



**Success**  
advance

**FUTURE**

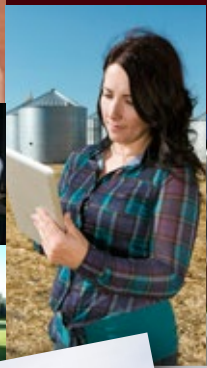
accessibility

**CENTRE OF SPECIALIZATION** responsiveness

**OLDS COLLEGE**

**Accountability** HANDS-ON

**sustainability**



adapt

**INNOVATE**



**2014 - 2015 ANNUAL REPORT**



EST. 1913

**OLDS COLLEGE**

EMPLOY YOUR PASSION!

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Historic Barn at Olds College

## VISION STATEMENT

*Olds College shall be the premier Canadian integrated learning and applied research community specializing in agriculture, horticulture, land and environmental management.*



Students in the Land Agent Program

## ACCOUNTABILITY STATEMENT

The Olds College Annual Report for the year ending June 30, 2015 was prepared under the direction of the Board of Governors in accordance with the *Fiscal Management Act* and Ministerial Guidelines established pursuant to the *Post-Secondary Learning Act*. All material economic, environmental and fiscal implications of which we are aware have been considered in the preparation of this report.

Robert (Bob) Clark  
Chair, Olds College Board of Governors

## VALUES

At Olds College we value:

- Empowerment of learners
- Rural community development
- Teamwork
- Continuous improvement in all College operations

*Approved/reaffirmed by the Board, July 2013*

## MISSION STATEMENT

Our mission is to create an environment for learning, inquiry, partnership and communication that supports our students, our employees and our communities in the service of society.



Centennial Village



Botanic Gardens III & Treatment Wetlands

## MANAGEMENT'S RESPONSIBILITY FOR REPORTING

Olds College's management is responsible for the preparation, accuracy, objectivity and integrity of the information contained in the Annual Report including the financial statements, performance results and supporting management information. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. The system is designed to provide management with reasonable assurance that transactions are properly authorized, are executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained and assets are properly accounted for and safeguarded.

The Annual Report has been developed under the oversight of the institution's audit committee, as well as approved by the Board of Governors and is prepared in accordance with the Fiscal Management Act and the Post-secondary Learning Act.

The Auditor General of the Province of Alberta, the institution's external auditor appointed under the Auditor General Act, performs an annual independent audit of the consolidated financial statements which are prepared in accordance with Canadian public sector accounting standards.

## EXECUTIVE SUMMARY

As the 2014-2015 academic and training year kicked off, Olds College found itself riding the wave from our Centennial celebrations and the residual effects from that great year of events.

Our brand has never been stronger and our programs continue to attract and inspire students that are focused, passionate and anxious to get the hands-on training necessary to make an impact. Our programs are in demand, often filled to capacity, reinforcing that we are recognized as the premier Canadian integrated learning and applied research community specializing in agriculture, horticulture, land and environmental management.

Olds College inspires excellence in everything we do and we are very proud of the accolades bestowed upon us from our post-secondary peers. It is reflected across campus but is reinforced through our student's success.

Olds College student's won the RED Challenge and also the Provincial TEC VenturePrize for entrepreneurs through their innovative project. Students and our Alumni continue to be recognized across the province, across the country and around the world for their excellence and leadership, skills that are honed and developed here at Olds College.

Olds College continues to lead through an innovative and entrepreneurial vision for the future of Olds College. Our Board of Governors received International Recognition for Excellence in Post-Secondary Governance, as the Gold Medalist, from the World Federation of Colleges and Polytechnics. The Olds College Centre for Innovation continued to move up in the ranking for Top Research Colleges in Canada and faculty member, Lori Kemp, was recognized with the Presidential Instructional Excellence Award.

Olds College continues to strive for excellence in program delivery through our innovative and entrepreneurial approach.



Pomeroy Inn & Suites @ Olds College

## OUTCOMES, STRATEGIES & PERFORMANCE MEASURES

### BOARD APPROVED OUTCOMES

#### 1. Accessibility

Olds College, in conjunction with other post-secondary institutions and partners, will operate strategically to provide access to learning opportunities.

#### 2. Centre of Specialization

Olds College will be the leading centre of specialization in agriculture, horticulture, entrepreneurship and land-based education and applied research at the college level.

#### 3. Responsiveness

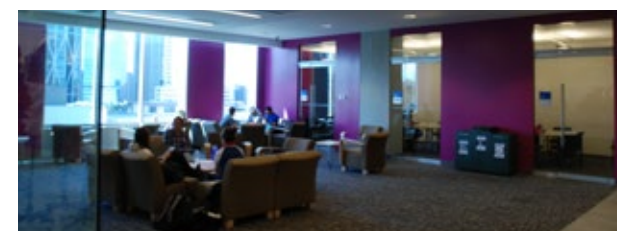
Olds College will maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology.

#### 4. Accountability

Olds College will achieve excellence in educational outcomes while remaining fiscally responsible.

#### 5. Sustainability

Olds College will achieve sustainable operations based on multiple bottom-line concepts.





Learning Resource Centre

### KEY PRIORITIES THAT LINK OLDS COLLEGE OUTCOMES TO SYSTEM-LEVEL OUTCOMES

The Government of Alberta, through the Ministry of Innovation and Advanced Education, identified three system level outcomes. In developing our strategy and approach, Olds College identified key priorities that would align the system level outcomes with the College's Institutional outcomes.

#### A LEARNER ENABLED SYSTEM:

This outcome refers to a learning system that enables and empowers the learner and where the learning choices and aspirations of individuals are understood, respected and addressed. The system removes or diminishes barriers to accessing higher education. As such, the system is able to effectively facilitate the opportunity to learn for all individuals who are willing and able.

*Olds College has addressed this system outcome through our institutional outcomes of Accessibility and Responsiveness.*

#### VALUE FOR INVESTMENT:

This outcome refers to a publicly funded post-secondary system that is able to maximize benefits with the resources invested to produce tangible results in an effective and efficient way. The system is able to deliver on the diverse needs of learners, employers and society in general.

*Olds College has addressed this system outcome through our institutional outcomes of Centre of Specialization, Accountability and Accessibility.*

#### ADVANCING KNOWLEDGE:

This outcome refers to the important role that the publicly-funded post-secondary system plays in advancing the knowledge economy and intellectual fabric of Alberta. As such, this outcome extends beyond the system's important formal instructional mandate and recognizes the important role that institutions have in advancing societal and economic objectives.

*Olds College has addressed this system outcome through our institutional outcomes of Centre of Specialization and Sustainability.*

These outcomes, for both the system level and College outcomes, are supported through initiatives across campus that tie back into the key priorities and deliver on our institutional outcomes.

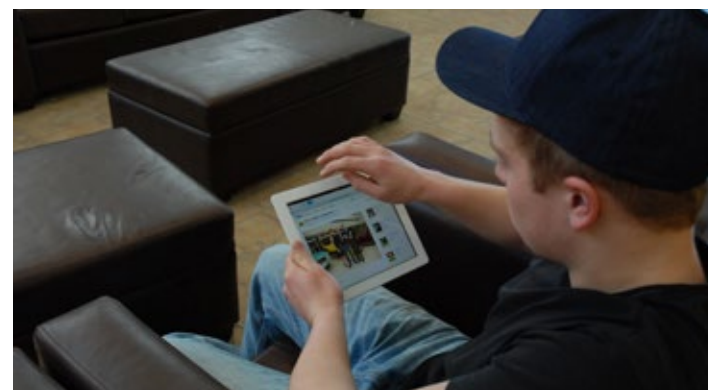
**Value Added Partnerships** remain a priority. We have focused on these key areas:

- Educational and Government Partners
- Community Learning Campus
- Campus Alberta South Partnership
- Enterprise Resource Planning
- Business Partnership Opportunities
- Industry Stepping Up to Strengthen Our Programs

In addition, Olds College recognizes the need to enhance our regional stewardship through *Campus Alberta Central*, (CAC). CAC is a unique partnership between Red Deer College and Olds College that fosters post-secondary participation in the Central Alberta region. CAC has grown from a regional concept to an organization that excels at responsiveness and innovation in meeting post-secondary learning needs.

Together with the communities that we serve, CAC is ready to realize its vision as it builds on past work and readies itself for an exciting future. Going forward, CAC will:

- Increase access and learner pathways
- Provide exemplary services for students
- Ensure innovative technology is available



Technology on Campus as part of the Connect Your Passion Initiative

### MESSAGE FROM THE BOARD CHAIR

We take seriously the Olds College vision to be the premier Canadian integrated learning and applied research community specializing in agriculture, horticulture, land and environmental management.

One of the keys to our success is our commitment to planning for the future. By establishing partnerships that help to enhance our facilities and programming options and by adding an element of entrepreneurship to everything we do, we take control of our destiny and future-proof Olds College.

Robert (Bob) Clark  
Chair, Olds College Board of Governors

### MESSAGE FROM THE PRESIDENT

Olds College is a remarkable place, where we take pride in the notion that we are trailblazers. Our core values focus on offering specialized education with hands-on learning and our programs are among the most respected in the nation. We also take pride in our dedication to our students, ensuring that student needs are met through Centennial Village, the new state-of-the-art housing facility, the addition of seats in our high-demand programs and the development of the new Student Learning Resource Centre and Student Support Services. Our students are the lifeblood of Olds College and we will continue to operate with their needs as our primary focus.

Dr. H.J. (Tom) Thompson  
President, Olds College

### MANDATE STATEMENT

*Olds College is a board-governed public college operating under authority of the Post-Secondary Learning Act of Alberta.*

In accordance with the mandate for Comprehensive Community Institutions, Olds College awards certificates, diplomas, applied degrees and may participate in the delivery of collaborative baccalaureate degrees designed to meet the needs of both learners and the communities served by the College. Olds College programs offer learning opportunities in agriculture, horticulture, land and water resource management, animal science, business, fashion, technology and apprenticeship training. A number of additional programs and services are offered to serve the needs of the region including adult basic education, career training, and non-credit courses, as well as cultural and recreational activities.

The expertise and facilities at Olds College are both specialized and unique, including a significant land base for hands-on learning. The College works with industry partners and clients to develop and deliver a range of training programs and products designed to meet desired specifications. These outreach services are offered throughout Alberta, across Canada and internationally. In view of its unique role, the College is committed to the promotion of sustainability in all areas of activity including physical operations, research, teaching and learning support.

Olds College programs require learners to acquire and demonstrate competencies defined and updated through collaboration with representative industry partners and advisory groups. The quality of Olds College programs is continuously improved through a policy-based, cyclical review process that seeks input from learners, graduates, employers, industry advisors, faculty, and staff. College programs and operations are also subject to external review by a variety of accrediting bodies.

Olds College offers a residential campus environment that helps learners to achieve successful outcomes by providing a safe, caring, living and learning community in rural Alberta. Learners at Olds College have access to a complete range of services designed to enable them to meet their educational goals. New facilities, such as those in the Ralph Klein Center, the Bell eLearning Centre and the Trans-Canada Theatre also enable the College to support a range of activities and services for the public at large. These include health and wellness programs, SuperNet connectivity and the performing arts.

Olds College is committed to using innovative partnerships to sustain and enhance the ability of the institution to achieve the outcomes established



by the Board of Governors. Olds College is an active participant in eCampus Alberta, promoting and supporting learning through technology. Consistent with the Campus Alberta concept, the College is committed to the creation of seamless learning opportunities and is signatory to numerous protocols and articulation agreements with universities and colleges provincially, nationally and internationally supporting student transfer.

Olds College, through the Community Learning Campus and other initiatives, is committed to expanding learning opportunities for rural Albertans and works with educational partners in the secondary schools in Olds and the broader regional community. As part of its mandate as a Comprehensive Community Institution, Olds College exercises stewardship responsibility for adult learning in the Central Alberta region, in cooperation with Red Deer College. In recognition of this obligation the two Colleges have created a joint venture entity known as the Central Alberta College-Community Partnership in order to support a system of community owned and operated engagement sites throughout central Alberta. Through an affiliation with the Faculty of Agriculture, Life and Environmental Sciences of the University of Alberta, Olds College participates in a broad range of joint educational and research activities.

The College actively pursues involvement in applied research that advances innovation-based rural economic development in Alberta. The applied research activity undertaken by the faculty and research staff at the College supports and informs the curriculum through providing learners with access to the most innovative and up-to-date information available in a variety of disciplines.

*Approved by the Deputy Premier and Minister of Advanced Education and Technology, June 17, 2010.*

## STUDENT RECRUITMENT & RETENTION

Olds College continues to be committed to student recruitment and student success. We pride ourselves on providing superior service to prospective students, current students, and transitioning our graduates into Olds College alumni. The College will continue to integrate state-of-the-art technology into our practices, utilize social media, multimedia and institutional marketing while providing a second-to-none campus experience to any future student who visits our campus.

Efforts to reduce attrition include the adoption of early academic alert processes, academic advising, a customer centric service approach, and superior student supports. Sustained enrolment growth continues as a result of niche marketing, new programming/program realignment to industry, and overall campus improvements (National Meat Training Centre, Elements Dining Fusion, Centennial Village, and Rural High Performance Centre).

We will continue to inform the prospective student market about the unique attributes and overall value proposition of an Olds College education. Responding to market demand with program changes, Olds College will reset our Horticulture and Turfgrass Programming to align with industry, restructure our Sports Management Program to create a unique option within Business, and create a one-of-a-kind Accelerated Diploma in Hospitality and Tourism. High demand in Trades, Agriculture, Land, and Animals continue to be at the core of our campus while the move of the Fashion Marketing and Apparel Technology programs to the Fashion Institute in the heart of downtown Calgary, has created new demand and excitement.



Management Program to create a unique option within Business, and create a one-of-a-kind Accelerated Diploma in Hospitality and Tourism. High demand in Trades, Agriculture, Land, and Animals continue to be at the core of our campus while the move of the Fashion Marketing and Apparel Technology programs to the Fashion Institute in the heart of downtown Calgary, has created new demand and excitement.

## 2014/2015 FINANCIAL AWARDS REPORT

Olds College provides financial awards for students to recognize their academic achievements and to reduce financial barriers to attend the College. During 2014/2015 the college issued 409 awards (includes fall, winter, athletic and graduation Awards) vs. the 385 awards that were issued in 2013/2014. Students continued to receive awards through the generosity of donor-funded awards.

	2014 – 2015	2013 – 2014	2012 – 2013
Award Money Granted:	\$ 448,616	\$ 408,199	\$ 385,099
FLE Students	1387	1313	1287
Number of Awards Granted	409	385	465
Average Award Amount	\$ 1097	\$ 1060	\$ 828
Average Full-Time Tuition	\$4,347	\$ 4,347	\$4,304

## TOTAL ENROLMENT CHART

	2014 – 2015*	2013 – 2014	2012 – 2013
Total Enrolment: Full Load Equivalent (FLE)	1387	1313	1294
Comprehensive Institutional Plan (CIP) Goal	1300	1300	1300
Variance	+87	+14	-6
Percentage Variance %	+6.7%	+1.1%	-1%

\*Not yet verified by IAE

## TECHNOLOGY ON CAMPUS

Education is required to keep up with the changing face of technology, which, in turn, is influenced by the huge volume of available digital information, the expectation of collaboration, and unlimited digital access. Recognizing these influences, Olds College has implemented and supported the conversion to Google Apps for Education. On-site Google Apps training has been well received and utilized by staff and faculty, and almost everyone now knows their way around Gmail, Drive, and Calendar. Many departments even have a favourite go-to Google App to assist with organization, administration, instruction, or communication.

As Olds College faculty and students continue to push the limits of data accessibility using the one to one iPad initiative implemented in 2013, Olds College has received outside recognition for its success. In June of 2015, Olds College was awarded the Apple Distinguished School award, reserved for institutions that meet criteria for innovation, leadership, and educational excellence, and demonstrate Apple's vision of exemplary learning environments.



Dr. H. J. (Tom) Thompson, President of Olds College, comments, "Olds College is proud of our innovative and creative spirit when it comes to educational delivery. Taking a progressive approach has allowed us to implement an iPad student learning environment as just one of many technological innovations we have undertaken to position Olds College as a premier education destination in the country."

# FINANCIAL HIGHLIGHTS

## HIGH PERFORMING BUSINESS SERVICES

Olds College continued to direct resources towards the goal of a high performing Business Services. Efforts continued in the areas of Personnel and Software Upgrades.

All key personnel vacancies were filled with attention focused on qualifications, experience and fit. Much development in personnel was undertaken with many early indicators of success.

Significant progress was made on the PeopleSoft implementation. Plans were amplified, implemented and further refined. Much training was undertaken and the profile of the project was heightened. Engagement was strengthened. Utilization of PeopleSoft in operations will commence November 1, 2015. This all accumulated to an investment of \$521,000 in the fiscal year.

## STRUCTURAL HIGHLIGHTS

The cafeteria in Frank Grisdale Hall received a complete overhaul resulting in a much improved and inviting space for the students to dine. This project was a partnership between Olds College and Chartwells as Chartwells was responsible for the dining facilities and Olds College undertook a significant renovation to the restrooms that are situated nearest to the cafeteria. This \$1 Million investment was made to improve the quality of service to our students.

In conjunction with Olds College's Joint Venture partner, Chinook's Edge School Division, the \$1.5 million expansion to the health and fitness facilities was completed at the Community Learning Campus to support High Performance training and create a squash/racquetball court.

Through a grant from Western Economic Diversification Canada, the Apparel Innovation Centre in Calgary was completed including equipment installations. This was a \$2.1 million investment in the current fiscal year to bring the total investment to \$2.9 million.

Construction of a new student residence to house 450 students continued and neared completion by the end of the fiscal year. This represents a \$30 million investment by College Housing (Olds) Co. (CHOC) who have been contracted to run student housing for the College.

## ACCESS TO THE FUTURE FUNDING

Olds College received \$2.1 Million in Access to the Future Funding from the Alberta Government. The funding includes support for research, equipment, facilities for learning and research, an endowed chair, scholarships and bursaries.

## CANADA REVENUE AGENCY AUDIT

Canada Revenue Agency (CRA) undertook a charity audit of Olds College for the years ending 2012 and 2013. CRA found some areas of non-compliance however, does not consider the issues to be serious enough to affect charitable status at this time. CRA does however direct the organization to take appropriate action to remedy the concerns identified. Olds College has had a third party consultant also consider this activity within the organization and make recommendations for improvement. The College is committed to implementing all recommendations and to complying with the direction of CRA.

## BUDGET PROCESS

Olds College undertook a very scrupulous and all-encompassing budget process in the winter of 2014 and spring of 2015 and included participation across the organization. Planning sessions were held with all budget owners in order to ensure the outcome of a plan with solid integrity. Olds College was able to produce a fiscally sound budget that complied with all requirements of Innovation and Advanced Education and of the financial policies of the Board of Governors of Olds College.

## TIMELY COMPLETION OF PREPARATION FOR AUDIT

Olds College planned and prepared diligently for the annual audit of the Office of the Auditor General of Alberta and met the required deadline. This demonstrates improvement over recent years and is acknowledged by the Auditor General in their semi-annual report to the public. Olds College is committed to elevating the quality of reporting, strengthening controls and enhancing solid business practices and will continue to evidence progress in this area.

## FULFILLMENT OF FISCAL COMMITMENTS

Olds College achieved the surplus that had been planned and budgeted. In addition, the College adhered to board policy requiring 3% of operating budget be spent on capital renewal and Unrestricted Net Assets be maintained at 3% of operating budget. This evidences strong fiscal management and provides for future-proofing of the College.

## PERSONNEL CHANGES

Continuous improvement in all College operations is one of our core values. Recruiting and developing the best people is fundamental to achieving this improvement. We continually assess and act on the need for critical competencies in our management, and this year we have acquired new talent in the Associate Vice President of External Relations, the Associate Vice President of Administration, the Registrar, the Chief Financial Officer, and the Chief Development Officer roles.

## POLICY & PROCEDURAL RENEWAL

Olds College has committed to timely review and renewal of policy and procedures for several years. The College completed extensive policy and procedure renewal in the 2014/15 fiscal year, including nine General, two Financial and Administrative, four Human Resources, eight Student and Academic, and three Information and Technology Management policies that were added or revised. The policy and procedures renewal has had a positive institutional impact on workflow processes and accuracy of documentation.

## ENROLMENT

Olds College continues to offer hands on, industry leading, employable education for many learners. In 2014 - 2015 Olds College welcomed learners to our campuses who enrolled in at least one course in: Full-Time Programming, Continuing Education Courses, Dual Credit Programming, Pre-Employment Programming, Apprenticeships or Online Courses. These learners translated into 1368 Full Load Equivalent (FLE) students in 2014 - 2015. The growth of our programs clearly demonstrates Olds College's response to industry demand. In the fall of 2014 we introduced an accelerated diploma in Hospitality and Tourism Management, an entirely new concept for Horticulture and Turfgrass Management (delivery methodology, inclusion of field study, and alignment with industry cycles), a newly revised and improved Brewmaster and Brewery Operations program, and new courses in our Sports Management Diploma

## STAFFING

In 2014-2015, Olds College employed staff in permanent full-time, permanent part-time, temporary or contract positions throughout the year. With a 63 faculty dedicated to our Full-Time student body and the addition of contract, support and student staff helping to facilitate learning in regular and Continuing Education programs, Olds College employees create an economic impact in our community and surrounding areas of \$43 Million.

## TUITION PROJECTIONS

At the direction of Innovation and Advanced Education, tuition and fees have been held at 2014 - 2015 levels for 2015 - 2016. In an effort to remain fiscally conservative we have also held Tuition and Related Fees revenue budgets constant for 2015 - 2016 and 2016 - 2017.

## ACADEMIC AND RESEARCH HIGHLIGHTS

### Calgary Campus

The Fashion Institute by Olds College, located in our Calgary Campus, recognized the current market needs and differentiated itself by focusing on a more customized approach. This assures better opportunities for employment within the fashion industry in this city at this time. The Fashion Institute by Olds College has also outfitted itself in preparation for future growth. Settling into the downtown core, affiliating itself with the Apparel Innovation Centre, and with the Fine Arts program at the University of Lethbridge in Calgary, Olds College is providing a "location" and putting itself in a position that will generate interest in young people to create and grow the industry.



This is strategic in that the incentive that communities within the city are making toward growing the arts sector bodes well for the growth and sustainability. An example is the new partnership with the Shakespeare Company. The Fashion Institute students will produce the costumes for the Company's spring production.

### Educational Technology & Curriculum (ETC)

ETC was established to support and integrate the College's innovative use of curriculum, instruction, technology review processes and collaboration.

- ETC has developed and implemented a Copyright workflow which processes course content for plagiarism, creating a reference system in APA 6th Edition to follow up.
- Instructor Skills Workshop Series (ISWS) has been revamped and improved to more effectively support new and experienced instructors alike.
- The team has updated and streamlined policies and procedures associated with Program Review, Program Curriculum Committee, and Course Development.
- ETC facilitated Olds College's very first submission for the Presidential Instructional Excellence award.
- ETC has partnered with a company called Morningstar Interactive to assist with development of an app called Disseminate. Disseminate is unique in its ability to allow a single presenter to display a slideshow on a number of iPads within the same locale via Bluetooth connectivity - **without any wireless network or cellular coverage.**



- ETC spearheaded the Apple Distinguished School Award project, guiding the application process from start to finish. Apple then awarded Olds College special recognition for the school's use of mobile technology in education and the Spirit of Entrepreneurship app. Olds College stands alone as a post-secondary institution in Canada to have this honour.
- ETC has continued to collaborate with Information Technology to deliver Google training, support, and initiatives to Olds College as a whole.
- Olds College, through the support of the ETC team, hosted the second annual Campus Alberta Teaching Summit, with the theme Teaching First. Nearly 100 attendees representing 14 institutions across Alberta participated in the event.

### Canadian Institute for Rural Entrepreneurship (CIRES)

Olds College is committed to ensuring students develop an entrepreneurial mindset and understanding. Entrepreneurship at Olds College is integrated, hands-on, inspirational, and world-changing. Activities that supported entrepreneurship at Olds College in 2014/15 included:

- **Olds College Entrepreneurship Receives National Award of Excellence.** In March 2015, Olds College was recognized by Colleges and Institutes Canada for innovation in teaching entrepreneurship. The College has been using an iPad app called Spirit of Entrepreneurship to encourage students to understand and apply entrepreneurship skills. Spirit of Entrepreneurship is the first comprehensive course delivered through an iPad app with a gamified business simulation. Students learn to start and run their own lemonade stand empire in a fun, dynamic and digital learning environment. All students who enroll in any Olds College program of 16 weeks or longer must complete Spirit of Entrepreneurship as a graduation requirement. To date roughly 1400 students have accessed the app.
- **2014/15 Red Challenge Business Plan Competition winners announced.** The Red Challenge is a business plan competition, with \$35,000 in prize money, for student entrepreneurs who want to start a business in central Alberta. Olds College, Red Deer College, and Community Futures Central Alberta collaborate on this initiative with funding from Alberta Innovates Technology Futures. This year, there were 46 applicants who were eligible to receive training in how to write a business plan and coaching in doing a business plan pitch. The event culminated in a final Dragon's Den-style pitch session, where the challenge winners were chosen. The first prize winners of \$20,000 were Peter Schill and Tyler Rose from Olds College, with "Alberta Craft Malting." Second place winners Gerené Cole and Oliver Edwards from Olds College won \$10,000 with their quinoa production and marketing business named "Quinoa Kings," focusing on introducing the production of the healthy grain here in Alberta. Winner of the \$5,000 third place prize was Alain Catellier from Red Deer College. Alain introduced us to "GreenWay Pallets," a pallet recycling and production facility that would provide central Alberta businesses the opportunity to reduce their pallet waste through local recycling and production.
- **Olds College Students win Provincial Venture Prize.** Olds College students, Peter Schill and Tyler Rose from "Alberta Craft Malting," winners of the top prize in the Red Challenge Business Plan competition, went on to win the 2015 TEC VenturePrize Student Business Plan Competition in Edmonton.
- **Olds College students work with Rural Entrepreneurs.** Second year Olds College students worked with small businesses in Sundre on project-based learning as part of a pilot project for the Business Administration Diploma in the winter term of 2015.
- **The new Entrepreneurship and Social Enterprise Certificate meets eCampus Alberta Quality Standards.** All 4 courses in the new online certificate – Entrepreneurship Essentials, Principles of Marketing, Financial Literacy, and Social Enterprise Strategies – have now met the eCampus Alberta Quality Standards 2.0.



The Spirit of Entrepreneurship App

### Community Learning Campus

With the expansion of the facility complete, the Community Learning Campus moved into a new phase of operations. The Centre for Rural High Performance Sport officially opened in January of 2015, creating enhanced opportunities for athletes in our region. The existing facilities continue to have high utilization from both institutions and the community.



As the implementation of the Provincial Dual Credit Strategy continued into its second year, dual credit opportunities continue to grow for high school learners. Highlights from 2014-2015 include:

- In collaboration with Campus Alberta Central, regional delivery of pre-employment welding was offered in Sundre. This program brought together adult learners and high school learners, using classroom space in Sundre High School and a mobile welding lab housed on the school grounds.
- Over 80 seats in a variety of dual credit opportunities were available to high school learners in the region. We were pleased to register our first dual credit student in Hospitality and Tourism during the fall term.
- Olds High School hosted a very successful three day Alberta Student Leadership Conference in May of 2015, welcoming over 940 delegates from as far away as Nunavut to the event.
- There was an increase in revenue of approximately 35% for conference activity in CLC facilities.
- The highly successful annual CLC Mud Run welcomed over 1700 participants.
- Over 60 community events were held in the Fine-Arts and Multimedia Centre. Events and performances ranged in scope from theatre to church services to concerts.

### Continuing Education

Processes and procedures were streamlined in Continuing Education programing. Olds College continues to offer niche training that meets students and industry needs. Several program reviews and restructuring has taken place to align with industry and college needs.

We have experienced several successes in programs such as Fibre, Horticultural, Agronomy, Animal Health, Heavy Equipment Operator, Exercise Rider and Jockey Training Program, Pesticide Applicator, Utility Tree Worker to name a few.

### International

The overarching purpose of the International Department at Olds College is internationalization of the campus. We want all students at Olds College to be aware of the importance of international relations in their jobs and lives. Our strategies are to recruit international students to attend OC, facilitate relationships between international and domestic students, support faculty who want to do international work, and form strategic partnerships with organizations, both domestic and international, that can help us achieve our mutual goals.

### Highlights for 2014-2015

- Generated \$1.1 million in revenue from international programs and projects
- Welcomed 42 international students in the fall term of 2014 and 47 international students in the winter term of 2015. This represents approximately 3.6% of our student population.
- As of September 2015, tuition for international students increased from 1.5 times the domestic rate to 2.5 times. Prior to this increase Olds College had the 2nd lowest international tuition rates in the province. The College also approved a partial tuition waiver for selected international athletes.

- Contracts with 3 international student recruitment agents in Latin America were signed in 2014/15. We intend to sign agreements with 8-10 carefully vetted agents in the next year. Our goal is to work with international student recruitment representatives to recruit students from our priority countries with a goal of international students making up 5% of our student body.
- Olds College successfully began the implementation of an Education for Employment project in Portachuelo, Bolivia with goal to implement a competency-based education training (CBET) curriculum focused on agriculture, with Instituto Agropecuario Portachuelo (IAP), in the Santa Cruz region. Funding for this project (\$385,000) is from the Department of Foreign Affairs Trade and Development through Colleges and Institutes Canada.
- In partnership with Norquest College, we began the implementation of another Education for Employment project, this time in Rioja, Peru. This project is aimed at the redesign of a food industry diploma, using competency-based training, while building pedagogical and entrepreneurial capacity and strengthening private sector relationships. Funding for this project (\$325,000) is from the Department of Foreign Affairs Trade and Development through Colleges and Institutes Canada.
- Olds College said goodbye to 16 Brazilian students in the beginning of the fall 2015. These students, in their 4th and 5th year of their B.Sc. in the areas of Agronomy and Veterinary Medicine respectively, attended Olds College as part of the Science without Borders Program and took courses and English language training, and to gain work experience in Canada. The Science without Borders Program is a joint effort of both the Brazilian Ministry of Education (MEC) and the Ministry of Science and Technology (MCT) through their respective funding agencies, namely the Federal Agency for Support and Evaluation of Graduate Education of Brazil (CAPES) and the National Council for Technological and Scientific Development (CNPq).
- Olds College welcomed 2 students from the Emerging Leaders in the Americas Program (ELAP) in August and September of 2014. These students attended classes and worked with the Olds College Centre for Innovation.
- Organized 2 International Field Schools for 16 Science Without Borders students who travelled to Western Canada and Eastern Canada in February and April 2015, respectively. We also assisted with a Tourism and Hospitality Study Tour Mexico where 11 students travelled to central Mexico in May 2015 (with funding from the provincial CAGFIL Program).
- Agreements were created with 3 universities to jointly carry out academic, scientific and cultural collaborative activities: Universidad Tecnológica de Tulancingo and Universidad Autónoma Metropolitana in Mexico; and Universidad San Carlos in Paraguay.
- Hosted 3 official international delegations; delegation from Kazakhstan, led by the Deputy Governor of Atyrau Province (February 2015), An Iraqi delegation from Bagdad University (March 2015), Swedish delegation from the University of Uppsala (June 2015), and a delegation from the Dominican Republic, joined us from Universidad Agroforestal Fernando Arturo de Meriño (July 2015)



International Delegates visit Olds College

## RESEARCH

### Olds College Centre for Innovation (OCCI)

Olds College Centre for Innovation (OCCI) is the applied research division of Olds College, achieving innovation through market focused applied research and the development and testing of new innovative products. OCCI is unique in its delivery approach, serving industry needs while providing unprecedented learning opportunities for Olds College students.

Criteria for assessing priority areas for research at Olds College:

- Alignment with industry and regional priorities
- Available funding
- Qualified personnel
- Complementary facilities and equipment
- Alignment with academic programming

OCCI was ranked 27th in Canada for applied research with just over \$2,000,000 in annual research revenue. We placed first in the number of research partnerships we have- a total of 55! This is a testament to the work of the team in building successful relationships with industry and fostering these relationships. OCCI also collaborates with many other Canadian post-secondary institutions and research organizations to achieve success. The rankings were compiled by Research InfoSource.



Seventeen OCCI research staff, seven faculty and eight other college staff were engaged in applied research. Ten students were employed by OCCI as Research Assistants. Two graduate level students conducted their research work at OCCI and two international students visited OCCI through the Emerging Leaders in the Americas Program (ELAP) from Mexico and Peru, and an instructor from Costa Rica came to OCCI to study biodiesel production as part of ELAP's Faculty Leadership Program.

### Highlights from OCCI's key areas of research:

#### Agriculture

- The last year of the Natural Sciences and Engineering Research Council of Canada (NSERC) College University Idea to Innovation grant for "Use of Genomic Tools to Improve Feed Efficiency in Purebred Hereford Cattle" was completed in collaboration with Canadian Hereford Association, University of Alberta, Livestock Gentec, Alberta Agriculture and Forestry. Total project value was \$945,000.
- Greg Rekken joined OCCI as a Research Associate for Sustainable Agriculture.
- A project on "Mapping of lymph nodes in pork" was conducted in collaboration with Agriculture and Agri-Food Canada, University of Calgary, Canada Pork International and funded by Alberta Livestock and Meat Agency (ALMA).
- A project on "Validation of the Sheepbytes feeding model" was conducted in collaboration with Alberta Agriculture and Lakeland College, funded by ALMA.
- A project on "Enhanced biological wastewater treatment for livestock operations" was funded by Natural Sciences and Engineering Research Council of Canada (NSERC) and Environmental Depot.

#### Turfgrass

- Year one of the five year NSERC Innovation Enhancement grant for "Sustainable Turfgrass Management for the Canadian Prairie Provinces" was completed with participation from numerous industry partners.
- Director of our Prairie Turfgrass Research Centre (PTRC), Jim Ross, was awarded the John B. Steel award for Distinguished Service by the Canadian Golf Superintendents Association. Jim Ross retired this year after working for 25 years doing industry research. Jim was responsible for bringing international profile and reputation to PTRC, specifically in the area of winter injury. New research staff including Katie Dodson, Dr. Laura Chaves and Cory Mossing joined the Turf Research Team.
- The research plot area was expanded into Phase II, east of the existing turf plots and wetlands. This involved one additional hectare of Kentucky bluegrass planted for our future plot work as the original hectare is completely full with ongoing trials.
- At least 15 projects were conducted on priority areas including winter injury, weed control, salinity tolerance, drought tolerance and organic fertilizers.

#### Biodiesel

- The six year NSERC funded Biodiesel Research Project was completed in December 2014.
- Projects included the efficient conversion of biodiesel glycerine to value-added chemicals, funded by the Biorefining Conversions Network, and low-cost methods to manufacture green surfactant (laundry and household cleaner) from glycerin and winterized biodiesel, funded by Alberta Innovates BioSolutions.
- OCCI took possession of a new biodiesel processing unit, donated by SAIT.

#### Wetlands

- A three year Strategic Research Plan was approved for wetlands research, monitoring, and public outreach with High Plains Industrial Park.
- Projects included the utilization of barley straw to control algae growth and the application of Floating Island technology to aid establishment of wetland plants in deep water.



#### Apparel

- Western Economic Diversification committed \$2.9M towards our new Apparel Innovation Centre (AIC) in Calgary. The funding supported the purchase of highly specialized equipment used to enhance research, design, innovation, commercialization and training for the apparel industry. The AIC is jointly operated with industry partner, Alberta Garment Manufacturing.
- Projects included the development and testing of a prototype product to protect oil and gas workers from the hazards of hot liquid and steam exposure, the development of a wearable medical device for use in patients with diminished foot sensation and a collaboration with George Brown College in the development and testing of a thermal garment for underground mining applications.

## LEARNING ENTERPRISES

The 'Learning Enterprises' at Olds College – The Olds College Brewery, National Meat Training Centre at Olds College, the Olds College Farm, and the Olds College Greenhouses – teach students not only how to produce, but how to market and distribute product and generate revenue. The learning enterprise model has many benefits, reducing our dependence on government subsidies and allowing us to embed a business-like and entrepreneurial approach into the culture of the College. Most importantly, it allows our students the opportunity to learn the business and run the business at the same time.

- The Olds College Brewery brought production to our system capacity of approximately 6,000 liters per week. Bottling and canning lines were implemented in October 2014 and became fully functional in May. Bottling and canning account for 20 – 25% of sales. We purchased and began implementation of a new software program called 'Beer Run' to better manage production, sales, inventory, and for use as a learning tool for students. The Brewery hired four part-time student assistants during the year, plus two full time students over the summer. Dave Mozel serves as our Brewmaster.
- Along with providing significant learning and research opportunities, the Meat Learning Enterprise generated more than \$465,000 in gross revenue in 2014/15. The Grand Opening of the new Meat Retail store was held in March. All meat sold is locally produced and humanely slaughtered.
- New Farm Manager, Bevin Hamilton, began work in the fall of 2014. A number of livestock and crop trials were conducted, in addition to regular operations.
- The highlight of the Greenhouse Learning Enterprise was the work done by second year horticulture students. Each working group was responsible for a particular greenhouse compartment and crop, taking them from start to finished product, including research on pest control and different production methods. As an end result, the Greenhouse Learning Enterprise was able to market and sell their products, achieving 180% of their revenue target for the year.



## SCHOOL OF AGRIBUSINESS, LAND AND FASHION

The School of Agribusiness, Land and Fashion had another exciting year. The Fashion Institute graduated its first class of Apparel graduates who began and ended their entire program in Calgary. The Hospitality and Tourism program initiated its redesigned Accelerated Diploma program with its first cohort of students. The new and improved Sports Management Diploma was re-introduced. Key program highlights include:

#### AGRICULTURE MANAGEMENT

- High enrolments
- Program at capacity
- "Student Engagement Day" expanded to two days in conjunction with local dealerships

#### LAND & WATER RESOURCES

- Fall Field School" recognized as part of the essential curriculum
- New technical writing course added in response to industry desires

#### LAND ANALYST

- Program was updated to reflect recommendations from program review and legislative changes

#### LAND AGENT

- High enrolments

## APPLIED DEGREE – AGRIBUSINESS

- Program continues to attract students from all across Canada

## BUSINESS (CERTIFICATE AND DIPLOMA)

- Second year students produced recommendations for 6 businesses in Sundre and its Economic Development Office – first trial of problem based learning which will soon be the back bone of the program
- Based upon that work three more communities have submitted requests to work with our students

## SPORTS MANAGEMENT

- Re-introduced the new and improved diploma program
- High enrolments

## FASHION MARKETING

- Students organized and held their annual fashion show which included a guest appearance by Calgary Mayor Naheed Nenshi in costume
- Dual credit work in conjunction with Calgary Board of education was expanded
- Annual Paper Dress Competition was expanded to include two shopping malls in Calgary

## APPAREL TECHNOLOGY

- Graduated first full class in Calgary
- Signed articulation agreement to have graduates move onto the University of Lethbridge's Fine Arts degree program specializing in theatre costuming
- Hosted national Affinity Conference (all Apparel schools in Canada)

## HOSPITALITY & TOURISM MANAGEMENT

- Opened doors to our first class of Accelerated Diploma students
- Received funding from Alberta Hotel and Lodging Association, and the Ministry of Culture & Tourism to develop training videos via YouTube for industrial training use.



Hospitality & Tourism Student showing her skills at the 2015 Gala



Students in the Horticulture Program



Students walking through the Botanic Gardens



### SCHOOL OF ANIMAL SCIENCES AND HORTICULTURE

Animal Sciences and Horticulture at Olds College takes pride in the exemplary programming they offer to students. There continues to be a strong commitment to excellence in teaching with a focus on responding to the unique needs of industry. In order to provide an exceptional learning experience for students, program areas focus on new techniques and innovations in industry, utilization and introduction to new technology and high level hands-on experiences. These, along with access to outstanding facilities, provide our students with an added advantage during their learning and in preparation for their future careers.

- Celebration of the 40th Anniversary of Animal Health Technologies and the 10th Anniversary of Veterinary Medical Receptionist.
- Meat processing team was involved in a Lymph Node Mapping Project with Lacombe Research Centre, Canadian Pork Initiative and the University of Calgary.
- Equine students were involved in many events including the Horse Owners and Breeders Conference, Spruce Meadows and Olds College's Annual Equine Showcase.
- The Brawn Arena underwent extensive upgrades to the HVAC system allowing for a healthier environment for our students, staff and animals.
- Welcomed the largest cohorts of Meat Processing students in the history of the program.
- Successful partnership with Calgary Catholic School District to offer the Veterinary Technical Assistant (VTA) program as Dual Credit in the fall of 2015.
- A Campus Alberta Central grant will support the launch of the on-line version of the Veterinary Medical Receptionist (VMR) program in September 2016.
- Celebration of the 50th Anniversary of Horticulture programming at Olds College.
- Launched the new Horticulture Technician Certificate program and the Turfgrass Management Certificate program with full cohorts.
- The annual fundraising event Surf and Turf, celebrating the connections with industry partners for the last fifty years, was sold out.
- The Brewmaster and Brewery Operations Management Program celebrated the graduation of their first cohort of students in June.
- Horticulture program successfully completed an articulation agreement with Seneca College that recognizes their horticulture diploma and provides clear access to our Applied Degree (Horticulture and Golf Course Management).

### SCHOOL OF TRADES

The School of Trades continues to offer foundation programs that are industry responsive and ensure success for our graduates. But we don't just rely on those old programs, we continue to be forward thinking and responsive to the ever changing job market and as a way to best prepare future grads for their career ahead.

- Apprenticeship - Overall fill rate for 2014/15 of 84%
- Overall provincial pass rate of 89%
- Anticipation of 2015/16 fill rates look above or equal to last year.

Agriculture & Heavy Equipment Technician - Fill rate of 95% in the Certificate program.

Fill rate of 88% in the Diploma program.

Advanced Farrier Sciences- Jan. 2016 intake is 100% enrolled with 16 students.

Program to undergo curriculum review in 2015/16 to meet industry needs.

Transitional Employment Program - Launched this new program August 2015.

100% enrollment for the 2015/16 cohort.

Pre-Employment - Pre-Employment Welder offered in Sundre in spring. This program was the result of a successful partnership with Chinooks Edge School Division (CESD) and Campus Alberta Central (CAC).

Pre-Employment Motorcycle Mechanic is scheduled to start in January 2016. Pre-Employment Heavy Equipment Technician and Welder started in February of 2015. Six CESD and six Adult learners filled the class. This was a Pilot project utilizing a portable Welding Lab and featured 100% retention with 50% of learners being successful.



Heavy Equipment Operators in Action

### MANAGEMENT DISCUSSION & ANALYSIS REPORTING ON 2014 - 2015

Olds College has established a rigorous process for institutional evaluation based upon the measurement of the values, vision, mission, and outcomes statements as set forth in the Olds College Policy Governance Model.

The Board identifies key performance indicators for each outcome and reviews Outcomes Monitoring Reporting with a focus on key performance indicators.

Annually, the Institutional Evaluation Committee of the Board reviews the key performance indicators associated with the College outcomes and assesses the relevance of the measures that form the foundation of the Institutional Scorecard by which institutional performance is evaluated. Concurrently, administration reviews and ensures identification and provision of appropriate measures associated with the key performance indicators for Board consideration.

To enable the Board to monitor institutional evaluation monthly, the Outcomes Monitoring Report is provided to the Board. Administration is responsible for preparing reports and information to assess the College's success in achieving key performance indicators. Board members review, question, comment and provide direction to administration as a function of the monitoring process. An annual Institutional Scorecard provides for the comparison of Outcomes Monitoring Report data against benchmarks established in the approved Comprehensive Institutional Plan.

### INSTITUTIONAL SCORECARD

Over the past century, Olds College has contributed to successful careers for many generations of learners. Part of the success is due to a commitment to ongoing institutional evaluation. This process is based upon the measurement of outcomes, which are enclosed in the framework of the Values, Vision, Mission and Outcomes statements of Olds College.

The Board of Governors identifies key performance indicators for each outcome while administration is responsible for preparing the measures that assess the College's success in achieving key performance indicators.

Olds College is pleased to present a unique format for its Institutional Scorecard. While many metrics are used to guide strategic planning, we have focused on seven key metrics to drive our behaviors. Focused on the delivery of specific and niche programming, we recognize that in order to align to our mission and outcomes, we must commit to the ongoing development of our programming content and delivery methods in addition to continuous investment in capital renewal. As a part of our commitment to a measured approach to such growth and improvement, we have reported these metrics in relation to established goals.

Learners look to Olds College to provide them with the education they need to employ their passion. Our scorecard indicates our success in exceeding their expectations.

### OUTCOMES

**Accessibility:** Olds College, in conjunction with other post-secondary institutions and partners, will operate strategically to provide access to learning opportunities.

**Centre of Specialization:** Olds College will be the leading centre of specialization in agriculture, horticulture and land-based education, entrepreneurship and applied research at the college level.

**Responsiveness:** Olds College will maintain a structure that anticipates and responds quickly and effectively to opportunities and demands as a result of changes in industry, governments and technology.

**Accountability:** Olds College will achieve excellence in educational outcomes while remaining fiscally responsible.

**Sustainability:** Olds College will achieve sustainable operations based on multiple bottom line concepts.

<input checked="" type="checkbox"/>	<i>Increased Targeted Program Enrolment and Overall registrations.</i>
<input checked="" type="checkbox"/>	<i>Implemented a flexible intake model to respond to the needs of our learners and employers.</i>
<input checked="" type="checkbox"/>	<i>Graduated a record number of learners prepared to contribute to the workforce.</i>
<input checked="" type="checkbox"/>	<i>In partnership with CHOC, opened Centennial Village, a brand new 450 bed student housing complex.</i>
<input checked="" type="checkbox"/>	<i>Continued alignment with industry to include field study/practicum models and to provide students with real life work experience as they learn.</i>



# INSTITUTIONAL SCORECARD

Outcome	Key Performance Indicator	Measure	Definition	Score/Weight 2014 – 2015	Score/Weight 2013 – 2014	Score/Weight 2012 – 2013
Accessibility	Interest and Growth	Course Registrations	Distinct course registrations in all forms of program delivery including on-site, off-site, online, blended delivery, dual credit, apprenticeship and continuing education	18.0 / 20	16.7 / 20	18.4 / 20
Centre of Specialization	Centre of Specialization in Programming	Unique Programs	Programs that are unique to the province and/or country based upon subject matter, method of delivery or instructional facilities	8.7 / 10	8.7 / 10	9.3 / 10
		Learners Outside Catchment	Learners from outside of our geographic recruitment catchment of 150 km who have selected to attend our College	10 / 10	8.4 / 10	8.8 / 10
Responsiveness	Evaluation of Services	Student Satisfaction	Student satisfaction survey score based upon 'Overall satisfaction with experience'	15.6 / 20	15.7 / 20	15.7 / 20
Accountability	Graduation	Graduates	Learners who graduated in a given year from all credentials including certificates, diplomas, and applied degrees as well as trained apprentices	18.6 / 20	17.6 / 20	18.5 / 20
Sustainability	Educational Excellence	Changes to Programs	Academic program changes including all revisions, additions, deletions	10 / 10	8.7 / 10	8.7 / 10
	Economic Viability	Net Assets	New capital assets as a percentage of operating budget	10 / 10	10 / 10	10 / 10
<b>Total Institutional Score</b>			<b>Total of all scores that reflect the goals by which our College measures success</b>	<b>90.9%</b>	<b>85.8%</b>	<b>89.4%</b>





Centennial Village, Aerial View



100<sup>th</sup> Graduating Class at Olds College

## YEAR IN REVIEW 2014 - 2015

### July

- Centennial Village Construction Breaks Ground
- Elements Dining Fusion Renovated

### August

- Campus Alberta Teaching Summit

### September

- Olds College Turfgrass Professionals A Cut Above - Jim Ross awarded the John B. Steel Distinguished Service Award
- The development of the Global Agri-Business Commons was announced

### October

- Olds College Awarded World Federation of Colleges and Polytechnics Gold Award of Excellence in Governance
- Olds College Named Among Top 50 Research Colleges
- Olds College Hosts concept for New Community Destination Event – Oldstoberfest

### November

- Seeding Success Movie Premiere
- Ian Hall Named Instructor Emeritus
- Lori Kemp receives the Presidential Instructional Excellence Award.

### December

- Olds College Celebrates 50 Years of Horticulture at Annual Surf & Turf
- Animal Sciences Programs 40th and 10th Anniversary
- Olds College and RBC Partner for Student Mental Health

### January

- O-NET Announced as Partner of the Year
- Hospitality and Tourism Showcase
- Olds College Takes Education for Employment to South America
- CLC High Performance Centre Expansion Opens

### February

- New Board Members Announced
- Gala Keynote Speaker - Paul DePodesta Announced
- Student Night of Distinction
- Hosted the 2015 ACAC Women's Volleyball Championships

### March

- Business Students Take Third in Case Competition
- Meat Retail Centre Expansion Opening
- Wimbledon Pro Returns to Olds College
- Hosted the 2015CCAA National Curling Championships
- Students Amaze with Designs at the Paper Dress Competition at The Fashion Institute
- National Entrepreneurship Program Award
- Growing the Legacy Gala hosted at Ralph Klein Centre

### April

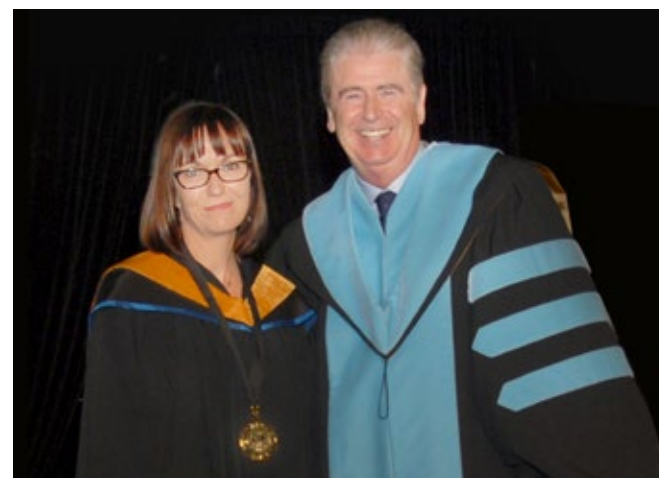
- Students Take Home RED Challenge Championship
- Students Show Expertise at Equine Showcase
- Business Students Consult with Small Town Businesses
- Broncos Announce Women's Hockey Coach
- Alberta Craft Maltting Named Provincial Champions at TEC VenturePrize
- Annual Fashion Show at the Fashion Institute by Olds College 'Framed: The Show' Wows Guests

### May

- Olds College Brewery Joins Beer Canada
- Seeding Success, 100 years of Olds College Airs on CTV2

### June

- Olds College Hosts Calgary Board Advocacy Breakfast at Calgary Campus
- Olds College Celebrates 100th Graduating Class



Dr. H.J. (Tom) Thompson posing with Lori Kemp after she received the Presidential Instructional Excellence Award

## IT HAPPENED AT OLDS COLLEGE



2015 Paper Dress Competition

- Groundbreaking of Centennial Village Student Housing and Conference Facility
- Hosting CCAA National Curling Championships
- Hosting ACAC Provincial Women's Volleyball Championships
- Hosting the first Oldstoberfest, and providing the vision for a community-wide destination event
- Graduating our 100th Class of students
- Olds College Students Peter Schill and Tyler Rose Capturing the RED Challenge and TEC VenturePrize Championships.
- Grand Opening of the new, renovated, National Meat Training Centre Meat Store
- Supporting student mental health via a new online program called "BreathingRoom"
- Celebrating 50 Years of Horticulture at Olds College at our Surf & Turf event
- Celebrating the 40th intake of students into the Animal Health Technology program, and the 10th intake of students into the Veterinary Medical Receptionist program
- Hosting the world premiere of the Olds College documentary, "Seeding Success"
- Ian Hall named Instructor Emeritus
- Olds College Receives the Gold Medal for Excellence in Post-Secondary Governance via the World Federation of Colleges and Polytechnics (WFCP)



**OLDS COLLEGE  
CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED JUNE 30, 2015**

Statement of Management Responsibility

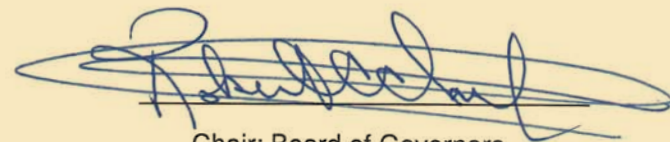
The College is responsible for the preparation of the consolidated financial statements and has prepared them in accordance with Canadian public sector accounting standards as described in note 2 to the financial statements. The financial statements present fairly the financial position of the College as at June 30, 2015 and results of its operations, remeasurement gains and losses and cash flows for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the College has developed and maintains a system of internal control designed to provide reasonable assurance that College assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the consolidated financial statements.

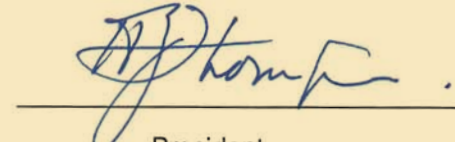
The Board of Governors is responsible for reviewing and approving the consolidated financial statements, and overseeing management's performance of its financial reporting responsibilities.

The Board of Governors carries out its responsibility for review of the consolidated financial statements principally through its Audit Committee. The Audit Committee meets with management and the external auditor to discuss the results of audit examinations and financial reporting matters. The external auditor has full access to the Audit Committee, with and without presence of management.

The consolidated financial statements have been reported on by the Auditor General of the Province of Alberta, the auditor appointed under the *Post-secondary Learning Act*. The Independent Auditor's Report outlines the scope of the audit and provides the audit opinion on the fairness of presentation of the information in the consolidated financial statements.



Chair: Board of Governors



President

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Independent Auditor's Report



To the Board of Governors of Olds College

**Report on the Consolidated Financial Statements**

I have audited the accompanying consolidated financial statements of Olds College, which comprise the consolidated statement of financial position as at June 30, 2015, and the consolidated statements of operations, remeasurement gains and losses, and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

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

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

**Auditor's Responsibility**

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

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

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Opinion**

In my opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Olds College as at June 30, 2015, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

[Original signed by Merwan N. Saher FCPA, FCA]

Auditor General

October 22, 2015

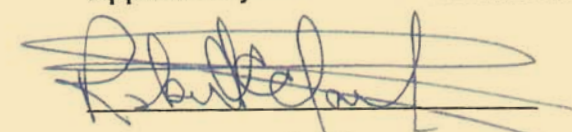
Edmonton, Alberta

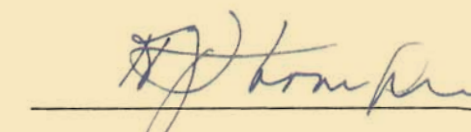
**Olds College**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
 As at June 30, 2015  
 (thousands of dollars)

	2015	2014
<b>Assets</b>		
Cash	\$ 8,480	\$ 378
Portfolio investments (note 4)	21,855	21,160
Accounts receivable (note 6)	3,528	8,154
Inventories and prepaid expenses	1,711	2,227
Investment in Olds College Trust (note 7)	2,466	2,757
Tangible capital assets (note 8)	75,027	74,944
	<u>\$ 113,067</u>	<u>\$ 109,620</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	\$ 6,202	\$ 6,375
Deferred revenue (note 10)	77,386	75,038
	<u>83,588</u>	<u>81,413</u>
<b>Net Assets</b>		
Endowments (note 11)	9,365	8,779
Accumulated operating surplus (note 12)	19,872	18,877
Accumulated remeasurement gains and losses	242	551
	<u>\$ 29,479</u>	<u>\$ 28,207</u>
	<u>\$ 113,067</u>	<u>\$ 109,620</u>

Contingent liabilities and contractual obligations (notes 14 and 15)

Approved by the Board of Governors:

  
 Chair: Board of Governors

  
 President

The accompanying notes are an integral part of these consolidated financial statements.

## Olds College

CONSOLIDATED STATEMENT OF OPERATIONS  
YEAR ENDED June 30, 2015  
(thousands of dollars)

	Budget 2015	Actual 2015	Actual 2014
	(note 22)		
<b>Revenue</b>			
Government of Alberta grants (note 20)	\$ 27,936	\$ 30,615	\$ 30,358
Federal and other government grants	-	1,594	490
Sales of services and products	14,911	11,162	10,693
Student tuition and fees	8,048	8,148	7,102
Donations and other grants	720	3,353	3,654
Investment income (note 16)	1,104	1,411	975
Gain on disposal of tangible capital assets	-	87	1,563
	<u>52,719</u>	<u>56,370</u>	<u>54,835</u>
<b>Expenses (note 17)</b>			
Instruction	15,198	18,657	18,740
Academic and student support	7,135	8,849	7,868
Facility operations and maintenance	5,428	6,499	5,908
Institutional support	15,964	11,715	10,840
Ancillary services	3,912	3,571	4,447
Sponsored research	2,705	2,619	1,944
Special purpose and trust	1,811	3,465	3,250
	<u>52,153</u>	<u>55,375</u>	<u>52,997</u>
<b>Operating surplus</b>	566	995	1,838
<b>Accumulated operating surplus at beginning of year</b>	18,877	18,877	17,039
<b>Accumulated operating surplus at end of year (note 12)</b>	<u>\$ 19,433</u>	<u>\$ 19,872</u>	<u>\$ 18,877</u>

The accompanying notes are an integral part of these consolidated financial statements.

## Olds College

CONSOLIDATED STATEMENT OF CASH FLOWS  
YEAR ENDED June 30, 2015  
(thousands of dollars)

	2015	2014
<b>Operating transactions</b>		
Operating surplus	\$ 995	\$ 1,838
Add (deduct) non-cash items:		
Amortization of tangible capital assets	5,262	4,942
Gain on disposal of tangible capital assets	(87)	(1,563)
Expended capital recognized as revenue	(3,786)	(3,895)
Change in unrealized loss (gain) on derivatives	-	(48)
Loss on investment in Olds College Trust	481	299
	<u>1,870</u>	<u>(265)</u>
(Increase) decrease in accounts receivable	4,626	(3,814)
(Increase) decrease in inventories and prepaid expenses	516	(257)
Decrease in accounts payable and accrued liabilities	(176)	(1,606)
Increase in deferred revenue	4,129	5,924
	<u>11,960</u>	<u>1,820</u>
<b>Cash provided by (applied to) operating transactions</b>		
<b>Investing transactions</b>		
Purchase of portfolio investments	(14,190)	(16,570)
Proceeds on sale of portfolio investments	15,078	18,192
Endowment investment earnings	124	96
Investment in Olds College Trust	(190)	-
	<u>822</u>	<u>1,718</u>
<b>Cash provided by (applied to) investing transactions</b>		
<b>Financing transactions</b>		
Endowment contributions	462	291
Debt repayment	-	(2,190)
	<u>462</u>	<u>(1,899)</u>
<b>Cash provided by (applied to) financing transactions</b>		

The accompanying notes are an integral part of these consolidated financial statements.

## Olds College

CONSOLIDATED STATEMENT OF CASH FLOWS  
YEAR ENDED June 30, 2015  
(thousands of dollars)

	2015	2014
<b>Capital transactions</b>		
Acquisition of tangible capital assets	(5,506)	(6,197)
Proceeds on sale of tangible capital assets	364	3,912
<b>Cash applied to capital transactions</b>	<b>(5,142)</b>	<b>(2,285)</b>
<b>Increase (decrease) in cash and cash equivalents</b>	<b>8,102</b>	<b>(646)</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>378</b>	<b>1,024</b>
<b>Cash and cash equivalents at end of year</b>	<b>\$ 8,480</b>	<b>\$ 378</b>

The accompanying notes are an integral part of these consolidated financial statements.

## CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES YEAR ENDED June 30, 2015 (thousands of dollars)

	2015	2014
<b>Accumulated remeasurement gains (losses) at beginning of year</b>	<b>\$ 551</b>	<b>\$ (64)</b>
Unrealized gains (losses) attributable to:		
Foreign exchange	421	-
Portfolio investments	(179)	551
Amounts reclassified to (from) statement of operations:		
Foreign exchange	(82)	-
Portfolio investments	(469)	64
<b>Accumulated remeasurement gains at end of year</b>	<b>\$ 242</b>	<b>\$ 551</b>

The accompanying notes are an integral part of these consolidated financial statements.

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

### 1. Authority and Purpose

The Board of Governors of Olds College is a corporation which manages and operates Olds College ("the College") under the *Post-Secondary Learning Act* (Alberta). All members of the Board of Governors are appointed by either the Lieutenant Governor in Council or the Minister of Innovation and Advanced Education, with the exception of the President, who is an *ex officio* member. Under the *Post-Secondary Learning Act*, Campus Alberta Sector Regulation, the College is a comprehensive community institution offering mandated credentials and programs. The College is a registered charity, and under section 149 of the *Income Tax Act* (Canada), is exempt from the payment of income tax. The tax exemption does not extend to its 100% interest in Olds College Trust.

### 2. Summary of Significant Accounting Policies and Reporting Practices

#### a. General - Canadian Public Sector Accounting Standards (PSAS) and Use of Estimates

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards. The measurement of certain assets and liabilities is contingent upon future events; therefore, the preparation of these consolidated financial statements requires the use of estimates, which may vary from actual results. The College's management uses judgment to determine such estimates. Amortization of capital assets and the revenue recognition for expended capital are the most significant items based on estimates. In management's opinion, the resulting estimates are within reasonable limits of materiality and are in accordance with the significant accounting policies summarized below. These significant accounting policies are presented to assist the reader in evaluating these financial statements and, together with the following notes, should be considered an integral part of the financial statements.

#### b. Net Debt Model Presentation

Canadian public sector accounting standards require a net debt presentation for the consolidated statement of financial position in the summary financial statements of governments. Net debt presentation reports the difference between financial assets and liabilities as net debt or net financial assets as an indicator of future revenues required to pay for past transactions and events. The College operates within the government reporting entity, and does not finance all its expenditures by independently raising revenues. Accordingly, these consolidated financial statements do not report a net debt indicator.

#### c. Valuation of Financial Assets and Liabilities

The College's financial assets and liabilities are generally measured as follows:

<u>Financial Statement Component</u>	<u>Measurement</u>
Cash and cash equivalents	Fair Value
Portfolio investments	Fair Value
Accounts receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost

Unrealized gains and losses from changes in the fair value of unrestricted financial instruments are recognized in the consolidated statement of remeasurement gains and losses. Upon settlement, the cumulative gain or loss is reclassified from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of operations.

Unrealized gains and losses from changes in the fair value of restricted financial instruments are recognized as a liability under deferred revenue or endowments.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the consolidated statement of operations. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value.

The College does not use foreign currency contracts or any other type of derivative financial instruments for trading or speculative purposes.

Management evaluates contractual obligations for the existence of embedded derivatives and elects to either designate the entire contract for fair value measurement or separately measure the value of the derivative component when characteristics of the derivative are not closely related to the economic characteristics and risks of the contract itself. Contracts to buy or sell non-financial items for the College's

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

### 2. Summary of Significant Accounting Policies and Reporting Practices (continued)

#### c. Valuation of Financial Assets and Liabilities (continued)

normal purchase, sale or usage requirements are not recognized as financial assets or liabilities. The College does not have any embedded derivatives.

#### d. Revenue Recognition

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recorded as deferred revenue.

#### Government Grants, Non-government Grants and Donations

Government transfers are referred to as government grants.

Restricted grants and donations are recognized as deferred revenue if the terms for the use, or the terms along with the College's actions and communications as to the use, create a liability. These grants and donations are recognized as revenue as the terms are met. If the grants and donations are used to acquire or construct tangible capital assets, revenue will be recognized over the useful life of the tangible capital assets.

Government grants without terms for the use of the grant are recorded as revenue when the College is eligible to receive the funds. Unrestricted non-government grants and donations are recorded as revenue in the year received or in the year the funds are committed to the College if the amount can be reasonably estimated and collection is reasonably assured.

In-kind donations of services, materials and tangible capital assets are recorded at fair value when such value can reasonably be determined. Transfers of tangible capital assets from related parties are recorded at the carrying value. While volunteers as well as College staff contribute a significant amount of time each year to assist the College in carrying out its mission, the value of their services are not recognized in the consolidated financial statements because fair value cannot be reasonably determined.

#### Grants and donations related to land

Grants and donations for the purchase of land are recognized as deferred revenue when received, and recognized as revenue when the land is purchased.

An in-kind contribution of land is recognized as revenue at the fair value of the land when a fair value can be reasonably determined. When fair value cannot be reasonably determined, the in-kind contribution is recorded at nominal value.

#### Endowments

Donations that must be maintained in perpetuity are recognized as a direct increase in endowment net assets when received or receivable. Investment income that also must be maintained in perpetuity are recognized as endowment net assets when received or receivable.

#### Investment income

Investment income includes dividend and interest income, and realized gains or losses on the sale of portfolio investments. Unrealized gains and losses on portfolio investments that are from unrestricted grants and donations are recognized in the consolidated statement of accumulated remeasurement gains and losses until settlement. Once realized, these gains or losses are recognized as investment income in the consolidated statement of operations.

Investment income from restricted grants and donations is recognized as deferred revenue when the terms for use create a liability, and is recognized as investment income when the terms of the grant or donation are met.

#### e. Inventories

Inventories held for resale are valued at the lower of cost and expected net realizable value and are determined using the first in first out basis. Inventories held for consumption are valued at cost. Agricultural inventories are measured at net realizable value.



# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

### 2. Summary of Significant Accounting Policies and Reporting Practices (continued)

#### f. Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset. Work in progress, which includes facilities and improvement projects and development of information systems, is not amortized until after the project is complete and the asset is in service.

The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over the estimated useful lives as follows:

Site improvements	10 - 40 years
Buildings	5 - 40 years
Leasehold improvements	Term of lease
Furniture and equipment	2 - 20 years
Vehicles	4 - 15 years
Computer hardware and software	3 - 10 years

Tangible capital assets are written down when conditions indicate that they no longer contribute to the College's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the consolidated statement of operations.

Intangible assets, works of art, historical treasures and collections are expensed when acquired and not recognized as tangible capital assets.

#### g. Foreign Currency Translation

Financial assets and liabilities recorded in foreign currencies are translated to Canadian dollars at the year-end exchange rate. Revenues and expenses are translated at average weekly exchange rates. In the period of settlement, realized gains or losses from these translations are included in investment income. Unrealized gains and losses are recognized in the consolidated statement of remeasurement gains and losses.

#### h. Employee Future Benefits

##### i. Pension

The College participates with other employers in the Local Authorities Pension Plan (LAPP). This pension plan is a multi-employer defined benefit pension plan that provides pensions for the College's participating employees based on years of service and earnings.

The College does not have sufficient plan information on the LAPP to follow the standards for defined benefit accounting, and therefore follows the standards for defined contribution accounting. Accordingly, pension expense recorded for the LAPP is comprised of employer contributions to the plan that are required for its employees during the year, which are calculated based on actuarially pre-determined amounts that are expected to provide the plan's future benefits.

##### ii. Administrative Leave

A liability is recorded annually equal to the amount of administrative leave accrued to June 30 each year as defined in the employee's terms of employment. This amount is included in the accounts payable and accrued liabilities balance.

##### iii. Deferred Salary Leave

This four-for-five leave plan requires participating employees to make contributions of 15% of their salary over a four year period (to a total of 60%). Interest earnings are attributed by the College to the accumulated employee contributions at the end of each month. In the year of leave, the College pays the employee 85% of their salary and the employee also receives eligible benefits. This is funded by the employee's contributions and accumulated interest. When the employee contributions and accumulated interest is depleted, any remaining leave is funded by the College. This is expensed and recorded as a liability in the year the employee is scheduled and approved to take their leave and the option to opt-out is no longer available to the employee.

#### i. Basis of Consolidation

The proportionate consolidation method is used to record the College's share of each financial statement component of the following joint ventures:

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

### 2. Summary of Significant Accounting Policies and Reporting Practices (continued)

#### i. Basis of Consolidation (continued)

- Community Learning Campus (50% interest)
- Campus Alberta Central (50% interest)

These joint ventures are material to the College's financial statements. Separate condensed financial information and a description of these joint ventures is presented in note 21.

#### Interest in Government business enterprise

The modified equity method is used to record the College's interest in the following government business enterprise.

- Olds College Trust (100% interest)

Separate condensed financial information and a description of this government business enterprise is presented in note 7.

#### j. Expense by function

The College uses the following function categories on its consolidated statement of operations:

##### Instruction

Expenses directly related to the delivery of programming and training within the College, whether for credit or non-credit programs.

##### Academic and student support

Expenses relating to activities directly supporting the academic functions of the College. This includes items such as libraries and galleries and expenses for Deans. Academic and student support also includes expenses for centralized functions that support individual students or groups of students.

##### Facilities operations and maintenance

Expenses relating to maintenance and renewal of facilities that house the teaching, research and administrative activities within the College. These include utilities, facilities administration, building maintenance, custodial services, landscaping and grounds keeping, as well as major repairs and renovations.

##### Institutional support

Includes expenses for centralized College-wide administration including executive management, public relations, alumni relations and development, corporate insurance premiums, corporate finance, human resources, centralized and core computing, network and data communications.

##### Ancillary services

Expenses relating to the College's business enterprises that provide services and products to the College community and to external individuals and organizations.

##### Sponsored research

Expenses for all sponsored research activities specifically funded by restricted grants and donations.

##### Special purpose and trust

Expenses for scholarships and donations, and other programs specifically funded by restricted grants and donations.

#### k. Funds and Reserves

Certain amounts, as approved by the Board of Governors, are set aside in accumulated surplus for future operating and capital purposes. Transfers to or from funds and reserves are an adjustment to the respective fund when approved.

### 3. Changes in Accounting Policies

#### PS 3260 Liability for Contaminated Sites

In June 2010, the Public Sector Accounting Board issued this accounting standard effective for fiscal years starting on or after April 1, 2014. Contaminated sites are a result of contamination being introduced into air, soil, water, or sediment of a chemical, organic, or radioactive material, or live organism that exceeds an environmental standard. The College adopted this accounting standard retroactively as of July 1, 2014, but without restatement of prior period results. The adoption of this standard had no impact on the College's financial results.

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

### 4. Portfolio Investments

The composition, fair value, and annual market yields on portfolio investments are as follows:

	2015			
	Level 1	Level 2	Level 3	Total
Investments at fair value:				
Canadian corporate bonds	\$ 4,978	\$ -	\$ -	\$ 4,978
Canadian equity	8,064	-	-	8,064
Foreign equity	8,813	-	-	8,813
Total investments	\$ 21,855	\$ -	\$ -	\$ 21,855

	2014			
	Level 1	Level 2	Level 3	Total
Investments at fair value:				
Canadian corporate bonds	\$ 5,428	\$ -	\$ -	\$ 5,428
Canadian equity	8,414	-	-	8,414
Foreign equity	7,318	-	-	7,318
Total investments	\$ 21,160	\$ -	\$ -	\$ 21,160

The fair value measurements are those derived from:

Level 1 – Quoted prices in active markets for identical assets or liabilities;

Level 2 – Market-based inputs other than quoted prices that are observable for the asset or liability either directly as prices or indirectly derived from prices;

Level 3 – Inputs for the asset or liability that are not based on observable market data; assumptions are based on the best internal and external information available and are most suitable and appropriate based on the type of financial instrument being valued in order to establish what the transaction price would have been on the measurement date in an arm's length transaction.

### 5. Financial Risk management

The College is exposed to a variety of financial risks, including market risk, foreign currency risk, interest rate risk, credit risk, and liquidity risk. To manage these risks, the College invests in a diversified portfolio of investments that is guided by established investment policies that outline risk and return objectives. The long term objective of the College's investment policies is to achieve a long term real rate of return in excess of fees and expenses and maintain the real value of the fund.

The College is exposed to the following risks:

#### Market risk

The College is exposed to market risk - the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security, its issuer or general market factors affecting all securities. To manage this risk, the College has established an investment policy with a target mix that is diversified by asset class with individual issuer limits and is designed to achieve a long-term rate of return that in real terms equals or exceeds total endowment expenditures with an acceptable level of risk.

The College assesses its portfolio sensitivity to a percentage increase or decrease in the market prices. The sensitivity rate is determined using the historical annualized standard deviation for the total fund as determined by the investment advisor. At June 30, 2015, if market prices had a 10% (2014 - 10%) increase or decrease with all other variables held constant, the increase or decrease in remeasurement gains and losses and endowment net assets for the year would have been a total of \$1,742 (2014 - \$1,642).

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

The primary objectives of the College investment activities for operational funds are security, liquidity and return on investment. The primary objective of the investment activities for Foundation funds is to provide a contribution to the current and long term funding requirements of the College.

#### Foreign currency risk

The College is exposed to foreign exchange risk on investments that are denominated in foreign currencies. The College does not use foreign currency forward contracts or any other type of derivative financial instruments for trading or speculative purposes. The College's exposure to foreign exchange risk is very low due to minimal business activities conducted in a foreign currency.

#### Credit risk

The College is exposed to credit risk on investments arising from the potential failure of a counterparty, debtor or issuer to honor its contractual obligations. To manage this risk, the College has established an investment policy with required minimum credit quality standards and issuer limits. The credit risk from accounts receivable is low as the majority of balances are due from government agencies and corporate sponsors.

The credit risks on investments held are as follows:

Credit Rating	2015	2014
<b>Bonds</b>		
A	38.21%	40.61%
BBB	48.68%	51.30%
BB	13.11%	8.09%
	<u>100.00%</u>	<u>100.00%</u>

#### Liquidity risk

The College maintains a portfolio of investments with rolling maturity dates to manage short-term cash requirements.

#### Interest rate risk

Interest rate risk is the risk to the College's earnings that arise from the fluctuations in interest rates and the degree of volatility of these rates. This risk is managed by investment policies that limit the term to maturity of certain fixed income securities that the College holds.

The maturity and effective market yield of interest bearing investments are as follows:

	< 1 year	1 to 5 years	> 5 years	Average effective market yield
Canadian government and corporate bonds	\$ -	\$ 1,262	\$ 3,717	4.28%

### 6. Accounts Receivable

	2015	2014
Accounts receivable	\$ 1,212	\$ 2,069
Other receivable	2,378	6,213
Less allowance for doubtful accounts	(62)	(128)
	<u>\$ 3,528</u>	<u>\$ 8,154</u>

Accounts receivable are unsecured and non-interest bearing.

## Olds College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
YEAR ENDED June 30, 2015  
(thousands of dollars)

### 7. Investment in Olds College Trust

The College holds a 100% interest in the Olds College Trust (the "Trust"), a profit-oriented established Trust property to advance the interest of its primary beneficiary, the College. The intent of the Trust is to provide revenue streams for the College from the administration of the Trust property.

The College's investment in the Trust is as follows:

	Unaudited	
	2015	2014
Balance, beginning of year	\$ 2,757	\$ 3,056
Net loss in Trust in the year	(481)	(299)
Additional investment in the trust	190	-
	<u>\$ 2,466</u>	<u>\$ 2,757</u>
	2015	2014
Financial Position		
Total assets	<u>\$ 2,466</u>	<u>\$ 2,757</u>
Operations		
Net loss for the year	<u>\$ (481)</u>	<u>\$ (299)</u>

Olds College Trust has provided guarantees on the mortgage debt of the Pomeroy Hotel of \$3,080.

## Olds College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
YEAR ENDED June 30, 2015  
(thousands of dollars)

### 8. Tangible Capital Assets

	2015							
	Land	Leaseholds	Site improvements	Buildings	Furnishings & Equipment <sup>(1)</sup>	Vehicles	Computer Hardware & Software	Total
<b>Cost</b>								
Beginning of year	\$ 2,338	\$ 1,052	\$ 12,685	\$ 97,912	\$ 23,277	\$ 1,201	\$ 8,153	\$ 146,618
Acquisitions	-	30	503	1,375	2,831	81	802	5,622
Disposals, including write-downs	-	(33)	-	-	(429)	(74)	(1)	(537)
	<u>2,338</u>	<u>1,049</u>	<u>13,188</u>	<u>99,287</u>	<u>25,679</u>	<u>1,208</u>	<u>8,954</u>	<u>151,703</u>
<b>Accumulated Amortization</b>								
Beginning of year	\$ -	\$ 143	\$ 2,344	\$ 45,485	\$ 16,645	\$ 675	\$ 6,382	\$ 71,674
Amortization expense	-	64	392	2,075	1,885	98	748	5,262
Effects on disposals, including write-downs	-	(33)	-	-	(151)	(75)	(1)	(260)
	<u>-</u>	<u>174</u>	<u>2,736</u>	<u>47,560</u>	<u>18,379</u>	<u>698</u>	<u>7,129</u>	<u>76,676</u>
<b>Net book value at June 30, 2015</b>	<u>\$ 2,338</u>	<u>\$ 875</u>	<u>\$ 10,452</u>	<u>\$ 51,727</u>	<u>\$ 7,300</u>	<u>\$ 510</u>	<u>\$ 1,825</u>	<u>\$ 75,027</u>
Net book value at June 30, 2014	\$ 2,338	\$ 909	\$ 10,341	\$ 52,427	\$ 6,632	\$ 526	\$ 1,771	\$ 74,944

Historic cost includes work-in-progress at June 30, 2015 totaling \$43 (2014 - \$762) comprising of buildings. Work in progress is not amortized until projects are completed and the assets are available for use.

Acquisitions during the year includes in-kind contributions in the amount of \$116 (2014 - \$198).

(1) Furniture and equipment includes heavy equipment, office equipment and furniture, and other equipment.

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

### 9. Employee Future Benefit Liabilities

#### (a) Administrative leave

The College provides for certain senior executives to accrue a paid leave of absence at the end of their administrative appointment. Upon completing their term of service, the individual's salary and benefits in effect at the end of the service are paid for the duration of the leave.

A liability is recorded annually equal to the amount of administrative leave accrued to June 30 each year as defined in the employee's terms of employment. This amount is included in the accounts payable and accrued liabilities balance.

#### (b) Deferred salary leave

This four-for-five leave plan requires participating employees to make contributions of 15% of their salary over a four year period (to a total of 60%). Interest earnings are attributed by the College to the accumulated employee contributions at the end of each month. In the year of leave, the College pays the employee 85% of their salary and the employee also receives eligible benefits. This is funded by the employee's contributions and accumulated interest. When the employee contributions and accumulated interest is depleted, any remaining leave is funded by the College. This is expensed and recorded as a liability in the year the employee is scheduled and approved to take their leave and the option to opt-out is no longer available to the employee. This amount, \$417 (2014 - \$216) is included in the accounts payable and accrued liabilities balance.

#### (c) Local Authorities Pension Plan

The Local Authorities Pension Plan (LAPP) is a multi-employer contributory defined benefit pension plan for support staff members and is accounted for on a defined contribution basis. At December 31, 2014, the LAPP reported an actuarial deficiency of \$2,454,636 (2013 - deficiency of \$4,861,516). An actuarial valuation of the LAPP was carried out as at December 31, 2013 and was then extrapolated to December 31, 2014. The pension expense recorded in these financial statements is \$2,540 (2014 - \$2,407). Other than the requirement to make additional contributions, the College does not bear any risk related to the LAPP deficiency.

### 10. Deferred Revenue

Deferred revenue is comprised of externally restricted grants and donations, restricted grants and donations spent on capital acquisitions (not yet recognized as revenue), and unearned tuition and other fees. Deferred revenues are set aside for specific purposes as required either by legislation, regulation or agreement:

2015

	Deferred Research and Special purpose	Unspent capital contributions	Spent capital contributions	Tuition and other fees	Total
Balance, beginning of year	\$ 8,264	\$ 3,439	\$ 62,259	\$ 1,076	\$ 75,038
Grants, net tuition, donations received	4,766	4,588	-	997	10,351
Restricted investment income	1,594	-	-	-	1,594
Unrealized gains (losses)	(496)	-	-	-	(496)
Unearned capital acquisition transfers	-	(4,273)	4,273	-	-
Recognized as revenue	(3,493)	(609)	(3,786)	(484)	(8,372)
Transfer from/to endowment	(374)	-	-	-	(374)
Other transfers	69	-	(250)	(174)	(355)
Balance, end of year	\$ 10,330	\$ 3,145	\$ 62,496	\$ 1,415	\$ 77,386

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

2014

	Deferred Research and Special purpose	Unspent capital contributions	Spent capital contributions	Tuition and other fees	Total
Balance, beginning of year	\$ 6,560	\$ 2,328	\$ 61,893	\$ 1,059	\$ 71,840
Grants, net tuition, donations received	3,413	5,538	-	1,024	9,975
Restricted investment income	2,175	121	-	-	2,296
Unearned capital acquisition transfers	-	(4,219)	4,219	-	-
Recognized as revenue	(3,884)	(8)	(3,895)	(1,101)	(8,888)
Other transfers	-	(321)	42	94	(185)
Balance, end of year	\$ 8,264	\$ 3,439	\$ 62,259	\$ 1,076	\$ 75,038

### 11. Endowments

Endowments consist of externally restricted donations received by the College and internal allocations by the College's Board of Governors, the principal of which is required to be maintained intact in perpetuity.

Investment income earned on endowments must be used in accordance with the various purposes established by the donors or the Board of Governors. Benefactors as well as College policy stipulate that the economic value of the endowments must be protected by limiting the amount of income that may be expended and reinvesting unexpended income.

Under the *Post-Secondary Learning Act*, the College has the authority to alter the terms and conditions of endowments to enable:

- income earned by the endowment to be withheld from distribution to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment.
- encroachment on the capital of the endowment to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment if, in the opinion of the Board of Governors, the encroachment benefits the College and does not impair the long-term value of the fund.

In any year, if the investment income earned on endowments is insufficient to fund the spending allocation, the spending allocation is funded from the cumulative capitalized income.

The composition of endowments is as follows:

	2015	2014
Balance, beginning of year	\$ 8,779	\$ 8,392
Endowment contributions	462	291
Realized investment gain (note 16)	124	96
Balance, end of year	\$ 9,365	\$ 8,779
Cumulative contributions	\$ 8,602	\$ 8,140
Cumulative capitalized income	763	639
	\$ 9,365	\$ 8,779

# Olds College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
YEAR ENDED June 30, 2015  
(thousands of dollars)

## 12. Accumulated Operating Surplus

The composition of accumulated operating surplus is as follows:

	Accumulated surplus from operations	Investment in tangible capital assets	Internally restricted surplus	Accumulated Operating surplus
<b>Balance as at June 30, 2013</b>	\$ 3,620	\$ 11,690	\$ 1,729	\$ 17,039
Operating surplus	1,838	-	-	1,838
Acquisition of tangible capital assets	(1,697)	1,697	-	-
Net book value of tangible capital asset disposals	2,016	(2,016)	-	-
Amortization of tangible capital assets	1,367	(1,367)	-	-
Long-term liabilities - repayment	(2,238)	2,238	-	-
Net transfer	(146)	-	146	-
Net expenditures of internally restricted net assets	-	486	(486)	-
<b>Balance as at June 30, 2014</b>	4,760	12,728	1,389	18,877
Operating surplus	995	-	-	995
Acquisition of tangible capital assets	(1,346)	1,352	(6)	-
Net book value of tangible capital asset disposals	17	(17)	-	-
Amortization of tangible capital assets	1,475	(1,475)	-	-
Net transfer	(825)	16	809	-
<b>Balance as at June 30, 2015</b>	\$ 5,076	\$ 12,604	\$ 2,192	\$ 19,872

Investment in tangible capital assets represents the amount of the College's accumulated surplus that has been invested in the College's capital assets.

## 13. Internally Restricted Surplus

Internally restricted net assets represent amounts set aside by the College's Board of Governors for specific purposes. These amounts are not available for other purposes without the approval of the Board and do not have interest allocated to them. Internally restricted net assets with significant balances include:

	July 1, 2014	Appropriations	Disbursements	June 30, 2015
<b>Appropriations for operating activities</b>				
Infrastructure renewal	\$ 412	\$ -	\$ 6	\$ 406
Calgary Campus	104	-	104	-
Brewery Program	314	-	314	-
Reserve for operational and capital assets	-	418	-	418
Faculty professional development	100	-	-	100
Continuing Education development	74	-	-	74
Community Learning Campus operations	378	286	-	664
Scholarships	7	-	-	7
Campus Alberta Central	-	778	255	523
	\$ 1,389	\$ 1,482	\$ 679	\$ 2,192

# Olds College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
YEAR ENDED June 30, 2015  
(thousands of dollars)

## 14. Contingent Liabilities

The College, in the conduct of its normal activities, is a defendant in a number of legal proceedings. While the ultimate outcome and liability of these proceedings cannot be reasonably estimated at this time, the College believes that any settlement will not have a material adverse effect on the financial position or the results of operations of the College. Based on legal advice, management has concluded that none of the claims meet the criteria for being recorded under PSAS.

The College has identified potential asset retirement obligations related to the existence of asbestos in a number of its facilities. Although not a current health hazard, upon renovation or demolition of these facilities, the College may be required to take appropriate remediation procedures to remove the asbestos. As the College has no legal obligation to remove the asbestos in these facilities as long as the asbestos is contained and does not pose a public health risk, the fair value of the obligation cannot be reasonably estimated due to the indeterminate timing and scope of the removal. The asset retirement obligations for these assets will be recorded in the period in which there is certainty that the capital project will proceed and there is sufficient information to estimate fair value of the obligation.

## 15. Contractual Obligations

The College has contractual obligations which are commitments that will become liabilities in the future when the terms of the contracts or agreements are met. The estimated aggregate amount payable for the unexpired terms of these contractual obligations are as follows:

	Service Contracts	Capital Projects	Long-term Leases	Total
2016	\$ 166	\$ 2,623	\$ 29	\$ 2,818
2017	167	-	15	182
2018	38	-	-	38
	\$ 371	\$ 2,623	\$ 44	\$ 3,038

The College has entered into a contract for food services until April 2023. As the agreement is on commissions from retail food services based on a percentage of incremental gross sales, the College is unable to estimate the amount to be committed in future periods.

## 16. Investment Income

	2015	2014
<b>Restricted funds</b>		
Investment earnings on cash and portfolio investments held for endowments and other restricted purposes	\$ 1,683	\$ 2,589
Transferred to deferred revenue	(1,103)	(2,296)
Transfer to endowments (note 11)	(124)	(96)
Deferred revenue recognized as investment income (loss)	-	(97)
<b>Restricted funds recognized as investment income</b>	<b>456</b>	<b>100</b>
<b>Unrestricted funds</b>		
Investment earnings on unrestricted cash and portfolio investments	1,197	1,490
Transferred to accumulated remeasurement gains and losses	(242)	(551)
Transferred from accumulated remeasurement gains and losses	-	(64)
<b>Unrestricted funds recognized as investment income</b>	<b>955</b>	<b>875</b>
<b>Total investment income</b>	<b>\$ 1,411</b>	<b>\$ 975</b>

# Olds College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
YEAR ENDED June 30, 2015  
(thousands of dollars)

## 17. Expense by Object

The following is a summary of expense by object.

	2015		2014	
	Budget	Actual	Budget	Actual
	(note 22)			
Salaries and employee benefits	\$ 30,169	\$ 30,670	\$ 29,022	
Cost of goods sold	2,493	3,071	3,209	
Materials, supplies and services	10,966	12,420	12,264	
Scholarships and bursaries	288	473	445	
Maintenance and repairs	1,016	1,218	1,029	
Utilities	1,704	1,780	1,788	
Loss on Olds College Trust	-	481	298	
Amortization of capital assets	5,517	5,262	4,942	
	<u>\$ 52,153</u>	<u>\$ 55,375</u>	<u>\$ 52,997</u>	

## 18. Funds Held on Behalf of Others

The College holds the following funds on behalf of others over which the Board has no power of appropriation. Accordingly, these funds are not included in the consolidated financial statements.

	2015		2014	
Student Association	\$ 469	\$ 341		
Drumheller Further Education	-	32		
Other	(29)	42		
	<u>\$ 440</u>	<u>\$ 415</u>		

# Olds College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
YEAR ENDED June 30, 2015  
(thousands of dollars)

## 19. Salary and Employee Benefits

Under the authority of the *Fiscal Management Act*, the President of Treasury Board and Minister of Finance requires the disclosure of certain salary and employee benefits information.

	2015			2014	
	Base salary <sup>(1)</sup>	Other cash benefits <sup>(2)</sup>	Other non-cash benefits <sup>(3)</sup>	Total	Total
<b>Governance</b>					
Chair of the Board of Governors	\$ 11	\$ -	\$ -	\$ 11	\$ 13
Members of the Board of Governors	46	-	1	47	38
<b>Executive</b>					
President	242	160	31	433	309
Vice-Presidents:					
Vice-President Academic	182	12	31	225	199
Vice-President Advancement	177	9	31	217	210
Vice-President Student and Support Services	144	-	29	173	173

(1) Base salary includes pensionable base pay.

(2) Other cash benefits include memberships, car allowance, health and wellness allowances, tuition fees, pension equalization and executive allowances.

(3) Other non-cash benefits include the employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental and vision coverage, group life insurance, employment insurance, and accumulated administrative leave.

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

### 20. Government of Alberta Transactions and Balances

The College operates under the authority and statutes of the Province of Alberta. Transactions and balances between the College and the Government of Alberta (GOA) are measured at the exchange amount and summarized below.

	2015	2014
Grants from Government of Alberta		
Innovation and Advanced Education:		
Operating	\$ 28,906	\$ 27,820
Capital	2,695	2,633
Total Innovation and Advanced Education	\$ 31,601	\$ 30,453
Other Government of Alberta departments and agencies		
Alberta Culture and Tourism	500	-
Alberta Infrastructure	-	27
Alberta Livestock and Meat Agency	30	233
Other	118	235
Total other Government of Alberta departments and agencies	648	495
Total grants received	32,249	30,948
Add: Amortization of spent capital contributions	2,343	2,621
Less: Deferred revenue	(3,977)	(3,211)
	<u>\$ 30,615</u>	<u>\$ 30,358</u>
Accounts receivable		
Other Government of Alberta departments and agencies	137	337
Other Post-secondary Institutions	6	-
	<u>\$ 143</u>	<u>\$ 337</u>
Accounts payable		
Other Government of Alberta departments and agencies	-	1
	<u>\$ -</u>	<u>\$ 337</u>

During the year, Olds College had business transactions with other Alberta post-secondary institutions. These transactions were at market prices and on the same terms as those with non-related parties and have been included on the consolidated statement of operations.

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED June 30, 2015 (thousands of dollars)

### 21. Joint Ventures

#### a. Community Learning Campus

Community Learning Campus (CLC) is a joint venture of the College and Chinook's Edge School Division to enhance rural learning opportunities by developing an environment that provides students with a seamless transition between high school, college, university, apprenticeship trades and the workplace. CLC facilities consist of a high school, health and wellness facility, fine arts and multi-media center, e-learning center and bus maintenance facility on the College campus. The high school, fine arts and multi-media center and bus maintenance facility are owned by Chinook's Edge School Division. The health and wellness facility, e-learning center and land are owned by the College.

The College consolidates 50% of all operations relating to the CLC. A financial summary of the College's portion of CLC operations as at June 30 for the years ended is as follows:

	Unaudited	
	2015	2014
Financial Position		
Total assets	\$ 1,504	\$ 483
Total liabilities	175	516
Net assets	<u>\$ 1,329</u>	<u>\$ (33)</u>
Operations		
Total revenues	\$ 1,139	\$ 1,293
Total expenses	853	1,147
Excess of revenues over expenses	<u>\$ 286</u>	<u>\$ 146</u>

#### b. Campus Alberta Central

Campus Alberta Central (CAC) is a joint venture between the College and Red Deer College to form unique partnerships with existing community based learning organizations, as well as a number of post-secondary institutions, allowing access to accredited post-secondary programs and courses in communities throughout rural Central Alberta. The CAC is administered by the College.

A financial summary of the College's share of CAC as at June 30 and for the years then ended is as follows:

	Unaudited	
	2015	2014
Financial Position		
Total assets	\$ 714	\$ 884
Total liabilities	191	106
Net assets	<u>\$ 523</u>	<u>\$ 778</u>
Operations		
Total revenues	\$ 861	\$ 866
Total expenses	1,116	647
Excess of expenses over revenues	<u>\$ (255)</u>	<u>\$ 219</u>

# Olds College

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED June 30, 2015

(thousands of dollars)

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### 22. Budget Figures

Budget figures have been provided for comparison purposes and have been derived from the College's Comprehensive Institutional Plan as approved by the Board of Governors on June 19, 2014.

### 23. Approval of Financial Statements

The consolidated financial statements were approved by the Board of Governors of Olds College on October 22, 2015.







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# OLDS COLLEGE

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