



2019–20 Annual Report

Table of Contents

Table of Contents.....	2
Message from the Chair and President.....	3
Seneca at a Glance.....	7
A Great Place to Learn.....	8
2019-20 In-year Developments.....	9
Business Planning: An Integrated Approach.....	10
Preparing Seneca students for successful futures in a rapidly evolving world and economy.....	10
Objective 1.....	11
Objective 2.....	13
Objective 3.....	16
Preparing Seneca graduates to be engaged citizens who participate and are leaders in their communities	20
Objective 4.....	20
Objective 5.....	21
Objective 6.....	24
Leadership in postsecondary education that benefits our students, our employees, our communities and our partners	26
Objective 7.....	26
Objective 8.....	29
Objective 9.....	32
Objective 10.....	34

Message from the Chair and President

We are keenly aware that 2019-20 may go down in history not for its own merits, but for being the year in which the pandemic started. Nonetheless, in this 2019-20 annual report, we'd like to dwell on the positive, and reflect on another year of accomplishment and growth at Seneca.

That accomplishment includes, in the concluding days of the year, an extraordinary effort from across Seneca to retool our programs and services to go online once it was evident that Ontario would not escape the full force of the coronavirus. Faculty, staff and administrators were tireless in their efforts to put the interests of our students first so they could successfully complete the semester already more than half over.

In next year's annual report, we will share the story of how we dealt with the challenges and opportunities of 2020-21, a year we started off as virtual Seneca while planning a slow, safe return to campus once the public health authorities declared it prudent to do so.

For now, we will tell the pre-pandemic story, and how Seneca continued to deliver on our commitment to help our students become global citizens while earning a high-quality education.

It was a busy and productive year.

Seneca opened Seneca Downtown in the heart of Toronto's financial district, a campus dedicated to offering professional programs and graduate certificates in flexible formats. As well, the Centre for Graduate and Professional Studies was established, part of our expansion of industry-focused graduate programs offered in online, part-time and compressed formats. The need for working professionals to upskill and augment their credentials while working is a trend we see accelerating.

We also forged ahead on Seneca 2020, the largest ever move of students, employees and programs among campuses as we take advantage of new teaching and learning spaces. We're taking advantage of those spaces to provide synergy among programs and to enhance our students' campus and academic experience.

One of the reasons Seneca was able to pivot so quickly and effectively to virtual delivery is the significant investment in building skills to move courses online. Prior to the pandemic, in the 2019-20 year alone, more than 500 hours of courses had been moved to a hybrid online model or fully online.

Seneca continues to strengthen our local partnerships with industry and other academic institutions to provide our students with the best possible opportunity to further their education.

Internationally, we continue to expand Seneca's footprint and profile as a global leader in education, with the establishment of a new Fintech Centre in Mumbai in partnership with the Thakur Institute of Management Studies and Research.

Here at home, we continue to solidify partnerships in sectors that are in high need of the kind of sophisticated and advance programming Seneca is known for. We partnered with Toronto Finance International to launch a new Cybersecurity & Threat Management graduate certificate program to meet the growing appetite across all sectors for talent.

It was one of many new credentials developed and launched to meet the needs of our local and global economy.

Finally, for the 11th year in a row, Seneca was named one of the Greater Toronto Area's Top 100 Employers. It came as we were introducing Challenge Accepted as our recruitment campaign theme, a phrase that speaks both to the hard work and strong character required to be a successful Seneca student.

We'd like to take this opportunity to thank our students for choosing Seneca, our employees for their dedication and skill, our partners for their trust in us and our graduates for making us proud every day.

You all have accepted the challenge, and we are the better for it.



Janet Beed, Chair, Board of Governors



David Agnew, President

Executive Summary

Introduction

The purpose of this report is to summarize the 2019-20 business plan objectives and outcomes for Seneca.

Covering three main areas of focus – Institutional Growth, Academic Excellence and Partnerships – this summary will provide a snapshot of the many initiatives Seneca has successfully accomplished over the past 12 months.

Institutional Growth

Seneca continues to renew our programs and credentials while expanding our footprint in the Greater Toronto Area and internationally.

Seneca opened Seneca Downtown, a campus in the heart of Toronto's financial district. It is a key delivery location for the also newly launched Centre for Graduate and Professional Studies, where flexible learning formats are used to enable students to study while they continue to work. Seneca Downtown demonstrates Seneca's ability to continuously offer diverse learning options to match the changing needs of both students and the market.

Internationally, Seneca continues to expand our global footprint through projects such as the opening of the Seneca TIMSR Fintech Centre in partnership with the Thakur Institute of Management Studies and Research in Mumbai. Its focus will include academic and applied research collaboration, as well as Seneca programs in flexible learning modules.

Academic Excellence

Combining career and professional skills training with theoretical knowledge to provide a polytechnic education, academic excellence is the cornerstone of all that we do at Seneca.

Seneca launched nine new programs at various credential levels, with a focus on cross-disciplinary learning, in emerging sectors and high-demand sectors. They include: graduate certificates launched in Cybersecurity & Threat Management, Cannabis Regulation & Quality Assurance and an honours bachelor's degree in Data Science & Analytics.

Across all faculties, more than 500 hours were moved partially or fully online, in addition to courses identified for flexible learning delivery.

Seneca continued to advance experiential learning opportunities for students through the use of technology platforms, including the involvement of Seneca Business in more than 365 Riipen projects. Seven Seneca teams participated in the 2019 Skills Ontario Competition. Work Integrated Learning (WIL) job postings increased from 3,763 to 4,254 in 2019.

Partnerships

Seneca continues to build on academic and industry partnerships to enrich work and learning experiences for our students, including the Humber-Seneca Polytechnic Partnership. Significant progress has been made on this collaboration with foundation operational plans for 2019-20 completed and a shared procurement process now established. A number of academic pathways have been built or are under development.

Numerous pathway agreements have been signed with institutions around the world, including the University of Arts London, the University of Manchester, Northeastern University and Royal Veterinary College, University of London. In Ontario we signed agreements with Loyalist, Cambrian, Canadore, Confederation, Lambton, Mohawk and Niagara colleges.

International partnerships continued to expand with agreements with institutions in Peru, The Gambia, Thailand and India, among others.

Industry partnerships remain critical, underpinning Seneca's ongoing commitment to collaboration and innovation. Several such partnerships were signed, including a five-year collaboration with CAE and Jazz Aviation to develop a new all-Canadian cadet pilot training program.

Seneca also partnered with Toronto Finance International to launch a new Cybersecurity & Threat Management graduate certificate program to meet the growing needs across all industries for skilled graduates.

Seneca continues to excel and innovate in our unique programs, our local and global partnerships and in our mission to deliver exceptional student experiences. As a leading postsecondary institution, Seneca continues to provide our students with the critical education and skills required to meet the challenges for the workforce, whatever comes our way.

Seneca at a Glance

Students

30,000 full-time students annually

7,000 international students from more than **150** countries

60,000 part-time registrants annually

200,000 alumni globally

Programs

More than **500** career options and more than **300** programs including:

19 degrees

42 graduate certificates

30 advanced diplomas

71 diplomas

20 certificates

A Great Place to Learn

Seneca provides our students with a great teaching and learning experience, combining advanced career and professional education combined with rigorous academics. We are a demonstrated leader in academic excellence and collaboration within the postsecondary sector, serving students at all stages of their careers. Through our graduates' successes, Seneca is bringing great to the world.

Our Values

Seneca's values start with centering all aspects of our operations, inside and outside the classroom, on student success.

Respect

It is a simple axiom: in everything we do, in all ways, we treat each other with respect.

Excellence

While we will always be flexible in our approach, we never compromise on quality and standards.

Innovating

From the day our first students walked through our doors in 1967, we understood that the world is in constant evolution. We are always improving, innovating and looking ahead.

Community

We build bridges and networks within our institution, to our community and across the world. And, we give back, building and strengthening the communities where we live and work.

Diversity

We celebrate our extraordinary diversity as an enriching strength and a competitive advantage in today's global economy.

2019-20 In-year Developments

New federal landscape

In October, the Liberal party was re-elected with a minority government in the Canadian general election. The election also brought four new MPs to our local areas.

Ontario

At mid-year the Ontario government made organization changes to our home ministry, renaming it the Ministry of Colleges and Universities (MCU) while transferring the training and skills development areas to a newly named Ministry of Labour, Training and Skills Development (MLTSD).

The Ontario government announced that colleges will be allowed to offer four-year nursing degrees outside of collaborative relationships with universities and Seneca has started the process of applying for its own degree.

Seneca works diligently with the government to help advance student success and the college sector. Initiatives undertaken this year include:

- interactions with elected officials and public servants to gain understanding about government priorities in the areas of funding, accountability, the next phases of the Strategic Mandate Agreement, job creation and business development
- informing advocacy efforts, facilitated by Colleges Ontario
- tours by the Premier, minister and MPPs of the teaching and learning spaces at Seneca's Newnham, King and Peterborough campuses, designed to build understanding of Seneca's priorities, programs and impacts.

Launch of Seneca Downtown and the Centre for Graduate and Professional Studies:

In September, Seneca opened Seneca Downtown, a campus located in the heart of Toronto's financial district. It is a key delivery location for the also newly launched Centre for Graduate and Professional Studies, where flexible learning formats are used to enable students to study while they continue to work. Seneca Downtown demonstrates Seneca's ability to continuously offer diverse learning options to match the changing needs of both students and the market. Credentials offered include:

- two graduate certificates: Financial Technology and Cybersecurity & Threat Management
- professional accreditation courses and programs, including industry-

recognized licensing and designation courses/programs such as Stock Market Investing course, Canadian Investment Funds course, PMP Exam Prep course and Anti-Money Laundering course

Business Planning: An Integrated Approach

Seneca employs an integrated process for business planning and budgeting to achieve the goals and commitments set out in our Strategic Plan and Strategic Mandate Agreement. This approach ensures clear expectations and that consistent information is collected across the institution, while also allowing the flexibility to adapt throughout the year to the constantly evolving external landscape.

The 2019-20 Annual Report highlights our achievements and the accomplishments of our students, alumni, faculty and staff throughout the year. As with the 2019-20 Business Plan, it has been structured to align with the objectives and deliverables of the 2017-22 Strategic Plan.

Preparing Seneca students for successful futures in a rapidly evolving world and economy

Our work starts with our commitment to students. Our message to students is: Whatever your educational aspirations or entrepreneurial ambitions, however far along you are in your search for a career that you can be passionate about, Seneca will help you define your future.

We do that through high-quality programs delivered by outstanding faculty working with outstanding staff. We prepare our students for the accelerating pace of change and tomorrow's world of work by offering programs with a wide range of experiential learning opportunities, a cross-disciplinary approach and our core literacies underpinning the curriculum.

We have a broad range of support services including tutoring, mentoring and leadership development available to our students.

Objective 1

High-quality programs providing relevant career and life skills

- new and renewed programs to meet the demand for a highly skilled workforce and fill emerging labour market needs
- rigorous curriculum design, quality assurance and program assessment processes

2019-20 Initiatives

Launched nine new programs at various credential levels, with a focus on cross-disciplinary learning, in emerging sectors as well as high demand sectors, specifically designed for industry:

- graduate certificates launched in Cybersecurity & Threat Management, Cannabis Regulation & Quality Assurance and an honours bachelor's degree in Data Science & Analytics
- programs developed included Medical Device Reprocessing, Cannabis Industry Studies, Workplace Safety and Prevention, Electromechanical Engineering Technology-Automation.

Develop a program- mapping tool and student work repository that increase efficiencies for program development, modifications and renewals:

- program (curriculum) mapping tool completed and implemented in August 2019 for program modifications, tool is being used for reviews that started in January 2020
- student work repository developed and used for the following degree renewal PEQAB site visits:
 - Honours Bachelor of Technology (Informatics & Security)
 - Honours Bachelor of Commerce (Human Resources Management)
 - Honours Bachelor of Commerce (International Accounting & Finance)
 - Honours Bachelor of Commerce (Financial Services Management)

2019-20 In Review

Animation program recognized internationally

Seneca's animation program, part of the School of Creative Arts & Animation, was ranked eighth in the world and fourth in Canada by the *Animation Career Review*.

Rankings are based on academic reputation, depth and breadth of the program, employment data, admission selectivity and geographic location.

Police Foundations turns 50

Seneca's Police Foundations — the longest-running law enforcement program in the province — celebrated its 50th anniversary with students, alumni, employees and two new Senecans of Distinction: graduate Const. Monica Rutledge of Toronto Police Services and Commissioner Tom Carrique of the Ontario Provincial Police, a former member of Seneca's Board of Governors.

Get fit for vertical farming

The first vertical farming course in the province was offered at Newnham Campus. The one-day boot camp was a result of a partnership between graduates of Seneca's Sustainable Business Management program and farmers of the award-winning Ripple Farms, Seneca's Faculty of Continuing Education & Training and HELIX.

Career Recharge launched

Career Recharge, presented by TD, kicked off at Newnham Campus. A series of free workshops, events and mentorship opportunities, Career Recharge helps mid-career professionals cope with the reality of an evolving workplace and keep pace with the changes in technology.

Aviation students ready to soar with new training program

CAE, Jazz Aviation and Seneca signed a five-year partnership agreement to develop Jazz Approach — an innovative Canadian program that provides Jazz Aviation with top-quality first officers. The new all-Canadian cadet pilot training program provides cadets with a letter of employment from Jazz upon selection into the program, allowing for a direct path to join the airline as first officers, conditional upon successful completion of the program.

Seneca and Humber collaborate at Newnham Campus

More than 80 attendees gathered for the first-ever Humber Seneca Polytechnic Partnership Collaboration Day at Newnham Campus. The day of activities focused on collaboration on program planning and development, teaching and learning activities and joint approaches to student services and other areas that enhance student choice, flexibility and mobility.

Seneca International Academy launched

Seneca International Academy (SIA) was established to meet increased demand from the international community to study at Seneca. Programs offered at SIA will include a

range of credentials in business and technology popular among international students. SIA will also offer English-language training and provide a range of academic and student supports.

Seneca-TIMSR FinTech Centre opens in India

The Seneca-TIMSR Fintech Centre, a collaboration with the Thakur Institute of Management, officially opened in Mumbai, India. The collaboration between the two institutions will include offering Seneca programs in flexible learning modules and developing corporate training initiatives in India.

Class in session for Seneca's new cannabis program

Seneca's new Cannabis Regulation & Quality Assurance graduate certificate program — the first of its kind in Ontario — kicked off at Seneca@York Campus. In addition, Seneca's Faculty of Continuing Education & Training partnered with Aleafia Health to develop and deliver new courses and programs focused on aspects of the cannabis industry in Canada.

Seneca highlighted as leader in Industry 4.0 preparation

The *Globe and Mail's* annual Colleges and Institutes special features highlighted Seneca's role in preparing students for the fourth industrial revolution, Industry 4.0. In the article, President David Agnew discussed how Seneca prepares students to succeed in Industry 4.0. through partnerships with industry leaders like KUKA and building new facilities such as the Centre for Innovation, Technology & Entrepreneurship.

Objective 2

Teaching excellence and exemplifying Seneca's core literacies

- current and connected faculty active in their academic and professional communities
- a commitment to Seneca's standards of practice, authentic assessments, contextualized learning activities and the thoughtful use of technology tools
- evidence of core literacies being taught, practised and assessed in our programs
- opportunities for students to develop the core literacies in context

2019-20 Initiatives

Continue to develop and implement micro-credentials for the Faculty Development Program:

Twenty micro-credentials are available for all faculty; milestone badges include:

- Faculty Development Program
- Non full-time faculty PD Program
- Degree-Level Teaching Workshops and Conferences

Broaden Communities of Practice (CoPs) groups of professionals collaborating to problem solve and achieve common objectives to build cross-faculty awareness, interest and capacity:

- Five new CoPs created: Adobe Creative spaces, hybrid and online learning, open education resource, SKODEN Indigenization of curriculum, School of International Business Management development of research CoP

Create and launch a priority list of courses for hybrid and/or online delivery:

- Across all faculties, more than 500 hours were moved to online (hybrid or fully online). Additional courses have been identified for flexible learning delivery.

Create new Collaborative Inquiries (CIs), which engage educators as researchers, to assess new teaching approaches and curriculum design:

- Three new collaborative inquiries have been completed:
 - open educational resource
 - intercultural competence
 - COM101/111

2019-20 In Review

Seneca honoured with four CIGan Awards of Excellence

Seneca won an unprecedented four Colleges and Institutes Canada (CIGan) Awards of Excellence:

- Applied Research, Innovation & Entrepreneurship (ARIE), CIGan Applied Research and Innovation Excellence Award (silver)
- Seneca International, CIGan Internationalization Excellence Award (silver)
- Prof. Rose Caruso, School of English and Liberal Studies, CIGan

- Leadership Excellence Award for Faculty (silver)
- Bill Humber, recently retired professor, CIGan Leadership Excellence Award for Managerial Staff (bronze)

Professor wins emerging female directors prize

Prof. Anita La Selva won the Gina Wilkinson Prize for Emerging Female Director. Ms. La Selva, who teaches in the Acting for Camera & Voice program, is an actor, director and dramaturge. She recently directed *Stones*, an interdisciplinary and intercultural theatre odyssey about women and violence. The annual prize of \$5,000 honours emerging female directors.

Seneca members inducted into the 2019 OCAA Hall of Fame

Three members of Seneca's Athletics & Recreation team were inducted into the Ontario Colleges Athletic Association Hall of Fame Class of 2019: Bob McArthur, Rugby Coach; Eric Hannah, Men's Rugby Student-Athlete; and Linda Stapleton, Director, Athletics & Recreation.

Faculty member honoured with lifetime achievement award

Prof. John MacBride, Program Co-ordinator, Event Management — Event & Exhibit Design, was honoured with the Leslee Bell Lifetime Achievement Award from the International Live Event Association (ILEA) Toronto Chapter at the ILEA Toronto Gala in Toronto. ILEA is dedicated to the evolution of the special events industry and its professionals.

TIFF highlights faculty talent

Two Seneca faculty were featured in the Toronto International Film Festival. Prof. Eamonn O'Connor from the Documentary & Non-Fiction Media Production program edited the festival's opening film *Once Were Brothers: Robbie Robertson and the Band*. Mike Munn, who gave a master class in editing at Seneca's Documentary Filmmaking Institute worked on the film *This is Not A Movie*.

Seneca Sting coaches recognized by the OCAA

Jeremy Cairnie, who coaches women's rugby, was named OCAA Coach of the Year. He led the Seneca Sting to finish second place in the OCAA West Division and the team captured the bronze medal at the OCAA championship.

Luca Sirianni, the Sting women's soccer coach, was named the OCAA East Division Coach of the Year. He led the Sting to the East Division title with a perfect record and to the OCAA Championship where the team captured the silver medal.

Patrice Gheisar, who coaches men's soccer, was named the OCAA Coach of the Year. He led the team to end the regular season with seven consecutive wins, finishing in a three-way tie for first place in the division. The men's team captured the bronze medal

during the OCAA Championship.

Aviation professor receives prestigious award

Prof. Jack Proctor of the School of Aviation received the 2019 David Charles Abramson Memorial Flight Instructor Safety Award for his unsurpassed dedication to flight safety. The Seneca graduate has 36 years of commercial flying experience and is the author of *Canadian Flight Notes* — a publication for flight instructors. He received the award at the Air Transport Association of Canada's annual conference.

Seneca launches the Case Development Centre

The Seneca Case Development Centre was launched to support faculty to create relevant college-level cases to bring more of the real world into the classroom. Faculty will be trained to write and teach with cases and receive one-on-one mentorship during the entire writing process.

Seneca professor develops curriculum in Ethiopia

Prof. Kevin Pitts of the Teaching & Learning department developed a curriculum for a course in advanced research methods for Ethiopia's Bahir Dar University (BDU). The course will help legal scholars complete their PhDs and take up leadership roles in the university's newly established School of Law. As part of his visit, Mr. Pitts also developed a syllabus for a postgraduate seminar, introduced open educational resources into the revised course material and set up an online course portal.

Objective 3

Great student experiences

- opportunities for cross-disciplinary learning, entrepreneurial skill development, and work integrated learning
- a comprehensive range of connected student support services

2019-20 Initiatives

Undertake the second phase of planned academic and service moves associated with Seneca2020:

- Seneca2020 moves and renovations included:
 - Jane Campus programs and the School of Information & Communications Technology moved to Newnham Campus
 - School of Legal & Public Administration/Office Administration moved from Newnham Campus to Seneca@York Campus
 - renovations are in progress for School of Hospitality & Tourism moving from Markham Campus to Newnham Campus

- renovations are in progress for School of Marketing moving from Markham to Newnham and Seneca@York campuses

Launch the Centre for Graduate & Professional Studies to enhance and increase opportunities for graduate certificate and professional accreditation education, including alternative delivery options:

- two graduate certificates, Financial Technology & Cybersecurity and Threat Management, are being offered through the centre and are available as part-time offerings
- professional accreditation courses and programs, including industry-recognized licensing and designation courses or programs, are being offered, including:
 - Stock Market Investing, Canadian Investment Funds, PMP Exam Prep, National Fire Protection Association (NFPA) Certification, Business Management, Ontario College Graduate Certificate, CISSP Certification Preparation, Anti-Money Laundering, UX Writing, Taxation and Report and Siemens Preparation

Enhance outreach to current and new industry partners in support of Career Development and Work Integrated Learning (WIL) opportunities:

- New model to support WIL and Career Development created, including the development of a model for a Career Hub to enhance business development opportunities

Advance experiential learning through increased usage of technology platforms and participation in on-campus activities:

- formed an Enactus Seneca team that participated in regional, national and world competitions
- Seven Seneca teams participated in the 2019 Skills Ontario Competition
- WIL job postings increased from 3,763 in 2018 to 4,254 in 2019

Provide students with greater flexibility in scheduling and assessment:

- full launch of Visual Schedule Builder (VSB) completed for Fall 2019
- students successfully used the technology platform to self-register

Upgrade core systems across all locations:

- five-year Emergency Management strategic plan on target, including updates to the emergency response plans and the implementation of the Incident Management System into all emergency management processes/procedures

Improve traffic flow and driver safety on campus:

- new licence-plate recognition parking system launched in Fall 2019
- car pool spaces have been added and the new ride share system is operational

2019-20 In Review**Seneca Sting men's basketball named Team of the Year**

Seneca Sting men's basketball has been named the 2018 Team of the Year by the Toronto Sports Hall of Fame. This comes after winning the 2018 Canadian Collegiate Athlete Association National Championship and the 2018 Ontario Colleges Athletic Association Championship. It was the Sting's first national men's basketball championship.

PR dialogues wins platinum at Hermes Creative Awards

Students and faculty from Seneca's Public Relations – Corporate Communications program published its first *Public Relations (PR) dialogues*, a news magazine covering topics of interest to public relations practitioners working around the world. The edition won the platinum Hermes Creative Awards in the Print Media Magazine category.

Seneca wins bronze medals at Skills Ontario Competition

Students from the School of Electronics & Mechanical Engineering Technology showed off their talents and competed at the annual Skills Ontario Competition, winning three bronze medals for coding, electronics and mechatronics. Seneca also participated in the Career Exploration Showcase that highlighted academic programs.

Students place third at international competition

Students from the School of Hospitality & Tourism placed third at the STR Asia Pacific Student Market Study Competition in Hong Kong. Seneca was the only postsecondary institution in Canada to compete against 19 university teams from 11 countries and four continents.

Seneca student wins Parapan Am Games bronze

Michelle Tovizi, a part-time student in the Social Service Worker diploma program, won a bronze medal in the 4x100 medley relay during the Parapan American Games in Lima, Peru.

Seneca Sting wins Innovation Award

The Seneca Sting was awarded the 2019 Canadian Collegiate Athletic Association (CCAA) Innovation Award for its Over-the-Top streaming application at the 2019 CCAA

Hall of Fame Banquet in Calgary. Seneca is the first postsecondary institution in Ontario to have its own streaming app. In partnership with Stretch Internet, the app allows fans to watch Seneca Sting games through Apple TV, Amazon Fire TV, Roku TV and Android TV.

Cross-border film project calls on Seneca talent

Students and faculty from the School of Media worked with their counterparts at Sheridan College, Georgia State University and Clayton State University to create a student-led film between Canada and the United States. The film, *I Am Here*, premiered in Atlanta.

Seneca graduate wins Women of Inspiration Award

Lindsey Penrose, a graduate of the Social Service Worker program, received the Women of Inspiration Inspire Award from the Universal Women's Network. Ms. Penrose was recognized for her leadership and efforts in building her boutique company, the Penrose Group Inc., a mergers-and-acquisitions consulting firm.

Celebrating student artwork with StART

A celebration was held to highlight the School of Creative Arts & Animation's collaboration with StreetArtToronto (StART) at Seneca@York Campus. This was the first time StART collaborated with a postsecondary institution. The event featured a walking tour that highlighted 10 new traffic signal boxes transformed by Seneca students.

Seneca graduates celebrate Oscar win

The work of three Faculty of Communication, Art & Design graduates on Pixar's *Toy Story 4* was recognized at the 92nd Academy Awards when the film won an Oscar for Best Animated Feature Film. Brendan Beesley, a graduate of the 3D Animation program, and Graham Finley, Animation program graduate, worked as animators for the film. Deanna Marsigiuese, also an Animation graduate was the art director on the film.

Marketing students strut their stuff in provincial competition

A team of 22 students from Seneca's Marketing programs placed fourth overall in the annual Ontario College's Marketing Competition. Through 11 unique real-world business challenges, Seneca took home two first-place titles in entrepreneurship and retail marketing. The team also placed second in integrated marketing communications and fifth in marketing strategy and marketing research.

Students hit the ice at outdoor rink

King Campus celebrated the inauguration of a new, outdoor ice rink for students to skate, play shinny or just hang around on nearby benches to enjoy the latest wellness

and recreational activities offered on campus. The project was spearheaded by Seneca's own hockey superstar and graduate Angela James.

Preparing Seneca graduates to be engaged citizens who participate and are leaders in their communities

Our strategic planning consultations underscored the importance of equipping our students with a broad set of skills and experiences to be successful. Whether it was employers describing the ideal graduate, or faculty emphasizing the importance of ethics, professionalism and the core literacies, the words of our founding president Dr. William T. Newnham ring as true today as they were in our founding year: "The Seneca graduate will make an informed and perceptive citizen."

Objective 4

Exemplify Seneca's core literacies :

- evidence of core literacies being taught, practised and assessed in our programs
- opportunities for students and faculty to develop the core literacies in context

2019-20 Initiatives

Expand use of virtual, augmented and mixed reality, real-time collaboration tools and open educational resources:

- Four OERs have been adopted in various programs
- Virtual Reality Working Group has completed an inventory of available equipment; funding proposal to eCampus Ontario for augmented reality training and was successful; framework and process have been developed and launched

2019-20 In Review

Students and faculty jam with Adobe

As part of its digital learning strategy, Seneca became an official Adobe Creative Campus — the first in Canada — and hosted an Adobe Creative Jam for students and

faculty. The jam was a day of learning and creating as participants received a crash course on Adobe apps and competed in a design challenge.

Seneca hosts first-ever drone journalism symposium

The Seneca-based Canadian Centre of Drone Journalism Excellence was launched during Canada's first symposium on drone journalism and education. Organized by the School of Media, the symposium, Flight School: What Canadian Journalism Schools Need to Know About Drones, was attended by journalists from CNN, CBC and Bell Media, officials from regulatory boards as well as journalism students and faculty.

Seneca hosts first symposium on sustainable fashion

Seneca's School of Fashion joined the Sustainable Development Solutions Network Canada, a global network of postsecondary institutions committed to promoting practical solutions to sustainability challenges. In celebration of this membership, the school hosted a three-day Transforming Our World series in March at Newnham Campus.

Learning with augmented reality

As a result of a cross-disciplinary project at Seneca, Fredrik Pedram, an Interactive Media Design graduate, and Prof. Peter Moscone, School of Electronics & Mechanical Engineering Technology, partnered with Secret City Adventures to create an augmented reality component for the Murdoch Mysteries Escape Game at Casa Loma.

Objective 5

Provide opportunities to develop professionalism, confidence and character:

- broaden the opportunities for students to develop leadership skills
- expand international and volunteer learning opportunities for students and employees

2019-20 Initiatives

Increase student awareness of and engagement in alumni-sponsored programming:

- participation increased to more than 4,500 students in networking and mentoring events
- increased applications to the Student Experience Fund, 43 applications received to date
- two wave-goodbye events executed in March at King and Newnham

campuses

Launch a mentorship program with the School of Leadership and Human Resources, offering opportunities for engagement with students:

- a new mentorship program connecting students with alumni mentors engaged 58 students with mentors from various sectors

Expand international partnerships and increase student mobility opportunities:

- expanded the Faculty Led Program Abroad (FLPA) opportunities to South Korea and Italy
- increased the number of students participating in study abroad experiences, conferences and faculty-led programs abroad from 34 in 2018-29 to 60 in 2019-20
- new articulation agreements have been developed with international partners

Continue to build and enhance the cross-departmental Academic Integrity program:

- more than 13,500 badges have been awarded to students for the completion of an academic integrity module
- 257 faculty and instructors have completed the Promoting a Culture of Academic Integrity course

2019-20 In Review

Students and faculty research LGBTTGNCQ+ youth homelessness

Students and faculty from the Faculty of Applied Arts & Health Sciences worked on a research project titled Experiences of LGBTTGNCQ+ Homeless Youth in York Region. Led by Prof. Jo Gomes and her research team, which collaborated with 360°kids, a youth-focused community service agency, the project examined the experiences of LGBTTGNCQ+ youth who have experienced homelessness or accessed social services in York Region.

Seneca students demonstrate new training technology at College Day

Colleges across the province participated in College Day at Queen's Park, an annual lobbying day to reinforce the importance of the college system to the future of the province. As part of the day, an innovation fair celebrated student-led research projects and entrepreneurial ventures. One of the most popular was InStage, a company accelerated at Seneca HELIX. With the help of HELIX, InStage developed software that uses virtual reality to mimic a public speaking environment, give feedback on

presentation skills and help overcome stage fright.

ARIE Showcase highlighted new innovation and thinking

The 2019 Applied Research, Innovation & Entrepreneurship Showcase brought together faculty, industry partners, government funders and members of the innovation community inside the Centre for Innovation, Technology and Entrepreneurship at Newnham Campus. The event featured panel discussions, presentations of more than 45 applied research projects by students and more than 15 ventures supported by HELIX.

School of Media hosts Federal Election debate

Students and employees attended Seneca's federal election debate at York University. Hosted by the School of Media, Journalism students moderated the discussion as candidates Maria Augimeri (New Democratic Party), Iftikhar Choudry (Conservative), Gerard Racine (People's Party), Mike Schmitz (Green) and Judy Sgro (Liberal) faced off tackling issues that matter most to young voters, such as the job market, tuition, climate change, housing and health care.

Drone journalism gets off the ground at Seneca

Anita Tai, a second-year Journalism student, received her certified drone pilot for advanced operations. She was the only student chosen from the diploma program to be certified alongside a group of professors who are bringing drone journalism, a growing field, to Seneca.

United Way Campaign surpasses goal

Thanks to students and employees, Seneca raised more than \$150,000 in support of the United Way. Top donor was the Seneca Student Federation, which contributed \$20,000 to the campaign in support of those in need in the GTA, including children and youth striving to enter postsecondary education.

Luxury dining for a cause

Students and faculty from the School of Fashion helped transform Bloor-Yorkville luxury retailers into dining spaces for the 24th annual Bloor Street Entertains, Canada's largest fundraising gala in support of HIV innovative research. Students from the Event Management – Event and Exhibit Design program designed the dinner decor at seven luxury retailers, including Maison Birks, Lumas Gallery and William Ashley.

Ribbon skirts more than a fashion affair

A collaboration between the School of Fashion and First Peoples@Seneca gifted a collection of custom-made ribbon skirts — sacred garments worn by Indigenous women at ceremonies — to Odeyto. Created by students in Prof. Jenifer Forrest's fashion class,

the project was infused with learning at every step. As part of the course, students were required to read the summary of the Truth and Reconciliation Commission of Canada report and learn about the history of residential schools.

Textile mountain offers view of waste in fashion

Dumpster Dive, a collaboration between Sustainable Seneca and the School of Fashion, showcased approximately 600 kilograms of textile waste retrieved from garbage bins from nine municipalities across Ontario in an exhibit at Newnham Campus. The initiative was part of a textile waste diversion research project, a first of its kind in the province to analyze textile waste down to the fibre level, undertaken by Prof. Sabine Weber and her students from the School of Fashion.

Seneca welcomes Candy Palmater and friends

The first installation of the *Seneca Talks: Candy and Friends* lecture series featured Cindy Blackstock, pioneering activist for Indigenous children's rights. Ms. Blackstock, a member of the Gitksan nation, spoke about her work with the First Nations Child and Family Caring Society of Canada and her fight for equality for Indigenous child welfare. Candy Palmater, comedian, television and film producer, actor and writer, was the host of the session, which was followed by a class on Canada's relationship with Indigenous youth.

Objective 6

Reflect in all we do a deep respect for the diversity of our community and each other:

- embrace an inclusive and supportive environment for students and employees
- ensure our curriculum, academic community, and language reflect diverse ways of thinking and being

2019-20 Initiatives

Continue to implement recommendations related to Indigenous education curriculum development, including:

- training faculty
- expanding the visiting Indigenous faculty program
- formalizing an Indigenous faculty recruitment policy
- hired critical positions specifically dedicated to Indigenous employees

Continue to develop and deploy the student mental health strategy and expand and diversity wellness programs, including a range of student supports and resources, athletics and recreational programming and employee training

- development of a mental health strategy involving multiple stakeholders is underway
- work to increase awareness includes: national college health assessment data presented to deans and chairs
- training for employees rolled out in November 2019
- developed various strategies for the Newnham Campus Fitness Centre to create a more welcoming environment for females including: female friendly signage and videos, creation of Women in Weights program, customer service training implemented for all employees
- partnership with counselling on use of Beacon system to provide flexible opportunities for students in need of support

2019-20 In Review

Seneca's spring convocation celebrates diversity, family

Spring 2019 Convocation saw more than 18,000 graduates and their guests come through Newnham Campus. The ceremonies featured Seneca's first Indigenous valedictorian who was also a Seneca Cup recipient. The ceremony also welcomed the largest-ever cohort of Seneca's INSCOL partnership programs.

Seneca rolls out free menstrual products

All 100 female, accessible and gender-neutral washrooms on campus now offer free feminine hygiene products, making Seneca the first Canadian postsecondary institution to do so college-wide. The Sustainable Seneca initiative went full out in support of the Red Dot Project, a registered non-profit that provides women who are experiencing homelessness in Toronto the opportunity to manage their period in a safe and hygienic way.

Sustainability takes centre stage at Seneca

The Sustainable Seneca Fair showcased a number of Seneca's sustainability initiatives, including the Green Citizen program, a clothing swap, Seneca's Urban Farm and Seneca Sting Honey. It also highlighted the Sustainable Development Goals set by the United Nations to ensure that the world meets "the needs of the present without compromising the ability of future generations to meet their own needs."

MPP kicks off Black History Month

Mitzie Hunter, MPP for Scarborough-Guildwood, helped launch Black History Month in the Centre for Innovation Technology & Entrepreneurship at Newnham Campus. Ms.

Hunter took part in the celebration, which included traditional West African dancing and drumming. She highlighted the contribution made by black Canadians and shared personal stories of growing up in Canada as a Jamaican immigrant.

Leadership in postsecondary education that benefits our students, our employees, our communities and our partners

At Seneca, we believe in collaboration. Even in a highly competitive higher education market, we are proud to be the leader in transfer agreements and pathways with colleges and universities because they help students achieve their goals, whether locally or abroad. Partnerships with employers are important to creating expanded experiential learning opportunities and developing applied research projects, equally benefitting the communities we serve. Collaboration with our students is vital to understanding how we can enhance the learning and campus community experience. And, it is the collaboration among our employees, within departments and across the institution, that creates the respectful teaching and learning environment that enables us to achieve our shared goal of supporting our students' success.

All of this rests on a solid financial base where our approach to enrolment and revenue growth create opportunities to invest in our people, services and facilities. That is how we lead — by working with others, by bringing true value to our partnerships — both inside and outside of Seneca — and by always continuing to improve what we do.

Objective 7

Lead in credit transfer and pathway options to, from and within Seneca

- play a leadership role in the evolution of the system by creating a network to improve student mobility
- expand partnerships, articulation agreements and pathways with colleges and universities in Canada and abroad

2019-20 Initiatives

Continue to develop the Humber-Seneca Polytechnic Partnership:

- collaboration day resulted in academic and service/support areas throughout Seneca and Humber identifying priority actions, achievement include:
- foundational operational plans for 2019-20 completed
 - shared procurement processes established
 - ITS teams collaborating
 - co-developing diversity training programs

Build additional pathways for graduates with national and international postsecondary institutions:

- signed additional outbound pathway agreements for graduates including Fashion Arts graduates into Honours Bachelor of Arts Fashion Marketing degree at University of Arts London, Fashion Business graduates to University of Manchester, Informatics & Security graduates to Northeastern University, Veterinary Technician graduates to Royal Veterinary College, University of London (UK), Pharmaceutical Regulatory Affairs and Quality Operations OCGC graduates to master's degree at Northeastern University
- in Ontario, signed agreements with Cambrian, Canadore, Confederation, Lambton, Mohawk and Niagara colleges to support transfer of their diploma graduates into Seneca's Honours Bachelor of Therapeutic Recreation Degree
- signed agreement with Loyalist College for graduates of their Business Administration diploma to enter third year of Seneca's Honours Bachelor of Commerce Business Management Degree

2019-20 In Review

Seneca wins academic pathway awards

The inaugural 2019 Transfer Awards of Excellence recognized Seneca's academic pathways with two awards. Henry Decock, Associate Vice-President, Academic Partnerships, received the Leadership Award. The Centre for Research in Student Mobility received the Research Excellence Award.

Students expands opportunities for veterinary students

Seneca signed a memorandum of understanding with Royal Veterinary College (RVC), widely considered the best veterinary college in the world, to allow Veterinary Technician students to study RVC's Bachelor of Veterinary Medicine course and learn from RVC staff during annual visits to Seneca.

Seneca signs agreement to expand student pathways

Seneca signed a memorandum of understanding to officially partner with top-ranked University of the Arts London. The agreement strengthens ties between the two institutions and enhances educational opportunities for students and faculty.

Seneca signs new agreements in India

Seneca built on its partnership with the National Institute of Financial Management (NIFM), the training arm for the Government of India's finance ministry, by entering into an agreement for faculty exchange. As well, Seneca has a new academic partner in India, GD Goenka University in Gurugram near Delhi. Pathways for the university students to Seneca's advanced diplomas and degrees will be established.

Seneca signs sustainable fashion agreement in Peru

Seneca signed a memorandum of understanding with Chio Lecca School of Fashion, Peru's most prominent fashion institute. As a result of the partnership, students from Seneca's School of Fashion will participate in a two-week faculty-led program at Chio Lecca School of Fashion to learn about Peruvian textiles and techniques to naturally dye fabrics. They will have the opportunity to gain first-hand experience in this sustainable industry from local artisans while learning about the challenges Andean communities face with marketing and sales of their products.

Seneca forges partnership with Northeastern University

Seneca signed a new memorandum of understanding with Boston-based Northeastern University to create a new pathway for students in the Clinical Research and Pharmaceutical Regulatory Affairs & Quality Operations graduate certificate programs. Graduates from these Seneca programs get advanced standing in Northeastern's regulatory affairs master's program, allowing them to pursue a master's degree either online at Northeastern's Toronto campus while working full-time.

New math course helps prospective students reach degree goals

Seneca launched a free course to provide prospective students and applicants the opportunity to upgrade their skills if they do not meet the high school math requirements of a Seneca degree program. Students may be eligible for an offer of admissions to their desired program after successfully completing the Math: 12U Equivalency course.

Seneca signs unique pathway agreement with Loyalist College

A transfer agreement signed between Seneca and Loyalist College students in Belleville will create pathway opportunities for students enrolled in a two-year business program at Loyalist program to enter into the third year of Seneca's Honours Bachelor of Commerce – Business Management degree program. Students will be able to study while staying in Belleville through a combination of synchronous classes being taught at

the same time at Seneca and Loyalist, guest lecturers and online classes.

Objective 8

Build and strengthen student-centered partnerships with employers, communities, academic institutions and people

- increase the participation of industry in applied research and entrepreneurial activities
- expand international partnerships to increase opportunities for both students and employees

2019-20 Initiatives

Provide applied research support across the data science continuum using a cross-disciplinary approach:

- DARC opened and seven research projects were completed with seven additional research projects started

Enable mid-career professionals to gain the 21st century skills required to thrive in an ever-changing world of work:

- TD Career Recharge workshop series developed and launched June 2019 to run until May 2020
- 18 of 24 workshops delivered to date with close to 2500 participants

2019-20 In Review

Ontario Lieutenant Governor tours School of Fashion

Ontario Lt.-Gov. Elizabeth Dowdeswell visited Newnham Campus to open the Transforming Our World symposium on sustainability in the fashion industry. The Lieutenant Governor also toured the School of Fashion, visiting Seneca's extensive collection of decades of fashion and talking with students in the Fashion Arts Sewing Lab.

Minister visits Markham Campus

Michael Tibollo, Minister of Tourism, Culture and Sport, visited Markham Campus for a tour of the School of Tourism & Hospitality. The tour included stops in the Flight Services training fuselages and the hospitality lab. Mr. Tibollo was joined by tourism and hospitality students for a lunch cooked and served by Seneca hospitality students and faculty.

Seneca employee and governor elected president of CACUSS

Mark Solomon, Associate Dean, Student Services & Indigenous Education, was elected president of the Canadian Association of Colleges and Universities Student Services (CACUSS) for the 2020-22 term. He is only the second president elected from a college and the first Indigenous leader of the organization.

MPP visited Peterborough Campus

David Piccini, Northumberland-Peterborough South MPP, visited Peterborough Campus for the first time. President David Agnew and Seneca's Chief Flight Instructor Michael Hitchins gave the MPP a tour of the campus. Mr. Piccini also had the opportunity to try out one of the School of Aviation's newest flight simulators.

Premier of Ontario visits Newnham Campus

Premier Doug Ford visited Newnham Campus along with Ross Romano, Minister of Training, Colleges and Universities, and Vincent Ke, Don Valley North MPP. The group toured the CNC labs, mechatronics and Kuka robotics labs and met with HELIX entrepreneurs. The minister and MPP also visited Odeyto and the aviation simulator.

Premier's Awards nominees

Seneca's nominees for the 2019 Premier's Awards include a renowned international market consultant, an advocate for families experiencing homelessness and a CEO and co-founder of a social enterprise dedicated to tackling food insecurity in Ontario. They are: Mauricio Ospina, Business; Kevin Kennedy, Community Services; Zacary Campbell, Creative Arts and Design; Moranne McDonnell, Technology; Steven Bourne, Recent Graduate; and Shan Khan, Health Sciences.

Seneca hosts fashion conference

Seneca hosted the Insights: Fashion Business to 2030 conference for fashion students and faculty from Seneca, George Brown and Humber at Newnham Campus. Attendees explored a variety of topics driving the future of business over the next decade, while speakers Carrie Kirkman, President, Kirkman Consulting and Claire Santamaria, Vice-President, Yorkdale Shopping Centre, led a panel discussion to educate and inspire students about the future of fashion business.

The art of sustainable cuisine

Nancy Gilmour, Aramark's Executive Chef at Newnham Campus, joined culinary professionals from more than a dozen postsecondary institutions from across Ontario at the Forward Food training workshop, exploring the creation of various plant-based meals. She was featured on Global News for her participation in the training workshop.

Donors celebrated for supporting business students

Wawanesa, a Canadian insurance firm, donated \$20,000 in support of Seneca's Business – Insurance students and events organized by the Student Leaders in Accounting & Financial Services club. The company's cumulative gifts total more than \$77,000 over the past five years.

Raptors founder captivates Seneca

Seneca welcomed the founder of the Toronto Raptors and entrepreneur John Bitove Jr. as a special guest for a HELIX Speaker Series event at Newnham Campus. Mr. Bitove spoke to students, employees, graduates and guests from other organizations about his passion for sports. He also shared his wisdom regarding entrepreneurship and retraced the journey of how Canada secured its first NBA team. CP24 anchor and Seneca graduate Brandon Gonez moderated the two-hour event, which was sponsored by Seneca Alumni.

Virtual reality wins at annual Giving Circle voting meeting

A virtual reality (VR) project aimed at improving public speaking won the King Township Women of Influence Giving Circle \$10,000 grant. Members of the Giving Circle voted to support the VR project, which will see specialized training units installed at King to allow students to recreate key interactions such as panel interviews and elevator pitches in a VR training simulation.

Seneca's partnerships in India acknowledged as one of Ontario's top accomplishments of 2019

The Ontario government acknowledged Seneca's work in India as one of its top accomplishments in 2019. Vic Fedeli, Minister of Economic Development, Job Creation and Trade, took a trade mission to India and was witness to the establishment of Seneca's new Fintech Centre in Mumbai in partnership with the Thakur Institute of Management Studies and Research.

Seneca hosts delegates from India

Seneca hosted 31 delegates from the Government of India's Institute of Secretariat Training and Management. During their week at Seneca, the delegates experienced in-class presentations and took field trips to various government offices in the Greater Toronto Area, including meeting mayors Bonnie Crombie of Mississauga and Patrick Brown of Brampton.

Seneca was selected from among competing postsecondary institutions around the globe to train officials from the Government of India's Central Secretariat Stenographer Service and Central Secretariat Service.

Commissioner concludes Data Privacy Month

More than 120 employees attended the Access and Privacy — Latest Developments event at Newnham Campus. The event, which concluded Seneca's Data Privacy Month initiatives, featured David Goodis, Assistant Commissioner, Office of the Information and Privacy Commissioner of Ontario. Mr. Goodis provided an overview of the Freedom of Information and Protections of Privacy Act and reviewed privacy obligations to prevent breaches.

Consul General Tao Han visits Newnham Campus

Consul General Tao Han from the Chinese consulate in Toronto visited Newnham Campus, touring through the Centre for Innovation, Technology and Entrepreneurship. During a meeting with President Agnew, Mr. Han talked about the measures the Chinese government has taken to control the outbreak of the coronavirus strain originating in Wuhan.

MP Helena Jaczek visits King Campus

MP Helena Jaczek toured Magna Hall at King Campus. She was the provincial member for the campus when the Government of Ontario announced the funding for the building in 2011.

MP Han Dong visits Newnham Campus

Newly elected MP Han Dong toured Newnham Campus, located in his riding of Don Valley North. Previously a member of the provincial legislature, he was the Parliamentary Assistant to the Minister of Advanced Education and Skills Development.

Objective 9

Provide our employees an outstanding place to learn and work

- enhance opportunities for cross-department collaboration, communication and innovation
- increase learning and development options for employees

2019-20 Initiatives**Enhance professional development opportunities for employees:**

- more than 100 learning events in 2019/20 developed
- launched five online learning streams featuring more than 50 online learning modules
- Phase 2 of the Seneca Leader program has been completed, including:

development and pilot of the multi-rater (360) process, analysis and plan for conflict management program

Plan and execute employee transition initiatives in support of the phased Seneca2020 project:

- launched the Living the Change toolkit with support events scheduled up to September 2020

Continue to implement the cloud strategy and begin the digital optimization initiative, focusing on student experience, digital workforce and smart campus:

- cloud framework has been established for the identity-management systems
- authentication of all Seneca applications and services have been moved to the new cloud framework
- database systems that drive the ERP have been moved to customer private cloud

2019-20 In Review

Seneca ranked top employer for 11th consecutive year

Seneca has earned the title that has become a benchmark for best practices in the workplace for the 11th year in a row. The annual Greater Toronto's Top Employers competition recognizes employers with exceptional human resources programs and forward-thinking workplace policies. Some of the reasons why Seneca was selected a top employer include support for new parents, professional development opportunities and inclusive culture.

Seneca employee recognized for contribution to student services

Tanis Fink, Director, Seneca Libraries, won the Art King Award by the Coordinating Committee of Vice-Presidents Students (CCVPS) for her contribution and leadership in the field of student services.

Employee inducted into Ontario Sports Hall of Fame

Angela James, Seneca graduate and Senior Sports Co-ordinator, was inducted into the Ontario Sports Hall of Fame, which honours the province's greatest athletes and sports personalities with outstanding achievements and contributions to Ontario sports.

FCET online facilitators gather for second annual conference

The Faculty of Continuing Education & Training hosted its second annual conference for online facilitators. The event brought together more than 40 participants who were

treated to an opening keynote address by Nina Spencer. Facilitators participated in a number of workshops throughout the day, providing opportunities to share best practices and challenges, while interacting and learning from peers.

Employee begins internship in Kyrgyzstan

Irina Onipchuk, Project Manager, Community Outreach & Engagement, at Seneca's International Mobility Office, began a six-month internship with the University of Central Asia in Naryn, Kyrgyzstan. She acts as a liaison between local communities in Naryn and the university, building on projects that began with Seneca's first intern at the university in 2018. As a two-time School of Hospitality & Tourism graduate, Ms. Onipchuk was selected from a number of applicants for the long-term internship that welcomes one current student or recent graduate each year.

Objective 10

Maintain a solid and sustainable financial foundation for the future:

- smart growth in enrolment, revenues and assets
- increasing self-sufficiency in capital projects

2019-20 Initiatives

Commence infrastructure projects including; Newnham Campus parking expansion through additional spaces and a structure parking garage, Newnham Campus landscaping renovation, office space renovations at Newnham and Seneca@York campuses and CITE office floors construction associated with Seneca2020 moves:

- Phase 1 hydro field parking expansion has been completed; construction of a structured parking garage has begun
- renovations have begun for the Newnham Campus cafeteria expansion
- upgrades to Newnham Campus Residence suites have been completed
- Phase 1 of the multi-year Newnham Campus landscaping renovation completed
- office space renovations have been completed, construction of floors 4 and 5 at CITE has begun

Establish an enterprise data repository:

- three OCAS data dashboards and five admission dashboards are complete and available online

Co-ordinate a range of activities that support student recruitment and smart growth in enrolment, including optimizing and expanding Seneca's digital presence:

- International Web Application (IWA) complete and in full operation
- Grade 12 English and math equivalency courses developed and offered to prospective students
- bundling graduate certificates model designed and technology process in development
- two-year graduate certificate programs identified in development
- Challenge Accepted student recruitment campaign successfully launched in Fall 2019
- launched Start@Seneca conversion initiative aimed at providing VIP service to fall 2020 domestic applicants
- redirect strategy initiative has been developed and launched

Expand Seneca's corporate training client base, building on the success of recent corporate partnerships

- integration of Salesforce.com in business development practices to capture leads and agreement pipeline
- collaboration with various Seneca departments to jointly develop relationships with clients such as Estee Lauder and Multimatic, identified opportunity for Rapid Skills partnership with Magellan/industry partnership, developed partnerships with YRDSB, March of Dimes and CGI
- provided support for agreements with Hockey Hall of Game and CERC for cFlex

Demonstrate Seneca's leadership in sustainability:

- Phase 2 of the geothermal project at King Campus completed by March 31, 2020
- preparing application for the Sustainability Tracking Assessment and Rating System (STARS) with report submitted on March 31, 2020.

2019-20 In Review

Odeyto wins 2019 Toronto Urban Design Award

Odeyto won the 2019 Toronto Urban Design Award in the Public Buildings in Context category. The structure, designed by Gow Hastings Architects and Two Row Architect, is shaped like an upturned canoe to represent students leaving their communities to stop at Seneca for education before continuing on their journeys.

Odeyto highlighted in the *Toronto Star*

The *Toronto Star* published an article featuring Odeyto, highlighting its role as a community and cultural events hub for Indigenous students who are far from home.

Jane Campus closes

After 38 years on Beverly Hills Drive in Toronto's west end, where the Seneca-branded red building is visible from Highway 401, students, employees and alumni bade farewell to Jane Campus, marking the end of an era. Advanced manufacturing programs are now offered in the new Centre for Innovation, Technology & Entrepreneurship building at Newnham Campus.

Innovative solar technology installed at CITE

Belnor Engineering installed Canada's first transparent photovoltaic solar window in the Centre for Innovation, Technology & Entrepreneurship. This installation's multifunctional bioclimatic properties will help Seneca shrink its carbon footprint.

The Rudy and Rita Koehler Library named

Seneca honoured the Koehler family with the naming of the Rudy and Rita Koehler Library in Magna Hall at King Campus. Mr. and Mrs. Koehler are Seneca's most generous individual donor whose bursaries and scholarships have helped more than 500 students. The Rudy and Rita Koehler Library serves as a centre for learning and research for the Seneca community and features group and independent study spaces, a children's book reading area and media rooms.

Seneca celebrates grand opening of CITE

Seneca celebrated the grand opening of the Centre for Innovation, Technology & Entrepreneurship at Newnham Campus. During the event, Indigenous artist Joseph Sagaj shared his journey in making the award-winning terrazzo medallion (see below). Guests also toured the high-tech labs in the facility and visited a series of large-scale visuals. Collectively called *Manifesto for Making*, the visuals highlight the relationships between Indigenous symbols and technology.

CITE terrazzo medallion named Project of the Year by industry association

The terrazzo medallion, *Circle of Indigenous Knowledge*, was named Project of the Year by Terrazzo, Title and Marble Association of Canada. Designed by Indigenous artist Joseph Sagaj, the medallion measures 10 metres across and is the centerpiece of CITE's Innovation Gallery.

New recruitment campaign paints the town red

Seneca launched a new recruitment campaign designed to attract high-quality candidates — and popped up all over the Greater Toronto Area. The Challenge

Accepted campaign highlights Seneca students and graduates and their work. At its heart is an online and television commercial featuring the words of Seneca's founding President Dr. William T. Newnham. It has aired on television including on various networks during the federal election coverage.

New lab at CITE honours graduate

The Karen M. Mason Network Lab officially opened at the Centre for Innovation, Technology & Entrepreneurship. The lab was named in honour of the late Karen Mason, a former employee and graduate who, along with her husband Ross, was a generous donor to scholarships in the schools of Software Design & Data Science and Information Technology Administration & Security.

Consolidated Financial Statements of

**SENECA COLLEGE OF APPLIED
ARTS AND TECHNOLOGY**

And Independent Auditors' Report thereon

Year ended March 31, 2020



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

Opinion

We have audited the consolidated financial statements of Seneca College of Applied Arts and Technology (the Entity), which comprise:

- the consolidated statement of financial position as at March 31, 2020
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net assets for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the consolidated financial position of the Entity as at March 31, 2020, and its consolidated results of operations, its consolidated remeasurement gains and losses and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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.



Page 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

June 11, 2020

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position

March 31, 2020, with comparative information for 2019

	2020	2019
Assets		
Current assets:		
Cash	\$ 76,290,350	\$ 48,055,018
Short-term investments (note 12)	38,678,285	43,358,302
Grants receivable	767,243	3,258,088
Accounts receivable (notes 2 and 13)	9,562,234	8,967,829
Prepaid expenses	10,403,479	7,881,967
	<u>135,701,591</u>	<u>111,521,204</u>
Long-term receivable (note 2)	8,449,549	9,947,792
Long-term investments (note 12)	24,290,261	19,010,235
Restricted cash and investments (note 9)	27,591,060	29,743,579
Capital assets (note 3)	524,681,021	508,387,069
	<u>\$ 720,713,482</u>	<u>\$ 678,609,879</u>
Liabilities, Deferred Contributions and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 59,424,311	\$ 52,703,389
Current portion of long-term debt (note 4)	4,649,241	4,354,814
Due to student associations (note 5)	15,159,395	12,620,837
Deferred revenue	110,777,139	85,348,542
Employee vacation accrual	15,499,591	15,434,007
	<u>205,509,677</u>	<u>170,461,589</u>
Long-term debt (note 4)	26,056,320	30,705,561
Deferred derivative liability (note 12)	3,843,718	3,499,337
Post-employment benefits and compensated absences (note 8)	10,914,000	11,359,661
	<u>40,814,038</u>	<u>45,564,559</u>
Deferred contributions (note 6)	5,905,826	9,183,498
Deferred contributions for capital assets (note 7)	189,970,411	197,029,927
	<u>195,876,237</u>	<u>206,213,425</u>
Net assets:		
Unrestricted:		
Operating	(19,985,034)	(12,932,252)
Post-employment benefits and compensation absences	(10,914,000)	(11,359,661)
Vacation pay	(15,499,591)	(15,434,007)
	<u>(46,398,625)</u>	<u>(39,725,920)</u>
Investment in capital assets (note 10(a))	304,232,891	276,296,767
Externally restricted - endowments (note 9)	24,522,982	23,298,796
	<u>282,357,248</u>	<u>259,869,643</u>
Accumulated rereasurement losses	(3,843,718)	(3,499,337)
	<u>278,513,530</u>	<u>256,370,306</u>
Commitments and contingent liabilities (note 11)		
Subsequent event (note 14)		
	<u>\$ 720,713,482</u>	<u>\$ 678,609,879</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, 2020, with comparative information for 2019

	2020	2019
Revenue:		
Government operating grants	\$ 112,876,416	\$ 124,544,276
Tuition and related fees	288,226,081	263,236,899
Ancillary	31,117,123	28,747,918
Amortization of deferred contributions for capital assets (note 7)	11,193,683	9,424,428
Deferred contributions recognized	1,847,917	1,762,775
Student and alumni associations	2,518,590	2,577,107
Other	23,581,157	22,782,842
	<u>471,360,967</u>	<u>453,076,245</u>
Expenses:		
Salaries and benefits	256,161,639	252,868,461
Operating (note 4)	97,245,126	89,961,536
Plant and property maintenance	16,111,562	17,773,684
Bursaries and scholarships	15,911,186	13,384,233
Ancillary	22,693,621	19,658,099
Amortization of capital assets	41,974,414	36,538,878
	<u>450,097,548</u>	<u>430,184,891</u>
Excess of revenue over expenses	<u>\$ 21,263,419</u>	<u>\$ 22,891,354</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, 2020, with comparative information for 2019

2020	Endowments	Investment in capital assets	Unrestricted	Total
Net assets (deficiency), beginning of year	\$ 23,298,796	\$ 276,296,767	\$ (39,725,920)	\$ 259,869,643
Excess (deficiency) of revenue over expenses	–	(30,943,367)	52,206,786	21,263,419
Endowment contributions	1,224,186	–	–	1,224,186
Net change in investment in capital assets (note 10(b))	–	58,879,491	(58,879,491)	–
Net assets (deficiency), end of year	\$ 24,522,982	\$ 304,232,891	\$ (46,398,625)	\$ 282,357,248

2019	Endowments	Investment in capital assets	Unrestricted	Total
Net assets (deficiency), beginning of year	\$ 21,343,031	\$ 288,371,559	\$ (74,692,066)	\$ 235,022,524
Excess (deficiency) of revenue over expenses	–	(27,114,450)	50,005,804	22,891,354
Endowment contributions	1,955,765	–	–	1,955,765
Net change in investment in capital assets (note 10(b))	–	15,039,658	(15,039,658)	–
Net assets (deficiency), end of year	\$ 23,298,796	\$ 276,296,767	\$ (39,725,920)	\$ 259,869,643

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, 2020, with comparative information for 2019

	2020	2019
Accumulated remeasurement losses, beginning of year	\$ (3,499,337)	\$ (3,536,045)
Unrealized (loss) gain on derivative liability	(344,381)	36,708
Accumulated remeasurement losses, end of year	\$ (3,843,718)	\$ (3,499,337)

See accompanying notes to consolidated financial statements.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Cash Flows

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 21,263,419	\$ 22,891,354
Items not involving cash:		
Amortization of capital assets	41,974,414	36,538,878
Loss on disposal of capital assets	162,636	-
Amortization of deferred contributions for capital assets	(11,193,683)	(9,424,428)
Post-employment benefits and compensated absences	(77,100)	167,927
	52,129,686	50,173,731
Decrease in post-employment benefits and compensated absences	(368,561)	(376,266)
Change in non-cash operating working capital:		
Decrease (increase) in grants receivable	2,490,845	(2,451,643)
(Increase) decrease in accounts receivable	(594,405)	5,249,411
(Increase) decrease in prepaid expenses	(2,521,512)	135,066
Increase (decrease) in accounts payable and accrued liabilities	6,720,922	(66,645,330)
Increase (decrease) in due to student associations	2,538,558	(821,604)
Increase in deferred revenue	25,428,597	24,913,442
Increase in employee vacation accrual	65,584	852,597
	85,889,714	11,029,404
Capital activities:		
Contributions received/committed for capital assets	4,134,167	86,280,036
Purchase of capital assets	(58,736,695)	(97,242,386)
Proceeds on disposal of capital assets	305,693	-
	(54,296,835)	(10,962,350)
Financing activities:		
Decrease (increase) in long-term receivable	1,498,243	(9,947,792)
(Decrease) increase in deferred contributions	(3,277,672)	1,329,157
Principal payments of long-term debt	(4,354,814)	(4,077,308)
Endowment contributions	1,224,186	1,955,765
	(4,910,057)	(10,740,178)
Investing activities:		
Net purchase of investments	(600,009)	(1,211,466)
Redemption of long-term investments	-	14,301,483
Decrease (increase) in restricted cash and investments	2,152,519	(3,405,845)
	1,552,510	9,684,172
Increase (decrease) in cash	28,235,332	(988,952)
Cash, beginning of year	48,055,018	49,043,970
Cash, end of year	\$ 76,290,350	\$ 48,055,018
Supplemental cash flow information:		
Interest paid on long-term debt	\$ 2,131,475	\$ 2,402,436

See accompanying notes to consolidated financial statements.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2020

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.

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.

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.

(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, 2020

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, 2020

1. Significant accounting policies (continued):

(f) Financial instruments:

Financial instruments are recorded at fair value on initial recognition and subsequently recorded at fair value or amortized cost.

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 carry 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 on a fair value basis.

Unrealized changes in fair value associated with unrestricted investments carried at 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 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, 2020

1. Significant accounting policies (continued):

(ii) Amortized cost:

This category includes grants receivable, accounts receivable, short-term investments, long-term receivable, long-term investments, accounts payable and accrued liabilities, employee vacation accrual, due to student associations 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:

Land improvements	10 years
Buildings	40 years
Building improvements	20 years
Leasehold improvements	Lease term
Furniture	5 years
Equipment	5 - 10 years
Computer equipment	3 - 5 years

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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) 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.

(i) 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.

(ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the year.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

1. Significant accounting policies (continued):

(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.

(j) 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, useful lives of capital assets, accrued liabilities and post-employment benefits and compensated absences. Actual results could differ from those estimates.

2. Long-term receivable:

Long-term receivable held by the College consists of the following:

	2020	2019
Long-term receivable	\$ 9,680,940	\$ 11,182,078
Less current portion	1,231,391	1,234,286
	<u>\$ 8,449,549</u>	<u>\$ 9,947,792</u>

The College entered into agreements with student bodies and other donors who contributed \$23,200,000 to the funding of the Seneca King Campus Expansion project. As at March 31, 2020, \$9,680,940 (2019 - \$11,182,078) remains outstanding on these commitments, of which \$1,231,391 (2019 - \$1,234,286) is included in accounts receivable.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

3. Capital assets:

(a) Capital assets:

2020	Cost	Accumulated amortization	Net book value
Land	\$ 14,533,980	\$ –	\$ 14,533,980
Land improvements	143,678,333	76,697,300	66,981,033
Buildings	463,059,396	141,578,747	321,480,649
Building improvements	4,781,222	140,161	4,641,061
Leasehold improvements	24,410,480	16,372,344	8,038,136
Furniture	29,194,668	21,875,846	7,318,822
Equipment	174,955,769	109,527,815	65,427,954
Computer equipment	101,143,410	95,270,278	5,873,132
Construction in progress	30,386,254	–	30,386,254
	\$ 986,143,512	\$ 461,462,491	\$ 524,681,021

2019	Cost	Accumulated amortization	Net book value
Land	\$ 14,533,980	\$ –	\$ 14,533,980
Land improvements	132,651,333	67,197,155	65,454,178
Buildings	463,059,393	130,639,640	332,419,753
Leasehold improvements	24,894,744	15,901,581	8,993,163
Furniture	27,168,221	19,434,218	7,734,003
Equipment	169,082,149	97,257,132	71,825,017
Computer equipment	98,979,937	94,357,903	4,622,034
Construction in progress	2,804,941	–	2,804,941
	\$ 933,174,698	\$ 424,787,629	\$ 508,387,069

During 2020, construction in progress of \$1,602,360 (2019 - \$186,470,175) 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, 2020

3. Capital assets (continued):

(b) Jane campus:

During the year, the College listed the Jane campus on the market for sale. The Jane campus is still on hand at year end and included in capital assets with a net book value of \$460,632.

4. Long-term debt:

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

	2020	2019
Mortgage (a)	\$ 5,832,379	\$ 7,528,255
Mortgage (b)	2,487,710	3,019,155
Mortgage (c)	5,817,472	6,653,965
Bankers' acceptance loan (d)	16,568,000	17,859,000
	<u>30,705,561</u>	<u>35,060,375</u>
Less current portion	4,649,241	4,354,814
	<u>\$ 26,056,320</u>	<u>\$ 30,705,561</u>

Interest on long-term debt amounted to \$2,131,475 in 2020 (2019 - \$2,402,436), 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.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

4. Long-term debt (continued):

- (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 12(c)).

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

2021	\$ 4,649,241
2022	4,964,560
2023	5,301,815
2024	3,438,169
2025	2,943,107
Thereafter	9,408,669
	<hr/>
	\$ 30,705,561

5. Due to student associations:

The due to student associations represent restricted funds collected from students which remain unspent at year end. These are unsecured and due on demand.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

6. 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:

	2020	2019
Balance, beginning of year	\$ 9,183,498	\$ 7,854,341
Add amount received from:		
Set aside tuition	8,784,622	8,807,140
Other sources	2,180,902	1,912,251
Realized investment income on endowments (note 9)	1,498,899	1,225,739
Unrealized loss on endowments (note 9)	(4,320,280)	(172,497)
Less amounts disbursed:		
Set aside tuition	9,107,229	8,074,382
Other sources	2,314,586	2,369,094
Balance, end of year	\$ 5,905,826	\$ 9,183,498
Deferred contributions comprise:		
Scholarships and bursaries	\$ 1,524,147	\$ 1,565,703
Joint employment stability reserve	711,710	699,993
Endowment income:		
Ontario Trust for Student Support and other	3,669,969	6,917,802
	\$ 5,905,826	\$ 9,183,498

7. Deferred contributions for capital assets:

Deferred contributions for capital assets represent the unamortized amount of grants and other contributions received or receivable 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:

	2020	2019
Balance, beginning of year	\$ 197,029,927	\$ 120,174,319
Amortization of deferred contributions for capital assets	(11,193,683)	(9,424,428)
Contributions received/committed for capital assets	4,134,167	86,280,036
Balance, end of year	\$ 189,970,411	\$ 197,029,927

Deferred contributions for capital assets include \$227,842 (2019 - nil) of unspent contributions.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

8. Post-employment benefits and compensated absences:

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

2020	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 2,124,000	\$ 8,977,000	\$ 1,071,000	\$ 12,172,000
Value of plan assets	(470,000)	–	–	(470,000)
Unamortized actuarial gains (losses)	1,000	(420,000)	(369,000)	(788,000)
Total liability	\$ 1,655,000	\$ 8,557,000	\$ 702,000	\$ 10,914,000

2019	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 2,186,000	\$ 7,104,000	\$ 1,107,661	\$ 10,397,661
Value of plan assets	(398,000)	–	–	(398,000)
Unamortized actuarial gains (losses)	(2,000)	1,501,000	(139,000)	1,360,000
Total liability	\$ 1,786,000	\$ 8,605,000	\$ 968,661	\$ 11,359,661

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

2020	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit costs	\$ (99,000)	\$ 389,000	\$ 49,000	\$ 339,000
Interest on accrued benefit obligation	5,000	146,000	23,000	174,000
Amortized actuarial gains	(19,000)	(5,000)	(74,000)	(98,000)
Total expenses	\$ (113,000)	\$ 530,000	\$ (2,000)	\$ 415,000

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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

2019	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit costs	\$ 128,000	\$ 364,000	\$ 47,000	\$ 539,000
Interest on accrued benefit obligation	6,000	182,000	32,000	220,000
Amortized actuarial losses (gains)	(20,000)	(26,000)	4,000	(42,000)
Total expenses	\$ 114,000	\$ 520,000	\$ 83,000	\$ 717,000

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:

All full-time employees of the College, and any part-time employees who opt to participate, are members of the Plan, which is a multi-employer, jointly sponsored defined benefit plan for eligible employees of public colleges and other employers across Canada. 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. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. 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, 2020 indicated an actuarial surplus of \$2.9 billion. The College made contributions to the Plan and its associated retirement compensation arrangement of \$19,692,134 in 2020 (2019 - \$19,453,826), which has been included in the consolidated statement of operations.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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

(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, 2020, of the future benefits was determined using a discount rate of 1.6% (2019 - 2.2%).

(ii) Drug costs:

Drug costs were assumed to increase at a rate of 8.0% in 2018 and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

(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.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

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

(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.

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

	2020	2019
Wage and salary escalation	1.00% - 2.00%	1.50% - 2.00%
Discount rate	1.60%	2.20%

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 26.20% and 0 to 51 days, respectively, for age groups ranging from 20 and under to 65 and over in bands of five years.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

9. 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 \$24,522,982 (2019 - \$23,298,796) consist of restricted cash and investments. The fair value of the restricted cash and investments at March 31, 2020 is \$27,591,060 (2019 - \$29,743,579), which represents funds restricted as to use and are not available for general operations.

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

			2020	2019
	OTSS	Non-OTSS	Total	Total
Unrealized losses	\$ (3,407,718)	\$ (912,562)	\$ (4,320,280)	\$ (172,497)
Realized investment income	1,182,290	316,609	1,498,899	1,225,739
	\$ (2,225,428)	\$ (595,953)	\$ (2,821,381)	\$ 1,053,242

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.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

9. Externally restricted endowments (continued):

Ontario Trust for Student Support ("OTSS") 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:

	2020	2019
Schedule of Changes in Endowment Fund Balance		
Fund balance, beginning of year	\$ 18,600,283	\$ 17,739,072
Cash donations received and receivable	742,772	861,211
Fund balance, end of year	\$ 19,343,055	\$ 18,600,283

	2020	2019
Schedule of Changes in Expendable Funds Available for Awards		
Balance, beginning of year	\$ 5,780,436	\$ 5,569,659
Investment income	1,182,290	978,548
Bursaries awarded (total number - 996; 2019 - 1,033)	(523,174)	(630,061)
Unrealized loss on endowment funds	(3,407,718)	(137,710)
Balance, end of year	\$ 3,031,834	\$ 5,780,436

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

10. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2020	2019
Capital assets	\$ 524,681,021	\$ 508,387,069
Less amounts financed by:		
Long-term debt (note 4)	30,705,561	35,060,375
Deferred contributions for capital assets (note 7)	189,742,569	197,029,927
	<u>\$ 304,232,891</u>	<u>\$ 276,296,767</u>

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

	2020	2019
Deficiency of revenue over expenses:		
Amortization of deferred contributions related to capital assets	\$ 11,193,683	\$ 9,424,428
Amortization of capital assets	(41,974,414)	(36,538,878)
Loss on disposal of capital assets	(162,636)	-
	<u>\$ (30,943,367)</u>	<u>\$ (27,114,450)</u>
Net change in investment in capital assets:		
Purchase of capital assets	\$ 58,736,695	\$ 97,242,386
Proceeds on disposal of capital assets	(305,693)	-
Amounts funded by contributions received/committed for capital assets	(3,906,325)	(86,280,036)
Principal payments of long-term debt	4,354,814	4,077,308
	<u>\$ 58,879,491</u>	<u>\$ 15,039,658</u>

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

11. 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:

2021	\$ 12,113,868
2022	7,889,936
2023	5,599,192
2024	3,903,404
2025	2,941,671
Thereafter	9,050,556
	<hr/>
	\$ 41,498,627

(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 \$2,937,786 as at March 31, 2020 (2019 - \$2,937,786).

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

11. 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, 2020

12. Financial instruments classification:

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:

2020	Fair value	Amortized cost
Cash	\$ 76,290,350	\$ —
Short-term investments (a)	—	38,678,285
Grants receivable	—	767,243
Accounts receivable	—	9,562,234
Long-term receivable	—	8,449,549
Long-term investments (a)	—	24,290,261
Restricted cash and investments (b)	27,591,060	—
Accounts payable and accrued liabilities	—	59,424,311
Current portion of long-term debt	—	4,649,241
Employee vacation accrual	—	15,499,591
Long-term debt	—	26,056,320
Deferred derivative liability (c)	3,843,718	—

2019	Fair value	Amortized cost
Cash	\$ 48,055,018	\$ —
Short-term investments (a)	—	43,358,302
Grants receivable	—	3,258,088
Accounts receivable	—	8,967,829
Long-term receivable	—	9,947,792
Long-term investments (a)	—	19,010,235
Restricted cash and investments (b)	29,743,579	—
Accounts payable and accrued liabilities	—	52,703,389
Current portion of long-term debt	—	4,354,814
Employee vacation accrual	—	15,434,007
Long-term debt	—	30,705,561
Deferred derivative liability (c)	3,499,337	—

(a) Excess operating funds are invested in liquid securities that are accessible when required. Short-term investments consist of T-bills, government and corporate 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, 2020

12. Financial instruments classification (continued):

Excess operating funds held in short-term investments have yields varying from 0.43% to 4.50% (2019 - 1.49% to 5.00%) with maturity dates ranging from April 2020 to March 2021 (2019 - April 2019 to January 2020). The fair value of short-term investments as at March 31, 2020 was \$38,609,457 (2019 - \$43,310,599). Excess operating funds held in long-term investments have yields varying from 0.75% to 4.50% (2019 - 1.37% to 4.50%) with maturity dates ranging from June 2021 to April 2024 (2019 - June 2020 to April 2024). The fair value of long-term investments as at March 31, 2020 was \$24,589,816 (2019 - \$18,963,646).

- (b) Restricted cash and investments are externally restricted for endowment purposes (note 9) 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 4(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% (2019 - 5.607%), while receiving interest at a variable rate to be set quarterly based on the bankers' acceptance rates which ranged from 1.58% to 2.06% (2019 - 1.74% to 2.30%) 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, 2020 is \$16,568,000 (2019 - \$17,859,000) 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, 2020 is \$3,843,718 (2019 - \$3,499,337) 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, 2020

12. Financial instruments classification (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 \$27,014,411 (2019 - \$27,562,010) 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, 2020 and 2019. For a sensitivity analysis of financial instruments recognized in Level 3, see note 13, interest rate risk, as the prevailing interest rate is the most significant input into the fair value of the instrument.

13. Financial instruments 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 (2019 - \$100,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the Government of Ontario Binding Policy Directive on Banking, Investments and Borrowing 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, 2020

13. Financial instruments risk management (continued):

The maximum exposure to investment credit risk is outlined in note 12.

Grants receivable are due from government for program grants.

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

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

Long-term receivable are as outlined in note 2.

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:

2020	Total	1 - 30 days	Past due		
			31 - 60 days	61 - 90 days	> 90 days
Grants receivable	\$ 767,243	\$ 767,243	\$ -	\$ -	\$ -
Accounts receivable	11,412,952	8,472,823	143,599	1,073,130	1,723,400
Less impairment allowances	1,850,718	-	-	363,410	1,487,308
	9,562,234	8,472,823	143,599	709,720	236,092
Long-term receivable	8,449,549	-	-	-	8,449,549
	\$ 18,779,026	\$ 9,240,066	\$ 143,599	\$ 709,720	\$ 8,685,641

2019	Total	1 - 30 days	Past due		
			31 - 60 days	61 - 90 days	> 90 days
Grants receivable	\$ 3,258,088	\$ 3,258,088	\$ -	\$ -	\$ -
Accounts receivable	11,608,688	7,019,030	229,468	1,641,614	2,718,576
Less impairment allowances	2,640,859	-	-	549,741	2,091,118
	8,967,829	7,019,030	229,468	1,091,873	627,458
Long-term receivable	9,947,792	-	-	-	9,947,792
	\$ 22,173,709	\$ 10,277,118	\$ 229,468	\$ 1,091,873	\$ 10,575,250

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

13. Financial instruments and risk management (continued):

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.

(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 risks.

The College's investment policy operates within the constraints of the investment guidelines issued by the Ministry of Colleges and Universities ("MCU"). 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:

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

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.

(c) 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.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

13. Financial instruments and risk management (continued):

(d) 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.

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 4(d)) through a derivative financial instrument that exchanges the variable rate inherent in the long-term debt for a fixed rate (note 12). 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 4(a) to (c), would not be impacted as the inherent rates are fixed.

Fixed income securities have yields varying from 0.18% to 5.26% (2019 - 0.46% to 4.33%) with maturity dates ranging from April 2020 to June 2065 (2019 - April 2019 to December 2064).

At March 31, 2020, 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 \$1,277,543 (2019 - \$1,359,886) and \$923,300 (2019 - \$1,050,790), 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.

(e) 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, 2020, 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 \$1,685,519 (2019 - \$1,654,227).

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, 2020

13. Financial instruments and risk management (continued):

(f) 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):

2020	Within 6 months	6 months to 1 year	1 - 5 years	Greater than 5 years	Total
Accounts payable and accrued liabilities	\$ 58,164,470	\$ 1,259,841	\$ -	\$ -	\$ 59,424,311
Employee vacation accrual	15,499,591	-	-	-	15,499,591
Current portion of long-term debt	2,286,035	2,363,206	-	-	4,649,241
Long-term debt	-	-	19,139,320	6,917,000	26,056,320
	<u>\$ 75,950,096</u>	<u>\$ 3,623,047</u>	<u>\$ 19,139,320</u>	<u>\$ 6,917,000</u>	<u>\$ 105,629,463</u>
2019	Within 6 months	6 months to 1 year	1 - 5 years	Greater than 5 years	Total
Accounts payable and accrued liabilities	\$ 50,431,885	\$ 495,664	\$ 1,775,840	\$ -	\$ 52,703,389
Employee vacation accrual	15,434,007	-	-	-	15,434,007
Current portion of long-term debt	2,142,121	2,212,693	-	-	4,354,814
Long-term debt	-	-	21,296,892	9,408,669	30,705,561
	<u>\$ 68,008,013</u>	<u>\$ 2,708,357</u>	<u>\$ 23,072,732</u>	<u>\$ 9,408,669</u>	<u>\$ 103,197,771</u>

Derivative financial liabilities mature, as described in note 12.

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.

SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2020

14. Subsequent event:

Prior to March 31, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. The College halted all in-person activity and closed its facilities to staff and students and moved to online education format in March 2020 based on recommendations from Public Health Ontario. The winter 2020 semester was moved to an online format and summer 2020 semester will continue in the same format.

Financial statements are required to be adjusted for events occurring between the date of the financial statements and the date of the auditors' report which provide additional evidence relating to conditions that existed as at year end. Management has assessed the financial impacts at this time. As these effects are quantifiable and confirm conditions known as at March 31, 2020, the adjustments have been reflected in these financial statements. The College reimbursed fees collected from students resulting in a loss of revenue and incurred expenditures including refunds for some ancillary services and student fees, student relief bursaries and a voluntary employee retirement program amounting to approximately \$8,400,000.

15. Comparative information:

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