

OCASA Board of Directors Meeting
Sunday, June 26, 2016 2:00 pm – 4:30 pm



OCASA Pension Corporation Board
Sunday, June 26, 2016 4:30 pm – 5:00 pm
Kingbridge Conference Centre, King City

MEETING AGENDA

	Name	Region/College	Term	
1.	Krista Pearson President	East, Algonquin	2012	2017
2.	David Belford Past President	West, Fanshawe	2011	2017
3.	Alanna McDonell Vice President	East, Algonquin	2011	2017
4.	Riley Burton, Secretary	North, Confederation	2011	2017
5.	Greg Murphy Treasurer	East, Durham	2012	2017
6.	Jane Cooper	West, Mohawk	2012	2016
7.	Kristi Harrison	Central, Centennial	2013	2016
8.	Kelly Murray-Scott	West, Lambton	2013	2016
9.	Janine Foster	East, St. Lawrence	2013	2017
10.	Shemeena Shraya	Central, George Brown	2014	2017
11.	Mary Lou McLean	East, Fleming	2015	2018
12.	Barb Watts	Central, Georgian	2015	2018
Resource				
	Diane Posterski	Executive Director, OCASA		

Agenda Item #	OCASA Board Agenda	Supplementary Materials
1.	2:00 pm Call to order & Welcome Chair: Krista Pearson	
2.	Approval of the Agenda (Motion to approve)	
3.	Approval of the Meeting Minutes of May 5, 2016 (Motion to approve)	✓ Draft Minutes OCASA
4.	2:10 pm President's Report <ul style="list-style-type: none"> CoP Working Group Update Next steps 	
5.	2:30 pm Membership <i>Pathway for engaging members, and recruitment of new members – Janine Foster, Diane Posterski</i> <ul style="list-style-type: none"> Review of Discussion Proposal with College Reps Review of possible membership engagement strategy Products & Services – revenue streams 	✓ Membership discussion for College Reps ✓ Membership Stats
3:15 pm Break		
6.	3:30 pm Professional Development - Certification: <i>Proposal for Certification re-launch – Diane Posterski, Kristi Harrison</i>	
7.	4:00 pm Treasurer's Report – Greg Murphy <ul style="list-style-type: none"> 2015 Audited Statements (motion to approve and take to AGM) Finance Report – Revised Budget <i>Greg Murphy</i>	✓ 2015 Audited Statements ✓ Revised Budget
8.	4:15 pm Appointment of Delegate to the Pension Corporation Resolution: Be it resolved that the OCASA Board of Directors appoints NAME as its delegate to the OCASA Pension Corporation. Other resolutions	
9.	4:30 pm Adjournment (Motion to adjourn)	

4:30 pm – 5:00 pm	OCASA Pension Corporation Board Agenda	
1.	Call to order – OCASA Pension Corporation Chair: Krista Pearson	
2.	Approval of the Agenda Motion to approve Moved: Seconded:	
3.	Approval of the Meeting Minutes of June 21, 2015. Motion to approve Moved: Seconded:	✓ Draft Meeting Minutes
4.	Reports: Board of Trustees – Submitted by Mike Seeger Sponsors' Committee - Kelly Murray-Scott Motion to Receive the Reports	✓ Report to the Board, Mike Seeger
5.	4:45 Derek Dobson, CEO & Plan Manager, CAAT Pension Plan Updates and Report	✓ Annual Report ✓ June Briefing
6.	Adjournment	

We currently have two appointees to the CAAT Pension Plan:

Board of Trustees: Mike Seeger (September 23, 2014 – September 22, 2017)

Sponsors' Committee: Mike Gallagher (July 1, 2015 – June 30, 2018)

Draft Minutes

	Name	Region/College	Term	
1.	Krista Pearson President	North, Sault	2012	2017
2.	David Belford Past President	West, Fanshawe	2011	2017
3.	Alanna McDonell Vice President	East, Algonquin	2011	2016
4.	Riley Burton, Secretary	North, Confederation	2011	2016
5.	Greg Murphy Treasurer	East, Durham	2012	2015
6.	Kelly Murray-Scott	West, Lambton	2013	2016
7.	Janine Foster	East, St. Lawrence	2013	2016
8.	Shemeena Shraya	Central, George Brown	2014	2017
9.	Mary Lou McLean	East, Fleming	2015	2018
<i>Regrets</i>				
10.	Jane Cooper	West, Mohawk	2012	2015
11.	Barb Watts	Central, Georgian	2015	2018
12.	Kristi Harrison	Central, Centennial	2013	2016
<i>Resource</i>				
	Diane Posterski	Executive Director, OCASA		

Agenda Item #	OCASA Board Meeting Minutes DRAFT
1.	<p>Call to order Welcome & Call to order</p> <p>Alanna McDonnell assumed the chair and welcomed everyone to the meeting.</p>
2.	<p>Approval of the Agenda Motion to approve the agenda:</p> <p>Moved: Greg Murphy Seconded: Dave Belford Carried</p>
3.	<p>Approval of the Meeting Minutes of February 12, 2016</p> <p>Motion to approve the Meeting Minutes of February 12, 2016</p> <p>Moved: Greg Murphy Seconded: Mary Lou McLean Carried</p>
4.	<p>Executive Director's Report (Appendix 1)– Diane Posterski</p> <p>Diane reviewed the report providing brief highlights, noting that much of this will be address for discussion purposes in item 6.</p> <ul style="list-style-type: none"> • Membership Report • Business Plan Update • Conference Overview • PD Framework • OCASA Awards • Chairs
5.	<p>CoP Working Group – Final report and update (Appendix 1)</p> <p>Diane provided more commentary to the update provided with the meeting materials. In particular she highlighted:</p> <ul style="list-style-type: none"> • OCASA's suggestion that, based on the research, system stakeholders would not endorse OCASA as a host for a leadership centre (at least not unanimously) • The report going to CoP will include OCASA as a participant moving forward in the next phase of exploration, should CoP endorse the development of a business plan • While OCASA will not be the "host", support exists for a strong alignment with OCASA moving forward, details of which can't be known, but there is strong support for working with OCASA in the future on this piece. • Implications for OCASA are real, as we need to be robust to be a future

	participant
6.	<p>Strategic Imperatives</p> <p>In light of CoP Working Group report, how does OCASA maintain its leadership role, build membership, and become financially robust – all while meeting our strategic priorities. That is, how do we grow? For this discussion:</p> <p>Discussion:</p> <ul style="list-style-type: none"> • Membership: <ul style="list-style-type: none"> ○ do we need an expert to consult on this? Perhaps some board PD on this ○ We need consistent messaging/tool kit for college reps to forward; needs to be bold – what does OCASA do for you? ○ Conference is key; volunteering ○ Discussed a card for take away that has messaging on it (bookmark, digital version as well) ○ All members are potential recruiters; how do we engage and excite about membership ○ Do we need contest/rewards? ○ New members need to be contributors ○ What is the legacy for seasoned members? Succession planning ○ West Jet comparison – this is our organization, we own it. ○ Greatest opportunity is to add great value, and membership will grow ○ We need to be member focused; member powered – get invested quickly ○ Members need more information that the Board has ○ Immediate benefit must be realized – join a committee/focus group ○ OCASA is small and needs volunteers – many members wouldn't realize this <p>Action: Janine and Diane will meet to discuss member engagement and recruitment of new members; based on their respective expertise. They will develop a pathway for engaging members, and recruitment of new members. They will also consider the Board meeting agenda item for June 26 (including the college reps) and how to promote, and equip for membership recruitment.</p> <ul style="list-style-type: none"> • Professional development: Certification program – do we re-launch it on our own platform? What do members value, does this duplicate or compete with colleges? <ul style="list-style-type: none"> ○ Is price point an issue? How do we get others to sign up? ○ Is there any risk while we're in discussion with stakeholders? Does it seem counterproductive? ○ Do we need to build in commitment from colleges? ○ Can we modify into few modules (e.g. 5)? ○ We should gather members' input, particularly those who have taken the program to date

	<ul style="list-style-type: none"> ○ Test demand for courses with colleges as well – list of possibilities; how could you contribute? <p>There was general consensus that, with consideration to above discussion, the certification program be re-launched.</p> <p>Motion: That 1. current participants be consulted on providing the program, and their intention to complete it; and 2. Explore with them and interested colleges, what the program should look like (e.g. 5 modules instead of 8).</p> <p>Moved: Riley Burton Seconded: Dave Belford Carried</p> <p>Action: Shemeena and Diane will work to develop the certification re-launch plan.</p> <ul style="list-style-type: none"> • PD Framework: On-boarding Steve Robinson had to pull out of the onboarding project for personal reasons and no further work has been completed. Diane wondered if the format needs to be altered, with briefer tutorials. It was agreed that there is an opportunity at the conference to solicit input from attendees to help build this program, in terms of content and potential contributors (“crowdsourcing”). <p>Action: Alanna and Diane will work on developing this engagement piece at the conference.</p> <ul style="list-style-type: none"> • Board meeting June 26: We discussed lingering issues/questions: <ul style="list-style-type: none"> ○ our goal is to increase membership, so this should be a focus when we meet together with college reps. ○ A detailed update about membership services/value should be provided there with testimonials – value statements ○ Consideration to ASA best practices, including the Algonquin team ○ Providing “sales training” on how to sell OCASA membership ○ Consider asking college reps what they would like to engage at the meeting <p>Action: Diane will survey college reps about their interest, and the Executive Committee will continue to work on the agenda.</p>
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Board of Directors Meeting
Friday, May 6, 2016
2:00 pm – 4:00 pm

7.	Administration: Next meeting: June 26, 2016 2:00 pm Kingbridge Conference Centre
8.	Adjournment Motion to adjourn: Greg Murphy Seconded: Krista Pearson



APPENDIX 1 – MEETING MATERIALS

Board of Directors Meeting

Friday, May 6, 2016

2:00 pm – 4:00 pm

Executive Director's Report – *Diane Posterski*

Membership Report:

Total Paying members: 590 ($590 \times \$290 = \$171,000$ versus budget \$179,800)

30 expired memberships since January 2016

New hires complimentary: 88 Total

Since June 2015

June – December 2015	15
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January – March 2016	15
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April – May 2016	21
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Total	51
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Imperative that we connect with these 51 new members.

Business Plan Update – see attached report

Conference Overview:

39 registered from 13 colleges to date. Leaderboard:

Algonquin 9

Fanshawe 9

Georgian 5

PD Framework: Steve Robinson has had to withdraw from this project due to work and personal matters. Nothing further has been done on an onboarding program.

OCASA Awards: Need nominations

Chairs network: Survey has been sent with 27 responses to date. Results will be discussed at the conference.

CoP Working Group – Update

The final report will be completed Friday, May 6 and submitted for the CoP meeting May 17.

Key outcomes:

- General support for a province-wide leadership development support (clear that greater support from smaller/medium-sized colleges)
- Stakeholders surveys and consultations indicate a preference for either CEC or Colleges Ontario to host a provincial effort – not OCASA – as existing structures they already work with. Also, perceived conflict of interest, particularly if OCASA doesn't revise its mandate (that is, cease advocacy). It was OCASA that suggested that a "call" be made, declaring CEC a better fit to host this initiative based on the research of stakeholders.
- Recommendations from the working group include:
 - CoP endorse a task force for phase 2 to develop a business plan, including market analysis, services to be delivered, organizational structure, projected finances and funding model
 - That a small-support service be considered for start-up with minimal risk
 - Consideration be giving to a pilot, single project, or permanent
 - Management training be considered alongside leadership development
 - Online options be considered alongside F2F
 - Consider partnering opportunities (e.g. CICan)
 - Governance/advisory options be considered
- OCASA is thanked for bringing this forward.
- Unofficially, support from the committee is directed towards OCASA's continued involvement with this project. Suggested that future programing include incentives for OCASA membership.

IMPLICATIONS FOR OCASA

- Will not secure institutional membership
- Have gained some respect in the short-term and need to leverage this in some way
- Focus on membership, network and products must be defined
- OCASA needs to be poised, robust and ready for partnership conversations in future

Sunday 7:15-9:00 pm (7:15 pm Report from the Board, start at 7:30 pm)
Board & College Reps/members

Introductions: Who are you, what is your day job, and what is one thing about your job that would surprise others?

Goals:

1. That members will leave viewing themselves as an OCASA ambassador, with a clear commitment for a specific action – and these will be different depending on your college and situation.
2. That OCASA will have clear action items to meet their ambassador needs, within a specific timeframe.
3. That we will identify top 3 strategic tactics/actions to meet our membership challenge, and build our product offerings.

Three key areas to explore:

1. Your OCASA Story
2. The newcomer's OCASA journey
3. The "Kit"

1. 15 min: Your OCASA Story – *If we don't know why we're members, or if we can't articulate it, then we really can't sell it. Make some notes quietly first, then share as a table group. Assign a scribe to capture the common themes.*

- I am an OCASA member because:
- The value I get from being a member is:
- I would encourage colleagues to join OCASA because:

10 min: Gather as a large group to share themes.

2. 15 min: The newcomer's OCASA story – *Someone has just joined OCASA – most likely on a complimentary membership. Or someone is looking at what OCASA has to offer. What do you think needs to happen in that first year, for those newcomers to becoming members or paying members? What do we want them to feel, think, say, do?*

10 min: Gather as a large group to share key items/experiences needed in first year.

3. The Kit – *What are the tools/products/experiences needed to help you to be an ambassador at your college?*

Have some chart paper around the room, so that ideas can be added to throughout the night. Keep this ready to go, so that, when earlier discussion makes suggestions that can fit on this list, they can be added along the way. This will also be a time when some will come up with a new way of thinking from a business model perspective. Greg is keen on selling conference seats in packages to colleges, for example.

We might even ask people to move to table groups depending on what they want to talk about:

1. Build the tool kit – for membership recruitment (paper, digital, etc.)
2. Build the essential products
3. Build the business model

Paying members @ June 14, 2016

	Total	New hires	Net
Algonquin	75	2	73
Boreal	3	0	3
Cambrian	30	4	26
Canadore	9	1	8
Centennial	40	6	34
Conestoga	5	4	1
Confederation	35	2	33
Durham	24	2	22
Fanshawe	54	6	48
Fleming	15	2	13
GeorgeBrown	56	5	51
Georgian	53	8	45
Humber	14	1	13
La Cite	26	2	24
Lambton	22	1	21
Loyalist	18	0	18
Mohawk	27	9	18
Niagara	13	1	12
Northern	11	2	9
St. Clair	4	1	3
St. Lawrence	36	6	30
Sault	15	2	13
Seneca	58	14	44
Sheridan	24	4	20
Total	667	85	582

ONTARIO COLLEGE ADMINISTRATIVE
STAFF ASSOCIATION/ASSOCIATION
DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO

FINANCIAL STATEMENTS

FOR THE YEAR ENDED
DECEMBER 31, 2015

INDEPENDENT AUDITOR'S REPORT

To The Members of:

Ontario College Administrative Staff Association/Association du Personnel
Administratif des Colleges de L'Ontario.

We have audited the accompanying financial statements of Ontario College Administrative Staff Association/Association de Personnel Administratif des Colleges de L'Ontario which comprise the statement of financial position as at December 31, 2015 and the statements of revenues and expenses for the year ended December 31, 2015 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not for profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the 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 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 financial statements.

Basis for Qualified Opinion

In common with many not-for-profit organizations which derive revenue from other income and events, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues and expenses was limited to the amounts recorded in the records of Ontario College Administrative Staff Association/Association de Personnel Administratif des Colleges de L'Ontario and we were not able to determine whether any adjustment might be necessary to the amounts reported.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Ontario College Administrative Staff Association/Association de Personnel Administratif des Colleges de L'Ontario as at December 31, 2015 and the results of its statement of revenue and expenses for the year then ended in accordance with Canadian generally accepted accounting principles.

FREEMAN & LOURENCO LLP

Douglas R. Freeman, Chartered Professional Accountant
Licensed Public Accountant
May 18, 2016
Oshawa, Ontario

ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO

STATEMENT OF REVENUE AND EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2015

	<u>2015</u>	<u>2014</u>
Revenue		
Memberships	\$ 174,785	\$ 179,514
Interest Income	70	62
Other Income & Events	<u>86,568</u>	<u>81,872</u>
	<u>261,423</u>	<u>261,448</u>
Expenses (Schedule A)		
Recruitment Expenses	1,508	2,226
Communication Expenses	17,581	16,975
Member Service Expenses	101,892	83,386
Administration Expenses	<u>148,273</u>	<u>155,737</u>
	<u>269,254</u>	<u>258,324</u>
Excess Revenue Over Expense For The Year	(7,831)	3,124
Opening Surplus	<u>38,930</u>	<u>35,806</u>
Closing Surplus	<u>\$ 31,099</u>	<u>\$ 38,930</u>

ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO

SCHEDULE OF EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2015

(SCHEDULE A)

2015

2014

Recruitment Expenses

Recruitment Fund	\$ -	\$ 1,170
Promotional Products & Printing	1,508	1,056
	<u>\$ 1,508</u>	<u>\$ 2,226</u>

Communication Expenses

Translation	\$ 2,023	\$ 486
General	(49)	-
Consulting	12,631	10,954
Website	2,976	5,535
	<u>\$ 17,581</u>	<u>\$ 16,975</u>

Membership Services Expenses

Excellence Awards	\$ 2,395	\$ 1,937
PD Conference	68,732	59,200
AGM	9,857	8,342
Legal Consultation Services	16,898	10,212
Professional Development & Research	4,010	3,695
	<u>\$ 101,892</u>	<u>\$ 83,386</u>

Administration Expenses

Telephone/Fax	\$ 4,689	\$ 6,004
Bank Charges & Credit Card	2,398	2,518
Audit Fees	2,555	2,373
Printing	798	1,551
Postage/Courier	1,464	1,731
Wages and Benefits	117,655	124,492
Insurance	1,323	1,323
Office Supplies and Equipment	3,045	1,812
Travel and Mileage	6,047	6,180
Rent	7,970	8,478
Legal Fees	-	297
Miscellaneous Administrative	329	(1,022)
	<u>\$ 148,273</u>	<u>\$ 155,737</u>

ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015

	<u>2015</u>	<u>2014</u>
<u>ASSETS</u>		
Current		
Bank	\$ 15,286	\$ 22,358
Investments (Note 3)	5,349	5,279
Accrued Receivable	17,557	17,293
Prepaid Expenses	<u>6,945</u>	<u>7,632</u>
	<u>\$ 45,137</u>	<u>\$ 52,562</u>
<u>LIABILITIES</u>		
Current		
Accounts Payable and Accrued Charges	<u>\$ 14,038</u>	<u>\$ 13,632</u>
<u>CAPITAL</u>		
Surplus	<u>31,099</u>	<u>38,930</u>
	<u>\$ 45,137</u>	<u>\$ 52,562</u>

Approved on Behalf of the Board:

Signature *Date*

Signature *Date*

**ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO**

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015

1. Incorporation/Purpose

The Organization was incorporated on September 30, 2008 for the purpose of pursuing and fostering the interests of its members as employees of Ontario Colleges by developing proficiency and professional excellence, developing and presenting a common position of issues and achieving through negotiation the best possible terms and conditions of employment.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian accounting standards for not for profit enterprises and are in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

- (A) Capital expenditures are expensed when incurred and accordingly no depreciation is provided on these capital expenditures.

3. Investments

The Organization's short term investments consist of the following:

<u>Issue Date</u>	<u>Maturity Date</u>	<u>Rate</u>	<u>2015</u>	<u>2014</u>
May 28, 2015	May 28, 2016	1.30%	<u>\$5,246</u>	<u>\$5,146</u>

4. Financial Instruments

The Organization's financial instruments consist of cash, accounts receivable, investments, accounts payable and accruals. Unless otherwise noted, it is the directors opinion that the Organization is not exposed to significant interest rate or credit risks arising from its financial instruments, and that the fair values of its financial instruments approximate their carrying value.

**ONTARIO COLLEGE ADMINISTRATIVE STAFF ASSOCIATION/
ASSOCIATION DU PERSONNEL ADMINISTRATIF
DES COLLEGES DE L'ONTARIO**

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015

5. Statement of Cash Flows

A Statement of Cash Flow has not been prepared, as no additional meaningful information would be provided.

ONTARIO COLLEGES ADMINSTRATIVE STAFF ASSOCIATION (OCASA/APACO)

			Approved Budget 2016	Draft Revised Budget 2016		
		Membership Fee	\$ 290	\$ 290		
REVENUES					P&L todate May 31	
		Paying Members	620	582		
Memberships			\$ 179,800	\$ 168,780	\$ 70,164	
Retiree Members			\$ -	\$ -		
Interest Income						
Annual PD Conference:			\$ 75,000	\$ 72,000		
i	Registrations		\$ 65,000	\$ 65,000		
ii	Sponsorships		\$ 10,000	\$ 7,000		
"College Administrator" Magazine			\$ 2,000	\$ 2,000		
Other revenues:			\$ 7,000	\$ 7,000		
i	Training Revenues (CHERD)		\$ 1,500	\$ 1,500		
ii	Annual Sponsorships		\$ 4,000	\$ 4,000		
iii	Website advertising sales		\$ 1,500	\$ 1,500		
Total Revenues			\$ 263,800	\$ 249,780		
EXPENSES						
Member Support, Services and Provincial Representation:			\$ 1,950	\$ 1,950		
i	ACC/OCASA		\$ -	\$ -		
ii	CAAT Pension		\$ -	\$ -		
iii	Insured Benefits Cttee/		\$ 750	\$ 750		
iv	Retiree Benefits Cttee		\$ 200	\$ 200		
v	CollegesOntario Conference		\$ -	\$ -		
vi	Other (CoP Working Group)		\$ 1,000	\$ 1,000		

Member Services:			\$ 18,750	\$ 18,750	
i	Legal Consultations		\$ 14,000	\$ 14,000	
ii	Excellence Awards		\$ 400	\$ 400	
iii	Members' Bursary		\$ 2,000	\$ 2,000	
iv	Research		\$ 750	\$ 750	
v.	Website/Technology		\$ 1,600	\$ 1,600	
Professional Development:			\$ 71,600	\$ 71,600	
i	Annual PD Conference		\$ 69,000	\$ 69,000	
ii	Members		\$ 2,000	\$ 2,000	
iii	Staff and Board		\$ 600	\$ 600	
General Meetings:			\$ 9,400	\$ 9,400	
i	Annual Business Meeting		\$ 9,400	\$ 9,400	
ii	Exec & Board meetings		\$ -	\$ -	
Recruitment:			\$ 6,000	\$ 6,000	
i	College Visits		\$ 1,000	\$ 1,000	
ii	Recruitment Fund Grants		\$ 3,000	\$ 3,000	
iii	Recruitment materials/produ		\$ 2,000	\$ 2,000	
iv					
Other Marketing/Communications:			\$ 12,900	\$ 14,500	
i	General Consultants		\$ -	\$ 1,600	
ii	College Administrator Magaz		\$ 11,400	\$ 11,400	
iii	Translation Services - gener		\$ 1,000	\$ 1,000	
iv	Other (Design)		\$ 500	\$ 500	
TOTAL Member Support, Services and			\$ 120,600	\$ 122,200	
Office and Administration:					
	Executive Director (Sal & Be		\$ 88,492	\$ 88,492	\$ 81,684
	PD Program development		\$ 21,000	\$ 5,000	
	Administrative Support		\$ 17,000	\$ 17,000	
	CRA		\$ 5,000	\$ 5,000	
i	Office personnel		\$ 131,492	\$ 115,492	
ii	Premises Costs (includes ins		\$ 10,000	\$ 10,000	
iii	Bank Services		\$ 1,000	\$ 1,000	
iv	Telecommunications		\$ 4,200	\$ 4,200	
v	Professional Fees (Legal; Au		\$ 2,500	\$ 3,500	
vi	Postage/Courier		\$ 700	\$ 700	
vii	Printing		\$ 200	\$ 200	
viii	Travel Misc.		\$ 250	\$ 250	
ix	Supplies and Other		\$ 1,500	\$ 1,500	
x	Furniture / Equipment		\$ 500	\$ 500	
	Telephone system				
	furniture				
	Sound equipment				

xii	Miscellaneous	\$ 200	\$ 200		
Committees:					
i	Executive				
ii	Awards				
iii	Communications				
iv	Finance & Audit				
v	Personnel				
vi	Professional Development				
vii	Research				
TOTAL Office and Administration:		\$ 152,542	\$ 137,542		
TOTAL Expenses		\$ 273,142	\$ 259,742		
NET IMPACT on RESERVES		\$ (9,342)	\$ (9,962)	(3,154)	

Starting Surplus Jan 1, 2014	\$ 35,806
Starting surplus Jan 1, 2015	\$ 38,930
starting surplus Jan 1, 2016	\$ 31,099

Bottom line,
Reduced
salaries

OCASA Pension Corporation Board
Sunday, June 21, 2015 4:30 pm – 5:00 pm
Kingbridge Conference Centre, King City

Draft Meeting Minutes

	Name	Region/College	Term	
1.	David Belford President	West, Fanshawe	2011	2014
2.	Alanna McDonell Treasurer	East, Algonquin	2011	2014
3.	Rick Helman Past President	East, Loyalist	2009	2013
4.	Greg Murphy	East, Durham	2012	2015
5.	Krista Pearson	North, Sault	2012	2015
6.	Jane Cooper	West, Mohawk	2012	2015
7.	Kristi Harrison	Central, Centennial	2013	2016
8.	Kelly Murray-Scott	West, Lambton	2013	2016
9.	Janine Foster	East, St. Lawrence	2013	2013
10.	Shemeena Shraya	Central, George Brown	2014	2017
<i>New board member being confirmed at AGM</i>				
11.	Mary Lou McLean	East, Fleming		
<i>Resource</i>				
	Diane Posterski	Executive Director, OCASA		
<i>Regrets</i>				
12.	Riley Burton, Secretary	North, Confederation	2011	2014
13.	Bridget Woodcock	Central, Humber	2012	2015

	OCASA Pension Corporation Board Agenda	
1.	Call to order – OCASA Pension Corporation Chair: Dave Belford called the meeting to order.	
2.	Approval of the Agenda Motion to approve: Moved: Rick Helman Seconded: Kristi Harrison Carried	
3.	Approval of the Meeting Minutes of December 5, 2014 Motion to approve Moved: Alanna McDonell Seconded: Rick Helman Carried	
4.	Appointment to CAAT Pension Plan: Motion: That Kelly Murray-Scott, Director Financial Planning, Lambton College be appointed to the CAAT Pension Plan Sponsors' Committee for a three year term July 1, 2015 – June 30, 2018. Moved: Krista Pearson Seconded: Jane Cooper Carried Diane will ensure that the appropriate communications and paper work is completed for this appointment.	
5.	Derek Dobson, CEO & Plan Manager, CAAT Pension Plan – Derek provided an update around three key areas of pension activity: <ul style="list-style-type: none"> • Health of the Plan • Progress on growth strategy • ORPP universality 	
6.	Adjournment Moved: Rick Helman Seconded: Greg Murphy	

Confidential Report to OCASA Pension Corporation Board

June 2016

Introduction

It has been almost five years since my initial appointment to the CAAT Pension Plan Board by the OCASA Pension Corporation Board. My second three-year term will end in September 2017. I appreciate my appointment as the OCASA representative to the Board of Trustees; it has been a learning experience, as well as providing an opportunity to work with the other Board Members, the Sponsors Committee and CAAT Plan staff in a productive and collegial (no pun intended) atmosphere.

This brief report will provide an update of my experiences during the past year and will highlight some of the Plan's achievements and challenges during that time. Much of this information has already been communicated to you by the Plan CEO, but it is important to have some feedback from the perspective of your OCASA representative.

Highlights of the Past Year

CAAT staff members, including the senior management team, have proven to be very capable and professional. Derek provides effective leadership to a nearly 80-person organization while managing multiple challenges and opportunities.

Significant challenges and achievements that the Board and CAAT staff members have worked on over the past year include:

- Refining a framework, including a Memorandum of Understanding, to allow interested university pension plans to join the CAAT Plan and meeting with them to discuss the process and engage the various stakeholders in the process, as part of the Plan's membership growth strategy; the admission of the Royal Ontario Museum is the initial test of the process
- Adding a significant number of part time members to the Plan
- Tracking the impacts and potential issues flowing from the implementation of the ORPP, as well as the potential expansion of CPP; colleges will be asked for significant information about non-CAAT member employees in order to assess the potential impacts of ORPP and the Part Time Membership review
- Implementing our revised asset allocation framework to better diversify our investment portfolio, such as gradually increasing our infrastructure and private equity investments to improve Plan returns

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- Improving service levels to employers and Plan members using the new software platform
- The Plan Equity Task Force recommended a number of significant changes to improve fairness
- Continuing to lobby on behalf of DB plans and for senior staff members to speak at conferences and represent DB plans on panels and with various stakeholders and government representatives

General Comments

The Plan realized 8.1% after fees in 2015 and is fully funded on a going concern basis; these are significant achievements, given the current worldwide investment climate.

Investment returns are mostly higher than the benchmarks for the various components of our asset mix. External advisors are used where needed and have been cost effective to date in specialized areas, such as infrastructure and private equity.

The composition of the CAAT Plan Board and the Sponsors' Committee and their varied experience and skill sets continues to contribute to the effectiveness of the organization. Many Plan Trustees have substantial experience in managing other pension plans, as well as having extensive professional financial and actuarial backgrounds. These members, along with staff, assist greatly in helping the other Board members understand the many financial and technical issues that arise.

At the October 2015 Retreat, the Board reviewed many of the issues related to expanding membership of part time employees. CAAT staff members are developing a work plan and a Task Force has been struck, comprised of members from both the Sponsors and the Board. I have been asked to represent OCASA on this Task Force; we expect to begin work in the fall.

Thank you again for the opportunity to represent OCASA and the OCASA Pension Corporation on the CAAT Plan Board of Trustees.

Respectfully submitted,



Mike Seeger

Pension briefing to the OCASA Board

Through these occasional updates, we aim to keep you abreast of CAAT Pension developments by providing background information to what's covered in the newsletters sent to all members. We welcome your questions and feedback at info@caatpension.on.ca.

CPP reforms could weaken existing defined benefit plans

CAAT Plan staff continue to meet with government officials to explain the Plan's "do no harm" approach regarding CPP reforms. Plan CEO Derek Dobson and Evan Howard, VP, Pension Management, met with staff from Minister Hunter's and Minister Sousa's offices.

The CAAT Plan is explaining the impact CPP enhancement could have on the Plan and active members, without a comparable plan exemption similar to the ORPP. Without an exemption:

- CPP enhancement will likely exchange tailored and more tax-efficient workplace pension benefits with basic, generic CPP pension benefits – this means most members of existing defined benefit plans with additional features like early retirement protection, such as the CAAT Plan, are likely to see a net loss from CPP reforms.
- Net after-tax costs to members of existing defined benefits plans may increase because CPP contributions are a *tax credit*, while registered pension plan contributions are a *tax deduction*.
- If fewer part-time employees ultimately join the CAAT Plan as a result of CPP enhancement, it could accelerate the Plan's maturity, lessening the impact of contributions as a lever in managing Plan funding in adverse environments.

CAAT Plan presents to expert committee concerning financial advice and planning

The CAAT Plan recently provided a written submission to the Expert Committee to Consider Financial Advisory and Financial Planning Policy Alternatives in response to the committee's preliminary policy recommendations. The submission and Derek Dobson's presentation before the committee, support the policy recommendation to apply a statutory best-interest duty to those who provide financial product sales or advice or financial planning in Ontario.

Such a policy would help to protect CAAT Plan terminating members who have the option to commute the value of their lifetime defined benefit pension. If financial advisors are encouraging clients to commute the value of their lifetime pensions, they ought to have a duty to act in the best interest of clients and to disclose any conflict of interest, including direct and indirect compensation they will receive. The Plan favours the mandatory disclosure of investment fees and commissions and a clear explanation of the investment and other risks being borne by the client.

The submission is available [here on our website](#).

CAAT Pension Plan briefing to the OCASA Board

Another milestone for member statements

By working closely with employers, the Plan has outdone last year's milestone for early mailing of the member annual statements. By May 30 this year more than 30,000 statements had been mailed to members, almost two weeks earlier than last year. Another 100 statements that require extra processing because members have special situations, such as concurrent service, are targeted to be finished by mid-June, also earlier than last year.

Employers were instrumental in reaching this notable achievement. They submitted accurate member data within timelines and responded promptly to data queries from the Plan. Meeting this shared goal means members receive their annual statements earlier and the entire project met efficiency targets for resource use.

Ce texte est aussi disponible en français