

**Seneca**

Challenge Accepted:  
the 2020–21  
Annual Report

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# Message from the Board Chair and President

On March 12, 2020, we informed Seneca employees that classes were being cancelled for one week to allow faculty to prepare to teach online for two weeks. Five days later, the premier declared a state of emergency, and those two weeks of going remote turned into an entire year.

These extraordinary circumstances set the tone for the 2020-21 fiscal year. The efforts of the entire Seneca team focused on what needed to be done to navigate the pandemic safely while continuing to provide our students a great polytechnic education, whether they were in Toronto, Halifax or Seoul.

As a community, we mourned those lost to COVID-19. We witnessed hurt, both emotional and economic, among students and employees, family and friends, as the restrictions stretched on for months, disrupting everyday life.

Seneca stepped up to help. We always do. Students and graduates were on the front lines supporting the most vulnerable in society. We donated medical supplies, partnered with North York General Hospital to host a vaccination clinic at the Newnham Campus gym and opened up our arena to North York Harvest Food Bank as a food depot.

Students and employees alike leaned in to the challenges of the pandemic with incredible results. We tapped into a deep vein of creativity and innovation as teaching, learning and working remotely went from an option to mandatory.

We also continued to build our international partnerships, academic pathways and applied research capacity — highlighted by the launch of the Centre for Innovation in Life Sciences.

The pandemic also presented an opportunity for us to examine as an institution what we do, and how we do it. Our goal was nothing less than to emerge from the pandemic an even stronger and vibrant Seneca. The results of this community-wide exploration have set our course for the future, focusing on equity, sustainability and being more virtual.

Through it all, we never lost sight of our critical mission of supporting our students, making sure they continued to progress towards graduation. And thousands did graduate.

While the pandemic continues, Seneca's great progress during this past year owes everything to the unwavering dedication, creativity and resilience of our community. The pandemic presented one of the greatest collective challenges of our lifetime, and together we accepted those challenges.

We are pleased to share the results of our collective efforts in the 2020-21 Annual Report.



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Ashif Somani  
Board of Governors Chair



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David Agnew  
President

# Executive Summary

The annual report reflects Seneca's achievements and activities over the past year.

It started with the **2020-21 Business Plan** that was developed in the midst of the many unknowns of the pandemic. How would it affect our students and employees? How would it impact enrolment? When could operations resume again on campus and how? What would we need to change post-pandemic and when would that be?

Three priorities were identified for resource allocation and focus: initiatives related to the health and safety of our community, activities related to ensuring academic continuity and recruitment efforts to boost enrolment.

In addition, taking advantage of the Seneca community's collective experience of virtual delivery and anticipating the depth of change required in higher education post-pandemic, **Seneca Au Large (SAL)** was announced. The community-wide consultation resulted in a series of initiatives that would enable Seneca to emerge from the pandemic even stronger, continuing to meet the changing needs of students, employees and industry.

Despite the impact of COVID-19 and the forced change in operations this past year, departments across Seneca were able to collaboratively and effectively achieve or advance the majority of initiatives set forth in this year's business plan.

The information that follows includes the outcomes and achievements of the 2020-21 Business Plan and select highlights in this extraordinary year.

## Part 1: Three immediate core initiatives

In the recasting of Seneca's 2020-21 budget resulting from the pandemic, three priorities were identified for resource allocation: initiatives related to health and safety as a result of the pandemic, activities related to ensuring academic continuity and recruitment efforts to boost enrolment.

### Returning to campus

Gradually and safely reopening our campuses was essential from a number of perspectives. We needed to get students in programs with significant in-person components back into the labs, studios, airplanes and dive tanks to complete their terms or to start new ones. These activities took place under government and public health guidelines.

**Business Plan Outcome 1:** working under government and public health direction, gradually reopening campuses with appropriate screening and safety measures in place

Achievements:

- opened campuses over the summer to allow completion of required practical components of programs in-person, continued through the fall and winter terms with a hybrid model of only required courses on campus with most academic activity remaining virtual
- kept service delivery and support services virtual to minimize campus populations
- on-campus COVID-19 incidents kept at a minimum with strict screening, safety protocols and rigorous cleaning measures

**Business Plan Outcome 2:** establishing new protocols for using all campus spaces safely and acquiring sufficient personal protective equipment (PPE) where required to resume appropriate activities on campus

Achievements:

- established cross-institutional Return to Campus committee to develop effective procedures and protocol that allowed for safe campus operations, procured and stored sufficient amounts of PPE required for operations with no difficulties experienced in procurement or delivery

## HIGHLIGHTS OF 2020-21

### Welcoming students on campus during summer return-to-campus pilot program

Students from the [School of Aviation](#), [School of Electronics & Mechanical Engineering Technology](#), [School of Health Sciences](#) and the [Faculty of Continuing Education & Training](#) returned to campus in July and August for the first time since March. These students came back to complete hands-on classroom activities required to graduate from the Winter 2020 term or advance to the next semester of their programs.

### Seneca teams up with industry partners to combat viruses

A team of researchers and analysts from the [School of Biological Sciences & Applied Chemistry](#) worked on campus on two projects related to COVID-19. The first one was done in collaboration with a Kitchener-based medical technology company to produce three key proteins for use in an immunodiagnostic device. The second one aimed to produce a long-lasting antimicrobial spray in partnership with a Toronto-based company that produces specialty hospital gowns. [Read more about the projects](#)

### Research to help vulnerable communities during COVID-19

Seneca contributed to the City of Toronto's response to the pandemic with two applied research projects focused on helping vulnerable communities better access broadband and government benefits. The research projects included a partnership with Ryerson University, York University, the University of Toronto and Humber College to identify the challenges associated with digital exclusion of seniors, and a collaboration with Prosper Canada and funded by the City and Mitacs to identify barriers faced by low-income Torontonians when attempting to file tax returns.

### Vaccination clinic serving thousands at Newnham Campus

Seneca partnered with North York General Hospital and North York Toronto Health Partners to become its [main COVID-19 vaccination clinic](#). The clinic, located at the Newnham Campus gym, also provided much-needed clinical placements for Seneca's nursing and personal support worker students.

### Researchers working to preserve COVID-19 vaccines

A team of Seneca researchers at the new [Seneca Centre for Innovation in Life Sciences](#) worked to develop [next-generation coating](#) to protect sensitive medicines and COVID-19 vaccines. The goal was to create thermal barriers that protect vaccines in storage or during transportation.

## Assuring academic delivery

Our core activity is delivering our postsecondary programs, with appropriate support activities that provide our students with the best possible chance of success. In the pandemic environment, the move to online also provided opportunities to adopt new delivery models, streamline services and rethink experiential learning.

**Business Plan Outcome 1:** providing enhanced pedagogical and technological supports to faculty for moving courses to online and virtual delivery, including upgrading the learning management system

Achievements:

- provided supports for faculty online teaching and course development, including:
  - fundamentals of online course design and delivery to more than 90 per cent of faculty
  - multiple Teaching & Learning courses on online teaching and assessing, Learn@Seneca workshops and additional training on all web conferencing platforms
  - development and launch of the Quality Framework and Guide for Online Course Design and Delivery
  - Virtual Teaching and Learning days in the fall and winter
  - calls for proposals for the development of OER (e-text adaptation) with projects at various stages of progress

**Business Plan Outcome 2:** leveraging digital technologies such as XR and creative software to further develop student and employee digital competencies

Achievements:

- developed digital technologies to support teaching and learning, including:
  - early-stage development for XR projects in aviation and nursing
  - the first stage of the building systems 360-degree video tours project in the School of Electronics & Mechanical Engineering Technology
  - training in several software programs, including Adobe

**Business Plan Outcome 3:** expanding use of microcredentials in both programs and faculty development to respond to demand from students and faculty



Achievements:

- 24 new microcredentials, all being delivered
- faculty digital badges for new professional development courses

## Highlights of 2020-21

### Professor trains the trainers about online teaching

Gelareh Keshavarz from the **School of English & Liberal Studies** delivered her second course as part of the **Aswan Skills Development Project** to 15 instructors in Aswan, Egypt. The course, delivered remotely, was designed to provide fundamentals of online teaching and assessment in distance education, as well as basics of designing an online course.

### Retail lab opens e-store in style

Seneca's on-campus clothing store, **The Boutique**, launched its **e-commerce site** in response to the ongoing COVID-19 pandemic. With this site, Seneca's School of Fashion was the first among Canadian fashion schools to offer an innovative real-life lab experience for students in the age of online learning and commerce.

## Protecting and enhancing enrolment

Recruitment, conversion and retention activities take on a new urgency with enrolment challenges posed by the shift to online and the uncertainty of when there will be a return to full in-person teaching and learning. Although the funding environment is challenging, we will seek to preserve and possibly grow domestic enrolment. International enrolment will decrease because of the online environment, combined with travel challenges. Rebuilding efforts need to start this fiscal year.

**Business Plan Outcome 1:** focusing recruitment on three key segments: new students, graduating students and alumni

Achievements:

- developed targeted applicant conversion campaigns: Start at Seneca, Stay at Seneca and Return to Seneca

**Business Plan Outcome 2:** formalizing three new inbound program pathways into Seneca programs with Ontario college partners to offer innovative opportunities for credential completion

**Achievements:**

- developed pathways involving 22 college partners for:
  - 41 Hospitality & Tourism diploma programs pathway into the Honours Bachelor of Commerce – Business Management degree
  - nine Human Resources diploma programs pathway into the Honours Bachelor of Commerce – Human Resources Management degree
  - 14 Computer System Technician diploma programs pathway into the Honours Bachelor of Technology – Informatics and Security degree
  - 16 Business – Marketing diploma programs pathway into the Bachelor of Commerce – Business Management degree

**Business Plan Outcome 3:** developing strategies to rebuild international enrolments with key initiatives focused on prospective students, academic partners and recruitment agencies

**Achievements:**

- developed and implemented various recruitment strategies tailored to pandemic conditions
- achieved an exceptionally strong international enrolment outcome: 26 per cent higher than 2019-20 and 35 per cent higher than budget

**Highlights of 2020-21****Lights, camera, new Seneca program**

Seneca partnered with post-production technology industry leaders **The Stratagem Group** and **Avid Technology Inc.** to offer the **Film & Television Career Launch program**. The free six-month program was created with a grant from Ontario's Skills Catalyst Fund to meet skills shortages by training people with little to no experience in the industry. Students learned from industry experts and had access to state-of-the-art equipment, giving them a head start to enter the film and television production industry.

**Now Is Your Time: Seneca recruitment campaign in market**

Seneca launched a new phase of its **Challenge Accepted recruitment campaign** in September, calling on prospective students to carve out their futures against the backdrop of a global pandemic. Narrated by Journalism graduate Patricia Jaggernauth, Emmy Award winner and TV personality of **CP24**, the campaign video reflects the resilience of Seneca graduates regardless of the challenges they face now and in the future.

**Challenge Accepted recruitment campaign wins educational advertising awards**

Seneca was one of five Canadian institutions and the only Canadian college recognized at the 36th Annual Educational Advertising Awards. The Challenge Accepted recruitment campaign brought home gold, silver and bronze at this international educational advertising awards competition, which is based in the United States.

## Part 2: Priority initiatives

### Seneca Au Large

With the shift to virtual and diminished revenue occurring at the same time, Seneca had both the opportunity and the requirement to re-examine both what we do and how we do it in the context of our core mission of offering a great polytechnic education.

Seneca Au Large took a hard look at the former Seneca and recommended how we can emerge from the pandemic with a renewed sense of mission and purpose.

This section will focus on:

- benefitting from the digital and virtual expertise acquired throughout the organization
- capturing improvements and efficiencies from going online, including changing or eliminating policies and procedures to enable more virtual activities
- proposing both new opportunities to pursue and activities to discontinue in the context of Seneca's core mission

#### **Business Plan Outcome 1: an equitable Seneca**

Achievements:

- established an employee Equity, Diversity & Inclusion (EDI) Advisory Committee to advise the president on three initial areas, all of which are underway:
  - a review of student and human resources policies through an EDI lens
  - engagement and education initiatives
  - student and employee censuses to better understand our populations

#### **Business Plan Outcome 2: a sustainable Seneca**

Achievements:

- hosted institutional-wide consultations engaging more than 500 students and employees
- establishing an Office for Sustainability
- developing a Seneca-wide sustainability plan using community input

**Business Plan Outcome 3: a more virtual Seneca**

## Achievements:

- engaged program co-ordinators, chairs and deans to transition programs and courses to the more virtual post-pandemic environment
- held consultations with front-line employees to plan the transition to a new model of service delivery, keeping transactional services virtual and transformational services in person with virtual connections
- surveyed more than 2,000 employees on working remotely preferences
- established a Working Remotely Advisory Committee
- increased online teaching training for faculty
- distributed technology stipend for remote work to employees

**Highlights of 2020-21****Equity, Diversity & Inclusion Committee announced**

After an amazing response from across Seneca, the inaugural membership of the Equity Diversity & Inclusion (EDI) Committee was announced. Chaired by Mark Solomon, Dean of Students & Indigenous Education, the EDI Committee helps accomplish the tasks outlined in the Seneca Au Large report related to building the renewed Seneca as an equitable Seneca.

**Working Remotely Committee established**

After an amazing response from across Seneca, the inaugural Working Remotely Committee was established. The Working Remotely Committee helps create a remote working policy that balances the needs of employees and Seneca as part of the Au Large initiative to create a more virtual Seneca. The committee is chaired by Dean Hughes, Executive Director, Advancement & Alumni.

**Seneca joins forces with leading climate-action institutions**

Seneca and seven Canadian colleges, polytechnics and CEGEPs launched an initiative to educate a post-pandemic workforce to support a climate-focused economic recovery. Called Canadian Colleges for a Resilient Recovery, the initiative identifies and responds to the needs of employers in the emerging sector of climate resilience, supporting a recovery that is positive for the environment, addresses socio-economic inequality and delivers good jobs.

**Seneca Business commits to a sustainable future**

Seneca Business has joined more than 800 leading business schools across 85 countries as a signatory of the United Nations' **Principles for Responsible Management** (PRME). Using

the PRME framework, Seneca Business is **incorporating sustainable business principles into its curriculum** and increasing research related to corporate citizenship.

### **CITE earns a gold**

Seneca's Centre for Innovation, Technology & Entrepreneurship (CITE) earned a gold-level Leadership in Energy and Environmental Design (LEED) certification from the **Canada Green Building Council**. CITE earned this certification after being rated highly for human and environmental health, sustainable site development, water savings, energy efficiency, material selection and indoor environmental quality. Achieving LEED Gold certification for CITE reinforces Seneca's commitment to sustainability.

### **Newnham Campus buzzworthy with new pollinators**

About 10,000 bees settled into their new home at Seneca in summer 2020. Thanks to funding received through WWF-Canada's Go Wild School Grant, a new beehive was added at Newnham Campus — its 11th. Along with 17 other beehives at King Campus and 20 more at Peterborough Campus, Seneca beehives are responsible for producing upwards of 200 pounds of honey per hive, amounting to 10,000 pounds of honey annually.

### **Annual symposium highlights climate awareness**

Seneca's annual **Green Citizen Symposium**, hosted by TD Insurance, took place virtually in October. During the three-day symposium, guest speakers discussed climate change, sustainability in business, past and current efforts to address the global challenge of climate change and much more.

### **Seneca receives green funding to add native trees and shrubs to Newnham Campus**

Seneca received \$73,654 through the City of Toronto's **Greening Partnership Grant** to plant 1,220 shrubs and trees native to Ontario at Newnham Campus. The funding will add to the more sustainable and naturalized landscape taking shape on campus, helping reduce Seneca's carbon footprint and creating more green spaces for students, employees and the community to work, study and relax.

## **Digital strategy**

Seneca's substantial investment in its information technology infrastructure, combined with a recently launched Digital Strategy, allowed for a faster and smoother transition to online than many other institutions. Seneca is transitioning its academic and services operations to digital platforms. This includes the Digital Learning Strategy, developing the digital competencies of our students, enhancing teaching practices, designing enriched curricula and creating a flexible and adaptable information technology infrastructure. Administratively,

digitization is streamlining business processes, increasing online operations, saving energy, expanding cloud strategies and digitizing records.

**Business Plan Outcome 1:** ITS worked closely with Teaching & Learning and Human Resources to support employees teaching and working virtually

Achievements:

- supported learning and working remotely by:
  - offering multiple teaching platforms and digital tools for online delivery of majority of courses and services
  - improving accessibility options for students studying virtually, including VPN-based access for specialized labs and for students with difficulty accessing North American sites
  - launching Virtual Commons, allowing students to virtually access computers located in Computing Commons on campus
  - distributing loaner laptops and internet sticks and making available software programs through software streaming
  - moving all student- and employee-facing transactions online, eliminating paper and in-person transactions to focus on higher-value interactions such as advising and complex service needs
- implemented digital transcript for students, enabling self-serve capacity – first college in Canada to do so

**Business Plan Outcome 2:** as students and employees safely returned to campus, implemented Smart Campus initiatives through advanced lighting and sensor technologies to improve services and increase efficiencies

Achievements:

- continued lighting renewal project with smart LED at Newnham Campus
- implemented pilot at Newnham Campus with Internet of Things, including smart classroom monitoring, waste collection and washroom cleaning
- implemented Wi-Fi based contact tracing capability, digital identity and access card capability

## Seneca2020

Seneca2020 is the multi-phase and multi-year project to manage the largest set of program and employee moves in Seneca's history. Among the impacts will be optimizing space use, increasing collaboration opportunities among programs and enhancing the student experience with new and renovated buildings.

**Business Plan Outcome:** completing program moves, Newnham Food Hall, CITE 4th and 5th floors, and Newnham parking structure and expanded parking lots

Achievement:

- completed all Seneca2020 projects as planned with the exception of the parking structure, which was affected by supply chain difficulties and cost increases

## International strategy

The pandemic has severely disrupted international education around the globe, challenging all institutions to find ways to build back the recruitment channels and partnerships that have provided both richness on campus and financial stability. International education is an area of strategic importance to Seneca and one in which it excels.

**Business Plan Outcome 1:** launching Seneca International Academy (SIA) at Markham Campus to offer more learning opportunities for international students

Achievement:

- launched SIA in fall 2020 in hybrid format, similar to programs at other campuses

**Business Plan Outcome 2:** continuing to diversify international recruitment in key markets to provide a great learning experience and mitigate country risk

Achievements:

- made significant efforts to diversify international enrolment despite pandemic-related travel restrictions
- completed preliminary planning to reinstate intended diversification when travel restrictions lifted



**Business Plan Outcome 3:** expanding international contract training to diversify income sources and provide development opportunities for employees

Achievements:

- introduced virtual training projects with two new contracts
- planning for in-person training underway to resume when travel restrictions lifted

## Highlights of 2020-21

### Seneca signs new student exchange agreement

Seneca's **International Mobility Office** and the Faculty of Arts virtually signed a new student exchange agreement with Universidad de Especialidades Espíritu Santo (UEES) in Ecuador. The agreement allows students from the **Honours Bachelor of Interdisciplinary Studies degree program** to study at UEES for a semester. Students from the **Veterinary Technician diploma program** will have the option to fulfil their field placement requirements at an animal rescue centre near the university when international travel is permitted.

### New platform to connect students with all things Canadian

Seneca created a new online platform called **SeneCan Connect** to offer students a unique behind-the-scenes peer perspective on living, learning, working and celebrating in Canada. Students, whether studying online internationally or domestically, discovered the different cultural experiences in Canada and engaged in weekly book and film recommendations, fast facts, trivia fun, playlists and more.

### Seneca awarded LatAm Visionary Award

Seneca was named the 2020 recipient of the LatAm Visionary Award, which was presented to President David Agnew at Newnham Campus by Miryam Lazarte, CEO of LatAm Startups. The LatAm Visionary Award honours an organization that supports inclusion and diversity with a unique vision to developing a stronger technology ecosystem, as well as access and support for Latin American companies to establish in Canada. Seneca HELIX has worked closely with LatAm since 2016 and has hosted several LatAm entrepreneurs.

### Seneca signs new agreement with Paris institution

Seneca and L'École des Nouveaux Métiers de la Communication (EFAP) in Paris, France, signed a student exchange agreement. Under the agreement, a faculty member from Seneca's School of Marketing and EFAP would virtually guest lecture about esports marketing during the pandemic. When possible, students from both schools would participate in a semester exchange or summer academic program.

**New agreement signed with Thai university**

President David Agnew and Sompop Manarungsan, President of Panyapiwat Institute of Management (PIM) in Thailand, signed a memorandum of understanding. The agreement will allow faculty from Seneca's [School of Hospitality & Tourism](#) to virtually guest lecture PIM students during the pandemic until a [faculty-led program abroad](#) can be delivered in Thailand.

**Marketing student helps create online storefronts for free**

Thanks to COVID-19, Seneca student Khadijah Deshong spent most of her first few months in Canada behind closed doors. Yet the Seneca international student from Barbados has been virtually building a network and burnishing skills while helping local businesses and artists create an online presence through ShopHere, an initiative started by the City of Toronto. [Read more about the story](#)

**Funding provides students with new international opportunities**

As part of the federal government's [International Education Strategy](#), Seneca received \$50,000 for two innovative projects that will provide more opportunities for students to study or work abroad. The funding is being managed by the International Mobility Office.

**Supporting a stronger, younger workforce in Kenya**

Seneca partnered with Niagara College and the Fisheries and Marine Institute of Memorial University of Newfoundland to create new work opportunities for young people in Kenya. The project, [Young Africa Works in Kenya — Youth Employability Through Technical and Vocation Education and Training program](#), is supported by the Mastercard Foundation and Colleges & Institutes Canada.

## Part 3: Important initiatives

This group of initiatives signal that, even in challenging times, Seneca continued to move forward.

### Academic excellence

From ongoing program development and review to innovation in program delivery to strengthening pedagogy, academic excellence initiatives ensure that Seneca's credentials and courses are high-quality, relevant and meet the needs of students, employers and the economy.

**Business Plan Outcome 1:** submitted eight new programs to the Board of Governors, including three new degree proposals, to meet labour market needs

Achievements:

- received Board of Governors approval for nine programs:
  - Honours Bachelor of Science in Biotechnology
  - Emerging Digital Technologies graduate certificate
  - Inclusive Design for Business Local College Certificate
  - Honours Bachelor of Information Technology Design & Management
  - Honours Bachelor of Science in Nursing
  - Global Business Management two-year graduate certificate
  - Business Information Technology two-year graduate certificate
  - Cloud Based IT Administration graduate certificate
  - Korean Language Skills Local College Certificate

**Business Plan Outcome 2:** launched a case development centre to establish case-based learning methodologies

Achievements:

- trained second cohort of faculty on case-based learning methodologies with third cohort in progress; alumni cohort trained
- prepared first case for publication

## Highlights of 2020-21

### **New suite of microcredentials help students and professionals update their skillsets**

Seneca promoted **more than 100 microcredentials or short courses** to help individuals reskill or upskill, whether to advance their career or respond to job loss caused by the pandemic. Seneca continued to add **microcredentials** in business, creative arts, animation and design, media and communications, education, community and social services, engineering technology, information technology and science.

### **Professor appointed to the Order of Ontario**

School of Media Professor Hershell Ezrin was among the 25 appointees of the Order of Ontario for 2020. The **Government Relations graduate certificate program** professor's distinguished career includes serving in the Privy Council Office under former prime minister Pierre Elliot Trudeau and a Canadian Consul in Los Angeles and New York.

### **Teaming up with Microsoft and RBC to drive digital literacy for the workforce of tomorrow**

Seneca, in collaboration with Microsoft Canada and RBC, is helping students, graduates and professionals enhance their digital expertise by offering free Microsoft Azure Fundamentals workshops that build in-demand skills in cloud computing, artificial intelligence (AI) and productivity tools. The Azure short courses will enable participants to learn data analytics, AI and cloud computing certifications — critical skills for the post-pandemic economic recovery.

### **Air Seneca takes off**

A B737 aircraft trainer dubbed Air Seneca landed at Newnham Campus in the new **Flights Hub**, making Seneca the first postsecondary institution in Canada to have this kind of simulator on campus. The trainer is fully equipped and can simulate cabin fires. The \$1.7-million Flights Hub also includes an A320 door trainer, mock cabin and a five-metre evacuation slide. It was partially funded by the province's College Equipment and Renewal Fund.

### **Joining provincial effort to train more personal support workers**

The **Ontario government** has invested in training more personal support workers (PSWs) to meet growing demands in the health care sector, particularly the hard-hit long term care homes. Seneca has done its part by offering a new **accelerated Personal Support Worker program** with free tuition provided by the government. The first of three intakes started on April 5, and all three are fully enrolled. Graduates will enter the workforce in six months. Minister of Education and King-Vaughan MPP Stephen Lecce visited King Campus with King Mayor Steven Pellegrini to promote the accelerated PSW program.

**Advanced manufacturing microcredential receives funding to reskill workers**

Seneca received nearly \$300,000 from the provincial government to reskill up to 130 workers in the advanced manufacturing and aerospace industry. The funds were used to deliver the new online Computer Numerical Control for Advanced Manufacturing microcredential program at Seneca.

**Seneca joins provincial effort to train more personal support workers**

The Ontario government has invested in training more personal support workers to meet growing demands in the health-care sector, particularly the hard-hit long-term care homes. Seneca did its part by offering a new accelerated Personal Support Worker program with free tuition provided by the government.

**Humber-Seneca Polytechnic Partnership (HSPP)**

This innovative, first-of-its-kind partnership between the two polytechnics, Seneca and Humber, is designed to enhance access for our students to further learning opportunities and to co-operate on a number of planning and development fronts.

**Business Plan Outcome 1:** established six new program pathways between Seneca and Humber to expand student opportunities

Achievement:

- finalized agreement with more than 200 program pathways between Seneca and Humber to encourage transfers from diploma to degree programs

Due to the pandemic, some of the work with HSPP will resume in fall 2021.

**Highlights of 2020-21****Seneca and Humber sign milestone agreement to increase diploma-to-degree pathway opportunities at both institutions**

A new agreement under the Humber-Seneca Polytechnic Partnership created **more than 200 academic pathways** between the two institutions. This agreement provides diploma students at Seneca and Humber opportunities for degree completion options in business, data science and analysis, public safety, mental health and interdisciplinary studies. **[Read more about the agreement](#)**

**Seneca and Humber partner to improve youth employment in Maldives**

Seneca and Humber College partnered with Global Innovation & Skills Development Canada

to develop an entrepreneurship incubation hub in Maldives that will increase employment and earning opportunities for local youth. The project draws from the expertise of Seneca's HELIX incubator and innovation centre while Humber's interior design program will help design the new hub.

### **HSPP collaboration procures security services**

PARAGON Security Services became the new provider of security services at all Seneca and Humber locations — a result of the first successful joint procurement project of the Humber-Seneca Polytechnic Partnership. The partnership promotes co-operation and collaboration between the two institutions while enhancing and expanding learning opportunities for students.

## **The student experience**

Supporting students is at the core of virtually all areas of Seneca. In 2020-21, several initiatives were focused on major issues affecting all postsecondary institutions, Seneca included: mental health, personal resilience and sexual assault.

**Business Plan Outcome 1:** introducing a new model for student services and support — spanning the student journey from recruitment to graduation — to streamline services

Achievements:

- started work on two fronts:
  - development of a new more virtual services model that will keep transactional services online while adding virtual connections options to in-person services when they safely resume
  - a triage model to provide better and faster service to students

**Business Plan Outcome 2:** developing an integrated service delivery for mental health and wellness

Achievements:

- launched Seneca-wide mental health initiatives such as:
  - Bell Let's Talk Day
  - peer groups for students on the autism spectrum and within the 2SLGBTQ+ community
  - virtual programming for varsity athletes and e-sports

- contracted with keepme.SAFE as a 24-7 mental health and personal counselling support for Seneca students living outside of Canada

**Business Plan Outcome 3:** supporting student retention and leadership development through the introduction of Strive: Strengths, Resilience and Excellence program

Achievements:

- increased attendance at Strive workshops and 1:1 Academic and Study Skills Coaching in 2021
- continued to build traffic on the Learning Centre's YouTube channel

**Business Plan Outcome 4:** strengthening a culture of respect and academic honesty

Achievements:

- held Winter Academic Integrity Week with activities for students and faculty
- formed Academic Integrity Community of Practice
- completed sanctions guidebook learning outcomes and outline

**Business Plan Outcome 5:** establishing a peer-led program to assist survivors of sexual violence

Achievements:

- expanded program this year to include a second group of survivors as well as Humber students
- launched Stepping Up project — a partnership with Yellow Brick House and Mount Royal University to research and deliver peer-led programming regarding intimate partner violence on campuses

## Highlights of 2020-21

### Seneca graduate goes prime time on CBC

Ginella Massa has made international headlines including in *The New York Times* and *The Guardian* as Canada's first hijab-wearing news reporter, television anchor and host. But the Seneca Journalism graduate, who recently stepped into national spotlight as host of CBC's *Canada Tonight*, says she just wants to be seen as a journalist and be judged by her work.

**Convocation package, website and video celebrate Class of 2020**

More than 9,000 Seneca 2020 graduates received a convocation package that included their Seneca credential, a congratulatory letter from President David Agnew and a keepsake Seneca bookmark this summer. To celebrate this important milestone during the pandemic, the [#SenecaProud Graduation website](#) launched exclusively for new graduates, their families and friends to learn about graduation services and alumni resources.

**Seneca-TD collaboration “recharged” to support mid-career professionals**

Thanks to a new donation from TD Bank Group, Seneca has extended the successful [Career Recharge](#) series of free upskilling sessions through to the end of 2021. These virtual sessions help mid-career professionals across Canada re-enter the workforce, advance in their field, change careers or start a new venture.

**Seneca President and Microsoft CEO discuss jobs of tomorrow**

President David Agnew and Satya Nadella, Microsoft CEO, discussed preparing today’s students for the careers of tomorrow to a virtual audience of more than 1,300 students and educators from across Canada.

**Seneca joins national network supporting student mobility**

Seneca took its next steps in its digital adoption strategy by joining Canada's official credential wallet and national network led by the Association of Registrars of the Universities and Colleges of Canada (ARUCC). The ARUCC National Network provides students with the ability to access and share official, digitized transcripts, credentials, badges and microcredentials — anytime and anywhere.

**Bell Let’s Talk Week**

In recognition of Bell Let's Talk Day, Seneca offered a variety of programming all week for students and employees to promote and bring awareness to mental health. Students and employees participated in events about wellness, counselling and accessibility, as well as mental health through Webex and Instagram.

**Academic Integrity Week**

Seneca hosted a series of events to raise awareness about contract cheating during Academic Integrity Week. Events highlighted the importance of academic integrity and the resources available at Seneca while also marking the International Day of Action Against Contract Cheating — a form of academic dishonesty where one person completes academic work for another, who then submits it for academic credit.

**Seneca steps up with Yellow Brick House**

Thanks to a grant from the Ontario Trillium Foundation, Seneca partnered with Yellow Brick House to support students through The Stepping Up program. The peer-facilitated three-year



program aims to support 450 students in exploring ways of helping their peers who may have had a violent experience. Students will discuss healthy relationships, social media and bystander intervention through a series of events and projects.

### **Esports club game on at Seneca**

**Seneca Esports** became the biggest student club at Seneca with nearly 800 members. It meets on Discord, a chat app for video gamers. Not unlike other sports clubs, it has **two coaches and a manager**.

## **Enhancing the employee experience**

Seneca is fortunate to have a talented and dedicated workforce, highly engaged and motivated. Recent employee surveys have focused on communications and innovation and the initiatives below respond to the recommendations made by Seneca's employees.

**Business Plan Outcome 1:** launching a new intranet for employees to improve internal communications

Achievement:

- implemented new employee intranet

**Business Plan Outcome 2:** establishing Seneca Innovates, a program to encourage and recognize employee innovation

Achievement:

- launched Seneca Innovates with a focus on ideas related to COVID-19 and working remotely

**Business Plan Outcome 3:** expanding the Seneca Leader and Individual Development Planning to provide increased professional development opportunities for employees through enhanced online training

Achievements:

- converted the Seneca Leader curriculum to online delivery
- developed an online learning path for managers, using a competency-based approach aligning with the Seneca Leader Model
- assembled additional program materials and resources to provide strategies to more effectively lead virtual teams

- integrated the Seneca Leader model and the Individual Development Plans in succession planning process

## Highlights of 2020-21

### **New MySeneca intranet launches for employees**

After a year in development, Seneca's new employee intranet launched in December. A one-stop shop, the new MySeneca is where employees receive information, share content, complete administrative tasks and learn.

### **Introducing Seneca Innovates**

Seneca Innovates is the first initiative of the renamed Seneca Innovation department. It welcomed ideas from employees on fighting COVID-19 and working remotely.

### **Seneca ranks top employer for the 12th consecutive year**

Seneca was once again among the winners of the annual Greater Toronto's Top Employers competition, which recognizes employers with exceptional human resources programs and forward-thinking workplace policies. Criteria for distinguishing top employers includes professional development opportunities, an inclusive culture and support for new parents.

## **Strengthening our foundations**

As postsecondary education evolves, Seneca continues to innovate its business model to maintain its leadership role in 21st century education. The core of what we do remains: offering a great educational experience to students. How we do that is changing.

**Business Plan Outcome 1:** launching Seneca Innovation as the new hub for internal and external innovation and entrepreneurship open to students, employees, industry and the community

Achievement:

- launched Seneca Innovation to foster culture of research and innovation

**Business Plan Outcome 2:** establishing an integrated business development model across the organization to strengthen partnership relationships

Achievements:

- through Marketing and Advancement, established the Challenge Accepted strategy to build brand strength, student recruitment and fundraising efforts

- deployed second phase of Challenge Accepted campaign, contributing to growth in domestic enrolment
- continued emphasis on enhancing internal communications, providing excellent customer service in all operations and strengthening the collaborative culture across Seneca

## Highlights of 2020-21

### **Seneca Centre for Innovation in Life Sciences launches**

Seneca launched the **Seneca Centre for Innovation in Life Sciences**, a first-of-its-kind applied research facility, where students and faculty can connect directly with industry partners to develop, enhance and validate innovations in diagnostics and cosmetics. The project was made possible through a \$2-million Innovation Enhancement grant from the Natural Sciences and Engineering Research Council.

### **HELIX scores innovation fund**

Seneca's on-campus incubator HELIX received \$10,000 towards the HELIX Summer Institute to support the culture of innovation in York Region's health-care sector. HELIX was one of six recipients of ventureLAB and York Region's first annual Entrepreneurship and Innovation Fund, awarded to startups and non-profit organizations that support innovation in York Region.

### **Seneca research project receives federal grant**

A collaborative project between the School of Biological Sciences & Applied Chemistry and Wellesley Therapeutics Inc. received a research grant through the Natural Sciences and Engineering Research Council of Canada's Engage for Colleges program. Seneca's contributions will result in commercial methods that reduce or eliminate hazardous substances to help Wellesley Therapeutics use green chemistry approaches to recover and purify its products.

### **Interdisciplinary research on pet loss gets global attention**

Seneca professors Kirsti Clarida and Angie Arora have collaborated on an interdisciplinary applied research project to address a gap in training and **support for veterinary teams and pet owners dealing with a pet's end of life**. With a Seneca Innovation grant, the research team partnered with VCA Canada, the country's largest network of animal hospitals, to publish a report that received attention globally.

**More than \$5.5 million in capital from province will renew infrastructure and classrooms**

Seneca received \$5,590,800 in capital funding from the Ontario government for infrastructure renewal and instructional equipment. Among the projects supported by the funding are energy efficiency upgrades and computer purchases.

**Writing the next chapter of Eaton Hall's story, with help from Peter & Pauls Hospitality Group**

Drawing on the creativity it has shown overseeing **restaurants and event venues** across the Greater Toronto Area and internationally, **Peter & Pauls Hospitality Group** will be helping Seneca turn Eaton Hall into a hospitality and cultural destination in King Township and a revitalized academic/event space for Seneca students.

**Odeyto's architecture acknowledged yet again**

Odeyto, Seneca's Indigenous Centre, has received *Wood Design & Building* magazine's 2020 **Wood Design & Buildings Award** in the Citation category. This annual award celebrates the world's best wood architecture in diverse locations.

Consolidated Financial Statements of

**SENECA COLLEGE OF APPLIED  
ARTS AND TECHNOLOGY**

And Independent Auditors' Report thereon

Year ended March 31, 2021



KPMG LLP  
Vaughan Metropolitan Centre  
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Canada  
Tel 905-265-5900  
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## INDEPENDENT AUDITORS' REPORT

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

### ***Opinion***

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

- the consolidated statement of financial position as at March 31, 2021
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net assets for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements, present fairly, in all material respects, the consolidated financial position of the Entity as at March 31, 2021, and its consolidated results of operations, its consolidated remeasurement gains and losses and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

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

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

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



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

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

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

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

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

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

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

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

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

We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



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

*KPMG LLP*

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Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

June 10, 2021



# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Financial Position

March 31, 2021, with comparative information for 2020

	2021	2020
<b>Assets</b>		
Current assets:		
Cash	\$ 104,244,057	\$ 76,290,350
Short-term investments (note 12)	49,195,922	38,678,285
Grants receivable	719,418	767,243
Accounts receivable (notes 2 and 13)	5,920,700	9,562,234
Prepaid expenses	8,319,262	6,223,129
	168,399,359	131,521,241
Long-term receivable (note 2)	7,834,754	8,449,549
Long-term investments (note 12)	47,039,184	24,290,261
Restricted cash and investments (note 9)	36,807,532	27,591,060
Capital assets (note 3)	533,680,124	524,681,021
	\$ 793,760,953	\$ 716,533,132

## Liabilities, Deferred Contributions and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 63,691,787	\$ 59,424,311
Current portion of long-term debt (note 4)	4,964,560	4,649,241
Due to student associations (note 5)	17,668,633	15,159,395
Deferred revenue	151,616,156	106,596,789
Employee vacation accrual	15,981,705	15,499,591
	253,922,841	201,329,327
Long-term debt (note 4)	21,091,760	26,056,320
Deferred derivative liability (note 12)	2,775,994	3,843,718
Post-employment benefits and compensated absences (note 8)	10,532,000	10,914,000
	34,399,754	40,814,038
Deferred contributions (note 6)	17,836,442	5,905,826
Deferred contributions for capital assets (note 7)	185,066,175	189,970,411
	202,902,617	195,876,237
Net assets:		
Unrestricted:		
Operating	(19,381,456)	(19,985,034)
Post-employment benefits and compensation absences	(10,532,000)	(10,914,000)
Employee vacation accrual	(15,981,705)	(15,499,591)
	(45,895,161)	(46,398,625)
Investment in capital assets (note 10(a))	325,237,635	304,232,891
Externally restricted - endowments (note 9)	25,969,261	24,522,982
	305,311,735	282,357,248
Accumulated rereasurement losses	(2,775,994)	(3,843,718)
	302,535,741	278,513,530
Commitments and contingent liabilities (note 11)		
Subsequent event (note 3(b))		
	\$ 793,760,953	\$ 716,533,132

See accompanying notes to consolidated financial statements.

On behalf of the Board of Governors:



Chair



President

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Operations

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
<b>Revenue:</b>		
Government operating grants	\$ 111,037,896	\$ 112,876,416
Tuition and related fees	295,823,749	288,226,081
Ancillary	5,178,835	31,117,123
Amortization of deferred contributions for capital assets (note 7)	11,309,623	11,193,683
Deferred contributions recognized	1,797,899	1,847,917
Student and alumni associations	405,247	2,518,590
Other	17,363,212	23,581,157
	<u>442,916,461</u>	<u>471,360,967</u>
<b>Expenses:</b>		
Salaries and benefits	245,380,967	256,161,639
Operating (note 4)	92,694,961	97,245,126
Plant and property maintenance	12,028,330	16,111,562
Bursaries and scholarships	20,439,016	15,911,186
Ancillary	7,342,245	22,693,621
Amortization of capital assets	43,522,734	41,974,414
	<u>421,408,253</u>	<u>450,097,548</u>
<b>Excess of revenue over expenses</b>	<u>\$ 21,508,208</u>	<u>\$ 21,263,419</u>

See accompanying notes to consolidated financial statements.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Changes in Net Assets

Year ended March 31, 2021, with comparative information for 2020

2021	Endowments	Investment in capital assets	Unrestricted	Total
Net assets (deficiency), beginning of year	\$ 24,522,982	\$ 304,232,891	\$ (46,398,625)	\$ 282,357,248
Excess (deficiency) of revenue over expenses	–	(34,128,561)	55,636,769	21,508,208
Endowment contributions	1,446,279	–	–	1,446,279
Net change in investment in capital assets (note 10(b))	–	55,133,305	(55,133,305)	–
Net assets (deficiency), end of year	\$ 25,969,261	\$ 325,237,635	\$ (45,895,161)	\$ 305,311,735

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

See accompanying notes to consolidated financial statements.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Accumulated remeasurement losses, beginning of year	\$ (3,843,718)	\$ (3,499,337)
Unrealized gain (loss) on derivative liability	1,067,724	(344,381)
Accumulated remeasurement losses, end of year	\$ (2,775,994)	\$ (3,843,718)

See accompanying notes to consolidated financial statements.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Cash Flows

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 21,508,208	\$ 21,263,419
Items not involving cash:		
Amortization of capital assets	43,522,734	41,974,414
Loss on disposal of capital assets	1,915,450	162,636
Amortization of deferred contributions for capital assets	(11,309,623)	(11,193,683)
Post-employment benefits and compensated absences	80,023	(77,100)
	55,716,792	52,129,686
Decrease in post-employment benefits and compensated absences	(462,023)	(368,561)
Change in non-cash operating working capital:		
Decrease in grants receivable	47,825	2,490,845
Decrease (increase) in accounts receivable	3,641,534	(594,405)
Increase in prepaid expenses	(2,096,133)	(1,716,555)
Increase in accounts payable and accrued liabilities	4,267,476	6,720,922
Increase in due to student associations	2,509,238	2,538,558
Increase in deferred revenue	45,019,367	24,623,640
Increase in employee vacation accrual	482,114	65,584
	109,126,190	85,889,714
Capital activities:		
Contributions received/committed for capital assets	6,405,387	4,134,167
Purchase of capital assets	(54,489,287)	(58,736,695)
Proceeds on disposal of capital assets	52,000	305,693
	(48,031,900)	(54,296,835)
Financing activities:		
Decrease in long-term receivable	614,795	1,498,243
Increase (decrease) in deferred contributions	11,930,616	(3,277,672)
Principal payments of long-term debt	(4,649,241)	(4,354,814)
Endowment contributions	1,446,279	1,224,186
	9,342,449	(4,910,057)
Investing activities:		
Net purchase of investments	(33,266,560)	(600,009)
(Increase) decrease in restricted cash and investments	(9,216,472)	2,152,519
	(42,483,032)	1,552,510
Increase in cash	27,953,707	28,235,332
Cash, beginning of year	76,290,350	48,055,018
Cash, end of year	\$ 104,244,057	\$ 76,290,350
Supplemental cash flow information:		
Interest paid on long-term debt	\$ 1,838,152	\$ 2,131,475

See accompanying notes to consolidated financial statements.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2021

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Seneca College of Applied Arts and Technology (the "College") was incorporated as a college in 1966 under legislation of the Province of Ontario. The College is an agency of the Crown and is a not-for profit organization and, therefore, exempt from payment of income tax under Section 149 of the Income Tax Act (Canada).

Seneca's mission is to deliver a great polytechnic education that combines rigorous academics with practical training across a huge range of careers and professions.

## 1. Significant accounting policies:

### (a) Basis of accounting:

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

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

### (b) Subsidiary:

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

### (c) Revenue recognition:

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

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

---

## 1. Significant accounting policies (continued):

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

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

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

Restricted investment income is maintained as restricted cash and investments of the endowment fund and are credited to deferred contributions until the related expense is incurred. Unrestricted investment income is recognized as revenue when earned.

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

### (d) Vacation accrual:

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

### (e) Derivative financial instrument:

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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## 1. Significant accounting policies (continued):

### (f) Financial instruments:

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

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

### (i) Fair value:

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

Unrealized changes in fair value associated with unrestricted investments carried at fair value are recognized in the consolidated statement of remeasurement gains and losses until they are realized, when they are transferred to the consolidated statement of operations.

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

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

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



# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

---

## 1. Significant accounting policies (continued):

### (ii) Amortized cost:

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

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

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

### (g) Capital assets:

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

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

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# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

---

## 1. Significant accounting policies (continued):

Construction in progress relates to the ongoing campus expansion and other capital expenditure projects. Upon completion, the College will start amortizing such costs in accordance with defined useful life criteria.

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

### (h) Student organizations:

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

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

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, life insurance benefits, vesting sick leave, 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 year.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

---

## 1. Significant accounting policies (continued):

(iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.

(j) Use of estimates:

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

## 2. Long-term receivable:

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

	2021	2020
Long-term receivable	\$ 8,686,628	\$ 9,680,940
Less current portion	851,874	1,231,391
	<u>\$ 7,834,754</u>	<u>\$ 8,449,549</u>

The College entered into agreements with student bodies and other donors who contributed \$23,200,000 to the funding of the Seneca King Campus Expansion project. As at March 31, 2021, \$8,686,628 (2020 - \$9,680,940) remains outstanding on these commitments, of which \$851,874 (2020 - \$1,231,391) is included in accounts receivable.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

### 3. Capital assets:

(a) Capital assets:

2021	Cost	Accumulated amortization	Net book value
Land	\$ 14,533,980	\$ –	\$ 14,533,980
Land and site improvements	190,164,690	86,590,984	103,573,706
Buildings	461,637,142	151,902,528	309,734,614
Building improvements	4,781,222	379,191	4,402,031
Leasehold improvements	24,410,480	17,327,370	7,083,110
Furniture	32,571,693	24,403,328	8,168,365
Equipment	177,613,354	120,786,284	56,827,070
Computer equipment	102,623,498	97,842,890	4,780,608
Construction in progress	24,576,640	–	24,576,640
	<b>\$ 1,032,912,699</b>	<b>\$ 499,232,575</b>	<b>\$ 533,680,124</b>

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

During 2021, construction in progress of \$27,338,224 (2020 - \$1,602,360) was completed, transferred to capital assets and amortization commenced.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

### 3. Capital assets (continued):

#### (b) Sale of asset:

During 2020, the College listed a property on the market for sale, and on March 9, 2021, an offer to purchase was received. Subsequent to year end, the property was sold on May 3, 2021 for an approximate net gain of \$11,500,000.

The property was on hand at 2021 year end and was included in capital assets with a net book value of \$390,000 (2020 - \$460,632).

### 4. Long-term debt:

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

	2021	2020
Mortgage (a)	\$ 4,017,995	\$ 5,832,379
Mortgage (b)	1,922,311	2,487,710
Mortgage (c)	4,920,014	5,817,472
Bankers' acceptance loan (d)	15,196,000	16,568,000
	<u>26,056,320</u>	<u>30,705,561</u>
Less current portion	4,964,560	4,649,241
	<u>\$ 21,091,760</u>	<u>\$ 26,056,320</u>

Interest on long-term debt amounted to \$1,838,152 in 2021 (2020 - \$2,131,475), and is included in operating expenses.

(a) Mortgage on the student residence on the Newnham Campus (Phase I). The rate is fixed at 6.87% and the maturity date is March 1, 2023. Blended semi-annual payments of \$1,092,216 commenced September 1, 1998.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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

- (b) Mortgage on the student residence on the King campus. The rate is fixed at 6.29% and the maturity date is March 1, 2024. Blended semi-annual payments of \$356,561 commenced September 1, 1999.
- (c) Mortgage on the student residence on the Newnham Campus (Phase II). The rate is fixed at 7.16% and the maturity date is September 1, 2025. Blended semi-annual payments of \$649,103 commenced September 1, 2000.
- (d) The College negotiated a term bank loan, by way of a bankers' acceptance loan, to finance the acquisition of the Markham campus. The loan is repayable, commencing September 27, 2004, by blended quarterly payments of approximately \$573,000, maturing June 25, 2029. The College has since entered into an interest rate swap agreement to modify the floating rate of interest on this loan to a fixed rate of 5.607% (note 12(c)).

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

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2022	\$ 4,964,560
2023	5,301,815
2024	3,438,169
2025	2,943,107
2026	2,491,669
Thereafter	6,917,000
	<hr/> <b>\$ 26,056,320</b> <hr/>

## 5. Due to student associations:

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

## 6. Deferred contributions:

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

	2021	2020
Balance, beginning of year	\$ 5,905,826	\$ 9,183,498
Add amount received from:		
Set aside tuition	8,364,522	8,784,622
Other sources	2,052,808	2,180,902
Realized investment income on endowments (note 9)	1,840,549	1,498,899
Unrealized gain (loss) on endowments (note 9)	6,797,123	(4,320,280)
Less amounts disbursed:		
Set aside tuition	4,681,954	9,107,229
Other sources	2,442,432	2,314,586
<b>Balance, end of year</b>	<b>\$ 17,836,442</b>	<b>\$ 5,905,826</b>
Deferred contributions comprise:		
Scholarships and bursaries	\$ 5,450,235	\$ 1,524,147
Joint employment stability reserve	609,500	711,710
Endowment income:		
Ontario Trust for Student Support and other	11,776,707	3,669,969
	<b>\$ 17,836,442</b>	<b>\$ 5,905,826</b>

## 7. Deferred contributions for capital assets:

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

	2021	2020
Balance, beginning of year	\$ 189,970,411	\$ 197,029,927
Amortization of deferred contributions for capital assets	(11,309,623)	(11,193,683)
Contributions received/committed for capital assets	6,405,387	4,134,167
<b>Balance, end of year</b>	<b>\$ 185,066,175</b>	<b>\$ 189,970,411</b>

Deferred contributions for capital assets include \$2,680,006 (2020 - \$227,842) of unspent contributions.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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

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

2021	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 2,148,000	\$ 8,506,000	\$ 599,000	\$ 11,253,000
Value of plan assets	(495,000)	–	–	(495,000)
Unamortized actuarial gains (losses)	15,000	126,000	(367,000)	(226,000)
<b>Total liability</b>	<b>\$ 1,668,000</b>	<b>\$ 8,632,000</b>	<b>\$ 232,000</b>	<b>\$ 10,532,000</b>

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

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

2021	Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit costs	\$ 24,000	\$ 898,000	\$ 19,000	\$ 941,000
Interest on accrued benefit obligation	3,000	140,000	12,000	155,000
Amortized actuarial gains	–	–	–	–
<b>Total expenses</b>	<b>\$ 27,000</b>	<b>\$ 1,038,000</b>	<b>\$ 31,000</b>	<b>\$ 1,096,000</b>



# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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

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

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

### (a) Pension plan:

All full-time employees of the College, and any part-time employees who opt to participate, are members of the Plan, which is a multi-employer, jointly sponsored defined benefit plan for eligible employees of public colleges in Ontario and other employers across Canada. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2021 indicated an actuarial surplus of \$3.3 billion. The College made contributions to the Plan and its associated retirement compensation arrangement of \$19,683,295 in 2021 (2020 - \$19,692,134), which has been included in the consolidated statement of operations.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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

### (b) Post-employment benefits:

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council as at February 2020 for employee post-employment benefits, February 2020 for non-vesting sick leave and August 2019 for vesting sick leave and extrapolated to March 31, 2021.

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

#### (i) Discount rate:

The present value, as at March 31, 2021, of the future benefits was determined using a discount rate of 1.70% (2020 - 1.60%).

#### (ii) Medical premium:

Medical premiums are 6.42% in 2021 and decrease thereafter to 4.00% in 2040.

#### (iii) Dental costs:

Dental costs were assumed to increase at 4.00% per annum.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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

### (c) Compensated absences:

#### (i) Vesting sick leave:

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

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

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

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

	2021	2020
Wage and salary escalation	1.00% - 2.00%	1.00% - 2.00%
Discount rate	1.70%	1.60%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0.00% to 26.20% and 0 to 51 days, respectively, for age groups ranging from 20 and under to 65 and over in bands of five years.

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

## 9. Externally restricted endowments:

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

Endowment funds of \$25,969,261 (2020 - \$24,522,982) consist of restricted cash and investments. The fair value of the restricted cash and investments at March 31, 2021 is \$36,807,532 (2020 - \$27,591,060), which represents funds restricted as to use and are not available for general operations.

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

			2021	2020
	OTSS	Non-OTSS	Total	Total
Unrealized gains (losses)	\$ 5,292,782	\$ 1,504,341	\$ 6,797,123	\$ (4,320,280)
Realized investment income	1,433,198	407,351	1,840,549	1,498,899
	\$ 6,725,980	\$ 1,911,692	\$ 8,637,672	\$ (2,821,381)

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

## 9. Externally restricted endowments (continued):

### Ontario Trust for Student Support ("OTSS") fund:

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

	2021	2020
<b>Schedule of Changes in Endowment Fund Balance</b>		
Fund balance, beginning of year	\$ 19,343,055	\$ 18,600,283
Cash donations received and receivable	878,682	742,772
<b>Fund balance, end of year</b>	<b>\$ 20,221,737</b>	<b>\$ 19,343,055</b>

	2021	2020
<b>Schedule of Changes in Expendable Funds Available for Awards</b>		
Balance, beginning of year	\$ 3,031,834	\$ 5,780,436
Investment income	1,433,198	1,182,290
Bursaries awarded (total number - 641; 2020 - 996)	(466,101)	(523,174)
Unrealized gain (loss) on endowment funds	5,292,782	(3,407,718)
<b>Balance, end of year</b>	<b>\$ 9,291,713</b>	<b>\$ 3,031,834</b>

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

## 10. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2021	2020
Capital assets	\$ 533,680,124	\$ 524,681,021
Less amounts financed by:		
Long-term debt (note 4)	26,056,320	30,705,561
Deferred contributions for capital assets (note 7)	182,386,169	189,742,569
	<u>\$ 325,237,635</u>	<u>\$ 304,232,891</u>

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

	2021	2020
Deficiency of revenue over expenses:		
Amortization of deferred contributions related to capital assets	\$ 11,309,623	\$ 11,193,683
Amortization of capital assets	(43,522,734)	(41,974,414)
Loss on disposal of capital assets	(1,915,450)	(162,636)
	<u>\$ (34,128,561)</u>	<u>\$ (30,943,367)</u>
Net change in investment in capital assets:		
Purchase of capital assets	\$ 54,489,287	\$ 58,736,695
Proceeds on disposal of capital assets	(52,000)	(305,693)
Amounts funded by contributions received/committed for capital assets	(3,953,223)	(3,906,325)
Principal payments of long-term debt	4,649,241	4,354,814
	<u>\$ 55,133,305</u>	<u>\$ 58,879,491</u>

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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## 11. Commitments and contingent liabilities:

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

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

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2022	\$ 18,557,033
2023	13,021,338
2024	6,284,192
2025	3,099,872
2026	2,502,486
Thereafter	6,330,744
	<hr/>
	\$ 49,795,665

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### (b) Contractual commitments:

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

### (c) Contingent liabilities:

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

### (d) Letters of guarantee:

The College issues letters of guarantee through its financial institutions to provide guarantees to certain vendors. Outstanding letters of guarantee amount to \$2,937,786 as at March 31, 2021 (2020 - \$2,937,786).

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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

### (e) Indemnification agreements:

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

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

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



# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

## 12. Financial instruments classification:

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

2021	Fair value	Amortized cost
Cash	\$ 104,244,057	\$ –
Short-term investments (a)	–	49,195,922
Grants receivable	–	719,418
Accounts receivable	–	5,920,700
Long-term receivable	–	7,834,754
Long-term investments (a)	–	47,039,184
Restricted cash and investments (b)	36,807,532	–
Accounts payable and accrued liabilities	–	63,691,787
Current portion of long-term debt	–	4,964,560
Employee vacation accrual	–	15,981,705
Long-term debt	–	21,091,760
Deferred derivative liability (c)	2,775,994	–

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

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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## 12. Financial instruments classification (continued):

Excess operating funds held in short-term investments have yields varying from 0.17% to 4.50% (2020 - 0.43% to 4.50%) with maturity dates ranging from April 2021 to March 2022 (2020 - April 2020 to March 2021). The fair value of short-term investments as at March 31, 2021 was \$49,366,695 (2020 - \$38,609,457). Excess operating funds held in long-term investments have yields varying from 0.75% to 3.29% (2020 - 0.75% to 4.50%) with maturity dates ranging from April 2022 to May 2024 (2020 - June 2021 to April 2024). The fair value of long-term investments as at March 31, 2021 was \$47,406,532 (2020 - \$24,589,816).

- (b) Restricted cash and investments are externally restricted for endowment purposes (note 9) and consist of pooled funds invested in money market, bonds and Canadian and international equity funds.
- (c) The College entered into an interest rate swap agreement in a prior year to manage the floating interest rate of the bankers' acceptance loan (note 4(d)). Under the terms of the interest rate swap agreement, the College has contracted with the counterparty to pay a fixed rate of interest of 5.607% (2020 - 5.607%), while receiving interest at a variable rate to be set quarterly based on the bankers' acceptance rates which ranged from 0.43% to 0.56% (2020 - 1.58% to 2.06%) during the year. The effective date of the interest rate swap agreement was June 25, 2004, with a maturity date of June 25, 2029. The notional value of the interest rate swap agreement at March 31, 2021 is \$15,196,000 (2020 - \$16,568,000) and is amortized quarterly during the term of the interest rate swap agreement. The fair value of the interest rate swap agreement at March 31, 2021 is \$2,775,994 (2020 - \$3,843,718) and is recorded as a deferred derivative liability on the consolidated statement of financial position.

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

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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## 12. Financial instruments classification (continued):

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

All cash and restricted cash and investments are classified as Level 1 financial instruments, except for \$35,999,450 (2020 - \$27,014,411) invested in a Canadian Equity Fund, a US Equity Fund, a Fixed Income Fund and an International Equity Fund, which are classified as Level 2 financial instruments. The deferred derivative liability is classified as a Level 3 financial instrument.

There were no transfers among levels for the years ended March 31, 2021 and 2020. For a sensitivity analysis of financial instruments recognized in Level 3, see note 13, interest rate risk, as the prevailing interest rate is the most significant input into the fair value of the instrument.

## 13. Risk management:

### (a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash and accounts receivable. The College holds its cash accounts with federally regulated chartered banks which are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$100,000 (2020 - \$100,000).

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

## 13. Risk management (continued):

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

Grants receivable are due from government for program grants.

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

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

Long-term receivable is as outlined in note 2. The maximum exposure to credit risk is the carrying value of this asset. As at March 31, 2021 and March 31, 2020, the full balances of the long-term receivable were not past due and were not impaired.

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

2021	Total	1 - 30 days	Past due		
			31 - 60 days	61 - 90 days	> 90 days
Grants receivable	\$ 719,418	\$ 719,418	\$ -	\$ -	\$ -
Accounts receivable	7,489,230	5,237,619	83,260	726,141	1,442,210
Less impairment allowances	1,568,530	-	-	338,509	1,230,021
	5,920,700	5,237,619	83,260	387,632	212,189
	\$ 6,640,118	\$ 5,957,037	\$ 83,260	\$ 387,632	\$ 212,189

2020	Total	1 - 30 days	Past due		
			31 - 60 days	61 - 90 days	> 90 days
Grants receivable	\$ 767,243	\$ 767,243	\$ -	\$ -	\$ -
Accounts receivable	11,412,952	8,472,823	143,599	1,073,130	1,723,400
Less impairment allowances	1,850,718	-	-	363,410	1,487,308
	9,562,234	8,472,823	143,599	709,720	236,092
	\$ 10,329,477	\$ 9,240,066	\$ 143,599	\$ 709,720	\$ 236,092

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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## 13. Risk management (continued):

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

### (b) Market risk:

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

The College's investment policy operates within the constraints of the investment guidelines issued by the Ministry of Colleges and Universities ("MCU"). The policy's application is monitored by management, the investment manager and the Board of Governors. Diversification techniques are utilized to minimize risk.

The investment policy outlines an asset mix comprising:

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Fixed income	30% - 55%
Equities	45% - 70%
Cash and short-term investments	0% - 25%

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

### (c) Currency risk:

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

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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## 13. Risk management (continued):

### (d) Interest rate risk:

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

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

The College mitigates interest rate risk on its long-term debt (note 4(d)) through a derivative financial instrument that exchanges the variable rate inherent in the long-term debt for a fixed rate (note 12). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt. In addition, the College's other long-term debt, as described in note 4(a) to (c), would not be impacted as the inherent rates are fixed.

Fixed income securities have yields varying from 0.05% to 4.14% (2020 - 0.18% to 5.26%) with maturity dates ranging from April 2021 to June 2065 (2020 - April 2020 to June 2065).

At March 31, 2021, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of the bonds and the interest rate swap of \$2,067,462 (2020 - \$1,277,543) and \$713,000 (2020 - \$923,300), respectively.

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

### (e) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through the equity holdings with its investment portfolio. At March 31, 2021, a 10% movement in the stock markets with all variables held constant would have an estimated effect on the fair values of the College's equities of \$2,278,305 (2020 - \$1,685,519).

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

## 13. Risk management (continued):

### (f) Liquidity risk:

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

2021	Within 6 months	6 months to 1 year	1 - 5 years	Greater than 5 years	Total
Accounts payable and accrued liabilities	\$ 60,730,510	\$ 2,961,277	\$ -	\$ -	\$ 63,691,787
Employee vacation accrual	15,981,705	-	-	-	15,981,705
Current portion of long-term debt	2,441,269	2,523,291	-	-	4,964,560
Long-term debt	-	-	16,158,760	4,933,000	21,091,760
	<u>\$ 79,153,484</u>	<u>\$ 5,484,568</u>	<u>\$ 16,158,760</u>	<u>\$ 4,933,000</u>	<u>\$ 105,729,812</u>

  

2020	Within 6 months	6 months to 1 year	1 - 5 years	Greater than 5 years	Total
Accounts payable and accrued liabilities	\$ 58,164,470	\$ 1,259,841	\$ -	\$ -	\$ 59,424,311
Employee vacation accrual	15,499,591	-	-	-	15,499,591
Current portion of long-term debt	2,286,035	2,363,206	-	-	4,649,241
Long-term debt	-	-	19,139,320	6,917,000	26,056,320
	<u>\$ 75,950,096</u>	<u>\$ 3,623,047</u>	<u>\$ 19,139,320</u>	<u>\$ 6,917,000</u>	<u>\$ 105,629,463</u>

Derivative financial liabilities mature, as described in note 12.

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

# SENECA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2021

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## 13. Risk management (continued):

### (g) Other risk:

The College's main source of revenue is tuition and government operating grants. In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus. The College halted all in-person activity and closed its facilities to staff and students and moved to online education format in March 2020 based on recommendations from Public Health Ontario. The summer 2020 semester was moved to an online format, the fall 2020 and winter 2021 semester was a hybrid format. Hybrid delivery format is a combination of online and in-person delivery in which the theory is delivered online and practical study is delivered in-person.

Because of the pandemic, some of the College's ancillary and other revenue decreased from the previous year. In response, the College undertook certain cost cutting measures to reduce this impact.

The pandemic is expected to impact operations for a duration that cannot be reasonably predicted. The overall operational and financial impact is highly dependent on the duration of the pandemic, including the potential occurrence of additional waves and could be affected by other factors that are currently not known at this time.

## 14. Comparative information:

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