

SIR SANDFORD FLEMING COLLEGE PUBLIC MEETING OF THE BOARD OF GOVERNORS

Wednesday, April 29, 2015
4:30 p.m.
Scholfield Boardroom, Room B3330
Peterborough, ON

- 2010-2015 Strategic Priorities**
1. Achieving Excellence in Student Learning
 2. Providing Superior Services and Facilities
 3. Leading in Sustainability
 4. Growing with Positive Results
 5. Building Community Success
 6. Developing the Fleming Working Environment

A G E N D A

	Pages
1. Call to Order	
<ul style="list-style-type: none"> • Confirmation of Quorum • Welcome and Introduction of Guests • Conflict of Interest Declarations (if any) 	
2. Additions/Deletions/Approval of Agenda	1-2
3. Unanimous Consent Agenda	3
<i>The following items have been identified for the Consent Agenda; any Governor may request any item be removed from this section by advising the President/Board Chair/Board Secretary in advance of the meeting or before approval of the agenda at the meeting. Items not moved will be considered adopted by consent without debate.</i>	
Draft Motion: to approve the Consent Agenda and through its unanimous consent the items as listed	
Approval of Minutes:	
3.1 Public Board meeting March 25, 2015	4-7
Receive as Information:	
3.2 Sustainability Plan Year 2 Update	8-14
3.3 Correspondence for the March – April 2015 timeframe	15
4. Business Arising from Previous Meetings (not otherwise covered on the agenda)	
4.1 <u>Student Ancillary Fees</u>	
(Mr. Baker – 5 min; Briefing Report enclosed)	16-17
A report providing clarification on activity and athletic fees presented at the March 25, 2015 meeting.	
5. Matters for Decision <i>(Board is required to reach a decision in the meeting)</i>	
<i>Note: Staff will speak to the Financial Position as at March 31, 2015 (Agenda Item 6.1, pages 68-70) for context leading into the presentation of the Financial Plan (below)</i>	
5.1 <u>Fleming College Financial Plan 2015-2016</u>	
(Mr. Baker – 30 min; Briefing Report enclosed)	18-20
<i>Guest: Angie Sims, Director of Budget Services</i>	
Presentation of a report seeking approval of the College Financial Plan.	21-35
Draft Motion: to approve the 2015-2016 Financial Plan	

- 5.2 2015-2016 Fleming College Business Plan
(Ms. Crook – 15 min; Briefing Report enclosed) 36-37

Presentation of a report seeking approval of the College Business Plan. 38-55

Draft Motion: to approve the 2015-2016 Business Plan

- 5.3 New Policy: Parking and Traffic
(Mr. Baker – 5 min; Briefing Report enclosed) 56-67
Guest: Terry Williams, Director – College Facilities

Presentation of a report seeking approval of a new College policy.

Draft Motion: to approve College Policy #4-426 – Parking and Traffic

6. Matters for Discussion (*opportunity for input/advice (to Cmt or Admin) before final rec'n brought forward*)

- 6.1 Financial Position as at March 31, 2015
(Mr. Baker – 10 min; Briefing Report enclosed) 68-70
Guest: Angie Sims, Director of Budget Services

An update on the year-to-date financial position of the College and context for Item 5.1.

Board Education

- 6.2 The Changing Landscape of Student Recruitment
(Mr. Van Parys – 30 min; presentation enclosed) 71-87
Guest: Carrie Truman, Manager – Student Recruitment

7. Items for Information (*no decision required, discussion not anticipated, opportunity for comment*)
Receive as information

- 7.1 College Activity Report (to be posted/emailed)
7.2 Chair's Report (verbal)
7.3 President's Report (to be posted/emailed)
7.4 Liaison Governor Reports
• President's Advisory Council meeting April 16, 2015
7.5 "Community Connections" Roundtable (5 min)

8. Other Business (includes item removed from Consent Agenda)

9. Move to In-Camera (Closed Session) Meeting (approx. 6:00 p.m. – separate agenda)

10. Report from the In-Camera Meeting

11. Adjournment of Meeting approx. 6:30 p.m.

12. Private Session (Governors only – 10 min)

Board Objectives 2014-2015

- Review/evaluate the 2010-2015 Strategic Plan, incorporate provincial priorities and consultations; evaluate/approve the next Plan.
- Continue a Board focus on risk management, raising RM processes/resources from basic to moderate level.
- Implement changes in governance processes/structures; evaluate spring 2015 for adoption of longer-term plans September 2015.
- Evaluate alignment of strategic plans/SMA with the Minister's mandate; make strategic adjustments accordingly.
- Continue Board learning about College activities, priorities, opportunities, challenges.

BOARD BRIEFING REPORT

<input type="checkbox"/> Board Committee Meeting	<input checked="" type="checkbox"/> Public Board Meeting	<input type="checkbox"/> In-Camera Board Meeting
Date of Meeting: April 29, 2015		Agenda Item 3

SUBJECT: Unanimous Consent Agenda

PRESENTED BY: Governor Ross, Chair - Board of Governors

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

BACKGROUND:

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

Connection to Fleming’s planning framework: N/A

Attachments:

- as listed below

Action Requested:

- Information/Update
 Discussion/Advice
 Decision/Approval (*Recommendation as a motion*)

ANALYSIS

N/A

Implementation Strategy

N/A

Decision Point

N/A

RECOMMENDATION

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

3.1 minutes of the March 25, 2015 Public Board Meeting

and receive, for information, the

3.2 Fleming College Sustainability Plan Year 2 Update

3.3 Correspondence for the March – April 2015 timeframe

PREPARED BY: Board Office

BOARD OF GOVERNORS
Public (*Open Session*) Meeting
Wednesday, March 25, 2015
Frost Campus Boardroom, Room 252
Lindsay, ON

Draft Until Approved

MINUTES

Present: Mr. Astell, Mr. Gillespie, Ms. Jung (via phone), Ms. Kerrigan, Ms. Kloosterman, Dr. Martin-Ronson, Mr. Mateer (via phone), Ms. Ross (Chair), Ms. Sutcliffe-Geens, Ms. Watson and Dr. Tilly.
Ms. McFadden.

Regrets: Mr. Krajcar, Ms. Merrett, Mr. Perry.

Administration: Mr. Angel, Mr. Baker, Ms. Crook, Ms. Kerford, Ms. Pawley-Boyd, Ms. Schollen, Mr. Van Parys.

Staff: Dr. Skilton, Principal/Dean

Guests: Items 5 and 6.1 – Ms. Sims, Director – Budget Services.
Item 5.3 – Mr. Matthews, Director – Athletics and Recreation.
Item 6.3 – Dr. Skilton, Dean – School of Environmental and Natural Resource Sciences.

1. Call to Order

Confirming quorum, Governor Ross called the meeting to order at 3:39 p.m. and noted regrets.

Staff and guests in attendance were welcomed.

Conflict of Interest Declarations: None declared.

2. Agenda

BoG March25-2015 #1

Moved and Seconded by Ms. Kerrigan and Ms. Sutcliffe-Geens
THAT the agenda be approved, as circulated.

Carried

3. UNANIMOUS CONSENT AGENDA

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

BoG March25-2015 #2

Moved and Seconded by Mr. Astell and Mr. Gillespie
THAT the Board of Governors of Sir Sandford Fleming College approve the Consent Agenda for the March 25, 2015 meeting and, by unanimous consent,

- 3.1 approve the minutes of the February 18, 2015 Public Meeting of the Board of Governors;
 - 3.2 receive the Report on Purchase Contracts Awarded October 2014 through January 2015 as information;
 - 3.3 receive the Correspondence for the February and March 2015 timeframe as information.
- Carried

4. Business Arising from Previous Meetings

None identified.

5. Matters for Decision

5.1 Fees: Ms. Sims presented a report outlining the proposed tuition and student fees for the 2015-2016 academic year.

- (a) Tuition Fees follow a framework that allows for an annual increase for domestic students but caps the overall average increase at 3%.

BoG March 25-2015 #3

Moved and Seconded by Mr. Gillespie and Ms. Watson

THAT the Board of Governors of Sir Sandford Fleming College approve the *Tuition and other Supply and Academic Student Fees for 2015-2016* as circulated.

Carried

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

BoG March 25-2015 #4

Moved and Seconded by Dr. Martin-Ronson Nancy and Ms. Sutcliffe-Geens

THAT the Board of Governors of Sir Sandford Fleming College approve the *Compulsory Ancillary Fees for 2015-2016* as circulated.

Carried

- (c) Student Levied Fees: The two student associations levy their own fees on the student body, typically set under local agreements. A member questioned a 15% increase in the student activity fee for Brealey and Cobourg but only a 1% increase at the other locations and that an athletic fee was levied on Cobourg and Haliburton students.

BoG March 25-2015 #5

Moved and Seconded by Mr. Gillespie and Ms. Kloosterman

THAT the Board of Governors of Sir Sandford Fleming College approve the *Student Levied Fees for 2015-2016* as circulated, contingent upon receiving the above-referenced clarifications.

Carried

5.2 College Policy #3-343 – Sexual Assault and Sexual Violence: A new policy and operating procedure on sexual assault and sexual violence have been created, meeting the Colleges Ontario declaration that all colleges will have these in place by March 31, 2015. The intent of the policy is to have a document that is clear, easy to access and includes essential information for individuals who have experienced sexual assault and violence; it also provides information to the College community on reporting and responding to a complaint, the complaints process, and roles and responsibilities. A number of other documents related to overall campus safety are also available.

At Fleming, College policies require Board approval; the operating procedure is a separate document, provided for the Board's information.

BoG March 25-2015 #6

Moved and Seconded by Ms. Watson and Ms. Sutcliffe-Geens

THAT the Board of Governors of Sir Sandford Fleming College approve *College Policy #3-343 – Sexual Assault and Sexual Violence*, as circulated.

Carried

5.3 Peterborough Sport and Wellness Centre Capital Expenditure Request: The operating agreement between the City and the College requires both the City of Peterborough (through City Council) and the College (through the Board of Governors) to approve capital expenditures for the Peterborough Sport and Wellness Centre. The partners contribute equally to an Equipment Reserve for the replacement of equipment and to the Capital Conservation Reserve for large building repairs and replacement through the operational budget. Mr. Matthews presented a request for three items, noting each request had been approved earlier by City Council.

BoG March 25-2015 #7

Moved and Seconded by Mr. Gillespie and Ms. Kerrigan

THAT the Board of Governors of Sir Sandford Fleming College approve the following capital expenditures for the Peterborough Sport and Wellness Centre:

- a) **\$95,000 from the PSWC Capital Equipment Reserve to purchase up to ten (10) treadmills;**
- b) **\$97,500 from the PSWC Capital Conservation Reserve to retro-fit the current internal lighting with L.E.D.s;**
- c) **\$12,687.64 from the PSWC Capital Conservation Reserve to replace the current residential washer and dryer with commercial units.**

Carried

6. Matters for Discussion

6.1 Financial Position as at February 28, 2015: Ms. Sims joined the meeting and provided an overview of the College's financial position at the end of February. The current analysis continues to project a balanced budget for the year. The report and update were accepted, as information.

Board Education

6.2 Winter Enrolment: Mr. Van Parys presented an update on enrolment for the winter semester; although system data is not yet available, the Day 10 figures indicate a strong winter intake for Fleming. In terms of the fiscal year, summer enrolment was strong. Domestic enrolment continues to be a challenge while our international enrolment rises. The Fall 2015 outlook indicates a 1.6% increase in applications for Fleming while the system reflects total applications down 3.1%.

6.3 Frost Campus Update: Dr. Skilton highlighted activities of the Campus for the November 2013 through March 2015 timeframe.

7. Items for Information

7.1 The College Activity Report was accepted as information.

7.2 The Board Chair provided a verbal update. Congratulations were extended to *Heather Kerrigan* who was elected as the Support Staff representative on the Board for a second term. Members were also reminded that the April, May and June Board meetings take place in Peterborough.

- 7.3 **President's Report:** Dr. Tilly provided comment on his printed report. Fleming's Chief Information Officer has announced his retirement from the College this summer; Governors will be advised of time and place for the planned farewell event.
- 7.4 **Liaison Governor Reports** – A summary of the February 19, 2015 meeting of the *President's Advisory Council* was included in the package; Council's March meeting was a debate format on hunting. A summary of the January 14, 2015 meeting of the *Advancement Advisory Council* was also provided in the package, for information.
- 7.5 **"Community Connections":** In "roundtable" format, Governors noted participation in a variety of events or opportunities.

8. Other Business

None brought forward.

9. Move to In-Camera Meeting

It was moved by Ms. Watson, seconded by Dr. Martin-Ronson and carried to recess the public meeting at 4:42 p.m. and convene in-camera to address the items of business outlined on the agenda for the In-Camera Meeting.

10. Report from the In-Camera Meeting: Returning to the public meeting at 5:15 p.m., the Chair reported the Board provided comment on the progress in development of the next strategic plan.

11. Adjournment of Meeting: It was moved by Ms. Watson, seconded by Ms. Kloosterman and carried to adjourn the meeting at 5:16 p.m.

12. Private Session: The Board and Senior Team were joined by the Director of College Facilities and the Frost Campus Principal and received a presentation by representatives from Brook McIlroy (Anne McIlroy and Jessica Hawes) with respect to the Frost Campus Master Plan.

BOARD BRIEFING REPORT

<input type="checkbox"/> Board Committee Meeting	<input checked="" type="checkbox"/> Public Board Meeting	<input type="checkbox"/> In-Camera Board Meeting
Date of Meeting: April 29, 2015		Consent Agenda Item 3.2

SUBJECT: Fleming College Sustainability Plan Year Two Update

PRESENTED BY: Trish O'Connor and Rob Arkell

DESCRIPTION: The second annual report of achievements in implementing Fleming's five year Sustainability Plan (2013-2018).

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

- June 26, 2013 Public Board meeting, approval of the College's first Corporate Sustainability Plan, covering the five-year period 2013-2018
- May 28, 2014 Public Board meeting, Year One Update

The sustainability plan's implementation strategy calls for annual action plans to be developed and executed. Our Year 2 Action Plan ended on March 31, 2015 and with that, our second Fleming College Annual Sustainability Report has been drafted.

The Year 2 Action Plan identified 39 actions for completion, distributed across Fleming's six sustainability goals. Of the 39 actions, 25 were completed, 11 are currently underway, and 3 were cancelled or deferred. Much of the effort during the second year has focused on infusing sustainability across the curriculum and launching new initiatives such as the community garden and farmer's market at Sutherland Campus. There has also been a focus on other important issues such as sustainable transit. This included a modal transit survey; launching an intercampus shuttle (Frost-Sutherland), and working with the Student Administrative Council regarding a proposal for improved public transit to Sutherland Campus. Continued partnerships with the community and our student groups to host events to build awareness around sustainability has also been an ongoing focus in the second year of the plan implementation.

Connection to Fleming's planning framework: Strategic Priority 3.0 Leading in Sustainability

Attachments:

- Fleming College Annual Sustainability Report 2014-2015

Action Requested:

- Information/Update Discussion/Advice Decision/Approval *(Recommendation as a motion)*

ANALYSIS

Fleming's current Strategic Plan (2010-2015) notes "Leading in Sustainability" as our third goal. Our five year Sustainability Plan was developed to assist our achievement of this goal, and has set targets for reduction in areas such as waste generation, water use, energy use and paper use, as well as targets for infusing sustainability into curriculum.

Efforts over the past year continued to build on the success of previous work and our implementation of the corporate Sustainability Plan. The attached annual report provides evidence of the significant progress being made in both academics and operations, and in working with our communities. This work has not gone unnoticed. Colleges and Institutes Canada (CICan) has recently cited that the sustainability work at Fleming College is an inspiration for all partners of the organization.

Implementation Strategy

The successful implementation of our Sustainability Plan rests largely on the development and execution of annual action plans. Our Year 3 Action Plan is currently being created and will focus on continued progress towards meeting our sustainability targets.

In March 2016, Fleming will also file its second Sustainability Tracking, Assessment and Rating (STARS) report, a public benchmarking report hosted by the Association for Advancement of Sustainability in Higher Education. Fleming first filed in March 2013 as a Bronze with 39 points. Our current projected score moves the College solidly into the Silver category with a projected 51 points.

Decision Point

N/A

RECOMMENDATION

Receive the annual report of achievements, as information.

PREPARED BY: Office of Sustainability



Fleming College Annual Sustainability Report 2014 - 2015

YEAR IN REVIEW

Tony Tilly, President Fleming College

I am pleased to present the 2nd Annual Sustainability Report. It has been two years since Fleming developed the corporate Sustainability Plan (2013-2018), which is an integrated multi-year planning approach to Fleming’s movement forward with both operations and academic initiatives across the college. It supports our strategic goal of becoming a leader in sustainability, and sets out specific goals and target metrics to reach it. The following report provides a highlight of the achievements in the second year of implementing the Plan, and the Year 2 Action Plan, and builds upon the progress from last year.

Recently, Fleming was asked to present to our national association, Colleges & Institutes Canada (CICan) on how we have been able to achieve so much in our quest to become a more sustainable organization, and on the Canadian trends in “Mobilizing Sustainability in Community Colleges”. This is truly a tribute to Fleming and the years of commitment by both our staff and students to making a tangible contribution to a sustainable future! In May, at the annual CICan conference in Manitoba, I will be facilitating a dialogue to explore how to move the national agenda forward in implementing the Pan Canadian Protocol for Sustainability. Clearly, Fleming is becoming a recognized part of a growing movement to bring sustainability into Colleges across the country.

The work that is going on at Fleming College is a real inspiration for all our partners.

-Denise Amyot, President and CEO, Colleges and Institutes Canada

WHAT IS SUSTAINABILITY?

Sustainability “encompasses human and ecological health, social justice, secure livelihoods, and a better world for all generations”
Association for the Advancement of Sustainability in Higher Education

It represents the need to balance economic, environmental, and social needs, such that one area is not pursued at the expense of the others.

WHAT IS OUR SUSTAINABILITY ASPIRATION?

Fleming recognizes that sustainability is a continual journey, one that will be full of successes and challenges. As we work towards a more sustainable college, we aspire to be described in the following manner:

“Fleming College`s programs and practices demonstrate its commitment to building a sustainable future socially, economically, and environmentally for students, staff and the wider community.”

OVERVIEW OF NUMBER OF ACTIONS COMPLETED, UNDERWAY, DEFERRED

The implementation strategy for our corporate sustainability plan involves the creation of annual action plans. Our Year 2 Action Plan included 39 actions spread across our six sustainability plan goals. Here’s how we did:

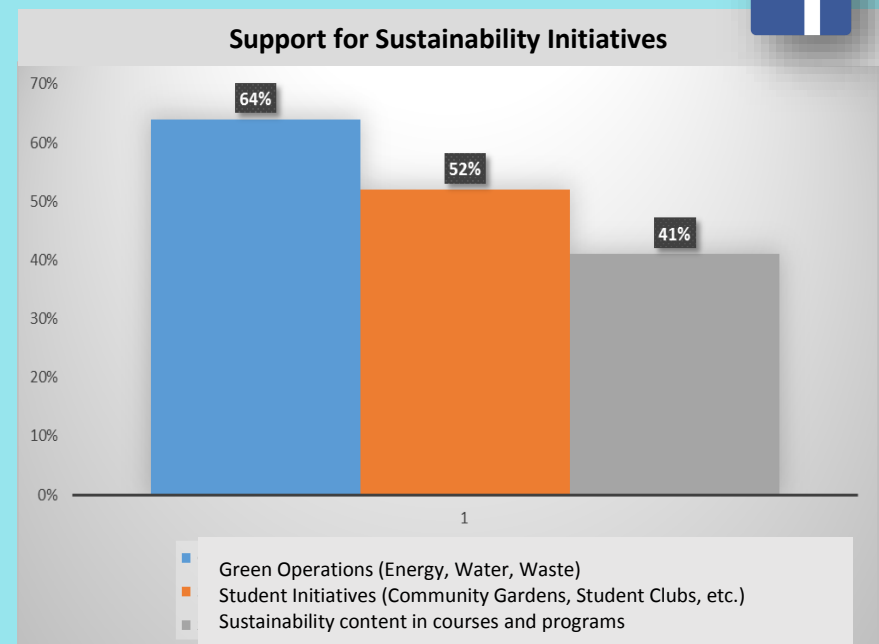
- 25 actions complete
- 11 actions underway
- 3 actions cancelled or deferred to next year



HIGHLIGHTS - YEAR 2 ACTION PLAN ACHIEVEMENTS

GOAL 1 - Increase Awareness and Understanding of Sustainability

- Completed sustainability awareness survey of students and staff using International Business students & Fleming Data Research – with 636 responses and 98% of respondents stating Sustainability in Operations, Education and Research is important
- “Changing Climate, Changing Communities” Conference held at Frost Campus – organized by Ecosystem Management students and featured Keynote presentation by Noble Prize nominee Sheila Watt-Cloutier (175 student and community participants)
- Launched Office of Sustainability Facebook page and Twitter account



GOAL 2 - Incorporate sustainability into the student experience

- Launched Community Garden at Sutherland Campus – in partnership with Residences – participants included staff, students and programs
- Launched Farmer's Market at Sutherland Campus – included participation of Aramark Food Services
- Launched sustainability innovation fund for student projects – completed funding of first two projects – including Sustainable Agriculture Food Box program at Frost Campus
- Developed an approved sustainability learning outcome for all diploma programs with the goal that the majority of our diploma students will graduate with an understanding of sustainability by 2017
- Launched sustainability web resources to assist faculty in incorporating sustainability into their curriculum
- Held professional development sessions on sustainability through workshops and peer coaching sessions
- Sustainable Building Design & Construction program completed a 'sustainable' Youth Enterprise Centre in Bancroft

GOAL 3 - Reduce negative environmental impacts of Fleming operations

- Completed waste audits at all three campuses including first audit for Haliburton Campus
- Successfully installed new Living Wall at Frost Campus
- Launched vermicomposting pilot program at Frost Campus to reduce food waste and increase diversion
- Worked with Project Management students to complete survey of transportation modes used by students and staff – 65% of students surveyed use sustainable transportation
- Launched Frost/Sutherland shuttle bus – a result of student referendum at Frost Campus
- Completed preliminary greenhouse gas inventory of Fleming operations
- Implemented long-term Frost campus naturalization plan developed by Ecosystem Management students
- Facilities Department developed and launched a 5 year energy management plan



GOAL 4 – Improve the well-being of Fleming students, staff, and the communities we serve

- Launched seed library at Frost Campus
- Fleming Culinary programs launched a new vision – “The Full Food Experience” focusing on local and sustainable food.
- Project Management students worked with Sustainable Peterborough Business Initiative to launch sustainability assessments of local SME’s
- Participated as member of Trent University Environmental Advisory Committee
- Fleming is a featured partner on Sustainable Peterborough’s newly launched website
- Supported Green Objectives team (students) community initiatives



GOAL 5 - Collaborate on sustainability initiatives

- Seven Generations Ahead: Celebrating Water Solutions event: A collaboration between the Office of Sustainability, Indigenous Perspectives, the Sacred Water Circle, the Water Walkers and GreenUP amongst other partners to showcase Indigenous Knowledge, water research and community action focused on water “solutions” throughout the Kawartha Lakes region
- Developed working relationship with Colleges & Institutes Canada to provide guidance on advancing post-secondary sustainability across the country
- Participated in Green Energy Doors Open event through Frost & Haliburton campuses
- Developed partnerships with local stakeholders (local farmers, Community Garden Network, Peterborough Green UP, 4 Our Grandchildren) for various initiatives including Community Garden, Farmer’s Market & Earth Hour
- Collaborated with Sustainable Agriculture Program to participate in Peterborough’s Purple Onion Festival

GOAL 6 – Utilize sound business analysis for sustainability initiatives

- Projected savings to support Facilities initiatives – food services ventilation system, LED lighting, Frost automation system upgrade for outbuildings
- Completed feasibility study of bike loan program for Sutherland Campus – determined business case not strong enough, focusing efforts on improving public transit
- Implemented LEAN project to reduce duplicating and paper use by 13% in the School of General Arts and Science

HIGHLIGHTS FROM PROGRAMS ACROSS THE COLLEGE

Community Development & Health: *Early Childhood Education focused on outdoor play, nature education, eliminating the use of plastic toys*

Construction and Skilled Trades: *Sustainable building practices, limiting waste, donating finished projects to Habitat for Humanity as well as our specialized Sustainable Building & Design program in Haliburton*

Hospitality Administration: *Field work in Jamaica to learn about the impact of commercial tourism & to participate in community service – the “Kitchen of Love”*

Business and Management: *Sustainability integrated into required courses across programs, unique Applied Projects including LEED and Green Business Assessments. Hosted Steam Whistle Brewing presentation on sustainable business practices*

Communications: *Assignments focused on sustainability issues: e.g., Climate Change and the social and environmental issues associated with the clothing industry*

Fish and Wildlife and Aquaculture: *Lake restoration activities including reintroduction of wild salmon to Lake Ontario*

Ecosystem Management: *Sustainability in Urban Ecosystems, Health, and Organizations integrates Indigenous Knowledge & Field Work across the program.*

Sustainable Agriculture: *Hands-on sustainable farming practices and business plan development.*

CAWT: *As part of the Centre of Excellence, with internationally recognized research capability, recently signed MOUs with China and India to provide water treatment training and research.*

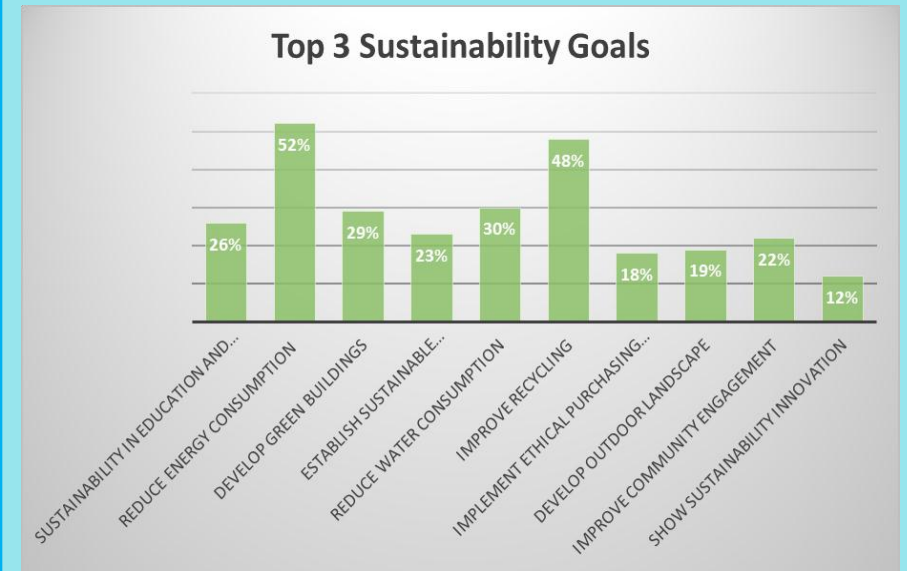
Applied Research: *Community-based Projects in the City of Kawartha Lakes, Northern communities and Costa Rica*

Indigenous Perspectives *across courses and programs*

LOOKING FORWARD

Our sustainability awareness survey provided us with some valuable insight into what’s important to our students & staff

Key Finding from Sustainability Awareness Survey



Special thanks to the members of the Academic and Operations Task Forces for the support and guidance in the creation and ongoing implementation of Fleming’s Sustainability Plan

<http://flemingcollege.ca/services/office-of-sustainability>

“The only way to shift public mindset on the issue of sustainability, to make it a top priority, is education. Education is the key to changing the way we live. It's the key to changing the world.”

- Fleming Sustainability Awareness Survey -

BOARD BRIEFING REPORT

<input type="checkbox"/> Board Committee Meeting	<input checked="" type="checkbox"/> Public Board Meeting	<input type="checkbox"/> In-Camera Board Meeting
Date of Meeting: April 29, 2015		Consent Agenda Item 3.3

SUBJECT: Correspondence Binder

PRESENTED BY: Ms. McFadden, Board Secretary

DESCRIPTION: A listing of correspondence received for the February through March 2015 timeframe.

BACKGROUND: By providing the listing in advance, governors are able to flag items they may wish to have discussed or clarified.

Governors may also view the Circulation Binder electronically (an Acrobat portfolio document) through the Board Portal by accessing the Resources page.

Connection to Fleming's planning framework: N/A

Attachments: N/A

Action Requested:

- Information/Update Discussion/Advice Decision/Approval (*Recommendation as a motion*)

MINISTRY OF TRAINING, COLLEGES AND UNIVERSITIES

- Memo from Deborah Newman dated March 30, 2015

COLLEGE SYSTEM CORRESPONDENCE

COLLEGES ONTARIO

The College Dispatch

- April 6, 2015 issue

College Voice

- April 2015 issue

COLLEGES AND INSTITUTES CANADA (FORMERLY ASSOCIATION OF CANADIAN COMMUNITY COLLEGES)

Perspectives

- March 23, 30, April 7, 13 issues

FLEMING IN THE NEWS

- GREAT GRADS SERIES, Peterborough This Week – March 27, 2015: Cathy Deen
- Academic Newsletter, Spring 2015 – Volume 1, Issue 3

PRESIDENT'S ADVISORY COUNCIL

- April 16, 2015 meeting minutes summary

PROGRAM ADVISORY COMMITTEES

- 2014-2015 Meeting Schedule
- Advisory Committee meeting minutes:

- <i>Recreation and Leisure Services</i> , February 27/15	- <i>Ecosystem Management</i> , March 19/15
- <i>Applied Community-Based Research</i> , March 2/15	- <i>Geographic Information Systems</i> , January 19/15
- <i>Blasting</i> , March 9/15	- <i>Resources Drilling and Blasting</i> , February 11/15
- <i>Conservation and Environmental Law Enforcement</i> , January 30/15	- <i>Sustainable Agriculture</i> , February 19/15
	- <i>Carpentry Techniques</i> , December 17/14

BOARD BRIEFING REPORT

<input type="checkbox"/> Board Committee Meeting	<input checked="" type="checkbox"/> Public Board Meeting	<input type="checkbox"/> In-Camera Board Meeting
Date of Meeting: April 29, 2015		Agenda Item 4.1

SUBJECT: Student Levied Fees

PRESENTED BY: Mr. Baker, Vice-President Finance and Administration

DESCRIPTION: A report to clarify the student activity fee and the athletic fee for 2015-2016.

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

- March 25, 2015 Public Board meeting

Connection to Fleming’s planning framework: 2015-2016 Financial Plan

Attachments:

- Corrected table Student Levied Fees

Action Requested:

- Information/Update
 Discussion/Advice
 Decision/Approval *(Recommendation as a motion)*

ANALYSIS

The two student governments (Student Administrative Council (SAC) - Sutherland; Frost Student Association (FSA) - Frost) levy their own student association fees on the student body. These fees are paid through the College and they require the approval of the Board of Governors.

At the March meeting, two questions were raised during the presentation of the student levied fees proposed for the 2015-2016 academic year. The Board approved the proposed fees contingent upon receiving these clarifications.

The first was a request for more information with respect to the increase to the Student Activity Fee for Brealey and Cobourg. The SAC rationale for the increase is as follows:

1. The proposed Student Activity Fee is on par with similar fees charged at other colleges.
2. There are increasing costs for activities run by SAC during orientation and at other times of the year.
3. Costs are increasing for SAC governance and leadership structure changes.
4. There has not been a significant increase for a number of years.
5. Other revenues are decreasing (e.g. pub revenue decline because of student age range and commitment to non-alcoholic programming)

The second question pertained to athletic fees and Cobourg students. The fee configuration table contained an error; the fee is not charged to Cobourg students.

A corrected table outlining the Student Levied Fees is provided.

PREPARED BY: Board Office

STUDENT LEVIED FEES				
	2014-2014	2014-2015	2015-2016	Change
Student Activity – B C	61.25	65.00	74.75	15.0%
Student Activity – H	48.50	48.50	49.00	1.0%
Student Activity – L	87.50	88.75	89.65	1.0%
Athletic Fee – B	43.00	45.00	47.50	5.6%
Athletic Fee – L H	51.00	52.00	52.50	1.0%
Peterborough Sport and Wellness Student Membership – B	85.00	85.00	85.00	0.0%
Student Centre Renovation Fund – B	40.00	40.00	40.00	
Building Fund – B (Sport and Wellness Brealey then Sports Field)	42.00	42.00	42.00	0.0%
Building Fund – L (Student Centre Frost)	37.00	37.00	37.00	
Recreational Building Fund – L (Fieldhouse)	14.00	14.00	15.00	7.1%
Lindsay Rec Complex Fee – L	50.00	50.00	50.00	0.0%
Lindsay Transit Fee – L		25.00	25.00	
Health Insurance (Per Year) ALL	215.00	215.00	225.00	4.7%
International Health Fees			632.50	
Co-op Fee	505.00	521.00	536.00	3.0%
B = BREALEY C = COBOURG H = HALIBURTON L = LINDSAY				

BOARD BRIEFING REPORT

<input type="checkbox"/> Board Committee Meeting	<input checked="" type="checkbox"/> Public Board Meeting	<input type="checkbox"/> In-Camera Board Meeting
Date of Meeting: April 29, 2015		Agenda Item 5.1

SUBJECT: Fleming College Financial Plan 2015-2016

PRESENTED BY: Mr. Baker, Vice-President Finance and Administration with Ms. Sims, Director Budget Services

DESCRIPTION: Presentation of the preliminary 2015-2016 annual budget to the Board of Governors for approval.

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

- Ministry Policy Framework: *Governance and Accountability Framework Minister's Binding Policy Directive*
- Ministry Policy Framework: *Business Plan Operating Procedure*
- Executive Leaders Team
- 2014-2015 Financial Plan, approved by the Board April 30, 2014

The Ministry of Training, Colleges and University requires Ontario colleges to prepare a budget to be submitted to the Ministry no later than June 30 of each year.

Connection to Fleming's planning framework: Budget and Financial Management

Attachments:

- Draft 2015-2016 Fleming College Financial Plan
- 2015-2016 College Investment Plan > \$50,000 Report

Action Requested:

- Information/Update Discussion/Advice Decision/Approval *(Recommendation as a motion)*

ANALYSIS

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

Grants are relatively stable year over year with changes based on past enrolment projections, thus there is little risk of error in the forecasts. Details of grants are itemized on page 6 of the Financial Plan.

Student fees (tuition fees) are based on current enrolment projections and thus contain a higher degree of risk than grants. The budget is built using a conservative approach to mitigate risk with a flat enrolment projection.

International enrolment has been budgeted using 60% of potential forecasted first year intake to mitigate risk in the international market. Should the full potential international enrolment plan materialize, then an additional \$750K in revenues could be realized beyond what is in the Budget. Administration proposes a strategy to use these funds as contingency to offset any significant unplanned financial event, or ideally to leave as year-end surplus to invest in College reserves to improve future financial position.

Details of *other income* (page 7 of the Financial Plan) show a variety of revenue sources. Other revenues including bookstore and cafeteria are projected on past trending tied to enrolment projections and inflation factors. Again, with flat enrolment projections, these budget projections are considered conservative.

Non-operating revenues are projected based on known funding agreements and pose very little risk. This includes residence and parking fees, both with good history of occupancy/sales and established fee structures.

Expenditures: Expenditure plans are built to balance the budget. With decreasing operating revenues being projected alongside increasing staffing costs, general inflation and a desire to hold contingency for unplanned events, Administration made strategic decisions to reduce expenditures in certain non-core areas. This maintains a balanced fiscal plan which recognizing these cuts would come with risk.

Full-time (FT) salary for both Faculty and Support staff are subject to collective agreements, and an assumption of a 1.5% increase has been factored into the current plan for Administrative staff. To contain FT staffing costs to a 1.3% increase, no new hires are being planned for the year. In addition, all managers are being asked to defer hiring on staff turnover (i.e. retirements) for 3 months where possible to reduce FT staffing costs.

A decrease in contract faculty costs reflects both the total hours taught and the mix of partial load (PL) and part-time (PT) assignments. Contract faculty costs are decreasing by 6.9%. Contract faculty include PL faculty who teach 7 to 12 hours per week; their hourly rates are specified in the Academic Collective Agreement. Contract faculty also include PT faculty who teach up to 6 hours per week; their hourly rates are not covered by the Collective Agreement. Comparative trending statistics of other colleges of like size to Fleming indicate that we utilize a significantly higher proportion of PL staffing contracts versus lower cost PT contracts. Schools will shift their ratio of PL to PT contracts as the total number of teaching contact hours decrease

Human Resources will be revisiting the entire complement process to ensure it is robust enough to (1) ensure new hires/replacement hires are warranted and (2) tie to budget commitments. Ongoing monitoring of academic workloads, staffing requests and salary levels will be a key focus of the Budget Review Committee throughout the year.

In addition to staff costs, all non-salary costs were scrutinized. Discretionary cost reductions in areas such as travel, professional development and advertising were taken from proposals by line management where they could reduce activity to manage the reductions, while still providing acceptable service levels.

A final area of risk within the current operating budget relates to the uncertainty of utility costs. To mitigate pricing risks, the College has engaged an energy consultant to advise on options available. The Facilities department is also monitoring energy consumption closely and is working with the College Sustainability Committee to reduce it. Projects will be undertaken during the year such as changing to LED lighting and fully leveraging the new building automation system to reduce energy consumption.

One-time Investments, Capital Assets and Net Assets: During the 2015 budget development process, investment proposals were developed by staff using a business case format for review by all department Directors, and Vice-Presidents for approval and prioritization of submissions. The Capital Steering Committee then reviewed a consolidation of all proposals and developed the final recommendation list for the Financial Plan. To support cost management needs as required in the Operating Expenditure Plan, the Capital Steering Committee placed priority on projects that drive operating savings and that are self-funded.

As part of the planned \$103.2M in expenditures, Administration proposes to spend \$891K in Operating Expense investments, including \$311K funded directly from residence and parking revenues. The majority of the balance is offset by Ministry grants, putting very little pressure on Operating funds. Acquisition of Capital Assets is planned at \$2.5M, making a total investment plan of \$3.3M for 2015-2016.

Further details are included in the 2015-2016 College Investment Plan >\$50,000 Report.

Implementation Strategy

Implementation is dependent on approval of the plan.

Decision Points

Is there support of the strategies and risks inherent in the proposed balanced 2015-2016 Financial Plan?

Is there support of the International enrolment strategy and associated potential for generating a surplus to direct to College Reserves to strengthen our Financial Position?

Does the Board agree with the proposed Investment Plan?

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the *Fleming College Financial Plan 2015-2016*, including adjustments to the Internal Restricted Reserve within net assets, which provides for:

**Total Revenue of \$103,260,549
Expenditures of \$103,260,549
Capital Expenditure of \$2,469,830
Net Assets at March 31, 2016 of \$11,205,000**

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



Fleming College Financial Plan 2015-2016

DRAFT

April 2015

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I. Summary

The College has developed a prudent, balanced Financial Plan for 2015/16.

Total revenues and expenditures in this Financial Plan are balanced at \$103.3 million, a decrease of \$1 million (-1.0%) from the 2014/15 Update Budget. Key aspects of the Financial Plan are as follows:

- Revenue declines are primarily due to:
 - Conservative estimates of international student enrolment revenue
 - Investment funding for the new Kawartha Trades and Technology Center (KTTC) building project that was completed in 2014/15
 - Several other grant reductions
 - Offsetting a portion of these reductions is an increase in tuition revenue, as tuition will increase by three percent in line with government policies
- Operating Expenditures are planned at \$0.6 million lower than 2014/15 Budget Update, primarily due to the following:
 - Salaries and Benefits are flat in total (-\$0.1 million, or 0.1% lower) versus the 2015/16 Update Budget. FT Salary collective agreement increases and increased Pension Benefit costs are offset by reductions in PT Salaries
 - Non-Salary Operating expenses have been strategically decreased primarily by identifying efficiencies in energy consumption, plant and other operating supplies, travel and professional development
- Non-Operating Expenditures are planned at \$0.4 million lower than 2014/15 Budget Update, primarily due to changes in several specifically-funded programs and non-capital investment projects (primarily the expense components of the KTTC project).
- The Financial Plan includes the potential to place \$750,000 of international revenue into College Reserves should the budgeted international revenue be exceeded and the potential enrolment forecast be fully realized.

Capital Investment is budgeted at \$2.5 million. This is \$12 million lower than Capital Investment in the 2014/15 Budget Update, primarily due to funded projects such as the KTTC (\$11.0 M), the new Sport Field Complex (\$0.3 M), Centre for Alternative Wastewater Treatment (CAWT) (\$0.3 M), and several other projects.

The following table provides a high level Financial Summary:

Fleming College Financial Plan Preliminary Budget 2015/16

SUMMARY

(\$ 000's)

	2015/16 Preliminary Budget	2014/15 Budget Update	\$ Increase (Decrease)	% Increase (Decrease)
Revenue				
Grants & Reimbursements	\$ 45,787	\$ 46,210	\$ (423)	-0.9%
Student Tuition Fees	27,491	26,576	915	3.4%
Contract Training	1,075	1,242	(167)	-13.4%
Other Income	10,425	11,133	(708)	-6.4%
Amortization	4,315	4,311	4	0.1%
Skills, Bursaries, Ancillary & Projects Revenue	<u>14,167</u>	<u>14,843</u>	<u>(676)</u>	<u>-4.6%</u>
	<u>103,261</u>	<u>104,316</u>	<u>(1,055)</u>	<u>-1.0%</u>
Operating Expenses				
Operating Expenses	83,175	83,942	(767)	-0.9%
Amortization Expense	5,850	5,704	146	2.6%
Skills, Bursaries, Ancillary & Projects Expenses	<u>14,236</u>	<u>14,671</u>	<u>(435)</u>	<u>-3.0%</u>
	<u>\$ 103,261</u>	<u>\$ 104,316</u>	<u>(1,055)</u>	<u>-1.0%</u>
Excess of Revenue over Expenditures	<u>\$ -</u>	<u>\$ -</u>		

	Projected Balance Mar 31/16	Projected Balance Mar 31/15	\$ Increase (Decrease)	% Increase (Decrease)
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NET ASSETS

Invested in Capital Assets

As of April 1, 1997	\$ 2,417	\$ 2,417	\$ -	
Since April 1, 1997	<u>15,072</u>	<u>14,691</u>	<u>\$ 381</u>	
Total Invested in Capital Assets	<u>17,489</u>	<u>17,108</u>	<u>381</u>	<u>2.2%</u>

Unrestricted


Operating (Board Reserves)	(4,298)	(3,871)	(426)	
Accrued vacation pay, Future Benefits and Derivative & Sick Leave & PSA *	<u>(10,671)</u>	<u>(10,671)</u>	<u>-</u>	
Total Unrestricted	<u>(14,968)</u>	<u>(14,542)</u>	<u>(426)</u>	<u>2.9%</u>

Internally Restricted	<u>2,289</u>	<u>2,244</u>	<u>45</u>	
Subtotal Net Assets	<u>4,810</u>	<u>4,810</u>	<u>0</u>	<u>0.0%</u>

Externally restricted	<u>6,395</u>	<u>6,395</u>	<u>-</u>	
TOTAL NET ASSETS	<u>\$ 11,205</u>	<u>\$ 11,205</u>	<u>\$ 0</u>	<u>0.0%</u>

II. Revenue

College revenues are budgeted at \$ 103.3 million; a decrease of 0.9% from the 2014/15 Update Budget.

Financial Plan Preliminary Budget					
<i>Fiscal Year 2015/2016</i>					
					
	Preliminary Budget 2015/2016	Budget Update 2014/2015	Budget Change	% Change	
Revenue					
Grants and Reimbursements	\$ 45,787,265	\$ 46,209,861	\$ (422,596)	-0.9%	
Student Tuition Fees	\$ 27,490,919	\$ 26,576,280	\$ 914,639	3.4%	
Contract Training	\$ 1,075,401	\$ 1,242,396	\$ (166,995)	-13.4%	
Other Income					
Other Income	\$ 6,102,225	\$ 6,947,050	\$ (844,825)	-12.2%	
Ancillary Fees	\$ 4,322,810	\$ 4,186,328	\$ 136,482	3.3%	
Total Other Income	\$ 10,425,035	\$ 11,133,378	\$ (708,343)	-6.4%	
Amortization of Deferred Capital Contributions	\$ 4,315,000	\$ 4,311,270	\$ 3,730	0.1%	
Total Operating Revenues	\$ 89,093,620	\$ 89,473,185	\$ (379,565)	-0.4%	
Investments					
Skills Programs	\$ 3,678,690	\$ 3,602,327	\$ 76,363	2.1%	
Tuition Holdback Bursaries	\$ 2,549,083	\$ 2,441,298	\$ 107,785	4.4%	
Ministry Bursaries	\$ 257,400	\$ 369,288	\$ (111,888)	-30.3%	
Special Projects	\$ 1,905,583	\$ 2,491,635	\$ (586,052)	-23.5%	
Facilities Renewal and Renovation Projects	\$ 495,360	\$ 617,370	\$ (122,010)	-19.8%	
Ancillary Operations	\$ 5,280,813	\$ 5,320,584	\$ (39,771)	-0.7%	
Total Non Operating Revenues	\$ 14,166,929	\$ 14,842,502	\$ (675,573)	-4.6%	
Total Revenue	\$ 103,260,549	\$ 104,315,687	\$ (1,055,138)	-1.0%	

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

1. Grants and Reimbursements

Grants are budgeted to decrease by \$422,600 from the 2014/15 Update Budget as follows: (\$ 000's)

	<u>Preliminary 2015/16</u>	<u>Update 2014/15</u>	<u>Change</u>
Basic Operating Grant	\$29,970	\$30,115	\$ (145)
Enrolment Growth Grants	5,709	5,745	(36)
BScN Grant	3,917	3,945	(28)
Second Career Grant	854	928	(74)
Small Northern & Rural Grant	2,229	2,229	-
Apprentice Grant	834	964	(130)
Performance Funding Grant	548	548	-
Special Needs & Interpreter Grant	693	652	41
Municipal Tax Credit	440	469	(29)
CO-OP Diploma Apprentice Grant	130	130	-
Rental Grants	250	203	47
Medical & Clinical Grant	110	110	-
Misc. Recoveries	103	172	(69)
Grants and Reimbursements	\$45,787	\$46,210	\$(423)

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

The Enrolment Growth grant is calculated under the College Funding Framework and is formula driven based on enrolment growth over the past 2 "audited" years (i.e. 2012/13 and 2013/14 growth is funded in 2015/16). Enrolment in domestic students over these two years has seen a slight decline, thus the corresponding reduction in grant.

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

Two new "pre-apprentice" programs were approved during 2014/15; however, only one was approved for 2015/16.

2. Tuition Fees

Tuition fee revenue is expected to be \$27.5 million, up \$0.9 million (3.4%) from last year's Update Budget.

Full time tuition is based on the college enrolment plan that is detailed to the program level using approved tuition rates that vary by program. Overall, the enrolment plan is projecting enrolments to remain relatively flat. Tuition fees have been increased by an average of three percent as of September 1, 2015 as per board approved rates.

Tuition from International enrolment has been budgeted with a reduction of \$0.7 million. For preliminary budget purposes, the college is taking a conservative approach in order to offset risk and volatility related to the international market.

Part time enrolment is budgeted to match 2014/15 actuals, with a 3% increase in average fees.

3. Contract Training

Contract training revenue has decreased by \$166,995. The key driver of this variance relates to a significant international training contract that is ending in 2015/16.

4. Other Income

Overall, Other Income has decreased by \$844,825 (-12.2%) from the 2014/15 Update Budget. Other Income is comprised of a variety of income streams from operations including provincially funded projects/programs, administrative fees, bookstore, and cafeteria, as well as recovery from students for student supply fees, academic fees for field placements, and international student health fees.

The most significant change to this income is a result of the introduction of a new Tuition and Billing policy by MTCU. This change disallows the billing of OSAP deferral and late payment fees which will cause a reduction in administrative fees of \$450,000.

There is a projected decline of \$137,000 related to enrolments in the provincially funded Dual Credit Program with high school students, due to the declining numbers of high school students in our region.

Bookstore and cafeteria / food service providers are also projecting lower sales commissions which amount to a reduction of College revenues of \$93,000.

The balance of revenue reductions are the result of the reclassification of project and contract funding from Other Income to Contract Training or, where appropriate, non-operating projects.

5. Non-Operating Revenues

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

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

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

The College Equipment Renewal Fund (CERF) applies to academic and information technology equipment, and is estimated to total \$276,000. This revenue will be used to replace/upgrade classroom equipment across the College.


The Facilities Renewal Grant (FRG), estimated at \$320,000, will fund deferred maintenance of College infrastructure.

Of the total eligible grant funding (CERF and FRG), \$495,360 is planned to be used to offset non-capital investments for 2015/16. The balance of the grant will be offsetting capital asset projects.

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

III. Expenditures

Expenditure budgets have been aligned with funding projections to provide for a balanced preliminary budget as follows.

Financial Plan - Preliminary Budget					
Fiscal Year 2015/2016					
					
	Preliminary Budget 2015/2016	Budget Update 2014/2015	Budget Change	% Change	
Expenditures					
Salaries and Benefits					
Salaries, Full Time	\$ 40,866,033	\$ 40,339,213	\$ 526,820		1.3%
Salaries, Part Time	\$ 11,884,493	\$ 12,760,984	\$ (876,491)		-6.9%
Total Salaries	\$ 52,750,526	\$ 53,100,197	\$ (349,671)		-0.7%
Benefits, Full Time	\$ 9,920,169	\$ 9,765,935	\$ 154,234		1.6%
Benefits, Part Time	\$ 1,656,197	\$ 1,539,294	\$ 116,903		7.6%
Total Benefits	\$ 11,576,366	\$ 11,305,229	\$ 271,137		2.4%
Total Salaries and Benefits	\$ 64,326,892	\$ 64,405,426	\$ (78,534)		-0.1%
Non-Salary Expenses					
Instructional Support Costs	\$ 4,636,446	\$ 4,641,024	\$ (4,578)		-0.1%
Travel and Professional Development	\$ 1,163,837	\$ 1,240,315	\$ (76,478)		-6.2%
Advertising	\$ 975,336	\$ 1,062,436	\$ (87,100)		-8.2%
Telephone, Audit, Legal & Insurance	\$ 1,094,170	\$ 1,144,529	\$ (50,359)		-4.4%
Equipment Maintenance	\$ 426,008	\$ 429,864	\$ (3,856)		-0.9%
Plant and Security	\$ 2,218,627	\$ 2,399,037	\$ (180,410)		-7.5%
Rentals and Taxes	\$ 883,198	\$ 948,008	\$ (64,810)		-6.8%
Utilities	\$ 2,435,074	\$ 2,619,898	\$ (184,824)		-7.1%
Contract Services Trent	\$ 1,819,164	\$ 2,134,729	\$ (315,565)		-14.8%
Services & Other	\$ 2,841,439	\$ 2,851,116	\$ (9,677)		-0.3%
Long Term Debt Interest	\$ 54,841	\$ 65,200	\$ (10,359)		-15.9%
Amortization of Capital Assets	\$ 5,850,000	\$ 5,703,552	\$ 146,448		2.6%
Contingency	\$ 300,000	\$ -	\$ 300,000		n/a
Total Non-Salary Expenses	\$ 24,698,140	\$ 25,239,708	\$ (541,568)		-2.1%
Total Operating Expenditures	\$ 89,025,032	\$ 89,645,134	\$ (620,102)		-0.7%
Investments	\$ 599,360	\$ 721,871	\$ (122,511)		-17.0%
Skills Programs	\$ 3,678,690	\$ 3,602,327	\$ 76,363		2.1%
Tuition Holdback Bursaries	\$ 2,549,083	\$ 2,441,298	\$ 107,785		4.4%
Ministry Bursaries	\$ 257,400	\$ 369,288	\$ (111,888)		-30.3%
Special Projects	\$ 1,905,583	\$ 2,491,635	\$ (586,052)		-23.5%
Ancillary Operations	\$ 5,245,401	\$ 5,044,134	\$ 201,267		4.0%
Total Non Operating Expenditures	\$ 14,235,517	\$ 14,670,553	\$ (435,036)		-3.0%
Total Expenditures	\$ 103,260,549	\$ 104,315,687	\$ (1,055,138)		-1.0%

1. Full Time Salaries

Full time (FT) salaries are budgeted based on the current College staff complement and all Collective Agreements that are currently in place. FT salaries also include approved staff sabbaticals and a provision for sick leaves. Overall FT salary is projected to increase by \$526,820 (1.3%) over the 2014/15 Update Budget.

2. Part Time Salaries

Part time (PT) salaries are expected to decrease by \$876,491 (6.9%) from the 2014/15 Update Budget. This decrease is primarily related to reduced teaching hours and also a strategic shift in the percentage of teaching done by partial load and part-time faculty.

3. Benefits

Benefits have increased \$271,137 from the 2014/15 Update Budget. The % increase is higher than % increase in salaries, with benefit rates increasing, however primarily due to an increase in pension benefits under revised pension rules allowing PT staff to enter into the pension plan.

4. Plant and Security

While Plant and Security expenses are shown as decreasing by \$180,410 from the 2014/15 Update Budget, it must be noted that 2014/15 included a one-time extraordinary provision for an environmental remediation expense of \$115,000 in the Budget Update. Excluding this extraordinary item, plant costs are budgeted to decrease by only \$64,810 which equals a 2.9% decrease.

5. Utilities

Overall, utilities are projected to decline in 2015/16 by \$184,824. Energy efficiency projects and investments have been designed that will drive these decreases, such as the replacement of high cost lighting with more efficient LED fixtures across the College, and an increased focus on sustainable practices.

6. Contract Services Trent

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

7. Services & Other

A change in practice to reclassify the skills programs' overhead, which offsets operating costs, was implemented for the 2015/16 Budget. This also adjusts the disclosure in Non-operating Expense to properly disclose balanced budgets within the skills programs. For comparative purposes this adjustment was also made to the 2014/15 Budget Update.

8. Amortization of Capital Assets

Amortization expense has increased by \$146,448 from the 2014/15 Update Budget. The calculation of amortization is based on the continuity schedule of capital assets with remaining book value requiring amortization. In particular, 2014/15 increased by a partial year of Amortization expense for the College's new trades and technology building that opened in September. A full year of Amortization expense for this building is required for 2015/16 and subsequent years, which accounts for the increase in the Budget. There are no other significant assets being added to the plan in 2015/16.

9. Initiatives and Investments

Initiatives and Investments totalling \$891,227 are being planned for this year.

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

These 2015/16 planned investments including upgrades to our IT systems, replacement of classroom equipment, building repairs and maintenance/renovations totalling \$599,360. \$495,360 of this planned investment expense is eligible for grant offset from MTCU funding.

In addition \$311,800 is included in expenditures for Ancillary Operations (maintenance in student residences and parking lots) as one time investments.

IV. Capital

Capital spending in 2015/16 is budgeted at \$2.5 million of which \$0.1 million is from MTCU CERF funding. The balance of \$2.4 million is capital funded from operating.

Capital budgeted for 2015/16 is summarized below:

Building Construction/Renovations	\$	527,264
Residence Capital	\$	615,000
Parking Lot & Grounds Equipment	\$	325,074
Academic Equipment	\$	538,492
Network/System Upgrades	\$	464,000
	\$	<u>2,469,830</u>

2015/2016 College Investment Plan > \$50,000 Report

PROJECT NAME	BUSINESS NEED	Total Value	Capital Asset	Investment Expense
Frost Campus Master Plan - Deferred approved project from 2014/2015	Space requirements for efficient use of space and expansion to support student growth are key change drivers for this project. The College is evaluating the feasibility of expanding facilities that support the Arboriculture, and Conservation and Environmental Law Enforcement programs and is looking at options of expansion and renovations to the existing facility. The objective is to document a master planning strategy for the Frost Campus that is objective and has been developed with input from and consultation with College stakeholders.	\$ 113,335	\$ 113,335	
Sutherland Campus Master Plan	Space requirements for efficient use of space and expansion to support student growth are key change drivers for this project. The objective is to document an interior planning strategy for the Sutherland Campus that is objective and has been developed with input from and consultation with College stakeholders. The outcome will illustrate the College's overall strategies for the layout of the interior of the Sutherland Campus and guide decisions related to future renovations and re-development of existing space to ensure a comfortable, pleasant, maintained-for learning environment for students and staff.	\$ 98,000	\$ 98,000	
Roof - Resource Drilling & Blasting	This roof has had numerous leakage issues and multiple repairs over the past 3 years. Some have been severe enough to interrupt academic delivery. The roofing system on this building is original construction, 1990	\$ 131,305	\$ 131,305	
Roof - Main Building West	Multiple roof areas have experienced numerous leakage issues and multiple repairs over the past 5 years. Academic delivery is impacted. The shingles were replaced in 1996. Shingles produced in this era offered 15-25 year life expectancy. The construction of the peak roofs and cathedral style ceilings in this building offer little or no below deck airflow, thus shortening the lifespan of shingles due to excessive heat in summer months.	\$ 51,642	\$ 51,642	
LED Retrofitting of existing lamps	Upgrading the lighting fixtures to LED will reduce energy consumption and maintenance. Energy costs will be reduced \$20,000 annually.	\$ 53,867	\$ 53,867	
	Sub-total Building Construction, Renovations	\$ 448,149	\$ 448,149	\$ -
	Items < \$50,000	\$ 399,114	\$ 79,114	\$ 320,000
	Total Building Construction, Renovations	\$ 847,264	\$ 527,264	\$ 320,000
Core Firewall	As educational technology and IT technology have progressed there is an increasing demand to provide off site hosted services (for example student email and D2L). To enable access to these services IT have implemented a next generation firewall at the internet access point in and out of the College. To assist in managing this complexity the College needs another next generation firewall that protects its core services. Access to core services from multiple points becomes more manageable, flexible and still secure. ITS can accommodate more network changes requested by Academic divisions using this device as a safety net.	\$ 70,000	\$ 50,000	\$ 20,000

2015/2016 College Investment Plan > \$50,000 Report

PROJECT NAME	BUSINESS NEED	Total Value	Capital Asset	Investment Expense
Enterprise Wireless Project plan	2015 - 2017 is targeted for significant network changes - Some \$2Mil worth of equipment will be end of life and the College needs to uplift it's wireless network at the same time. Deferring these costs into another year or two would be unsustainable in conjunction with other projects.	\$ 70,000	\$ 70,000	
Evolve Hardware Upgrade	As part of ITS multi-year planning, the Oracle/PeopleSoft Enterprise Resource Planning (ERP) system is nearing the end of its expected lifespan. As the functions of the ERP system are expanded, reliance on the system grows and user resource demand increases. The servers need to be regularly renew/replaced in order to keep pace with changes in industry software versions and the demands the College places on the system. Not replacing the servers at this time will result in \$55,000 additional cost in operating for extending warranties.	\$ 318,000	\$ 318,000	
	Sub-total Network/System Upgrades	\$ 458,000	\$ 438,000	\$ 20,000
	Items < \$50,000	\$ 26,000	\$ 26,000	\$ 64,000
	Total Network/System Upgrades	\$ 484,000	\$ 464,000	\$ 84,000
Enhancement to Engineering Commons Equipment	Enhancing Program Curriculum Delivery through modernizing technology (eg: Upgraded Computerized Equipment Controls/PLCs). It is highly likely that the cost of acquisitions can be offset with grants and/or donations. However benefits to the engineering/electronics programs are considered a priority worth investing prior to confirmation of funding offset.	\$ 110,000		\$ 110,000
Wheel Loader	5 year asset management to replace aged equipment for Heavy equipment program, original asset purchased in 2001.To maintain the programs excellent reputation with industry and as a leader of revenue generation within the college we need to keep the fleet of machines current. Hence the need for purchasing new equipment.	\$ 160,000	\$ 160,000	
Trim Dozer	5 year asset management to replace aged equipment for Heavy equipment program, original asset purchased in 2001.To maintain the programs excellent reputation with industry and as a leader of revenue generation within the college we need to keep the fleet of machines current. Hence the need for purchasing new equipment.	\$ 125,000	\$ 125,000	
	Sub-total Academic Equipment	\$ 395,000	\$ 285,000	\$ 110,000
	Items < \$50,000	\$ 318,855	\$ 253,492	\$ 65,363
	Total Academic Equipment	\$ 713,855	\$ 538,492	\$ 175,363
Parking Management Software System	The current parking management system required customers to submit a paper application to a clerk who then uses three separate software systems to complete the transaction. The purchase of modern Parking Management Software will greatly improve the customer experience and will reduce processing time for staff so they can focus on other customer service tasks.	\$ 54,109	\$ 54,109	

2015/2016 College Investment Plan > \$50,000 Report

PROJECT NAME	BUSINESS NEED	Total Value	Capital Asset	Investment Expense
Sutherland Parking Lots - Digital Parking Displays	The current gates that control parking access at all lots for Sutherland Campus are past their end of useful life by 2 years and are scheduled to be removed during the summer 2015 and will not be replaced. Once these are removed students, employees and visitors will have no way to know if the parking lot they are entering is full unless they drive in and circle the lot. The addition of these digital parking signs will provide drivers with the information they need to make a choice about where to park before entering a lot.	\$ 65,148	\$ 65,148	
Street & Parking Lighting Upgrades	Replacement of existing non-efficient, high maintenance, HID exterior lights with energy efficient LED lighting for roadways and parking lots. The LED lighting will generate an energy savings of \$29,877 per year meaning the payback for the asset will take 3.5 years including reduced maintenance costs. The life expectancy of these LED lights is 15 years, meaning for the 11.5 years after paying for themselves, there will be a life cycle cost savings of approximately \$343,000.	\$ 111,755	\$ 111,755	
	Sub-total Parking Lot and Grounds Equipment	\$ 231,012	\$ 231,012	\$ -
	Items < \$50,000	\$ 135,425	\$ 94,061	\$ 41,364
	Total Parking Lot and Grounds Equipment	\$ 366,438	\$ 325,074	\$ 41,364
Residence - Roof Replacement	Residence Multi-year planning on scheduled roof repair. Funded by student residence fees	\$ 355,000	\$ 355,000	
Life Safety System Consultant	The Frost Residence is scheduled to update the current fire safety system as it has reached the operational life expectancy. An engineering firm will be hired to provide consulting services to audit and design the system.	\$ 50,000	\$ 50,000	
Life Safety System Upgrade	The Frost Residence fire alarm system upgrade will improve safety for students, guests and staff in addition to safeguarding the residence facilities. This project is scheduled to be completed by the end of July 2015.	\$ 150,000	\$ 150,000	
Painting both locations	Final year - 3 year project	\$ 90,000		\$ 90,000
	Sub-total Residence Capital	\$ 645,000	\$ 555,000	\$ 90,000
	Items < \$50,000	\$ 240,500	\$ 60,000	\$ 180,500
	Total Residence	\$ 885,500	\$ 615,000	\$ 270,500
TOTAL PROPOSED CAPITAL INVESTMENTS- ALL FUNDING SOURCES		\$ 3,297,057	\$ 2,469,830	\$ 891,227

BOARD BRIEFING REPORT

Board Committee Meeting
 Public Board Meeting
 In-Camera Board Meeting

Date of Meeting: April 29, 2015

Agenda Item 5.2

SUBJECT: 2015-2016 Fleming College Business Plan

PRESENTED BY: Ms. Crook, Vice-President Human Resources and Student Services

DESCRIPTION: A presentation of the 2015-2016 Business Plan for Fleming College.

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

The Business Plan allows the College to plan operations within the framework of the Strategic Plan. The document is to include the following information for the fiscal year:

- A statement of the operational outcomes and their relationship to the Strategic Mandate Agreement and Strategic Plan
- Identification of the goals and objectives still to be achieved;
- A description of the major actions the college will take during the year to achieve these operational outcomes
- A description of any significant factors outside the control of the college that are likely to affect the achievement of the outcomes (Key Assumptions)
- A description of how the college will know that it has achieved its outcomes at the end of the year
- The budget for the year

This is the final Business Plan that relates to the 2010-2015 Strategic Plan.

- Ministry Policy Framework, *Governance and Accountability*
- Ministry Operating Procedure, *Business Plan*
- Executive Leaders Team

Connection to Fleming's planning framework: Fleming College Strategic Plan 2010-2015; Strategic Mandate Agreement 2014-2017

Attachments:

- Business Plan 2015-16

Action Requested:

Information/Update
 Discussion/Advice
 Decision/Approval *(Recommendation as a motion)*

ANALYSIS

Risks to achievement of the business plan include falling short of our enrolment plan or a change in direction of government that could impact resources or create new, competing priorities. Financial implications of the objectives contained in the Business Plan are included in the 2015-2016 budget which is pending approval. After final budget approval and prior to submission to the Ministry, budget information is attached to the Business Plan as Appendix A.

Implementation Strategy

The Business Plan is submitted to the Ministry of Training, Colleges and Universities and made publically available on the College web site. Each member of the Executive Leaders Team is responsible for carrying out the objectives set for their area of responsibility.

Decision Point

The Annual Business Plan is developed according to the Ministry Operating Procedure Business Plan.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve the *2015-2016 Fleming College Business Plan*, as circulated.

PREPARED BY: Ms. Caldwell

Fleming College Business Plan 2015-2016

Introduction

The 2015-2016 Business Plan is the final plan built under the structure of our 2010-2015 Strategic Plan. It represents the last opportunity for the College to make progress towards accomplishment of the goals articulated in its 2010-2015 Strategic Plan. It is also an opportunity for us to begin to lay the foundation for the accomplishment of new objectives related to our new Strategic Plan.

The format of our Business Plan follows the six strategic priorities identified in our current Strategic Plan:

1. Achieving Excellence in Student Learning
2. Providing Superior Services & Facilities
3. Leading in Sustainability
4. Growing with Positive Results
5. Building Community Success
6. Developing the Fleming Working Environment

Also reflected in our 2015-2016 Business Plan is our commitment to leverage the key areas of differentiation and institutional strength articulated in our 2014-2017 Strategic Mandate Agreement (SMA), negotiated with the Ministry of Training, Colleges and Universities in April of 2014.

Key priorities outlined in the plan include enhancing quality teaching and learning, improving strategic enrolment management, enhancing the capabilities of our staff and focusing on our key performance indicators, financial sustainability and efficiency improvements.

Accomplishing the objectives laid out in our plan will help us meet the challenges presented by changing and somewhat challenging demographics and economic conditions in our region, while at the same time enhancing the ability to seize relevant opportunities.

The plan also includes elements to help the College continue to deliver on its Core Promise to Students, while affording the opportunity to differentiate, innovate and achieve higher levels of productivity.

Fleming College Vision, Mission, Core Promise and SMA Differentiators

Vision

Students succeeding through personalized learning. Innovation and achievement powered by people.

Mission

Fleming champions personal and career success through applied learning. We contribute to community success and sustainability through programs, service and applied research.

Core Promise to Students

At Fleming, you become part of a learning community. We engage you in personalized learning and provide personalized support.

Set in welcoming communities, our smaller campuses provide a friendly environment where people know your name. Close relationships, high expectations, and a hands-on, minds-on learning experience help you develop the knowledge and skills, attitudes, and values that lead to success at work and in life.

From here, you can go anywhere as you begin or change your career. Or, through well-developed educational pathways, you can pursue further educational opportunities.

You will experience first-hand our commitment to innovation in programs and practices, and to building sustainable, healthy futures for our people, communities and environment.

Strategic Mandate Agreement Key Areas of Differentiation

- Fleming College offers a comprehensive program portfolio that provides access to postsecondary education for students in the region, and responds to the evolving demands of the regional labour market.
- Fleming College serves as a regional hub for trades education and training
- Fleming College provides specialized programs that serve the province. In particular, the College is recognized as an Ontario leader in delivering environmental and natural science programs through the School of Environmental and Natural Resource Sciences, and applied research through its Centre for Alternative Wastewater Treatment.

Strategic Mandate Agreement (2014-2017) April 2014

Key Assumptions

- We are in a period of financial constraint in Ontario as elsewhere. Pressure will increase concerning spending levels and efficiency in the public sector generally. Although Fleming and other colleges will seek adjustments to funding allocations to recognize the circumstances of mid-sized colleges, we cannot count on receiving them.
- Building on our program strengths and the vital role we play in the regional economy, we will rely on four mutually reinforcing differentiators (1) alignment with regional economic needs; (2) high quality programs and multiple pathways; (3) program specialization; (4) an operational model of financial and environmental sustainability.
- Continued investment in a strong working environment and in the capabilities and engagement of our employees must be sustained in support of quality assurance of our programs and services.
- In order to meet our financial challenges and invest more in key aspects of the student experience, we must meet or exceed our enrolment growth targets while also continuously improving our operational processes through innovation and Lean redesign.
- Student expectations are now a “moving target.” New technologies, new access to knowledge and skills, increased mobility, differing delivery methods, competition and choice must inform and guide our efforts.
- Support for students and the College through bursaries, in-kind donations and other gifts will become increasingly important and must become part of financial and investment planning.
- Applied Research is gaining significant attention both federally and provincially. Fleming will capitalize on its already established credibility and profile.

Business Plan Priorities for 2015 – 2016

College priorities for the year include:

- Successfully implement the 2015-16 Enrolment Plan and develop the Official Enrolment Plan for 2016-17.
- Develop a student success strategy integrating the work in the academic and student services divisions.
- Prepare for the Ontario College Accreditation process by examining program review and renewal processes to ensure systematic documentation of evidence of quality learning experiences for students.
- Design and begin implementation of a Student Mobility Framework that will expand and improve student pathways.
- Develop a five-year growth plan for trades and technology programs and attain year one targets.
- In conjunction with the Centre for Natural Sciences and Engineering Research Council (NSERC)-supported Technology Access Centre (TAC), implement a more aggressive business revenue model with a goal of increasing cash contributions by current industry partners and establishing research partnerships with at least ten (10) new companies, further realizing our value to the water industry and community.
- Drive Integrated Planning into all areas of the College to ensure all initiatives are value-added for our students, and result in a superior total student experience. Continue to integrate work to align resources and ensure successful robust programming and services.
- Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes.
- Complete a number of facilities-related projects such as the Frost Campus Master Plan, and the functional modifications to the Kawartha Trades and Technology Centre (KTTC) space to support program delivery and planning and preparation for the move of the Esthetician program.
- Implement several initiatives related to our engagement survey such as a tool kit for leaders to help them manage and engage their teams, mental health/wellness strategies and improved and streamlined recruitment processes. We will also conduct an engagement survey in fall 2015.

Key Business Plan Objectives by Strategic Priority Area

1.0 *Achieving Excellence in Student Learning*

Strategy 1.1

Ensure that Fleming's applied learning experience stands out, so that graduates are ready to make a difference in the workplace.

Objectives:

- Ensure appropriate space and equipment is available to support realistic applied learning requirements, given financial and space limitations. All courses will be assigned appropriate space to successfully complete their applied project work within the required timeline. College space will be assigned, and bookable, based on specific student requirements. College space will be allocated to applied learning ensuring adequate technical and physical resources are best utilized and shared.
- Develop a comprehensive 5-year capital plan for the Academic Division. Success of this objective will include building of a detailed inventory of existing capital assets, assessing their need and condition, and the identification of new and replacement capital to support new and existing programs.

Strategy 1.2

Design and deliver programs to emphasize high expectations, student engagement and high quality student/faculty interaction with results reflected in retention and Key Performance Indicators, particularly Student Satisfaction and Graduation Rates.

Objective:

- Prepare for the Ontario College Accreditation process by examining program review and renewal processes to ensure systematic documentation of evidence of quality learning experiences for students. Success will be indicated by revised process maps for program review and renewal.

Strategy 1.3

Improve and increase pathways to facilitate access and ensure that graduates can pursue career alternatives and further educational opportunities.

Objective:

- Design and begin implementation of a Student Mobility Framework that will expand and improve student pathways including enhanced digital communication strategies in response to student demand. Success will be measured by development of a pathways plan, the identification of lead partner institutions, strategies to engage and market pathways in a coordinated and consolidated manner and ensuring that each School develops at least one new pathways agreement.

Strategy 1.4

Design all aspects of the student experience, within and beyond the classroom, to deliver learning that is consistent with the College's Values and Core Promise to Students.

Objectives:

- Student Services, in collaboration with the Academic Division and Marketing, will develop a student success strategy from recruitment to graduation, including the development of a new brand strategy for the department. Success will be measured by the completion of a framework/model/implementation plan that illustrates Student Services involvement in student success, with an emphasis on career success.
- Develop a comprehensive international plan that includes recruitment, student support, internationalization of curriculum, international experiences for faculty and students, international training and research partnerships. Success will be measured by development of the plan, agreements with key international partners in India and China, identification of three new opportunities, and the establishment of targets grounded in research for the number of international experiences for students, faculty and applied research projects.

Strategy 1.5

Develop an e-Learning strategy that prepares our graduates for lifelong learning.

Objectives:

- Initiate the transition of full-time faculty and administrators to a mobile virtualized laptop/tablet environment including voice telephony to replace the current desktop model beginning with a pilot group (10 -15 users) in April 2015. Success will be measured by evaluating the pilot and ensuing that Faculty and Administrators

provide feedback that the transition is positive and has created a more flexible working environment.

- Renew the e-learning strategy, complete with annual milestones appropriate to the level of resources and support to integrate and support evolving practices in educational technology. Success will be measured by the renewal of the e-Learning Plan. The plan will include milestones aligned with Integrated Program Planning (IPP) metrics.
- Design a plan to increase the use of electronic portfolios (e-portfolios) across the College programs, emphasizing the importance of students' professional digital presence; establish baseline and identify target programs for pilots. Success will be measured through piloting of e-portfolios in selected programs and Schools.
- Implement a pilot project within a program area of strength to enhance learning to convert one program to fully online. Success will be measured through evaluation of the pilot.
- Implement video conferencing using existing unified communications infrastructure and licensing at Peterborough, Lindsay and Haliburton in at least two rooms per campus by December 2015. Success will be measured by successful implementation of all requirements.

Strategy 1.6

Ensure results: graduates move on to employment and further educational opportunities that recognize and capitalize on their education at Fleming. We emphasize the KPI of Employment Rate as well as program-related employment, credential recognition and transfer as means for measuring success.

Objective:

- Develop structured programs/initiatives between Advancement and Alumni Relations and Career Services to advance students' career success. Success will be measured by having one collaborative event per term connecting Advancement staff and community/alumni connections with the Career Services team.

2.0 Providing Superior Services & Facilities

Strategy 2.1

Provide superior service to students through plans and consequent improvements that increase student satisfaction. Our overall ratings and at least twelve (i.e. two-thirds) of our KPI-based specific service/facilities ratings will be in the top quartile in the province.

Objectives:

- In order to focus on efficiency and effectiveness, Student Services will undergo a space and unit alignment initiative and begin applying Integrated Planning (IP) to Student Services. Success will be measured by engaging the Space and Infrastructure Committee in a review of the current space needs and developing a plan for implementation and by working with the IP team to pilot one student service unit through the IP process.
- Implement year one of the three-year Fundraising Plan and support increased revenue generation opportunities for both College and student initiatives through the development and implementation of an online fundraising mechanism. This mechanism will be in place by the end of 2015.
- Create a new Department of International Education (recruitment, international admissions, international student services, and English as a Second Language) that includes the foundational elements to establish a highly functioning integrated team. Success will be measured by peer and staff feedback and feedback from International Education Committee members.
- Begin the first phase of a multi-year plan to transition to Enterprise Wireless Services which will support full academic delivery where required. First phase in 2015-2016 includes engaging an industry partner to deliver a full site survey and produce an architecture plan with anticipated costs. This year's measure of success is having the multi-year plan completed.
- Implement a standardized collaborative enterprise solution starting with Jabber. Success will be measured by successful implementation of all requirements.
- Develop and implement business process, policy and system changes necessary to meet the requirements of the new Tuition Policy Framework (Tuition Billing). Success will be measured by successful implementation of all requirements.
- Implement systems projects including web registration, Electronic Data Interchange enhancements, recruiter billing and tuition billing. Success will be measured by successful implementation of all projects and user feedback.

- Implement all business process and system changes necessary to meet new Ontario Student Assistance Program requirements. Success will be measured by implementation and student feedback.

Strategy 2.2

Ensure that both employees and students see our Fleming IT resources and support as clear assets for their work and learning.

Objectives:

- Focus on the Enterprise Resource Planning (ERP) First Strategy to maximize current and future investments. Continue to implement specific systems priorities as identified by the Evolve Operations Leadership Team, that in partnership with Lean projects, identify business processes that can be refined and standardized leading to full automation and cost savings. Measure of success is that proposed costs savings in each project are achieved.
- Complete a major upgrade to the Enterprise Systems Platform (Hardware, Storage, Operating system) including the Enterprise Portal. Success will be measured by the upgrade being delivered on time, on budget with minimal disruption to services.
- Complete a major Network upgrade to the 4000 series switch fabric across all campuses. Success will be measured by the upgrade being delivered on time, on budget with minimal disruption to services.
- Implement a second firewall to protect the Fleming Network core. Success will be measured by the upgrade being delivered on time, on budget with minimal disruption to services and adherence to standard audit security requirements.
- Implement “Dashboards” and “WorkCentres” across specific roles and functional areas to bring more efficiency to the day-to-day environment. Success will be measured by successful implementation of all requirements.
- Leverage the enormous amounts of data in Enterprise Datamarts to support Analytical Decision making tools and real-time access to data. This will support evidence-based decision-making and management (IP). Success will be measured by successful implementation of all requirements.

Strategy 2.3

Complete Campus Master Planning at our major campuses; prioritize and implement key improvements to the physical environment at all campuses.

Objective:

- Complete the Frost Campus Master Plan to provide a blueprint for a campus that enables delivery of our key SMA priority of a Centre of Excellence in SENRS; complete the construction of all unused KTTC space to support program delivery; deliver strategic space improvements at the Frost Campus, and at the Sutherland Campus specifically to support the move of the Esthetician program.

Strategy 2.4

Provide training and services to employees to enable achievement of the Core Promise to Students.

Objective:

- Develop and implement a cross cultural training session that can be delivered to students and staff that would contribute to the support of international students from various countries. Success will be measured by at least two sessions being held and favourable satisfaction ratings from participants.

3.0 *Leading in Sustainability*

Strategy 3.1

Develop and implement a five-year Fleming College Sustainability Plan that includes objectives, benchmarks and public reporting.

Objective:

- Continue progress on our 5-year Sustainability Plan (2013-2018) by developing the year-three (15/16) action plan towards achieving a silver Sustainability Tracking Assessment Rating System (STARS) rating (or higher) by 2015. Success will be measured by achieving completion on 80% of the actions and a submission of STARS public reporting and benchmarking report by March 2016.

Strategy 3.2

Reduce waste and the College's carbon footprint so that Fleming's results meet or exceed provincial and national standards for postsecondary institutions.

Objective:

- Complete 6 energy reduction projects that deliver fixed and demand load energy savings of approximately 3%, and water saving initiatives totalling a 2% reduction.

Strategy 3.3

Infuse sustainability across the curriculum and across the student experience so that graduates understand and address sustainability issues.

Objective:

- All diploma programs will include the Fleming sustainability learning outcome. Learning activities will have a focus on community-based learning and integration with the Indigenous Perspectives initiative. The benchmark for success: 70% of two-year diploma graduates will have achieved the learning outcome by the graduating class of 2017 and 100% of all diploma program graduates by 2018.

Strategy 3.4

Develop the Centre for Alternative Wastewater Treatment (CAWT) so that its research and activities have a significant impact on the College and a highly respected role in the province's water-related initiatives.

Objectives:

- In conjunction with the TAC centre, implement an aggressive business revenue model that will see the CAWT realize its value to industry and community. Increased revenue generation will ensure a self-sustaining model for the CAWT in future years. Success will be measured by increasing cash contributions by current industry partners and establishing research partnerships with at least ten (10) new companies further realizing its value to the water industry and community.
- Work closely with WaterTAP (provincial Water Technology Acceleration Project) to participate in efforts to make Ontario a global water leader. Success will be measured by the completion of high quality research, the alignment with funding metrics and the required reports submitted accurately and on time.
- As a new and the sole college member of the Southern Ontario Water Consortium, further enhance our partnerships and reputation with eight (8) Ontario university members and gain access to increased research funding through the investing in

Commercialization Partnerships Federal Development program through to December 2018.

- Achieve International Organization for Standardization (ISO) 17025 accreditation and secure Natural Sciences and Engineering Research Council (NSERC) Industrial Chair funding. Success will be measured by securing the ISO accreditation and attaining TAC Industrial Chair Funding.

4.0 Growing with Positive Results

Strategy 4.1

Develop and implement campus-based growth plans to realize an overall annual college growth target of 3%. The College will attract students from growing markets including non-direct and underserved groups. The plan will protect market share in our region and identify targeted international opportunities.

Objectives:

- Successfully implement the 2015-16 Enrolment Plan and develop the Official Enrolment Plan for 2016-17. Success will be measured by achievement of the enrolment targets and approval of the 2016-17 Plan.
- Generate student applications to support the achievement of the College's overall enrolment targets with a focus on developing and refining digital advertising and recruiting outreach tools combined with traditional promotions.
- Continue promotional focus on program clusters identified for growth in the Strategic Mandate Agreement, which are: Natural Resources and Environmental Sciences, Trades and Technology, Healthcare and Community Services, and Arts and Heritage. Increase focus on selected target market segments: Non-direct, International, Eastern Greater Toronto Area.
- Launch a new College website prior to the fall 2015 recruiting season. The site will have enhanced content, embedded tracking capabilities to link with sales and marketing automation tools, and responsive design features to enhance the user experience across all platforms. Web analytics will be used as the measurement tool, targeting a >3% increase in traffic, as well as improvements in response time, bounce rates and time on site.
- Implement international enrolment strategies including increased recruitment activities in China, continuation of recruitment efforts in India and expansion of recruitment efforts to one additional country. Success will be measured by meeting all international enrolment targets.

Strategy 4.2

With the Core Promise as its foundation, implement an integrated growth plan that addresses the entire enrolment cycle, from marketing and admissions to retention and support.

Objectives:

- Leverage and integrate sales and marketing automation tools to capture contact data, engage prospects and manage prospective students with communications personalized to their profile and program interests through to the application process. Measurement will be through data collection and analysis and success will be measured by increases in application and conversion rates among the prospective students in the data set.
- Revise and successfully launch new brand standards for the Fleming family of brands – Fleming, Frost and Haliburton.

Strategy 4.3

Implement an aggressive annual plan for new program development so that five percent of incoming students are in new programs.

Objectives:

- Develop and implement marketing plans to support new product initiatives in both postsecondary and contract training segments. Successful achievement of enrolment targets will measure the success of these plans.
- Continue to improve the new gated process and in-house business case writing skills. Enter six (6) new program concepts into the pipeline by March 2016. Three programs are to have final Board of Governors approval by the end of the fiscal year.

Strategy 4.4

Expand part-time and continuing education activity levels consistent with or above the overall College growth target.

Objective:

- Launch and market one (1) new Graduate Certificate in Community Development & Health (Patient Navigator), attracting current graduates to continue their education

and professionals already employed looking to upgrade their skills sets. Increase gross income from Contract Training by 15% over 2014-15 budget update.

5.0 Building Community Success

Strategy 5.1

Work in partnership with our communities to contribute measurably to economic and community development. These plans include emphasis on sectors such as hospitality and tourism, health and wellness, the arts, water management, and construction and manufacturing.

Objective:

- Enhance our relationship with the City of Kawartha Lakes to assist local companies with economic development objectives in the water sector. Success will be indicated by the number of companies working in partnership with the City of Kawartha Lakes and the CAWT for the purposes of moving their technology forward in the commercialization process.

Strategy 5.2

Fully realize the vision of the KTTC to address immediate and long-term needs and opportunities.

Objectives:

- Develop a five-year growth plan for trades and technology programs at Fleming. Success will be determined by the development of the plan and attainment of year-one targets.
- Submit two new program proposals for validation by the Credit Validation Service and approval by the Ministry of Training, Colleges and Universities. Success will be measured by the approval of proposals with launch depending on timing of approval.

Strategy 5.4

Undertake research in the area of healthy aging in partnership with St. Joseph's at Fleming. Fulfill our obligations as a member of Colleges Ontario Network for Industry and Innovation.

Objectives:

- Obtain Social Sciences and Humanities Research Council and Canadian Institute of Health Research institutional eligibility in order to allow us to expand applied

research activities in social and health sciences. Success will be measured by securing new funding for applied research in this area.

- Renew and strengthen the partnerships with St. Joseph's at Fleming. Success measured by business cases developed for the re-location of the Institute for Healthy Aging within St. Joseph's facility.

Strategy 5.5

Enhance programs and services to Aboriginal students to improve their access, participation and success.

Objectives:

- Implement the updated framework for Indigenous Perspectives programming, evaluate results and identify additional programs for Indigenous Perspectives. Success will be measured by determining the self-identified indigenous students' participation in Indigenous Perspectives designated programs. Indigenous Perspectives identified students will participate in a focus group to determine strengths of the program and marketing strategies.
- Provide initiatives that support Aboriginal student success, complement experiential learning outcomes, and are aligned with Indigenous Perspectives programming. Success will be measured by an increase in cultural programming initiatives that cross academic and student services.

Strategy 5.6

Emphasize a "Fleming Serves" philosophy that provides business and community service learning opportunities and recognizes employees' contributions to community success.

Objective:

- Foster a culture of philanthropy that recognizes gifts of both time and monetary donations. This will be measured through the successful outcomes of the United Way and Annual Giving Campaigns.

6.0 Developing the Fleming Working Environment

Strategy 6.1

Through a College priority on continuous learning and professional development, enhance skills, professional capabilities and personal growth.

Objective:

- Implement focused development initiatives that are relevant to specific employee groups and enhance the ability of staff to demonstrate creativity, continuous improvement and integration across divisions. Success will be measured by specific feedback related to individual initiatives as well as strong participation rates and the achievement of business plan objectives.

Strategy 6.2

Emphasize leaders' responsibilities and objectives to focus in a balanced way on both people and results.

Objective:

- Implement several initiatives that relate to opportunities identified through our engagement survey, such as tool kits for Leaders to help them better manage and engage their teams, a mental health/wellness strategy and improved and streamlined recruitment processes. Also implement an engagement survey in fall 2015. Success will be measured through qualitative feedback related to specific initiatives and the results of the engagement survey.

Strategy 6.3

Foster teamwork and strong relationships through a focus on effective communications, conflict resolution, critique, collaborative decision-making and accountability.

Objectives:

- Ensure stronger integration between the Academic and Student Services areas to create a meaningful and comprehensive learning experience for students. One means to achieve this will be to form 'community of practice' groups to increase opportunities for collaboration and to more consistently live our core promise. Success will be measured by the formation of two communities of practice and that begin productive conversations with at least one 'quick win' in the area being discussed. Groups may include the following topic areas - Aboriginal, careers, work integrated learning, external relations, mental health.
- Fully implement Fleming's new Academic Council and working groups/standing committee structure to engage faculty and students in discussion and recommendations pertaining to academic matters. Success will be evidenced by the efficacy of Academic Council; specifically Academic Council's working group recommendations being informed by research and provided to the Vice-President Academic.

Strategy 6.4

Continue to develop a welcoming working environment that supports inclusiveness, innovation and sustainability. This environment will be reflected in a high level of employee engagement.

Objective:

- Implement Integrated Planning in all areas of the College to ensure all initiatives are value-added to our students and result in a superior student experience. Continue to integrate College committees towards more aligned resource management from recruitment to graduation and use the results of this process to inform our plans to address program and service viability issues, including comprehensive program and service redesign. Identifying the plan to achieve robust programs and services, along with phase one implementation, will be the measures of success.

Strategy 6.5

Regularly seek feedback and evaluate the College's progress in relation to our Core Promise values and strategic priorities.

Objective:

- Continue to improve College processes and realize the efficiencies needed for future cost avoidance through the use of formal and informal Lean processes. An annual Report Card that identifies the status of projects, benefits to students and the College, staff engagement in the process, and the relevant metrics will be the measures of success.

Conclusion

We recognize that the environment is competitive and that there are financial constraints and resource limitations. These challenges will be addressed by placing a focus on quality teaching and learning, working in an integrative fashion, demonstrating imagination and continuous improvement and listening to the input of students, employers and staff. We will approach this year balancing both efficiency and growth.

We are confident that this plan strongly positions the college to move ahead on several fronts:

- Successfully delivering on our Core Promise to students
- Serving our region with a comprehensive suite of programs
- Continuing to develop differentiation in specific areas of strength
- Highly valuing and engaging our employees
- Continuing to innovate for the benefit of all of our stakeholders

We believe that we have a strong business plan with objectives that will ensure significant progress towards our Strategic Mandate Agreement, as well as lay a healthy foundation for implementing our next strategic plan.

BOARD BRIEFING REPORT

Board Committee Meeting
 Public Board Meeting
 In-Camera Board Meeting
Date of Meeting: April 29, 2015 **Agenda Item 5.3**

SUBJECT: College Policy #4-426 – Parking and Traffic

PRESENTED BY: Mr. Baker, Vice-President Finance and Administration

DESCRIPTION: A policy and operating procedure has been created to formalize the authority and processes related to internal parking enforcement at all Fleming College Campuses.

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

The need for a policy has come to the forefront as the College has transitioned from enforcing parking through local municipal by-laws to an internal enforcement model focused on improving compliance rather than strict enforcement through the court process.

- March 25, 2015 Committee-of-the-Whole meeting

Connection to Fleming’s planning framework: N/A

Attachments:

- Proposed Policy #4-426 – Parking and Traffic
- *For information*, the College Operating Procedure

Action Requested:

Information/Update
 Discussion/Advice
 Decision/Approval *(Recommendation as a motion)*

ANALYSIS

Parking is an important service at all postsecondary campuses. Fleming College has 2,000 parking spaces at the Sutherland Campus and 700 spaces at the Frost Campus. Students, employees and visitors are required to pay for parking at each of these campuses based on varying tiers available. Costs, availability of parking and enforcement issues are often matters that draw vocal reactions from both employees and students.

Parking Regulations currently exist on the Security website which identify fees, penalties, etc. However, there is currently no policy to clearly define accountability and provide clear direction.

The costs associated with operating and maintaining the parking lots have steadily increased in the past five years. In response to these increasing costs, the price of a parking permit has also steadily increased. This has caused some backlash and questioning of parking procedures and processes related to the determination of fees. The Parking Regulations for the past several years have been updated annually and approved by ELT but were not directly connected to an approved policy. The proposed policy will ensure that any future changes to parking regulations and operations will be made under a guiding policy with clear directions for governance and enforcement.

Implementation Strategy

Immediate implementation upon approval.

Decision Point

Agreement that a policy is warranted and support for the proposed framework.

RECOMMENDATION

THAT the Board of Governors of Sir Sandford Fleming College approve College Policy #4-426 – *Parking and Traffic*.

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

COLLEGE POLICY

Parking and Traffic	
Policy ID:	4-426
Manual Classification:	Section 4 – Finance and Facilities
Approved by:	Board of Governors Tentative April 29, 2015
Effective Date:	May 1, 2015
Next Policy Review Date:	May 2020
Administrative Contact for Policy Interpretation:	Vice-President Finance and Administration
Linked to an Operating Procedure:	<input checked="" type="checkbox"/> Yes #4-426 OP <input type="checkbox"/> No

Policy Statement

The grounds of Fleming College are private property including all parking areas, parklands, roads and pathways.

The College reserves the right to control parking and traffic on the campus, to prohibit access to any vehicle and to restrict parking or driving privileges at any time, in any parking lot, for emergencies, construction or other operational purposes.

Fleming College has no legal obligation to provide parking accommodations and assumes no responsibility for any damage or loss of a vehicle or its contents.

In general, the regulations for safe operation of a vehicle as described in the *Highway Traffic Act of Ontario* shall be the guidelines for safe operation of a vehicle on Fleming College property.

All persons operating a motor vehicle on campus are required to have a valid driver's license and liability insurance for their vehicle.

Purpose

This policy will provide clear direction and regulation for the safe and orderly movement and parking of vehicles at all Fleming College Campuses.

Scope

This policy shall apply to all students, employees, third party contractors and visitors to all Fleming College Campuses.

Definitions/Acronyms

N/A

General Principles

This policy and associated regulations will be based on the following three principles:

1. Promoting the safe movement of vehicles through and around campus and providing safe and welcoming parking areas for students, employees and visitors.

2. The fair application and enforcement of this policy and any of the associated regulations or procedures.
3. Parking shall be operated as an ancillary service which generates sufficient revenue for operational costs, capital investments and a reasonable contribution to the College for overhead costs related to administrative support.

Related Documents

- Administrative Operating Procedure #4-426OP, *Parking and Traffic Procedure*
- College Policy #4-402, *Community Access to College Facilities*
- College Policy #4-423, *Campus Security*
- Parking Regulations – Security and Parking Services
- Highway Traffic Act of Ontario

Appendices

N/A

Summary of Amendments/Reviews:

Section(s)	Date	Comments
New policy		

ADMINISTRATIVE OPERATING PROCEDURE

Procedure ID:	Parking and Traffic Procedure 4-426 OP	
Approved by:	Executive Leaders Team	June 17, 2014
Effective Date:	May 1, 2015 Tentative	
Next Review Date:	May 2018	
Monitoring Responsibility:	Director, College Facilities	
Linked to a College Policy:	<input checked="" type="checkbox"/> Yes # 4-426	<input type="checkbox"/> No

Policy Statement

The grounds of Fleming College, including all parking areas, parklands, roads and pathways, are private property.

The College reserves the right to control parking and traffic on the campus, to prohibit access to any vehicle and to restrict parking or driving privileges at any time, in any parking lot, for emergencies, construction or other operational purposes.

Fleming College has no legal obligation to provide parking accommodations and assumes no responsibility for any damage or loss of a vehicle or its contents.

In general, the regulations for safe operation of a vehicle as described in the *Highway Traffic Act of Ontario* shall be the guidelines for safe operation of a vehicle on Fleming College property.

All persons operating a motor vehicle on campus are required to have a valid driver's licence and liability insurance for their vehicle.

Definitions/Acronyms

N/A

Operating Procedure

1.0 POLICY ADMINISTRATION

The Manager, Public Safety and Parking has the overall responsibility for the administration of this policy and the associated regulations as well as other matters pertaining to the ongoing operation of Parking Services at Fleming College.

2.0 PARKING & TRAFFIC REGULATIONS

Detailed regulations regarding parking and traffic movement shall be created and made publicly available. The regulations shall include:

1. Direction to students, employees and visitors on the available types of parking.
2. A schedule of parking fees associated with the various types of parking.
3. A list of parking violations, penalty fees and enforcement actions.
4. A two-step appeal process and associated procedures.

3.0 POLICY ENFORCEMENT

The Manager, Public Safety and Parking shall have overall management responsibility for the enforcement of this policy, the associated regulations and the appeal process.

Campus Security Guards will have the primary responsibility for the issuing of Violation Notices for parking and traffic related infractions.

Related Documents

- College Policy #4-426, *Parking and Traffic*
- College Policy #4-402, *Community Access to College Facilities*
- College Policy #4-423, *Campus Security*

Appendices

- Appendix A – Sutherland Student Parking Application
- Appendix B – Frost Student Parking Application
- Appendix C – Full-Time Employee Parking Application
- Appendix D – Part-Time Employee Parking Application
- Appendix E – Payroll Deduction Form
- Appendix F – Parking Violation Notice Appeal Form

Summary of Amendments/Reviews:

Section(s)	Date	Comments
New procedure		

Appendix A to Operating Procedure 4-426 OP: Sutherland Student Parking Application

Person and Vehicle Information

Last Name: _____

First Name: _____

Student #: _____

Program: _____

Vehicle Make: _____

Plate #: _____

Please circle your preferred parking option:

Permit Type	Access to Lots	Monthly	One Semester	2 Semesters	3 Semesters
Premium	Maple, Spruce	N/A	N/A	N/A	\$600
General	Ash, Aspen, Birch, Oak	\$60	\$240	\$365	\$450
Economy	Beech, Cedar	\$40	\$160	\$260	\$325
Residence Only	Pine	\$60	\$240	\$365	\$450
After 5pm Only	Ash, Aspen, Birch, Oak	\$15	\$60	\$120	\$180

Special Note: For Programs that are less than 16 weeks long (e.g. Apprenticeships), please see the staff at the Information Booth for information about parking rates and options.

Fleming College reserves the right to control parking and traffic on campus, to restrict or prohibit access to any lot and to change the designation of any parking lot to meet operational requirements.

I am aware of the Parking Regulations and that copies are available at the Information Booth and on the College Portal. By purchasing this permit I agree to abide by these regulations.

Signature

Date

OFFICE USE ONLY			
Hang Tag#:	Receipt:	Card#:	Expiry Date:
Notes:			
Monthly Permit Renewal Tracking			
Payment Date	Expiry Date	Initials	Staff Initial

Appendix B to Operating Procedure 4-426 OP: *Frost Student Parking Application*

Person and Vehicle Information

Last Name: _____

First Name: _____

Student #: _____

Program: _____

Vehicle Make: _____

Plate #: _____

Please circle your preferred parking option:

Permit Type	Access to Lots	Monthly	1 Semester	2 Semesters	3 Semesters
General	A, B, D, C, E	\$60	\$240	\$365	\$450
Economy	G	\$40	\$160	\$260	\$325
Residence Only	R	\$60	\$240	\$365	\$450

Special Note: For Programs that are less than 16 weeks long (e.g. Heavy Equipment), please see the staff at the Information Booth for information about pro-rated parking rates & options.

I am aware of the Parking Regulations and that copies are available at the Information Booth and on the College Portal. By purchasing this permit I agree to abide by these regulations.

Signature

Date

OFFICE USE ONLY				
Hang Tag#:	Receipt:	Card#:	Expiry Date:	
Notes:				
Monthly Permit Renewal Tracking				
Payment Date	Tag#	Expiry Date	Payment Initial	Staff Initial

Appendix C to Operating Procedure 4-426 OP: *Full-Time Employee Parking Application*

Person and Vehicle Information

Last Name: _____ First Name: _____

Employee #: _____ Department: _____

Vehicle Make: _____ Plate #: _____

Please circle your preferred parking option:

Permit Type	Sutherland Lots	Frost Lots	Monthly	1 Semester	2 Semesters	Annual
Premium	Maple, Spruce	N/A	N/A	N/A	N/A	\$600
General	Ash, Aspen, Birch, Oak	A, B, C, D, E	\$60	\$240	\$365	\$450
Economy	Beech, Cedar	G	\$40	\$160	\$260	\$325

Please Note: In the event that you lose or forget your hanging tag or access card, you are required to come to the Information Booth to get a replacement or temporary pass. Parking in the Pay & Display Lot and is not an option unless you pay at the machine. A \$30.00 replacement fee will apply to lost permits.

Fleming College reserves the right to control parking and traffic on campus, to restrict or prohibit access to any lot and to change the designation of any parking lot to meet operational requirements.

I am aware of the Parking Regulations and that copies are available at the Information Booth and on the Parking website. By purchasing this permit I agree to abide by these regulations.

Signature

Date

OFFICE USE ONLY			
Hang Tag#:	Receipt:	Card#:	Expiry Date:
Notes:			
Monthly Permit Renewal Tracking			
Payment Date	Expiry Date	Initials	Staff Initial

Appendix D to Operating Procedure 4-426 OP: *Part-Time Employee Parking Application*

Person and Vehicle Information

Last Name: _____

First Name: _____

Employee #: _____

Department: _____

Vehicle Make: _____

Plate #: _____

Please circle your preferred parking option:

Permit Type	Sutherland Lots	Frost Lots	Monthly	1 Semester	2 Semesters	Annual
Premium	Maple, Spruce	N/A	N/A	N/A	N/A	\$600
General	Ash, Aspen, Birch, Oak	A, B, C, D, E	\$48	\$192	\$292	\$360
Economy	Beech, Cedar	G	\$32	\$128	\$208	\$260

Please Note: In the event that you lose or forget your hanging tag or access card, you are required to come to the Information Booth to get a replacement or temporary pass. Parking in the Pay & Display Lot and is not an option unless you pay at the machine. A \$30.00 replacement fee will apply to lost permits.

Fleming College reserves the right to control parking and traffic on campus, to restrict or prohibit access to any lot and to change the designation of any parking lot to meet operational requirements.

I am aware of the Parking Regulations and that full copies are available at the Information Booth and on the Parking website. By purchasing this permit I agree to abide by these regulations.

Signature

Date

OFFICE USE ONLY			
Hang Tag#:	Receipt:	Card#:	Expiry Date:
Notes:			
Monthly Permit Renewal Tracking			
Payment Date	Expiry Date	Initials	Staff Initial

Appendix F to Operating Procedure 4-426 OP: *Parking Violation Notice Appeal Form*

To appeal a Fleming College Parking Violation Notice, please complete this form and submit it at the Information Booth at either the Frost or Sutherland Campus. Appeals must be submitted within 5 working days of the date the Parking Violation Notice was issued. Appeals submitted more than 5 working days after the offence notice was issued will not be reviewed or processed.

Name: (first and last)		Student/Employee#:	
Violation Notice#:		Date Notice Issued:	
Email Address:		Contact Phone #:	

Please provide a detailed reason for your appeal:

Parking Staff Use Only

Staff Name:		Date Received:	
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Decision:

Manager, Public Safety and Parking Use Only

Reviewed By:		Date Received:	
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Decision:

BOARD BRIEFING REPORT

<input type="checkbox"/> Board Committee Meeting	<input checked="" type="checkbox"/> Public Board Meeting	<input type="checkbox"/> In-Camera Board Meeting
Date of Meeting: April 29, 2015		Agenda Item 6.1

SUBJECT: Financial Position as at March 31, 2015

PRESENTED BY: Mr. Baker, Vice-President Finance and Administration with Ms. Sims, Director Budget Services

DESCRIPTION: An update on the year-to-date financial position of the College as at March 31, 2015 prior to final year-end review and audit completion.

BACKGROUND: *(includes a chronology of events, previous discussions/decisions leading to the recommendation)*
 This statement represents the revenues collected and expenditures made in comparison to the 2014-2015 Update Budget along with comparative amounts from the same period of the previous fiscal year.

Connection to Fleming’s planning framework: Financial Plan

Attachments:

- Statement of Revenue and Expenditures as at March 31, 2015

Action Requested:

<input checked="" type="checkbox"/> Information/Update	<input type="checkbox"/> Discussion/Advice	<input type="checkbox"/> Decision/Approval <i>(Recommendation as a motion)</i>
--	--	--

ANALYSIS

Year-end processing is still underway and subject to final review and audit.

Current status for year-end is indicating a slightly unfavourable position for operating revenues with an overall shortfall from the 2014-2015 budget.

Operating expenditures, however, are currently trending toward a favourable position, with the caveat/risk that some outstanding accounts payable (invoices) may not yet be received.

Current overall status of accounts as processed indicates a small College surplus.

Implementation Strategy

N/A

Decision Point

N/A

RECOMMENDATION

Receive the update, as information.

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

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending March 31, 2015



	Current Year			Prior Year			Variance
	Actual To 31-Mar-2015	Budget Current Year	YTD/Budget %	Actual To 31-Mar-2014	Actual Prior Year	YTD/Year %	Difference %
Revenue							
Grants and Reimbursements	(46,371,578.17)	(46,209,861.00)	100.3%	(46,286,757.63)	(46,286,757.63)	100.0%	0.3%
Student Tuition Fees	(26,355,182.34)	(26,576,280.00)	99.2%	(24,144,976.41)	(24,144,976.41)	100.0%	-0.8%
Contract Training	(967,802.60)	(1,242,396.00)	77.9%	(832,647.29)	(832,647.29)	100.0%	-22.1%
Other Income							
Other Income	(7,058,294.60)	(6,947,050.00)	101.6%	(7,937,196.50)	(7,937,196.50)	100.0%	1.6%
Ancillary Fees	(4,250,739.88)	(4,186,328.00)	101.5%	(4,196,911.01)	(4,196,911.01)	100.0%	1.5%
Non-Operating Revenue	-	-		-	-		
Total Other Income	(11,309,034.48)	(11,133,378.00)	101.6%	(12,134,107.51)	(12,134,107.51)	100.0%	1.6%
Amortization of Deferred Capital Contributions	(4,306,576.81)	(4,311,270.00)	99.9%	(3,571,423.01)	(3,571,423.01)	100.0%	-0.1%
Total Operating Revenues	(89,310,174.40)	(89,473,185.00)	99.8%	(86,969,911.85)	(86,969,911.85)	100.0%	-0.2%
Investments							
Skills Programs	(3,653,155.88)	(3,602,327.00)	101.4%	(3,356,845.29)	(3,356,845.29)	100.0%	1.4%
Tuition Holdback Bursaries	(1,911,335.13)	(2,441,298.00)	78.3%	(2,773,171.71)	(2,773,171.71)	100.0%	-21.7%
Ministry Bursaries	(645,630.91)	(369,288.00)	174.8%	(642,164.03)	(642,164.03)	100.0%	74.8%
Special Projects	(2,424,934.69)	(2,341,959.00)	103.5%	(2,735,347.15)	(2,735,347.15)	100.0%	3.5%
Facilities Renewal and Renovation Projects	(2,164,049.77)	(767,046.00)	282.1%	(770,725.07)	(770,725.07)	100.0%	182.1%
Ancillary Operations	(5,386,876.75)	(5,320,584.00)	101.2%	(4,059,412.68)	(4,059,412.68)	100.0%	1.2%
Total Revenue	\$ (105,496,157.53)	\$ (104,315,687.00)	101.1%	\$ (101,307,577.78)	\$ (101,307,577.78)	100.0%	1.1%

SIR SANDFORD FLEMING COLLEGE
Statement of Revenue and Expenditures
For the Period Ending March 31, 2015



	Current Year			Prior Year			Variance
	Actual To 31-Mar-2015	Budget Current Year	YTD/Budget %	Actual To 31-Mar-2014	Actual Prior Year	YTD/Year %	Difference %
Expenditures							
Salaries and Benefits							
Salaries, Full Time	40,331,841.08	40,339,213.00	100.0%	39,415,313.54	39,415,313.54	100.0%	0.0%
Salaries, Part Time	12,457,716.79	12,760,984.00	97.6%	12,530,369.80	12,530,369.80	100.0%	-2.4%
Benefits	11,412,117.11	11,305,229.00	100.9%	10,751,368.48	10,751,368.48	100.0%	0.9%
Total Salaries and Benefits	64,201,674.98	64,405,426.00	99.7%	62,697,051.82	62,697,051.82	100.0%	-0.3%
Non-Salary Expenses							
Instructional Support Costs	4,864,376.78	4,641,024.00	104.8%	4,795,859.41	4,795,859.41	100.0%	4.8%
Travel and Professional Development	1,147,527.25	1,240,315.00	92.5%	1,081,219.97	1,081,219.97	100.0%	-7.5%
Advertising	957,457.43	1,062,436.00	90.1%	1,017,089.32	1,017,089.32	100.0%	-9.9%
Telephone, Audit, Legal & Insurance	1,116,333.86	1,144,529.00	97.5%	1,055,885.55	1,055,885.55	100.0%	-2.5%
Equipment Maintenance	426,569.59	429,864.00	99.2%	385,010.13	385,010.13	100.0%	-0.8%
Plant and Security	2,516,955.42	2,399,037.00	104.9%	3,138,107.81	3,138,107.81	100.0%	4.9%
Rentals and Taxes	881,713.51	948,008.00	93.0%	929,151.18	929,151.18	100.0%	-7.0%
Utilities	2,401,449.34	2,619,898.00	91.7%	2,430,273.91	2,430,273.91	100.0%	-8.3%
Contract Services Trent	1,828,938.24	2,134,729.00	85.7%	1,745,202.09	1,745,202.09	100.0%	-14.3%
Services & Other	3,233,321.39	3,270,732.00	98.9%	2,705,314.20	2,705,314.20	100.0%	-1.1%
Long Term Debt Interest	58,390.75	65,200.00	89.6%	63,460.88	63,460.88	100.0%	-10.4%
Amortization of Capital Assets	5,623,433.82	5,703,552.00	98.6%	4,937,169.17	4,937,169.17	100.0%	-1.4%
Total Non-Salary Expenses	25,056,467.38	25,659,324.00	97.7%	24,283,743.62	24,283,743.62	100.0%	-2.3%
Total Operating Expenditures	89,258,142.36	90,064,750.00	99.1%	86,980,795.44	86,980,795.44	100.0%	-0.9%
Investments	279,971.79	674,501.00	41.5%	494,239.21	494,239.21	100.0%	-58.5%
Skills Programs	3,433,195.16	3,182,711.00	107.9%	3,118,455.49	3,118,455.49	100.0%	7.9%
Tuition Holdback Bursaries	1,911,335.13	2,441,298.00	78.3%	2,773,171.71	2,773,171.71	100.0%	-21.7%
Ministry Bursaries	645,630.91	369,288.00	174.8%	642,164.03	642,164.03	100.0%	74.8%
Special Projects	2,428,501.07	2,341,959.00	103.7%	2,729,980.88	2,729,980.88	100.0%	3.7%
Facilities Renewal and Renovation Projects	2,164,049.77	197,046.00	1098.2%	770,725.07	770,725.07	100.0%	998.2%
Ancillary Operations	5,054,917.25	5,044,134.00	100.2%	3,763,071.88	3,763,071.88	100.0%	0.2%
Net Asset Adjustment	(6,045.00)	-		(29,007.99)	(29,007.99)		
Total Expenditures	\$ 105,169,698.44	\$ 104,315,687.00	100.8%	\$ 101,243,595.72	\$ 101,243,595.72	100.0%	0.8%
Net	\$ (326,459.09)	\$ -		\$ (63,982.06)	\$ (63,982.06)	100.0%	

The Changing Landscape of Student Recruitment

April, 2015

Fleming College

LEARN | BELONG | BECOME



Fragmentation and Proliferation

Channels, Content, Delivery – How do we reach students?

circa 2000

Print
Magazine
Television
Radio
Events
PR
Direct Mail
Web

Today

Print
Magazine
Television
Radio
Events
PR
Direct Mail
Web

+

E-mail
Chat
Text
Web Ads
Portals
Analytics
ELC/CRM
Video

+



+

+

?

Recruitment Landscape

- We have a unique mix of:
 - local/regional students seeking traditional college offerings
 - out-of-area students attracted to our destination programs

Fleming College

LEARN | BELONG | BECOME



**School of Environmental &
Natural Resource Sciences**

Frost Campus | Fleming College

Haliburton

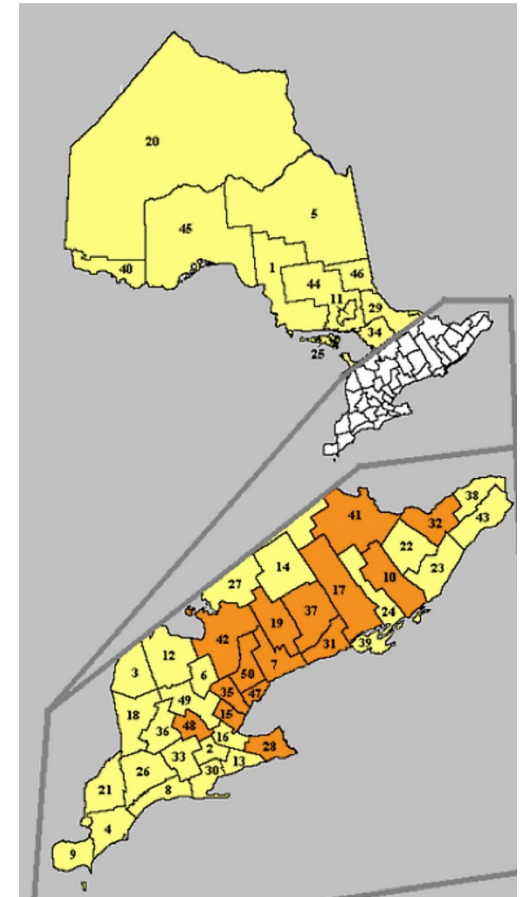
School of The Arts | Fleming College

Fleming Applications by Regions

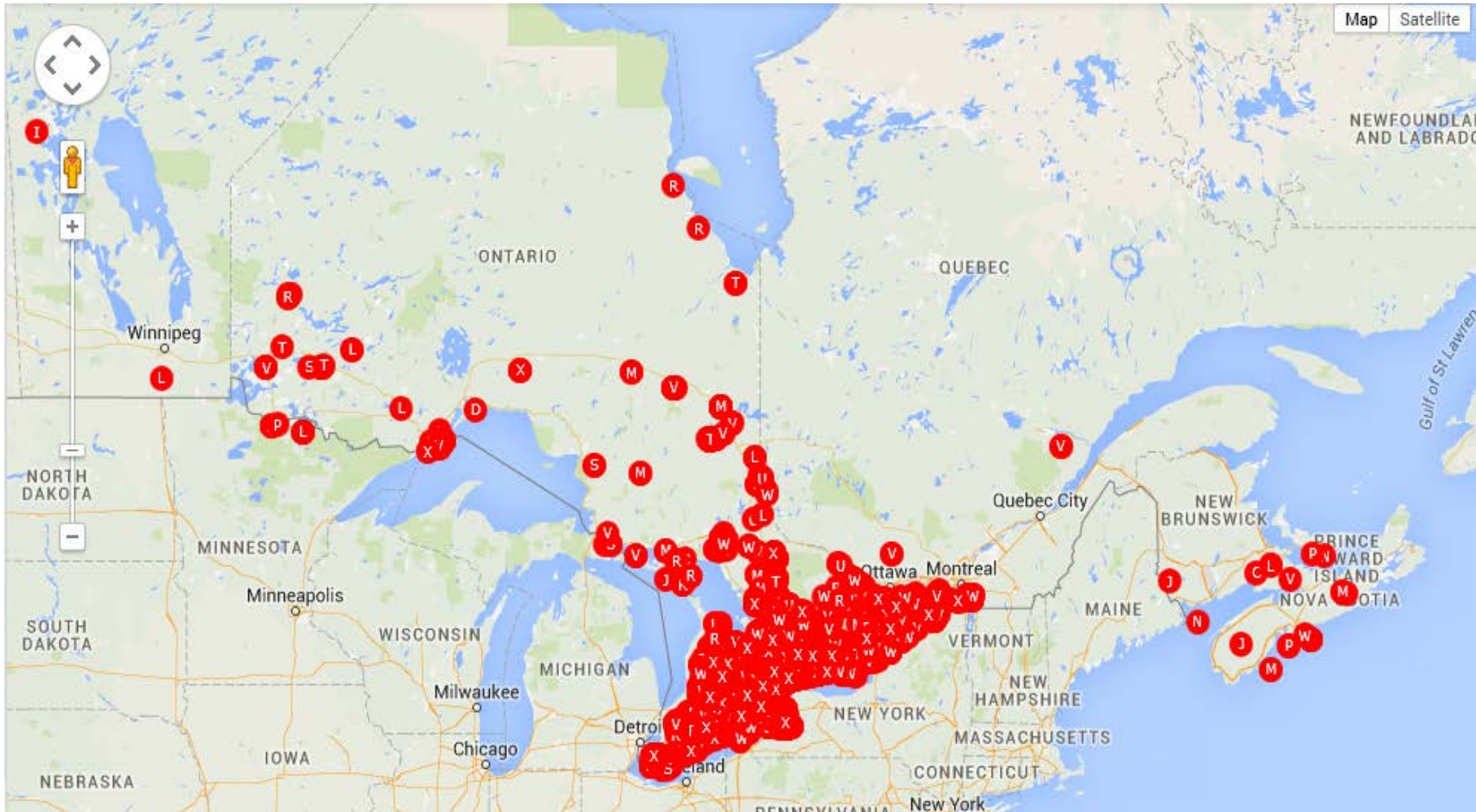
There are a total of 50 municipalities/regions in Ontario

- 2 regions account for **35%** of Fleming applications
- 5 regions account for **52%** of Fleming applications
- 15 regions account for **78%** of Fleming applications

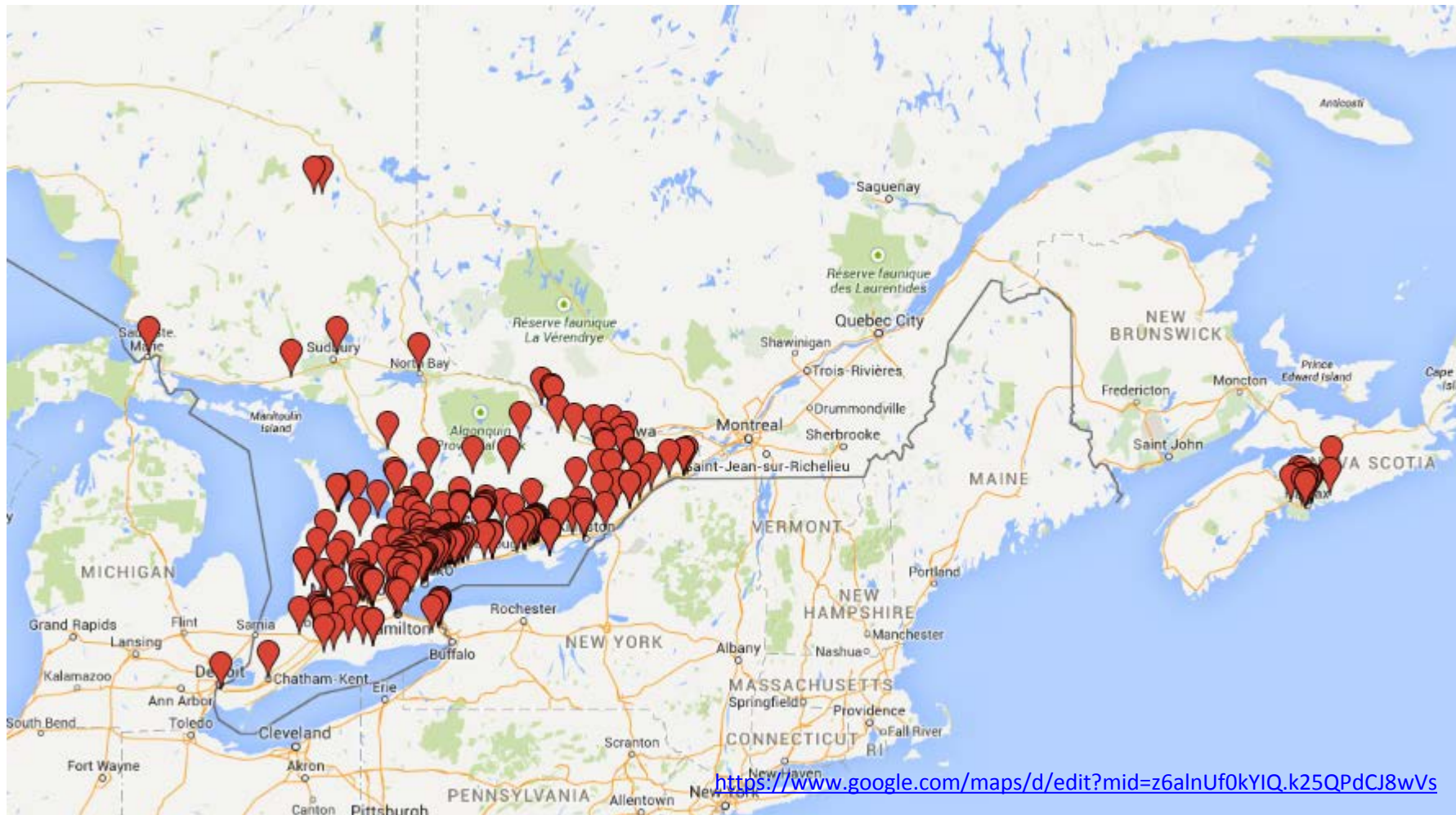
% OF TOTAL FLEMING APPLICATIONS BY REGION					
RANK	Number of Program Choices	2012	%	2013	%
1	PETERBOROUGH COUNTY	3,028	19.55	2,729	17.81
2	DURHAM REGIONAL MUNICIPALITY	2,621	16.93	2,702	17.64
3	KAWARTHA LAKES DIVISION	1,031	6.66	1,025	6.69
4	SIMCOE COUNTY	777	5.02	795	5.19
5	NORTHUMBERLAND COUNTY	747	4.82	688	4.49
6	HASTINGS COUNTY	707	4.57	663	4.33
7	TORONTO DIVISION	675	4.36	592	3.86
8	YORK REGIONAL MUNICIPALITY	604	3.90	585	3.82
9	PEEL REGIONAL MUNICIPALITY	412	2.66	481	3.14
10	OTTAWA DIVISION	330	2.13	359	2.34
11	NIAGARA REGIONAL MUNICIPALITY	301	1.94	310	2.02
12	RENFREW COUNTY	254	1.64	271	1.77
13	HALTON REGIONAL MUNICIPALITY	242	1.56	291	1.90
14	WATERLOO REGIONAL MUNICIPALITY	236	1.52	282	1.84
15	FRONTENAC COUNTY	201	1.30	242	1.58



SENRS applicants Fall 2014



Recruitment visits Sept-Dec 2014



Recruitment Landscape

- Declining high school enrolment means fewer graduates moving onto PSE

Peterborough This Week

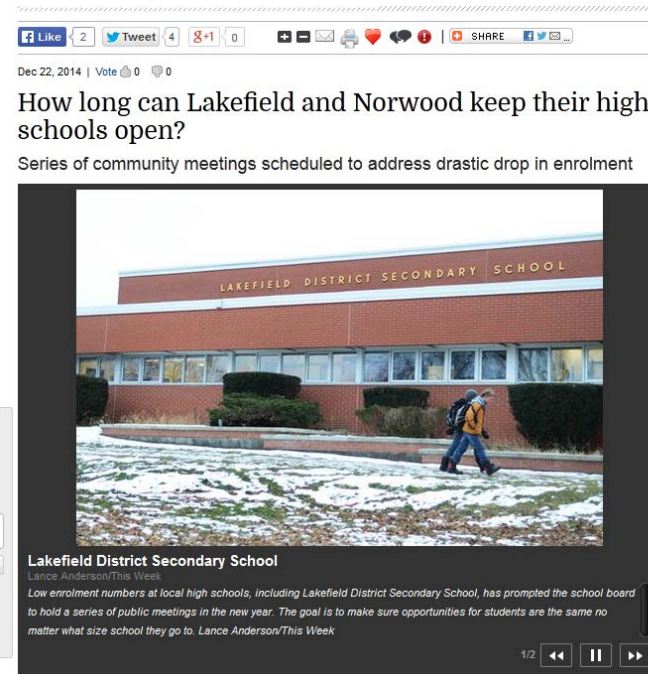
By [Lance Anderson](#)

PETERBOROUGH --Enrolment at public secondary schools has **dropped 26 per cent since 2000.**

The drop in enrolment has been steady since 2000. **Board-wide, there are 3,643 fewer high school students.**

Steve Girardi, superintendent of education, says low birth rates have had a rippling effect on student numbers.

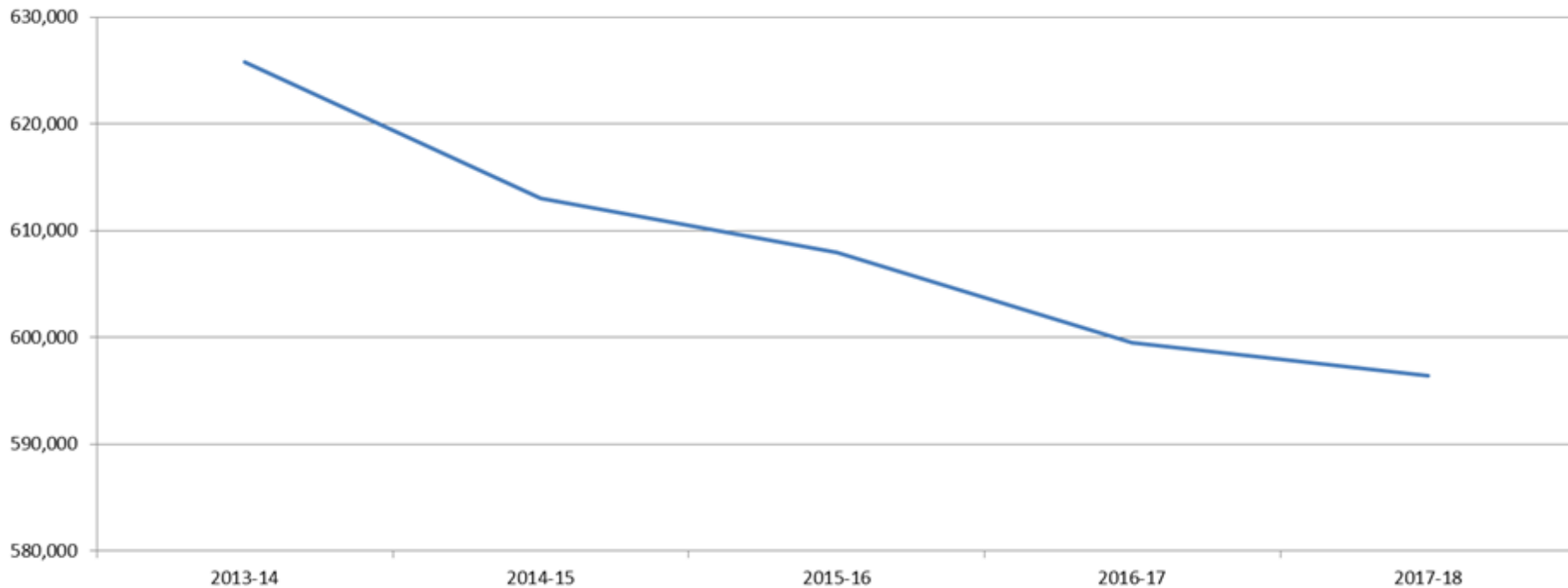
"Elementary took a hit in the earlier years and those smaller classes are now moving into high school," he adds. **"Probably for the next five years we will see a decline in enrolment."**



The screenshot shows a news article from Peterborough This Week. The headline is "How long can Lakefield and Norwood keep their high schools open?" and the sub-headline is "Series of community meetings scheduled to address drastic drop in enrolment". The article is dated Dec 22, 2014. Below the text is a photograph of Lakefield District Secondary School, a large brick building with a person walking in the foreground. The caption for the photo reads: "Lakefield District Secondary School. Lance Anderson/This Week. Low enrolment numbers at local high schools, including Lakefield District Secondary School, has prompted the school board to hold a series of public meetings in the new year. The goal is to make sure opportunities for students are the same no matter what size school they go to. Lance Anderson/This Week."

Ontario's Direct Applicant Projections

2014-15 Board Submitted Secondary Enrolment Projections

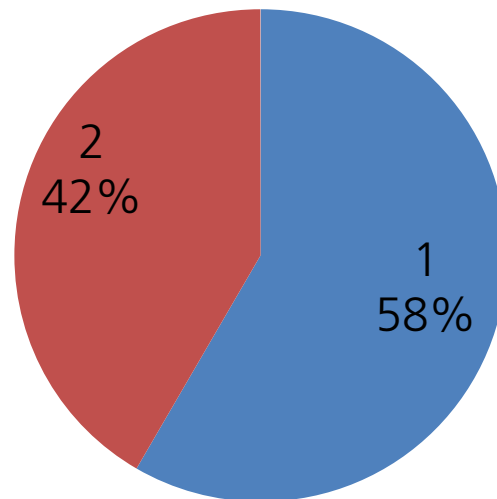


Source: Ministry of Education Average Daily Enrolment Submitted by the Boards

Recruitment Landscape

- Fleming students are a mix of direct and non direct students
 - general trend – more non-direct (previous university or college and retraining).

Fleming Confirmations 2014



Recruitment Strategies

- Recruit Direct & Non-Direct students through proven recruitment tactics, while at the same time testing new tactics
- Nurture relationships we have with key guidance counsellors and other influencers
- Leverage KTTC opening to promote the Trades and Technology programs and the Sutherland Campus
- Focus on specialized programs offered at Frost & Haliburton campuses

Recruitment Activity

- Top School Relationships with 50 local schools
 - Recruitment team has a relationship with guidance and offer extra services
- Presentations, Class Visits, Fairs & Parent Nights
 - high school, adult education centers, employment agencies
- Eastern Regional Panels (ERP)
 - Eastern Region Colleges team up to give a group presentation
- College Information Program (CIP)
 - 6 week tour, stopping at each College reaching +22 000 students
- Metro Fair/Ontario College Information Fair
 - 2 day large trade booth style College fair in Toronto

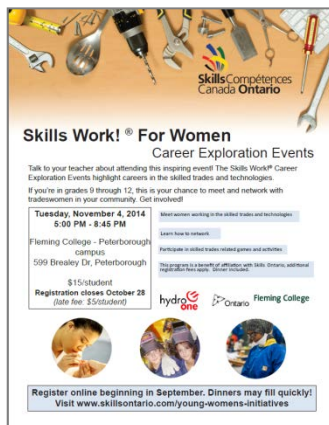
Recruitment Activity

- Campus Tours
 - Student Ambassadors give campus tours to potential students dual credit classes
- Post Grad/University Fairs
 - attended post grad/university fairs to promote our post grad programs
- Open House
 - Record breaking attendance, 1401 student guests attended spring
- Grade 7 Days
 - Grade 7 students participate in hands on activities
- Dialogue
 - Promote new programs and services to guidance councilors
- SENRS East Coast Recruitment Week
 - Intensive one week tour of 13 Nova Scotia high schools

“Skills Work For Women” Career Exploration Series at Fleming

Encouraging young women to consider a future in trades and technology by introducing them to female mentors who have successfully chosen this path

- First time event is held at Fleming
- 112 guests (77 students, 16 mentors, 19 teachers)
- 98% of attending students said they are now more likely to investigate a career in trades & technology



Durham Conversion Event

All students with offers from Fleming in the Durham area were invited to the Explore your Future at Fleming information night to learn more about services, next steps to register and creating excitement.

- 94 people attended
- Of those students who had not yet accepted, 30% stated that *“Tonight provided me with the information I needed to know, to realize that Fleming is right for me and I will be accepting”*

Explore Your Future at Fleming.

What's it like at **Fleming College** ?

Find out for yourself at a fun and informative session about the Fleming experience

- Learn more about student life at Fleming
- Hear from current students and graduates
- Find out about our exceptional services: housing, athletics and financial aid
- Enjoy complimentary light snacks, refreshments and the chance to win great prizes!

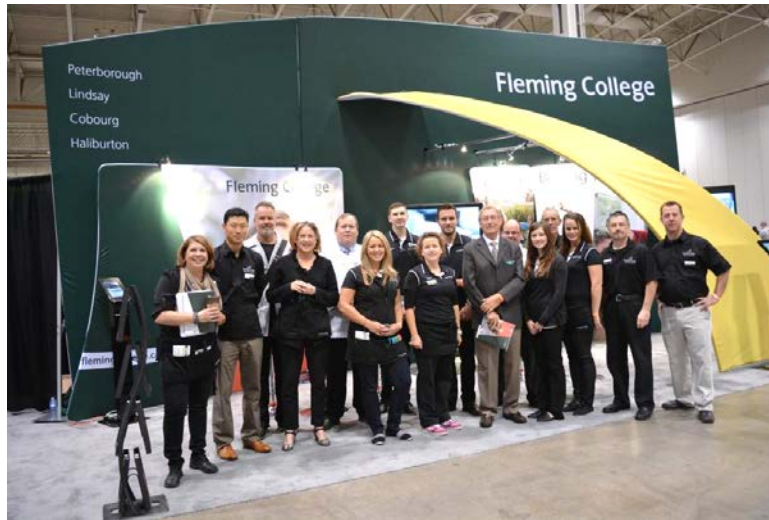
Wednesday, February 18th
6:30pm-8:00pm
Oshawa Golf and Curling Club

REGISTER ONLINE AT:
flemingcollege.ca/explore-your-future

Fleming College

Results Sept '14-April '15

	Students Seen	View Books Distributed	Lead Cards Collected
Recruiters – Panels, Class room presentations, Tours & Fairs	19,877	11,108	1,540
CIP (PET) + Open House + OCIF	6,108	2,708	1,554
Total	25,985 (+6%)	13,816(+9%)	3,094(-8%)



Electronic Lead Card Collection

- Electronic collection of personal information on iPads
- Customized follow up with additional information
- <http://fleming.fluidsurveys.com/s/lead-card/>



Administrator

Fleming College

I Want To Know More!

Mailing Address

City

Province

Postal Code

[Back](#) [Next](#)

Fleming College

Hi Carrie

It was great to connect with you today.
We know there is a lot to think about as you make decisions about your future, so here are some useful links to get you started.


[See our Full-Time Programs](#)

[Learn How to Apply](#)

[Get Financial Aid](#)





We're here to answer any questions you may have, you can reply to this email, give us a call or come visit us on campus.
Looking forward to connecting with you soon!

The Team at Fleming College



JOIN US FOR OPEN HOUSE
Saturday, April 11th, 2015
10am to 2pm
[Register Now](#)

Connect With Fleming:

Facebook Twitter YouTube Instagram

Contact Us:
TEL: 1.866.353.6464 ext. 1546
askus@flemingcollege.ca

Opportunities

- Trades – on a roll, keep it going
- Pathways – more 2+2's
- Workplace – always very popular with guidance
- More online & part time options
- New programs
- Further integrate and leverage success of social media