

# Seneca

## **2016/2017 Annual Report**

Seneca's 2016-17 Annual Report includes a summary of our yearly activities, achievements and initiatives; End-of-Year Business Plan Report-back; fast facts; a Board of Governors and senior executive listing; directory of new program offerings and consolidated financial statements.

# Message from the Chair and President

In 2017, colleges across Ontario are celebrating the 50th anniversary of the birth of our province's college system.

As we recognize Seneca's many accomplishments and map our path forward, we are reminded of the vision of our founding president, Dr. William T. Newnham: "The Seneca graduate will make an informed and perceptive citizen, well-fitted to give much of himself to others and to derive much from life's experiences."

Dr. Newnham would be delighted with the informed and perceptive citizens Seneca continues to produce. To pick just one, Erin Grant, a Bachelor of Aviation Technology Degree graduate and former student mentor, who returned to Seneca in 2016 to honour the mentors who have followed in her footsteps. Erin, the 2013 Seneca Cup recipient and valedictorian, served as a first officer with Jazz Aviation LP and has now joined Air Canada. She also gives back as a flight instructor at Seneca's School of Aviation and at the Central Ontario Gliding Centre.

In the last year we have also seen the creative work of our students in the Animation Summer Institute culminate in the production of the animated movie, "DAM! The Story of Kit the Beaver." This short film is a collaboration between Seneca's School of Creative Arts and Animation and the Toronto Symphony Orchestra, which performed the original score live during screenings, including the premiere at Roy Thompson Hall.

Last spring, Seneca and Royal Bank of Canada brought together community and social agencies, mental health practitioners, researchers, scholars and students to focus on the ever-important topic of mental health at the inaugural RBC Mental Health Symposium at King Campus. The theme of the symposium was "trauma and practice across the life span" and included panel discussions that drew on the expertise of the faculty and alumni from programs in the School of Community Services.

During the summer, as construction of the King Campus expansion got underway, we learned that Seneca would receive \$27.3 million in government funding to build a new Centre for Innovation, Technology and Entrepreneurship at Newnham Campus. This community-facing facility, infused with Indigenous design elements, will provide a new front door at Newnham and become a hub for innovation and entrepreneurial activities, as well as an expanded location for our mechatronics program and mechanical engineering technology programs.

As news of this extraordinary investment came, we also learned that Magna International Inc. made a \$3 million donation in support of the Campaign for King Campus. The new building at King will now be known as "Magna Hall." This commitment speaks to the positive impact that King graduates in community and health services have as caring professionals.

Our dedicated faculty continued to support students inside and outside the classroom. We were honoured to see professors and programs recognized with Colleges and Institutes Canada Awards of Excellence. Seneca staff members were also recognized by The Toronto Region Immigrant Employment Council for their contributions to a mentorship program for new Canadians.

We also saw, once again, how deeply our community's generosity runs, with another year of record-breaking contributions to United Way and the Campaign for Students. It is clear that everyone who works and learns at Seneca is dedicated to helping those in need and building a better future for our students and the broader community.

As we celebrate 50 years, building on the vision and hard work that has resulted in Seneca's strong foundations, we also look with confidence and optimism to the future. A new Strategic Plan is in the works, as is a new strategic mandate agreement with the government.

Our vision for Seneca is to be Ontario's leader in high-quality postsecondary education, offering an outstanding polytechnic education and a great student experience, equipping our graduates to thrive in the new world of work.

This commitment will be realized through a collective effort by those who are dedicated to our students and our mission. All who are a part of this effort have our gratitude and steadfast support.

Donna Duncan  
Chair, Board of Governors

David Agnew  
President

# Seneca College

At Seneca, we are driven by our values of excellence, innovation, community, and diversity. At this time of rapid social, economic, political and technological change, Seneca is at the forefront of providing student-focused teaching and learning that is redefining how people think about postsecondary education.

Our programs are increasingly in demand, always evolving to meet market needs. Our Academic Plan's emphasis on core literacies – including critical thinking, problem-solving, communications, collaboration and leadership – prepares students for success and a lifetime of learning.

## Strategic Objectives

Our 2012-2017 Strategic Plan is the result of extensive consultation with students and employees across Seneca's campuses, as well as with partners and community members. The consultation process included a college-wide survey, multiple town hall meetings and one-on-one interviews, an environmental scan and many discussions with the Board of Governors.

Seneca's three strategic objectives are:

- Great Teaching and Learning
- Great Student Experiences
- Great Foundations

Seneca's key indicators include:

- Core Literacies
- Innovative Partnerships
- Cross-disciplinary, Experiential and Flexible Learning
- Integrated Student Services
- Smart Growth
- i3 – Information, Integration and Innovation

We're building a different kind of school with a different kind of graduate.

## 1. Core Literacies

**In five years, every Seneca graduate will demonstrate competency in the Seneca Core Literacies.**

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
Enhance approach to student orientation in full-time programs to focus on key components that new, incoming students need to know for success in their studies.	Inside the classroom orientation includes modularized components of Introduction to Seneca Studies course.	Orientation activities extended throughout the first semester in the Faculty of Applied Science and Engineering Technology and Seneca Business with “just-in-time” information provided to students.
	Outside of the classroom orientation programming enhanced to support new in-class programming.	Provided an institution-wide coordinated approach to orientation over the first two weeks of the fall and winter semesters, with an increase in overall activities offered by a wider range of service areas. A website was launched to support orientation programming.
Map core literacies in Seneca full-time programs.	Core literacies mapped with online exemplars in one program (at minimum) in each school.	Core literacies mapped in one school in each Faculty with exemplars for each core literacy made available online in FY2017-18.

## 2. Innovative Partnerships

**In five years, Seneca will be the preferred partner for colleges and universities, offering the most innovative pathways for students in Ontario.**

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
Continue to build an academic foundation and community capable of developing, delivering and sustaining high-quality bachelor's degrees.	Development completed for four new bachelor's degrees, including joint degrees.	Development completed for the Honours Bachelor of Crime and Intelligence Analytics program. The Honours Bachelor of Design in Interactive Media, Honours Bachelor of Communications and Media and Honours Bachelor of Data Science and Analytics are being finalized for submission to Postsecondary Education Quality Assessment Board (PEQAB).
	Skills and credentials documented for all faculty teaching in degree programs consistent with PEQAB standards.	Curriculum vitae resource documenting all faculty teaching in degree programs launched, consistent with PEQAB standards.
Expand partnerships and pathways with Ontario universities and other colleges	Partnership framework, governance model and program plan completed for the York-Seneca Partnership.	The York-Seneca partnership framework, governance model and program plan scheduled for completion in FY2017-18.

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
	Two new pathway proposals with university partners approved by Ontario Council on Articulation and Transfer (ONCAT) and agreements signed with partner institutions.	Funding agreements finalized to expand the arts and science transfer to York University and St. George Campus, University of Toronto and science-to-science pathways with York University.
	Two college-to-college pathways approved by ONCAT and agreements signed with partner institutions.	Funding agreements finalized for a Seneca-Cambrian partnership and Memorandum of Understanding with Canadore College.
Continue provincial leadership role with ONCAT.	At minimum, one ONCAT research funding proposal approved.	ONCAT funding secured for a new research project: "From application and beyond: tracking aspirations, motivations, experiences, and outcomes of Ontario's transfer students".
Expand reach of the Centre for Research in Student Mobility.	At minimum, one research proposal approved for international funding.	Proposal scheduled for approval in FY2017-18.

### 3. Cross-disciplinary, Experiential and Flexible Learning

**In five years, every program will embed cross-disciplinary learning, experiential learning opportunities and flexible learning options that enable students to access courses offered in the day and evening, in person and online.**

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
Implement and develop new experiential learning opportunities to address gaps identified.	Outreach and engagement activities increased to students interested in participating in applied research.	13 in-class applied research presentations provided in fall 2016 as part of a School of Biological Sciences and Applied Chemistry pilot outreach initiative. A student onboarding process is in development.
	750 students have participated in at least one seminar for youth entrepreneurship within the Health, Entrepreneurship and Lifestyle Innovation Xchange (HELIX) incubator.	1,364 youth participated in experiential HELIX-sponsored entrepreneurship and innovation activities.
Develop new cross-disciplinary learning opportunities in all academic schools.	New cross-disciplinary learning opportunities developed in all academic schools.	Cross-disciplinary learning opportunities developed across all academic schools, including Ground Rounds, Research Symposium, Physical Literacy Summit and Mental Health Symposium.
Increase flexible delivery options across all Seneca programs.	40 new online courses offered through eCampus Ontario portal.	50 new online courses offered through eCampus Ontario portal.
	55 new Continuing Education course offerings launched on web-based platforms.	58 new course offerings launched on web-based platforms (OntarioLearn and Seneca).

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
	40 courses re-designed for flexible delivery, including hybrid.	More than 40 courses redesigned and launched for online, early-morning accelerated and hybrid delivery.

## 4. Integrated Student Services

**In five years, every Seneca student will have access to ongoing and integrated advisory opportunities starting from their first contact to the day they graduate.**

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
Implement new student advising model.	New student advising model launched in all full-time faculties, including development of evaluation by January 2017.	All full-time faculties adopted new model, with a full complement of advisers in place by summer 2017. Evaluation methodology developed.
Enhance service offerings for students.	Phase Two completed of new integrated student service model including implementation of automated queuing system.	In April 2017, Customer Service Project will launch at Newnham Campus, implementing a new line management and ticketing system for front-end student experience.
	Plan developed by Service Advisory Committee to support new service organizational structure.	Plan developed to support a new faculty-based student advising model and Customer Service project.

## 5. Smart Growth

**In five years, our students will be learning in new facilities at our King Campus and in our new home for our Bachelor of Aviation Technology program.**

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
Move forward with King Campus Expansion.	Operational plans and agreements developed and finalized in conjunction with Seneca Student Federation (SSF) and Student Athletic Association (SAA).	Operational plans and agreements in conjunction with SSF and SAA in negotiation.
	Approximately \$3 million in fundraising secured in support of King Campus Expansion and other priorities.	More than \$3.1 million in cash and new pledges obtained in support of King Campus Expansion. More than \$2.2 million in major and planned gifts obtained for other Seneca initiatives, including financial aid, events and experiential learning opportunities.
	Dufferin St. intersection improvements at King Campus entrances completed by August 2016.	Completed on time and on budget.
	Sewage treatment plant capacity optimization project at King Campus completed by September 2016.	Completed on time and on budget.

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
	Financial close with preferred consortium reached for King Campus new building and associated parking and site improvements achieved by September 2016.	Financial close reached with the preferred consortium (EllisDon Corporation). Project in the construction phase.

## 6. i3 – Information, Integration and Innovation

**In five years, we will have an integrated enterprise system in place to support streamlined business processes and improved services across student, financial and human resources systems.**

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
Ensure i3 core modules are optimized and integrated into college operations and processes.	i3 Student system enhanced to provide full mobile student experience. Initial roll-out scheduled for May 2016.	Seneca mobile app launched to all students.
	Existing Class Scheduling system upgraded, enterprise level scheduling capabilities implemented and real time integration with Student System established.	Existing Class Scheduling system upgraded. Enterprise scheduling capability implemented.
	New improved multi-channel campaign management functionality for CRM system implemented.	Vendor selected and launched as the software platform. Implementation and expansion will continue over the next year.
	i3 student system stabilization and optimization completed.	Critical improvements implemented. Further system improvements are ongoing to optimize usage of the i3 enterprise resource planning system.
	i3 Human Resources system redesigned for improved user experience.	eSignature integration for part-time contract module in development. Sun Life interface implemented. Employee directory launched.
	i3 Budget Tool and Budget Display systems redesigned for improved user experience.	Redesign of i3 Budget Tool and Budget Display systems completed.
	Faculty of Continuing Education and Training (FCET) website redesigned and enhanced.	Due to extended scope of research stage for website redesign, project will be completed in FY2017-18.



## Great Teaching and Learning

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
Develop proposals for new program offerings.	10 new program proposals developed and approved by Senior Executive Committee (SEC) and presented to the Board of Governors (BoG).	Program proposals for Honours Bachelor of Interactive Media and Design and Honours Bachelor of Communications and Media degrees being finalized for submission to MAESD.
Develop curriculum and implement new programs.	Five new programs ready for launch pending Ministry approval.	The Honours Bachelor of Commerce – Marketing, Honours Bachelor of Healthcare Management, Honours Bachelor Technology Management, Honours Bachelor of Crime and Intelligence Analytics and Personal Support Worker ready for launch pending Ministry approval.
Refresh and review existing program offerings.	17 summative program reviews completed.	16 summative reviews completed with one outstanding given the program was moved from one faculty to another for better alignment – Underwater Skills program moved from the Faculty of Applied Arts and Health Sciences (FAAHS) to the Faculty of Applied Science and Engineering Technology (FASET).
	Formative reviews for 75 programs completed.	64 of 68 programs completed formative reviews.
	Self-study summative reviews for six degree programs completed.	Self-study reviews completed for: <ul style="list-style-type: none"> <li>• Honours Bachelor of Commerce – International Business Management</li> <li>• Honours Bachelor of Commerce – Business Management</li> <li>• Honours Bachelor of Commerce – International Accounting and Finance</li> <li>• Honours Bachelor of Commerce – Financial Services Management</li> <li>• Honours Bachelor of Commerce – Human Resources Strategy and Technology</li> <li>• Honours Bachelor of Technology – Informatics and Security</li> </ul>
Strengthen first-semester retention rates.	Evaluate success of retention action plans for low-performing programs and next steps determined.	Academic advisers hired in all academic faculties. Seven additional advisers to be hired in FY2017-18.
Implement new faculty development framework in half of all academic schools.	New faculty development process implemented in 10 academic schools.	New faculty development process implemented in 12 academic schools.
	Online modules for each Teaching Standard of Practice launched.	Online modules for each Teaching Standard of Practice developed and launched.

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
Increase number of applied research initiatives.	Applied research opportunities in partnership with 30 new industry partners.	Office of Applied Research and Innovation (ARI) developed new applied research opportunities in partnership with 77 new industry partners.
	Applied Research Project Showcase held at each major campus.	ARI will host an Applied Research Project Showcase annually, with the first event taking place at Newnham Campus in April 2017.
	One faculty-led research initiative per academic faculty launched.	Seven faculty-led research initiatives launched in: <ul style="list-style-type: none"> <li>• Faculty of Communication, Art and Design (three)</li> <li>• FAAHS (two)</li> <li>• FASET (one)</li> <li>• Seneca Business (one)</li> </ul>
	Applied Research-led awareness building workshop held.	Eight workshops – two per Faculty – held. An additional general session with new topics to be held at each of the four major campuses in spring 2017.
Increase federal and provincial support for applied research in identified areas of expertise.	10 new research grant applications submitted with 50 per cent success rate achieved.	Seven of eight grant applications submitted were funded.
Continue strategic approach to international education recruitment and initiatives.	Number of partner organizations for study/volunteer abroad program increased by five, targeting one new partner in Africa, the Americas, Australia, Asia and Europe.	New partnerships created in South Africa, Brazil, China, Vietnam, Denmark and Germany. New agreements being confirmed with partners in Colombia and Chile, with partnering efforts in development in Tanzania and Australia.
	Five new international markets entered into as part of the diversification recruitment strategy, targeting one new country in Africa, the Americas, Asia, Europe and the Middle East.	Active recruitment has begun in 10 new markets around the world.
	Five ongoing multi-year projects in place with an additional two projects in negotiation phase.	Multi-year projects and contracts in place in Mozambique, Tanzania, Egypt, Kyrgyzstan, Colombia, India and China. Proposals in negotiation for Suriname and Kenya.
	Central tracking system for student and faculty study/work abroad opportunities implemented by December 2016.	Vendor selected and platform scheduled for launch in August 2017.

<b>Initiatives for 2016-17</b>	<b>Performance indicators/ measurable outcomes</b>	<b>End-of-Year Status Update</b>
Enhance processes and practices on assessment, testing and English course content.	Process mapping commenced by December 2016. Investigate strategies for enhancing English/communication courses by December 2016.	Process mapping completed. English and Liberal Studies (ELS) committee formed with regular meetings and organizational site developed. Outcomes and objectives of English/communication courses revised, with feedback collected for evaluation.

## Great Student Experiences

<b>Initiatives for 2016-17</b>	<b>Performance indicators/ measurable outcomes</b>	<b>End-of-Year Status Update</b>
Launch Virtual Newcomers' Centre to engage newer immigrants and professionally-trained individuals.	Web-based Virtual Newcomers' Centre launched.	Research is ongoing and requires continued assessment.
Enhance student housing offerings.	Renovations and improvements to Newnham and King residences completed by September 2016.	Room renovations to Newnham and King residences completed.
Continue planning for new and enhanced Student Life facilities at the Newnham Campus.	Functional space planning process completed and plans developed to implement recommendations.	Functional space planning process for Newnham Campus completed. First iteration of blocking and stacking completed for entire building, including athletics and Seneca Student Federation (SSF) areas.
	Renovation of Student Health Centre completed by August 2016.	Renovations completed.
Improve student study spaces across Seneca campuses.	Enhanced 'wired' study carrels made available to Seneca students.	Enhanced study carrels installed and made available to Seneca students at Newnham and Seneca@York libraries.

## Great Foundations

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
Enhance information technology infrastructure, including network equipment and operational systems.	Existing wireless network upgraded to further enhance the performance, capabilities and availability.	Wireless network infrastructure upgraded at all campuses.
	Telephone systems at Newmarket and Scarborough campuses upgraded to enhance integration with Seneca telephone solution and expanded ability to use Seneca five-digit extensions.	Telephone systems at Newmarket and Scarborough campuses integrated with main Seneca telephone network.
Continue to build a culture of philanthropy to support Seneca students.	At least \$520,000 in renewable funds raised through annual fundraising appeals in support of Campaign for Students and United Way.	Gifts received from Seneca staff, alumni and community members through events, personal solicitations and direct mail appeals.
	Central resource for tracking new funding opportunities across the institution developed by fall 2016.	Grant Tracker requires further consultation with user groups to increase usability across many faculties. Launch scheduled for FY2017-18.
Expand Seneca's brand awareness and profile to support key performance indicators.	First-choice applications increased including improved performance of recently launched programs.	First-choice applications for FASET programs and international applications Seneca-wide increased.
	Complete master brand positioning exercise to launch a new communications platform by fall 2016.	Initial research and strategic development completed. Launch rescheduled for fall 2017 to coincide with the launch of the new Strategic and Academic plans.
Implement new Sexual Assault and Sexual Violence Policy and Protocols.	Review completed of current Seneca policies to ensure alignment with new protocols by December 2016.	Amendments to the policy and protocol completed and approved by the BoG and SEC.
Review institutional policies and procedures to ensure strategic risks are effectively managed.	Policy audit and development updates completed in preparation for submission to Ontario College Quality Assurance Service (OCQAS) by December 2016.	Policy audit of academic policies submitted to OCQAS.
	Audit and review of institutional policies and procedures completed by June 2016. Policy template developed and approved by March 2017.	Policy template developed and approved. Audit and dissemination of institutional policies to be completed by December 2017.
Improve internal processes, procedures and reporting tied to facilities management and capital planning.	RFPs issued to potential Vendors of Record (VORs) for usage of consultants, general contractors and tradespeople.	VORs established for office and lounge furniture suppliers; snow clearing and ice management services contract finalized; preferred proponents for architectural & interior design services and engineering & cost estimation services VORs identified and contractual requirements in development.

Initiatives for 2016-17	Performance indicators/ measurable outcomes	End-of-Year Status Update
	Standard Operating Procedures (SOPs) developed and implemented for each division across Seneca.	College Access Control SOP implemented. SOPs for preventive maintenance of critical facilities systems to be entered in the PeopleSoft Maintenance Management module in FY2017-18.
Deliver enhanced and integrated resources and supports to Seneca staff and faculty.	Phase II rollout of New Human Resources Information System (HRIS) modules completed.	ePerformance module launched in first quarter for administrators' performance review process.
	Review of HR processes completed.	Review of HR processes completed.
	Workforce health and safety monitoring module launched.	Needs assessment and request for information completed. Module launch planned for FY2017-18.
Enhance data-driven decision-making across the institution.	Integrated KPI data dashboard to support sustainable growth developed.	Institutional Research and ITS currently developing proof of concept and determining implementation timeline for new data dashboard.

# Year in review: Celebrating achievements across the Seneca community

**April 1, 2016 to March 31, 2017**

The 2016-17 academic year was filled with noteworthy accomplishments for Seneca. The following are some of our highlights:

## **Funding announced to create new Centre for Innovation, Technology and Entrepreneurship**

In late August 2016, Seneca received news of a \$27.3 million investment by the federal and provincial governments to build the Centre for Innovation, Technology and Entrepreneurship (CITE) at Newnham Campus. The announcement was made by Greg Fergus, Parliamentary Secretary to the federal Minister of Innovation, Science and Economic Development and the Hon. Deb Matthews, Ontario Minister of Advanced Education and Skills Development. The federal government contribution from the Strategic Infrastructure Fund is \$24 million and the provincial contribution is \$3.3 million.

CITE will be a hub for Seneca's innovation and entrepreneurial activities and an expanded location for our mechatronics program and mechanical engineering technology programs currently at Jane Campus. It will include classrooms, labs, innovation and entrepreneurial supports and a presentation gallery that incorporates Indigenous design. It will also include new space for HELIX, Seneca's business incubator.

## **King Campus expansion receives \$3 million philanthropic gift from Magna**

Seneca's Campaign for King Campus received a \$3 million contribution from Magna International for the King Campus expansion. This is the largest gift in Seneca's history and was announced by Magna's Executive Vice-President, Chief Human Resources Officer and Seneca graduate, Marc Neeb, at the official launch of the expansion.

The celebration, hosted by Seneca's President David Agnew, included remarks from the Hon. Deb Matthews, Minister of Advanced Education and Skills Development, the Hon. Dr. Helena Jaczek, Minister of Community and Social Services and MPP for Oak Ridges - Markham and Steve Pellegrini, Mayor of King Township. Aida Bakhtyieva, former President, Seneca Student Federation and Hamid Najibullah, President, King Recreation Council, spoke on behalf of students, who are contributing nearly \$20 million to the building.

## **Seneca again named one of Greater Toronto's top employers**

Seneca was named one of Greater Toronto's Top Employers (2017). This year's list was included in a special editorial supplement in the Globe and Mail. The competition has become remarkably strong and recognizes employers that lead their industries in offering exceptional places to work. Seneca has been recognized eight times with the top employer award.

## **Celebrating student achievements**

### **Students shine at innovation and entrepreneurship competition**

Two students and HELIX participants placed first in the Colleges and Institutes Canada's (CICan) first-ever Student Showcase and Pitch Competition.

Kim Ng and Paulo Henrique Meneghel tied for first place, presenting their business ideas to a panel of judges and nearly 200 innovation and entrepreneurship leaders from across Canada.

Kim won for her mobile application, BEAUT, which connects customers to local hairdressers, make-up artists and nail technicians. Paulo impressed the judges with EMERGE Network Solutions, which aims to make hospitals, urgent care centres and clinics more efficient by providing them with the health information of incoming patients before their arrival.

Kim and Paulo competed against more than 20 students from Canadian colleges and institutes who showcased their applied research and entrepreneurship projects. The contest was held during CIGan's Applied Research, Entrepreneurship and Innovation Forum, hosted at Newnham Campus in November 2016.

### **Animation students top Canadians in 24-hour contest**

Animation students April Tan, Kerry Briggs, Pavel Kiruchenko, Leo Hurtado and Kody Nankissoor took fifth place with their short film *Inbetweeners - Mistaken Break In* as part of the annual 24 Hours Student Animation Contest held by California State University, Long Beach in October 2016.

The contest challenged teams of five to complete an original, 30-second animated short in 24 hours. Seneca had 11 teams competing against animators from universities and colleges in the United States, Mexico, Australia and Canada.

Seneca produced the only Canadian team to place in the top five.

### **School of Fashion students win annual runway competition**

School of Fashion students Sepideh Ghahremani, Rhonique Ballantyne and Andree Nicole Warner took home first place in the Project Creativ Catwalk Challenge at the 2016 Creativ Festival in Toronto. Six teams from three postsecondary institutions participated in the event that challenged the designers to create a runway-ready garment inspired by a song written and performed by either Prince or David Bowie. The winning team was inspired by the song *Purple Rain* by Prince.

### **Animated movie produced in association with Seneca**

*DAM! The Story of Kit the Beaver* is the latest project from Seneca's Animation Summer Institute. It is a collaboration between Seneca's School of Creative Arts and Animation and the Toronto Symphony Orchestra (TSO), in partnership with the Toronto International Film Festival.

This 10-minute animated film, written and directed by Kjell Boersma, had screenings throughout spring 2017, with Erica Procnier's original music score performed live by the TSO.

The project is part of the Canada 150 celebrations and premiered in February 2017 at Roy Thompson Hall.

### **Students win design challenge**

A team of Environmental Landscape Management students won the Come Alive Outside Design Challenge held in October 2016. The competition called for students to work with landscape professionals to design and build engaging outdoor learning environments at schools and childcare facilities.

The winning team entered a design for a sensory garden to engage children's curiosity, allowing them to see, hear, feel, smell and taste plants. The entry was created by primary team members Nicole Greshuk, Jacob Pacitto and Marco Parisi, with secondary team members Evan Salmon, Andrew Balasa, Daniel Antoniel, John Aloisio, Kevin Kitamura, Edward DeBoer, Brie Rurak, Yusef Lokhat, Rouben Bulosan, William Xian and Stanley Deng.

The garden will be built at the Massassage-Rednersville Elementary School over the next two years.

### **Students and donors celebrated**

The second annual Seneca Awards celebration was held in April 2016, recognizing the outstanding accomplishments of students who received scholarships and bursaries. The evening also recognized corporations, businesses, associations and individuals whose donations make the awards possible. The event provided the students an opportunity to meet and network with their award donors.

### **Faculty of Communication, Art and Design students publish two books**

Seneca celebrated the launch of two books showcasing the work of students from the Faculty of Communication, Art and Design:

- *The Seneca Fashion Resource Centre* provides a look at some of the rare and interesting garments that are featured in the Centre. Opened in 1989, it now houses more than 15,000 garments that date as far back as the late 1800s
- *The Art Collection Seneca@York* includes works from Seneca's collection of contemporary Canadian art featured at Seneca@York.

Both publications were produced by students in the Public Relations - Corporate Communications, Independent Digital Photography and Graphic Design programs and were published by Seneca Press.

### **Creative advertising students win provincial competition**

Students from the Creative Advertising program once again won first place in advertising agency Grip Limited's annual Orange Juicer Competition. Sixteen teams from Ontario colleges and universities competed for the opportunity to pitch an advertising campaign to an agency client. Winners received a paid three-month position in the ad agency's apprenticeship program.

### **Graduate with wings lifts SMILE ceremony**

The SMILE Mentoring Program held its 15th annual Mentor Recognition Ceremony at Newnham Campus, celebrating the contributions of 150 student mentors who joined the program in 2016.

Erin Grant, Aviation Technology graduate and former SMILE Mentor, returned to Seneca to honour the student mentors. The 2013 Seneca Cup recipient had recently moved from a first officer position at Jazz Aviation to Air Canada. Grant congratulated the award recipients for their commitment to SMILE and enhancing the personal, academic and professional growth of first-year students.

### **Celebrating achievements of staff and faculty**

#### **Linda Stapleton recognized with a pair of honours**

Linda Stapleton, Director of Athletics and Recreation, was named the 2016 Canadian Collegiate Athletic Association (CCAA) Athletic Director of the Year. Under Linda's leadership, the Sting has captured a number of CCAA and Ontario Collegiate Athletic Association championships and her commitment to student-athletes, campus recreation and wellness has spanned more than 30 years. Linda also received the 2016 Art King Award for outstanding contribution and leadership to student services.



### **CICan awards Seneca excellence**

Seneca was honoured to be among the recipients when Colleges and Institutes Canada (CICan) announced its 2016 Awards of Excellence, recognizing best practices and leadership at colleges and institutes across Canada.

Hadi Majzoub was named the silver recipient of the 2016 CICan Staff Excellence Award. Hadi, Manager, Academic Programs, School of Electronics and Mechanical Engineering Technology, was recognized for the instrumental role he played in preparing for the launch of the new Mechatronics Simulation and Demonstration Centre. Hadi had twice visited Siemens headquarters in Germany to train on the new software used in the Centre. In addition to overseeing operations for the Centre, Hadi coached faculty and staff on the new equipment.

The Social Service Worker - Immigrants and Refugees program was selected as the silver recipient of the Program Excellence Award. It was highlighted for its specialized knowledge of the newcomer experience and preparing graduates to help clients with the challenges faced throughout their integration into Canadian society. Program Coordinator Soheila Pashang accepted the award on Seneca's behalf.

### **Rose Caruso recognized for dedication to veterans**

Rose Caruso, Professor, School of English and Liberal Studies, received the 2016 Minister of Veterans Affairs Commendation for her dedication to raising awareness and appreciation of Canadian soldiers and veterans.

For more than 15 years, Rose has been inviting veterans to speak in her classes and share their stories about serving Canada at war. Rose has also been instrumental in organizing Remembrance Day activities at Seneca, including erecting a cenotaph at the Newnham Campus, which was recognized by Veterans Affairs Canada as an official military memorial.

### **Angela James included in *100 Accomplished Black Women***

Angela James, Senior Sports Coordinator, was selected to be in the book *100 Accomplished Black Women – 2016*, recognizing her accomplishments as an athlete, including being the first woman inducted into the Hockey Hall of Fame.

This publication documents the accomplishments of black Canadian women for their social, educational, political and professional accomplishments.

### **Dr. Elliott Coleshill awarded Sovereign's Medal for Volunteers**

Dr. Elliott Coleshill, Professor, School of Information and Communications Technology, was awarded the Sovereign's Medal for Volunteers for his work promoting the importance of young women in the fields of science, technology, engineering and math. The Sovereign's Medal for Volunteers recognizes the exceptional volunteer achievements of Canadians and is presented by the Governor General of Canada David Johnston.

### **Seneca writers**

Several faculty members wrote or contributed to various textbooks in 2016-17. Laura Cavanagh, Professor and Program Coordinator, Behavioural Sciences, contributed to the new edition of Robert Feldman's *Essentials of Understanding Psychology*. She is credited for the significant overhaul of the popular textbook.

Dr. Odilia Osakwe, Professor, Industrial Pharmaceutical Technology, co-authored *Social Aspects of Drug Discovery, Development and Commercialization*, which discusses the various social factors that affect and influence the drug development process.

Brett Wills, Professor, School of Business Management, published *Purposely Profitable: Embedding Sustainability into the DNA of Food Processing and Other Businesses*. It covers how businesses can integrate sustainability into their practices to drive organizational performance.

#### **Cliff Aguiar awarded for support of equity**

Cliff Aguiar, former York Regional Police (YRP) Central Intelligence Analyst and Professor, Police Foundations, received the 2016 Leo McArthur Civilian Recognition Award. Cliff was recognized for his dedication to the YRP and for his work in supporting equity and fair treatment for members of the LGBTQ community. He created the YRP's LGBTQ internal support network and is credited for advancing police participation in Pride events.

#### **Angie Arora recognized for contributions to gender parity**

Angie Arora, Professor, Social Service Worker - Immigrants and Refugees, was honoured for her extraordinary contributions to issues of gender parity and equity. Markham Mayor Frank Scarpitti presented Angie with a Pledge for Parity Award at the City of Markham's International Women's Day.

#### **Christina Sgro recognized for success in planning**

Christina Sgro, Program Coordinator, Faculty of Continuing Education and Training, was selected as the 2016 recipient of the Canadian Institute of Planners' President's Award for Young Planners. The award recognizes the outstanding professional successes and achievements of a Canadian planner under the age of 35.

Christina, a certified urban planner and lawyer with a passion for community building, law health promotion and technology, was instrumental in the development of Seneca's part-time Sustainable Planning and Development certificate program.

#### **Kelly Mathews completes record-breaking Moraine hike**

Kelly Mathews, Manager, Community Recreation, Seneca Day Camp Programs & Outdoor Centre, completed a 300-kilometre hike across the entire Oak Ridges Moraine over seven straight days, raising funds for both the Campaign for King Campus and the Oak Ridges Trail Association. She walked the distance of a marathon a day, emerging at the Warkworth terminus of the trail, on the final day of her hike, in September 2016.

#### **Bringing wildlife to students**

Dr. Sue Carstairs, Professor for the Exotics and Wildlife course, helped hatch more than 1,000 turtles at the Ontario Turtle Conservation Centre in 2016. Often referred to as the "turtle doctor," Sue has helped many Veterinary Technician students complete field placements at the Centre. This provides a rare opportunity to work with a species students otherwise would not have encountered.

In 2015, Rick Greenlaw, Facilities Manager, alerted Sue of a turtle who had laid her eggs on a King Campus bridge, which was scheduled to be rebuilt. Sue collected, incubated and hatched the eggs so that they could be safely released into their natural habitat.

In June 2016, President Agnew welcomed David Miller, CEO, World Wildlife Fund, and Steve Pellegrini, Mayor, King Township, to King Campus to celebrate the release of the 15 at-risk snapping turtle hatchlings into Lake Seneca.

#### **Professor recognized in photography competition**

David Turnbull, Professor, School of Media, received an honourable mention in the 2016 International Mobile Photography Awards competition in the photo journalism category.

Approximately 5,000 artists from 70 countries entered the sixth annual competition that required submissions be taken on a mobile device. Using his 12-year-old flip-phone, David captured a moment during a New Year's Eve dinner celebration in Toronto.

The Mobile Photography Awards recognize and celebrate the talent and imagery of the mobile photo and art communities.

## **Celebrating achievements of alumni**

### **Seneca collaborates with AGO to showcase art in virtual reality**

The School of Creative Arts and Animation teamed up with the Art Gallery of Ontario (AGO) and the Canadian Film Centre Media Labs to showcase *Small Wonders: The VR Experience* at the AGO – the first virtual reality art exhibit of its kind. The exhibit featured miniature, globe-shaped prayer beads made in Northern Europe during the early 1500s. The tiny masterpieces contain intricate details and layering, barely visible to the naked eye.

Under Professor Priam Givord's direction, Animation program graduates created scans and processed images of the miniatures to develop the virtual reality experience, offering insight into the cultural significance of the art work. In May 2016, the exhibit moved from the AGO to The Met in New York City.

### **Amber Bowman wins national FireFit title**

Amber Bowman became the record-breaking 2016 national champion in the annual FireFit competition, where she completed a series of tasks commonly performed in emergency situations. Amber is a full-time firefighter for Central York Fire Services, a graduate of the Firefighter Pre-Service Education and Training program and now works part-time for the program as a fitness instructor. Amber established a new best time for women competitors – finishing the grueling course in less than two minutes.

### **Alumni Pay-It-Forward Challenge surpasses goal**

In spring 2016, Seneca Alumni launched a new giving campaign called the Pay-It-Forward Challenge, inviting alumni to make a gift of any amount toward the Student Financial Aid Fund. The Challenge closed with 285 donors, surpassing the goal by 35, and raising more than \$10,000 to support Seneca students. Because the goal was reached, an anonymous donor gave an additional \$25,000 that will provide 50 students in need with bursaries of \$500 each.

### **Six graduates nominated for Premier's Award**

The Premier's Award for College Graduates recognizes the tremendous contributions the alumni of Ontario's colleges make to the province. Six experienced and accomplished Seneca alumni were nominated for the 2016 Premier's Award:

- **Jolene Huber:** A graduate of the Broadcast Journalism Summer Institute, Dr. Huber is one of Canada's leading media health experts, providing knowledge translation of health information to the public through television, web and print media. She also founded [uberhealthykids.com](http://uberhealthykids.com), to promote healthy living for children, and is part of the St. Michael's Hospital Inner City Health Program and the Paediatric Outreach Team

- **Mia Spiegelman:** Mia is the National Director, Regulatory Affairs and Quality Assurance for Cardinal Health Canada. A graduate of the Pharmaceutical Regulatory Affairs and Quality Operations program, Mia is also a faculty member with the Academy of Applied Pharmaceutical Sciences where she teaches Medical Device Regulatory Affairs and Medical Device Quality and Regulatory Requirements for Importer/Distributor and Manufacturers
- **Kevin Junor:** Kevin is the Deputy Superintendent, Compliance, Ministry of Community Safety and Correctional Services. As an army reservist, Kevin has reached the rank of Chief Warrant Officer and Regimental Sergeant Major with the Toronto Scottish Regiment – the first black Canadian to achieve this distinction. A graduate of the Civil Engineering Technician program, Kevin was awarded the Order of Military Merit and was deployed as a senior military adviser to war-torn Sierra Leone in 2007
- **Vivienne Poy:** The Hon. Dr. Vivienne is a designer, scholar and former Chancellor of the University of Toronto. A Fashion Arts program graduate, she founded Vivienne Poy Mode, designing unique knitwear for clients in North America and Asia. Vivienne was the first Canadian of Asian descent appointed to the Senate of Canada, where she put forth the Motion to have May recognized as Asian Heritage Month
- **Andrew Bowins:** A graduate of the Corporate Communications program and former Vice President, Corporate Relations at Samsung, Andrew is now Executive Director, Corporate Reputation and Digital Engagement at KPMG. Andrew is a sought after industry expert on modern communications and content pollution. In 2013, he was inducted to the PR News Hall of Fame
- **Chris Tyler:** Chris is a founder of the Centre for Development of Open Technology at Seneca and was named one of the first Natural Science and Engineering Research Council Industrial Research Chairs for colleges. His collaboration with Red Hat on the Fedora Project contributed to the ground-breaking success of Raspberry Pi. Chris also helped launch the Free Software and Open Source Symposium at Seneca.

## Strengthening our community

### Patrick Brown tours Newnham, meets future farmers at HELIX

Patrick Brown, leader of the Progressive Conservative Party of Ontario and Leader of the Official Opposition, visited Newnham Campus in March 2017. President Agnew provided a tour of the campus including stops at the Mechatronics Simulation and Demonstration Centre, the flight simulator and HELIX. At HELIX, Mr. Brown met with Green Business Management program graduates Brandon Hebor and Steven Bourne who have used their Seneca education and HELIX participation to launch Ripple Farms. Their sustainable farming initiative uses aquaculture (raising fish) and hydroponics (soil-less plant cultivation) to produce organic food in urban settings.

### Ontario government invests in Seneca project to help newcomers find employment

The Hon. Laura Albanese, Ontario's Minister of Citizenship and Immigration, came to Newnham Campus in August 2016 to announce several new projects to help highly skilled newcomers find careers in Ontario. One of those projects was Seneca's Alternative Career Pathways project, funded with a \$285,000 grant from the province. The project, formally named "Bridging Newcomers to Related and Alternative Careers in Engineering and Natural Sciences," is a collaboration of public and private stakeholders to research and explore a range of alternative career options available to newcomers in the natural and applied sciences.

### **Inaugural RBC Mental Health Symposium held at King Campus**

Seneca and Royal Bank of Canada brought together community and social agencies, mental health practitioners, researchers, scholars and students at the inaugural RBC Mental Health Symposium at King Campus in May 2016.

The all-day event, which opened with a keynote address by former federal Finance Minister Michael Wilson, was the first of its kind in York Region. With 250 people in attendance, the symposium provided a forum for the mental health community to discuss best practices and research on emerging trends in mental health care and the emotional well-being of children and adults.

The theme of the symposium was “trauma and practice across the life span” and included panel discussions, art displays and networking opportunities that focused on the issues of trauma resistance and resilience, trauma informed practices and compassion fatigue.

This bi-annual RBC symposium is the result of a \$150,000 commitment from RBC over the next five years. RBC has also donated \$150,000 for mental health community outreach and research projects for students in the new Mental Health Intervention graduate certificate program.

### **Transportation Minister joins the conversation about mental health**

The Hon. Steven Del Duca, Transportation Minister and Member of Provincial Parliament for Vaughan, took part in the important conversation about mental health at Markham Campus during Bell Let’s Talk Day in January 2017. He joined President Agnew, faculty, staff, students and alumni from Seneca’s Mental Health Intervention program for a roundtable discussion, focused on topics related to how to support students with mental illness effectively. MPP Del Duca also toured the campus, including a stop at the Friendship Bench – one of four installed across Seneca as a visual reminder to talk openly about mental health issues.

### **Sixth annual Immigrants and Refugees Forum**

The sixth annual Social Services – Immigrants and Refugees Forum took place at Seneca@York in spring 2016, attracting more than 350 attendees. The forum focused on Canada’s response to the Syrian Refugee Crisis and also featured an art exhibition and various student performances.

Numerous community and government leaders were honoured for their outstanding contributions in response to the ongoing crisis in Syria, including the Hon. Michael Chan, Ontario’s Minister of Citizenship, Immigration and International Trade, and the Hon. John McCallum, then Federal Minister of Immigration, Refugees and Citizenship. Ahmed Hussen, Member of Parliament for York South – Weston, accepted the award on behalf of Minister McCallum.

### **Campaign surpasses goal**

The 2016 Campaign for Students raised \$109,569 in support of Seneca students in financial need. The funds were raised through individual donations and more than 75 fundraising events and initiatives. Because the goal was surpassed, the Seneca Student Federation made a donation of \$100,000 to the Campaign.

An additional \$21,557 was raised through the generosity of an anonymous donor who matched all donations made by first-time donors and gifts to the King Campus expansion, for a grand total of more than \$221,000.

### **Master class with a legend**

Broadway, television and film legend Ben Vereen worked with students from both Acting for Camera and Voice and Independent Songwriting and Performance in a special master class held in April 2016. The Tony-winning actor shared performance lessons learned during a lifetime of appearing on stage in *Pippin*, *Chicago*, *Wicked* and on television in such shows as the original production of *Roots* and, more recently, *Grey's Anatomy*.

### **Elected officials visit Newnham Campus**

Seneca hosted visits from Brampton West Member of Provincial Parliament Vic Dhillon and Willowdale Member of Parliament Ali Ehsassi.

This was MPP Dhillon's first visit to Seneca, during which he met with HELIX participants, toured the Mechatronics lab, tested the aviation simulator and met with a group of international students, who shared their experiences of coming to Canada and studying at Seneca. MP Ehsassi also toured the Mechatronics lab, piloted our aviation simulator and met with HELIX participants.

### **Seneca scores Shanahan**

Brendan Shanahan, NHL hall-of-famer and President of the Toronto Maple Leafs, visited Newnham Campus in February 2017 to share his experiences in business management. Mr. Shanahan spoke with the future entrepreneurs of HELIX about the importance that leadership and team building play in creating a successful organization.

### **Minister Chagger, HELIX welcome youth entrepreneurs**

The Hon. Bardish Chagger, Leader of the Government in the House of Commons and Minister of Small Business and Tourism, joined President Agnew and the HELIX team in welcoming 96 high school students to Markham Campus in March 2017 for the Y2 Entrepreneurship Conference.

MP Chagger provided the keynote address for the conference, expressing the importance of having access to meaningful learning experiences that help young entrepreneurs explore their passions.

### **Strengthening our partnerships**

#### **Indo-Canadian competition between Seneca and the College of Engineering Pune**

Seneca, the College of Engineering Pune (CoEP) in India and the City of Markham held an innovative health care project competition to support youth entrepreneurship, promote a global view of entrepreneurship and provide exposure to entrepreneurial ideas to venture capital and angel investors.

Three Seneca HELIX companies competed against two ventures from the CoEP at Markham Campus in May 2016. The HELIX company, NextGEN, presented a winning idea that will allow food allergy sufferers to test their food quickly using a handheld device, and CoEP's Dreaming Life Co. was noted for its goal of providing affordable solutions to access drinking water.

#### **HELIX signs first-of-its-kind agreement**

HELIX, Seneca's on-campus entrepreneurship incubator, signed a Memorandum of Understanding with Futurpreneur Canada that will provide young entrepreneurs immediate funding for their business ventures. This is the first agreement of its kind with a postsecondary institution.

The partnership with Futurpreneur, a non-profit organization that provides financing, mentoring and support tools to young aspiring business owners, will allow HELIX participants in the Acceleration Strand to bypass Futurpreneur's usual approval and training processes, granting them automatic approval for \$15,000 in startup financing.

### **Seneca first college in Canada to receive CPA Accreditation**

Seneca became the first college in Canada to receive accreditation by the Chartered Professional Accountants of Ontario (CPA).

The CPA Accreditation allows graduates of the Professional Accountancy certificate and who have also completed the Accounting Stream of Seneca's Bachelor of Commerce – International Accounting and Finance degree program to complete the core and elective modules of the CPA Professional Education program in four months.

### **Seneca hosts GTA IT Accelerator program**

In partnership with ACCES Employment, LinkedIn and CivicAction, Seneca piloted a short-term skills-based training program in Web Programming and Development for priority youth in the GTA from November 2016 to January 2017 at Markham Campus. The program is the first to implement real-time LinkedIn Economic Graph data to assess in-demand tech skills in the GTA, while addressing youth unemployment and under-employment in the region.

### **Seneca and ACFCS forge strategic education partnership**

The Association of Certified Financial Crime Specialists (ACFCS) announced a strategic collaboration to deliver financial crime training and certification to Seneca's students and alumni. Through the partnership, ACFCS and Seneca will offer students the opportunity to become certified in financial crime expertise. The financial crime specialist credential was added into Seneca's Honours Bachelor of Commercial - Financial Services Management degree program and is the only certification to verify knowledge and skills across all areas of financial crime.

### **Seneca's largest individual donor named to Order of Canada**

Rudy Koehler, Seneca's most generous individual donor, was named to the Order of Canada for his philanthropic work, notably directed at helping youth overcome adversity. The Order of Canada, one of Canada's highest civilian honours, recognizes outstanding achievement, dedication to the community and service to the nation.

For more than 12 years, Rudy and his wife, Rita, have shown tremendous dedication to student success. Bursaries from the Koehler Grandchildren Endowment (named after the couple's two granddaughters who graduated from Seneca), the Koehler Award for Academic Upgrading Graduates and the Koehler Family Student Success Scholarship have made education possible for hundreds of students, providing vital financial support and recognition for academic success.

### **HELIX welcomes co-founder of Boston Scientific**

John Abele, co-founder of Boston Scientific and owner of the Kingsbridge Institute and Conference Centre, visited Newnham Campus in April 2016 to address more than 120 students and community partners. His hour-long lecture covered various issues associated with developing and sustaining authentic leadership across all sectors. Mr. Abele, one of the world's most successful and community-minded business leaders, also met with HELIX companies and mentors prior to his talk to hear their business pitches and offer advice on their ventures.

### **Seneca and Cambrian College forge partnership**

Seneca signed a first-of-its-kind agreement with Cambrian College in August 2016 to expand degree and diploma pathways between the two institutions. The collaboration will facilitate

student mobility, allowing current students to pursue more credentials and recent graduates to enhance theirs.

The agreement also calls for Seneca and Cambrian to work together for academic planning purposes, creating more opportunities for students beyond the walls of both institutions.

### **Partnership between Seneca and University of Central Asia put into practice**

The University of Central Asia (UCA) welcomed its first class of undergraduates thanks in large part to an innovative, ongoing partnership with Seneca.

Professor Valerie Lopes, Director of Teaching and Learning, has spearheaded the curriculum development efforts for UCA's first-year students.

Courses are designed within a framework of "constructive alignment" – an approach that encourages students to construct meaning from learning activities relevant to their own lives in Central Asia, while also developing a global awareness and perspective.

A key component of UCA's co-operation with Seneca is the professional development of UCA staff. Two UCA faculty members travelled to Toronto for nearly a month of training with the Seneca team. They also audited math and English courses that mirror those developed for the UCA Preparatory Program.

### **TRIEC celebrates Seneca's contribution to mentoring newcomers**

The Toronto Region Immigrant Employment Council (TRIEC) recognized Seneca for connecting staff volunteers with newcomers to Canada. Through Seneca's participation in TRIEC's The Mentoring Program, staff volunteers successfully mentored 100 professionally skilled immigrants and assisted with their job searches in Canada.

### **School of Fashion launches research on textile waste diversion**

Seneca's School of Fashion partnered with leading textile reclamation company, Textile Waste Diversion (TWD), on a research project to reduce the 85% of unwanted clothing that ends up in municipal landfills. TWD and Seneca aim to address this problem and take advantage of opportunities to shift consumer behavior.

### **Financial planning advanced diplomas now official pathways to designation**

Seneca became the first Ontario college to have two financial planning advanced diplomas approved by the Canadian Securities Institute. The three-year Business Administration – Financial Planning and Business Administration – Accounting & Financial Planning advanced diploma programs, offered through Seneca's School of Accounting and Financial Services, have been approved as educational paths leading to The Canadian Securities Institute's Personal Financial Planner designation.



# Seneca at a glance

- 10 campuses in Toronto, York Region and Peterborough, each with academic specialities and unique appeal
- 91 per cent employer satisfaction rate
- Named among the most entrepreneurial postsecondary institutions in Ontario by Startup Canada

## Students

- More than 63,000 applications received in fall 2016
- 30,000 full-time students annually
- 5,376 international students from over 130 countries
- 70,000 continuing education registrants annually

## Programs

With more than 500 career options and an abundance of program offerings, Seneca offers more than 191 full-time programs and 187 part-time programs, including:

- 16 Degrees
- 72 Diplomas
- 28 Advanced Diplomas
- 23 Certificates
- 48 Graduate Certificates

## Pathways

- Seneca announced pathways with two Northern colleges – Cambrian in Sudbury and Canadore in North Bay – for their students to do degree and diploma completions at Seneca
- Seneca is first among Ontario colleges to send graduates on to university through postsecondary partnerships
- Seneca has achieved innovative pathways in four program areas in partnership with York University; since 2002, these pathways have allowed more than 20,000 students to transfer between York University and Seneca
- Seneca and University of Toronto Scarborough (UTSC) created the first Bachelor of Science pathway in Ontario. Graduates of Seneca's Arts and Science program who meet admission requirements will be able to enrol in courses at UTSC, leading them to receive both a Seneca diploma and UTSC Honours Bachelor of Science degree in four years
- Seneca students can have their credits recognized at over 60 partner institutions in Ontario and worldwide
- Through Ontario's School-College-Work Initiative, more than 1,000 dual credit students from nine local school boards enrol at Seneca each year

# New program offerings

## New programs this year

- Applied Science and Technology Fundamentals (Ontario College Certificate)
- Clinical Research (Graduate Certificate)
- Cyber Security (Graduate Certificate)
- Forensic Investigative Studies (Certificate)
- Honours Bachelor of Behavioural Psychology (Degree)
- Honours Bachelor of Commerce – Marketing (Degree)
- Honours Bachelor of Community Mental Health (Degree)
- Personal Support Worker (Certificate)
- Public Relations – Investor Relations (Graduate Certificate)
- 911 and Emergency Services Communications (Ontario College Certificate)

## Board of Governors Listing

David Agnew, President

Fariba Anderson

Janet Beed (Vice-Chair)

Doug Brooks

Marc Caira

Ahmed Chakera (Support Staff Representative)

Lois Cormack

Donna Duncan (Chair)

Shafiq Ebrahim

John Honderich

Warren Jestin (Vice-Chair)

Alice Keung

Mina Mawani

Naki Osutei

Mark Solomon (Administrative Staff Representative)

Belinda Tang

Vince Timpano

Rashpal Uppal-Assi (Faculty Representative)

Jeff Vandenberg (Student Representative)

Karen Webb

# Summary of Advertising and Marketing Complaints

Nature of Complaint	Date received	How resolved/addressed	Date resolution communicated to student	Number of working days to resolve
N/A	N/A	N/A	N/A	N/A

**Total number of complaints:** Nil

**Average number of working days to resolution:** N/A

Consolidated Financial Statements of

**SENECA COLLEGE OF APPLIED  
ARTS AND TECHNOLOGY**

Year ended March 31, 2017



KPMG LLP  
Vaughan Metropolitan Centre  
100 New Park Place, Suite 1400  
Vaughan ON L4K 0J3  
Canada  
Tel 905-265-5900  
Fax 905-265-6390

## INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Seneca College of  
Applied Arts and Technology

We have audited the accompanying consolidated financial statements of Seneca College of Applied Arts and Technology, which comprise the consolidated statement of financial position as at March 31, 2017, the consolidated statements of operations, changes in net assets, cash flows and remeasurement gains and losses for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

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

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

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



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*Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Seneca College of Applied Arts and Technology as at March 31, 2017, and its consolidated results of operations, its consolidated changes in net assets, its consolidated cash flows and its consolidated remeasurement gains and losses for the year then ended in accordance with Canadian public sector accounting standards.

*KPMG LLP*

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Chartered Professional Accountants, Licensed Public Accountants

June 8, 2017  
Vaughan, Canada

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Financial Position

March 31, 2017, with comparative information for 2016

	2017	2016
<b>Assets</b>		
Current assets:		
Cash	\$ 53,281,014	\$ 27,650,597
Short-term investments (note 11)	22,552,089	15,478,778
Grants receivable	664,010	728,661
Accounts receivable	16,750,112	6,959,416
Prepaid expenses	5,893,701	3,604,530
	<u>99,140,926</u>	<u>54,421,982</u>
Long-term investments (note 11)	41,897,092	44,587,398
Restricted cash and investments (note 8)	25,323,007	20,919,817
Capital assets (note 2)	342,666,336	338,609,451
	<u>\$ 509,027,361</u>	<u>\$ 458,538,648</u>

## Liabilities, Deferred Contributions and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 45,055,759	\$ 36,079,789
Current portion of long-term debt (note 3)	3,819,816	3,576,482
Due to student associations (note 4)	16,428,760	13,803,681
Deferred revenue	48,702,674	37,962,444
Employee vacation accrual	12,571,505	12,683,124
	<u>126,578,514</u>	<u>104,105,520</u>
Long-term debt (note 3)	39,137,683	42,957,499
Deferred derivative liability (note 11)	5,052,271	6,424,494
Post-employment benefits and compensated absences (note 7)	12,118,000	12,191,000
	<u>182,886,468</u>	<u>165,678,513</u>
Deferred contributions (note 5)	8,973,991	9,223,346
Deferred contributions for capital assets (note 6)	106,414,796	92,732,302
	<u>115,388,787</u>	<u>101,955,648</u>
Net assets:		
Unrestricted:		
Operating	17,861,806	4,149,172
Post-employment benefits and compensation absences	(12,118,000)	(12,191,000)
Vacation pay	(12,571,505)	(12,683,124)
	<u>(6,827,699)</u>	<u>(20,724,952)</u>
Investment in capital assets (note 9(a))	202,391,571	199,343,168
Externally restricted - endowments (note 8)	20,240,505	18,710,765
	<u>215,804,377</u>	<u>197,328,981</u>
Accumulated rereasurement losses	(5,052,271)	(6,424,494)
	<u>210,752,106</u>	<u>190,904,487</u>
	<u>\$ 509,027,361</u>	<u>\$ 458,538,648</u>

See accompanying notes to consolidated financial statements.

On behalf of the Board of Governors:

 Chair

 President

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Operations

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
<b>Revenue:</b>		
Government operating grant	\$ 130,867,893	\$ 132,330,263
Tuition and related fees	196,614,649	179,558,655
Ancillary	19,520,983	19,343,161
Amortization of deferred contributions for capital assets	7,443,517	7,585,943
Deferred contributions recognized	1,923,601	1,722,979
Student and alumni associations	2,453,967	2,118,946
Other	30,264,622	26,293,777
	<u>389,089,232</u>	<u>368,953,724</u>
<b>Expenses:</b>		
Salaries and benefits	223,897,354	219,974,680
Operating	79,488,961	64,029,502
Plant and property maintenance	16,496,412	13,956,227
Bursaries and scholarships	10,325,979	10,090,128
Ancillary	11,150,132	11,396,830
Amortization of capital assets	30,784,738	30,440,761
	<u>372,143,576</u>	<u>349,888,128</u>
<b>Excess of revenue over expenses</b>	<u>\$ 16,945,656</u>	<u>\$ 19,065,596</u>

See accompanying notes to consolidated financial statements.



# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Changes in Net Assets

Year ended March 31, 2017, with comparative information for 2016

2017	Endowments	Investment in capital assets	Unrestricted	Total
Net assets (deficiency), beginning of year	\$ 18,710,765	\$ 199,343,168	\$ (20,724,952)	\$ 197,328,981
Excess (deficiency) of revenue over expenses	–	(21,385,264)	38,330,920	16,945,656
Endowment contributions	1,529,740	–	–	1,529,740
Net change in investments in capital assets (note 9(b))	–	24,433,667	(24,433,667)	–
<b>Net assets, end of year</b>	<b>\$ 20,240,505</b>	<b>\$ 202,391,571</b>	<b>\$ (6,827,699)</b>	<b>\$ 215,804,377</b>

2016	Endowments	Investment in capital assets	Unrestricted	Total
Net assets (deficiency), beginning of year	\$ 17,459,843	\$ 188,675,508	\$ (29,122,888)	\$ 177,012,463
Excess (deficiency) of revenue over expenses	–	(22,854,818)	41,920,414	19,065,596
Endowment contributions	1,250,922	–	–	1,250,922
Net change in investments in capital assets (note 9(b))	–	33,522,478	(33,522,478)	–
<b>Net assets (deficiency), end of year</b>	<b>\$ 18,710,765</b>	<b>\$ 199,343,168</b>	<b>\$ (20,724,952)</b>	<b>\$ 197,328,981</b>

See accompanying notes to consolidated financial statements.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 16,945,656	\$ 19,065,596
Items not involving cash:		
Amortization of capital assets	30,784,738	30,440,761
Gain on disposal of capital assets	(1,955,957)	-
Amortization of deferred contributions for capital assets	(7,443,517)	(7,585,943)
Post-employment benefits and compensated absences	725,951	(99,470)
	<u>39,056,871</u>	<u>41,820,944</u>
Change in non-cash operating working capital:		
Decrease in grants receivable	64,651	278,743
Decrease (increase) in accounts receivable	(9,790,696)	555,575
Decrease (increase) in prepaid expenses	(2,289,171)	140,567
Increase (decrease) in accounts payable and accrued liabilities	8,975,970	(6,845,587)
Increase in due to student associations	2,625,079	1,174,299
Increase (decrease) in deferred revenue	10,740,230	(11,598,834)
Decrease in employee vacation accrual	(111,619)	(635,547)
Decrease in post-employment benefits and compensated absences	(798,951)	(331,530)
	<u>48,472,364</u>	<u>24,558,630</u>
Capital activities:		
Contributions received for capital assets	21,126,011	5,334,153
Purchase of capital assets	(35,355,666)	(35,506,115)
Proceeds on disposal of capital assets	2,470,000	-
	<u>(11,759,655)</u>	<u>(30,171,962)</u>
Financing activities:		
Increase (decrease) in deferred contributions	(249,355)	2,954,623
Principal payments on long-term debt	(3,576,482)	(3,350,516)
Endowment contributions	1,529,740	1,250,922
	<u>(2,296,097)</u>	<u>855,029</u>
Investing activities:		
Net purchase of investments	(4,383,005)	(60,066,176)
Increase in restricted cash and investments	(4,403,190)	(1,012,881)
	<u>(8,786,195)</u>	<u>(61,079,057)</u>
Increase (decrease) in cash	25,630,417	(65,837,360)
Cash, beginning of year	27,650,597	93,487,957
Cash, end of year	<u>\$ 53,281,014</u>	<u>\$ 27,650,597</u>
Supplemental cash flow information:		
Interest paid on long-term debt	\$ 2,899,585	\$ 3,138,846

See accompanying notes to consolidated financial statements.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Accumulated remeasurement losses, beginning of year	\$ (6,424,494)	\$ (6,513,140)
Unrealized gain on derivative liability	1,372,223	88,646
Accumulated remeasurement losses, end of year	\$ (5,052,271)	\$ (6,424,494)

See accompanying notes to consolidated financial statements.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2017

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Seneca College of Applied Arts and Technology (the "College") was incorporated as a college in 1966 under legislation of the Province of Ontario. The College is a registered charity and, therefore, exempt from payment of income tax under Section 149 of the Income Tax Act (Canada).

The mission of the College is to contribute to the Canadian society by being a leader in providing students with career-related education and training.

These consolidated financial statements reflect the assets, liabilities, net assets, revenue, expenses and other transactions of operations and organizations controlled by the College. As such, the consolidated financial statements include academic, administrative and other operating expenses that are funded by a combination of tuition and other fees, grants (federal, provincial and municipal), revenue from ancillary operations, and restricted purpose endowment funds.

## 1. Significant accounting policies:

### (a) Basis of accounting:

These consolidated financial statements are the representation of management and have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 Series of Standards, as issued by the Public Sector Accounting Board.

### (b) Subsidiary:

These consolidated financial statements reflect the assets, liabilities, revenue and expenses of the College and its wholly owned subsidiary, Seneca Corporation. All inter-organizational balances and transactions are eliminated on consolidation.

### (c) Revenue recognition:

The College follows the deferral method of accounting for contributions, which includes donations and government grants.

All revenue relating to tuition and other services provided by the College, as well as revenue from ancillary operations and donations, are reflected in the consolidated statement of operations.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 1. Significant accounting policies (continued):

Operating grants are recorded as revenue in the year in which they relate. Grants earned but not received at the end of a year are accrued. Where a portion of a grant relates to a future year, it is deferred and recognized in the subsequent year when the related services are provided.

Contributions and tuition fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions are recognized as revenue in the year in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis, at a rate corresponding with the amortization rate for the related capital assets. Endowment contributions are recognized as direct increases in endowment net assets.

Restricted investment income that must be maintained as an endowment is credited to deferred contributions until the related expense is incurred. Unrestricted investment income is recognized as revenue when earned.

Tuition fees received in advance are recorded as deferred revenue and recognized as revenue when earned through the provision of service.

### (d) Vacation accrual:

The College recognizes vacation as an expense on the accrual basis.

### (e) Derivative financial instrument:

A derivative financial instrument is utilized by the College in the economic management of its interest rate exposure. The College does not enter into derivative financial instruments for trading or speculative purposes. The College uses an interest rate swap agreement to economically manage the floating interest rate of a portion of the debt portfolio and the related overall cost of borrowing.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 1. Significant accounting policies (continued):

### (f) Financial instruments:

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

#### (i) Fair value:

This category includes derivatives and equity instruments quoted in an active market. The College has elected to continue carrying externally restricted endowment investments, consisting of restricted cash and investments that would otherwise be classified into the amortized cost category at fair value as the College reports performance of it on a fair value basis.

Financial instruments are recognized at cost and subsequently carried at fair value. Unrealized changes in fair value are recognized in the consolidated statement of remeasurement gains and losses until they are realized, when they are transferred to the consolidated statement of operations.

Unrealized changes in fair value of a financial asset in a fair value category that is externally restricted are recorded in deferred contributions.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

Where a decline in the fair value of the derivative liability is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the consolidated statement of operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed from net assets and recognized in the consolidated statement of financial position for restricted investments and the consolidated statement of operations for unrestricted investments.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 1. Significant accounting policies (continued):

### (ii) Amortized cost:

This category includes grants receivable, accounts receivable, short-term investments, long-term investments, accounts payable and accrued liabilities, employee vacation accrual and long-term debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the consolidated statement of operations.

### (g) Capital assets:

Capital assets are stated at cost with the exception of donated assets, which are recorded at their fair market value at the date of the receipt where fair market value is reasonably determinable; otherwise, they are recorded at a nominal amount. The College amortizes the cost of capital assets on a straight-line basis over the estimated useful lives of the assets as follows:

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Land improvements	10 years
Buildings	40 years
Leasehold improvements	Lease term
Furniture	5 years
Equipment	5 - 10 years
Computer equipment	3 - 5 years

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# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 1. Significant accounting policies (continued):

Construction in progress relates to the ongoing campus expansion and the technology upgrade project. Upon completion, the College will start amortizing such costs in accordance with defined useful life criteria.

When a capital asset no longer contributes to the College's ability to provide services, its carrying amount is written down to its residual value.

### (h) Equipment under capital leases:

The College leases equipment on terms which transfer substantially all the benefits and risks of ownership to the College. These leases have been accounted for as capital leases as though an asset had been purchased and a liability incurred.

### (i) Student organizations:

These consolidated financial statements do not include the assets, liabilities or results of operations of the Seneca Student Federation, as this legal entity is not controlled by the College.

### (j) Retirement and post-employment benefits and compensated absences:

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, life insurance benefits, vesting sick leave, non-vesting sick leave, short-term disability and maternity leave. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.



# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 1. Significant accounting policies (continued):

- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the year.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service lives of the employees.
- (iv) The cost of short-term disability and maternity leave is determined using management's best estimate of the length of the compensated absences.

### (k) Use of estimates:

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of revenue and expenses during the year, in addition to the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the consolidated financial statements. The most significant items subject to management's estimation are the fair value of deferred derivative liability, allowance for doubtful accounts, carrying amounts and useful lives of capital assets, accrued liabilities and post-employment benefits and compensated absences. Actual results could differ from those estimates.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 2. Capital assets:

2017	Cost	Accumulated amortization	Net book value
Land	\$ 14,533,980	\$ —	\$ 14,533,980
Land improvements	92,754,147	49,951,188	42,802,959
Buildings	292,243,378	115,095,481	177,147,897
Leasehold improvements	24,972,049	14,068,834	10,903,215
Furniture	20,188,527	15,612,205	4,576,322
Equipment	144,672,769	71,579,422	73,093,347
Computer equipment	96,222,613	93,128,292	3,094,321
Construction in progress	16,514,295	—	16,514,295
	<b>\$ 702,101,758</b>	<b>\$ 359,435,422</b>	<b>\$ 342,666,336</b>

2016	Cost	Accumulated amortization	Net book value
Land	\$ 15,048,023	\$ —	\$ 15,048,023
Land improvements	79,998,304	42,830,710	37,167,594
Buildings	292,243,378	108,292,332	183,951,046
Leasehold improvements	24,972,049	13,113,807	11,858,242
Furniture	18,787,488	14,199,654	4,587,834
Equipment	138,593,397	61,528,545	77,064,852
Computer equipment	95,665,801	92,725,306	2,940,495
Construction in progress	5,991,365	—	5,991,365
	<b>\$ 671,299,805</b>	<b>\$ 332,690,354</b>	<b>\$ 338,609,451</b>

During 2017, construction in progress of \$787,170 (2016 - \$773,917) was completed, transferred to capital assets and amortization commenced.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

### 3. Long-term debt:

The College has negotiated or assumed the following long-term debt commitments:

	2017	2016
Mortgage (a)	\$ 10,594,941	\$ 11,979,747
Mortgage (b)	3,988,218	4,429,554
Mortgage (c)	8,160,340	8,837,680
Bankers' acceptance loan (d)	20,214,000	21,287,000
	42,957,499	46,533,981
Less current portion	3,819,816	3,576,482
	<u>\$ 39,137,683</u>	<u>\$ 42,957,499</u>

Interest on long-term debt amounted to \$2,899,585 in 2017 (2016 - \$3,138,846), and is included in operating expenses.

- (a) Mortgage on the student residence on the Newnham Campus (Phase I). The rate is fixed at 6.87% and the maturity date is March 1, 2023. Blended semi-annual payments of \$1,092,216 commenced September 1, 1998.
- (b) Mortgage on the student residence on the King campus. The rate is fixed at 6.29% and the maturity date is March 1, 2024. Blended semi-annual payments of \$356,561 commenced September 1, 1999.
- (c) Mortgage on the student residence on the Newnham Campus (Phase II). The rate is fixed at 7.16% and the maturity date is September 1, 2025. Blended semi-annual payments of \$649,103 commenced September 1, 2000.
- (d) The College negotiated a term bank loan, by way of a bankers' acceptance loan, to finance the acquisition of the Markham campus. The loan is repayable, commencing September 27, 2004, by blended quarterly payments of approximately \$573,000, maturing June 25, 2029. The College has since entered into an interest rate swap agreement to modify the floating rate of interest on this loan to a fixed rate of 5.607% (note 11(c)).

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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### 3. Long-term debt (continued):

Annual principal payments in each of the next five fiscal years and thereafter are as follows:

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2018	\$ 3,819,816
2019	4,077,308
2020	4,354,814
2021	4,649,241
2022	4,964,560
Thereafter	21,091,760
	<hr/>
	\$ 42,957,499

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The fair value of these loans and mortgages as at March 31, 2017 is estimated by management to be \$50,368,948 (2016 - \$56,319,165).

### 4. Due to student associations:

The funds due to Seneca College Student Associations are unsecured, due on demand and non-interest bearing.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 5. Deferred contributions:

Deferred contributions represent unspent externally restricted funding that has been received and relates to expenses of future years. Changes in the contributions deferred to future years are as follows:

	2017	2016
Balance, beginning of year	\$ 9,223,346	\$ 6,268,723
Add amount received from:		
Set aside tuition	6,486,386	6,476,869
Other sources	536,654	1,849,754
Realized investment income on endowments	1,613,114	1,034,819
Unrealized gain (loss) on endowments (note 8)	1,610,800	(584,466)
Less amounts disbursed:		
Set aside tuition	8,572,708	4,099,374
Other sources	1,923,601	1,722,979
<b>Balance, end of year</b>	<b>\$ 8,973,991</b>	<b>\$ 9,223,346</b>
Deferred contributions comprise:		
Scholarships and bursaries	\$ 2,385,508	\$ 4,867,165
Joint employment stability reserve	581,681	576,757
Prepaid leave plan	17,754	8,620
Endowment income:		
Ontario Trust for Student Support and other	5,989,048	3,770,804
	<b>\$ 8,973,991</b>	<b>\$ 9,223,346</b>

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 6. Deferred contributions for capital assets:

Deferred contributions for capital assets represent the unamortized amount of grants and other contributions received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the consolidated statement of operations and is amortized in relation to the asset to which it relates. The changes in the deferred contributions for capital asset balances are as follows:

	2017	2016
Balance, beginning of year	\$ 92,732,302	\$ 94,984,092
Amortization of deferred capital contributions	(7,443,517)	(7,585,943)
Contributions received for capital purposes	21,126,011	5,334,153
<b>Balance, end of year</b>	<b>\$ 106,414,796</b>	<b>\$ 92,732,302</b>

Deferred contributions for capital assets include \$9,097,530 (2016 - nil) of unspent contributions.

## 7. Post-employment benefits and compensated absences:

The following tables outline the liability components of the College's post-employment benefits and compensated absences:

2017	Post- employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 2,087,000	\$ 7,219,000	\$ 370,000	\$ 9,676,000
Value of plan assets	(298,000)	-	-	(298,000)
Unamortized actuarial gains	93,000	1,576,000	1,071,000	2,740,000
<b>Total liability</b>	<b>\$ 1,882,000</b>	<b>\$ 8,795,000</b>	<b>\$ 1,441,000</b>	<b>\$ 12,118,000</b>

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 7. Post-employment benefits and compensated absences (continued):

2016	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 2,227,000	\$ 6,500,000	\$ 2,555,000	\$ 11,282,000
Value of plan assets	(395,000)	–	–	(395,000)
Unamortized actuarial gains (losses)	119,000	2,277,000	(1,092,000)	1,304,000
<b>Total liability</b>	<b>\$ 1,951,000</b>	<b>\$ 8,777,000</b>	<b>\$ 1,463,000</b>	<b>\$ 12,191,000</b>

The following tables outline the expense component of the College's post-employment benefits and compensated absences:

2017	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit costs	\$ (29,000)	\$ 388,000	\$ 23,000	\$ 382,000
Interest on accrued benefit obligation	4,000	103,000	8,000	115,000
Amortized actuarial losses (gains)	(19,000)	(130,000)	43,000	(106,000)
<b>Total expenses</b>	<b>\$ (44,000)</b>	<b>\$ 361,000</b>	<b>\$ 74,000</b>	<b>\$ 391,000</b>

2016	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit costs	\$ 5,000	\$ 428,000	\$ 111,000	\$ 544,000
Interest on accrued benefit obligation	3,000	108,000	45,000	156,000
Amortized actuarial losses (gains)	(16,000)	(139,000)	198,000	43,000
<b>Total expenses</b>	<b>\$ (8,000)</b>	<b>\$ 397,000</b>	<b>\$ 354,000</b>	<b>\$ 743,000</b>

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 7. Post-employment benefits and compensated absences (continued):

Above amounts exclude pension contributions to the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), a multi-employer plan, described below:

### (a) Pension plan:

Employees of the College are members of the Plan, which is a multi-employer, jointly sponsored defined benefit plan for eligible employees of public colleges and other employers in Ontario. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2017 indicated an actuarial surplus of \$1.6 billion. The College made contributions to the Plan and its associated retirement compensation arrangement of \$18,033,736 in 2017 (2016 - \$17,562,923), which has been included in the consolidated statement of operations.

### (b) Post-employment benefits:

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

#### (i) Discount rate:

The present value, as at March 31, 2017, of the future benefits was determined using a discount rate of 2.0% (2016 - 1.7%).



# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 7. Post-employment benefits and compensated absences (continued):

### (ii) Drug costs:

Drug costs were assumed to increase at a rate of 9.00% in 2014 and decrease proportionately thereafter to an ultimate rate of 4.00% in 2034.

### (iii) Other medical:

Other medical costs and vision/hearing care were assumed to increase at 4.0% per annum.

### (iv) Dental costs:

Dental costs were assumed to increase at 4.0% per annum.

## (c) Compensated absences:

### (i) Vesting sick leave:

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of six months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

### (ii) Non-vesting sick leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 7. Post-employment benefits and compensated absences (continued):

The assumptions used in the valuation of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

	2017	2016
Wage and salary escalation	0.50% - 1.50%	0.50% - 1.80%
Discount rate	2.00%	1.70%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0.00% to 23.70% and 0 to 48 days, respectively, for age groups ranging from 20 and under to 65 and over in bands of five years.

## 8. Externally restricted endowments:

Externally restricted net assets include endowment funds which have been donated for specific purposes. The principal sum must be held for investment, while the income earned is expendable for the specific purposes outlined when the funds are donated. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they are provided.

Endowment funds of \$20,240,505 consist of restricted cash and investments. The fair value of the restricted cash and investments at March 31, 2017 is \$25,323,007 (2016 - \$20,919,817), which represents funds restricted as to use and are not available for general operations.

Unrealized gains (losses) and realized investment income earned on endowment funds during the year, and reported in deferred contributions is as follows:

			2017	2016
	OTSS	Non-OTSS	Total	Total
Unrealized gain (loss)	\$ 1,348,235	\$ 262,565	\$ 1,610,800	\$ (584,466)
Realized investment income	1,350,172	262,942	1,613,114	1,034,819
	\$ 2,698,407	\$ 525,507	\$ 3,223,914	\$ 450,353

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 8. Externally restricted endowments (continued):

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the consolidated statement of operations since this income is available for disbursement as scholarships and bursaries and the donor's conditions were met.

### Ontario Trust for Student Support fund:

The externally restricted endowments include monies provided by the Government of Ontario through the OTSS matching funds program to award student aid as a result of raising an equal amount of endowed donations. The College has recorded the following amounts under the program:

	2017	2016
<b>Schedule of Changes in Endowment Fund Balance</b>		
Fund balance, beginning of year	\$ 16,098,365	\$ 15,437,575
Cash donations received and receivable	842,883	660,790
<b>Fund balance, end of year</b>	<b>\$ 16,941,248</b>	<b>\$ 16,098,365</b>

	2017	2016
<b>Schedule of Changes in Expendable Funds Available for Awards</b>		
Balance, beginning of year	\$ 3,410,383	\$ 3,170,415
Investment income	1,350,172	781,794
Bursaries awarded (total number - 966; 2016 - 45)	(863,100)	(38,963)
Unrealized gain (loss) on endowment funds	1,348,235	(502,863)
<b>Balance, end of year</b>	<b>\$ 5,245,690</b>	<b>\$ 3,410,383</b>

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 9. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2017	2016
Capital assets	\$ 342,666,336	\$ 338,609,451
Less amounts financed by:		
Long-term debt (note 3)	42,957,499	46,533,981
Deferred contributions for capital assets (note 6)	97,317,266	92,732,302
	<u>\$ 202,391,571</u>	<u>\$ 199,343,168</u>

(b) Change in net assets invested in capital assets is calculated as follows:

	2017	2016
Deficiency of revenue over expenses:		
Amortization of deferred contributions related to capital assets	\$ 7,443,517	\$ 7,585,943
Amortization of capital assets	(30,784,738)	(30,440,761)
Gain on disposal of capital assets	1,955,957	-
	<u>\$ (21,385,264)</u>	<u>\$ (22,854,818)</u>
Net change in investment in capital assets:		
Purchase of capital assets	\$ 35,355,666	\$ 35,506,115
Proceeds on disposal of capital assets	(2,470,000)	-
Amounts funded by deferred capital contributions	(12,028,481)	(5,334,153)
Repayments of long-term debt	3,576,482	3,350,516
	<u>\$ 24,433,667</u>	<u>\$ 33,522,478</u>

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 10. Commitments and contingent liabilities:

### (a) Service agreements and lease commitments:

The College has entered into various service agreements, as well as other commitments, to lease premises and equipment. The anticipated annual payments in each of the next five years and thereafter in aggregate under current arrangements are as follows:

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2018	\$ 12,862,014
2019	11,096,161
2020	10,145,241
2021	5,109,220
2022	2,884,873
Thereafter	16,134,854
	<hr/>
	\$ 58,232,363

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### (b) Contractual commitments:

The primary services contracted by the College through contractual agreements with external companies include facilities management, security, grounds maintenance and print/copy services.

### (c) Contingent liabilities:

In the normal course of its operations, the College is subject to various litigation and claims. Where management has assessed the likelihood of financial exposure for a claim as more than likely and where a reasonable estimate as to the exposure can be made, an accrual has been recorded in these consolidated financial statements. In some instances, the ultimate outcome of these claims cannot be determined at this time. However, the College's management believes that the ultimate disposition of these matters will not have a material adverse effect on its consolidated financial position.

### (d) Letters of guarantee:

The College issues letters of guarantee through its financial institutions to provide guarantees to certain vendors. Outstanding letters of guarantee amount to \$1,944,900 as at March 31, 2017 (2016 - \$2,666,001).

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 10. Commitments and contingent liabilities (continued):

### (e) Indemnification agreements:

In the normal course of business, the College enters into agreements that meet the definition of a guarantee. The College's primary guarantees subject to the disclosure requirements are as follows:

- (i) The College has provided indemnities under lease agreements for the use of various operating facilities and equipment. Under the terms of these agreements, the College agrees to indemnify the counterparties for various items, including, but not limited to, all liabilities, loss, suits and damages arising during, on or after the term of the agreement. The maximum amount of any potential future payment cannot be reasonably estimated.
- (ii) Indemnity has been provided to all directors and/or officers of the College for various items including, but not limited to, all costs to settle suits or actions due to association with the College, subject to certain restrictions. The College has purchased directors' and officers' liability insurance to mitigate the cost of any potential future lawsuits or actions. The term of the indemnification is not explicitly defined, but is limited to the period over which the indemnified party served as a trustee, director or officer of the College. The maximum amount of any potential future payment cannot be reasonably estimated.
- (iii) In the normal course of business, the College has entered into agreements that include indemnities in favour of third parties, such as student work placement agreements. These indemnification agreements may require the College to compensate counterparties for losses incurred by the counterparties as a result of breaches in representation and regulations or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined and the maximum amount of any potential reimbursement cannot be reasonably estimated.

The nature of these indemnification agreements prevents the College from making a reasonable estimate of the maximum exposure due to the difficulties in assessing the amount of liability which stems from the unpredictability of future events and the unlimited coverage offered to counterparties. Historically, the College has not made any significant payments under such or similar indemnification agreements and, therefore, no amount has been accrued in the consolidated statement of financial position with respect to these agreements.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 11. Financial instruments:

The following tables provide cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below:

2017	Fair value	Amortized cost
Cash	\$ 53,281,014	\$ —
Short-term investments (a)	—	22,552,089
Grants receivable	—	664,010
Accounts receivable	—	16,750,112
Long-term investments (a)	—	41,897,092
Restricted cash and investments (b)	25,323,007	—
Accounts payable and accrued liabilities	—	45,055,759
Current portion of long-term debt	—	3,819,816
Employee vacation accrual	—	12,571,505
Long-term debt	—	39,137,683
Deferred derivative liability (c)	5,052,271	—

2016	Fair value	Amortized cost
Cash	\$ 27,650,597	\$ —
Short-term investments (a)	—	15,478,778
Grants receivable	—	728,661
Accounts receivable	—	6,959,416
Long-term investments (a)	—	44,587,398
Restricted cash and investments (b)	20,919,817	—
Accounts payable and accrued liabilities	—	36,079,789
Current portion of long-term debt	—	3,576,482
Employee vacation accrual	—	13,803,681
Long-term debt	—	42,957,499
Deferred derivative liability (c)	6,424,494	—

(a) Excess operating funds are invested in liquid securities that are accessible when required. Short-term investments consist of T-bills and government bonds with maturities of less than one year. Long-term investments consist of government and corporate bonds with maturities that are greater than one year. All investments follow the Government of Ontario Binding Policy Directive on Banking, Investments and Borrowing.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 11. Financial instruments (continued):

Excess operating funds held in short-term investments have yields varying from 0.425% to 3.50% (2016 - 0.6% to 0.83%) with maturity dates ranging from April 2017 to March 2018 (2016 - June 2016 to October 2016). The fair value of short-term investments as at March 31, 2017 was \$22,557,782 (2016 - \$15,521,098). Excess operating funds held in long-term investments have yields varying from 1.24% to 5.0% (2016 - 0.73% to 2.81%) with maturity dates ranging from June 2018 to December 2025 (2016 - January 2017 to December 2025). The fair value of long-term investments as at March 31, 2017 was \$42,103,320 (2016 - \$45,030,892).

- (b) Restricted cash and investments are externally restricted for endowment purposes (note 8) and consist of pooled funds invested in money market, bonds and Canadian and international equity funds.
- (c) The College entered into an interest rate swap agreement in a prior year to economically manage the floating interest rate of the bankers' acceptance loan (note 3(d)). Under the terms of the interest rate swap agreement, the College has contracted with the counterparty to pay a fixed rate of interest of 5.607% (2016 - 5.607%), while receiving interest at a variable rate to be set quarterly based on the bankers' acceptance rates which ranged from 0.86% to 0.93% (2016 - 0.78% to 1.00%) during the year. The effective date of the interest rate swap agreement was June 25, 2004, with a maturity date of June 25, 2029. The notional value of the interest rate swap agreement at March 31, 2017 is \$20,214,000 (2016 - \$21,287,000) and is amortized quarterly during the term of the interest rate swap agreement. The fair value of the interest rate swap agreement at March 31, 2017 is \$5,052,271 (2016 - \$6,424,494) and is recorded as a deferred derivative liability on the consolidated statement of financial position.

The following provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Level 1 to Level 3 based on the degree to which the fair value is observable:

- Level 1 - fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 - fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and



# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 11. Financial instruments (continued):

- Level 3 - fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

All cash and restricted cash and investments are classified as Level 1 financial instruments, except for \$24,321,254 (2016 - \$19,868,304) invested in a Canadian Equity Fund, a US Equity Fund, a Fixed Income Fund and an International Equity Fund, which are classified as Level 2 financial instruments. The deferred derivative liability is classified as a Level 3 financial instrument.

There were no transfers among levels for the years ended March 31, 2017 and 2016. For a sensitivity analysis of financial instruments recognized in Level 3, see note 12, interest rate risk, as the prevailing interest rate is the most significant input into the fair value of the instrument.

## 12. Financial instruments and risk management:

### (a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash and accounts receivable. The College holds its cash accounts with federally regulated chartered banks which are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$100,000 (2016 - \$100,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the Ministry of Advanced Education and Skills Development ("MAESD") and puts limits on the bond portfolio, including portfolio composition limits, issuer type limits, bond quality limits, aggregate issuer limits, corporate sector limits and general guidelines for geographic exposure. All fixed income portfolios are measured for performance on a quarterly basis and monitored by management on a monthly basis. The guidelines permit the College's funds to be invested in government bonds, bank-listed Schedule I or Schedule II or a branch in Canada of an authorized foreign bank under the Bank Act. Externally restricted and endowment funds, which are generally money and donations for scholarships and bursaries, can be invested in corporate bonds with a credit rating of A(R-1) or better. All other College funds are restricted to corporate bonds with a rating of AAA.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 12. Financial instruments and risk management (continued):

The maximum exposure to investment credit risk is outlined in note 11.

Accounts receivable are primarily due from students. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population.

The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The amounts outstanding were as follows:

2017	Total	1 - 30 days	Past due		
			31 - 60 days	61 - 90 days	> 90 days
Grants receivable	\$ 664,010	\$ 664,010	\$ -	\$ -	\$ -
Accounts receivable	25,372,391	5,616,950	317,666	8,610,990	10,826,785
Gross receivables	26,036,401	<u>\$ 6,280,960</u>	<u>\$ 317,666</u>	<u>\$ 8,610,990</u>	<u>\$ 10,826,785</u>
Less impairment allowances	8,622,279				
	<u>\$ 17,414,122</u>				

2016	Total	1 - 30 days	Past due		
			31 - 60 days	61 - 90 days	> 90 days
Grants receivable	\$ 728,661	\$ 728,661	\$ -	\$ -	\$ -
Accounts receivable	7,037,768	2,029,620	3,774,006	30,490	1,203,652
Gross receivables	7,766,429	<u>\$ 2,758,281</u>	<u>\$ 3,774,006</u>	<u>\$ 30,490</u>	<u>\$ 1,203,652</u>
Less impairment allowances	78,352				
	<u>\$ 7,688,077</u>				

Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 12. Financial instruments and risk management (continued):

### (b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The College's investment policy operates within the constraints of the investment guidelines issued by the MAESD. The policy's application is monitored by management, the investment managers and the Board of Governors. Diversification techniques are utilized to minimize risk.

The investment policy outlines an asset mix comprising:

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Fixed income	25% - 50%
Equities	50% - 65%
Cash and short-term investments	0% - 15%

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There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

### (i) Currency risk:

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign exchange rates when adverse changes in foreign currency rates occur. The College does not have any material transactions or financial instruments denominated in foreign currencies.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure risk.

### (ii) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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## 12. Financial instruments and risk management (continued):

The College is exposed to this risk through the fixed income securities and long-term debt.

The College mitigates interest rate risk on its long-term debt (note 3(d)) through a derivative financial instrument that exchanges the variable rate inherent in the long-term debt for a fixed rate (note 11). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt. In addition, the College's other long-term debt, as described in note 3(a) to (c), would not be impacted as the inherent rates are fixed.

Fixed income securities have yields varying from 0.43% to 4.15% (2016 - 0.44% to 4.69%) with maturity dates ranging from April 2017 to December 2064 (2016 - May 2016 to December 2064).

At March 31, 2017, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of the bonds and the interest rate swap of \$2,147,545 (2016 - \$2,384,717) and \$1,474,325 (2016 - \$1,762,000), respectively.

There have been no significant changes from the previous year in the exposure to interest rate risk or policies, procedures and methods used to measure the risk.

### (iii) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through the equity holdings with its investment portfolio. At March 31, 2017, a 10% movement in the stock markets with all variables held constant would have an estimated effect on the fair values of the College's equities of \$1,477,017 (2016 - \$1,206,842).

There have been no significant changes from the previous year in the exposure to the risk or policies, procedures and methods used to measure the risk.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

## 12. Financial instruments and risk management (continued):

### (c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near term if unexpected cash outflows arise. The following tables set out the contractual maturities (representing undiscounted contractual cash flows of financial liabilities):

	Within 6 months	6 months to 1 year	1 - 5 years	Greater than 5 years	Total
<b>2017</b>					
Accounts payable and accrued liabilities	\$ 43,371,046	\$ 1,684,713	\$ -	\$ -	\$ 45,055,759
Employee vacation accrual	11,344,117	1,227,388	-	-	12,571,505
Current portion of long-term debt	1,878,376	1,941,440	-	-	3,819,816
Long-term debt	-	-	23,347,738	15,789,945	39,137,683
	<b>\$ 56,593,539</b>	<b>\$ 4,853,541</b>	<b>\$ 23,347,738</b>	<b>\$ 15,789,945</b>	<b>\$ 100,584,763</b>
<b>2016</b>					
Accounts payable and accrued liabilities	\$ 35,047,761	\$ 1,032,028	\$ -	\$ -	\$ 36,079,789
Employee vacation accrual	11,470,495	1,212,629	-	-	12,683,124
Current portion of long-term debt	1,736,073	1,840,409	-	-	3,576,482
Long-term debt	-	-	21,865,739	21,091,760	42,957,499
	<b>\$ 48,254,329</b>	<b>\$ 4,085,066</b>	<b>\$ 21,865,739</b>	<b>\$ 21,091,760</b>	<b>\$ 95,296,894</b>

Derivative financial liabilities mature, as described in note 11.

There have been no significant changes from the previous year in the exposure to liquidity risk or policies, procedures and methods used to measure the risk.

## 13. Comparative information:

Certain comparative information have been reclassified to conform with the financial statement presentation adopted in the current year.