



# 50



**ANNIVERSARY EDITION 2016-17 ANNUAL REPORT**  
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## LETTER FROM OUR PRESIDENT

What an amazing year we've had! With 2017 marking the 50th anniversary of Ontario's colleges there has certainly been much to celebrate. Since anniversary planning began in 2016, the Durham College (DC) community has come together to enthusiastically mark this milestone with 'The Start of Something Amazing', a year-long campaign that honours our past and celebrates our future.

At the same time, our students and employees have remained steadfast in their commitment to fostering innovation and change by launching exciting projects and taking on new challenges in support of our mission, the student experience comes first.

From our first day of classes in 1967 with 16 portable classrooms, 205 students and 14 employees, to modern campuses in Oshawa and Whitby, a learning site Pickering, more than 30,000 full-and part-time students, over 140 full-time programs and an economic impact in Durham Region of more than \$800 million annually, a lot has changed, but our commitment to the student experience has remained firm.

As you review our highlights from the 2016-2017 fiscal year, I hope you enjoy learning more about the many anniversary celebrations we have underway combined with the remarkable success our students, employees, alumni, business partners, community champions and government supporters have inspired here on campus and across the broader community. This includes our piece de resistance – the Centre for Collaborative Education, which will bring together students, employees and the community in support of advancing education across the college system.

As we move forward, I am confident that DC will continue to positively impact the social, cultural and economic well-being of our communities and beyond, while ensuring that our students have access to the best possible learning experience.

The past 50 years have truly been the start of something amazing and this is only the beginning.

Sincerely,

Don Lovisa  
President

## OUR MISSION, VISION, VALUES AND GOALS

Our mission, vision and values were created to help ensure the success of our students, graduates and employees. We work hard to follow these guiding principles.

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### Mission

The student experience comes first.

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### Vision

Durham College is the premier post-secondary destination for students to succeed in a dynamic and supportive learning environment. Our graduates develop the professional and personal skills needed to realize meaningful careers and make a difference in the world.

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### Values

#### **INTEGRITY AND TRANSPARENCY**

We behave and communicate sincerely and honestly.

#### **RESPECT**

We treat everyone with dignity, deliver superior service and offer a safe environment.

#### **EQUAL ACCESS AND DIVERSITY**

We embrace uniqueness, ensure accessibility and champion all learners.

#### **PERSONAL AND TEAM ACCOUNTABILITY**

We do what we say we will do and are creative and innovative in how we conduct our business.

#### **COLLABORATION**

We create opportunities to work together to foster learning and achieve success.

### Goals

#### **OUR STUDENTS**

To provide students with the best possible learning experience.

#### **OUR PEOPLE**

To optimize the experience and expertise of our people and help them make the best possible contribution towards the student experience.

#### **OUR BUSINESS**

To manage resources responsibly and ensure that we are financially and environmentally sustainable, demonstrate good governance and are leaders in the support of outstanding teaching and learning.

#### **OUR COMMUNITY**


To contribute and respond to the economic, social and environmental well-being of our community.



**TOP GTA  
EMPLOYER**



**TOP 50  
RESEARCH  
COLLEGES**



**8<sup>TH</sup>**  
**CONSECUTIVE  
BALANCED  
BUDGET**


**81,000  
ALUMNI**




**1967**  
**YEAR FOUNDED**


**822**  
**FULL-TIME EMPLOYEES**



**30,000+**   
PART-TIME, CONTINUING EDUCATION  
AND ONLINE STUDENTS

**1,400**  
**PART-TIME EMPLOYEES**

**02**   
**CAMPUSES**  
(OSHAWA AND WHITBY)

**12,000+**   
FULL-TIME POST-SECONDARY AND  
APPRENTICESHIP STUDENTS

**01** **LEARNING SITE**  
(PICKERING) 

**04** **SATELLITE LOCATIONS**  
(BOWMANVILLE, OSHAWA, PORT HOPE AND UXBRIDGE)



**830**   
INTERNATIONAL STUDENTS



## 50TH ANNIVERSARY SPOTLIGHT

If you've recently spent time at one of our campuses, looked at our website or noticed the celebratory signage that's displayed around town, you likely know that Durham College (DC) is celebrating something big in 2017. This year we turn 50, and are recognizing five decades of tremendous success in partnership with our students, employees, graduates, business partners, the community, and beyond.

We are very proud of what we have accomplished since 1967 and 2016-2017 provided our entire campus community with a unique opportunity to come together to plan exciting events and activities to honour this milestone. We are pleased to share a few of the highlights:

### #DC50 KICKS OFF: THE START OF SOMETHING AMAZING

In winter 2017, DC officially launched 'The Start of Something Amazing' a year-long celebration of our past and our future. With exciting events happening both on- and off- campus throughout 2017, our first public event was the annual alumni and employee night at the Oshawa Generals game. The event brought alumni, employees, students and the community together to kick off our festivities.

### 50TH ANNIVERSARY WEBSITE

Leading up to our official anniversary celebrations, in summer 2016 we launched a 50th anniversary website to provide news, updates and event information as well as a forum for sharing memories of the past and ideas for the future. Evolving as the year unfolds, it features photo and video galleries and a timeline of events from 1967 to today.

### PRESIDENT'S PANEL

Over the past year, DC brought together some of our most distinguished graduates to form a President's Panel, which is working together to create a legacy around the college's 50th anniversary. Video footage of panel members sharing how DC has positively influenced them is available via the 50th anniversary website.

### JAM SESSION: 50 GUITARS FOR 50 YEARS

The musical stylings of DC president Don Lovisa are no secret to anyone on campus (just ask Sarah Mark!), and in winter 2017 he put his talent to work when he joined musical forces with 49 members of the college community for a jam session: 50 Guitars for 50 Years. 50 guitarists gathered on the steps of the Student Services building at the Oshawa campus to strum, sing and celebrate DC with two musical numbers. The group performed 'A Lesson Learned in Time', an original song written by DC employee Justin Lant, who is also a member of the popular band 20 Amp, and 'Ahead by a Century', a classic by Canadian legends The Tragically Hip.



1967

DR. GORDON WILEY APPOINTED PRESIDENT OF DURHAM COLLEGE (DC) BY THE BOARD OF GOVERNORS.

DC OFFICIALLY OPENS FOR STUDIES IN 16 PORTABLE CLASSROOMS.





### BREWING MEMORIES ONE CUP AT A TIME

In winter 2017, the Office of Development and Alumni Affairs kicked off the DC Brewing Memories Coffee Tour, making its first stop at the Oshawa and Whitby campuses and Pickering Learning Site. After meeting with more than 70 employees who also happen to be DC alumni, the tour continued its mission to bring coffee and treats to 50 workplaces that employ DC graduates for a chance to hear their success stories and learn where their career paths have taken them.

### 50 ACTS OF KINDNESS

In spring 2017, DC kicked off 50 Acts of Kindness, a project to capture a snapshot of how the college gives back. DC challenged all students, employees, alumni, retirees, classes, programs, departments and schools to go into the community throughout 2017 and make a difference through kindness, showing our gratitude for the support we receive. To track these 50 acts of kindness, participants were asked to register the details of their good deeds with the college committed to building virtual collage of goodwill, community, appreciation and love.

### BIRTHDAYS #DC50 STYLE

As DC celebrates our milestone birthday, we are also recognizing employees celebrating their golden jubilee. Individuals turning 50 in 2017 receive a special in-person birthday greeting complete with singing, an Amazing 50 T-shirt, a commemorative letter and \$50 gift card to Bistro '67. #DC50 employees.

### HOMECOMING WEEKEND

As part of our 50th celebrations, plans are underway for DC's homecoming celebration on Friday, September 8 and Saturday, September 9. The event will be a weekend-long celebration for young and old, including a decade-themed dance featuring Canadian rock star Colin James and a number of varsity alumni games. Watch for details on our Amazing 50 website.



1969

DC'S FIRST GRADUATING CLASS IS HONOURED AT INAUGURAL COMMENCEMENT CEREMONY.



SIMCOE BUILDING OPENS AS A TEMPORARY STRUCTURE AT THE OSHAWA CAMPUS.





### A LASTING LEGACY: THE CENTRE FOR COLLABORATIVE EDUCATION

In 2016, we announced one of the most exciting projects in DC's history, our new Centre for Collaborative Education (CFCE). Being constructed at the Oshawa campus, the CFCE is a legacy project tied to the 50th anniversary that will replace the aging Simcoe building, which opened as a temporary structure in 1969.

To support the construction of this multi-level, 75,000-square-foot-facility, which is scheduled to open in 2018, the college has received support from students, employees, alumni, community/business partners, and government. This includes the announcement in spring 2016 that we would receive \$22 million in funding from the provincial government followed by an investment of \$13 million from the federal government in fall 2016. This brought the total investment to \$35 million, the largest single-project investment by both levels of government in DC's history.

We are proud to share that the support didn't stop there. In winter 2017, the college also announced it would receive a \$1-million investment from both the City of Oshawa and the Region of Durham, meaning every level of government has contributed to the CFCE. In addition, DC's Alumni Association pledged \$250,000 over a period of five years, setting the pace for the 'Building Something Amazing' capital campaign, which launched in winter 2017 and is aiming to raise \$5 million to complete the construction of the building.

In fall 2016, we broke ground on the new facility, which, when complete, will bring together local, Indigenous and global community groups along with members of key business sectors while providing a new home for several new and ground-breaking programs and initiatives. This includes:

- The School-College-Work Initiative and affiliated Centre for Success program.
- Entrepreneurship and Innovation Centre – Fast Start.
- Suswaaning Endaajig (A centre for Indigenous, First Peoples and Metis).
- Health and science facilities and laboratories.
- The Office of Student Diversity, Inclusion and Transitions.
- Expanded foundations programs.
- Global, open and collaborative learning and social spaces.



1971

GORDON WILLEY BUILDING IS CONSTRUCTED AS THE FIRST PERMANENT STRUCTURE AT THE OSHAWA CAMPUS.

1977

DC MARKS ITS 10TH ANNIVERSARY, WITH THE COLLEGE NOW OFFERING ADULT EDUCATION COURSES AND SERVING 1,250 FULL-TIME STUDENTS.



## APPLIED RESEARCH: BRINGING IDEAS TO LIFE

As one of Canada's Top 50 Research College's and a leader in post-secondary education, Durham College (DC) puts a strong emphasis on applied research and innovation through our Office of Research Services, Innovation and Entrepreneurship (ORSIE). This includes a commitment to solving industry and social challenges by engaging industry, students, employees and the community-at-large in applied research projects designed to advance the economic prosperity of Durham Region and beyond. These are a few of the successful projects ORSIE has launched this past year:

### TOP 50 RESEARCH COLLEGE

For the fourth year in a row, DC was ranked among Canada's Top 50 Research Colleges. This achievement demonstrates our commitment to prioritizing applied research on campus to enhance the student experience, provide real-world solutions, and advance business and industry priorities in innovation and productivity, to support the economic health of the local community.

### FIRST-EVER HACKATHON

In spring 2016, DC held our first-ever Hackathon. A short, intensive session where participants are given a problem to solve, the event gave more than 60 students an opportunity to flex their problem-solving muscles and confront the impact of climate change and how current patterns of human activity can be changed to promote better environmental sustainability.

### SIXTH ANNUAL RESEARCH DAY

The college's sixth annual Research Day, a forum that brings together members of DC's research community to showcase current applied research and innovation was held in the spring. The event featured the first public unveiling of As Real As It Gets (ARAIG), a wearable gaming suit designed to transport users into a virtual world. ARAIG was developed by Oshawa-based Inventing Future Technology Inc. (IFTech) in collaboration with DC and Spark Centre.



### RESEARCH PARTNER IFTECH SLAYS THE DRAGONS!

Building on its success at Research Day, in winter 2017 DC research partner, IFTech successfully secured a deal for ARAIG on CBC's hit-show Dragon's Den, securing \$500,000 for 25 per cent of its company. Over the years, DC has worked with IFTech to further develop ARAIG's technology including providing initial support for the development of its control centre; integrating audio, vibratory and muscle stimulation systems; and assisting with the creation of ARAIG's wireless communications protocol.



1980

EXPANSION OF COLLEGE FACILITIES CONTINUES INCLUDING A STATE-OF-THE-ART ROBOTICS LAB, A PRECURSOR TO THE CURRENT INTEGRATED MANUFACTURING CENTRE.



MEL GARLAND NAMED PRESIDENT OF DC.

### **SUPPORT OF AWARD-WINNING RESEARCH AND DEVELOPMENT IN CANCER CARE**

In fall 2016, DC applied research partner, Bykart Software Ltd. (Bykart), in conjunction with the Odette Cancer Centre at Sunnybrook Health Sciences Centre, received the prestigious 2016 Quality and Innovation Award from the Cancer Quality Council of Ontario. Bykart was recognized for its Chemotherapy Appointment Reservation Management (CHARM), a new software system changing the way care is delivered to cancer patients. The software was developed in partnership with DC with student and faculty researchers assisting with significant upgrades to CHARM, enabling Bykart to move the enterprise-class health-care application framework beyond the chemotherapy clinics for which it was initially designed.

### **DC HELPING SMALL BUSINESSES DEVELOP ROBOTIC AND AUTOMATION PRODUCTS**

DC, in partnership with Spark Centre and the University of Ontario Institute of Technology (UOIT), launched a new program aimed at helping small- to medium-sized businesses develop products focused on robotics and automation. With funding from the National Research Council of Canada Industrial Research Assistance Program, the initiative offers a variety of services to support potential projects including assistance with development of a business/marketing plan, modification of control software and prototype design/development.

### **DC AND REGION OF DURHAM PARTNER ON CO-PRODUCTION PROJECT**

DC, in collaboration with the Region of Durham's Social Services Department, conducted a literature review and environmental scan focused on co-production via support from the provincial government's Ontario Human Capital Research and Innovation Fund. An emerging social innovation that explores the possibility of improving public service delivery in Durham Region, the study analyzed research findings and interviews with organizations currently employing co-production.

### **DC FASTSTART: STUDENT SUCCESS**

An entrepreneurial training partnership aimed at university and college students, FastStart is comprised of four academic institutions and two community entrepreneurship groups. The program is designed to increase students' entrepreneurial skills and awareness while helping them create solid business plans to take their products and services to market – quickly and successfully. DC generated several FastStart student success stories over the past year including:

- Brittany Charlton, a Paralegal student and graduate of the DC Law Clerk Advanced program, grew up with the restrictions of being lactose intolerant. As an adult, she channeled her inner entrepreneur and placed her focus on providing healthy products for those with dietary restrictions. The result was Ohh Products, a company that creates food that tastes great and is made with 100 per cent natural, lactose-free ingredients. With assistance from FastStart, in October 2016 she launched her first line of flavoured cocoas.



- Jeremy Coulis, owner of Agile Fat Guy Spirits, a craft distiller, is a 2015 graduate of the Entrepreneurship and Small Business program and one of the first students to enrol in FastStart. With the support offered via the program, he developed the knowledge base needed to build something from nothing and start his own business.

**1987**

**ENROLMENT SURPASSES 2,700 STUDENTS.**

**1988**

**DR. GARY POLONSKY NAMED PRESIDENT OF DC.**

**1990**

**LAND TO ESTABLISH DC'S WHITBY CAMPUS IS PURCHASED AT THE SITE OF FORMER CADBURY CHOCOLATE FACTORY.**





## RESEARCH BY THE NUMBERS

TOTAL FUNDING APPROVED

**\$679,683**

PROJECT FUNDING RECEIVED IN  
THE 2016-2017 FISCAL YEAR

**\$444,146**

TOTAL AMOUNT OF INDUSTRY CASH AND  
INDUSTRY IN-KIND CASH

**\$165,537**

TOTAL AMOUNT OF ADMINISTRATION FUNDING

**\$70,000**

TOTAL NUMBER OF PROJECTS

**39**

STUDENTS INVOLVED

**84**

FACULTY AND STAFF INVOLVED

**21**



**1993**

DC OFFICIALLY OPENS THE DOORS TO THE WHITBY  
CAMPUS, INCLUDING THE SKILLS TRAINING CENTRE.

**1995**

STUDENT CENTRE AND FIRST CAMPUS RESIDENCE  
OPEN AT THE OSHAWA CAMPUS.



# SUCCESS STORIES

Highlighting the 2016-2017 achievements of our students, our people, our business and our community.

## Our students

### FIRST DURHAM COLLEGE GOLD MEDAL AWARD

In spring 2016, Durham College (DC) announced that Culinary Management student Kristin Atwood was the winner of our first DC Gold Medal Award. An all-expenses-paid trip to Italy to participate in the Italian Culinary Exploration program at the Italian Culinary Institute, the Gold Medal Award is offered by the college's leadership team and presented to the student who demonstrates excellence in attendance, volunteerism, professionalism, attitude and academic standing throughout their time at DC. Among her many accomplishments, Atwood interned at Momofuku Daisho in Toronto and created recipes for nut-free macarons and low carbohydrate protein bars at Frantastic Events in Whitby.



### FOUR STUDENTS WIN CHEMICAL INSTITUTE OF CANADA AWARDS

Four DC students were recognized with Chemical Institute of Canada (CIC) awards in late 2016. Chemical Laboratory Technician program student Da Eun Chung won a silver medal and Brittney Richards, also a Chemical Laboratory Technician program student, won the book prize. In addition, Chemical Engineering Technology program students Natasha Beattie and Kelsey Henderson, won silver and the book prize respectively. The CIC, a national, not-for-profit organization committed to advancing chemical sciences and engineering through its constituent societies in chemistry, chemical engineering and chemical technology, presents the silver medal to the top student completing their final year of studies in chemical technology or a related program at each Canadian college. The book prize is given to the student completing her or his final year while demonstrating the greatest improvement overall.

### GRADUATES HONOURED AT FALL CONVOCATION

More than 1,150 students from 109 programs were honoured at DC's fall convocation ceremony including those who earned a place on the highly regarded President's Honour Roll as well as recipients of scholarship and leadership awards. Graduates from the Centre for Food (CFF) and the schools of Business, IT & Management; Continuing Education; Health & Community Services; Interdisciplinary Studies; Justice & Emergency Services; Media, Art & Design; Science & Engineering Technology; and Skilled Trades, Apprenticeship & Renewable Technology were awarded their diplomas and certificates in front of hundreds of family and friends, bringing the college's number of alumni to more than 76,000.

1996

DC ESTABLISHES PATHWAY AGREEMENTS WITH TRENT AND YORK UNIVERSITIES, OFFERING LOCAL RESIDENTS THE OPPORTUNITY TO TAKE UNIVERSITY-LEVEL CLASSES CLOSE TO HOME.

2003

THE UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY (UOIT) OPENS ITS DOORS AT DC'S OSHAWA CAMPUS.

2006

LEAH MYERS APPOINTED PRESIDENT OF DC.





#### DC FACULTY AND STUDENTS HANDCRAFT DORITOS KETCHUP ROSES FOR VALENTINE'S DAY

Eighteen students and four faculty from DC's Advanced Baking and Pastry Arts and Culinary Management programs put a surprising twist on Valentine's Day in February when they played a key role in the Doritos® Ketchup Roses campaign. They were tasked with carefully handcrafting the flowers to be used in crunchy rose bouquets, with the campaign tied to the limited-time release of one of Doritos most-loved flavours – Doritos Ketchup. From the prototyping phase, to determining the best process for assembly and the final aesthetic, to producing the final roses for delivery on the big day, students and faculty were given a unique opportunity to be part of a pop-culture phenomenon while learning and gaining real-world experience.

#### MURAL BY DC STUDENT INSTALLED AT OSHAWA CITY HALL

A mural design created by Allanah Larsen, a recent graduate of the Fine Arts – Advanced program, was installed at Oshawa City Hall as part of the city's Civic Square community mural project. The project, a partnership between the City of Oshawa and DC, asked students to develop mural concepts based on feedback from Oshawa community members about their aspirations for the city. A timeline of abstract art, the mural was produced by Larsen and several students from the School of Media, Art & Design's Community Collaboration class including Alex Duffy, Stephanie Galanis, Shawn Robinson Gray, Maria McGarny, Vincent S. F. Neal, Kristen Sali, Schott Shepel and Kristie Yuill.

#### TRIBUTE TO GORD DOWNIE BY DC STUDENT RAISES FUNDS FOR BRAIN TUMOUR RESEARCH

Branson Schell, an Animation – Digital student made quite an addition to his portfolio after designing a water colour portrait of The Tragically Hip lead singer Gord Downie. After posting the portrait to social media with the hashtag #GordDownie, Schell's work was shared on a Downie tribute website. It was then included in a poll to choose a tribute image to be printed on T-shirts for a fundraiser in support of the Brain Tumour Foundation of Canada. Schell's artwork was announced as the fan favourite after earning nearly 60 per cent of the votes that were cast.



2007

DC CELEBRATES ITS 40TH ANNIVERSARY WITH OVER 6,000 STUDENTS ENROLLED AND MORE THAN 42,000 ALUMNI.



2008

DON LOVISA APPOINTED PRESIDENT OF DC.

## DC STUDENTS SHINE AT SKILLS ONTARIO COMPETITION

In spring 2016, four DC students were among the big winners at the Ontario Skills Competition, picking up two gold medals, a silver and a bronze in the Horticulture, Computer/IT and Carpentry categories. Jamie Marangon and Zachary Slaughter, both second-year Horticulture Technician program students, won gold in the Horticulture and Landscape category, beating out several teams for the top prize in constructing a garden based on plans and criteria provided to them during the competition. Bryan Chamberlain, a third-year Computer Systems Technology program student, won a silver medal for the second consecutive year in the IT Network and Systems Administration category and Sam Phillips, a second-year student in the Construction Carpentry – Sustainable program, won bronze in the Carpentry category.



## DC PARAMEDIC STUDENTS SHOWCASE LIFE-SAVING SKILLS AT NATIONAL COMPETITION

Paramedic and Paramedic – Advanced Care students were once again among the winners at the National Paramedic Competition, held in spring 2016 at the Oshawa campus. The event saw 34 teams of professional and student paramedics from across Canada put their medical knowledge and skills to the test in a competitive format with crews of student paramedics, along with professionals in advanced and primary care, all competing in scenario-specific situations at the same time. DC's team of Jena Spencer and Rob Triano, second-year Paramedic students, finished second among the 17 teams competing in the student division with students in DC's paramedic programs also playing a role in helping the competition run as smoothly as possible.

## Our people

### PROFESSOR ARLENE DE LA ROCHA AWARDED PRESTIGIOUS 2016 HUB FELLOWSHIP

In spring 2016, Arlene de la Rocha, a professor with the Collaborative Bachelor of Science in Nursing (Honours) program was presented with one of the Registered Nurses' Association of Ontario's (RNAO) highest honours.

de la Rocha was recognized with the prestigious 2016 HUB Fellowship for her demonstrated transformational leadership capacity and commitment to empowering nursing students to find a path that will develop their leadership strengths, whether at the clinical point-of-care or in traditional leadership positions. As the winner of the 2016 fellowship, she was given the opportunity to participate in a week-long, one-on-one placement with RNAO's chief executive officer.

### ANOTHER SUCCESSFUL HOLIDAY FOOD DRIVE

The 2016 Holiday Food Drive was once again a wonderful success with the campus community raising nearly \$41,000 during the month-long campaign and providing assistance to more than 230 student families.

A longstanding campus tradition, the campaign provides hampers and financial assistance to students at DC and UOIT with the 2016 drive experiencing a significant increase in demand for holiday season support. In addition to the monetary funds raised, food was also donated and numerous volunteers gathered on campus in mid-December to pack and deliver hampers.



**2009**

DC CELEBRATES THE GRAND OPENING OF PHASE 1 OF A THREE-PHASE WHITBY CAMPUS EXPANSION.

**2010**

FIRST-EVER HONORARY CREDENTIAL AWARDED TO DR. PETER ZAKAROW, FORMER GOVERNOR AND CHAIR OF THE COLLEGE'S BOARD OF GOVERNORS, IN RECOGNITION OF HIS DEDICATION TO COMMUNITY INVOLVEMENT.

DC NAMED ONE OF GREATER TORONTO'S TOP EMPLOYERS FOR THE FIRST TIME.







### DC CELEBRATES STUDENT'S HIT SINGLE WITH TAKE ON CARPOOL KARAOKE

In fall 2016, President Don Lovisa and alumna (and current student) Sarah Mark teamed up to give James Corden, host of The Late Late Show with James Corden, some competition. The duo joined forces to celebrate Mark's recent musical achievements with a take on Corden's popular Carpool Karaoke videos.

### PROFESSIONAL DEVELOPMENT DAY CELEBRATES EMPLOYEES

In summer 2016, more than 250 DC employees took part in DC's annual Professional Development day, which celebrates the contributions of all employees. The event's theme, the importance of playing your role, was emphasized on social media with participants encouraged to tweet about their experiences with the hashtag #youmatter. The day featured keynote speaker Sami Jo Small, a long-time member of Canada's world champion and Olympic gold-medal women's hockey team, with participants taking part in breakout sessions throughout the day.

### GOING THE #DISTANCEFORDC

In fall 2016, 28 members of the DC community joined the more than 26,000 people taking part in the Scotiabank Toronto Waterfront Marathon to go the #distanceforDC. Three teams of walkers and runners comprised of employees, students and alumni, participated in the marathon, half-marathon and 5 km events raising over \$22,000 for the construction of the new Centre for Collaborative Education (CFCE). In addition to the marathon, a Run for DC Day was also held on campus including a boot drive; bake sale; motivational poster signing; and live entertainment provided by students, with the event raising more than \$900.



**2011**

STUDENT SERVICES BUILDING OPENS AT OSHAWA CAMPUS.

DC OPENS PHASE 2 OF THE WHITBY CAMPUS EXPANSION INCLUDING AN EXPANDED SHOP AREA FOCUSED ON GREEN-BUILDING TRADES AND TECHNOLOGY.

**2013**

PHASE 3 OF THE WHITBY CAMPUS EXPANSION IS COMPLETED WITH THE OPENING OF THE W. GALEN WESTON CENTRE FOR FOOD.

### **DC RAISES RECORD-BREAKING AMOUNT FOR UNITED WAY**

In spring 2016, employees came together to raise \$27,507.04 in support of United Way Durham Region through the college's annual United Way campaign. Funds were collected via several different payment methods including DC's first annual United Way Food Table Challenge. In addition, President Lovisa also pledged to 'Go Green for United Way' and temporarily dye his hair DC green if the campus community raised \$25,000.

Surpassing that total by more than \$2,000, the campaign saw Lovisa show off his new 'do' when he presented United Way with a cheque for the funds raised while recognizing the winning Food Table Challenge teams with commemorative certificates.



### **DC GRADS SHONE AT ALUMNI IN THE PIT**

In winter 2017, two successful alumni returned to campus to share stories of hover engines and the Canadian Football League during the college's Alumni in the Pit event. John Hotts, associate creative director at OneMethod Design Shop, and Brent Lessard, technical co-ordinator at International Leak Detection and co-founder of rLoop, shared their experiences following graduation, answered questions and provided guidance to students about to embark on their own career paths.

### **KATHERINE E. CUMMINGS RECEIVES PROFESSOR EMERITUS TITLE**

Katherine E. Cummings, a former professor in the School of Health & Community Services, was granted the title of Professor Emeritus during the college's annual spring convocation ceremonies. The honorary designation recognizes the outstanding contributions and exemplary service of DC's retired employees with Cummings serving as an inspiration and mentor to both students and colleagues for 35 years.

### **PROFESSOR DALTON BURGER ELECTED COUNCIL PRESIDENT OF THE COLLEGE OF NURSES OF ONTARIO**

Dalton Burger, a professor with the School of Justice & Emergency Services, made history when he was elected president of the Council of the College of Nurses of Ontario (CNO), marking the first time in CNO's 54-year history that its governing council elected a member of the public to guide the board. In his role, Burger is leading the council, which regulates nursing in Ontario and sets the standards of safe and ethical care that holds nurses accountable.

### **ACADEMIC KICK-OFF EVENT LAUNCHES 2016-2017 ACADEMIC YEAR**

In summer 2016, the college's annual Academic Kick Off event was held at the Oshawa campus, giving employees a chance to reconnect with colleagues and celebrate DC's commitment to putting the student experience first. The event featured Jeff Selingo, former editor of the Journal of Higher Education and author of the best-selling book, *There Is Life After College*, who spoke about how post-secondary institutions can best prepare students to navigate their post-college life and gain meaningful employment in their fields of choice. DC faculty members also talked about the importance of applied research and how they have been successful at incorporating their research into their curriculum.

## **2014**

**FULL-TIME POST-SECONDARY ENROLMENT SURPASSES 10,000.**

## **2015**

**DC AND UOIT FINALIZE CAMPUS MASTER PLAN TO GUIDE FUTURE DEVELOPMENT OF THE OSHAWA CAMPUS.**

**PRESIDENT LOVISA SIGNS THE INDIGENOUS EDUCATION PROTOCOL FOR COLLEGES AND INSTITUTES.**



## Our business

### UPHOLDING HIGH STANDARDS

DC is committed to providing our students with quality learning experiences and support in finding pathways to jobs and productive citizenship with results from the 2016-2017 Key Performance Indicator survey indicating the college has a:

- Graduate employment rate of 84.3 per cent
- Employer satisfaction rate of 93.8 per cent
- Graduate satisfaction rate of 76.2 per cent

### FROM BACKPACK TO BRIEFCASE – DC SUPPORTS STUDENT AND ALUMNI SUCCESS

To help students and alumni make a smooth transition from college to the workplace and succeed throughout their careers, DC launched the Backpack to Briefcase (b2B) initiative to provide students and new alumni with access to insight, skills and networks in addition to the expertise they gain in their academic programs. b2B also offers students opportunities to connect with employers, learn how to build a comprehensive, relevant and appropriate social media presence and gain valuable leadership skills.

### DC AND SIEBEL INSTITUTE OF TECHNOLOGY ANNOUNCE ALLIANCE

In spring 2016, DC announced the signing of an agreement with the Chicago-based Siebel Institute of Technology, North America's oldest and most prestigious brewing school, to deliver three craft brewing courses in Durham Region. In winter 2017, we announced the course details, with each one designed to equip brewers from across the province and beyond with additional expertise related to improving the quality, consistency and food safety of beer.

### DC AND UOIT LAUNCH INNOVATIVE INITIATIVES FUND

A new Innovative Initiatives Fund (IIF) to support collaborative initiatives proposed by employees was launched in collaboration between DC and UOIT. With a budget of \$300,000 (\$150,000 from each institution) being used in a pilot year, the IIF builds on the productive partnership between the two institutions that spans more than a decade. The fund represents a broadening of that partnership to include innovations in academic initiatives, research and innovation, support for entrepreneurship and joint partnerships involving the community.

### DC WELCOMES ONTARIO PREMIER KATHLEEN WYNNE TO OSHAWA CAMPUS

In winter 2017, DC welcomed Ontario Premier Kathleen Wynne to the Oshawa campus as part of her ongoing tour of post-secondary institutions across the province. During her visit, DC had an opportunity to proudly showcase some of our amazing faculty and students as the premier met with representatives from the Early Childhood Education program. Premier Wynne then had the opportunity to engage with faculty and students from the School of Science & Engineering Technology as students from the Biomedical Engineering Technology program shared some of their current project work.



2016



DC ANNOUNCES \$22-MILLION INVESTMENT FROM THE PROVINCIAL GOVERNMENT TO ONSTRUCT THE CFCE AT THE OSHAWA CAMPUS.

DC ANNOUNCES \$13-MILLION INVESTMENT FROM THE FEDERAL GOVERNMENT TOWARD THE CONSTRUCTION OF THE CFCE.



### MULTIPLE RECOGNITIONS FOR CFF

The CFF received significant recognition this year including being named a 3 Star Certified Green Restaurant® by the Green Restaurant Association (GRA), a non-profit organization that guides restaurants on becoming more environmentally sustainable. The rating builds on its previous 2 Star rating, which was awarded by the GRA in 2014. It was also acknowledged for its demonstrated excellence in advancing environmental sustainability through knowledge, tools, practices and technologies by the World Federation of Colleges and Polytechnics, winning gold in the Green Colleges category at the WFCP Awards of Excellence; received an Eric Krause Innovative Plans/Policies/Initiatives Award for its commitment to conserving energy and protecting the environment; and was given a Feast ON designation based on its use of Ontario food and beverages.

### CFF NAMED AFTER W. GALEN WESTON

In fall 2016, DC announced the naming of the CFF after Mr. W. Galen Weston in recognition of a \$1-million grant made to the college by the W. Garfield Weston Foundation. One of Canada's most prominent business executives, Mr. W. Galen Weston is a leader in food innovation who has been at the forefront of change in the food retailing and baking industries for more than five decades. With the Weston family long-time supporters of the field-to-fork concept, we were extremely proud to receive this endorsement.

**2016**

DC LAUNCHES 50TH ANNIVERSARY WEBSITE LEADING UP TO CELEBRATION IN 2017.



GROUND OFFICIALLY BREAKS ON THE CFCE.



### ANNE SABAT LEAVES LEGACY GIFT TO STUDENTS

DC received a significant donation from the Estate of Anne Sabat in the form of \$450,000. The generous bequest is funding bursaries for graduates from the Centre for Success (CFS) program, a partnership between the college and five local school boards designed to enable in-risk secondary school students to complete their high school academic requirements in a college setting via access to smaller class sizes, flexible schedules and increased one-to-one access to teachers. Approximately \$9,000 is being distributed annually to CFS graduates in need of financial assistance to continue their post-secondary education.

### DC COMMUNICATIONS AND MARKETING DEPARTMENT WINS INDUSTRY AWARDS

DC's Communications and Marketing department was honoured with several industry awards including the Educational Digital Marketing awards, which recognize the best educational websites, digital content, electronic communications, mobile media and social media internationally; the Paragon Awards; which recognize outstanding achievement in design and communication at community and technical colleges; and the Collegiate Advertising Awards, which honour excellence in marketing and advertising specific to the field of higher education.

The Educational Digital Marketing awards recognized the college with gold in six different categories, the college received gold in five categories at the Collegiate Advertising Awards and we also won silver at the Paragon Awards.

### KIA CANADA INC. DONATES LUXURY SEDAN TO WHITBY CAMPUS

Award-winning automotive manufacturer Kia Canada Inc. donated a 2014 Kia Cadenza Premium to the School of Skilled Trades, Apprenticeship & Renewable Technology. The donation is enabling DC to equip students with the latest skills and training required to be successful in Canada's competitive and evolving automotive industry post-graduation while providing them with the hands-on experience and depth of knowledge necessary to succeed in their careers.

### DC OFFERS SOLUTIONS FOR BUSINESS

In spring 2017, DC launched DC Solutions for Business, a network of professionals from across the college that offers a range of results-driven services to help businesses reach their goals. This includes providing innovative support, customized solutions, expertise and training that aligns with the specific needs of each individual client as well as talent acquisition, skills training and upgrading, research and development, funding procurement, the hosting of student placements and charitable giving.

### CAMPUS COMMUNITY CELEBRATES NEWEST ATHLETICS FACILITY

In fall 2016, the impressive list of facilities at the Oshawa campus continued to grow with the opening of the Campus Fieldhouse, a multi-sport turf centre shared with UOIT. Formerly the Campus Tennis Centre, the transformed facility is open year-round and features two playing fields that can accommodate varsity team training as well as a variety of intramural sports and activities including soccer, field lacrosse, ultimate frisbee, flag football and bubble soccer.

### ANNUAL SPRING AND FALL OPEN HOUSES

Open house events were held in the spring and fall with employees, students and alumni delivering information and inspiration to more than 5,000 prospective students, as well as their friends and families. Doors were open at the Oshawa and Whitby campuses and Pickering Learning Site, providing visitors with the opportunity to explore the facilities, take guided tours, check out support services, visit individual program classrooms and labs and speak with faculty and students.



**2017**

DC OFFICIALLY KICKS OFF 50TH ANNIVERSARY CELEBRATIONS.



**50 AMAZING YEARS**

DC ANNOUNCES THAT THE CITY OF OSHAWA AND THE REGION OF DURHAM HAVE EACH INVESTED \$1 MILLION TOWARD CONSTRUCTION OF THE CFCE.



### **BANK OF CANADA GOVERNOR STEPHEN S. POLOZ DELIVERS SPEECH TO CAMPUS**

In celebration of Canada's 150th year, and in recognition of DC's 50th anniversary, Bank of Canada Governor Stephen S. Poloz visited the college in spring 2017 to speak with students, faculty, alumni and community guests about Canada's economic history. During his speech, Governor Poloz took his audience on an exploration of the events and turning points that helped shape the nation and its economy over the last 150 years. Following his speech and press scrum, DC hosted a Community Leaders luncheon with Governor Poloz at Bistro '67.

### **OPG, DC AND UOIT RENEW PARTNERSHIP**

In spring 2016, Ontario Power Generation (OPG) announced the renewal of its decade-long partnership with DC and UOIT. The \$5-million investment is supporting capital expenditures, educational programs, equipment, scholarships and bursaries for students at both institutions with funding being provided in annual installments over the next five years. In particular, it will help with the acquisition of training and mock-up equipment with the college continuing to align its science, apprenticeship, skilled trades and technology programs to meet the employment criteria outlined by OPG and produce qualified graduates that meet the entry requirements for operations and maintenance programs within the energy sector.



### **DC WINS WHITBY CHAMBER OF COMMERCE BUSINESS ACHIEVEMENT AWARD**

In fall 2016, DC proudly received the Whitby Chamber of Commerce 2016 Business Achievement Award in the category of Business Achievement (50+ employees). The college was recognized as a valued member of the business community and contributor to the growth of Whitby and Durham Region. The Peter Perry & Business Achievement Awards are held each year to recognize the success and outstanding contributions of companies and individuals within the Whitby Chamber of Commerce.

**2017**

**DC ALUMNI ASSOCIATION ANNOUNCES \$250,000 INVESTMENT TOWARDS THE CONSTRUCTION OF THE CFCE.**



**DC KICKS OFF BREWING MEMORIES TOUR WITH THE COLLEGE CELEBRATING ITS 50TH YEAR BY CONNECTING WITH ALUMNI IN MORE THAN 50 WORKPLACES.**







## Our community

### **DC STUDENTS BRING FIELD-TO-FORK TO LIFE AT SECOND ANNUAL HARVEST DINNER**

In fall 2016, students, faculty and more than 130 community members came together for the second annual Harvest Dinner in celebration of the amazing work being done at the CFF. The sold-out event brought DC's vision to life and marked the culmination of countless hours spent in the fields, labs, classrooms and kitchens as students and faculty from the culinary, horticulture, hospitality and events programs worked side-by-side to host the dinner. CFF ambassador and celebrity chef Jamie Kennedy was also in attendance as guests were served a multi-course, family-style meal featuring food planted, picked and prepared by DC students.

### **DC HOSTS IDEA SUMMIT AT CFF**

In spring 2016, eight of Durham Region's largest employers came together with the Ontario Chamber of Commerce for the region's first-ever Idea Summit. The one-day conference, which was held at the CFF, provided a platform for the development of a new strategy aimed at creating jobs and stimulating investment and innovation in the region. Each organization committed a combined more than 90 employees and other business partners to participate in the full-day discussion, which was full of energy, engagement and discussion about how to move the community forward. The college was proud to help local business leaders come together to develop a new community vision to drive innovation, growth, productivity and workforce development in Durham Region.

### **ANOTHER SUCCESSFUL ROGER ANDERSON CHARITY CLASSIC**

The 19th annual Roger Anderson Charity Classic golf tournament was held in summer 2016 with sponsors, donors, volunteers and participants coming together to raise \$327,000. Funds are used to support students in financial need at DC and UOIT, and child and youth programs at Ontario Shores Centre for Mental Health Sciences. The tournament, which has raised more than \$5.8 million since its inception, has enabled community members to get involved and make a positive difference for students and youth across the region for nearly two decades.

### IT DOESN'T GET ANY CHEESIER THAN THIS

In spring 2016, eight teams of local Grade 11 and 12 students gathered at the CFF to put their culinary and creative skills to the test during DC's second annual Epic Mac n' Cheese Competition. Watched by an enthusiastic crowd of parents, family, friends and DC Culinary Management students, the competitors cooked up an amazing variety of macaroni and cheese delicacies. Samples of each team's recipe were provided to event guests, who were then asked to vote on their favourites. The winning teams received cooking equipment, cookbooks and other prizes, while each student was also awarded a certificate of appreciation for their participation. All 16 participants were also eligible to apply for a bursary toward tuition for a DC culinary, hospitality or special events program.

### DC HELPS MAKE IT A 'MERRY LITTLE CHRISTMAS' FOR A LOCAL WOMAN HOPING TO ATTEND COLLEGE

In winter 2016, DC helped to make the holidays a little merrier for a local high school student with dreams of attending DC to study nursing. Samantha Garrow was nominated and selected to receive some extra help during the holiday season as part of Toronto-based Virgin Radio's annual Merry Little Christmas campaign. Her incredible story of pursuing her education while caring for her young daughter on her own included a wish to someday study nursing at DC. Shortly after hearing Garrow's story, we welcomed her to the Oshawa campus where a smiling crew, including President Lovisa, was waiting to take her on a tour, offer guidance on planning for her post-secondary studies, and present her with a tuition certificate to the college.

### ROBOTS BATTLE IT OUT AT DC

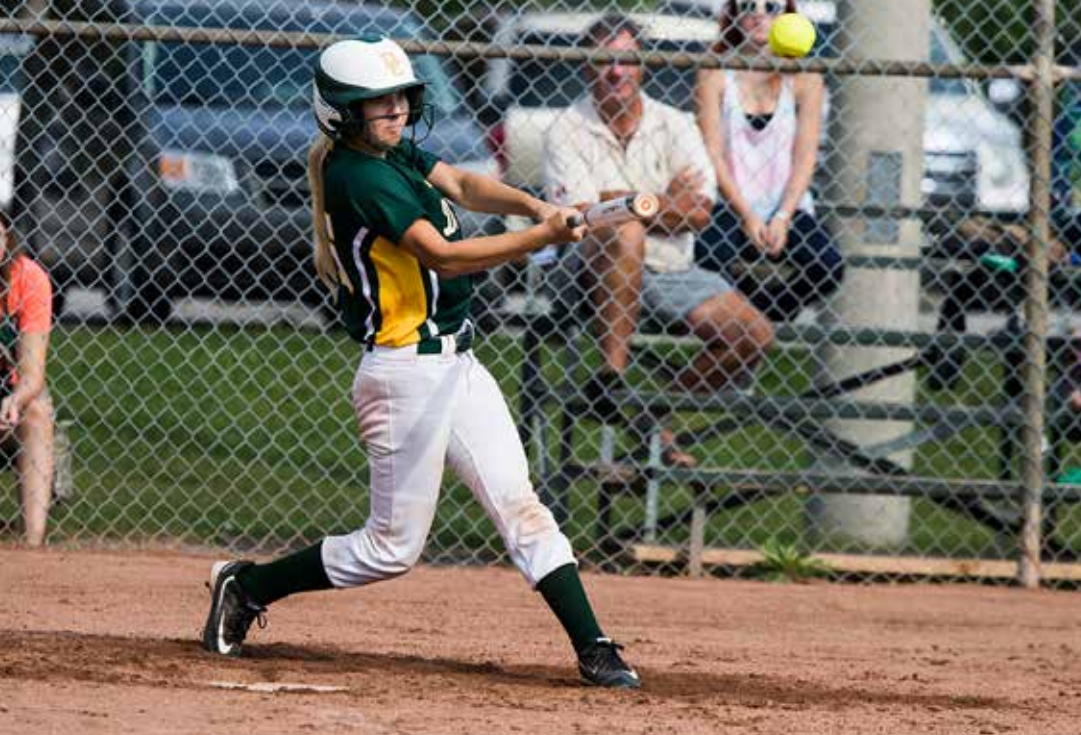
High school robotics teams from across Ontario converged at the Oshawa campus in spring 2017 for the 2017 FIRST® Robotics Competition: Ontario District – Durham College event. The college welcomed more than 1,000 students on 40 teams to campus with competitors demonstrating their engineering skills and knowledge playing FIRST Steamworks, a new game developed for the annual robotics battle. FIRST, which means For Inspiration and Recognition of Science and Technology, is an international, not-for-profit organization dedicated to inspiring young people's interest and participation in science and technology. The event was the first of nine qualifying competitions being held across Canada.

### DC EMPLOYEES VOLUNTEERING AT ST. VINCENT PALLOTTI'S KITCHEN

Throughout the past year, employees have been volunteering at St. Vincent's Pallotti's Kitchen in Oshawa, which provides meals to lower income and homeless patrons. The DC St. Vincent's team, which is comprised of several employees, works in the kitchen one day a month during regular working hours with the college providing eight volunteers per shift. Employees are providing much needed support to St. Vincent's while encouraging and fostering a commitment and connection to the local community.







## SPORTS SHORTS

DC's athletic department and varsity teams enjoyed another successful year with several highlights including:

- Hosting the seventh annual academic luncheon, which recognized 23 student-athletes who received Ontario Colleges Athletic Association (OCAA) All-Academic awards. This included the athletic department presenting the Top Team GPA award, which was won by the women's softball team for the first time.
- Women's volleyball player Jessica Broad, women's basketball player Lindsay Panchan and men's golfer Craig Conroy being named DC athletes of the year.
- The Durham Junior Golf Tour announcing a new three-year strategic partnership with DC commencing during the 2016 season.
- The Canadian Collegiate Athletic Association (CCAA) announcing that the 2017 PING CCAA Golf National Championship would once again be hosted by DC.
- Women's basketball player Marcy Skribe, a three-time CCAA All-Canadian and two-sport athlete, being inducted into the CCAA Hall of Fame in the athlete category.
- Lindsay Panchan becoming the first-ever women's basketball player in program history to be named an CCAA All-Canadian in back-to-back-to-back seasons.
- DC alumnus Jordan Edmonds being selected to represent the Great Britain national team at the European Championship and World Baseball Classic qualifier.
- DC alumna Jenn Bowers representing Canada as an official at the Swatch Beach Volleyball FIVB World Tour Finals held in Toronto.
- Golf coach Tyler Martin, volleyball coaches Tony Clarke and George Matsusaki, and baseball coach Sam Dempster, in his 25th year at the helm of the DC baseball program, being named OCAA coaches of the year for their respective programs.
- Women's volleyball coach Tony Clarke being named CCAA coach of the year.
- The women's softball team winning back-to-back OCAA championships, marking their 18th title in program history.
- Women's volleyball standout Allison Marshall being named OCAA player of the year and a CCAA all-Canadian.
- DC hosting the inaugural College Baseball National Championship.



## INTERNATIONAL HIGHLIGHTS

- More than 830 international students from 54 countries were studying at DC as of January 2017 with that number anticipated to grow to 1,000 international students by September 2017.
- International student support was enhanced from the moment of arrival in Canada, including airport pick-up service and First Night accommodation programs, a new Me+3 residence program, a payment plan program and a social activities program to engage and support international students as they adapt to Canada.
- Continuing its strong commitment to support international training and education, more than 50 employees delivered hundreds of workshops at DC and abroad with 21 employees participating in international professional development and capacity-building workshops in Peru, Guyana, Vietnam, Barbados.
- Five faculty participated in the Limerick Institute of Technology (LIT) International Professional Development Week for Partner Colleges in Limerick, Ireland. Offering a mix of classroom-based discussion, industry visits and shared experiential learning, the program of events was aligned with LIT's ethos of active learning through the fusion of theory and practice.
- Through collaboration between the Human Resources and International Education departments, DC signed an agreement to participate in Leave for Change, offered through UNITERRA, Canada's largest international volunteer co-operation program. Three employees are approved to participate in this unique personal and professional development opportunity in 2017.
- An international education abroad bursary program was developed to provide support to 26 students participating in learning experiences in Ireland, Peru, and India.
- Partnerships were developed with partner academic institutions in Ireland, Peru, Guyana, Vietnam and Kenya.
- 14 international students received Academic Excellence Scholarships for achieving top marks in their program of study.

### EMPLOYEES OFFERED INTERNATIONAL OPPORTUNITY VIA LEAVE FOR CHANGE PROGRAM

In fall 2016, DC signed an agreement with Uniterra, a World University Service of Canada/Centre for International Studies and Cooperation program, to introduce Leave for Change. The program is a unique professional development opportunity that enables employees to transform their vacations into short-term professional and personal development experiences in developing countries.

### DC STUDENTS PARTICIPATE IN EXPERIENTIAL LEARNING IN IRELAND

In winter 2017, a group of DC students travel to Ireland with faculty from the School of Media, Art & Design (MAD) to explore aspects of Irish culture. The trip included a visit to DC's partner institution, the Limerick Institute of Technology.





 **DURHAM COLLEGE**  
SUCCESS MATTERS

South Wing

GORDON W

YOU AMAZIN





## A LOOK AHEAD

### **CENTRE FOR COLLABORATIVE EDUCATION ON TRACK FOR COMPLETION IN 2018**

As DC continues celebrations for our 50th year, construction on one of our most significant legacy projects, the Centre for Collaborative Education, will continue with completion scheduled for 2018. In addition, the two-year 'Building Something Amazing' capital campaign to raise the additional \$5 million required to complete the construction of the new building will continue over the next two years.

### **FIRST-EVER DEGREE PROGRAM**

A new Honours Bachelor of Health Care Technology Management, the college's first degree program, has been approved by the Ministry of Advanced Education and Skills Development for launch in fall 2018. The program is designed to develop knowledge in the principles of health-care management and business practices and the management of biomedical technology, safety, regulatory and legislative requirements to support industry standards and positive patient outcomes. Graduates will be qualified to find employment with hospitals, clinics, Local Health Integration Networks, biomedical vendors or suppliers; provide consulting services in the biomedical and health care sectors; or pursue post-graduate level studies.

In addition to the new Honours Bachelor of Health Care Technology Management, work is underway on a new Honours Bachelor of Behavioural Science for submission to the Ministry for approval this summer.

### **REPURPOSING OF SPACE ON CAMPUS**

To increase academic space for students, the squash courts at the Oshawa campus will be repurposed to create new labs for the two-year Fitness and Health Promotion program in addition to four new computer labs.

### **NEW GALLERIA FOR STUDENTS AT WHITBY CAMPUS**

Construction of a two-storey galleria at the Whitby campus will begin in the coming months, providing much needed touchdown space and collaboration zones for more than 2,000 full-time students. The new galleria is the result of a \$1.9-million investment in DC by the provincial government that was announced in April 2017. The funding is part of a \$50-million investment in colleges across Ontario in recognition of their 50th year with the legacy fund, titled \$50 million for 50 years, proposed by Don Lovisa, president of DC and chair of the Colleges Ontario 50th anniversary task force, to benefit Ontario's colleges in a meaningful way.

### **50TH ANNIVERSARY SIGNATURE EVENTS**

DC will host two signature 50th anniversary events this fall including a two-day homecoming celebration on Friday, September 8 and Saturday, September 9 to launch the new academic year as well as a skating party in December 2017 to commemorate the end of our 50th celebrations.



# APPENDICES

## 2016-2017 DURHAM COLLEGE BOARD OF GOVERNORS

- Pierre Tremblay, chair of the Board
- Dan Borowec, vice-chair of the Board
- Douglas I. Allingham
- Nneka Bowen
- Ryan Cullen
- Ivan DeJong
- Kevin Griffin
- Kristi Honey
- Michele James
- Bart Lucyk
- Paul Macklin
- Debbie McKee Demczyk
- Rick Johnson
- Heather Quantrill
- Steve Stewart
- Jim Wilson
- Don Lovisa, president, ex-officio

## DC LEADERSHIP TEAM

- Don Lovisa, president
- Dr. Elaine Popp, vice-president, Academic
- Meri Kim Oliver, vice-president, Student Affairs
- Dr. Scott Blakey, chief administrative officer
- Barbara MacCheyne, chief financial officer

## SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS RECEIVED

None received.





## AUDITED FINANCIAL STATEMENTS

*Consolidated Financial Statements of*

**DURHAM COLLEGE OF  
APPLIED ARTS  
AND TECHNOLOGY**

*Year ended March 31, 2017*



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## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The consolidated financial statements of the Durham College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors.

The consolidated financial statements have been prepared by management 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 ("PSAS for Government NPOs"). When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The College's insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements. The Board carries out this responsibility principally through its Audit and Finance Committee.

The Audit and Finance Committee is appointed by the Board of Governors and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the consolidated financial statements and the external auditor's report. The Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Committee also considers, for review and approval by the Board, the engagement or re-appointment of the external auditors.

The consolidated financial statements have been audited by BDO Canada LLP, the external auditors in accordance with Canadian generally accepted auditing standards, on behalf of the Board. BDO Canada LLP has full and free access to the Audit and Finance Committee.



College President



Chief Financial Officer

June 12, 2017

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## Independent Auditor's Report

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### To the Board of Governors of Durham College of Applied Arts and Technology

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

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

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

### Auditor's Responsibility

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

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

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

### Opinion

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

*BDO Canada LLP*

Chartered Professional Accountants, Licensed Public Accountants  
Mississauga, Ontario  
June 12, 2017

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms

**DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY****Consolidated Statement of Financial Position**


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

	2017	2016
<b>ASSETS</b>		
Current assets:		
Cash	\$ 33,499,445	\$ 5,692,926
Investments (note 2)	16,357,085	15,092,016
Accounts receivable (note 2)	12,274,224	13,095,887
Current portion of long-term receivables (note 3)	795,276	766,347
Inventories	781,415	708,312
Prepaid expenses	396,451	407,389
	64,103,896	35,762,877
Long-term receivables (note 3)	10,817,624	11,612,873
Capital assets (note 4)	176,184,082	176,513,705
	\$ 251,105,602	\$ 223,889,455
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 25,870,515	\$ 18,895,957
Accrued vacation	7,124,755	6,969,458
Deferred revenue (note 5(a))	12,791,747	12,468,292
Current portion of debt (note 6)	3,742,695	4,988,581
	49,529,712	43,322,288
Term debt due on demand (note 6)	37,270,765	39,604,861
	86,800,477	82,927,149
Deferred contributions (note 5(b))	114,236,175	97,228,907
Long-term debt (note 6)	15,299,010	16,744,343
Derivative liability (note 6)	2,806,257	3,408,336
Post-employment, retirement benefits and compensated absences (note 7)	4,712,339	4,815,730
	137,053,781	122,197,316
Net assets:		
Unrestricted		
Operating	(21,044,624)	(20,093,811)
Post-employment, retirement benefits, and compensated absences	(4,712,339)	(4,815,730)
Vacation pay	(7,124,755)	(6,969,458)
	(32,881,718)	(31,878,999)
Invested in capital assets (note 11)	32,441,165	30,638,415
Internally restricted (note 8, note 16)	11,560,448	5,414,385
Endowments (note 8)	14,890,519	13,952,337
	26,010,414	18,126,138
Accumulated remeasurement gains	1,240,931	638,852
	27,251,345	18,764,990
Commitments (note 13)		
Contingencies (note 14)		
Guarantees (note 15)		
	\$ 251,105,602	\$ 223,889,455

See accompanying notes to the consolidated financial statements.

On behalf of the Board:

 Director

 Director



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Operations

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

	2017	2016
Revenue:		
Grants and reimbursements	\$ 73,603,614	\$ 69,278,773
Student tuition fees	49,192,999	44,935,079
Ancillary operations	12,031,130	11,816,309
Rental income	9,712,928	9,341,319
Other income	23,531,436	22,539,761
Amortization of deferred capital contributions (note 5(b)(i))	6,048,406	6,246,759
Total revenue	174,120,513	164,158,000
Expenditures:		
Salaries and benefits	105,223,803	100,328,069
Instructional supplies	3,705,846	3,139,053
Contracted services	7,190,978	6,237,153
Utilities, maintenance and taxes	11,847,598	11,118,606
Interest and bank charges	2,706,851	3,022,834
Scholarships and bursaries	2,205,238	1,765,402
Supplies and other expenses	20,246,380	18,669,164
Amortization of capital assets (note 11(b))	14,047,725	14,086,221
Total expenditures	167,174,419	158,366,502
Excess of revenue over expenditures	\$ 6,946,094	\$ 5,791,498

See accompanying notes to the consolidated financial statements.

Consolidated Statement of Changes in Net Assets  
Year ended March 31, 2017, with comparative figures for 2016

See accompanying notes to the consolidated financial statements.

**DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY****Consolidated Statement of Cash Flows**

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

	2017	2016
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenditures	\$ 6,946,094	\$ 5,791,498
Items not affecting cash:		
Amortization of capital assets	14,047,725	14,086,221
Amortization of deferred capital contributions	(6,048,406)	(6,246,759)
Change in non-cash working capital:		
Accounts receivable	821,663	(1,654,224)
Inventories	(73,103)	180,964
Prepaid expenses	10,938	(258,950)
Accounts payable and accrued liabilities	6,974,557	(2,601,919)
Accrued vacation	155,297	282,218
Post-employment, retirement benefits and compensated absences	(103,391)	(127,490)
Deferred revenue	323,455	2,866,440
	23,054,829	12,317,999
Financing activities:		
Endowment contributions	938,182	48,869
Advances of long-term debt	6,384,000	-
Repayment of long-term debt	(11,409,315)	(5,357,446)
	(4,087,133)	(5,308,577)
Capital activities:		
Contributions received for capital purposes (net of fair market value adjustment)	23,055,674	2,497,813
Purchase of capital assets	(13,718,102)	(8,256,169)
	9,337,572	(5,758,356)
Investing activities:		
Decrease in long-term receivables	766,320	738,664
Increase in investments	(1,265,069)	(211,425)
	(498,749)	527,239
Increase in cash	27,806,519	1,778,305
Cash, beginning of year	5,692,926	3,914,621
Cash, end of year	\$ 33,499,445	\$ 5,692,926
Supplemental cash flow information:		
Interest paid	\$ 2,003,700	\$ 2,381,606

See accompanying notes to the consolidated financial statements.



## DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

### Consolidated Statement of Remeasurement Gains and Losses

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

	2017		2016	
Accumulated remeasurement gains at beginning of year	\$	638,852	\$	396,826
Unrealized gains attributable to:				
Derivative - interest rate swap		602,079		242,026
Net remeasurement gains for the year		602,079		242,026
Accumulated remeasurement gains at end of year	\$	1,240,931	\$	638,852

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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Durham College of Applied Arts and Technology (the "College") was established as a corporation without share capital, as set out in the Ontario Colleges of Applied Arts and Technology Act. The Corporations Act governs the corporate affairs of the College and became effective April 1, 2003. The College is principally involved in providing post-secondary educational services. Under the Income Tax Act (Canada), the College is considered a registered charity and, accordingly, is exempt from income taxes, provided certain requirements of the Income Tax Act (Canada) are met.

### 1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURES

#### (a) *Basis of presentation*

The consolidated financial statements of the College have been prepared by management 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 ("PSAS for Government NPOs"). These consolidated financial statements reflect the assets, liabilities, revenues and expenses of the College and its subsidiary Durham College Foundation (the "Foundation"). All significant intercompany balances and transactions have been eliminated upon consolidation.

#### (b) *Revenue recognition*

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

Operating grants are recorded as revenue in the period to which they relate. Grants earned but not received at the end of an accounting period are accrued. When a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period.

Tuition fees are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College.

Ancillary revenues, including parking, bookstore, rental, contract training and other sundry revenues, are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.

Unrestricted contributions are recognized as revenue when received or receivable.

Externally restricted contributions, other than endowment contributions, are recognized as revenue in the year in which the related expenses are recognized.

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURES (continued)

Contributions restricted for the purchase of capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related capital assets.

Endowment contributions are recognized as direct increases in endowment net assets.

Investment income earned on endowment funds which will be expended is recognized as a direct increase in net assets when the related expense occurs. Restricted investment income is recognized as revenue in the year in which the related expenses are recognized. Unrestricted investment income is recognized as revenue when earned.

#### (c) *Financial Instruments*

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

##### Fair value

This category includes derivatives and equity instruments quoted in an active market. The College has designated its bond portfolio that would otherwise be classified into the amortized cost category at fair value as the College manages and reports performance of it on a fair value basis.

They are initially recognized at cost and subsequently carried at fair value. Changes in fair value are recognized in the consolidated statement of remeasurement gains and losses until they are realized, when they are transferred to the consolidated statement of operations. Changes in fair value on restricted assets are recognized as a liability until the criterion attached to the restrictions has been met.

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

Where a decline in 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 or settlement, 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 operations.



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURES (continued)

#### Amortized cost

This category includes accounts receivable, long-term receivables, accounts payable and accrued liabilities, term debt due on demand 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, except for contributions, which are recognized at fair value.

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

Writedowns 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 writedown being recognized in the consolidated statement of operations.

#### (d) *Capital assets*

Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution when fair value is reasonably determinable. Otherwise, contributed assets are recorded at a nominal value. Repairs and maintenance costs are charged to expense. Betterments, which extend the estimated life of an asset, are capitalized. 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.

Construction in progress is not amortized until construction is complete and the asset is put into service.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their average useful lives, which have been estimated to be as follows:

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Buildings	40 years
Building improvements	10 years
Equipment and furniture	5 - 10 years
Computer equipment	3 years

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# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURES (continued)

#### (e) *Inventories*

Inventories are valued at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis.

#### (f) *Student organizations*

These consolidated financial statements do not reflect the assets, liabilities, and results of operations of the various student organizations as they are not controlled by the College.

#### (g) *Vacation pay*

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

#### (h) *Post-employment, retirement 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, vesting sick leave and non-vesting sick 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 period.
- (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 life of the employees.
- (iv) The discount used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURES (continued)

#### (i) Foreign currency translation

Transactions in foreign currencies are translated into Canadian dollars at rates of exchange at the time of such transactions. Monetary assets and liabilities are translated at current rates of exchange with the resulting gains and losses recognized in the consolidated statement of operations.

#### (j) Management estimates

The preparation of consolidated financial statements in conformity with PSAS for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of consolidated financial statements, and the reported amounts of revenue and expenses during the year. Actual results could differ from these estimates. Areas of key estimation include determination of fair value of investments, impairment allowances, amortization of capital assets, fair value of interest rate swaps, vacation pay and actuarial estimation of post-employment benefits and compensated absences liabilities.

### 2. FINANCIAL INSTRUMENT CLASSIFICATION

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

	2017		
	Fair Value	Amortized Cost	Total
Cash	\$ 33,499,445	\$ -	\$ 33,499,445
Accounts receivable	-	12,274,224	12,274,224
Current portion of long-term receivables	-	795,276	795,276
Investments	16,357,085	-	16,357,085
Long-term receivable	-	10,817,624	10,817,624
Accounts payable and accrued liabilities	-	25,870,515	25,870,515
Current portion of debt	-	3,742,695	3,742,695
Term debt due on demand	-	37,270,765	37,270,765
Long-term debt	-	15,299,010	15,299,010
Derivative liability	2,806,257	-	2,806,257



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 2. FINANCIAL INSTRUMENT CLASSIFICATION (continued)

	2016		
	Fair Value	Amortized Cost	Total
Cash	\$ 5,692,926	\$ -	\$ 5,692,926
Accounts receivable	-	13,095,887	13,095,887
Current portion of long-term receivables	-	766,347	766,347
Investments	15,092,016	-	15,092,016
Long-term receivable	-	11,612,873	11,612,873
Accounts payable and accrued liabilities	-	18,895,957	18,895,957
Current portion of debt	-	4,988,581	4,988,581
Term debt due on demand	-	39,604,861	39,604,861
Long-term debt	-	16,744,343	16,744,343
Derivative liability	3,408,336	-	3,408,336

Investments consist of equity instruments in public companies (2017 - \$12,203,621, 2016 - \$10,607,305) and fixed income instruments (2017 - \$4,153,464, 2016 - \$4,484,711). Investments include \$16,345,147 (2016 - \$14,972,369) of investments externally restricted for endowment purposes (see Note 8).

Maturity profile of bonds held is as follows:

	2017			
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years
Carrying value	\$ 202,108	\$ 2,606,421	\$ 908,300	\$ 436,635
Percentage of Total	5%	63%	22%	10%

	2016			
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years
Carrying value	\$ 287,008	\$ 2,452,558	\$ 995,078	\$ 750,067
Percentage of Total	6%	55%	22%	17%

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 2. FINANCIAL INSTRUMENT CLASSIFICATION (continued)

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 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
- 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).

	2017			
	Level 1	Level 2	Level 3	Total
Cash	\$ 33,499,445	\$ -	\$ -	\$ 33,499,445
Investments	12,203,621	4,153,464	-	16,357,085
Derivative liability	-	-	2,806,257	2,806,257
Total	\$ 45,703,066	\$ 4,153,464	\$ 2,806,257	\$ 52,662,787

	2016			
	Level 1	Level 2	Level 3	Total
Cash	\$ 5,692,926	\$ -	\$ -	\$ 5,692,926
Investments	10,607,305	4,484,711	-	15,092,016
Derivative liability	-	-	3,408,336	3,408,336
Total	\$ 16,300,231	\$ 4,484,711	\$ 3,408,336	\$ 24,193,278

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2017 and 2016. There were also no transfers in or out of Level 3.

Risk management relates to the understanding and active management of risks associated with all areas of the College's activities and the associated operating environment. Investments are primarily exposed to market, credit, interest rate, foreign currency and liquidity risks. The College has formal policies and procedures that establish target asset mix. The College's policies also require diversification of investments within categories, and set limits on exposure to individual investments.

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 2. FINANCIAL INSTRUMENT CLASSIFICATION (continued)

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

#### (i) *Market risk:*

The value of equity securities changes with stock market conditions, which are affected by general economic and market conditions. Fluctuation in the market exposes the College to a risk of loss.

The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2017, a 10.00% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$1,014,587 (2016 - \$914,101).

#### (ii) Credit, interest rate and maturity 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, debt holdings in its investment portfolio, long-term receivables and accounts receivable. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$100,000 (2016 - \$100,000).

The investment policy of the Foundation operates within the confines of the Trustees Act which places limitations on the composition of the investment portfolio.

Accounts receivable and long-term receivables are ultimately due from students and UOIT. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population.

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

The amounts outstanding at year-end were as follows:



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 2. FINANCIAL INSTRUMENT CLASSIFICATION (continued)

	2017					
	Total	Current	Past Due			
			1-30 days	31-60 days	61-90 days	91 - 120 days
Government receivables	\$ 3,960,945	\$ 3,960,945	\$ -	\$ -	\$ -	\$ -
Student receivables	1,933,774	-	131,874	74,433	266,889	1,460,578
Other receivables	6,546,343	3,693,807	1,919,350	556,154	39,176	337,856
Gross receivables	12,441,062	7,654,752	2,051,224	630,587	306,065	1,798,434
Less: impairment allowances	(166,838)	-	-	-	-	(166,838)
Net receivables	\$ 12,274,224	\$ 7,654,752	\$ 2,051,224	\$ 630,587	\$ 306,065	\$ 1,631,596

	2016					
	Total	Current	Past Due			
			1-30 days	31-60 days	61-90 days	91 - 120 days
Government receivables	\$ 4,539,787	\$ 4,539,787	\$ -	\$ -	\$ -	\$ -
Student receivables	2,957,541	-	190,424	77,490	321,876	2,367,751
Other receivables	6,894,198	4,041,663	1,919,350	556,154	39,176	337,855
Gross receivables	14,391,526	8,581,450	2,109,774	633,644	361,052	2,705,606
Less: impairment allowances	(1,295,639)	-	-	-	-	(1,295,639)
Net receivables	\$ 13,095,887	\$ 8,581,450	\$ 2,109,774	\$ 633,644	\$ 361,052	\$ 1,409,967

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.

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 its interest bearing investments and debt.

The College mitigates interest rate risk on its term debt through a derivative financial instrument that exchanges the variable rate inherent in the term debt for a fixed rate (see Note 6). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt.

The College's bond portfolio has interest rates ranging from 1.25% to 6.50% (2016 – 1.25% to 6.50%) with maturities ranging from March 12, 2018 to December 1, 2045 (2016 - December 6, 2016 to June 2, 2041).

At March 31, 2017, a 1.00% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds and the interest rate swap of \$218,363 and \$105,656 respectively (2016 – \$246,132 and \$131,387). The College's term debt as described in Note 6 would not be impacted as the inherent variable rate of the debt has been fixed with the use of the aforementioned derivative interest rate swap.

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 2. FINANCIAL INSTRUMENT CLASSIFICATION (continued)

#### (iii) Foreign currency risk:

Foreign currency risk arises when the value of securities denominated in a currency other than Canadian dollars is affected by changes in the value of the Canadian dollar in relation to the value of the currency in which the security is denominated. U.S. equities are held in U.S. dollars, which have been converted to Canadian dollars as at year-end, using the exchange rate at that date. Investments held in U.S. dollars at March 31, 2017 were approximately \$5,085,932 (2016 - \$4,524,516) stated in Canadian dollars.

#### (iv) 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 table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

		2017			
		Within 6 months	6 months to 1 year	1 - 5 years	> 5 years
Accounts payable and accrued liabilities		\$ 25,870,515	\$ -	\$ -	\$ -
Debt		1,904,781	1,837,914	19,613,710	32,956,066
		\$ 27,775,296	\$ 1,837,914	\$ 19,613,710	\$ 32,956,066

		2016			
		Within 6 months	6 months to 1 year	1 - 5 years	> 5 years
Accounts payable and accrued liabilities		\$ 18,895,957	\$ -	\$ -	\$ -
Debt		2,871,274	2,117,307	15,146,955	41,202,251
		\$ 21,767,231	\$ 2,117,307	\$ 15,146,955	\$ 41,202,251

The College is also exposed to liquidity risk on its line of credit described in Note 6.

Derivative financial liabilities mature as described in Note 6.

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.

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 3. LONG-TERM RECEIVABLES

#### (a) Student levy receivable for student centre

Includes an unsecured loan receivable from the Durham College Student Association Incorporated with a long-term portion of \$91,912 (2016 - \$308,917) and a current portion of \$217,032 (2016 - \$210,898) which is repayable from an annual special levy on student fees over a period not to exceed 40 years. The loan bears interest at prime rate calculated monthly.

#### (b) Student levy receivable for campus wellness and recreation centre

Includes a receivable from future student levies as approved by the Durham College Student Association Incorporated, with a long-term portion of \$10,239,860 (2016 - \$10,696,641) and a current portion of \$456,781 (2016 - \$433,986) for the financing of a new Campus Wellness and Recreation Centre ("the Centre"). It is repayable from an annual special levy on student fees and bears interest equal to the debt incurred to construct the Centre (Note 6). The receivable is secured by the variable rate mortgage due on demand with underlying swap on the Centre.

#### (c) Other long-term receivable

Includes an unsecured interest-free receivable from the University of Ontario Institute of Technology, with a long-term portion of \$485,852 (2016 - \$607,315) which is repayable at a fixed amount of \$121,463 annually until September 2021.

### 4. CAPITAL ASSETS

			2017	2016
	Ending Cost	Accumulated Amortization	Net book Value	Net book Value
Land	\$ 4,521,201	\$ -	\$ 4,521,201	\$ 4,521,201
Buildings	224,406,262	90,092,419	134,313,843	139,925,363
Building improvements	59,182,386	39,618,849	19,563,537	19,372,443
Equipment and furniture	79,757,414	69,915,652	9,841,762	9,360,226
Computer equipment	29,866,849	26,744,008	3,122,841	3,334,472
Construction-in-progress	4,820,898	-	4,820,898	-
	\$ 402,555,010	\$ 226,370,928	\$ 176,184,082	\$ 176,513,705

Construction in progress relates to various ongoing capital projects that are not yet complete. In the current year, construction in progress is primarily related to the Centre For Collaborative Education, an academic building, scheduled to be substantially completed in April 2018. The College has a commitment with a third-party contractor to construct the building. As at March 31, 2017, outstanding commitments are \$27,199,156.



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 4. CAPITAL ASSETS (continued)

The College will receive up to \$35 million in funding from the provincial and federal governments in relation to the project subject to the terms and conditions of the agreement.

### 5. DEFERRED CONTRIBUTIONS

#### (a) *Deferred revenue*

Deferred revenue represents grants - \$450,341 (2016 - \$1,771,780), tuition fees - \$4,999,610 (2016 - \$4,597,816) and other revenue - \$7,341,796 (2016 - \$6,098,696) related to expenses of future periods.

#### (b) *Deferred contributions*

##### (i) Capital contributions

Deferred capital contributions represent the unamortized amount of donations and grants for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the Consolidated Statement of Operations at the same rate as amortization is recorded on the related capital assets.

		2017	2016
Balance, beginning of year	\$	95,668,133	\$ 98,869,868
Contributions		22,240,703	3,045,024
Less amounts amortized to revenue		(6,048,406)	(6,246,759)
Balance, end of year	\$	111,860,430	\$ 95,668,133

##### (ii) Foundation

		2017	2016
Balance, beginning of year	\$	1,460,539	\$ 2,078,933
Transfers		(1,110)	(100,500)
Net investment income (loss) and deferred contributions		1,177,870	(115,844)
Scholarships & Bursaries		(434,789)	(402,050)
Balance, end of year	\$	2,202,510	\$ 1,460,539

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 5. DEFERRED CONTRIBUTIONS (continued)

#### (iii) Expenses of future periods

Deferred contributions represent unspent restricted donations for scholarships and bursaries.

		2017		2016
Balance, beginning of year	\$	100,235	\$	29,052
Contributions		205,000		193,730
Disbursements		(132,000)		(122,547)
Balance, end of year	\$	173,235	\$	100,235
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Total deferred contributions	\$	114,236,175	\$	97,228,907

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 6. DEBT

	2017	2016
2.06% secured mortgage on the Whitby campus, repayable in monthly instalments of \$41,231 principal and interest, due November 2031.	\$ 6,261,830	\$ -
Variable rate secured mortgage, on the Whitby Campus expansion, repaid November 2016.	-	6,641,000
3.12% unsecured mortgage on student residence, repayable in semi-annual instalments of \$753,625 principal and interest, due February 2024.	4,705,781	5,298,524
2.67% unsecured mortgage due on demand on student residence, repayable in monthly instalments of \$200,000 principal and interest, due July 2031, interest rate renewal in June 2019.	28,595,475	30,212,192
2.87% unsecured loan due on demand to finance the Student Centre, repayable in monthly instalments of \$18,587 principal and interest, due October 2018.	308,942	519,815
Variable rate secured mortgage due on demand, with an underlying swap fixing the rate at 5.38% on the Athletic and Health Centre, due in November 2032, interest and principal paid monthly.	10,696,641	11,130,628
5.51% unsecured mortgage on student residence, repayable in monthly instalments of \$61,392 principal and interest, due June 2027, interest rate renewal in July 2017.	5,743,801	6,152,747
1.81% unsecured mortgage to finance the Centre for Food, repaid December 2016.	-	1,382,879
	56,312,470	61,337,785
Less current portion	3,742,695	4,988,581
Less term debt due on demand	37,270,765	39,604,861
	\$ 15,299,010	\$ 16,744,343



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 6. DEBT (continued)

Principal payments due in each of the next five years and thereafter are as follows:

2018	\$	3,742,695
2019		3,737,208
2020		3,768,621
2021		3,899,742
2022		4,034,211
Thereafter		37,129,993
	\$	<u>56,312,470</u>

Interest expense on long-term debt of \$2,003,700 (2016 - \$2,381,606) is included in interest and bank charges.

The long-term debt is secured by assets of the College.

The College entered into an interest rate swap to manage the interest rate variability arising on the 25 year mortgage for the Athletic and Health Centre. The mortgage bears interest at floating rates based on banker's acceptances. The swap effectively fixes the interest rate at 5.38% on an initial principal amount of \$14,000,000 over the 25 year life of the mortgage.

The College has a credit facility agreement with a Canadian chartered bank, which provides for a revolving operating line of credit up to \$10,000,000, bearing interest at prime plus 1.25%. At March 31, 2017, the College had utilized nil (2016 - nil) of the operating line of credit.

The College has a credit facility agreement with another Canadian chartered bank, which provides for a revolving operating line of credit up to \$1,000,000 with a temporary bulge up to \$6,000,000 during May 1 to August 30 and December 1 to January 15 each year.

The facility bears interest at prime on the \$1,000,000 portion and prime plus 0.50% on the excess. At March 31, 2017, the College had utilized nil (2016 - nil) of the operating line of credit.

The College has entered into Irrevocable Standby Letters of Credit with a Canadian chartered bank. The letters of credit consist of \$177,200 bearing interest at 1.20%, \$15,000 bearing interest at 1.20% and \$43,025 bearing interest at 0.40%.

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 7. POST-EMPLOYMENT, RETIREMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY

The following tables outline the components of the College's post-employment and retirement benefits and compensated absences liabilities and related expenses:

	2017				
	Post-employment Benefits	Retirement Benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 1,120,000	\$ 493,339	\$ 3,743,000	\$ 890,000	\$ 6,246,339
Value of plan assets	(162,000)	-	-	-	(162,000)
Unamortized actuarial gains/(losses)	71,000	-	(767,000)	(676,000)	(1,372,000)
Total liability	\$ 1,029,000	\$ 493,339	\$ 2,976,000	\$ 214,000	\$ 4,712,339

	2016				
	Post-employment Benefits	Retirement Benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 1,221,000	\$ 506,730	\$ 3,099,000	\$ 341,000	\$ 5,167,730
Value of plan assets	(218,000)	-	-	-	(218,000)
Unamortized actuarial gains/(losses)	72,000	-	(132,000)	(74,000)	(134,000)
Total liability	\$ 1,075,000	\$ 506,730	\$ 2,967,000	\$ 267,000	\$ 4,815,730

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 7. POST-EMPLOYMENT, RETIREMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (continued)

	2017				
	Post-employment Benefits	Retirement Benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ (28,000)	\$ -	\$ 201,000	\$ 54,000	\$ 227,000
Interest on accrued benefit obligation	2,000	8,614	53,000	20,000	83,614
Amortized actuarial (gains)/losses	(9,000)	-	(67,000)	104,000	28,000
Total expense	\$ (35,000)	\$ 8,614	\$ 187,000	\$ 178,000	\$ 338,614

	2016				
	Post-employment Benefits	Retirement Benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 16,000	\$ -	\$ 204,000	\$ 15,000	\$ 235,000
Interest on accrued benefit obligation	2,000	7,778	52,000	6,000	67,778
Amortized actuarial (gains)/losses	(8,000)	-	(66,000)	27,000	(47,000)
Total expense	\$ 10,000	\$ 7,778	\$ 190,000	\$ 48,000	\$ 255,778

Above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 7. POST-EMPLOYMENT, RETIREMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (continued)

#### *Retirement Benefits*

##### CAAT Pension Plan

A majority of the College's employees are participants in the defined benefit contributory retirement pension plan of the Colleges of Applied Arts and Technology. The plan is a multi-employer plan and therefore 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 unfunded liability is to be paid directly by the Ministry of Training, Colleges and Universities. Contributions by the College on account of total pension costs amounted to \$9,560,931 of which \$9,289,647 would be classified as Current Service (2016 – total \$9,261,822 of which \$8,975,026 were classified as Current Service) and contributions by employees amounted to \$9,289,647 (2016 - \$8,948,788). The most recent actuarial valuation filed with pension regulators as at January 1, 2017 indicated an actuarial surplus of \$1.6 billion.

#### *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:

#### a) *Discount rate*

The present value as at March 31, 2017 of the future benefits was determined using a discount rate of 2.00% (2016 – 1.70%).

#### b) *Drug Costs*

Drug costs were assumed to increase at a 8.25% rate for 2017 and decrease proportionately thereafter to an ultimate rate of 4.00% in 2034.

#### c) *Hospital and other medical*

Hospital and other medical costs were assumed to increase at 4.00% per annum in 2017 (2016 – 4.00%).

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 7. POST-EMPLOYMENT, RETIREMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (continued)

Medical premium increases were assumed to increase at 6.98% per annum in 2017 and decrease proportionately thereafter to an ultimate rate of 4.00% in 2034 for fiscal 2017.

#### d) *Dental costs*

For the fiscal 2017 disclosure, dental costs and premiums were assumed to increase at 4.00% per annum (2016 – 4.00%).

#### e) *Retirement rates*

3.10% per annum starting at eligibility for reduced pension, increasing to 16.00% per annum after reaching eligibility for unreduced pension, with the remainder at age 65.

#### *Compensated Absences*

##### 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 50.00% of their accumulated sick leave credit on termination or retirement to a maximum of 6 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.

##### 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:

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 7. POST-EMPLOYMENT, RETIREMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (continued)

*For fiscal 2017 disclosure and benefits cost:*

	<u>2017</u>	<u>2018</u>	<u>Thereafter</u>
Wage and salary escalation - support staff	0.50%	1.50%	1.50%
Wage and salary escalation - academic	1.50%	1.50%	1.50%
Discount rate	2.00%		

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 24.00% and 0 to 44.3 days respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

### 8. RESTRICTED NET ASSETS

#### *Internally restricted*

Capital Investments: These funds are expendable for major capital expenditures for the future. Income earned is expendable.

Capital Investments – Residence: These funds are expendable for major capital refurbishments. Income earned is expendable.

Operating Contingency: These funds are expendable for future unforeseen operating expenditures. Income earned is expendable.

#### *Endowments*

Endowment funds are restricted donations received by the College where the endowment principal is required to be maintained. The investment income generated from these endowments must be used in accordance with the various purposes established by donors. The College ensures, as part of its fiduciary responsibilities, that all funds received and transferred to the Foundation with a restricted purpose are expended for the purpose for which they were provided.

Endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund ("OSOTF") and the Ontario Trust for Student Support ("OTSS"). Under these programs, the government matches funds raised by the College. The purpose of these programs is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend College.



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 8. RESTRICTED NET ASSETS (continued)

The balance of endowments at March 31 consists of the following:

	2017	2016
OSOTF (Note 9)	\$ 4,955,561	\$ 4,811,221
OTSS (Note 10)	6,093,518	5,916,037
Other	3,841,440	3,225,079
	<u>\$ 14,890,519</u>	<u>\$ 13,952,337</u>

These funds are donated specifically for student assistance. Income earned is expendable to provide financial assistance to students.

### 9. ONTARIO STUDENT OPPORTUNITY TRUST FUNDS

Net assets restricted for endowments include monies provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund matching program to award student aid as a result of raising an equal amount of endowment donations.

The College has recorded the following amounts under the program:

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 9. ONTARIO STUDENT OPPORTUNITY TRUST FUNDS (continued)

#### (a) OSOTF I:

	2017	2016
<b>Schedule of Changes in Endowment Fund Balance</b>		
Endowment fund balance, beginning of year	\$ 2,407,463	\$ 2,407,463
Preservation of capital	72,224	-
Endowment fund balance, end of year	\$ 2,479,687	\$ 2,407,463
<b>Schedule of Changes in Expendable Funds Available for Awards</b>		
Expendable balance, beginning of year	\$ 299,631	\$ 363,813
Realized investment income (loss)	169,951	(8,626)
Bursaries awarded	(55,556)	(55,556)
Expendable balance, end of year	414,026	299,631
Number of bursaries awarded	32	51
Market value of endowment	\$ 3,360,989	\$ 2,996,134

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 9. ONTARIO STUDENT OPPORTUNITY TRUST FUNDS (continued)

(b) OSOTF II:

	2017	2016
<b>Schedule of Changes in Endowment Fund Balance</b>		
Endowment fund balance, beginning of year	\$ 2,403,758	\$ 2,403,758
Preservation of capital	72,116	-
Endowment fund balance, end of year	\$ 2,475,874	\$ 2,403,758
<b>Schedule of Changes in Expendable Funds Available for Awards</b>		
Expendable balance, beginning of year	\$ 299,170	\$ 363,254
Realized investment income (loss)	158,979	(8,613)
Bursaries awarded	(55,471)	(55,471)
Expendable balance, end of year	402,678	299,170
Number of bursaries awarded	32	51
Market value of endowment	\$ 3,356,078	\$ 2,991,523



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 10. ONTARIO TRUST FOR STUDENT SUPPORT

Net assets restricted for endowments include monies provided by the Government of Ontario from the Ontario Trust for Student Support matching program to award student aid as a result of raising an equal amount of endowment donations.

The College has recorded the following amounts in this program:

	2017	2016
<b>Schedule of Changes in Endowment Fund Balance</b>		
Endowment balance, beginning of year	\$ 5,916,037	\$ 5,916,037
Preservation of capital	177,481	-
Endowment fund balance, end of year	\$ 6,093,518	\$ 5,916,037
<b>Schedule of Changes in Expendable Funds Available for Awards</b>		
Expendable balance, beginning of year	\$ 747,226	\$ 911,345
Realized Investment income (loss)	407,743	(27,596)
Bursaries awarded	(136,523)	(136,523)
Expendable balance, end of year	\$ 1,018,446	\$ 747,226
Number of Bursaries awarded	78	126
Market value of endowment	\$ 8,292,014	\$ 7,373,539

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

### 11. INVESTED IN CAPITAL ASSETS

(a) Investment in capital assets represents the following:

	2017	2016
Capital assets - net book value	\$ 176,184,082	\$ 176,513,705
Less amounts financed by deferred capital contribution (Note 5(b)(i))	(111,860,430)	(95,668,133)
Add unspent deferred capital contributions	13,733,343	-
Less amount financed by debt	(45,615,830)	(50,207,157)
Investment in capital assets	\$ 32,441,165	\$ 30,638,415

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

	2017	2016
Amortization of deferred contributions related to capital assets (Note 5(b)(i))	\$ 6,048,406	\$ 6,246,759
Amortization of capital assets	(14,047,725)	(14,086,221)
	\$ (7,999,319)	\$ (7,839,462)
Net change in investment in capital assets:		
Purchase of capital assets	\$ 13,718,102	\$ 8,256,169
Amounts funded by:		
Deferred capital contributions (Note 5(b)(i))	(22,240,703)	(3,045,024)
Unspent deferred capital contributions	13,733,343	-
Repayment of debt	4,591,327	4,945,119
	\$ 9,802,069	\$ 10,156,264
	\$ 1,802,750	\$ 2,316,802

### 12. SERVICE COSTS

Durham College provides certain administrative services to the University of Ontario Institute of Technology ("University") under a shared service agreement. The cost of salaries, benefits and operating expenses allocated to the University has been calculated based on an individual percentage per department.

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 12. SERVICE COSTS (continued)

During 2009, the College and University began reviewing the organization of the integrated services departments in order to best serve both institutions going forward. In the review, a need was recognized for both the College and University to have certain dedicated teams to meet each of the institutions' objectives and, as such, some of the departments were segregated.

Both institutions have continued to review the remaining services to formalize service level agreements where collaboration is required. During 2011, a master service level agreement was signed and service level agreements for three departments were finalized. During 2012, a subsequent Memorandum of Agreement in Principle was signed with the remaining service level agreements to be finalized in 2015. In March 2015, a new Service Level Agreement was signed further clarifying the expectations and obligations of each party. The Agreement is effective April 1, 2015 and shall continue until terminated in writing by the Parties in accordance with the Agreement or until April 1 of any year in which there are no Services to be provided under any Work Description Document.

### 13. COMMITMENTS

#### *Premises and equipment*

Future minimum lease payments, exclusive of taxes and operating costs, for premises and equipment under operating leases at March 31, 2017 are as follows:

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2018	\$	523,434
2019		497,978
2020		477,010
2021		467,777
2022		470,931
Thereafter		450,794
	\$	2,887,923

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### 14. CONTINGENCIES

The College has been named as the defendant in a legal action, in which damages have been sought. The outcomes of these actions are not determinable as at March 31, 2017.

The College is involved in various legal actions that are within the normal course of operations. In the opinion of management, any resulting liabilities are not expected to have a material adverse effect on the consolidated financial position or net operations.



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 15. GUARANTEES

The College's primary guarantees are as follows:

- (a) Indemnity has been provided to all directors and or officers of the College for various items including, but not limited to, all settled 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 suits or actions. The term of indemnification is not explicitly defined, but is limited to the period over which the indemnified party served as a governor, director or officer of the College. The maximum amount of any potential future payment cannot be reasonably estimated.
- (b) 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, purchase and sale agreements, confidentiality agreements, engagement letters with advisors and consultants, outsourcing agreements, leasing contracts, information technology agreements and service 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.
- (c) The College received approval from the Ministry of Finance, Ontario to guarantee \$220,000,000 in Series A Debentures for the University of Ontario Institute of Technology. These debentures bear interest at 6.351%, payable semi-annually, with the principal due in 2034.

### 16. INTERNALLY RESTRICTED NET ASSETS

The College, by resolution of the Board of Governors, internally restricts amounts from net assets as follows:

	2017	2016
Capital Investments	\$ 11,000,000	\$ 4,000,000
Capital Investments - Residence	388,550	254,727
Operating Contingency	-	1,000,000
Other	171,898	159,658
	<b>\$ 11,560,448</b>	<b>\$ 5,414,385</b>

# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Notes to Consolidated Financial Statements

Year ended March 31, 2017

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### 17. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current year's method of presentation.



## 2016-2017 BUSINESS PLAN OVERVIEW: ANOTHER SUCCESSFUL YEAR

The 2016-2017 fiscal year was a tremendous success for DC. In addition to kicking off a year-long celebration of the college's many accomplishments over the past 50 years, a review of the college's annual business plan indicates that all departments, service areas and academic schools continue to pursue on- and off-campus initiatives that will set the tone for the next 50 years.

In total, 84 per cent of the objectives outlined in the 2016-2017 Business Plan were completed, with the remaining 16 per cent to be completed during the 2017-2018 fiscal year.

Achieving the objectives outlined in the annual Business Plan each year is critical to the success of the college's three-year strategic plan. The Ontario Minister's Binding Policy Directive for Annual Reports requires each college to summarize the results of its business plan from the previous year in their annual report in recognition of the importance of these objectives to post-secondary institutions. Highlights of DC's achievements are as follows:

### OUR STUDENTS

- Development of enrolment goals for approval by the leadership team in spring 2017.
- More than 830 international students from 54 countries were studying at DC as of January 2017 with that number anticipated to reach 1,000 international students by September 2017.
- Ongoing collaboration with community partners to advance student entrepreneurship and support the needs of the local economy and labour market resulted in the involvement of 89 entrepreneurship students in in-person and online programs supported by local entrepreneurship-focused organizations.
- New and/or substantially redesigned continuing education courses were developed.
- An autism spectrum disorder residence program was successfully piloted through a partnership between Residence Services and the Access and Support Centre.
- The Continuing Education website redesign was ongoing with the second phase of the project scheduled to go live in July 2017.

### OUR PEOPLE

- Compliance with Bill 132 (sexual violence) was achieved.
- The Centre for Academic and Faculty Enrichment supported the development of simulation videos via the Innovation Fund and provided expertise for international projects in Vietnam and Guyana.
- 189 employees completed Mental Health First Aid training.
- A Wellness Release Time program pilot was successfully completed to evaluate the impact on individual perceptions of physical and mental wellness as well as short-term disability and long-term disability rates.
- A new support staff performance tool was implemented.
- An employee engagement survey was distributed in March 2017.





## OUR BUSINESS

- Reported an annual surplus of \$6.9 million.
- A new Strategic Plan to guide the college from 2017 to 2020 was developed.
- Five new programs were approved for funding by the ministry and will launch in September 2017.
- A new Honours Bachelor of Health Care Technology Management, the college's first degree program, received ministry-approval for launch in fall 2018 with work on an Honours Bachelor of Behavioural Science underway for submission in summer 2017.
- Preparation for the College Quality Assurance Audit Process continues with various programs identified by the academic schools for possible selection for the audit.
- The Office of Campus Safety assumed oversight of the Campus Emergency Response Team.
- A new internationalization strategy was developed including partnerships with the Institute of Technology, Carlow and Limerick Institute of Technology in Ireland and the Universidad San Ignacio de Loyola in Peru.
- Space utilization occurred at the Pickering Learning Site with the main floor café redeveloped to be student touchdown/casual seating/study area.
- The marketing program for the Alumni and Development office was enhanced in co-operation and collaboration with the Office of Development and Alumni Affairs. This includes revised Alumni and Development websites and the launch of the Run for DC and an employee Pay Day lottery.
- The Campus Tennis Centre was repurposed to expand the delivery of intramural programs for students.
- Construction of the Centre for Collaborative Education is on time for 2018 completion.
- International recruitment continued to increase significantly with recruitment activity happening in East Africa (Kenya, Rwanda, Zambia and Uganda), West Africa (Ghana, Cameroon, Namibia and Nigeria); Eastern Europe (Ukraine and Russia); and China with efforts in the Latin America and East Asia regions scheduled to begin in late 2017.

## OUR COMMUNITY

- Launched the Corporate Council to foster new partnerships in the community.
- Two pilot co-op education programs were developed with Fire and Life Safety Technician and Supply Chain and Operations Management – Business Administration scheduled to launch in fall 2017.
- The college's 50th anniversary strategy and celebration planning was completed including the launch of a 50th anniversary website, on-campus branding and on- and on-campus celebratory events.
- Planning for Homecoming Weekend is underway.
- New applied research collaborations continued with new business partners and funding for 2016-2017 projected to exceed the target by 65 per cent, representing 26 new projects.
- A capital campaign to support the construction of the CFCE was launched with all levels of government contributing to the build.
- The Innovative Initiatives Fund was launched in conjunction with the University of Ontario Institute of Technology to encourage joint research, innovation and operational efficiencies.







AMAZING YEARS







