information about the Conservation Biology program is not included as this is a newly launched program. The majority of students in the table above are pursuing pathways to Trent University, Guelph University or Lakehead University. Pathway interest could be increased through increased promotion.

Based on recent labour market scans, competitor information, subject matter expertise and existing resource, we are proposing degree programs in the following fields:

- **Applied Natural Resource Management:**
 - Natural resource management is a multifaceted field of study and practice that considers the physical, biological, economic and social aspects of our interactions with natural resources. It brings together land use planning, water management, biodiversity conservation, and the future sustainability of industries such as agriculture, mining, fisheries and forestry.
 - This degree would advance existing environmental management theory and practices by explicitly considering increasingly important environmental and societal factors such as climate change, indigenous rights to lands and resources, environmental development and community consultation.
 - According to Eco-Canada “Natural Resource Management: a field of practice full of opportunities - The combination of positive cycles of growth in the forestry sector, future resource project development, a supportive political environment, and growing environmental protection budgets for governments and companies are factors that are expected to result in job opportunities.

- Builds upon SENRS's existing strengths in various aspects of environmental resource management several diploma and post-graduate certificate programs including Environmental Technician, Ecosystem Management, Conservation Biology, Earth Resource Technician, Forestry, Fish and Wildlife Aquaculture, Conservation and Environmental Law Enforcement, Sustainable Agriculture, Sustainable Waste Management, Geographic Information System, Advanced Water Systems Operations Management and Applied Environmental Planning
- Ability to leverage existing industry and community partnerships and on- and off-campus resources for research projects
- A degree in Natural Resource Management would provide the opportunity to retain students from any of our existing diploma programs at SENRS.
- Competitor information:
 - University of Guelph – BSc in Environment and Resource Management
 - University of New Brunswick – BSc in Environment and Natural Resources
 - Thompson Rivers University, BC – BSc in Natural Resource Sciences
 - Vancouver Island University, BC – BSc in Natural Resource Protection
 - University of British Columbia – BSc in Natural Resource Conservation
 - Simon Fraser University, BC – BSc in Resource and Environmental Management
- Even though some universities offer a BSc in Natural Resources, the focus and content is different from the proposed program
- Applied Aquatic Sciences:
 - Competitor information:
 - Lakehead University, Ontario - BSc in Water Resource Sciences
 - Wilfried Laurier University, Ontario - BSc in Applied Water Sciences
 - St. Francis University, Nova Scotia - BSc/BA in Aquatic Resources a
 - *Note:* one of the competitors is Trent University, offering a BSc in Water Sciences
 - SENRS is well suited to offer a degree in Aquatic Sciences:
 - SENRS' strongest programs include Ecosystem Management, Conservation Biology, Fish and Wildlife and Aquaculture. This degree program would be a combination of these fields.
 - Students in our two- or three-year diploma programs will be able to join the degree program instead of pursuing external pathways to universities.
 - Strong subject matter expertise
 - Long standing relationships with industry/community partners to facilitate research projects
 - Research opportunities on campus: new Aquaculture Center, CAWT, Hatchery, Constructed wetlands etc.
 - SENRS' Strategic Plan includes the development of Aquaculture/Aquatic training for certificates (e.g., Electrofishing, OBBN) during the summer months based on industry demand. These certifications would be incorporated into the degree program and will enhance the job readiness and competitiveness of graduates.
 - The applied component combined with certifications would set us apart from universities.
- Applied Forestry:
 - Competitor information:
 - Lakehead University, Ontario – BSc in Forestry
 - University of Alberta – BSc in Forestry
 - University of New Brunswick – BSc in Forestry
 - University of British Columbia – BSc in Forestry in Forest Resources Management and in Forest Sciences
 - All related degree programs in Canada are at universities and the applied component would set us apart
 - The Registered Professional Forester designation (RPF) would be incorporated into the program

- A past survey conducted in the two-year Forestry diploma program indicated that 80% of the students would stay for a third year and approximately one quarter of the students pursue University pathways every year.
- Students in the two-year diploma program will be able to join the degree program instead of pursuing external pathways to universities.
- A Forestry degree program would align with current research activities, program ambitions and established partnerships

Additional requirements for degree programs:

Offering degree programs requires faculty with a PhD in all subject matter areas, e.g., Subject field, Communications, Math, Biology, Chemistry etc. This requirement can be met through full-time or contract faculty and a statement in the application to hire faculty with a PhD (can be contract) if there is currently a gap in one of the subject matter areas.

Currently, SENRS has five faculty with a PhD in the Environmental field and two are pursuing a PhD.

Additional recommendation:

We recommend a submission of the application before completion of the upcoming OCQAS audit. Preparing for the application could be accomplished in tandem with the preparations for the OCQAS audit. It would be a “practice” for the OCQAS audit and would decrease duplication of effort.

Alignment with Fleming College’s Strategic Direction and the Strategic Mandate Agreement

One of the Business Plan objectives is to explore opportunities to deliver degree programs. Offering degree programs at Fleming College aligns with labour market needs, student demand and improves the job readiness of graduates. The combination of certifications, university level and applied education will ensure that graduates of this program have the skills for a successful career in the Environmental field.

Enhancing pathways is one of the Academic Plan objectives. The degree programs will leverage the interest in external university pathway by providing an internal pathway for graduates of the diploma programs.

Risks and Considerations

☒ External Environment ☒ Internal Environment ☒ Financial ☐ Human Resources
☐ Information Technology ☐ Legal ☐ Operational ☐ Strategic ☐ N/A

- The Ecosystem Management and Fish and Wildlife program are currently offering a third year Technology stream. Launching a 4-year degree program might decrease interest in the third-year stream, potentially leading to a cancellation of the third-year option.

Supporting Documentation

N/A



Board of Governors

Briefing Note



FLEMING

Topic: Earth Resources Technician Ontario College Diploma Title and Program Delivery Modification

Report To: Public Board Meeting

Meeting Date: January 26, 2022

Prepared By: Tania Clerac, Dean School of Environmental & Natural Resource Sciences

Recommendation

That the Board of Governors of Sir Sandford Fleming College approve the Earth Resources Technician Ontario College Diploma title and program delivery modification for implementation Fall semester 2022.

Overview

Summary:

The Earth Resources Technician (ERT) program is a two-year, five semester Ontario College Diploma program offered at the School of Environmental and Natural Resources at Frost Campus. The program includes four semesters of on campus learning and a 910-hour mandatory co-op. The program, with support from the Program Advisory Committee, proposes that the program title be modified to Geological Technician, and the program delivery (instructional settings) be updated to reflect the current delivery of the program.

Background:

Over the past several years, feedback from the Program Advisory Committee, industry partners, industry employers and students have indicated that the current name of the program does not accurately reflect the skills or job title of program graduates. This disconnect has led to challenges for stakeholders in the following ways:

- for the College – challenges in attracting students to the program because the program name does not specifically reference “geology” or indicate a geoscience focus;
- for prospective employers – challenges in seeking geological technicians as employers do not recognize the program as one that provides the skills and education necessary for such a role; and
- for ERT students and graduates - challenges in conducting job searches for “Earth Resources Technician” in major employment databases often returns with no results.

At a time when geoscience-related industries in Ontario and Canada are experiencing skilled labour shortages, it is imperative that we serve the industry better. In addition, the proposed program name is better aligned with the program’s National Occupational Classification NOC 2212: Geological and Mineral Technologists and Technicians, and with the recently renewed program Vocational Learning Outcomes.

Labour Market Information:

Occupational Overview

Field of practices for Earth Resource Technician (ERT) graduates include oil and mineral exploration & extraction, mining and quarrying, utilities, and environmental & engineering consulting. Forecasted demand for ERT graduates can be examined by looking specifically at NOC 2212 - geological and mineral technologists and technicians.

In Ontario, occupational growth for geological and mineral technologists and technicians includes a total of 1,821 jobs needed by 2026, representing a 5.0% increase from 2020. Across Canada, estimated growth is 3.8% or 9,310 jobs in Ontario by 2026¹. Government of Canada demand estimates for geological and mineral technologists and

technicians is undetermined in Canada² and balanced for Ontario and Fleming catchment area³. In terms of automation outlook, there is a high probability that this profession will be impacted by technology change, both in terms of task requirements and equipment use. Wage estimates for new labour market entrants (new graduates) is \$21.69 /hr (10th percentile) with a median annual salary of \$71,885.

Industry Trends

Geological and Mineral Technologists and Technicians face increased global pressure to balance energy demands while limiting environmental impacts of natural resource exploration and extraction. New labour market entrants will therefore need to possess a modernized skill set that can complement these shifting industry needs.

Mining and mineral exploration often involves participation with Indigenous communities on issues related to land access, socio-economic and employment impact, and environmental issues. At the time of writing, there are hundreds of active Indigenous mining agreements across Canada for various mining and exploration projects related to both metal and industrial mines⁴. New labour market entrants will also benefit from Indigenous knowledge and understanding - Fleming's current ERT program has options for Indigenous Perspectives Designation (IPD).

COVID-19 has impacted employment in natural resources industries in Ontario. Employment fell from 39,600 employed in September 2020 (beginning of the second wave) to 36,600 employed in the sector by September 2021 (a decrease of 3,000 jobs)⁵. Across Canada, though, employment levels experienced overall gains from 311,100 employed in September 2020 to 344,100 employed in September 2021 (an increase of 23,000 jobs)⁶.

Student Demand and Competition:

Currently, there are five postsecondary programming options in Ontario related to mining or earth resource exploration – College Boreal, Cambrian College, Confederation College, Northern College and Fleming College. College Boreal offers a two-year Techniques et prospection et exploration minière diploma in French only, Cambrian College offers a two-year Mining Engineering Technician diploma program, Confederation College offers a one-year Mining Techniques certificate program and Northern College offers a two-year and one-year Mining Engineering Technician and Techniques programs respectively.

Application and registration data are shown below in Table 1 for the two-year diploma programs in mining engineering in Ontario. The College Boreal program also offers a two-year diploma. However, it is only offered in the French language and is not included in the table below.

Table 1: Mining Engineering Technician Applications/Registrations (mapped to MTCU code 54411 – Mining Engineering Technician)				
College	2018	2019	2020	2021
Cambrian	56/13	51/28	41/10	58/data not available
Northern	49/16	38/11	27/6	46/data not available

Source: Application and registration data pulled from OCAS Data Warehouse using RPT00411 on September 30th, 2021 – FALL term, end of cycle.

Application counts are those that apply through OCAS and does not include international applications. The 2021 application cycle is in progress (ends July 2022).

Fleming College is the only institution outside of Northern Ontario that offers programming in mining or earth resource exploration. Fleming College's ERT program is also more focused on geology rather than strictly mining and therefore is mapped to MTCU code 54407 – Geological Engineering Technician. Please see the application and registration data for the past five years in Table 2 below.

Table 2: Earth Resources Technician Applications/Registrations* (mapped to MTCU code 54407 - Geological Engineering Technician)					
College	2016	2017	2018	2019	2020
Fleming	77/17	49/18	53/12	45/18	57/17

Source: Fall application and registration data pulled from OCAS Data Warehouse using RPT00411 on December 21st, 2020 – Fall term, end of cycle (note: application counts do not include all international applications).

Curriculum:

The Vocational Learning Outcomes of the Earth Resource Technician program were updated and approved on March 1, 2021 by the Credential Validation Service (CVS). The program will remain mapped to MTCU code Geological Engineering Technician. As evidenced by the MTCU code and renewed VLOs below, the new program title of Geological Technician aligns better with the program than the existing Earth Resources Technician title.

Vocational Learning Outcomes

The graduate has reliably demonstrated the ability to:

1. Identify and classify the significance of a range of environmental, engineering or mineral samples and features in laboratory and field conditions, in accordance with professional standards and agency protocols.
2. Work safely, professionally and ethically in compliance with applicable government legislation and guidelines, as well as industry standards and protocols in a multi-stakeholder environment.
3. Collect data, map and perform field and laboratory tests and analyses on representative environmental samples, in accordance with professional standards and agency protocols.
4. Calibrate, use and maintain field and laboratory equipment according to industry standards.
5. Use information technology tools to effectively assemble, synthesize and present environmental data, in accordance with professional standards and ethics.
6. Evaluate appropriate field tests and field activities for site investigations in compliance with industry regulations and agency protocols.
7. Apply sustainability principles to environmental management activities and projects, in compliance with standardized environmental protocols, policies and procedures and industry regulations.
8. Conduct environmental risk assessments to identify hazards, opportunities, or potential risks to human health and the environment in accordance with industry regulations and agency protocols.
9. Communicate technical information accurately and effectively in oral, written, and visual forms, to numerous stakeholders, in compliance with industry standards and established protocols.
10. Develop strategies for ongoing personal and professional development to enhance work performance and to remain current in the field of practice.

In addition, the program is updating the Program Delivery Information (PDI) to reflect the current delivery of the program. No curriculum change is required for this update and title modifications. The following is the new PDI table that will be submitted to the Ministry of Colleges and Universities (MCU).

Program Delivery Information (PDI) Section - Total Hours per Student							
	Semester						
Funded Instructional Setting	1	2	3	4	5	6	Total
Classroom instruction	150	120		66	135		471
Laboratory/workshop/fieldwork	180	213		159	165		717
Independent (self-paced)	60						60
One-on-one instruction							

Clinical placement							
Field placement/work placement							
Small group tutorial							
Total	390	333	0	225	300	0	1248
	Semester						
Non Funded Instructional Settings	1	2	3	4	5	6	Total
Co-op work placement - Mandatory			645				645
Co-op work placement - Optional							
Degree work placement – Mandatory (shorter than Co-op)							
Total	0	0	645	0	0	0	645
Total	1	2	3	4	5	6	Total
Grand Total	390	333	645	225	300	0	1893

There is no additional cost to modifying the title of this program. Some changes to the webpage and marketing materials, as well as notification of OCAS and OSAP will need to take place. However, the program title change is anticipated to increase interest in the program thereby increasing enrolment.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

The proposed name is better aligned with the industry nomenclature, the National Occupational Classification NOC 2212: Geological and Mineral Technologists and Technicians, the recently renewed program Vocational Learning Outcomes and the original mapping of the program to MTCU code 54407 – Geological Engineering Technician. Thus, by modifying the title of this program, the program will become more aligned with the nomenclature used by the industry and prospective students thereby supporting the first commitment of the Fleming College Strategic Plan 2019-2024 of being focused on the needs of students and employers in the labour market. In addition, this alignment with industry nomenclature also supports the first priority of the Fleming College Jobs First Academic Plan 2019-2024 of responding to the needs of the labour market.

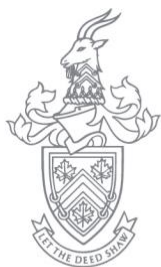
Risks and Considerations

☒ External Environment ☒ Internal Environment ☐ Financial ☐ Human Resources
☐ Information Technology ☐ Legal ☐ Operational ☐ Strategic ☐ N/A

- There is a risk of confusion in prospective and current students, or employers who are familiar with the existing title. However, this can be mitigated by including clarification on the webpage and marketing materials indicating the change in the title. There are no risks associated with the update to the Program Delivery Information.

Supporting Documentation

N/A



Board of Governors

Briefing Note



FLEMING

Topic: Applied Planning – Environmental Ontario College Graduate Certificate Program
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Tania Clerac, Dean School of Environmental & Natural Resource Sciences

Recommendation

That the Board of Governors of Sir Sandford Fleming College approve the Applied Planning-Environmental program delivery modification for implementation Fall semester 2022.

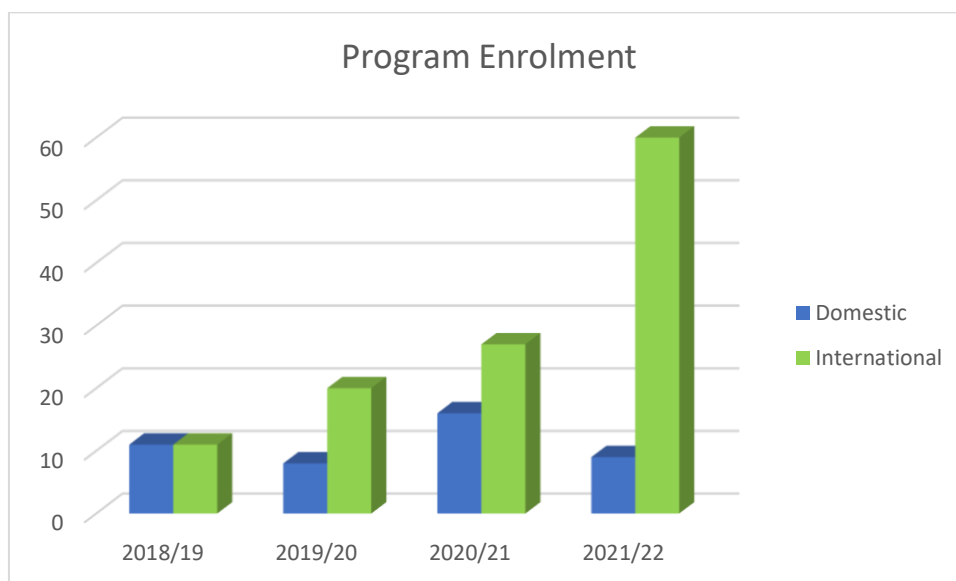
Overview

Summary:

The Applied Planning - Environmental (AEN) program is a one-year, 3 semester Ontario College Graduate Certificate program offered at the School of Environmental and Natural Resources at Frost Campus. The program includes two semesters of on campus learning and a 7-week mandatory placement in semester three. SENRS proposes that the program be modified to a two-year, 4 semester Ontario College Graduate Certificate program for international students only for implementation in Fall 2022.

Background:

The Applied Planning – Environmental program launched in Fall 2018 and has become a popular program for international students and is experiencing limited interest from the domestic student market (see chart below).



Over the past several years, feedback from students, program faculty and the Program Advisory Committee have indicated that the current content and delivery model is not in line with the expectations of domestic students and does not address the needs of international students. This disconnect has led to multiple student complaints and challenges in the following ways:

- for international students:
 - the program requires foundational skills in Canadian policies and Environmental regulations, Ecology of Ontario including Identification skills and Environmental Assessment skills;
 - challenges with the program curriculum due to lack of foundational skills;
 - difficulties securing field placements due to transportation challenges and lack of foundational skills;
 - the three-semester delivery model does not address the needs of international students who prefer two-year or a combination of two-semester program;
- for domestic students:
 - the program does not cater to the expectations of domestic students – students do not receive the Professional Planner designation upon graduation (requires University degree in Planning or combination of degree and work experience);
 - Professional Planner designation is required for most job opportunities in the planning sector that are of interest to domestic post-graduate students (exceptions are entry level positions or non-planning, general environmental positions);
 - dissatisfaction with curriculum delivery as the majority of students are lacking the foundational skills to successfully complete and contribute to the learning experiences;
 - the curriculum is currently not preparing students for a successful career in the planning sector and will require major modifications and development if we are proceeding with the current model;
- for program faculty/coordinator:
 - challenges with curriculum delivery as international students are missing the foundational skills to successfully complete the program;
 - curriculum required modification to include foundational skills. The delivery is not at a post-graduate level which causes dissatisfaction of domestic students;
 - last-minute creation of applied projects to address difficulties in securing field placements;
- for SENRS:
 - repeated complaints about program delivery and student expectations;
 - last-minute staffing of applied projects to address difficulties in securing field placements, leading to additional staffing costs;
 - inability for cost-recovery of applied projects course;

The existing issues must be addressed, either through cancellation of the program or redesign of curriculum/program delivery.

SENRS proposes that the program be modified to a two-year, four-semester Ontario College Graduate Certificate program for international students only. The new format will include a preparatory semester which will cover the required foundational skills, including Ontario Ecology and Identification skills, Canadian/Provincial/Municipal policies and Environmental regulations and Communication skills. The addition of a preparatory semester will require minor development as curriculum can be drawn from existing Common First and Common Second semester courses. Semester two and three will be based on the current AEN program curriculum, with modification of some content to address the existing gaps, quality issues and to ensure student success. The field placement in the fourth semester will be replaced by an Applied Projects course, addressing the current challenges of securing placement positions and inability of cost recovery to support applied projects. The Applied Projects course will be completed in collaboration with external partners ensuring continued community involvement.

Currently, the tuition does not reflect the staffing costs for the Applied Project course which is being offered for students who cannot secure a field placement. Replacing the placement with an Applied Project course will address this discrepancy and allow cost recovery.

Consultation with Fleming College's International Office indicates that a change to a two-year program will increase the attractiveness for the international student market and be an overall program improvement. The proposed

program modification will ensure that international students are better supported and more successful and have upon graduation the required skills for a successful career in the environmental sector.

The proposed program modification does not require approval by the Ministry of Colleges and Universities, only CVS approval which includes a breakdown of the new program curriculum. As this is a non-funded program, approval is usually not a concern. Proposed implementation of the program modification is Fall 2022.

Student Demand and Competition:

Since its launch in 2018, we have seen limited interest from the domestic student market and a steady increase of international students. The most notable increase was between 20/21 and 21/22, resulting in an increase from one to two program sections. We are expecting that the program change would increase the attractiveness of this program for international students, resulting in additional student enrolment.

The Applied Environmental Planning program falls under MTCU code 76502 and there are no other colleges in the Ontario system under this code. The program is unique at the college level and competitors are just university planning programs.

In Ontario, several universities offer programs that include land use planning or offer Bachelor degrees (either Science or Arts). Most notable are York and Waterloo. At York University, a Master's in Environmental Studies-Planning is offered. At Waterloo, after completing the Bachelor of Environmental Studies with specializations - Planning, Land Development Planning or Environmental Assessment, graduates can pursue a Master's degree. One area of specialization within this Master's degree is Environmental Planning. Ryerson offers multiple pathways for students including a Bachelor's, Masters (Urban Planning and Regional Development) or a two-year post diploma in the same specialization. The two-year post-diploma is only open to students with associated Bachelor Degrees and to Fanshawe and Mohawk students with specified diplomas.

Curriculum:

Vocational Learning Outcomes

The graduate has reliably demonstrated the ability to:

1. Contribute to the development of plans according to relevant municipal, provincial and federal legislation and industry standards and/or procedures.
2. Conduct environmental assessments and environmental impact studies according to relevant municipal, provincial and federal legislation and industry standards and/or procedures.
3. Use Geographic Information Systems applications to facilitate environmental planning processes (such as Natural Heritage System modelling, infrastructure modelling).
4. Communicate environmental policy and planning intentions in a professional manner to various audiences.
5. Apply negotiating, facilitating and problem solving skills to achieve goals within land use development projects and associated plans.
6. Recognize and adhere to the unique planning processes of Indigenous communities as related to municipal, provincial, and federal legislation.
7. Use project management tools to manage a variety of projects including land use plans, Natural Heritage Systems plans and other environmental plans.

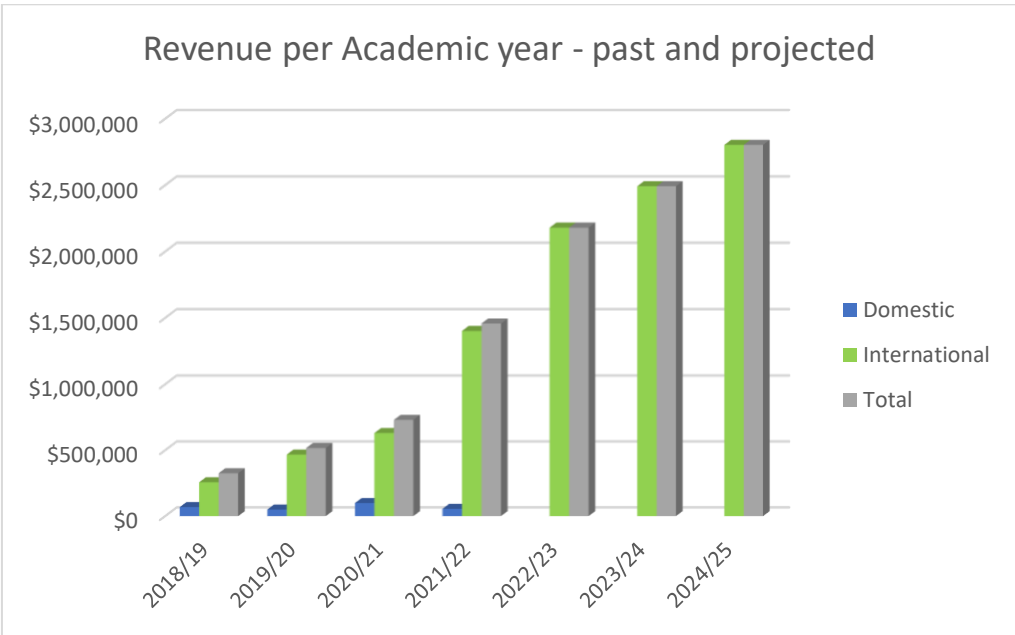
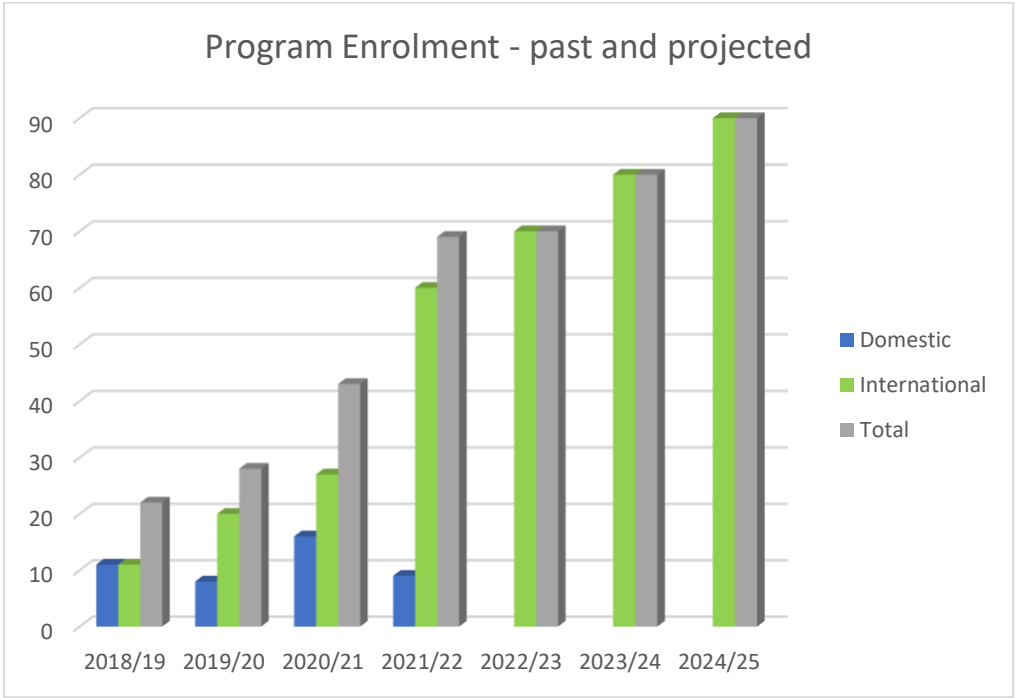
Cost/Benefit Analysis:

The modification of the program curriculum and inclusion of a preparatory semester will require some development time, but the majority of the content can be drawn from existing courses.

The change to a two-year program will increase the attractiveness for the international student market, leading to an anticipated increase in international student enrolment and revenue.

Current tuition – international students: \$7,870.70 per semester
Current tuition – domestic students: \$2,070.28 per semester

The two charts below show the past and projected program enrolment and revenue from domestic and international tuition. The projected numbers are based on program modification, implementation Fall 2022.



The table below provides an overview of past and projected total revenue, expenses and net contribution to overhead (Dean and other academic staffing support plus program delivery cost). The program delivery cost reflect the required staffing with contract faculty based on an average rate of \$103/hr and an increase from a three to a four semester program for 2022/23. The program does not require technician support and has only a small program budget for consumables and one or two local bus trips per year.

	Total Revenue (dom+int tuition)	Dean and other academic staffing support (2.4%)	Program Delivery Cost (Expense)	Net contribution to Overhead
2018/19	\$325,313	\$78,075	\$44,702	\$202,536
2019/20	\$516,949	\$124,067	\$44,702	\$348,180
2020/21	\$730,137	\$175,233	\$44,702	\$510,202
2021/22	\$1,457,684	\$349,844	\$73,851	\$1,033,989
2022/23	\$2,180,556	\$523,333	\$114,639	\$1,542,584
2023/24	\$2,492,064	\$598,095	\$114,639	\$1,779,330
2024/25	\$2,803,572	\$672,857	\$159,856	\$1,970,859

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

The program modification will support Strategic Enrolment Management by enhancing student recruitment, retention, and student experience. The current program has large numbers of international students, and the program modification will continue to attract this population in even greater numbers as many international students prefer two-year post-graduate programs. The curriculum modification addresses the needs of students and employers in the labour market. The modification will improve student support and success and ensure that students have the required skills for a successful career in the Environmental sector.

The Academic Plan strives to instil work/community-integrated learning as core components of Fleming's teaching and learning practice. Courses that include community problems and projects as well as the Applied Projects course highlight the commitment of this program to work with communities. Through applied research, new partnerships can be fostered with smaller businesses and industries that currently don't have the capacity to offer placements. These projects will be meaningful to industry who may use the results to further their interests in the community. The program modification will foster new relationships within the community.

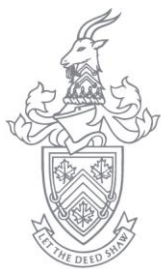
Risks and Considerations

☒ External Environment ☒ Internal Environment ☐ Financial ☐ Human Resources
☐ Information Technology ☐ Legal ☐ Operational ☐ Strategic ☐ N/A

- Implementation for Fall 2022 will require closing the application for domestic students on OCAS and notification of domestic program applicants.

Supporting Documentation

N/A



Board of Governors

Briefing Note



Topic: Update on the ESG at Fleming Initiative
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Brett Goodwin, Vice President Applied Research and Innovation

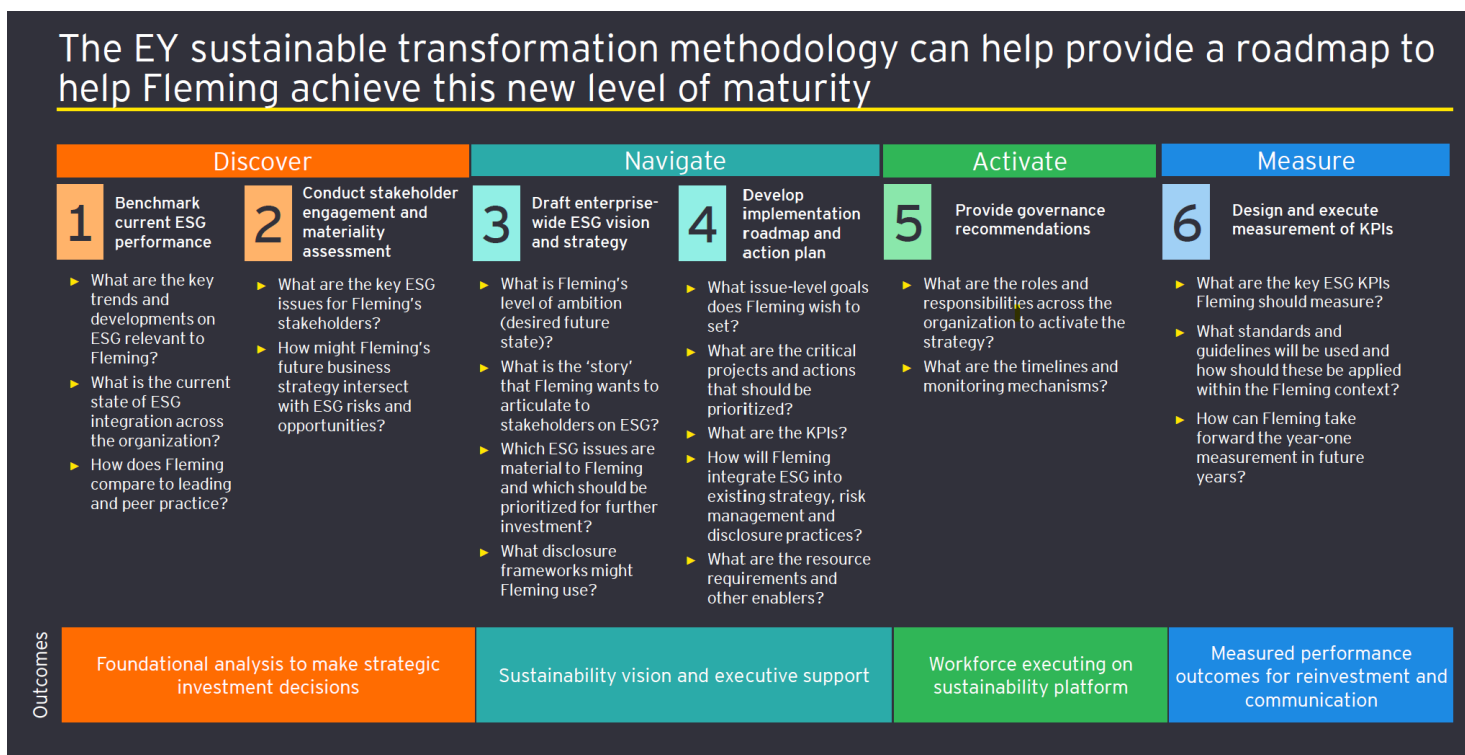
Recommendation

That the Board of Governors of Sir Sandford Fleming College receive the update on the Environmental, Social, Governance (ESG) at Fleming Initiative for information.

Overview

The December Board Retreat session on ESG (Environmental, Social, Governance), facilitated by Janis Rod and Kendra Pomerantz from Ernst and Young, was very productive. The facilitators' feedback was that the Board had a mature understanding of ESG, were very engaged in the conversation, and expressed strong enthusiasm to move forward with an ESG Initiative at Fleming. An excellent start.

One of the slides from the presentation at the Retreat laid out a roadmap for advancing ESG at Fleming:



Working from that road map, over the next few months we will do the following:

- January Board meeting.** Update Board on process we will follow. Kick off the Discovery phase.
- Between January and March Board meetings.** Complete the Discovery phase. Current ESG performance will be documented building heavily on STARS documentation that was recently

submitted. Stakeholders (Board Members, employees, and students) will be consulted and/or surveyed to determine key issues.

- c. **March Board meeting.** Report back to the Board on the findings from Discovery stage and begin the Navigate phase by providing a draft vision, strategy, and action plan based on findings in the Discovery stage.
- d. **Post March Board meeting.** Refine and finalize the vision, strategy, and action plans during a stand-alone 1 to 2 hour facilitated session for the Board.
- e. **Beyond.** Taking direction from the Board, via the finalized vision, strategy, and action plans, the College will operationalize the ESG Initiative. KPIs will be designed, approved by the Board, and then used to track progress.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

The Strategic Plan has a strong focus on topics that align with ESG – economic development, community relations, human capital, employee wellbeing, Indigenous relations, and equity-diversity-inclusion. Additionally, for the Institutional Strength metric in SMA3, the programs we include are strongly aligned with both environmental and social topics in ESG, hence strengthening Flemings commitment and action in ESG will align with our SMA3 metric and should support student interest and enrolment in those programs.

Risks and Considerations

☐ External Environment ☒ Internal Environment ☐ Financial ☐ Human Resources
☐ Information Technology ☐ Legal ☐ Operational ☒ Strategic ☐ N/A

- The Board has expressed a desire for Fleming College to have a substantive ESG strategy. Not moving forward with this initiative would leave that unaddressed.
- Historically, a substantial proportion of employees and students have found value in ESG activities at Fleming. Not moving forward with this initiative would continue to leave ESG activities in limbo.

Supporting Documentation

None included.



Board of Governors

Briefing Note



FLEMING

Topic: College COVID Update
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Drew Van Parys, Executive Vice President, Finance and Administrative Services

Recommendation

That the Board of Governors of Sir Sandford Fleming College receive for information the College COVID Update, January 2022.

Overview

COVID-19 has had various impacts on teaching, operations and employees. The attached note provides an update on several fronts as we endeavour to mitigate and start to move on from the impacts of the pandemic on the College.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

Our response to COVID-19 has an important impact on the safety of our college communities, our reputation, and our ability to deliver on our strategic objectives.

Risks and Considerations

X External Environment X Internal Environment X Financial X Human Resources
☐ Information Technology ☐ Legal X Operational ☐ Strategic ☐ N/A

Supporting Documentation

Include the file names of any supporting documentation below:

- College COVID Update - January 2022

College COVID Update – January 2022

Health and Safety Measures

Two regulations govern the College as it responds to the pandemic under the Re-Opening Ontario Act, O Reg. 364/20 (step 3) on revision 71 and O Reg. 263/20 (step 2) on revision 48. Many sections of each regulation apply to Fleming in the following areas:

- Post-secondary Institutions
- Retail (Campus store)
- Dining Establishments
- Public Gatherings
- Residences
- Personal Services (Massage, Esthetician, OTA/PTA etc.)

The [Fleming Safe App](#) remains a key tool for students and employees. It is used as a resource and tracking tool for Vaccine Passports, daily active screening, COVID reporting tools and COVID supports.

Key statistics to date:

- 7,200 vaccine passports, 835 with boosters
- 14,000 subscribers
- 360,000 daily screenings since the beginning of the pandemic

Fleming has 15 layers of safety in place:

1. Mandatory Vaccinations for all students, employees and guests
2. Daily active screening for everyone
3. Approved Safe Work Plans for all on-campus activities including classes, general operations, food services etc.
4. Thorough Case Management process supporting all employees and students with personal connection and continuity of their education/work
5. Secured controlled entry
6. Vaccine Passport and daily screening with double verification for all building entry
7. OneCard entry is linked to screening and passports
8. Daily Occupancy Forecasting for every room on every floor in every wing for every campus and is overlaid with floorplate occupancy hour by hour
9. Wastewater surveillance- early indicator for Sutherland Campus capturing all effluent from residence and the main campus
10. All classes record attendance for accurate and timely contact tracing
11. Dedicated and specialized personnel responsible for high touch areas, fogging of specific and hard to clean areas such as labs or workshops is utilized
12. Procedural masks are mandatory and are provided

13. KN-95 masks have been secured and are available for all employees (non fit-tested)
14. Detailed assistance in returning to facilities through the Return to Campus Toolkit
15. Alliance and cooperative work with our Public Health Partners.

Vaccines, Testing and Facilities Safety

An on-campus booster vaccine clinic is in the planning stages with Peterborough Public Health. Limited on-site rapid tests are available for internal use (medical exemptions, class placement needs).

Ongoing initiatives:

- A Vaccine booster shot submission module is now being used on the Fleming Safe app
- Additional secured entry points have been added at the Sutherland Campus for January. This will reduce lineups and include a double verification FAST lane approach through the OneCard and active daily screening
- Complete and ongoing HVAC upgrades including additional CO2 monitoring, MERV 8 and MERV 13 filtration, static pressure monitoring of filter banks, UV sterilization in HVAC systems, whole area air purging on a cycle and on demand, re-commissioning of all units, 375 Portable HEPA/UV units deployed where existing equipment may be under repair
- For scale and scope, Fleming has over 70 buildings, 1M square feet and 1,130 HVAC units and the building automation system monitors over 11,000 points in our systems.

Academic Delivery

In the Fall of 2022, prior to the Omicron variant, the College planned for a graduated but extensive return to in-person learning beginning on January 10, 2022.

The rise of the Omicron variant in December led to a decision to defer a return to classes by one week and have the first 2 weeks of classes delivered online with a fulsome return to in-person learning following the two weeks of online delivery.

However, the continued uncertainty around the impact of Omicron forced a decision to pull back on some of our planned in-person classes for the remainder of the semester. The result is a Winter semester that looks very similar to the Fall 2021 semester – much of the theory classes will be delivered online with some hands-on classes being held in smaller labs, seminars and workshops.

An [updated listing of program delivery modes](#) was shared with students and employees on January 13.

This change in delivery is consistent with most colleges and Universities in the province.

Student Experience

Our Student Experience team continues to provide virtual and face to face services as required by individual student needs at all campuses.

Virtual Orientation sessions are being provided for all students just prior to the semester start to ensure a successful start to their college experience.

Student Experience offers a series of workshops to prepare students for success, providing a foundation of proven skills and strategies that support development as a learner at Fleming. The team also offers workshops in technology that include how to access digital tools at Fleming to support learners in the virtual environment.

Our Student Success Coaches, a new role at the college, are starting this winter to support students navigate college and our many supports, from the start when they arrive until they graduate.

Supporting our Employees

With the rapid spread of the Omicron variant, most employees continue to work remotely. Only those staff required to be on campus to teach, support on-campus classes, or directly support students in person are required on campus at this time. The roll-out of the Remote Work Policy has been temporarily deferred.

Employees are encouraged to utilize a variety of supportive tools and resources, including the Employee and Family Assistance Plan, available on our Employee Wellness site. Most recently, employees have been invited to register for a series of workshops sponsored by Counselling Services in partnership with the Canadian Mental Health Association on topics including mental health 101, stress management, substance use, grief and loss, and self-care.

Fleming employees have been reminded that a third vaccination/booster is now required under the college's Vaccine Policy, with a reminder coming out shortly with a revised deadline for the booster shot. 28 employees have been placed on unpaid leave for failure to comply with our COVID-19 Vaccination Requirement Policy since September 2021.

Service Availability and Delivery

Service Area	In-Person %	Online/Remote %	Notes
Corporate Areas			
SMT	100		SMT to have an on-site presence every day- rotating
PRD	90	10	All services open- limited are remote
Human Resources	30	70	Hybrid approach
Finance	10	90	Hybrid approach- mostly remote
Registrar's Office	35	65	Hybrid approach- student supports available on-site and remote
President's Office	40	60	Hybrid approach

ITS	35	65	Hybrid approach- systems mostly remote, student supports onsite
Academic Operations	10	90	Hybrid approach
Continuing Education	10	90	Hybrid approach
Advancement	25	75	Hybrid approach
Recruitment	40	60	Hybrid approach
International Student Services	30	70	Hybrid approach- student supports available on-site and remote
Student Services	40	60	Hybrid approach- student supports will be on site
Applied Research	25	75	Hybrid approach
Marketing	20	80	Hybrid approach
Communications	20	80	Hybrid approach
Deans/Chairs/Leaders	50	50	Hybrid approach- rotating onsite to support students and staff
Student Related			
Counselling	25	75	Hybrid approach
Health Services	75	25	Health services will be open for students
Library	75	25	Libraries will be open for students
Campus Store	75	25	Campus stores will be open
Learning Commons	75	25	Learning commons will be open
Study Spaces	100		Open for students
Social Spaces	100		Open for students
Food Services	10	90	Food will open according to legislation
Eating areas	100		Limited table seating sizes- to follow legislation
SAC	50	50	Services will follow legislation- spaces open

FSA	50	50	Services will follow legislation- spaces open
Residences	70	70	70% targeted capacity

In summary, the College is confident that the COVID-19 policies, procedures and resources currently in place will serve to keep our community safe and support our students and employees as we hope to emerge from the pandemic in the coming weeks and months.



Board of Governors

Briefing Note



Topic: Financial Position Reports as of November 30, 2021
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Annie Lam, VP Corporate Finance;
John Pacey, Acting Director, Financial Services and Controllershship; and,
Leah Koehler, Acting Manager Financial Planning and Analysis

Recommendation

That the Board of Governors of Sir Sandford Fleming College receive for information the financial position reports as of November 30, 2021.

Overview

Analysis of the first 8 months of activity is forecasting a year end deficit of \$2.7 million with estimated available cash of \$42.9 million and unrestricted net assets of \$6.6 million.

Statement of Revenue and Expenditures and Quarterly Forecast

The following commentary provides line-item explanations relating to income statement projections where there are significant forecasted budget variances (> \$100K and 10%).

Operating Revenues

Overall operating revenues are trending on budget, showing only a small favorable trend with a variance of 4.2% (35.8% of revenue activity yet to occur versus 40.0% in the prior year).

Full-time tuition is trending unfavorably by 5.6%. Both domestic and international tuition show favorable variances, 2.2% and 7.7% respectively, primarily due to the timing/amount of the tuition carryover from last winter. Adjustments are still ongoing to student accounts that attended the PSW accelerated program, which will continue to be adjusted in the coming month(s). This adjustment will improve the variance for domestic revenues. While international revenues are trending ahead, this is offset by a small unfavorable variance within the fall program due to outstanding receivables which are in progress of being collected.

Part-time tuition continues to trend ahead of the prior year by 14.7% due to the large winter carryover from last year.

Other income is showing as unfavorable with 55.0% yet to be collected versus 50.3% in the prior year. This is led by a loss of student application fees during the summer and fall that, even though accounted for in the budget, has skewed the variance and resulted in a higher percentage of revenue planned to be collected in the final quarter. In addition, dual credit revenues were lower than anticipated in the spring.

Within student fees, where the trend is showing an unfavorable variance of (5.5%), the discrepancy is in line with the later inflow of winter tuition revenue, as fees are collected along with tuition. In addition, student fees for the winter semester are higher due to the resumption of certain fees (sports/wellness) and academic fees (field trips).

Non-Operating Revenue

Revenues for non-operating programs (Service System Management, Skills Programs, Bursaries and Special Projects) are under funding agreements where revenue is recognized to match expenditures. Timing will fluctuate annually depending on individual agreements. Variances shown in the month end report have no impact to the overall year end net income.

Operating Expenditures

Overall operating expenditures at November 30, 2021 are trending with a favorable variance of (4.6%) which includes several variances within individual line items.

Salaries and benefits accounts were re-examined at budget update and are expected to be on budget.

Academic delivery costs are trending unfavorably with a variance of 11.3%. Spending was very suppressed for the first half of the prior year, which has skewed the results. The variance is reducing each month, down from 17.0% last month, as we move into the fall and winter semesters which have more comparable activity year over year.

Academic supports expenses are trending favorably with an 14.2% variance. Many of the expenses are expected to be incurred in the fall and winter semesters as on campus activity increases. This variance has reduced slightly from the prior month, as expected, however most expenses are expected to be incurred for the winter semester.

Staffing development is trending with a favorable variance of 21.2%. We continue to see reduced spending, particularly in travel related to professional development. This account will continue to be monitored as overall underspending might occur based on the year-to-date activity.

Travel, accommodation and hospitality are trending with a favorable ratio of 43.3% as travel, both domestic and International, continues to be suppressed due to pandemic restrictions. The spending of this budget will largely depend on whether travel resumes in the winter semester, otherwise there is potential for some savings in this area.

Advertising expenses are trending favorably with a variance of 17.5%. With a new branding campaign underway and other advertising initiatives in the works, it's expected that spending will increase in the final quarter.

Equipment maintenance is trending with a favorable variance of 23.8%. This is mainly the result of limited in person delivery resulting in less use and required maintenance of equipment. Expenditures will increase relative to further on campus activity in the coming months.

Rentals and taxes have been underspent to date, showing a favorable variance of 17.2%, which is mainly the result of changes in rental space usage, expected to pick up with less remote activity.

Utilities expenses are trending favorably with a variance of 11.2%, due to timing of vendor invoices with the transition from Peterborough Utilities to Hydro One earlier this year.

Finance and banking budget shows as a credit as it represents corporate overhead contributions against expenditures from the College non-operating program revenues. It appears unfavorable in trending as overhead contributions are mostly recognized at year end upon final reconciliation of the grant programs.

International payments are trending unfavorable with a variance of 32.8%. This variance is due to the timing of agent commission payments and international student health insurance payments which were made in December last year compared to November this year.

Cash Flow Projection

As the year progresses and the operating and capital expenditures increase to budgeted levels, we are predicting that the College cash balance will gradually decline and at year end we will have unrestricted cash balances of \$54.9 million of which we project \$42.9 million will be available for general use.

Financial Sustainability Metrics

The College continues to meet all the financial health ratios and is projected to meet all ratios at March 31, 2022, with the exception of a projected deficit for year end.

Potential Strike Impact

The 2021-22 Budget has not recognized any impact that could occur as the result of a potential Faculty strike occurring during this fiscal year. It's our belief that while there would be additional costs incurred because of a strike, that any costs would be more than offset by the payroll savings that would take place while employees are on strike. When those figures are known, the quarterly reforecast will be updated to include a projected variance.

Risks and Considerations

<input type="checkbox"/> External Environment	<input type="checkbox"/> Internal Environment	<input checked="" type="checkbox"/> Financial	<input type="checkbox"/> Human Resources
<input type="checkbox"/> Information Technology	<input type="checkbox"/> Legal	<input type="checkbox"/> Operational	<input checked="" type="checkbox"/> Strategic
			<input type="checkbox"/> N/A

Supporting Documentation

- Statement of Revenue and Expenditures for the (8) months ending November 30, 2021
- Quarterly Financial Forecast for the year ending March 31, 2022
- Quarterly Cash Flow Projection for the year ending March 31, 2022
- Balance Sheet as of November 30, 2021
- Financial Sustainability Metrics – Reforecast November 30, 2021

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures - with prior year comparatives
For the 8 months ending November 30, 2021

	Current Year				Prior Year				Change Over Prior YTD	
	Actual To 30-Nov-21	Budget 31-Mar-22	Budget \$ Remaining	Budget % Remaining	Actual To 30-Nov-20	Actual 31-Mar-21	Prior YTD \$ Remaining	Prior YTD % Remaining	\$	%
Revenue										
Grants and Reimbursements	\$ 31,134,140	\$ 49,884,845	\$ 18,750,705	37.6%	\$ 28,461,739	\$ 48,955,223	\$ 20,493,484	41.9%	\$ 1,742,779	(4.3%)
Tuition FT Spring	2,149,340	2,404,023	254,683	10.6%	810,760	807,084	(3,677)	(0.5%)	(258,360)	11.0%
Tuition FT Fall	5,685,427	5,735,922	50,495	0.9%	5,981,953	6,013,733	31,780	0.5%	(18,715)	0.4%
Tuition FT Winter	2,663,969	7,208,552	4,544,583	63.0%	934,880	4,844,778	3,909,898	80.7%	(634,685)	(17.7%)
Domestic Full-time Tuition	10,498,737	15,348,497	4,849,760	31.6%	7,727,594	11,665,595	3,938,001	33.8%	(911,759)	(2.2%)
Tuition International FT Spring	3,537,910	3,549,547	11,637	0.3%	4,132,971	4,150,257	17,286	0.4%	5,649	(0.1%)
Tuition International FT Fall	8,314,205	8,871,423	557,218	6.3%	9,069,691	9,087,319	17,628	0.2%	(539,590)	6.1%
Tuition International FT Winter	6,991,831	13,138,548	6,146,717	46.8%	1,768,321	9,438,432	7,670,111	81.3%	1,523,394	(34.5%)
International Full-time Tuition	18,843,946	25,559,518	6,715,572	26.3%	14,970,983	22,676,009	7,705,025	34.0%	989,453	(7.7%)
Full-time Tuition	29,342,683	40,908,015	11,565,332	28.3%	22,698,577	34,341,603	11,643,026	33.9%	77,694	(5.6%)
Part-time and Other Tuition	2,199,208	2,828,693	629,485	22.3%	1,667,969	2,644,123	976,154	36.9%	346,669	(14.7%)
Student Tuition Fees	31,541,891	43,736,708	12,194,817	27.9%	24,366,546	36,985,726	12,619,180	34.1%	424,364	(6.2%)
Contract Training	123,663	624,423	500,760	80.2%	97,864	892,532	794,667	89.0%	293,907	(8.8%)
College Ancillary Operations	117,331	317,000	199,669	63.0%	134,804	285,179	150,375	52.7%	(49,294)	10.3%
Fee for Service	310,883	2,046,788	1,735,905	84.8%	600,873	1,958,804	1,357,931	69.3%	(377,974)	15.5%
Fundraising	22,000	13,500	(8,500)	(63.0%)	10,000	-	10,000.00		(1,500)	
Other Income	784,762	2,072,203	1,287,441	62.1%	937,537	2,348,773	1,411,236	60.1%	123,795	2.0%
Student Fees	3,965,700	7,106,423	3,140,723	44.2%	3,183,271	5,194,855	2,011,584	38.7%	(1,129,139)	5.5%
Total Other Income	5,200,675	11,555,914	6,355,239	55.0%	4,866,485	9,787,611	4,921,125	50.3%	(1,434,113)	4.7%
Amortization of Deferred Capital Contributions	2,967,731	4,744,341	1,776,610	37.4%	2,891,432	4,478,093	1,586,661	35.4%	(189,949)	2.0%
Total Operating Revenues	70,968,101	110,546,231	39,578,130	35.8%	60,684,067	101,099,185	40,415,118	40.0%	836,988	(4.2%)
Investments	-	-	-		-	646,434	646,434	100.0%	646,434	
Service System Management	10,725,208	16,385,309	5,660,101	34.5%	9,794,791	13,253,465	3,458,674	26.1%	(2,201,427)	8.4%
Skills Programs	1,690,558	3,106,655	1,416,097	45.6%	1,357,214	3,284,661	1,927,447	58.7%	511,350	(13.1%)
Tuition Holdback Bursaries	1,532,548	2,142,539	609,991	28.5%	1,313,874	1,824,436	510,563	28.0%	(99,428)	0.5%
Ministry Bursaries	804,934	800,000	(4,934)	(0.6%)	816,523	1,150,888	334,365	29.1%	339,299	(29.7%)
Special Projects	7,381,220	13,180,252	5,799,032	44.0%	3,901,567	4,653,821	752,254	16.2%	(5,046,778)	27.8%
Facilities Renewal and Renovation Projects	358,132	996,837	638,705	64.1%	8,000	901,685	893,685	99.1%	254,980	(35.0%)
Ancillary Operations	2,182,460	4,386,615	2,204,155	50.2%	440,424	1,143,048	702,625	61.5%	(1,501,531)	(11.2%)
Total Revenue	\$ 95,643,160	\$ 151,544,438	\$ 55,901,278	36.9%	\$ 78,316,459	\$ 127,957,624	\$ 49,641,165	38.8%	\$ (6,260,113)	(1.9%)

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures - with prior year comparatives
For the 8 months ending November 30, 2021

	Current Year				Prior Year				Change Over Prior YTD	
	Actual To	Budget	Budget \$	Budget %	Actual To	Actual	Prior YTD \$	Prior YTD %	\$	%
	30-Nov-21	31-Mar-22	Remaining	Remaining	30-Nov-20	31-Mar-21	Remaining	Remaining		
Expenditures										
Salaries and Benefits										
Academic, Full Time	\$ 14,859,957	\$ 23,806,725	\$ 8,946,768	37.6%	\$ 14,724,917	\$ 22,893,146	8,168,229	35.7%	(778,539)	1.9%
Administration, Full Time	6,459,178	9,974,988	3,515,810	35.2%	5,944,244	10,056,509	4,112,264	40.9%	596,454	(5.6%)
Support, Full Time	8,728,075	13,818,276	5,090,202	36.8%	9,004,481	13,655,681	4,651,199	34.1%	(439,002)	2.8%
Salaries, Full Time	30,047,210	47,599,989	17,552,779	36.9%	29,673,643	46,605,336	16,931,693	36.3%	(621,087)	0.5%
Academic, Part Time	7,800,889	14,545,705	6,744,816	46.4%	5,911,137	12,104,978	6,193,840	51.2%	(550,976)	(4.8%)
Other, Part Time	809,551	2,083,094	1,273,543	61.1%	463,047	975,959	512,912	52.6%	(760,631)	8.6%
Salaries, Part Time	8,610,439	16,628,799	8,018,360	48.2%	6,374,184	13,080,936	6,706,752	51.3%	(1,311,607)	(3.1%)
Benefits	8,627,323	14,312,484	5,685,161	39.7%	8,002,139	13,229,278	5,227,140	39.5%	(458,022)	0.2%
Total Salaries and Benefits	47,284,972	78,541,272	31,256,300	39.8%	44,049,966	72,915,550	28,865,585	39.6%	(2,390,716)	0.2%
Non-Salary Expenses										
Academic Delivery	780,671	2,270,026	1,489,355	65.6%	198,318	859,744	661,426	76.9%	(827,929)	(11.3%)
Academic Supports	2,891,797	2,950,778	58,981	2.0%	2,848,818	2,538,559	(310,259)	(12.2%)	(369,240)	14.2%
Staffing Development	122,086	667,937	545,851	81.7%	82,150	208,129	125,980	60.5%	(419,872)	21.2%
Business Travel, Accommodation & Hospitality	21,924	205,905	183,981	89.4%	24,689	45,754	21,065	46.0%	(162,916)	43.3%
Advertising	320,696	1,238,900	918,204	74.1%	218,500	504,021	285,521	56.6%	(632,684)	17.5%
Telephone, Audit, Legal & Insurance	908,394	1,467,626	559,232	38.1%	943,822	1,353,207	409,385	30.3%	(149,847)	7.9%
Equipment Maintenance	275,901	684,349	408,448	59.7%	265,064	413,207	148,143	35.9%	(260,305)	23.8%
Plant and Security	994,613	3,396,900	2,402,287	70.7%	1,244,219	3,340,521	2,096,302	62.8%	(305,985)	8.0%
Rentals and Taxes	445,281	608,364	163,083	26.8%	586,077	648,554	62,478	9.6%	(100,605)	17.2%
Utilities	1,054,498	2,681,189	1,626,691	60.7%	1,202,789	2,379,571	1,176,782	49.5%	(449,909)	11.2%
Contract Services Trent	458	2,400,360	2,399,902	100.0%	(74,646)	2,608,290	2,682,936	102.9%	283,034	(2.9%)
Finance and Banking	(224,817)	(1,699,660)	(1,474,843)	86.8%	199,693	(865,584)	(1,065,277)	123.1%	409,566	(36.3%)
International Payments	2,385,035	4,325,478	1,940,443	44.9%	639,661	2,866,342	2,226,681	77.7%	286,238	(32.8%)
Service Fees	1,618,923	4,660,152	3,041,229	65.3%	1,815,565	4,047,609	2,232,044	55.1%	(809,185)	10.1%
Long Term Debt Interest	88,212	158,000	69,788	44.2%	99,166	160,656	61,490	38.3%	(8,298)	5.9%
Amortization of Capital Assets	4,353,397	7,022,666	2,669,269	38.0%	4,602,079	7,032,440	2,430,361	34.6%	(238,908)	3.5%
Total Non-Salary Expenses	16,037,066	33,038,970	17,001,904	51.5%	14,895,963	28,141,021	13,245,058	47.1%	(3,756,846)	4.4%
Total Operating Expenditures	63,322,038	111,580,242	48,258,204	43.2%	58,945,929	101,056,571	42,110,643	41.7%	(6,147,562)	1.6%
Investments	811,540	1,924,539	1,112,999	57.8%	795,551	1,336,510	540,959	40.5%	(572,040)	17.4%
Service System Management	9,891,348	16,277,793	6,386,445	39.2%	9,700,795	13,153,632	3,452,837	26.3%	(2,933,607)	13.0%
Skills Programs	1,968,166	3,106,655	1,138,489	36.6%	1,588,493	3,252,659	1,664,165	51.2%	525,676	(14.5%)
Tuition Holdback Bursaries	1,196,224	2,142,539	946,315	44.2%	1,149,845	1,824,436	674,592	37.0%	(271,723)	7.2%
Ministry Bursaries	416,908	800,000	383,092	47.9%	919,254	1,150,888	231,634	20.1%	(151,458)	27.8%
Special Projects	5,105,468	13,180,252	8,074,784	61.3%	1,689,746	4,634,126	2,944,379	63.5%	(5,130,405)	(2.3%)
Facilities Renewal and Renovation Projects	77,164	907,728	830,564	91.5%	28,878	901,685	872,808	96.8%	42,244	(5.3%)
Ancillary Operations	1,794,914	4,366,639	2,571,725	58.9%	1,887,261	3,562,843	1,675,582	47.0%	(896,142)	11.9%
Net Asset Adjustment	-	-	-		-	445,330	445,330	100.0%	445,330	
Total Expenditures	\$ 84,583,770	\$ 154,286,387	\$ 69,702,617	45.2%	\$ 76,705,751	\$ 131,318,681	\$ 54,612,930	41.6%	\$ (15,089,687)	3.6%
Net	\$ 11,059,390	\$ (2,741,949)	\$ (13,801,339)	503.3%	\$ 1,610,708	\$ (3,361,057)	\$ (4,971,765)	147.9%	\$ 8,829,574	355.4%

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures - Quarterly Reforecast
For the 8 months ending November 30, 2021

	Actual To 30-Nov-21	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Projection	Quarter 4 Projection	Fiscal Year Projection	Budget 31-Mar-22	Projected Variance
Revenue								
Grants and Reimbursements	\$ 31,134,140	\$ 13,444,054	\$ 10,229,257	\$ 10,371,329	\$ 15,840,205	\$ 49,884,845	\$ 49,884,845	\$ -
Tuition FT Spring	2,149,340	2,005,036	104,320	294,668	-	2,404,023	2,404,023	-
Tuition FT Fall	5,685,427	28,949	5,606,540	158,331	-	5,735,922	5,735,922	-
Tuition FT Winter	2,663,969	1,736,839	4,924	5,466,789	-	7,208,552	7,208,552	-
Domestic Full-time Tuition	10,498,737	3,712,926	5,715,784	5,919,787	-	15,348,497	15,348,497	-
Tuition International FT Spring	3,537,910	3,535,222	7,954	22,278	-	3,549,547	3,549,547	-
Tuition International FT Fall	8,314,205	30,426	8,749,629	152,221	-	8,871,423	8,871,423	-
Tuition International FT Winter	6,991,831	2,158,643	28,181	11,008,086	-	13,138,548	13,138,548	-
International Full-time Tuition	18,843,946	5,663,439	8,713,494	11,182,585	-	25,559,518	25,559,518	-
Full-time Tuition	29,342,683	9,376,365	14,429,278	17,102,372	-	40,908,015	40,908,015	-
Part-time and Other Tuition	2,199,208	1,171,988	800,053	477,098	379,554	2,828,693	2,828,693	-
Student Tuition Fees	31,541,891	10,548,353	15,229,331	17,579,470	379,554	43,736,708	43,736,708	-
Contract Training	123,663	170	60,128	258,490	305,635	624,423	624,423	-
College Ancillary Operations	117,331	401	98,680	136,220	82,501	317,000	317,000	-
Fee for Service	310,883	212,851	44,107	130,182	1,659,648	2,046,788	2,046,788	-
Fundraising	22,000	12,000	-	1,500	-	13,500	13,500	-
Other Income	784,762	75,292	485,066	251,368	1,260,477	2,072,203	2,072,203	-
Student Fees	3,965,700	747,559	2,587,975	2,604,958	1,165,931	7,106,423	7,106,423	-
Non-Operating Revenue - Ancillary Income	-	-	-	-	-	-	-	-
Non-Operating Revenue - Other Bursary Income	-	-	-	-	-	-	-	-
Total Other Income	5,200,675	1,047,302	3,215,828	3,124,228	4,168,556	11,555,914	11,555,914	-
Amortization of Deferred Capital Contributions	2,967,731	1,112,899	1,112,899	1,112,899	1,405,644	4,744,341	4,744,341	-
Total Operating Revenues	70,968,101	26,152,777	29,847,443	32,446,416	22,099,594	110,546,231	110,546,231	0.45
Investments	-	-	-	-	-	-	-	-
Service System Management	10,725,208	4,156,249	3,799,567	3,767,316	4,662,177	16,385,309	16,385,309	-
Skills Programs	1,690,558	461,539	832,306	872,780	940,030	3,106,655	3,106,655	-
Tuition Holdback Bursaries	1,532,548	580,939	776,525	399,751	385,324	2,142,539	2,142,539	-
Ministry Bursaries	804,934	463,538	225,430	166,371	55,338	800,000	800,000	-
Special Projects	7,381,220	4,279,348	1,986,356	1,686,677	5,227,870	13,180,252	13,180,252	-
Facilities Renewal and Renovation Projects	358,132	31,482	11,550	398,735	555,070	996,837	996,837	-
Ancillary Operations	2,182,460	149,121	1,519,883	-	2,717,611	4,386,615	4,386,615	-
Total Revenue	\$ 95,643,160	\$ 36,274,993	\$ 38,999,060	\$ 39,738,046	\$ 36,532,339	\$ 151,544,438	\$ 151,544,438	0

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures - Quarterly Reforecast
For the 8 months ending November 30, 2021

	Actual To 30-Nov-21	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Projection	Quarter 4 Projection	Fiscal Year Projection	Budget 31-Mar-22	Projected Variance
Expenditures								
			-	-				
Salaries and Benefits								
Academic, Full Time	\$ 14,859,957	\$ 5,092,135	\$ 6,274,550	\$ 4,916,245	\$ 7,523,795	\$ 23,806,725	\$ 23,806,725	\$ -
Administration, Full Time	6,459,178	2,156,378	2,777,482	2,767,124	2,274,004	9,974,988	9,974,988	-
Support, Full Time	8,728,075	2,881,872	3,790,302	3,634,561	3,511,541	13,818,276	13,818,276	-
Salaries, Full Time	30,047,210	10,130,385	12,842,334	11,317,929	13,309,340	47,599,989	47,599,989	-
Expense	-	-	-	-	-	-	-	-
Academic, Part Time	7,800,889	2,461,582	3,040,101	4,885,391	4,158,630	14,545,705	14,545,705	-
Other, Part Time	809,551	210,896	292,879	769,513	809,806	2,083,094	2,083,094	-
Salaries, Part Time	8,610,439	2,672,478	3,332,981	5,654,905	4,968,436	16,628,799	16,628,799	-
Benefits	8,627,323	3,238,653	3,552,440	3,308,974	4,212,416	14,312,484	14,312,484	-
Total Salaries and Benefits	47,284,972	16,041,517	19,727,755	20,281,808	22,490,192	78,541,272	78,541,272	-
			-					
Non-Salary Expenses								
Academic Delivery	780,671	186,258	214,888	915,469	953,411	2,270,026	2,270,026	-
Academic Supports	2,891,797	1,736,962	825,265	194,276	194,276	2,950,778	2,950,778	-
Staffing Development	122,086	18,751	68,597	299,670	280,919	667,937	667,937	-
Business Travel, Accommodation & Hospitality	21,924	3,907	9,752	61,772	149,978	205,905	205,905	-
Advertising	320,696	64,340	134,353	495,560	544,647	1,238,900	1,238,900	-
Telephone, Audit, Legal & Insurance	908,394	368,176	389,185	152,820	557,445	1,467,626	1,467,626	-
Equipment Maintenance	275,901	157,606	76,194	171,087	279,462	684,349	684,349	-
Plant and Security	994,613	16,572	285,311	1,284,525	1,810,493	3,396,900	3,396,900	-
Rentals and Taxes	445,281	13,008	346,230	15,418	233,708	608,364	608,364	-
Utilities	1,054,498	141,610	589,214	688,785	1,261,579	2,681,189	2,681,189	-
Contract Services Trent	458	-	-	-	2,400,360	2,400,360	2,400,360	-
Finance and Banking	(224,817)	19,885	(225,463)	10,000	(1,504,081)	(1,699,660)	(1,699,660)	-
International Payments	2,385,035	90,791	441,331	1,119,628	2,673,728	4,325,478	4,325,478	-
Service Fees	1,618,923	638,603	468,685	1,154,850	2,398,013	4,660,152	4,660,152	-
Long Term Debt Interest	88,212	33,812	32,826	32,617	58,745	158,000	158,000	-
Amortization of Capital Assets	4,353,397	1,632,524	1,632,524	1,755,667	2,001,952	7,022,666	7,022,666	-
Total Non-Salary Expenses	16,037,066	5,122,806	5,269,388	8,352,143	14,294,633	33,038,970	33,038,970	-
			-					
Total Operating Expenditures	63,322,038	21,164,322	24,997,143	28,633,951	36,784,825	111,580,242	111,580,242	-
Investments	811,540	185,808	605,193	359,523	774,015	1,924,539	1,924,539	-
Service System Management	9,891,348	4,730,778	4,060,871	3,708,867	3,777,277	16,277,793	16,277,793	-
Skills Programs	1,968,166	637,995	914,925	872,780	680,955	3,106,655	3,106,655	-
Tuition Holdback Bursaries	1,196,224	334,688	536,603	941,775	329,473	2,142,539	2,142,539	-
Ministry Bursaries	416,908	121,574	23,098	166,371	488,957	800,000	800,000	-
Special Projects	5,105,468	1,030,945	1,957,383	1,686,677	8,505,247	13,180,252	13,180,252	-
Facilities Renewal and Renovation Projects	77,164	14,085	7,700	250,319	635,625	907,728	907,728	-
Ancillary Operations	1,794,914	591,069	682,591	955,803	2,137,176	4,366,639	4,366,639	-
Net Asset Adjustment	-	-	-	-	-	-	-	-
Total Expenditures	\$ 84,583,770	\$ 28,811,264	\$ 33,785,507	\$ 37,576,066	\$ 54,113,550	\$ 154,286,387	\$ 154,286,387	-
Net	\$ 11,059,390	\$ 7,463,729	\$ 5,213,553	\$ 2,161,980	-\$ 17,483,668	-\$ 2,741,949	\$ 2,741,949	0

SIR SANDFORD FLEMING COLLEGE

Revised Cashflow Forecast

30-Nov-21

		as at 31-Mar-21	Q1	Q2	Q3	Q4	Forecast 31-Mar-22				
Revenue		\$	36,274,993	\$	38,999,060	\$	39,738,046	\$	36,532,339	\$	151,544,439
Expenditures			28,811,264		33,785,507		37,576,066		54,113,550		154,286,387
Net			7,463,729		5,213,553		2,161,980		(17,581,211)		(2,741,948)
Cash Flow											
Opening Cash		\$	55,891,883	\$	67,461,870	\$	67,619,396	\$	63,742,208	\$	55,891,883
Change as per Income Statement											
	Net Income (Loss)		7,463,729		5,213,553		2,161,980		(17,581,211)		(2,741,949)
	Non Cash: Amortization Expense (in Operating Expenses)		1,632,524		1,632,524		1,755,667		2,001,952		7,022,666
	Non Cash: Amortization Expense (in Non Operating Expenses)		155,462		155,462		177,961		177,961		666,847
	Non Cash: Amortization of Deferred Capital Contributions		(1,112,899)		(1,112,899)		(1,112,899)		(1,405,644)		(4,744,341)
Change as per Balance Sheet											
	LTD Principal Repayments		-		(635,243)		(635,243)		(57,563)		(1,328,049)
	Capital Purchases		(202,845)		(283,557)		(5,173,289)		(5,173,289)		(10,832,980)
	Capital Grants Received		867,799		104,516		3,816,717		3,816,717		8,605,748
	AP		(8,890,692)		(706,592)		(4,169,072)		13,766,050		(306)
	AR and Prepays		8,819,938		(368,519)		464,459		(6,261,982)		2,653,896
	Deferred fees		2,836,972		(3,841,720)		(1,163,468)		1,848,901		(319,315)
Ending Cash		\$	67,461,870	\$	67,619,396	\$	63,742,208	\$	54,874,100	\$	54,874,100
	Cash on Hand	27,453,527	38,945,777	39,177,598	31,309,527	26,953,602	26,953,602				
	unrestricted GIC	28,438,356	28,516,093	28,441,798	32,432,681	27,920,498	27,920,498				
		\$	55,891,883	\$	67,461,870	\$	67,619,396	\$	63,742,208	\$	54,874,100
Funds not available for Fleming operating											
	FSA SAC (within A/P)	(9,912,495)	(9,856,899)	(11,021,450)	(9,912,495)	(9,912,495)	(9,912,495)				
	Restricted cash	(2,025,369)	(1,258,839)	(1,258,839)	(2,025,369)	(2,025,369)	(2,025,369)				
Total Cash Available		\$	43,954,019	\$	56,346,132	\$	55,339,107	\$	51,804,344	\$	42,936,236

**SIR SANDFORD FLEMING COLLEGE OF
APPLIED ARTS AND TECHNOLOGY**

Balance Sheet

As at November 30, 2021

	Actual as at 30-Nov-21	Actual as at 30-Nov-20	Change	%	Projected 31-Mar-22	Actual as at 31-Mar-21
Assets						
Current assets:						
Petty Cash	-	-	-			
Bank	39,589,903	25,559,486	14,030,417	54.9%		
Cash	39,589,903	25,559,486	14,030,417	54.9%	26,953,602	27,453,527
Short-term investments	38,289,985	37,557,963	732,022	1.9%	37,293,165	37,811,023
Grants and reimbursements receivable	2,397,876	2,074,917	322,959	15.6%	4,800,000	7,632,735
Accounts receivable	1,641,185	1,496,488	144,697	9.7%	4,500,000	4,314,267
Inventory	50,908	65,239	(14,331)	-22.0%		
Prepaid	441,351	821,563	(380,213)	-46.3%		
Other	492,259	886,802	(394,544)	-44.5%	2,423,900	2,430,794
Notes receivable	-	-	-			
Total Current assets	82,411,207	67,575,656	14,835,552	22.0%	75,970,667	79,642,346
Notes receivable	-	-	-			
Capital assets	112,776,771	117,652,997	(4,876,226)	-4.1%	119,529,147	116,385,680
Total Assets	\$ 195,187,979	\$ 185,228,653	\$ 9,959,326	5.4%	\$ 195,499,813	\$ 196,028,026

**SIR SANDFORD FLEMING COLLEGE OF
APPLIED ARTS AND TECHNOLOGY**

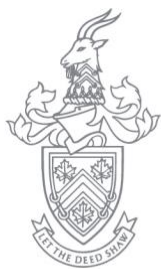
Balance Sheet

As at November 30, 2021

	Actual as at 30-Nov-21	Actual as at 30-Nov-20	Change	%	Projected 31-Mar-22	Actual as at 31-Mar-21
Liabilities, Deferred Contributions and Net Assets						
Current liabilities:						
Accounts Payable	15,287,478	14,104,421	1,183,057	8.4%		
Funds held in Trust	-	-	-			
Accounts payable and accrued liabilities	15,287,478	14,104,421	1,183,057	8.4%	20,537,500	20,537,744
Accrued payroll and employee benefits	8,085,774	7,152,685	933,089	13.0%	11,600,900	11,601,021
Grants received in excess of entitlements	271,493	633,142	(361,649)	-57.1%	688,100	688,058
Deferred revenue	18,405,354	17,501,428	903,926	5.2%	19,338,978	19,658,293
Friends Foundation	6,083	5,922	161	2.7%	6,100	6,083
Friends Accounts	(6,644)	(6,653)	9			
Fleming College Foundation	(562)	(732)	170	-23.2%	6,100	6,083
Current portion of long-term debt	715,806	691,827	23,979	3.5%	1,371,905	1,328,049
Total Current liabilities	42,765,344	40,082,772	2,682,572	6.7%	53,543,484	53,819,249
Long-term debt	11,296,258	12,654,308	(1,358,049)	-10.7%	9,971,353	11,343,258
Employee future benefits	3,750,000	3,703,000	47,000	1.3%	3,750,000	3,750,000
Deferred contributions:						
Expense of future periods	1,686,179	1,447,273	238,906	16.5%	2,874,992	2,874,992
Deferred capital contributions	84,783,698	82,570,446	2,213,252	2.7%	89,200,161	85,338,755
	86,469,877	84,017,719	2,452,158	2.9%	92,075,153	88,213,747
Net assets:						
Invested in capital assets	22,208,778	23,681,009	(1,472,231)	-6.2%	22,818,887	22,208,778
Internally restricted	70,000	1,070,000	(1,000,000)	-93.5%	70,000	70,000
Unrestricted net assets:	-	-	-			
Operating:	-	-	-			
Opening balance	19,501,701	19,945,526	(443,825)	-2.2%	18,891,592	22,862,757
Excess of revenue over expenditures	11,059,391	1,610,708	9,448,683	586.6%	(2,741,949)	(3,361,057)
Employee future benefits	(3,750,000)	(3,703,000)	(47,000)	1.3%	(3,750,000)	(3,750,000)
Vacation pay accrual	(5,807,000)	(5,409,000)	(398,000)	7.4%	(5,807,000)	(5,807,000)
Sick leave gratuity	-	-	-			
Derivative accrual	-	-	-			
Restricted for endowment	7,685,630	7,664,611	21,019	0.3%	6,740,293	6,740,293
Accumulated remeasurement gain	(62,000)	(89,000)	27,000		(62,000)	(62,000)
	50,906,499	44,770,854	6,135,645	13.7%	36,159,823	38,901,772
Commitments and contingencies						
Total Liabilities, Deferred Contributions and Net Assets						
	\$ 195,187,979	\$ 185,228,653	\$ 9,959,326	5.4%	\$ 195,499,813	\$ 196,028,026

Financial Sustainability Metrics (Indicators)
Reforecast November 30, 2021

		Projected Balance March 31/22	Balance November 30/21	Actual Balance March 31/21	Actual Balance March 31/20
Ratios	Benchmarks				
Annual Surplus/(Deficit) (in millions of \$)	> \$ 0	\$ (3)	\$ 11	\$ (3)	\$ 2
Accumulated Surplus/(Deficit) (in millions of \$)	> \$ 0	\$ 29	\$ 43	\$ 32	\$ 35
		Pass	Pass	Pass	Pass
Quick Ratio	> 1:1	2.0	3.0	2.1	1.9
		Pass	Pass	Pass	Pass
Debt to Assets Ratio	< 35.0 %	25.0%	20.6%	25.7%	26.5%
		Pass	Pass	Pass	Pass
Debt Servicing Ratio	< 3.0%	1.0%	0.7%	1.3%	1.1%
		Pass	Pass	Pass	Pass
Net Assets to Expense Ratio	> 60.0%	76.9%	151.4%	89.5%	88.3%
		Pass	Pass	Pass	Pass
Net Income to Revenue Ratio	> 1.5%	(1.8%)	11.6%	(2.6%)	1.6%
		Fail	Pass	Fail	Pass



Board of Governors

Briefing Note



FLEMING

Topic: Fraud Awareness Training
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Annie Lam, Vice-President Corporate Finance; and
Leah Koehler, Acting Manager, Finance Planning and Analysis

Recommendation

That the Board of Governors of Sir Sanford Fleming College receive for information the update on Fleming College's Fraud Prevention Training.

Overview

The Finance team is planning to provide Fraud Awareness Training to budget managers and staff involved in financial transactions (e.g. credit card holders, requisitioners, frequent buyers). Due to anticipated difficulties in rolling out training to this group at once, the Finance team will provide the training on the Finance website through a video recording.

The overall objectives of this training are to:

- Address internal control weaknesses as identified in Corporate Improvement Work Plan by McCarthy Tétrault in 2018.
- Empower employees with the knowledge and awareness of fraud so that they can play a key role in the first line of defense against fraud.
- Demonstrate that senior management is concerned with ethics and integrity to reinforce the importance of building an anti-fraud control environment, i.e. demonstrate the "tone at the top".

The specific learning outcomes of the training are to:

- Understand the fraud triangle to anticipate and address situations that could lead to fraud.
- Explain the impact and significance of fraud and its effect on organizations through review of case studies.
- Identify 'red flags' that signal possible fraudulent practices.
- Remind staff of the reporting mechanisms for fraud, including the whistleblower line.

The Finance team completed internal fraud awareness training in September 2021 with great success. We will adapt and extend this training to all staff members. We feel it is important to have a workforce that recognizes fraudulent activity and feels empowered to report it. The fraud awareness training has been designed with this goal in mind.

An anonymous survey will be sent out by March 2022 to collect any concerns from employees.

Alignment with Fleming College's Strategic Direction and the Strategic Mandate Agreement

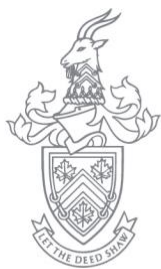
The Fraud Awareness Training aligns with the College's strategic direction to "empower our staff".

Risks and Considerations

☐ External Environment ☐ Internal Environment ☐ Financial ☐ Human Resources
☐ Information Technology ☐ Legal ☐ Operational ☐ Strategic ☒ N/A

Supporting Documentation

None.



Board of Governors

Briefing Note



FLEMING

Topic: Public Sector Accounting Board (PSAB) Asset Retirement Obligations
Report To: Public Board Meeting
Meeting Date: January 26, 2022
Prepared By: Annie Lam, Vice President, Corporate Finance;
John Pacey, Acting Director, Financial Services & Controllershship; and,
Leah Koehler, Acting Manager, Finance Planning and Analysis

Recommendation

That the Board of Governors of Sir Sandford Fleming College receive for information the update on Public Sector Accounting Standards Board Asset Retirement Obligations.

Overview

Section PS 3280, Asset Retirement Obligations (ARO) is a new accounting standard issued by the Public Sector Accounting Standards Board (PSAB), applicable to all public sector entities. It is effective for fiscal years beginning on or after April 1, 2022, which means that March 31, 2023, will be the first fiscal year impacted.

An ARO is a legal obligation associated with the retirement of a tangible capital asset. Tangible capital assets include both those in productive use and those no longer in use.

Some examples of ARO's which fall under the scope of this standard include:

- buildings with asbestos;
- end of lease provisions (from a lessee perspective);
- fuel storage tank removal;
- removal of radiologically contaminated medical equipment;
- wastewater or sewage treatment facilities;
- firewater holding tanks; and,
- septic beds.

Any AROs identified within our existing asset base will in most cases be reported as an increase in tangible capital assets, an increase in liabilities and a decrease in net assets. From an ongoing perspective, ARO's identified for assets purchased on April 1, 2022, and beyond will result in an increase in tangible capital assets and an increase in liabilities, whereby the tangible capital assets will amortize as normal.

Our first step in implementing this new accounting standard is to engage the operational teams to identify assets that have a potential ARO. An ARO team, comprised of members from each divisional area, will be established. The team will be responsible for reviewing the asset listing provided by Finance and identifying any known laws and regulations that relate to those assets. In the event that a potential ARO is identified, the team will work together to prepare cost estimates.

Risks and Considerations

☐ External Environment ☐ Internal Environment ☒ Financial ☐ Human Resources
☐ Information Technology ☐ Legal ☐ Operational ☐ Strategic ☐ N/A

Supporting Documentation

None.



PRESIDENT'S REPORT

January 26, 2022 - Public Board Meeting

The following is a summary of key updates from the President to the Board of Governors since the December 14, 2021 Board of Governors Retreat.

College System Update

College Employment Council (CEC) has been centrally negotiating with the faculty union. On January 17, 2022, the CEC called for a management vote on the contract that was offered to the union. This contract provided for many of the demands of OPSEU and some parts of these provisions were implemented in early January. Colleges have been asked by CEC to distribute a variety of communications material over the past several weeks. There has not been a consistent approach to this distribution process, to date.

The Committee of College Presidents (COP) are advocating for three year college degree programs to be approved by the Province.

Government Relations

Fleming has successfully secured a meeting with the Deputy Minister of Long-Term Care to discuss our proposed curriculum to address Long-Term Care inspections. This is a joint initiative with St. Joseph's at Fleming. Our proposal received a positive response by the previous Chief of Staff of the Ministry of Long-Term Care who has since departed.

Fleming is preparing internally for its quality assurance audit of which the results of the audit will be publicly reported by the province of Ontario. The quality ranking of programs at Fleming has improved significantly over the past three years and it is expected that Fleming will be well prepared for the 2022 review.

Fleming Strategy

Fleming continues to progress in achieving the goals of our five year Strategic Plan. On December 14, 2021 during an educational session with the Board, management was directed to develop an Environmental, Sustainability and Governance Strategy. Brett Goodwin, Vice President, Applied Research, is the lead for this initiative and he is working to develop a strategy for Board review in late March, early April 2022. This strategy, and an updated Academic strategy will be aligned with the College's Strategic Plan, accordingly.

Fleming continues to implement many components of the COVID recovery plan including securing partnerships for alternate educational delivery models, a Haliburton residence, and the establishment of an Institute at the College. This progress will be reported during the Board meeting.

Consistent with Fleming's strategic direction to be a welcoming place for all, a new role of Indigenous Knowledge Leader for the College was established. This role reports directly to the President and Liz Stone was appointed to the role, in the first week of January 2022.

Fleming Operations

An organizational change was implemented to further streamline the operations of the college. Two Executive Vice President positions were established; one for all student related operations and another for all enabling/corporate processes. Sandra Dupret and Drew Van Parys were appointed, respectively.

After significant adverse reaction from the student association at Fleming, it was determined that requiring students to have three vaccinations to attend in-person classes should provide for students to have a longer/adequate period of time to acquire their third vaccination; particularly given availability locally. Subsequent to this decision and communication, on January 17, 2022 Peterborough Public Health issued a directive to require all students, faculty and staff who will attend the College, to have a third vaccination. Fleming is in the process of implementing this requirement and determining prudent timelines. Rapid test kits are no longer available to colleges from the provincial government.

Due to the pervasiveness of the Omicron variant, the Senior Management Team of the College made the decision to maintain the academic delivery model that was in place in Fall 2021. Prior to this variant, budgets were developed based on offering many more in-person classes for the winter semester. The budget has been since updated and presented to the Finance and Audit Committee. The winter semester includes 45% of courses delivered 100% online and 55% of the courses delivered through a hybrid or in-person mechanism with a very small percentage that are 100% in-person (e.g. drilling and blasting).

In Our Community.

Many of these events are highlighted on [social media](#) (my Twitter feed is @Fleming_Pres) but highlights include:

Events (in-person and virtual):

2021 Higher Education Summit – Nov. 28 – 29, 2021

- Attended the in-person 2021 Higher Education Summit in Toronto with members of Fleming's Board of Governors and Senior Management Team
- Day one sessions included a Committee of Presidents' meeting and IPEC meeting
- Day two sessions included presentation by Masai Ujiri, president and vice-chairman, Toronto Raptors, Martin Ford, author and futurist, and Tanya Talaga, storyteller and columnist at Globe and Mail

Cobourg Campus Site Tour – Dec. 8, 2021

- Site tour of the Cobourg Campus (609 Williams Street, Unit 1A) with Board Chair Fred Clifford

Board of Governors in-person Retreat – Dec. 14, 2021

- Hosted Fleming's Board of Governors for an in-person Board Retreat at Sutherland Campus

Social Media Highlights:

We all have a part to play. [@flemingcollege](#) will do everything we can to make [#ptbo](#) vibrant once again. [@ptboexaminer](#) [#local](#) [#community](#)

Thoroughly enjoyed listening to Masai Ujiri, President of the [@Raptors](#) this morning at the [#2021HES](#). A great reminder to be intentional and give opportunity, challenge ourselves and never stop evolving. [#CDNpse](#) [@FlemingCollege](#)

Proud to support the [#16Days](#) campaign. Violence of any kind is unacceptable and not tolerated at Fleming. To be a welcoming place for all, we must create a safe campus for everyone to learn and grow. [@FlemingCollege](#) <https://department.flemingcollege.ca/sexual-assault/>

A very sweet send off for our Sandra Armstrong, by her iconic father himself, Doug. You will be missed, Sandra. [@1248doug](#)

Well done Amanda! Another demonstration of the incredible work our faculty, staff and students do in our community. [@FlemingCollege](#) [@Ptbohealth](#) [@DurhamHealth](#)

Six years ago, [@FlemingCollege](#) signed [@CollegeCan](#)'s Indigenous Education protocol. To further this commitment & put plans into action, I'm pleased to announce the appointment of Liz Stone to the newly created role of Fleming's Indigenous Knowledge Leader.

Coming Soon! We can't wait to show off our new space in Cobourg. Stay tuned for more! [@flemingcollege](#) [#Cobourg](#) [#highered](#)

There is still time to contribute to [@kaw_foodshare](#)'s Three Loonies fundraiser. If you're near [#ptbo](#) Square, give what you can. Thanks to this year's volunteers for doing this important work. [#giving](#) [@FlemingCollege](#) [#ThreeLoonies](#) [@FreqPtbo](#) [@Oldies967fm](#)

Spreading holiday cheer at Sutherland Campus! [@FlemingCollege](#) [#happyholidays](#)

Way to go, [@CoachCalGTW](#)! We all needed this mid-week inspiration! [@PetesOHLhockey](#) [#peterborough](#) [#ontario](#) [#inspiration](#) [#supportlocal](#) [@TheEllenShow](#)

Every decision we make is anchored in safety. While we hoped for an increase in on-campus classes and activities this semester, we are balancing the safety of our entire community with the changing landscape of the pandemic. [#FlemingSafe](#)

Fleming in the News

The Highlander | Nov. 18, 2021
[Community 'key' in student housing need](#)

PTBOCanada.com | Nov. 22, 2021
[Fleming College Free Forestry Program Invites Students to Grow Their Future](#)

Peterborough Examiner | Nov. 27, 2021
[Maureen Adamson: Let's do our part to bring Peterborough back](#)

Peterborough Examiner | Nov. 30, 2021
[Port Hope's Shawna Coulter brings home 3 world medals after Firefighter Combat Challenge, hopes to inspire women](#)

Educationnewscanada.com | Dec. 8, 2021

[College creates new role of Indigenous Knowledge Leader to prioritize Indigenous initiatives](#)

Global News | Dec. 16, 2021

[Fleming College explores Indigenous labour market in Canada](#)

PTBOToday.ca | Dec. 16, 2021

[COVID-19: Fleming announces changes to the start of its Winter semester](#)

News.ontario.ca | January 7, 2022

[Ontario Renews Scholarships in Honour of Iran Plane Crash Victims](#)

Global News | January 10, 2022

[COVID-19: Fleming College in Peterborough pauses booster requirement to attend campus](#)

PTBOToday.ca | January 13, 2022

[Fleming College to offer mix of online, in-person and hybrid classes starting January 31st](#)