



# INSPIRE TRANSFORM CONNECT

2014  
2015  
ANNUAL REPORT

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## MESSAGE FROM THE CHAIR, BOARD OF GOVERNORS

At Georgian College we want to be ready for what's to come. That's why we've heightened our focus on data-driven decision-making and have developed a number of new timely and accessible reporting tools to support our mandate.

This year, we developed a program assessment model and a Board scorecard that will enable us to better understand student and employer demand as well as plan for continuous improvement. We've invested significant time reviewing our governance procedures and by-laws, crafting strategies to strengthen our Key Performance Indicator (KPI) results and measuring outcomes in our strategic plan. Additionally, we've made great strides in strategic enrolment management and the implementation of a new financial services system to support enhanced and more efficient services to students and internal stakeholders.

Part of being ready for the future means preparing our students for the evolving workplace – one that requires graduates with innovative skills and mindsets. We've infused our programs with entrepreneurial principles – such as creative problem-solving and critical thinking – that will enable students not only to adapt to change but to *be* the change ahead.

And while our brand promise is accelerating student learning and success, we also remain committed to the development of our graduates, employers, partners and communities. We strive to create extraordinary learning opportunities every day. For example, building on last year's success at our campus in South Georgian Bay, we hosted two community seminars in Orangeville and Owen Sound for aspiring and seasoned local artisan food producers and entrepreneurs. These seminars were so well received they led to the creation of food safety regulatory training which we've already offered at several of our campus locations.

Georgian has also become an important resource for growing or seasoned businesses and local non-profits. Through the Henry Bernick Entrepreneurship Centre, Centre for Applied Research and Innovation and Centre for Social Entrepreneurship, we're supporting future innovators and changemakers in our region. I have been impressed not only by the number of collaborative projects Georgian has been engaged in this past year, but by their quality and outcomes.

With all of these exciting initiatives – and so much more – I can confidently say the college is truly living its mission to *inspire innovation, transform lives and connect communities through the power of education*. I have no doubt that whatever lies ahead of us, Georgian will continue to demonstrate exceptional leadership in the college system and across our campus communities.

Chris Gariepy  
Chair, Georgian College Board of Governors

## MESSAGE FROM THE PRESIDENT

Georgian is transforming the student experience while we deliver on our brand promise to accelerate student learning and success. Phase two of our *Power of Education* fundraising campaign is well underway and we are benefiting from the incredible leadership from our campaign cabinet and donors. Georgian students chose to lead by example, making a historical pledge and investment in their own future.

We know our students are connected and hungry for more learning and more choices than ever before. We're developing an online student portal that will allow students at each of our seven campuses to access services any time, anywhere, from any device. The portal will be a convenient way for students to get the information they need, when they need it – mapping their progress toward graduation, accessing online reference materials and software in our libraries and labs wherever they are, chatting with a subject matter experts, booking online appointments with advisors, and much more.

These activities complement other initiatives that are enriching the student experience. The new queue management system at the Barrie Campus – our largest campus – is modernizing service delivery and reducing the time between issue and solution. We're also investing in our facilities, expanding student experiential learning opportunities, strengthening our changemaker spaces, deepening scholarly research and planning to renovate so we can provide a new student service centre.

International enrolment continues to grow. Georgian is proud to be home to 1,100 international students from more than 50 countries. And while we're bringing the world to our campuses, we're also providing students with opportunities to explore the world through international co-ops, field trips, and other once-in-a-lifetime experiences abroad.

One of our key commitments is to expand and develop multiple pathways for students. We continue to grow our University Partnership Centre, offering college degrees, university undergraduate degrees and graduate degrees with partner institutions. Currently, the centre is home to 1,500 students and 18 degree programs. We have more than 550 articulation and transfer agreements with 48 institutions around the world. Georgian also has an exciting new partnership with Lakehead University and an innovative plan to offer a different kind of education – the best of college and university combined. We look forward to working with Lakehead closely in the future on improved pathways and program offerings.

Georgian's future is bright. With the continued commitment and support of our college partners, I am confident each of these projects will go a long way to transform the student experience and bring our brand promise to life.

MaryLynn West-Moynes  
President and CEO

## SECTION 1: REPORT ON 2014-15 GOALS AND PERFORMANCE

# Pathways

Supporting student access, engagement, persistence and success

Strategies	2014-15 actions	Outcomes
Commitment P1: Individualized student experience		
<b>P1.1 Enhance student access, recruitment and retention through strategic enrolment management.</b>	Develop a college-wide customer service philosophy with service standards.	Recommended a customer service philosophy for the student service areas of the college. New service standards to be developed fall 2015.
	•••	•••
	Launch phase one of knowledge management system by creating a central repository of critical information.	Inventory of frequently asked questions will be completed in fall 2015 to inform phase one of knowledge management system development.
	•••	•••
	Implement Q-Nomy queue management system and identify future technology requirements.	Implemented Q-Nomy system. Estimated wait times added to the ticket based on data from start-up activity.
	•••	•••
	Improve physical layout of customer service hub at Barrie Campus.	Initiated architect tendering process for renovating first floor of C Building, Barrie.
	•••	•••
Map academic planning processes and student touch points to streamline processes and enhance customer service.	Mapped student touch points using data from the Q-Nomy system. Received statement of work from Deloitte to conduct mapping of the current processes and to identify potential improvements.	
•••	•••	
Identify unique profiles for each target market and develop segmented key messaging; test messages and channels.	The Student Relationship Management team identified unique profiles for each audience segment.	
•••	•••	
Establish a cross-representative governance structure. Establish a data governance committee.	Established a data governance structure and committee.	

Strategies	2014-15 actions	Outcomes
	<p style="text-align: center;">•••</p> <p>Foster research and develop a college-wide approach to holistic advising.</p> <p style="text-align: center;">•••</p> <p>Review/cultivate processes to serve part-time credit students efficiently and effectively.</p> <p style="text-align: center;">•••</p> <p>Develop a college-wide philosophy to guide the service and supports provided to international students.</p> <p style="text-align: center;">•••</p> <p>Consult with stakeholders to identify reporting requirements and critical priorities.</p> <p style="text-align: center;">•••</p> <p>Develop an enterprise data portal leveraging SharePoint.</p>	<p style="text-align: center;">•••</p> <p>Student Persistence and Holistic Advising Working Group started development of a college-wide approach to holistic advising; first phase will be a Contact Centre.</p> <p style="text-align: center;">•••</p> <p>Flexible Delivery and Part-Time Students Working Group started development of processes to recruit and serve part-time credit students.</p> <p style="text-align: center;">•••</p> <p>International Students and Internationalization Working Group recommended international enrolment growth for next five years.</p> <p style="text-align: center;">•••</p> <p>Enterprise Intelligence Working Group developed a multi-year work plan for data integration, research strategy, and identification of data gaps.</p> <p style="text-align: center;">•••</p> <p>Reports automated and available on SharePoint.</p>
<p><b>P1.2 Launch enhanced student engagement initiatives focused on orientation, first-year experience, advisement, early alert and retention strategies.</b></p>	<p>Evaluate pilot projects (initiatives) and determine which ones will be implemented (e.g. mid-term grades, mentoring).</p> <p style="text-align: center;">•••</p> <p>Implement recommended initiatives. Communicate initiatives to staff and students.</p> <p style="text-align: center;">•••</p>	<p>Achieved a Study Year One retention rate (any major) of 74.9 per cent from fall 2013 to fall 2014, an improvement over the previous year's rate of 72.7 per cent. Evaluated Early Alert and Georgian Profile Surveys; both projects will continue indefinitely.</p> <p style="text-align: center;">•••</p> <p>Refined referral and triage processes to reduce the number of referral points for students and to ensure timely response and follow up. Checked student information against registration data and made contact with any identified student who had not registered for the second term.</p> <p style="text-align: center;">•••</p>

Strategies	2014-15 actions	Outcomes
	Develop tools to measure retention.	Developed enhanced retention reports and made them available through SharePoint.
<p><b>P1.3 Implement targeted outreach and engagement strategies aimed at under-represented student populations, including First Generation, students with disabilities and Aboriginal learners.</b></p>	<p>Launch innovative initiatives to attract and retain students from under-represented populations.</p>	<p>Established year-over-year data from Georgian’s college-specific question in the KPI Student Satisfaction and Engagement Survey. MTCU will add a new question regarding Aboriginal student self-identification in future versions of the survey beginning in 2015-16.</p> <p>Increased the number of First Generation students receiving bursaries by 50 per cent by modifying the bursary amount.</p> <p>Promoted services to First Generation students at all seven campuses.</p> <p>Consolidated Peer Mentoring program with the First Year Experience Office to better support students.</p> <p>Hosted several well-attended student events for the under-represented student population including community kitchen, mental health initiatives, learning strategies sessions, peer mentors, Aboriginal and international student services and accessibility services.</p> <p>Hosted a Skills for Success transition program with 100 per cent of students passing this program.</p> <p>Held a transition program for First Generation students during pre-orientation sessions held at three campuses.</p> <p>Established a task group to explore dedicated seats for Aboriginal students in programs of high demand.</p> <p>Developed language standards for Anishnaabemowin to create a</p>

Strategies	2014-15 actions	Outcomes
		<p>model that will set a provincial standard.</p> <p>The Aboriginal Education and Training Circle helped to recruit appropriate representation for Program Advisory Committees and Community Engagement Committees.</p>
<p><b>P1.4 Enhance recruitment, onboarding, integration and engagement of international students.</b></p>	<p>Diversify country mix. More countries and more even distribution of country representation.</p> <p style="text-align: center;">•••</p> <p>Partner in implementing Academic Excellence training for faculty with focus on cross-cultural fluency.</p>	<p>Exceeded international enrolment levels. Enrolled 1,066 international English for Academic Purposes and postsecondary education students from 52 countries and increased diversification with students attending from Bahrain, Cameroon, El Salvador, Italy, Libya, Morocco, Panama, Peru, Tanzania and Turks and Caicos.</p> <p style="text-align: center;">•••</p> <p>Development of training module in process. Internationalization training available to all faculty and staff during Georgian Week, April 2015. Delivered workshop to faculty and staff in the Health, Wellness and Sciences; mandatory diversity training to be delivered in 2015.</p>
<p><b>P1.5 Strengthen College and Career Preparation services to increase transition to postsecondary programs.</b></p>	<p>Implement recommendations to streamline College and Career Preparation programs to create consistency across all delivery sites.</p> <p style="text-align: center;">•••</p> <p>Enhance internal and external collaboration to promote and support School/College/Work initiatives and Specialist High Skills Majors programming.</p>	<p>Completed a full program review of College and Career Preparation; program and course outlines are now consistent at all sites. College-wide curriculum will be implemented fall 2015.</p> <p style="text-align: center;">•••</p> <p>Tracked transitions from non-postsecondary into postsecondary manually; discussions initiated to more systemically formalize and automate the tracking process.</p> <p>Number of students who enrol at Georgian who already have a dual credit will be assessed at academic year end.</p> <p>Established the School/College/Work Initiative office as the central point of access, which works with Marketing and the program areas</p>

Strategies	2014-15 actions	Outcomes
to provide the services and supports required.		
<b>Commitment P2: Easier access and more ways to learn</b>		
<p><b>P2.1 Expand flexible and alternative delivery options, including more choice for students to study part-time and online.</b></p>	<p>Strategically grow number of courses offered in a compressed delivery and/or weekend college format.</p> <p>...</p> <p>Expand online learning across the college to ensure students are exposed to a minimum of one e-learning experience in each academic year.</p>	<p>Identified five programs that were, or will be, delivered in weekend or compressed formats. Established a sub-committee to identify best practices and challenges that can be applied to flexible programs.</p> <p>...</p> <p>Developed 42 online courses across all academic units. The Centre for Teaching and Learning continued to offer online training/mentoring for faculty developing online courses.</p>
<p><b>P2.2 Connect all seven campuses with videoconferencing and aggressively pursue technology to increase access and postsecondary participation rates.</b></p>	<p>Develop integrated enrolment plan with identified programs/services using videoconferencing delivery.</p> <p>...</p> <p>Promote and communicate new delivery options in targeted communities.</p>	<p>Offered courses totalling 532 hours in the Office Administration and Personal Support Worker programs through videoconferencing at the Muskoka (Bracebridge), Orangeville and South Georgian Bay (Collingwood) campuses.</p> <p>...</p> <p>Delivered elements of the Culinary and Hotel and Resort program via videoconferencing to students during their semester abroad.</p> <p>Linked the Owen Sound Campus with the Muskoka Campus to share classes via videoconferencing.</p> <p>Delivered part-time studies via videoconferencing across campuses, particularly in Health, Wellness and Sciences.</p>
<b>Commitment P3: New academic pathways leading to graduate certificate and degree completion</b>		
<p><b>P3.1 Create new college degrees and expand university partnerships within the University Partnership Centre to meet the needs of students, employers and the communities we serve.</b></p>	<p>Strategically grow the number of college degrees to 10 by 2016-17 (pending government approval).</p> <p>...</p>	<p>Obtained consent to deliver Bachelor of Business Administration – Management and Leadership; currently waiting for consent letter from MTCU for Bachelor of Interior Design. Both will begin September 2016, bringing the total number of degrees delivered by Georgian to five.</p> <p>...</p>

Strategies	2014-15 actions	Outcomes
	<p>Operationalize the University Partnership Centre project plan (contingent on MTCU approval) to increase University Partnership Centre enrolment (additional 1,200 students by 2020) and partners.</p> <p style="text-align: center;">•••</p> <p>Conduct a survey of degree students to enhance the student experience.</p>	<p>Submitted a Major Capacity Expansion proposal to MTCU detailing a partnership between Georgian University Partnership Centre and Lakehead University to offer more than 50 degree programs to 6,000 students by 2030.</p> <p>Completed pathways/degree transfer models with Lakehead University between six science-based diploma-to-university programs as well as three health diploma programs to BA and/or HBA programs.</p> <p>Developed joint Electrical Engineering program with Lakehead University and procured PhD-level faculty to accommodate program. Began preliminary discussions for joint programs in Fine Arts and Environmental Management.</p> <p>Enhanced the framework for research and scholarship at Georgian; includes a vision and definitions that align with PEQAB criteria.</p> <p style="text-align: center;">•••</p> <p>Survey deferred to fall 2015.</p>
<p><b>P3.2 Create cost-effective and accelerated pathways for university graduates to access career-focused diploma and graduate certificate programs that will help them become job-ready.</b></p>	<p>Research and develop new graduate certificates to offer through flexible delivery and in partnership with Part-time Studies. Market graduate certificates under a virtual school of graduate studies.</p>	<p>Developed or planned several new graduate certificate programs, including Marine Engineering Management, Digital Video, Big Data Analytics and Automotive Dealership, Occupational Health and Safety, Social Entrepreneurship, and Fundraising.</p>

# Extraordinary Experiences

Innovative learning experiences to distinguish our graduates

Strategies	2014-15 actions	Outcomes
Commitment E1: Extraordinary experiential learning		
<p><b>E1.1 Expand experiential learning model to offer a suite of applied learning options integrated with program curriculum, including, but not limited to: community service learning, international study and/or work abroad, co-operative education, applied research, student-run enterprises, and interdisciplinary studies.</b></p>	<p>Expand experiential learning components in selected program curriculum beyond co-op. Explore opportunities to recognize student-run enterprise as an option/alternative work experience.</p>	<p>Incorporated at least one experiential learning component into every diploma, advanced diploma and degree program. Some examples include:</p> <p>Continued to operate the student-run Tree Fort Advertising Agency to offer advertising services.</p> <p>Developed a model for a Georgian Design Institute that enables students to serve internal and external clients on a fee-for-service basis.</p> <p>Digital Photography and Imaging students created student-run enterprise for stock photography.</p> <p>Jewellery and Metals students sold their creations during Christmas and Valentines shows.</p> <p>Interactive Web Design and Development students worked on an interdisciplinary project to create a mobile web interface for the EV charging station applied research project.</p> <p>Carpentry Techniques students participated in Habitat for Humanity home build.</p> <p>Architecture Technology and Technician students participated in conceptualization of community-based seniors' accommodation.</p> <p>Environmental Technician and Technology students participated in a storm water sampling program for City of Barrie.</p> <p>Orillia faculty and Continuing Education and Workforce Development held an event to</p>

Strategies	2014-15 actions	Outcomes
		recruit 142 students to provide security and gain invaluable experience at the Pan American Games in 2015.
<b>E1.2 Introduce co-curricular records and explore innovative options to package credentials.</b>	Conduct a survey on use and effectiveness of co-curricular records.	Focus group research conducted with students regarding the use and effectiveness of co-curricular records. Launched phase one of the project with an in-house system for capturing student co-curricular initiatives. Student leaders are using the system.
<b>Commitment E2: Recognized Canadian leader in entrepreneurship education</b>		
<b>E2.1 Embed entrepreneurship as a signature learning experience by incorporating common entrepreneurship learning outcomes in Georgian programs.</b>	Increase curriculum offerings focused on entrepreneurship and social entrepreneurship.	<p>Developed a new program assessment model and course outline format that collects data regarding entrepreneurship learning components in every program. This will be added to Banner for future extraction/reporting.</p> <p>Added entrepreneurship outcomes to all new and recently renewed or revised programs.</p> <p>Developed social entrepreneurship and innovation courses/modules and programs, including a General Education Social Entrepreneurship course which will be delivered in-class and online.</p> <p>Initiated development of a Social Entrepreneurship graduate certificate program and a two-year Community Development and Social Innovation diploma program.</p>
<b>E2.2 Expand specialized entrepreneurship learning and programs through the Henry Bernick Entrepreneurship Centre.</b>	Develop tools, partnerships and resources to allow any student to have access to launch a business/innovation/idea initiative.	<p>Employed seven highly-experienced mentors to work with Henry Bernick Entrepreneurship Centre clients and the Centre for Applied Research and Innovation. Mentor support available to students across five campuses.</p> <p>Established a seed fund for student-led entrepreneurial initiatives. Seven companies were funded.</p>

Strategies	2014-15 actions	Outcomes
	<p style="text-align: center;">•••</p> <p>Develop a link between the Henry Bernick Entrepreneurship Centre and other entrepreneurship activities, such as the Centre for Applied Research and Innovation</p>	<p>Supported a student-led “Georgian Entrepreneurship Club” with 85 members.</p> <p>Delivered three exClte events at Barrie, Orillia and Midland campuses for student and community entrepreneurs to present initiatives and obtain direction from a panel of experienced entrepreneurs. Twenty entrepreneurs pitched their ideas.</p> <p>Held three Entrepreneurship Learning Channel speaker events that were delivered via videoconference technology to all campuses. Audience exceeded 140 participants.</p> <p>Held the Barrie StartUp Weekend for students to develop their entrepreneurial initiatives.</p> <p>Established Peter Moore Changemaker Space and drafted plans and a completion schedule for construction and resourcing of the space. Summer 2015 completion anticipated.</p> <p>The Henry Bernick Entrepreneurship Centre and the Centre for Applied Research and Innovation mentored more than 85 internal and external entrepreneurs.</p> <p>Launched extracurricular entrepreneurship activities in Engineering Technology and Environmental Studies, Hospitality, Tourism and Recreation, Business and Management, Computer Studies, Entrepreneurship, Human Services, Design and Visual Arts, and Automotive Business.</p> <p style="text-align: center;">•••</p> <p>Established links physically, virtually and strategically between the Henry Bernick Entrepreneurship Centre and the Centre for Social Entrepreneurship to deliver content,</p>

Strategies	2014-15 actions	Outcomes
	(CARI) and Centre for Social Entrepreneurship .	<p>learning, mentorship and funding to student- and faculty-led initiatives.</p> <p>Henry Bernick Entrepreneurship Centre, Centre for Applied Research and Innovation, Centre for Social Entrepreneurship and program areas initiated and executed a number of programs and events including exCite! Week, which allowed 14 students to pitch their entrepreneurial ideas to a panel of business experts to receive input and recommendations to help move their projects forward; the Entrepreneurship Learning Channel, which exposed 60 students across all campuses to a featured speaker series conducted by experienced entrepreneurs; and “Studio Y”, which introduced 40 students to the opportunities available in social entrepreneurship.</p> <p>Eighty-two students in the Child and Youth Worker and Social Services Worker programs undertook social entrepreneurship learning opportunities, and more than 100 students attended social entrepreneurship educational workshops.</p> <p>Henry Bernick Entrepreneurship Centre and Centre for Applied Research and Innovation engaged with the Kauffman Foundation to assess content and delivery. First Kauffman workshops scheduled for early 2015-16.</p>
<b>E2.3 Expand social entrepreneurship opportunities across the college.</b>	Create a community entrepreneurship learning network. Expand and formalize mentorship opportunities. Leverage technology to track social entrepreneurship partnership learning opportunities.	Expanded social entrepreneurship learning opportunities. For example, Carpentry Techniques students participated in Habitat for Humanity home build; Architecture students participated in conceptualization of community-type seniors’ accommodation; and an interdisciplinary team of Practical Nursing, Police Foundations and Personal Support Worker students

Strategies	2014-15 actions	Outcomes
		<p>participated in a mock disaster exercise with hospital staff.</p> <p>Continued to work with the Canadian Association of Business Incubators to achieve approval from Citizenship and Immigration Canada to pilot an entrepreneurial program for international students.</p> <p>Developed mentors and a social entrepreneurship engagement committee.</p> <p>Researched databases and products to record experiential learning and social entrepreneurship activities.</p> <p>Received \$500,000 grant for social entrepreneurship from the J.W. McConnell Family Foundation.</p> <p>Entrepreneurship Education and Experiential Learning Working Group worked to gather resources on entrepreneurship and social entrepreneurship and focused on injecting entrepreneurship into curricula.</p>

**Commitment E3: Relevant programs of exceptional quality**

<p><b>E3.2 Continue to invest in the orientation, engagement and development of our faculty and staff to deliver leading-edge curriculum, innovative teaching practice, experiential and technology-enabled learning.</b></p>	<p>Accelerate development of faculty skills related to innovative teaching practice and technology enabled learning.</p>	<p>Twenty additional faculty trained to deliver distributed learning courses.</p> <p>Developed Georgian Week in collaboration with Centre for Teaching and Learning to deliver training and development opportunities for staff and faculty.</p> <p>Designed and delivered new staff and management development programs. Over 40 training opportunities were offered in each of the fall and winter semesters, with over 660 registrations from more than 330 staff members.</p> <p>Employee Engagement Survey results shared with all employees and at committee meetings. HR conducted 19 meetings with managers to assist with communication of results to staff.</p>
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Strategies	2014-15 actions	Outcomes
		<p>Managers conducted staff/department meetings to share results and discuss action plans. This approach generated more discussion on results than in previous years. Each department generated plans for improvement.</p> <p>Implemented a new employee onboarding program with access to resources on the staff intranet. Managers were oriented to the process and tools at management update sessions.</p>
<p><b>E3.3 Work closely with employers, industry and other community partners to ensure we evolve our programs to meet current and future needs.</b></p>	<p>Review and share best practices for facilitating effective Program Advisory Committees to support program quality assurance.</p>	<p>Updated Program Advisory Committee practices. Distributed guidelines to members at meetings. Further discussion around best practices will take place in 2015-16.</p>
<p><b>E3.4 Expand new pathways and programs focused on skills shortages in trades and emerging technologies.</b></p>	<p>Create partnerships for industry to leverage access to learning resources.</p>	<p>Shifted focus to embedding green technologies within existing program curricula.</p> <p>Continued strong partnerships with the utility sector to help ensure we are meeting demands.</p>
<p><b>E3.5 Develop a culture of research, innovation and scholarship.</b></p>	<p>Define and enhance visibility of research and scholarship.</p> <p style="text-align: center;">...</p> <p>Enhance communication and sharing of research and scholarship activities.</p>	<p>New structure to support research and scholarship approved with the formation of a Research Advisory Committee.</p> <p>Developed a draft research, innovation and scholarship strategy consultation plan and a communication and engagement plan.</p> <p>Adopted a vision and definitions to guide research and scholarship at Georgian.</p> <p style="text-align: center;">...</p> <p>Research, Scholarship and Innovation Working Group began gathering research activity, with the Centre for Applied Research and Innovation as the facilitator and manager a centralized activity database.</p> <p>Reviewed and updated research processes; development of new webpage and intranet portal site</p>

Strategies	2014-15 actions	Outcomes
	<p style="text-align: center;">•••</p> <p>Increase participation in scholarly activities.</p>	<p>underway, to be launched in 2015-16.</p> <p>Health, Wellness and Sciences faculty team engaged in scholarship and research; currently exploring new research opportunities through Canadian Institutes of Health Research.</p> <p style="text-align: center;">•••</p> <p>Submitted a Social Sciences and Humanities Research Council proposal through the Centre for Social Entrepreneurship.</p>

# Community Connections

Serving our students, employers and communities through partnerships

Strategies	2014-15 actions	Outcomes
<b>Commitment C1: Catalyst for community, social and economic development</b>		
<b>C1.1 Conduct a comprehensive assessment of the Central Ontario economy to define postsecondary needs.</b>	Apply findings from Central Ontario labour market reports in development of academic and strategic plans.	Simcoe County Labour Market research will serve as an important resource in preparing the next strategic plan, which will commence in 2015-16, and to support academic program renewal and development.
<b>C1.2 Grow non-credit part-time studies opportunities at all campuses and provide flexible, responsive, professional and workforce training and development for different market segments.</b>	<p>Implement new model for Part-time Studies and Workforce Development.</p> <p>●●●</p> <p>Launch corporate training presence in our catchment area and beyond.</p> <p>●●●</p> <p>Grow international presence with regard to corporate training.</p> <p>●●●</p> <p>Grow partnerships with Ontario and Canadian learning institutions.</p> <p>●●●</p> <p>Rebuild the Part-time Studies and Workforce Development website.</p>	<p>Launched the new model for Part-time Studies and Workforce Development. Anticipate implementation of new structure by June 2015.</p> <p>●●●</p> <p>Anticipate launch of sub-brand in 2015-16. Corporate training sub-brand development will follow Part-time Studies and Workforce Development structure implementation.</p> <p>Continued partnership development; 10 new contracts were landed in March. Developed several large prospect projects in the Barrie area. Delivered mentorship program for community groups in South Georgian Bay.</p> <p>●●●</p> <p>Secured two new international training contracts, with two additional contracts in negotiation. Extended an existing contract for an additional five years.</p> <p>●●●</p> <p>Continued partnership with Northern College; partnership talks in progress with Contact North.</p> <p>●●●</p> <p>Website development will be a key focus in 2015-16 and will commence after structure implementation.</p>

Strategies	2014-15 actions	Outcomes
<p><b>C1.3 Integrate Co-op and Employment Services to provide a one-window employment and career services approach for clients, students and employers.</b></p>	<p>Develop and implement a plan to streamline service delivery of Co-op and Employment Services.</p>	<p>Held discussions with Co-op and Career Services and the Centre for Career and Employment Services regarding collaboration and service synergies, including developing an integrated approach to assist students with job search applications and summer employment inquiries, formalized referral for services for graduates/alumni and an integrated approach to campus career services delivery at other campus locations utilizing current employment services staff/expertise.</p>
<p><b>Commitment C2: Community, government, industry, employer and alumni connections expanded</b></p>		
<p><b>C2.1 Work with community partners at each campus location to develop mutually beneficial hubs for entrepreneurship and innovation.</b></p>	<p>Create models for community entrepreneurship hubs.</p>	<p>Explored potential community entrepreneurship hub development opportunities; space identified at the Orillia and Muskoka campuses. Initiated model development, design and funding plan for hubs.</p> <p>Identified space and completed drawings for the Peter Moore Changemaker Space at the Barrie Campus; construction to begin in 2015.</p> <p>Obtained industry support for an industry-specific hub at the Automotive Business School of Canada, Barrie Campus.</p> <p>Developed plans to increase the size of the Centre for Social Entrepreneurship at the Orillia Campus.</p>
<p><b>C2.2 Partner with the City of Barrie to advance Georgian’s downtown presence.</b></p>	<p>Continue to assess opportunities and potential partnerships to add value to new or current program(s) and/or entrepreneurship through a downtown location.</p>	<p>Supported a TREPDesk at Creative Space in Barrie. Students use the space to network with entrepreneurs in the community.</p>
<p><b>C2.3 Expand our partnerships to support work-integrated learning, applied research, relevant curriculum, learning supports and donor opportunities.</b></p>	<p>Research the potential to map the data stores and produce a matrix of relationships with external organizations that will later inform protocols for relationship management.</p>	<p>Established a Partnership Relationship Management Committee to discuss interdisciplinary relationship management governance structure, the creation of a partnership tool kit, identification of model partnership</p>

Strategies	2014-15 actions	Outcomes
		opportunities for further development, and exploration of technology to best capture these activities.
<b>C2.4 Define and communicate our value proposition and differentiation through a refreshed visual identity and brand platform.</b>	Define data requirements and conduct reputation and visual identity research as part of SEM research. Develop plan based on research report and apply creative to all marketing and communication products in the summer of 2014.	Launched a new brand position and visual identity based on extensive stakeholder research and concept testing and applied college-wide. Developed new brand standards and style guide as well as internal and external campaigns to build awareness and strengthen identity. Launched a new ad campaign to support recruitment and conversion efforts; this will carry forward into the fall recruiting cycle.
<b>C2.5 Engage our students, employees, alumni, governors, partners, donors, advisory committees and other stakeholders as ambassadors and champions.</b>	Awards and Recognition program utilized to support key stakeholder groups at Georgian. Co-ordinate all community sponsorship opportunities college wide.	<p>Increased quality and number of Board of Governor submissions during the last call for nominations.</p> <p>Funnelled all community sponsorship requests to Advancement and Community Development to assess and consider investment opportunities that maximize community impact and profile.</p> <p>Created an online sponsorship application tool to launch in 2015-16.</p> <p>Tools and supports made available to departments and campuses for sponsorship opportunities and engagement.</p>
<b>Commitment C3: Local and global partnerships strengthened</b>		
<b>C3.1 Strengthen and diversify global connections through increased international enrolment and new international partnerships.</b>	Increase inbound articulation and credit transfer agreements for Chinese and Latin American students.	<p>Mandated partnerships investigation for each regional manager. Initial discussions occurred regarding articulation agreements in a number of countries including China, Bahamas and Barbados.</p> <p>Developed new certificate program for English for Academic Purposes programs to enhance retention and continuation into postsecondary programming; to be launched in 2015-16.</p>

Strategies	2014-15 actions	Outcomes
	<p style="text-align: center;">●●●</p> <p>Identify and increase international partnerships for domestic students to complete co-op abroad.</p> <p style="text-align: center;">●●●</p> <p>Increase partnerships for Georgian faculty to teach, train and consult abroad.</p> <p style="text-align: center;">●●●</p> <p>Increase international partnerships with other education institutes.</p>	<p style="text-align: center;">●●●</p> <p>Entered into discussions with institutions in several countries.</p> <p style="text-align: center;">●●●</p> <p>Investigated study/teach/train abroad opportunities in Denmark, Ireland, Wales, France, India, China and the Middle East.</p> <p style="text-align: center;">●●●</p> <p>CIIS international partnership in process of being expanded to more students and two additional programs.</p>
<p><b>C3.2 Strengthen our connections with the Aboriginal community and our commitment to Aboriginal education locally, provincially and nationally through our partnership with the Anishnabe Education and Training Circle.</b></p>	<p>Increase the Aboriginal cultural awareness across all programs at Georgian.</p> <p style="text-align: center;">●●●</p> <p>Define Aboriginal learning outcomes to be incorporated into new programs and programs under renewal.</p> <p style="text-align: center;">●●●</p> <p>Expand a welcoming presence and specialized supports for Aboriginal learners at every Georgian College campus.</p>	<p>Delivered Aboriginal cultural awareness sessions on an ongoing basis in a variety of formats at the Barrie, Owen Sound, Orillia and Midland campuses. The audience included students, Georgian College Students' Association, leadership, staff and faculty. Events included teaching circles, class presentations on Aboriginal perspectives, drumming, Elder involvement, native dance and theatre, topical discussions such as missing Aboriginal women and water teachings.</p> <p style="text-align: center;">●●●</p> <p>Aboriginal learning outcomes have not been defined but are a work priority for 2015-16.</p> <p style="text-align: center;">●●●</p> <p>2014-15 KPI Student Satisfaction and Engagement survey results revealed the number of full-time self-identified Aboriginal students represented 7 per cent of the student population in 2014-15, the same as the previous year.</p> <p>Made specialized supports for students available onsite at four campuses; support services attend the other three campuses upon request. The Aboriginal Resource</p>

Strategies	2014-15 actions	Outcomes
	<p style="text-align: center;">•••</p> <p>Leverage our Aboriginal resources and Elders to strengthen our connections throughout the college, provincially and nationally.</p>	<p>Centre in Owen Sound moved to a larger location offering the opportunity for a greater range of services and usage of space by students.</p> <p style="text-align: center;">•••</p> <p>The Anishnabe Education and Training Circle (AETC) meeting in April 2015 will identify 10 additional programs for Aboriginal representation. Program Advisory Committee representation is an ongoing AETC agenda item.</p> <p>Initiated development of Aboriginal resources, specifically innovative Anishnaabemowin language resources.</p> <p>Maintained a consistent Visiting Elders program at four campuses. Elders presented to classes and were a visible contributing presence at campus- and college-wide events.</p>
<p><b>C3.3 Enhance professional development and contract training offerings through a new model for part-time studies.</b></p>	<p>Refer to C1.2</p>	
<p><b>C3.4 Develop a plan that will enhance local partnerships to meet the needs of the communities we serve.</b></p>	<p>Streamline and co-ordinate our approach to partnerships and community development.</p> <p style="text-align: center;">•••</p> <p>Develop tools and resources to increase our profile, reputation and visibility.</p>	<p>Reactivated Community Engagement Committees at four campuses and strengthened committees in Orillia and Owen Sound; membership reported to the Board.</p> <p>Aligned Senior Leadership Team members with each Community Engagement Committee to assist with engagement and information sharing.</p> <p>Tracked all sponsorship requests centrally. A new online system will launch in 2015-16 to fully leverage college sponsorships.</p> <p style="text-align: center;">•••</p> <p>Applied the new brand consistently at every location; developed templates for local ads and promotional activity.</p>

Strategies	2014-15 actions	Outcomes
<p><b>C3.5 Heighten our academic and intellectual leadership with initiatives that engage the broader community to grow our reputation and strengthen our community connections.</b></p>	<p>Co-ordinate a President’s Lecture Series to promote scholarship and engage communities.</p>	<p>Launched and branded the President’s Thought Leadership Series with presentations by Col. Chris Hadfield and PowerStream President and Chief Executive Office and Chief Operating Officer. Events were live-streamed to other campus locations.</p>

# Operational Excellence

Ensuring our institution is efficient, effective and responsive

Strategies	2014-15 actions	Outcomes
Commitment O1: Strategic reinvestment and fiscal accountability		
<p><b>O1.1 Implement key initiatives to achieve financial sustainability.</b></p>	<p>Conduct a comprehensive review of college expenditures with increased accountability established through complement control of full- and part-time staff.</p> <p style="text-align: center;">...</p> <p>Implement new Financial Services System.</p>	<p>Launched Workforce Analysis project to identify an efficient method of tracking/reporting staffing levels and costs over time. In-depth reporting categorized the use of non-full-time faculty and staff across the departments and academic areas and enabled the development of process improvements and core complement tracking.</p> <p>Launched phase one of the compliment control review of part-time positions (including students) and concluded May 1, 2015. Phase one establishes a list of existing part-time positions highlighting key position which can be used to establish baseline data to support compliment control processes. Insights will be provided regarding the relationship between positions that are staffed both full- and part-time. A summary of general observations, challenges and recommendations resulting from the data collection process will be provided to assist with scoping phase two.</p> <p style="text-align: center;">...</p> <p>Began implementation of the new Financial Services System; live as of April 1, 2015 (on budget). The new system enables enhanced accountability over expenditures by incorporating college procedures and leveraging workflow approvals, improves reporting through a restructured chart of accounts, streamlines current processes and integrates best business practices.</p>

Strategies	2014-15 actions	Outcomes
	<p style="text-align: center;">•••</p> <p>Enhance a culture of accountability.</p>	<p>Reviewed risks and controls within the new financial system; recommendations made to address gaps.</p> <p>Updates to the financial procedures in progress to strengthen financial controls, incorporate best business practices, and align with new financial system processes.</p> <p style="text-align: center;">•••</p> <p>Knightsbridge Human Capital Solutions delivered a one-day workshop – <i>The Leadership Contract</i> – for administrators which focused on accountabilities essential for effective leadership. “Building a culture of accountability” was the topic for the December all-administrator dialogue session.</p> <p>Presented audit priorities to Finance and Audit Committee for 2014-15 fiscal year. Completed travel, meals and hospitality, procurement, annual travel claim audit and several ad hoc and special reviews. The draft audit universe and risk assessment have been established and is under way.</p>
<p><b>O1.2 Implement a multi-year strategic investment strategy to support organizational renewal.</b></p>	<p>Continue to evolve planning processes to identify strategic investments. Introduce 2015-16 budgeting process in October 2014 to enable more timely approval of the budget and priorities.</p> <p style="text-align: center;">•••</p> <p>Annual financial allocation for staff-driven innovative and entrepreneurial projects.</p>	<p>Tightened the 2014-15 budgeting review process; included increased accountability with regards to in-year forecasting.</p> <p>Held budget information sessions in fall 2014 across the college. Distributed budget savings templates to college staff to provide the opportunity to propose savings and revenue ideas to all staff.</p> <p style="text-align: center;">•••</p> <p>The 2015-16 budget process considered enrolment trends and fiscal outlook in its development and included a review of high-volume procurements, deferred maintenance, academic staffing to</p>

Strategies	2014-15 actions	Outcomes
		<p>align with enrolment planning and full- and part-time staffing and monitored the enrolment trends.</p> <p>Established procurement planning templates; completed by high-volume areas.</p> <p>Held consultations and provided assistance to budget holders in review of 2014-15 and discussions on savings for 2015-16.</p>
<p><b>O1.3 Develop a multi-year facilities renewal plan.</b></p>	<p>Continue to evolve integrated space/facilities/information technology planning processes.</p> <p style="text-align: center;">•••</p> <p>Develop a master campus plan and conduct a space utilization review for the Barrie Campus.</p> <p style="text-align: center;">•••</p> <p>Develop standards for ergonomic furniture and offices for all staff groups (standards completed in 2013-14 for full-time faculty).</p> <p style="text-align: center;">•••</p> <p>Enhance safety and security across all campuses.</p>	<p>Established a steering committee to guide master planning for the Barrie Campus. The draft report will be available in May 2015.</p> <p style="text-align: center;">•••</p> <p>The annual space planning process was informed by the preliminary information from master planning at the Barrie Campus and the space study at the Owen Sound Campus.</p> <p style="text-align: center;">•••</p> <p>Established standards for ergonomic furniture for faculty. Furniture standards for support staff and administrators are being finalized and individual requirements are reviewed when office renovations are undertaken.</p> <p>Established accessory components standards such as keyboards, keyboard trays, laptop stands and monitors for all staff.</p> <p>An online training module will be available by May 2015 to help staff set up their work stations ergonomically.</p> <p style="text-align: center;">•••</p> <p>Completed a campus-wide Occupational Health and Safety Audit to help identify themes, priorities and gaps. A new Manager of Health and Safety was hired to provide a strategic plan and implement a robust Health and Safety program in 2015-16.</p> <p>Introduced a new Incident Management System that will be</p>

Strategies	2014-15 actions	Outcomes
		<p>fully implemented July 2015. The system tracks calls for service, case management relating to security investigations and workplace accident investigations and will allow trends analysis, workload analysis and resource allocations.</p> <p>Consultations in progress for an Emergency Planning and Response procedure that provides a framework for the creation and governance of emergency response and business continuity plans.</p> <p>Increased security personnel during peak operational hours at the Barrie Campus. Implemented security personnel during operational hours at the Orillia and Owen Sound campuses. Established security personnel during evening hours at the Midland Campus.</p> <p>Implemented a schedule of tests and inspections of security systems and equipment.</p> <p>Administered two fire and lockdown drills that used the services of the Pre-Service Firefighter Training and Education and Police Foundations students, who monitored the drills; they also conducted additional research and analysis as part of course projects. Two fire and lockdown drill surveys were developed and administered by Institutional Research, with the data informing subsequent drills and communication.</p> <p>Implemented several safety campaigns: Women's Campus Safety which includes self-defense sessions available at all campuses, Safe Winter Driving and Smoking Cessation/Enforcement.</p>

Strategies	2014-15 actions	Outcomes
<p><b>01.4 Support integrated planning and evidence-based decision-making through an enterprise data and reporting strategy.</b></p>	<p>Enhance capacity in Institutional Research and Enterprise Data and Reporting.</p> <p>•••</p> <p>Utilize the Data Governance Committee to define organizational reporting priorities.</p> <p>•••</p> <p>Engage the Strategic Leadership Council in the continued evolution of college-wide integrated planning.</p> <p>•••</p> <p>Operationalize a standard business case to be utilized for all proposals with financial implications that impact the college’s fiscal outlook.</p>	<p>Hired Director, Institutional Research in June 2014 and Research and Statistics Specialist in January 2015.</p> <p>•••</p> <p>Drafted institutional research strategy, ranking projects by priority and identifying data gaps. Began program assessment analysis.</p> <p>Reports automated and available on SharePoint.</p> <p>•••</p> <p>Held six Strategic Leadership Council meetings to discuss planning and strategic priorities.</p> <p>•••</p> <p>Updated the internal business case template for funding special projects and established draft guidelines to assist users. Consultations in progress to establish procedures/processes for approval, monitoring and reporting of external funding requests (e.g. government grants, research grants).</p> <p>Created and distributed templates requesting investments for proposed savings or revenue opportunities as part of the 2015-16 budget process.</p>
<p><b>01.5 Broaden our fundraising activities to support student success.</b></p>	<p>Create a campaign plan, structure and case for support to raise funds in support of college priorities. Enlist college leaders (internal staff and volunteers) to champion donor cultivation opportunities.</p>	<p>Raised nearly \$23 million to date.</p> <p>\$7.2 million pledged from Georgian students championed by the Georgian College Students’ Association.</p> <p>Received \$500,000 grant for social entrepreneurship from the J.W. McConnell Family Foundation.</p> <p>The Canadian Automobile Dealers Association, in collaboration with provincial member associations, donated \$250,000 to the Automotive Business School of Canada to transform the school’s</p>

Strategies	2014-15 actions	Outcomes
		<p>lobby to look and feel like a modern car dealership showroom.</p> <p>The estate of the late Helen Brown donated \$500,000 to support student services, bringing the Brown family's cumulative giving to Georgian to \$2 million.</p>
<b>Commitment O2: Service excellence</b>		
<b>O2.1 Develop and embed a customer service philosophy and service excellence culture.</b>	Utilize college-wide service standards and philosophy to develop an evaluation mechanism for service areas as a means to drive continuous improvement.	Developed an inventory of current service standards and recommended a customer service philosophy. Once new service standards are recommended and approved, an evaluation mechanism will be developed.
<b>O2.2 Implement a "right stop" approach to service delivery, including unified online student services portal that will allow the majority of transactions with the college remotely and through mobile devices.</b>	Implement phase one of "right stop" by fall 2014.	Implemented phase one of 'right stop' with adoption of Q-Nomy. Georgian Stores was relocated.
<b>Commitment O3: Culture of innovation and entrepreneurship through organizational renewal</b>		
<b>O3.1 Streamline and improve our business processes and leverage technology.</b>	<p>Continue to build collaboration capability within the college to utilize the intranet. Put a plan in place to leverage the workflow capabilities within SharePoint. Human Resource Services to pilot workflow capability.</p> <p style="text-align: center;">...</p> <p>Implementation of enhancements to the Human Resources Information System and the new Financial Services System to streamline business processes</p>	<p>Workflow will be implemented with the new Financial Services System in 2015-16 and will be used to automate approvals for Travel and Expense, Purchasing, Invoices, Journal Entries and other items. This change will significantly improve accountability, visibility and processing speed for all of these transactions.</p> <p style="text-align: center;">...</p> <p>The implementation of the new financial system is nearing completion and continues to be on budget. "Go Live" date was April 1, 2015. The new system will enable enhanced accountability over expenditures by incorporating college procedures and leveraging workflow approvals, improved reporting through a restructured Chart of Accounts, and streamlined current processes as well as integrating best business practices.</p>

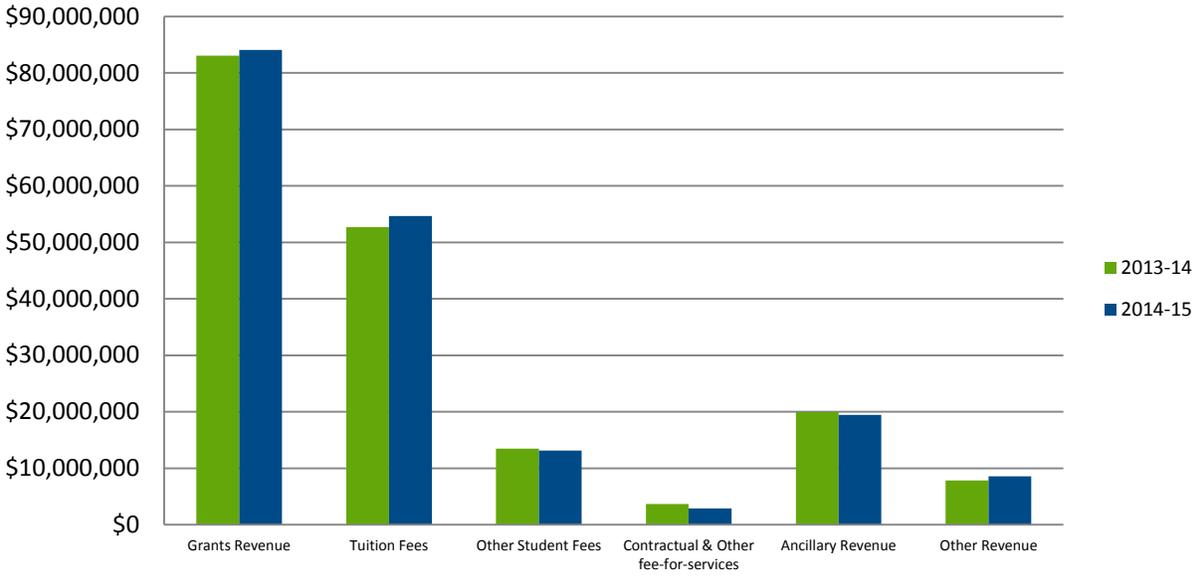
Strategies	2014-15 actions	Outcomes
		<p>Integrated budgeting/ forecasting processes evolving, including the establishment of a procurement plan.</p> <p>Completed upgrade to the Human Resources Information System. The noted enhancements were made to the Human Resources Information System in November 2014.</p>
<p><b>O3.2 Optimize our teaching and learning environment so it is responsive to the needs of our students.</b></p>	<p>Develop quality standards for learning spaces to meet the current and emerging needs of students.</p> <p style="text-align: center;">●●●</p> <p>Develop a strategy to create new student-focused learning resource centres, learning hubs and changemaker spaces.</p>	<p>Created the Peter B. Moore Changemaker Space for students to innovate, work together and solve problems.</p> <p style="text-align: center;">●●●</p> <p>Developed renovation plans for the Engineering Technologies Building, Barrie Campus, to include student-focused learning spaces and enhanced computer labs to optimize the learning environment.</p> <p>Built spaces into new Centre for Social Entrepreneurship and community safety building project at the Orillia Campus.</p>
<p><b>O3.3 Launch three new entrepreneurial initiatives annually.</b></p>	<p>Identify and develop business cases for three new entrepreneurial initiatives.</p>	<p>Engaged an independent firm to undertake a comprehensive operational review of the Kempenfelt Conference Centre to identify opportunities for cost savings, efficiencies as well as new enhanced revenue streams. The assessment will examine long-term opportunities for the facility that fit with Georgian's overall strategic plan.</p> <p>Initiated development of GAINS, an international student business model framework. Research Analyst students conducted research to identify international student interest and business sector targets.</p> <p>Prepared a business case for the Marine Emergency Duties (MED) Training and Research Centre and submitted an application to the Small Communities Fund in December; results of the application will be available in May</p>

Strategies	2014-15 actions	Outcomes
		<p>2015. Grey County council approved a \$2 million donation in August 2014 toward the construction of the MED Centre. Initiated the construction of a fire training facility, a key component of the MED Centre, and to be completed by August 2015. The fire training facility will serve both postsecondary marine cadets and corporate clients. Georgian continues to advance discussions with several industry donors who are interested in supporting the MED Centre.</p>

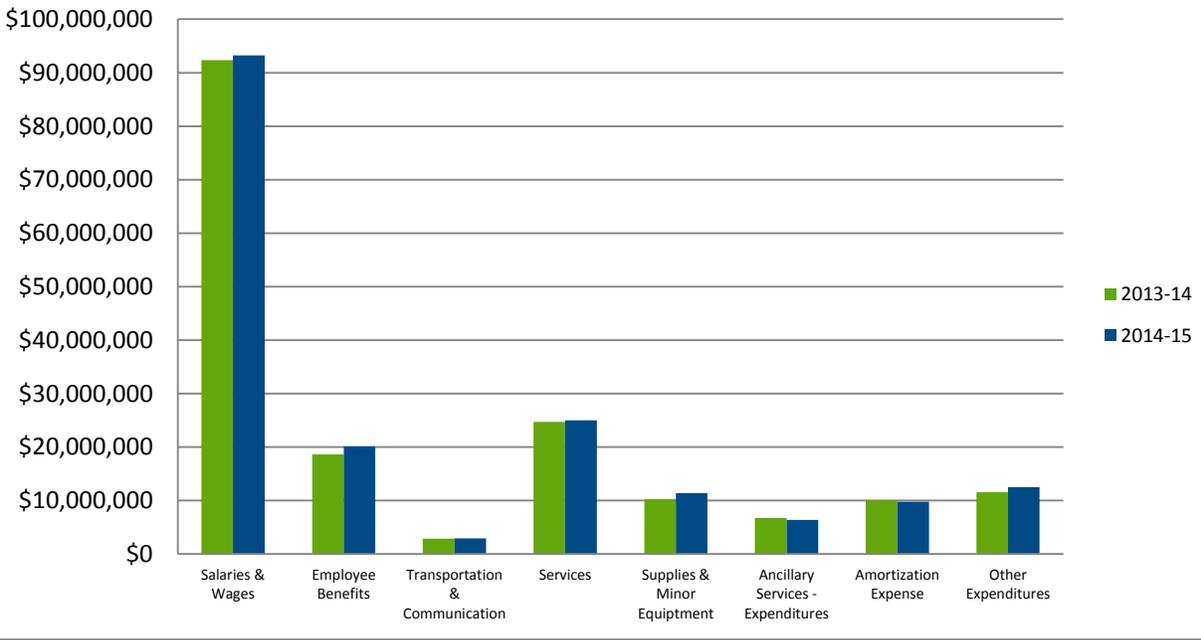
## SECTION 2: ANALYSIS OF COLLEGE'S FINANCIAL PERFORMANCE

	2013-14	2014-15
<b>REVENUES</b>		
Grants Revenue	\$83,069,538	\$84,065,690
Tuition Fees	\$52,688,450	\$54,666,919
Other Student Fees	\$13,444,760	\$13,135,751
Contractual and other fee-for-services	\$3,643,213	\$2,898,130
Ancillary Revenue	\$19,928,690	\$19,464,006
Other Revenue	\$7,822,476	\$8,589,791
<b>TOTAL REVENUE</b>	<b>\$180,597,127</b>	<b>\$182,820,287</b>
<b>EXPENDITURES</b>		
Salaries and Wages	\$92,342,395	\$93,251,456
Employee Benefits	\$18,655,172	\$20,098,941
Transportation and Communication Services	\$2,867,578	\$2,922,961
Supplies & Minor Equipment	\$24,670,126	\$24,988,448
Ancillary Services – Expenditures	\$10,243,563	\$11,358,418
Amortization Expense	\$6,748,548	\$6,355,803
Other Expenditures	\$10,058,372	\$9,746,777
<b>TOTAL EXPENDITURES</b>	<b>\$177,143,819</b>	<b>\$181,251,474</b>
<b>SURPLUS/(DEFICIT)</b>	<b>\$3,453,308</b>	<b>\$1,568,813</b>

### Comparison of Revenues



### Comparison of Expenses



## SECTION 3: SUBSIDIARIES AND FOUNDATIONS

IRDI Technologies Inc.: IRDI Technologies Inc. was involved in a contract with the National Research Council Canada to develop and modify a Nickel Vapour Deposition process to produce flexible thin wall tubes. This contract was completed as of June 30, 2006. To date there has been no additional activity in this subsidiary. There is \$100 of common shares issued to the college.

The Georgian College Foundation: The Georgian College Foundation is a non-profit corporation without share capital incorporated by letters patent under The Corporations Act (Ontario) on July 25, 1991. Prior to April 1, 2007, the Georgian College Foundation was responsible for long-term fund raising for the Georgian College of Applied Arts and Technology. Effective April 1, 2007, motions were passed by the Board of Governors of the college and the Board of Directors of the Georgian College Foundation to assume the ongoing and future fundraising and philanthropic activities of the foundation. The college will assume all of the foundation's existing and future property and assets, both realized and unrealized, in whole or in part, from time-to-time, when the assets, or any part of the assets can be transferred to the college without any adverse consequences to the foundation or the college. In return, the college will assume all of the foundation's existing and future liabilities, both known and unknown. Also effective with this change, the Georgian College Foundation will be managed by a separate board under the control of the Board of Governors of the college. These financial statements will be consolidated with the statements of the college. The foundation continues to be active to capture any donations that may be bequeathed to the Georgian College Foundation instead of the Georgian College of Applied Arts and Technology.

Both the subsidiary and foundation are included in the Consolidated Financial Statements of Georgian College.

## APPENDIX A: 2014-15 REPORT BACK

To be filed at a later date as per Ministry directive.

**APPENDIX B: AUDITED FINANCIAL STATEMENTS**

**THE GEORGIAN COLLEGE OF APPLIED**

**ARTS AND TECHNOLOGY**

**CONSOLIDATED**

**FINANCIAL**

**STATEMENTS**

**FOR**

**THE YEAR ENDED**

**MARCH 31, 2015**

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Grant Thornton

## Independent Auditor's Report

Grant Thornton LLP  
Suite 300  
6 West Street N  
Orillia, ON  
L3V 5B8  
T (705) 326-7605  
F (705) 326-0837  
[www.GrantThornton.ca](http://www.GrantThornton.ca)

To the Board of Governors of  
The Georgian College of Applied Arts and Technology

We have audited the accompanying consolidated financial statements of The Georgian College of Applied Arts and Technology, which comprise the consolidated statement of financial position as at March 31, 2014, and the consolidated statements of operations, changes in net assets, remeasurement losses and cash flows for the years then ended March 31, 2015 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**

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

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

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

**Opinion**

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of The Georgian College of Applied Arts and Technology as at March 31, 2014, and the results of its operations, changes in net assets, remeasurement losses and its cash flows for the years then ended March 31, 2015 in accordance with Canadian public sector accounting standards.

*Grant Thornton LLP*

Orillia, Canada  
May 28, 2015

Chartered Accountants  
Licensed Public Accountants

## THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2015

	ASSETS	
	March 31, 2015	March 31, 2014
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	\$ 15,856,790	\$ 22,791,172
Grants Receivable (Note 2)	708,495	912,018
Accounts Receivable (Note 3)	5,377,556	4,706,476
Inventory (Note 4)	2,121,961	2,436,964
Prepaid Expenses	1,897,834	1,846,585
Current Portion of Notes Receivable from Student Associations (Note 5A)	881,961	874,833
Current Portion of Notes Receivable from Alumni Association (Note 5B)	75,000	79,676
<b>TOTAL CURRENT ASSETS</b>	<u>26,919,597</u>	<u>33,647,724</u>
<b>RESTRICTED ASSETS</b>		
Cash	6,739,075	4,787,453
Investments (Note 7)	9,305,637	8,637,534
<b>TOTAL RESTRICTED ASSETS</b>	<u>16,044,712</u>	<u>13,424,987</u>
<b>OTHER ASSETS</b>		
Notes Receivable from Student Associations (Note 5A)	5,948,951	6,626,943
Notes Receivable from Alumni Association (Note 5B)	261,577	323,625
Construction in Progress (Note 8)	2,821,470	583,993
<b>TOTAL OTHER ASSETS</b>	<u>9,031,998</u>	<u>7,534,561</u>
<b>CAPITAL ASSETS (Note 9)</b>	<u>140,433,223</u>	<u>143,267,489</u>
<b>TOTAL ASSETS</b>	<u>\$ 192,429,530</u>	<u>\$ 197,874,761</u>

## THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2015

## LIABILITIES AND NET ASSETS

	<u>March 31, 2015</u>	<u>March 31, 2014</u>
<b>CURRENT LIABILITIES</b>		
Grants Payable (Note 11)	\$ 321,540	\$ 234,626
Accounts Payable and Accrued Liabilities (Note 12)	15,077,067	18,346,820
Current Portion of Lease Liabilities and Commitments (Note 13)	460,252	472,031
Current Portion of Long Term Debt Payable (Note 14A)	2,018,850	2,312,789
Deferred Revenue (Note 15)	6,403,250	7,535,813
Due to Student Associations (Note 16)	6,169,830	6,082,697
<b>TOTAL CURRENT LIABILITIES</b>	<u>30,450,789</u>	<u>34,984,776</u>
<b>OTHER LIABILITIES</b>		
Lease Liabilities and Commitments (Note 13)	440,480	900,732
Long Term Debt Payable (Note 14A)	21,903,758	23,922,609
Interest Rate Swaps (Note 14B)	5,993,413	4,491,096
Deferred Capital Contributions (Note 17)	104,504,855	106,858,914
Deferred Revenue Future Capital Expansion (Note 18)	54,036	54,036
Deferred Restricted Contributions (Note 19)	6,917,361	5,068,348
Vacation Pay Payable	4,555,824	5,014,628
Post-Employment Benefits and Compensated Absences (Note 21)	6,487,271	6,295,087
Unrealized Market Gain	732,309	514,506
<b>TOTAL OTHER LIABILITIES</b>	<u>151,589,307</u>	<u>153,119,956</u>
<b>NET ASSETS</b>		
Unrestricted		
Operating	3,963,949	4,535,797
Employee Future Benefits	(1,374,362)	(1,279,399)
Vacation Pay Accrual	(4,555,824)	(5,014,628)
Vested Sick Leave Accrual	(189,000)	(208,000)
Compensating Absences	(420,909)	(149,688)
Non-vested sick leave	(4,503,000)	(4,658,000)
	<u>(7,079,146)</u>	<u>(6,773,918)</u>
Investment in Capital Assets (Note 20)	15,041,961	13,167,920
Internally Restricted Funds (Note 22)	24,991	24,991
Endowment Funds (Note 23)	8,395,041	7,842,132
	<u>23,461,993</u>	<u>21,035,043</u>
Accumulated Remeasurement Losses (Stmt 5)	(5,993,413)	(4,491,096)
<b>TOTAL NET ASSETS</b>	<u>10,389,434</u>	<u>9,770,029</u>
	<u>\$ 192,429,530</u>	<u>\$ 197,874,761</u>

## THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## CONSOLIDATED STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2015

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	<u>2015</u>		<u>2014</u>
<b>REVENUE</b>			
Grants and Reimbursements	76,536,124	\$	75,025,327
Student Tuition	67,763,156		66,090,755
Ancillary Operations	19,867,702		20,252,488
Restricted Funds	1,194,519		1,741,547
Other	11,123,741		11,184,346
Amortization of Deferred Capital Contributions	6,335,046		6,302,664
<b>TOTAL REVENUE</b>	<u>182,820,288</u>		<u>180,597,127</u>
<b>EXPENDITURE</b>			
Salaries and Benefits	113,351,497		110,999,727
Academic	16,383,181		15,498,794
Student Services	7,159,468		7,104,684
Administration	8,441,553		8,949,377
Plant and Property	9,110,376		8,772,582
Supplementary	5,713,792		5,090,603
Ancillary Operations	11,344,831		10,669,680
Amortization of Capital Assets	9,746,777		10,058,372
<b>TOTAL EXPENDITURE</b>	<u>181,251,475</u>		<u>177,143,819</u>
<b>EXCESS REVENUE OVER EXPENDITURE</b>	<u>\$ 1,568,813</u>	\$	<u>3,453,308</u>

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
 CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED MARCH 31, 2015  
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	Unrestricted	Capital	Internally Restricted (Note 22)	Restricted Externally restricted (Note 23)	Total
<b>BALANCE - BEGINNING OF YEAR</b>	\$ (6,773,918)	\$ 13,167,920	\$ 24,991	\$ 7,842,132	\$ 14,261,125
Endowments received during the year				552,909	552,909
Excess Revenue over Expenditure (Expenditure over Revenue)	4,992,635	(3,423,822)			1,568,813
Investment in Capital assets	(5,297,863)	5,297,863			-
<b>BALANCE - END OF YEAR</b>	\$ (7,079,146)	\$ 15,041,961	\$ 24,991	\$ 8,395,041	\$ 16,382,947

FOR THE YEAR ENDED MARCH 31, 2014

	Unrestricted	Capital	Internally Restricted (Note 23)	Restricted Externally restricted (Note 24)	Total
<b>BALANCE - BEGINNING OF YEAR</b>	\$ (8,465,471)	\$ 11,406,165	\$ 24,991	\$ 7,461,305	\$ 10,426,990
Endowments received during the year				380,827	380,827
Excess Revenue over Expenditure (Expenditure over Revenue)	7,220,374	(3,767,066)			3,453,308
Investment in Capital assets	(5,528,821)	5,528,821			-
<b>BALANCE - END OF YEAR</b>	\$ (6,773,918)	\$ 13,167,920	\$ 24,991	\$ 7,842,132	\$ 14,261,125

(see accompanying notes)

## THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2015

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	<u>2015</u>	<u>2014</u>
Increase (decrease) in cash		
<b>OPERATING ACTIVITIES</b>		
Excess Revenue over Expenditure	\$ 1,568,813	\$ 3,453,308
Items not Involving Cash:		
Amortization of capital assets	9,746,777	10,058,372
Amortization of deferred capital contributions	(6,335,046)	(6,302,664)
Gain on disposal of capital assets	9,506	11,357
Change in Vacation Pay Payable	<u>(458,804)</u>	<u>(1,670,568)</u>
	4,531,246	5,549,805
Accrual for post-employment benefits and compensated absences	192,184	(610,463)
Change in Non-Cash Working Capital		
Grants Receivable	203,523	(184,170)
Accounts Receivable	(671,081)	468,576
Inventory	315,003	(532,495)
Prepaid Expenses	(51,250)	(780,950)
Grant Payable	86,914	(20,114)
Accounts Payable and Accrued Liabilities	(3,269,751)	1,635,029
Deferred Revenue	(1,132,563)	176,320
Due to Student Associations	<u>87,133</u>	<u>824,491</u>
	<u>291,358</u>	<u>6,526,029</u>
<b>INVESTING ACTIVITIES</b>		
Advances to Student Associations	670,864	643,304
Advances to Alumni Association	<u>66,724</u>	<u>63,643</u>
	<u>737,588</u>	<u>706,947</u>
<b>FINANCING ACTIVITIES</b>		
(Decrease) in long term debt payable	(2,312,789.82)	(2,395,693)
(Decrease) in capital leases	<u>(472,032)</u>	<u>(435,770)</u>
	<u>(2,784,821)</u>	<u>(2,831,463)</u>
<b>CAPITAL ACTIVITIES</b>		
Contributions received for capital purposes	3,978,403	4,233,499
Invested in Deferred Charges	(2,237,477)	1,039,992
Proceeds on capital assets disposal	4,515	7,710
Purchase of capital assets	<u>(6,923,948)</u>	<u>(7,386,220)</u>
	<u>(5,178,507)</u>	<u>(2,105,019)</u>
(Decrease) increase in cash	(6,934,382)	2,296,494
Cash, beginning of year	<u>22,791,172</u>	<u>20,494,678</u>
Cash, end of year	<u>\$ 15,856,790</u>	<u>\$ 22,791,172</u>
<b>Supplemental disclosure</b>		
Interest Paid	\$ 1,494,768	\$ 1,611,800
Interest received	\$ 571,905	\$ 693,927

## THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## CONSOLIDATED STATEMENT OF REMEASUREMENT LOSSES

FOR THE YEAR ENDED MARCH 31, 2015

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	<u>2015</u>	<u>2014</u>
Accumulated remeasurement losses at beginning of year	\$ 4,491,096	\$ 6,261,876
Derivative - interest rate swap	1,502,317	(1,770,780)
Net remeasurement (loss) gains for the year	<u>1,502,317</u>	<u>(1,770,780)</u>
Accumulated remeasurement losses at end of year	<u>\$ 5,993,413</u>	<u>\$ 4,491,096</u>

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

**GENERAL**

The Georgian College of Applied Arts and Technology was established under the Ministry of Colleges and Universities Act as a corporation in 1967. Excellence in teaching and learning is at the heart of its mission. Georgian helps students achieve their career and life goals by delivering academic excellence in a uniquely nurturing environment.

The College is a registered charity and therefore is, under Section 149 of the Income Tax Act, exempt from payment of income tax.

**1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE**

The Consolidated Financial Statements of the College have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAB for Government NPOs). The most significant of which are as follows:

**(A) CASH AND CASH EQUIVALENTS**

Cash and cash equivalents include cash on hand, balances with banks and short term deposits with original maturities of three months or less. Bank borrowings are considered to be financing activities.

**(B) REVENUES**

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

- i) Grants received for operations from the Ministry of Training, Colleges and Universities (MTCU) and other governmental agencies are recorded as revenue in the year to which they relate. Grants approved but not received at the end of the fiscal year are accrued. Where a portion of a grant relates to a future year, it is deferred and recognized in the subsequent year.
- ii) Capital grants and contributions restricted for the purchase of capital assets are deferred when the monies are received, and subsequently amortized to revenue on a straight-line basis over the useful life of the related capital asset.
- iii) Tuition fees are recorded in the accounts based on the academic period of the specific courses. Tuition fees are deferred to the extent that the courses extend beyond the fiscal year of the College.
- iv) Externally restricted contributions other than endowment contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in endowment net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are recognized. Unrestricted investment income is recognized as revenue when earned.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2015**

**1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE (cont'd)**

- v) Other operating revenues are deferred to the extent that related services provided, or goods sold are rendered/delivered subsequent to the end of the College's fiscal year.

**(C) VALUATION OF INVENTORIES**

Inventory consists of textbooks, stationery, giftware, computer hardware and software, food and liquor, metals, printed stationery and materials for maintenance. Inventories are valued at the lower of cost, determined on the first-in first-out basis and net realizable value. The cost includes all acquisition costs incurred in bringing inventory to its present location and condition. Net realizable value is the estimated selling price in the ordinary course of business less any applicable expenses.

**(D) CAPITAL ASSETS**

Purchased assets are stated at cost. Donated assets are recorded at their fair market value at the date of donation.

When a capital asset no longer contributes to the College's ability to provide services or the value of future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

Capital assets are amortized on a straight-line basis using the following estimate of useful lives:

ASSET	USEFUL LIFE
Land	n/a
Land Improvements	25 years
Buildings	40 years
Building Renovations & Enhancements	15 years
Portables	10 years
Site improvements	10 years
Leasehold improvements	1 <sup>st</sup> term of the lease
Furniture and fixtures	5 years
Equipment and vehicles	5 years
Computers – Networking Equipment	5 years
Computers – Servers & Storage	4 years
Major equipment	10 years
Leased equipment	Term of lease

Construction in progress is not recorded as a capital asset, or amortized until construction is complete and the asset is put into use.

**(E) RETIREMENT AND POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES**

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave, and non-vesting sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

**1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE (cont'd)**

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight line basis. Any calculations relating to any contractual arrangements outside of the above noted circumstances have been determined by management using the same assumptions as the actuary.
- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
- (iv) Compensated absences are determined by management.
- (v) The discount used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.

**(F) RELATED ORGANIZATIONS**

IRDI Technologies Inc. is a wholly-owned subsidiary of the College. It was acquired by the College effective April 1, 2004.

The Georgian College Foundation is a non-profit corporation without share capital incorporated by letters patent under The Corporations Act (Ontario) on July 25, 1991. Prior to April 1, 2007 it was responsible for the long-term fundraising for The Georgian College of Applied Arts and Technology. Effective April 1, 2007, the College assumed the ongoing and future fundraising and philanthropic activities of the Foundation. The College assumed all of the Foundation's existing and future property and assets both realized and unrealized, in whole or in part. With this change the management of the Board of the Georgian College Foundation now falls under the control of the Board of Governors of the College.

These consolidated financial statements include the assets, liabilities, and results of operations of IRDI Technologies Inc. and The Georgian College Foundation with those of the College. All inter-company balances have been eliminated upon consolidation.

**(G) COST ALLOCATIONS**

The expenditures are reported, as required, by the Ministry of Training, Colleges and Universities "College Financial Information System" (CFIS), as per revised guidelines issued May 14, 1998. As well, the College has followed the cost allocation plan approved by the Committee of Finance Officers and the Committee of Presidents of the Colleges of Applied Arts and Technology and endorsed by the Ministry of Training, Colleges and Universities.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

**1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE (cont'd)**

Accordingly, direct costs are charged to programs and courses on an actual basis wherever possible and elsewhere allocated on the basis of full-time equivalent students.

**(H) MANAGEMENT ESTIMATES**

The preparation of these consolidated financial statements in accordance with PSAB for Government NPOs requires College management to make estimates, and assumptions that affect the reported amounts of revenue and expenditure, assets and liabilities, and the disclosure of contingent assets and contingent liabilities at the date of the financial statements. Significant account estimates include allowance for doubtful accounts, useful life of capital assets, actuarial estimation of post-employment benefits and compensated absences liabilities, interest rate swap, payroll accrual and vacation pay. Actual results could differ from these estimates.

**(I) GIFTS IN KIND**

Contributed materials and services are recorded in the accounts at fair market value when such a value can reasonably be estimated. During the fiscal year \$ 291,197 (2014 - \$281,450) of gifts in kind were received. Of this amount \$110,000 relates to a free fall lifeboat, \$100,000 in media space for radio and newspaper ads, \$56,000 in art pieces, and the remaining \$25,197 includes small tools, gem stones, steel and give away prizes.

The College has built up a permanent study collection of Canadian and International art whereby the value of these pieces has not been included in the books of the College.

**(J) FINANCIAL INSTRUMENTS**

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

**FAIR VALUE**

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

They are initially recognized at cost and subsequently carried at fair value. Unrealized changes in the fair value are recognized in the statement of measurement gains and losses until they are realized. Once realized, they are transferred to the statement of operations, except for those gains and losses of a financial asset in the fair value category that is externally restricted. These gains and losses are recorded as liabilities until used for the purpose specified.

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

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

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2015**

**1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURE (cont'd)**

**AMORTIZED COST**

This category includes accounts receivable, grants receivable, notes receivable from the student associations and the alumni association, accounts payable and accrued liabilities, vacation pay payable, grants payable, due to student associations, and long term debt payable. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

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

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

**2. GRANTS RECEIVABLE**

		2015	2014
MTCU	- Second Career	\$464,225	\$464,225
	- Apprenticeship Enhancement	138,397	249,728
	- Youth Employment Fund	---	14,420
	- Citizenship and Immigration Canada	---	37,096
	- School College Work Initiative	---	43,155
	- Literacy & Basic Skills	9,569	763
	- Employment Services	---	7,173
	- Apprenticeship	8,962	95,458
	- Labour Market Partnership Funding	20,834	---
	- Canada Ontario Job Grant	24,277	---
	- Occupational Specific Language Training	27,897	---
	- International Student Recovery	14,334	---
		<b>\$708,495</b>	<b>\$912,018</b>

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

**3. ACCOUNTS RECEIVABLE**

	2015	2014
Student Receivables	\$457,704	\$239,132
Staff	33,554	46,677
Kempfenfelt Conference Centre	67,753	252,442
Residence	(38,209)	(73,958)
Trade Balances	4,856,754	4,242,183
	<b>\$5,377,556</b>	<b>\$4,706,476</b>

**4. INVENTORY**

	2015	2014
Beginning Inventory	\$2,436,964	\$1,904,469
Purchases	9,951,853	10,382,439
Goods Available	12,388,817	12,286,908
Cost of Goods Sold / Adjustments	10,266,856	9,849,944
Ending Inventory	\$2,121,961	\$2,436,964

**5. (A) NOTES RECEIVABLE FROM STUDENT ASSOCIATIONS**

The Student Association in Barrie has committed to contribute the construction cost of the Student Centre completed in 1997/98 and an expansion to the athletic facilities, within the Student Centre, completed in September 2003. The Student Association will make annual minimum payments of \$550,000, until the balance, including accrued interest is paid in full. The College has arranged financing to support this note receivable which is charged the same rate of interest as that paid by the College to the lending institution. (See Note 14).

The Student Association in Orillia has committed to contribute the construction cost of a Fitness Centre which was completed in 2004/05. The Student Association will make annual minimum payments of \$130,000, until the balance, including accrued interest is paid in full. This portion of the note receivable is funded by the College from its own resources and bears interest at 1.00 % (2014 - 1.00%). The Student Association in Orillia has had an interest reduction of \$25,000 per year for the first six years of the balance. In 2014-2015, the interest reduction was \$Nil and the interest charged was \$9,491.

The Student Association in Barrie has committed to contribute \$2,671,789 to the expansion cost of The Last Class-Barrie which was completed September 2012. The Student Association will make semi-annual minimum blended principle and interest payments of \$138,286, until the balance is paid in full. The receivable bears an interest rate of 3.626%.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2015**

**5. (A) NOTES RECEIVABLE FROM STUDENT ASSOCIATIONS (cont'd)**

Note Receivable	Barrie	Orillia	Barrie TLC	Total
Balance, beginning of year	\$4,192,571	\$1,006,694	\$2,302,512	\$7,501,777
Payments received	(550,000)	(130,000)	(276,572)	(956,572)
Interest charged	194,477	9,491	81,739	285,707
Balance, end of year	3,837,048	886,185	2,107,679	6,830,912
Less Current Portion	550,000	130,000	201,961	881,961
	<b>\$3,287,048</b>	<b>\$756,185</b>	<b>\$1,905,718</b>	<b>\$5,948,951</b>

**5. (B) NOTES RECEIVABLE FROM ALUMNI ASSOCIATION AND FINANCIAL INSTRUMENTS**

The Alumni Association has signed a note payable of \$500,000 to the University Partnership Centre (Previously known as Centre for Technology Enhanced Learning) and an additional \$100,000 towards a fitness centre at the Orillia Campus. Minimum payments for the year are \$57,467 and will be made over a number of years and have been completed in 2014/15. The current portion of the note outstanding at March 31, 2015 is \$Nil (2014 - \$54,676). These Notes Receivable are non-interest bearing.

Since the rates that the College charged the Alumni Association were not at market at inception, the carrying value of the instrument has been adjusted to fair value. The net unamortized balance at March 31, 2015 of the decrease to the financial asset resulting from this adjustment is \$Nil (2014 - \$2,789).

The Alumni Association has signed a note payable of \$500,000 for the Power of Education Campaign on April 1, 2009. The Alumni Association will make annual minimum payments of \$25,000, increasing to \$75,000 in 2015/16 until this balance is reached. The current portion of the note outstanding at March 31, 2015 is \$75,000 (2014 - \$25,000), with the non-current portion being \$261,577 (2014 - \$323,625). This Note Receivable is non-interest bearing.

Since the rate that the College charged the Alumni Association was not at market at inception, the carrying value of the instrument has been adjusted to fair value. The net unamortized balance at March 31, 2015 of the decrease to the financial asset resulting from this adjustment is \$38,426 (2014 - \$51,375).

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

**6. FINANCIAL INSTRUMENT CLASSIFICATION**

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

	2015		
	Fair Value	Amortized Cost	Total
Cash	\$22,595,865	\$ ---	\$22,595,865
Grants Receivable	---	708,495	708,495
Accounts Receivable	---	5,377,556	5,377,556
Notes Receivable	---	7,167,489	7,167,489
Restricted Investments	9,305,637	---	9,305,637
Grants Payable	---	321,540	321,540
Accounts Payable and Accrued Liabilities	---	15,077,067	15,077,067
Long Term Debt Payable & Lease Liabilities	---	24,823,340	24,823,340
Interest Rate Swap	5,993,413	---	5,993,413
	<b>\$37,894,915</b>	<b>\$53,475,487</b>	<b>\$91,370,402</b>

Restricted investments are for endowment and bursary purposes. They consist of equity instruments in Canadian public companies, government and corporate bonds and guaranteed investment certificates.

Maturity profile of bonds held is as follows:

	2015				
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying Value	\$417,532	\$3,450,703	\$1,536,458	\$688,441	\$6,093,134
Percent of Total	6.85%	56.63%	25.22%	11.30%	100.00%

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

- Level 1 – fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 – fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 – fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	2015			
	Level 1	Level 2	Level 3	Total
Cash	\$22,595,865	\$---	\$---	\$22,595,865
Investments	9,305,637	---	---	9,305,637
Interest Rate Swaps	---	5,993,413	---	5,993,413
Total	<b>\$31,901,502</b>	<b>\$5,993,413</b>	<b>\$---</b>	<b>\$37,894,915</b>

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2015 and 2014. There were also no transfers in or out of Level 3. For a sensitivity analysis of financial instruments recognized in Level 2, see Note 27 – Interest rate risk, as the prevailing interest rate is the most significant input in the fair value of the instrument.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

**7. RESTRICTED INVESTMENTS**

Investments in the amount of \$9,305,637 (2014 - \$8,637,534) are restricted for Endowment purposes and are not available for general operations. Investments are comprised of the following:

	Fair Value	Cost
Cash	\$27,776	\$27,776
Fixed Income (Bonds)	6,093,135	5,924,037
Canadian Equity (Mutual Funds)	1,926,266	1,645,036
U.S. Equity (Mutual Funds)	634,286	520,666
International Equity (Mutual Funds)	624,174	465,143
	<b>\$9,305,637</b>	<b>\$8,582,658</b>

The total of restricted cash and investments is \$16,044,712 (2014 - \$13,424,987) representing the Endowment funds and the Deferred restricted contributions.

**8. CONSTRUCTION IN PROGRESS**

Costs related to certain capital projects where the projects are not complete and therefore the assets have not begun their useful life, are recorded as deferred charges. These deferred costs will be amortized as capital assets in the year when the assets are put in use or expensed in the year when the projects are cancelled. Current projects that have been deferred in 2014/15 and their expected completion dates are as follows.

Project	Expected Completion	2015	2014
Health & Wellness Building Phase II	August 2014	---	\$2,068
CID Registrar's Office	Sept 2015	---	7,851
MED Project	June 2014	---	68,742
Orillia Food Services Area	Sept 2014	---	428,158
Presidents Drive	Sept 2015	---	41,325
Duckworth Street Entrance	Sept 2015	---	35,849
PeopleSoft Finance Information Syst	April 2015	\$2,083,771	---
OS MED Project #2	Sept 2016	340,876	---
Oracle additional modules for PS	Various 2015	318,093	---
Oracle Licenses for other Modules	Various 2015	78,730	---
		<b>\$2,821,470</b>	<b>\$583,993</b>

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**9. CAPITAL ASSETS**

ASSET	2015		
	Cost	Accumulated Amortization	Net book Value
Land	\$3,986,722	\$---	\$3,986,722
Buildings	179,745,480	63,191,981	116,553,499
Site Improvements	17,272,792	7,924,217	9,348,575
Furniture and Fixtures	1,351,887	1,080,352	271,535
Equipment and Vehicles	14,353,907	11,247,271	3,106,636
Computers	1,164,271	548,273	615,998
Major Equipment	13,400,579	7,885,793	5,514,786
Leased Equipment	3,175,474	2,140,002	1,035,472
	\$234,451,112	\$94,017,889	\$140,433,223

ASSET	2014		
	Cost	Accumulated Amortization	Net book Value
Land	\$3,986,722	\$---	\$3,986,722
Buildings	175,741,882	58,441,818	117,300,064
Site Improvements	16,741,677	6,605,222	10,136,455
Furniture and Fixtures	4,488,264	4,072,635	415,629
Equipment and Vehicles	24,618,017	20,877,290	3,740,727
Computers	1,875,311	1,627,963	247,348
Major Equipment	12,773,065	6,868,544	5,904,521
Leased Equipment	3,498,701	1,962,678	1,536,023
	\$243,723,639	\$100,456,150	\$143,267,489

Amortization expense for the year is \$9,746,777 (2014 - \$10,058,372).

**10. BANK INDEBTEDNESS**

The College has arranged for an unsecured five million dollar revolving demand facility to finance general operating requirements. The interest rate is Royal Bank Prime minus .50%. The College had not drawn any funds at March 31, 2015. The College has \$291,979 (2014 - \$55,788) in letters of credit outstanding as of March 31, 2015.

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**11. GRANTS PAYABLE**

The College receives various grants which must be spent during the fiscal year. Any unspent portion or overpayment is to be returned. These amounts are included in "Grants Payable".

		2015	2014
MTCU	Employment Services	\$35,876	\$42,764
	Interpreter VRS	21,850	4,390
	Literacy & Basic Skills	7,940	30,789
	Apprentice Enhancement Fund	442	336
	Youth Employment Fund	115,974	72,378
	Summer Job Service	10,164	3,253
	Student Transfer Grant	51,911	---
	Aboriginal Funding	9,553	9,553
	First Generation	10,077	6,795
	Crown Ward	18,643	63,229
	College Equipment and Renewal	---	1,139
	Canada Ontario Job Grant	2,060	---
	Support for Apprentices with Disability	37,050	---
		<b>\$321,540</b>	<b>\$234,626</b>

**12. ACCOUNTS PAYABLE & ACCRUED LIABILITIES**

	2015	2014
Trade Accounts Payables and Accruals	\$10,330,106	\$14,226,928
Accrued Payroll Liabilities	4,746,961	4,119,892
	<b>\$15,077,067</b>	<b>\$18,346,820</b>

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**13. LEASE LIABILITIES AND COMMITMENTS**

The College has entered into various agreements to lease equipment up to five (5) years. The capital leases for computer equipment have built-in options, whereby the College is able to purchase the equipment at the end of the lease, or to return the equipment to the lessor. The operating leases are financial obligations entered into by the College for the rental of equipment, building maintenance, and security. The anticipated annual payments for the next five (5) fiscal years, under current lease arrangements, are as follows:

	Capital Leases	Operating Leases	Total
2015/16	\$465,235	\$1,118,221	\$1,583,456
2016/14	425,872	786,669	1,212,541
2017/18	14,989	440,577	455,566
2018/19	2,037	134,405	136,442
2019/20 and after	---	2,376	2,376
	908,133	2,482,248	3,390,381
Less Interest	(7,401)	---	(7,401)
	900,732	2,482,248	3,382,980
Less Current Portion	(460,252)	(1,118,221)	(1,578,473)
	\$440,480	\$1,364,027	\$1,804,507

As at March 31, 2015, \$965,737 (2014 - \$1,287,649) of the total capital leases carries an interest rate of 0%.

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**14. LONG-TERM DEBT PAYABLE AND FINANCIAL INSTRUMENTS**

**(A) LONG TERM DEBT**

The College has entered into the following long-term debt agreements.

	2015	2014
<b>Related to Capital Assets Acquisition:</b>		
Residence loan being an Agreement for a series of three month Bankers Acceptances to be issued by the College at BA rate plus 0.3%. The Bankers Acceptances will be issued in declining amounts for principal and interest amounts such that the obligation will be paid by September 2027.	\$16,583,000	\$17,417,000
Financing the capital portion for Regional Campus Enhancements, term loan from Ontario Financing Authority bearing interest at a fixed rate of 3.954%, having no security, repayable in blended semi-annually payments of \$193,231, maturing March 2018.	1,082,777	1,417,615
Financing for the Owen Sound Marine Simulator, term loan from Ontario Financing Authority bearing interest at a fixed rate of 3.715%, having no security, repayable in blended semi-annually payments of \$135,452, maturing March 2019.	1,012,381	1,225,833
Financing for the capital portion of the Sustainable Technologies Building, term loan from Ontario Financing Authority bearing interest at a fixed rate of 3.078%, having no security, repayable in blended semi-annual payments of \$131,263 maturing March 2015.	---	265,452
Financing for the PeopleSoft Human Resources Information system, term loan from Ontario Financing Authority bearing interest at a fixed rate of 3.626%, having no security, repayable in blended semi-annual payments of \$144,141 maturing March 2020.	1,307,516	1,541,992
	<b>\$19,985,674</b>	<b>\$21,867,892</b>
<b>Not Related to Capital Assets Acquisition:</b>		
Financing Note Receivable from Student Association (See Note 5A) Non-revolving term facility through Bankers Acceptances to be issued by the College at BA rate plus 0.3%. The Bankers Acceptances will be issued both quarterly and annually such that the obligation will be paid by September 2029.	3,792,000	4,044,000
Financing the non-capital portion for Regional Campus Enhancements, term loan from Ontario Financing Authority bearing interest at a fixed rate of 3.954%, having no security, repayable in blended semi-annual payments of \$28,275, maturing March 2018.	144,934	206,636
Financing the non-capital portion of the Sustainable Technologies Building, term loan from Ontario Financing Authority bearing interest at a fixed rate of 3.078%, having no security, repayable in blended semi-annual payments of \$64,322 maturing March 2015.	---	116,870
	3,936,934	4,367,506
	23,922,608	26,235,398
Less current portion	2,018,850	2,312,789
	<b>\$21,903,758</b>	<b>\$23,922,609</b>

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**4. LONG-TERM DEBT PAYABLE AND FINANCIAL INSTRUMENTS (cont'd)**

Future principal payments of total long term debt and financial instruments over the next 5 years are as follows:

	<b>Total</b>
2015/16	\$2,018,850
2016/17	2,111,476
2017/18	2,209,394
2018/19	1,867,261
2019/20	1,685,627
2020/21	1,482,000
2021/22 and thereafter	12,548,000
<b>Total</b>	<b>\$23,922,608</b>

**(B) INTEREST RATE SWAPS**

The College has entered into interest rate swap agreements to manage the volatility of interest rates. The residence financing has a notional value of \$23,250,000 with a fixed interest rate of 6.315%, and the notional value of the residence financing of \$6,000,000 (portion of the Financing of the Notes Receivable from the Student Association) has been converted to a fixed rate of 4.73% by entering into the interest rate swaps. Interest expense in respect of the residence financing for 2015 is \$1,126,828 (2014 - \$ 1,181,591) and in respect of the financing on the notes receivable for 2015 is \$193,726 (2014 - \$206,925). The maturity dates of the interest rate swaps are 2027 for the residence financing, and 2029 for financing of the Notes Receivable from the Student Association.

The fair value of the interest rate swap agreements is based on amounts quoted by the College's bank to realize favourable contracts or settle unfavourable contracts, taking into account interest rates at March 31, 2015. The fair value of the interest rate swap was in a net unfavorable position, representing a liability of \$5,933,413 (2014 - \$4,491,096) recorded in the statement of financial position with the fluctuations being recorded in the statement of measurement gains and losses (Statement 5).

Future principal payments for the interest rate swaps over the next 5 years are as follows:

	<b>Total</b>
2015/16	\$1,142,000
2016/17	1,201,000
2017/18	1,264,000
2018/19	1,333,000
2019/20	1,405,000
2020/21	1,482,000
2021/22 and thereafter	12,548,000
<b>Total</b>	<b>\$20,375,000</b>

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**15. DEFERRED REVENUE**

	2015	2014
Student Fees Collected	\$5,217,669	\$5,371,729
Grants Related to the Health and Wellness Building	---	715,971
Other Grants	45,420	329,658
Contract Training & Other Projects	1,140,161	1,118,455
	<b>\$6,403,250</b>	<b>\$7,535,813</b>

**16. DUE TO STUDENT ASSOCIATIONS**

The monies owed to the student associations are non-interest bearing and are payable on demand.

**17. DEFERRED CAPITAL CONTRIBUTIONS**

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase of capital assets. Changes in the deferred capital contributions balance are as follows:

	2015	2014
Balance, beginning of year	\$106,858,914	\$108,928,079
Contributions received for capital assets		
- Government grants	1,244,687	1,845,466
- Other	2,736,300	2,388,033
Less: Amount amortized to revenue during the year		
- Government grants	(5,088,099)	(5,101,500)
- Other	(1,246,947)	(1,201,164)
Balance, end of year	<b>\$104,504,855</b>	<b>\$106,858,914</b>

**18. DEFERRED REVENUE – FUTURE CAPITAL EXPANSION**

The Ministry of Training, Colleges and Universities has paid \$16,990,000 to the College from the SuperBuild Growth Fund. This is for two projects, the Centre for Technology and the University Partnership Centre. This funding along with pledged community support provided 2,750 new student spaces. Construction was substantially completed in the fall of 2003. Management expects to use the remaining \$54,036 to cover financing costs and technology enhancements.

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**19. DEFERRED RESTRICTED CONTRIBUTIONS**

These represent unspent externally restricted funds not available for regular College operations. They include donations, scholarships and bursaries, unspent endowment investment income, student emergency loan funds, employment stability funds and funds held on behalf of third parties. Effective April 1, 2007, Georgian College assumed the ongoing and future philanthropic activities of The Georgian College Foundation. Assets of the Foundation were transferred to the College, and due to the external restrictions of these funds they are shown within Deferred Restricted Contributions.

	2015	2014
Balance, beginning of year	\$5,068,348	\$4,785,217
Add: Contributions Received	4,796,886	3,465,835
Restricted Investment Income	403,076	411,920
Funds Held by Georgian College Foundation	43	10
	5,200,005	3,877,765
Less: Amount Recognized as Revenue in year	529,222	809,391
Student Award Payments	676,939	657,156
Disbursement of Funds	1,960	11,640
Student Loans Recovered	1,435	2,450
Deferred Capital Contributions	2,136,345	2,104,583
Transferred to Endowed Funds	5,091	9,414
	3,350,992	3,594,634
Balance, end of year	\$6,917,361	\$5,068,348
<b>Comprised of:</b>		
Student Emergency Loan Funds	\$50,366	\$51,716
General Donations	26,931	26,932
Employment Stability Funds	363,234	358,638
Prepaid Leave Plan	85,764	47,046
Ontario College Staff Association	368	368
Special Project / Capital Campaigns	4,075,300	2,853,137
Annual Awards and Scholarships	683,700	464,170
Unspent Endowment Investment Income	557,373	363,712
Contributions and Fundraising	1,073,420	901,767
Funds Held by Georgian College Foundation	905	862
	\$6,917,361	\$5,068,348

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**20. INVESTMENT IN CAPITAL ASSETS**

In addition to capital grants, the College invests surplus operating funds in capital assets. This investment in capital assets is as follows:

	2015	2014
Net book value of capital assets	\$140,433,223	\$143,267,489
Less: Deferred capital contributions (Note 17)	\$104,504,855	\$106,858,914
Long Term Debt Payable (Note 14)	19,985,674	21,867,892
Capital lease obligations (Note 13)	900,732	1,372,763
	\$15,041,961	\$13,167,920

**21. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY**

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

	2015				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Total Liability
Accrued employee future benefits obligations	\$1,538,362	\$3,371,000	\$194,000	\$420,909	\$5,524,271
Value of plan assets	(202,000)	---	---	---	(202,000)
Unamortized actuarial losses	38,000	1,132,000	(5,000)	---	1,165,000
<b>Total Liability</b>	<b>\$1,374,362</b>	<b>\$4,503,000</b>	<b>\$189,000</b>	<b>\$420,909</b>	<b>\$6,487,271</b>

	2014				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Total Liability
Accrued employee future benefits obligations	\$1,353,399	\$3,208,000	\$211,000	\$149,688	\$4,922,087
Value of plan assets	(164,000)	---	---	---	(164,000)
Unamortized actuarial losses	90,000	1,450,000	(3,000)	---	1,537,000
<b>Total Liability</b>	<b>\$1,279,399</b>	<b>\$4,658,000</b>	<b>\$208,000</b>	<b>\$149,688</b>	<b>\$6,295,087</b>

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**21. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (cont'd)**

	2015				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Total Expense
Current year benefit cost	\$131,963	\$192,000	\$7,000	\$271,221	\$602,184
Interest on accrued benefit obligation	4,000	87,000	5,000	---	96,000
Amortized actuarial losses	(15,000)	(94,000)	12,000	---	(97,000)
<b>Total Expense</b>	<b>\$120,963</b>	<b>\$185,000</b>	<b>\$24,000</b>	<b>\$271,221</b>	<b>\$601,184</b>

	2014				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Total Expense
Current year benefit cost	\$(145,223)	\$242,000	\$11,000	\$(223,240)	\$(115,463)
Interest on accrued benefit obligation	9,000	92,000	4,000	---	105,000
Amortized actuarial losses	5,000	8,000	---	---	13,000
<b>Total Expense</b>	<b>\$(131,223)</b>	<b>\$342,000</b>	<b>\$15,000</b>	<b>\$(223,240)</b>	<b>\$2,537</b>

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

**(A) RETIREMENT BENEFITS**

CAAT Pension Plan

A majority of the College's employees are participants in the defined benefit contributory retirement pension plan of the Colleges of Applied Arts and Technology. The plan is a multi-employer plan and therefore the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due. Any unfunded liability is to be paid directly by the MTCU. The most recent actuarial valuation filed with pension regulators as at January 1, 2015 indicated an actuarial surplus of \$773 million (2014 - \$525 million). The College made contributions to the Plan and its associated retirement compensation arrangement of \$8,947,876 in 2015 (\$8,528,028 in 2014), which has been included in the statement of operations.

**(B) POST-EMPLOYMENT BENEFITS**

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

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**21. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (cont'd)**

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

a) Discount Rate

The present value as at March 31, 2015 of the future benefits was determined using a discount rate of 1.6% (2014 – 2.70%).

b) Drug Costs

Drug costs were assumed to increase at a 8.75% rate for 2015 (2014 – 9.00%) and decrease proportionately thereafter to an ultimate rate of 4.00% in 2034 for fiscal 2015 (2014 - 4.00%).

c) Hospital and other medical

Hospital and other medical costs were assumed to increase at 4.00% per annum in 2015 (2014 – 4.00%). Medical premium increases were assumed to increase at 7.325% per annum in 2015 (2014 – 7.50%) and decrease proportionately thereafter to an ultimate rate of 4.00% in 2034 for the fiscal 2015 (2015 – 4.00%).

d) Dental costs

Dental costs were assumed to increase at 4.00% per annum in 2015 (2014 – 4.00%).

**(C) Compensated Absences**

Vesting Sick Leave

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

Non-Vesting Sick Leave

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

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

	2015	2014
Wage and salary escalation	1.0% – 1.5%	0%
Discount rate	1.6%	2.7%

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**21. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (cont'd)**

The probability that employees will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 24.0% and 0 to 40.6 days respectively for age groups ranging from 0 and under to 65 and over in bands of 5 years.

Compensating Absences

The College allocates to eligible employee groups a maximum of 130 days to be used as paid absences in the event of short term disability. In addition, the College also allocates to eligible employees a sub-payment for short term disability, maternity and parental leave.

**22. INTERNALLY RESTRICTED FUNDS**

The College restricts amounts from the net asset balance, as approved by the Board of Governors. The balance of \$24,991 at March 31, 2015 (2014 - \$24,991) is for the Barrie Student Residence.

**23. ENDOWMENT FUNDS**

The College has the following endowment funds:

	2015	2014
Ontario Student Opportunity Trust Fund Phase 1	\$624,746	\$624,746
Ontario Student Opportunity Trust Fund Phase 2	54,024	54,024
Ontario Trust for Student Support	5,363,238	5,307,514
Other	2,353,033	1,855,848
<b>Total</b>	<b>\$8,395,041</b>	<b>\$7,842,132</b>

**24. ONTARIO STUDENT OPPORTUNITY TRUST FUND (OSOTF) and  
ONTARIO TRUST FOR STUDENT SUPPORT (OTSS)**

The College has created endowment funds subject to the Guidelines for Ontario Student Opportunity Trust Fund Phase I and Phase II and Guidelines for Ontario Trust for Student Support as issued by the MTCU.

OSOTF PHASE I	Endowment Fund Balance	Expendable Funds Available for Bursaries	2015 Total	2014 Total
Balance, beginning of year	\$624,746	\$65,505	\$690,251	\$686,038
Investment income, net of direct investment related expenses	---	27,829	27,829	32,848
Bursaries Awarded - 75 (2014 - 46)	---	(43,831)	(43,831)	(28,635)
Balance, end of year	\$624,746	\$49,503	\$674,249	\$690,251

The market value of the endowment as at March 31, 2015 was \$673,915 (2014 - \$659,633)

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**24. ONTARIO STUDENT OPPORTUNITY TRUST FUND (OSOTF) and  
ONTARIO TRUST FOR STUDENT SUPPORT (OTSS) (cont'd)**

OSOTF PHASE II	Endowment Fund Balance	Expendable Funds Available for Bursaries	2015 Total	2014 Total
Balance, beginning of year	\$54,024	\$8,290	\$62,314	\$58,797
Investment income (loss), net of direct investment related expenses	---	3,054	3,054	3,517
Contributions received	---	---	---	---
Bursaries Awarded – 2 (2014 - Nil)	---	(5,918)	(5,918)	---
Balance, end of year	\$54,024	\$5,426	\$59,450	\$62,314
The market value of the endowment as at March 31, 2015 was \$60,203 (2014 - \$59,395)				

OTSS	Endowment Fund Balance	Expendable Funds Available for Bursaries	2015 Total	2014 Total
Balance, beginning of year	\$5,307,514	\$424,857	\$5,732,371	\$5,508,779
Eligible cash donations received	55,724	---	55,724	146,924
Other cash donations received	---	2,087	2,087	7,991
Investment income (loss), net of direct investment related expenses	---	204,377	204,377	226,081
Bursaries Awarded – 112 (2014 - 124)	---	(142,750)	(142,750)	(157,404)
Balance, end of year	\$5,363,238	\$488,571	\$5,851,809	\$5,732,371
The market value of the endowment as at March 31, 2015 was \$5,677,235 (2014 - \$ 5,498,010)				

**25. ART COLLECTION HELD**

The College, through its Design and Visual Arts programs, has built up a permanent study collection of Canadian and International art. Pieces have been received from guest lecturers in the Artist in Residency program and also through donations. The art is held for public exhibition, education and research.

Funds received through de-accessioning activities are to be used for the direct benefit of the Collection. The art collection at March 31, 2015 is comprised of approximately 4600 pieces with a value as per charitable receipts issued of \$3,916,095 (2014 - \$3,860,095).

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**26. REPORTING ENTITY PROJECT**

The government announced in the 2004 Budget its plans to consolidate the financial information of Colleges in the Province's financial statements starting with its fiscal year ending March 31, 2006.

The Ministry of Training, Colleges and Universities provided funding to the Colleges for eligible expenditures related to this initiative including audit and consulting costs, software costs, training costs and direct staff costs devoted to the project. The funding received for 2015 of \$47,687 (2014 - \$46,581) was spent on salaries and benefits.

**27. FINANCIAL INSTRUMENT RISK MANAGEMENT**

Credit Risk

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principle when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio, notes receivable, grants receivable and accounts receivable. The College holds its cash accounts with federally regulated chartered banks who are insured up to \$100,000 (2014 - \$100,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU and puts limits on the bond portfolio including portfolio composition limits, issuer type limits, bond quality limits, aggregate issuer limits, corporate sector limits and general guidelines for geographic exposure. All fixed income portfolios are measured for performance on a quarterly basis and monitored by management on a monthly basis. The guidelines permit the College's funds to be invested in bonds issued by the Government of Canada, a Canadian province or a Canadian municipality having a rating of A or better, or corporate investments have a rating of A (R-1) or better.

The maximum exposure to investment credit risk is outlined in Note 6.

Accounts receivable and notes receivable are ultimately due from students. Credit risk of accounts receivable is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population. Credit risk of notes receivable is mitigated by the ability of the College to retain out of the Student Administration Fee the Semi-Annual Payment and any other monies due and owing by Student Administrative Council.

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

	Total	0-120 Days	121-240 Days	241-360 Days	361+ Days
Government receivables	\$666,624	\$666,624	\$---	\$---	\$---
Student receivables	846,842	169,119	117,484	63,834	496,405
Other receivables	616,910	609,326	2,961	731	3,892
Less: Impairment allowances	(383,628)	---	(21,681)	(18,668)	(343,279)
Net receivables	\$1,746,748	\$1,445,069	\$98,764	\$45,897	\$157,018

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

**27. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)**

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

Grants receivable are due from the Ontario Government. Georgian College mitigates credit risk by ensuring that all grants are entered into by way of a contract.

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

Market Risk

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

The College's investment policy operates within the constraints of the investment guidelines issued by MTCU. The policy's application is administered by an investment manager and monitored by management, an independent investment consultant and the Finance and Audit Committee. The Georgian College Endowment – College Fund's risk tolerance is considered low and the Georgian College Endowment – Special Purposes Fund's risk tolerance is considered moderate. Diversification techniques are utilized and appropriate restrictions are placed on the investment manager in terms of asset mix and individual security concentrations in the portfolio to minimize risk.

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

Currency Risk

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

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

Interest Rate Risk

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

The College is exposed to this risk through its interest bearing investments, bank loans, and term debt.

The College mitigates interest rate risk on its term debt through a derivative financial instrument that exchanges the variable rate inherent in the term debt for a fixed rate (see Note 14B). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

**27. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)**

The College's bond portfolio has interest rates ranging from .50% to 5.05% with maturities ranging from April 2015 to December 2064.

At March 31, 2015 a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds and the interest rate swap of \$256,663 and \$1,383,028 respectively. A 1% fluctuation in interest rates would have an estimated impact on interest income related to the College's notes receivables of \$10,240. The College's term debt as described in Note 14 would not be impacted as the inherent variable rate of the debt has been fixed with the use of the aforementioned derivative interest rate swap.

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

Equity Risk

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2015, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$318,500.

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

Liquidity Risk

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting analysis. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities excluding interest):

	2015			
	Within 6 months	6 months to 1 year	1-5 years	> 5 years
Grants payable	\$307,206	\$---	\$---	\$---
Accounts payable and accrued liabilities	15,077,067	---	---	---
Lease Liabilities	453,848	6,404	440,480	---
Current and Long-term debt	872,300	1,146,550	9,355,758	12,548,000
<b>Total Liabilities</b>	<b>\$16,710,421</b>	<b>\$1,152,954</b>	<b>\$9,796,238</b>	<b>\$12,548,000</b>

Financial liabilities mature as described in Note 14.

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



Grant Thornton

## Review Engagement Report

Grant Thornton LLP  
Suite 300  
6 West Street N  
Orillia, ON  
L3V 5B8  
T (705) 326-7605  
F (705) 326-0837  
www.GrantThornton.ca

To the Board of Governors of  
The Georgian College of Applied Arts and Technology

We have reviewed the following consolidated Schedules 1 through 7 of The Georgian College of Applied Arts and Technology as at March 31, 2015. Our review was made in accordance with Canadian generally accepted accounting standards for review engagements and accordingly consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the College.

A review does not constitute an audit and consequently we do not express an audit opinion on these schedules.

Based on our review, nothing has come to our attention that causes us to believe that these consolidated schedules are not, in all material respects, in accordance with Canadian generally accepted accounting principles.

*Grant Thornton LLP*

Orillia, Canada  
May 28, 2015

Chartered Accountants  
Licensed Public Accountant

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**SCHEDULE 1**

**CONSOLIDATED SCHEDULE OF OPERATING REVENUE**

**FOR THE YEAR ENDED MARCH 31, 2015**

	<u>2015</u>	<u>2014</u>
<b>GRANTS AND REIMBURSEMENTS</b>		
Operating	\$ 53,915,329	\$ 51,245,861
Special Purpose	7,892,405	10,246,235
Grant In Lieu of Taxes	670,950	646,200
Career & Employment Preparation	856,738	835,713
Ontario Literacy and Basic Skills	2,853,566	2,833,494
Employment Ontario	3,718,726	2,907,787
Human Resources Development Canada	231,071	182,502
Apprenticeship	1,863,519	1,890,091
Capital Projects	709,359	609,822
Other	3,824,461	3,627,622
	<u>76,536,124</u>	<u>75,025,327</u>
<b>STUDENT TUITION</b>		
Full-Time Post Secondary Regulated	22,042,474	22,136,859
Approved Part-Time Regulated	3,103,017	3,015,722
Additional Cost Recovery	12,967,907	12,899,675
Other Unfunded	16,877,963	14,996,280
Incidental Fees	12,771,795	13,042,219
	<u>67,763,156</u>	<u>66,090,755</u>
<b>ANCILLARY OPERATIONS (Schedule 7)</b>	19,867,702	20,252,488
<b>RESTRICTED FUNDS</b>	1,194,519	1,741,547
<b>AMORTIZATION OF DEFERRED CAPITAL CONTRIBUTIONS</b>	6,335,046	6,302,664
<b>OTHER</b>	11,123,741	11,184,346
	<u>182,820,288</u>	<u>180,597,127</u>
<b>TOTAL</b>	<b>\$ 182,820,288</b>	<b>\$ 180,597,127</b>

(prepared without audit - see review engagement report)

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SCHEDULE 2

CONSOLIDATED SCHEDULE OF ACADEMIC EXPENDITURE

FOR THE YEAR ENDED MARCH 31, 2015

	<u>2015</u>	<u>2014</u>
Salaries - Academic	\$ 44,059,119	\$ 43,714,753
- Administration	4,634,487	4,784,109
- Support Staff	12,870,795	11,916,574
Fringe Benefits	12,667,204	11,601,828
Termination Gratuities	-	287,223
	<u>74,231,605</u>	<u>72,304,487</u>
Instructional Supplies	3,180,228	3,111,393
Field Work	387,219	219,116
Office Supplies	89,055	136,276
Other Supplies & Expense	1,154,310	965,615
Postage and Courier Charges	151,295	108,218
Staff Employment	31	472
Professional Development	201,854	158,347
Travel	916,549	952,426
Advertising and Promotion	1,164,318	1,042,535
Telecommunications	191,343	475,623
Maintenance Office and Instructional Equipment	146,168	151,780
Insurance	9,436	10,884
Vehicle Expense	32,023	27,266
Interest and Bank Charges	7,655	5,865
Bad Debts Written Off	463,430	256,500
Long Term Debt Interest	3,851	6,278
Memberships and Dues	86,318	72,138
Professional Fees	126,551	27,378
Contract Security Services	1,344	6,646
Contract Cleaning Services	137,714	142,613
Contract Teaching Services	405,431	373,205
Other Contract Services	4,073,491	3,359,619
Furniture and Equipment Rentals	1,357,112	1,399,260
Furniture and Equipment, not fixed assets	2,030,041	2,363,690
Scholarships and Awards	66,414	125,651
	<u>16,383,181</u>	<u>15,498,794</u>
<b>TOTAL</b>	<u><b>\$ 90,614,786</b></u>	<u><b>\$ 87,803,281</b></u>

(prepared without audit - see review engagement report)

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SCHEDULE 3

CONSOLIDATED SCHEDULE OF STUDENT SERVICES EXPENDITURE

FOR THE YEAR ENDED MARCH 31, 2015

	<u>2015</u>	<u>2014</u>
Salaries - Academic	\$ 2,269,039	\$ 2,165,963
- Administration	1,521,114	1,459,491
- Support Staff	6,700,983	6,221,689
Fringe Benefits	<u>2,468,357</u>	<u>2,368,358</u>
	<u>12,959,493</u>	<u>12,215,501</u>
Instructional Supplies	862,552	841,578
Field Work	6,434	5,264
Office Supplies	16,360	14,904
Other Supplies & Expense	541,172	488,040
Postage and Courier Charges	109,707	115,069
Staff Employment	-	4,085
Professional Development	114,263	70,188
Travel	279,550	301,915
Advertising and Promotion	481,569	438,473
Telecommunications	43,498	102,209
Maintenance Office and Instructional Equipment	19,862	15,275
Vehicle Expense	3,451	6,513
Interest and Bank Charges	7,201	4,088
Memberships and Dues	62,841	70,122
Contract Security Services	136	1,098
Other Contract Services	502,628	657,909
Furniture and Equipment Rentals	245,785	226,653
Furniture and Equipment, not fixed assets	90,961	85,261
Scholarships and Awards	676,939	657,156
Student Assistance	<u>3,094,559</u>	<u>2,998,884</u>
	<u>7,159,468</u>	<u>7,104,684</u>
<b>TOTAL</b>	<u><b>\$ 20,118,961</b></u>	<u><b>\$ 19,320,185</b></u>

(prepared without audit - see review engagement report)

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SCHEDULE 4

CONSOLIDATED SCHEDULE OF ADMINISTRATIVE EXPENDITURE

FOR THE YEAR ENDED MARCH 31, 2015

	<u>2015</u>	<u>2014</u>
Salaries - Academic	\$ 79,069	\$ 1,488,048
- Administration	6,533,952	6,161,741
- Support Staff	7,179,405	6,813,309
Fringe Benefits	<u>3,410,697</u>	<u>3,131,255</u>
	<u>17,203,123</u>	<u>17,594,353</u>
Instructional Supplies	357	7,483
Office Supplies	21,419	40,390
Other Supplies & Expense	367,577	234,820
Postage and Courier Charges	64,494	57,506
Staff Employment	362,494	464,092
Professional Development	343,257	246,993
Travel	255,798	189,324
Advertising and Promotion	1,627,387	948,656
Telecommunications	405,225	87,409
Maintenance Office and Instructional Equipment	1,051,638	1,290,938
Insurance	483,049	429,891
Vehicle Expense	34,996	32,443
Interest and Bank Charges	227,446	309,258
Long Term Debt Interest	364,089	423,930
Memberships and Dues	123,674	85,821
Professional Fees	611,562	1,312,123
Contract Security Services	17,312	13,223
Contract Cleaning Services	2,442	376
Other Contract Services	920,963	1,262,889
Furniture and Equipment Rentals	376,829	234,052
Furniture and Equipment, not fixed assets	546,118	1,204,619
Scholarships and Awards	<u>233,427</u>	<u>73,141</u>
	<u>8,441,553</u>	<u>8,949,377</u>
<b>TOTAL</b>	<u><b>\$ 25,644,676</b></u>	<u><b>\$ 26,543,730</b></u>

(prepared without audit - see review engagement report)

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SCHEDULE 5

CONSOLIDATED SCHEDULE OF PLANT & PROPERTY EXPENDITURE

FOR THE YEAR ENDED MARCH 31, 2015

	<u>2015</u>	<u>2014</u>
Salaries - Administration	793,960	\$ 532,695
- Support Staff	1,697,615	1,565,050
Fringe Benefits	<u>533,648</u>	<u>497,753</u>
	<u>3,025,223</u>	<u>2,595,498</u>
Postage and Courier Charges	120	200
Staff Employment	2,221	892
Professional Development	4,805	5,910
Travel	14,451	10,805
Advertising and Promotion	107,333	10,845
Telecommunications	12,426	40,019
Maintenance Office and Instructional	-	210
Vehicle Expense	159,087	168,584
Professional Fees	235,626	24,661
Contract Security Services	775,491	700,649
Contract Cleaning Services	1,459,752	1,383,896
Other Contract Services	219,012	61,290
Building Maintenance	1,730,139	2,023,804
Building Equipment Maintenance	431,773	685,324
Grounds Maintenance	494,069	302,159
Electricity	2,236,799	2,201,616
Fossil Fuels	499,644	407,342
Water	124,344	121,799
Refuse Removal	283,503	264,497
Municipal Taxes	(46,325)	4,358
Approved Premises Rental	280,429	289,930
Other Premises Rental	<u>85,677</u>	<u>63,792</u>
	<u>9,110,376</u>	<u>8,772,582</u>
<b>TOTAL</b>	<u><b>\$ 12,135,599</b></u>	<u><b>\$ 11,368,080</b></u>

(prepared without audit - see review engagement report)

CONSOLIDATED SCHEDULE OF SUPPLEMENTARY EXPENDITURE

FOR THE YEAR ENDED MARCH 31, 2015

	<u>2015</u>	<u>2014</u>
Special Support Allowances	\$ 106,651	\$ 81,681
Student Insurance	2,540,388	2,434,703
Third Party Payments	1,823,924	1,160,293
Taxes Property and per Capita	754,875	698,475
Scholarships and Awards	487,954	715,451
<b>TOTAL</b>	<b>\$ 5,713,792</b>	<b>\$ 5,090,603</b>

(prepared without audit - see review engagement report)

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SCHEDULE 7

CONSOLIDATED SCHEDULE OF ANCILLARY OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2015

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	BOOKSTORE		KEMPENFELT		OTHER		TOTAL	
	2015	2014	2015	2014	2015	2014	2015	2014
<b>REVENUE</b>								
Operations	7,890,700	8,481,698	2,611,588	2,535,577	10,476,499	10,192,549	20,978,787	21,209,824
Internal	(637,705)	(659,765)	(121,452)	(45,807)	(351,928)	(251,764)	(1,111,085)	(957,336)
<b>TOTAL REVENUE</b>	<b>7,252,995</b>	<b>7,821,933</b>	<b>2,490,136</b>	<b>2,489,770</b>	<b>10,124,571</b>	<b>9,940,785</b>	<b>19,867,702</b>	<b>20,252,488</b>
<b>EXPENDITURE</b>								
Salaries	1,280,860	1,216,183	1,557,343	1,477,210	2,087,255	2,548,277	4,925,458	5,241,670
Contract Services	16,649	15,852	34,480	38,150	82,527	247,575	133,656	301,577
Fringe Benefits	296,438	278,350	346,172	330,590	363,985	439,278	1,006,595	1,048,218
Professional Development	2,620	2,538	2,471	4,245	8,550	15,449	13,641	22,232
Travel	14,649	6,541	7,912	9,461	7,323	14,716	29,884	30,718
Memberships & Dues	5,047	4,248	2,834	3,669	4,050	7,949	11,931	15,866
Professional Fees	0	-	5,259	8,274	5,171	-	10,430	8,274
Advertising & Promotion	10,589	10,422	63,340	72,706	64,602	127,174	138,531	210,302
Equipment Maintenance	0	-	40,440	36,168	39,550	60,002	79,990	96,170
Telephone	1,859	3,664	26,675	26,862	22,739	136,313	51,273	166,839
Office Supplies	8,024	10,511	5,102	4,798	32,611	80,942	45,737	96,251
Other Supplies & Expense	12,667	17,370	49,854	52,445	276,036	222,447	338,557	292,262
Postage	100	76	2,302	1,021	1,227	3,822	3,629	4,919
Vehicle	0	-	4,318	7,643	1,029	5,823	5,347	13,466
Insurance	0	-	11,250	11,250	4,500	14,432	15,750	25,682
Cost of Operation	165,066	99,828	404,422	395,514	3,547,564	2,149,846	4,117,042	2,645,188
Cost of Inventory Sold	6,073,382	6,408,891	410,739	386,201	976,397	902,178	7,460,518	7,697,270
Internal	(637,705)	(659,765)	(121,452)	(45,807)	(351,928)	(251,764)	(1,111,085)	(957,336)
<b>TOTAL EXPENDITURE</b>	<b>7,250,245</b>	<b>7,414,709</b>	<b>2,853,461</b>	<b>2,820,400</b>	<b>7,173,178</b>	<b>6,724,459</b>	<b>17,276,884</b>	<b>16,959,568</b>
<b>NET EXCESS (LOSS)</b>	<b>\$ 2,750</b>	<b>\$ 407,224</b>	<b>(363,325)</b>	<b>(330,630)</b>	<b>\$ 2,951,393</b>	<b>\$ 3,216,326</b>	<b>\$ 2,590,818</b>	<b>\$ 3,292,920</b>

(prepared without audit - see review engagement report)

## APPENDIX C: KPI PERFORMANCE REPORT

### Survey Data Collection Timeframes for 2014-15 release:

- Graduate Employment Rate: 2013-14 graduates six months after graduation
- Graduate Satisfaction Survey: 2013-14 graduates six months after graduation
- Employer Satisfaction Survey: Employers who have hired 2013-14 graduates
- Student Satisfaction Survey: June 2014, November 2014 and February 2015
- Graduation Rate: Students who started one-year programs in 2012-13, two-year programs in 2010-11; three-year programs in 2008-09; and four-year programs in 2007-08, and who had graduated by 2013-14. The 2014-15 KPI Graduation Rate is based on students who had been funded through the College Funding Framework (CFF) Funding, Second Career and Co-op Diploma Apprenticeship (CODA).

2014-15					
KPI Measure	GEORGIAN			PROVINCE	
	KPI	% change from 2013-14	Provincial Rank	KPI	% change from 2013-14
Graduate Employment	88.3%	+1.4%	5	84.0%	+0.6%
Graduate Satisfaction	79.7%	-1.9%	16	80.0%	-0.1%
Employer Satisfaction	89.6%	-1.9%	6	88.1%	-4.1%
Student Satisfaction	77.7%	+0.5%	13	76.2%	-0.1%
Graduation Rate	64.9%	+2.4%	17	65.8%	+0.4%

2013-14					
KPI Measure	GEORGIAN			PROVINCE	
	KPI	% change from 2012-13	Provincial Rank	KPI	% change from 2012-13
Graduate Employment	86.9%	-1.2%	6	83.4%	-0.2%
Graduate Satisfaction	81.6%	No change	11	80.1%	+0.1%
Employer Satisfaction	91.5%	-1.8%	16	92.2%	-1.2%
Student Satisfaction	77.2%	-1.6%	11	76.3%	-0.8%
Graduation Rate	62.5%	-0.5%	19	65.4%	+0.6%

2012-13					
KPI Measure	GEORGIAN			PROVINCE	
	KPI	% change from 2011-12	Provincial Rank	KPI	% change from 2011-12
Graduate Employment	88.1%	+1.3%	4	83.6%	+0.6%
Graduate Satisfaction	81.6%	+1.2%	8	80.0%	+1.1%
Employer Satisfaction	93.3%	-0.2%	14	93.4%	+0.6%
Student Satisfaction	78.8%	+1.0%	11	77.1%	+0.3%
Graduation Rate	63.0%	+0.4%	17	64.8%	-0.2%

## APPENDIX D: SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

No complaints were received in 2014-15.

## APPENDIX E: UNIVERSITY PARTNERSHIP CENTRE REPORT

Georgian College's University Partnership Centre was established in 2001 and officially endorsed by the Ontario Ministry of Training, Colleges and Universities in 2003.

The University Partnership Centre's mission is to provide learners with multiple pathways to degree and graduate studies through partnering with select universities, offering our own degrees in niche areas as well as graduate-level certificate programs, and expediting transfer credit recognition through seamless pathways to degree completion and articulation agreements. Programs span across the social sciences and humanities, sciences, business and education at both the undergraduate and graduate levels.

In 2014-15, partners included Central Michigan University, Lakehead University, Laurentian University, Nipissing University (programming inactive in this timeframe), University of Ontario Institute of Technology and York University. Georgian offered three college degrees in 2014-15. Degree program offerings are summarized below.

Institution	Program	Model
Central Michigan University	Master of Arts in Education – Community College concentration	All on campus; cohort model; part-time weekends.
Laurentian University	Bachelor of Arts: majors in English, History, Political Science, Psychology, and Sociology	Three year degree: All on campus; four year degree: all on campus.
	Bachelor of Business Administration	All on campus.
	Honours Bachelor of Commerce	All on campus.
	Honours Bachelor of Social Work	All on campus.
University of Ontario Institute of Technology	Registered Practical Nursing to Bachelors of Science in Nursing	On-site delivery 50 per cent, distance 50 per cent.
York University	Bachelor of Education Consecutive (primary/junior and junior/intermediate)	All on campus.
	Bachelor of Science in Nursing	Two + two.
Georgian College	Bachelor of Applied Business – Automotive Management	Four-year degree; all on campus.
	Bachelor of Applied Business – Golf Management	
	Bachelor of Applied Human Services – Police Studies	

Georgian currently has 567 articulation and transfer agreements with 54 institutions for 94 of our programs, as presented below:

Program	Number of Agreements
Aboriginal Community and Social Development	6
Addictions: Treatment and Prevention	1
Advanced Care Paramedic, Paramedic	1
Advertising and Marketing Communications	10
Architectural Technician	2
Architectural Technology	6
Automotive Business	7
Aviation Management	4
Bachelor of Business – Automotive Management	4
Bachelor of Business – Golf Management	4
Bachelor of Human Services – Police Studies	4
Business	13
Business (non Co-op)	4
Business – Accounting	14
Business – Accounting (non co-op)	4
Business – Entrepreneurship	11
Business – Marketing	14
Business – Marketing (non co-op)	4
Business Administration	28
Business Administration – Accounting	27
Business Administration – Human Resources	22
Business Administration – Marketing	15
Business Administration and Automotive Business	1
Child and Youth Care	16
Civil Engineering Technician – Construction	2
Civil Engineering Technology	9
Community and Justice Services	10
Computer Systems Technician – Networking	1
Computer Programmer	7
Computer Programmer Analyst	16
Computer Programmer Analyst and Computer and Network Systems Security	1
Computer Systems Technician - Networking	6
Computer Systems Technician – Networking plus Computer and Network Systems Security	1
Culinary Management	4
Dental Hygiene	10
Design and Visual Arts – General	1
Developmental Services Worker	13

Digital Photography and Imaging	3
Early Childhood Education	9
Electrical Engineering Technician	2
Electrical Engineering Technology	7
Environmental Technician	5
Environmental Technology	15
Esthetician	3
Event Management	3
Fine Arts	2
Fine Arts – Advanced	7
Fitness and Health Promotion	5
Fundraising and Resource Development	1
General Arts and Science (one-year)	1
General Arts and Science (two-year)	10
Golf Facilities Operation Management	5
Graphic Design	5
Graphic Design Production	3
Heating, Refrigeration and Air Conditioning Technician	2
Hospitality Administration – Hotel and Resort	8
Hospitality Management – Hotel and Resort	11
Human Resources Management	1
Interactive Web Design and Development	3
Interior Decorating	1
Interior Design (two-year)	2
Interior Design (three-year)	3
International Business Management	1
Jewellery and Metals	3
Law and Security Administration	2
Law Clerk	1
Marine Engineering Technician	3
Marine Technology – Navigation	3
Massage Therapy and Massage Therapy Fast Track	7
Mechanical Engineering Technology	1
Mechanical Engineering Technology – Automotive Manufacturing	7
Mechanical Engineering Technology – Automotive Products Design	7
Mechanical Technician – Precision Skills	2
Occupational Therapy Assistant and Physiotherapy Assistant	3
Office Administration – Executive	3
Office Administration – Legal	3
Office Administration – Medical	3
Opticianry	4

Paramedic	6
Personal Support Worker	1
Pharmacy Technician	6
Police Foundations	16
Power Engineering Technician	2
Power Engineering Technology	4
Practical Nursing	7
Professional Golf Management	1
Protection, Security and Investigation	9
Recreation and Leisure Services	6
Snow Resort Operations	3
Social Service Worker	16
Tourism and Travel	8
Tourism Management	4
Veterinary Technician	2
Web Animation and Design	3

## APPENDIX F: 2014-15 BOARD OF GOVERNORS

Board Members	Occupation	Term of Office
Chris Gariepy Chair	Retired construction executive	Sept. 1/10 to Aug. 31/16
Tom McBride Vice Chair	President McBride Financial Services	Sept. 1/11 to Aug. 31/17
Peter Craig Vice Chair	President Healthcare Media Partners	Sept. 1/10 to Aug. 31/16
MaryLynn West-Moynes President and CEO	President and CEO Georgian College	July 1/12 to present
Scott Anderson (student)	Fourth-year student, Bachelor of Human Services – Police Studies Program	Sept. 1/14 to Aug. 31/15
Anita Arvast (faculty)	Co-ordinator, Liberal Arts and Sciences for Degrees, Professor of Literature	Sept. 1/12 to Aug. 31/15
Jim Bertram Chair, Finance and Audit Committee	Security Consultant J. R. Bertram Ltd.	Sept. 1/12 to Aug. 31/15
Gwen Boniface	Former Commissioner Ontario Provincial Police	Sept. 1/13 to Aug. 31/16
Brian Davenport	Vice President, Portfolio Manager RBC Dominion Securities	Sept. 1/14 to Aug. 31/17
Amanda Duncan (support staff)	Institutional Research and Planning Analyst Georgian College	Sept. 1/12 to Aug. 31/15
Sandra Horney	Director, Corporate Services Simcoe Muskoka District Health Unit	Sept. 1/09 to Aug. 31/15
Don Gordon	North American Sales Director CarbonCure Technologies	Sept. 1/13 to Aug. 31/16
Gabrielle Koopmans (administration)	Associate Dean Liberal Arts and Access Program	Sept. 1/14 to Aug. 31/17
Pamela Krause	Barrister, Solicitor, Notary	Sept. 1/09 to Aug. 31/15
Ave Lethbridge	Executive VP and Chief Human Resources and Safety Officer Toronto Hydro	Sept. 1/14 to Aug. 31/17
Bruce Naylor	Retired transportation executive	Sept. 1/11 to Aug. 31/17

Kevin Wassegijig	Director of Sustainable Economic Development Mississaugas of the New Credit First Nation	Sept. 1/14 to Aug. 31/17
Angela Lockridge (ex-officio)	Vice President, Corporate Services and Innovation Secretary-Treasurer to the Board	January 2014 to present

## APPENDIX G: COLLEGE COUNCIL

College Council met six times during fiscal 2014-15. College Council approved procedures as appropriate and received, reviewed and provided feedback on reports concerning various operations and initiatives, including the following (list not inclusive):

- Strategic enrolment management updates and enrolment reports
- Key Performance Indicator (KPI) reports
- Employee engagement survey results and college action plans
- Program assessment model
- Financial reports: Financial variances 2015-16 budget, college investment procedure
- Emergency planning; lockdown and fire evacuation drills
- Advancement and Development Committee updates
- International enrolment and trends
- Power of Education campaign overview
- Lakehead-Georgian proposal for major capacity expansion
- Sexual Violence Procedure and Protocol procedure
- Data Management and Stewardship procedure
- Student Code of Conduct procedure

Georgian College By-law No. 15 presents the purpose, composition, meeting structure and chair role of College Council.