



# ANNUAL REPORT <sup>2020</sup> <sup>2021</sup>

ACCELERATED SUCCESS  
MEANINGFUL COLLABORATION  
INSPIRED INNOVATION  
STRONG FOUNDATIONS

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## MESSAGE FROM THE CHAIR, BOARD OF GOVERNORS AND THE PRESIDENT AND CEO

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This year marks the completion of Georgian College's Strategic Plan, Accelerating Success 2016-2021. The development of this five-year roadmap was guided by Georgian's mission to inspire innovation, transform lives and connect communities through the power of education. At the centre of this plan is Georgian's vision to accelerate success through exceptional learning, innovation and partnerships. Based on Georgian's values of excellence, community engagement, integrity, inclusion and sustainability, four strategic themes were identified; accelerated success, meaningful collaboration, inspired innovation and strong foundations, which highlight the college's dedicated commitment to students, graduates, employers, donors and partners.

This annual report details Georgian's many successes during a period of great uncertainty and rapid unprecedented change. As a trailblazer in social innovation and entrepreneurship, the worldwide pandemic challenged Georgian to find inventive ways to deliver excellent academic programming safely preparing students for labour market and personal success. The perseverance and resilience of Georgian students, staff, alumni and community members exemplify the 'Georgian way' of caring and supporting one another through adversity.

This past year, Georgian's Mental Health and Well-being Strategic Plan was officially launched reinforcing the college's commitment to promoting and supporting mental health. In addition, holistic academic supports along with over \$500K in financial support through COVID-19 Hardship bursaries were provided to students. Georgian continued to focus on raising awareness with regards to diversity, equity, inclusion and anti-racism, by engaging with stakeholders and working with partners to establish renewable scholarships for Black and Indigenous students.

Georgian also developed a Digital Transformation Framework, which details a comprehensive multi-year, multi-phase Digital Innovation Plan to leverage technology in order to augment and enhance student learning and create the best student experience. Investments in virtual reality, extended reality, artificial intelligence solutions, and the deployment of immersive virtual reality in 12 different areas of the college along with Georgian's first virtual campus pilot, provide students with advanced digital skills in emerging technologies of the future economy.

Through education and meaningful experiential learning, Georgian transforms lives, develops students with the necessary skills and mindset to succeed, produces innovative changemakers and entrepreneurs, and prepares graduates for the evolving labour market and recovering economy. Georgian remains committed to supporting students, serving our communities, and working with employers and partners for continued successful outcomes in future years.

Paul Larche

Chair, Georgian College Board of Governors

MaryLynn West-Moynes

President and CEO

## SECTION 1: REPORT ON 2020-21 GOALS AND PERFORMANCE

### ACCELERATED SUCCESS

#### COMMITMENT 1

#### Quality market-driven programs.

##### Strategies:

Offer relevant curriculum for in-demand jobs.

2020-21 Actions	Outcomes
A1. Use data to drive program decisions to ensure offerings respond to shifting student demands and that Georgian programs support economic recovery in our region.	All the business diploma programs were reviewed and mapped to the Bachelor of Business Management and Leadership degree. Health and Wellness Sciences remained agile to respond to the needs of healthcare during times of COVID-19, such as working with the college sector, Ministry and college Ontario for initiating a Personal Support Worker accelerated program. A new robust program development process put in place with several new programs approved to meet market demand. The program assessment process was streamlined to a modified lite version due to the pandemic.

#### COMMITMENT 2

#### Experiential learning and employer guarantee.

##### Strategy:

Expand experiential learning opportunities in every program and offer a wide range of co-curricular activities to ensure students have the skills and capabilities to succeed.

2020-21 Actions	Outcomes
A2. Enhance experiential learning options by developing innovative and enriching virtual opportunities.	Networking events were offered virtually through a number of videoconferencing platforms to support student engagement. Approximately 850 students earned a co-op credit over the past year through innovative alternative co-op projects that were created as a result of the challenges finding placements during the pandemic in 2020-21. Through collaboration between the Centre for Changemaking and Social Innovation, Research Innovation and Entrepreneurship, and Career and Co-op, 25 students engaged in iCo-op (Innovation Co-op) and 31 students in eCo-op (Entrepreneurship Co-op). Alumni spotlight events were created, virtually connecting students in business and computer studies with successful graduates for career success dialogues.

**COMMITMENT 3:**

**Effective student supports and services.**

**Strategy:**

Provide integrated student support through holistic advising.

2020-21 Actions	Outcomes
<p>A3. Explore opportunities to enhance student engagement virtually and continue to implement student service improvements and provide holistic supports through an integrated delivery model.</p> <p>A4. Ensure the well-being of all members of the Georgian community by providing appropriate resources, training and other essential mental health supports.</p>	<p>All Student Services were made available virtually to provide students with holistic supports for academic and personal success. Early alert data was streamlined and utilized to support student success and inform the development of strategies and service enhancements.</p> <p>The three-year Mental Health and Well-Being Strategic Plan was launched with a number of initiatives providing workshops, training and resources profiled on both the student and staff portals as well as on the external web page. A series of workshops and therapeutic groups were made available virtually.</p>

**COMMITMENT 4:**

**Internationalized Georgian community.**

**Strategies:**

Expand and better integrate supports for international students.

2020-21 Actions	Outcomes
<p>A5. Expand, better integrate and enhance virtual services for international students to ensure they feel connected to the Georgian community. Support students arriving in Canada through the quarantine period and onward in the COVID-19 environment.</p>	<p>A student video series on immigration, insurance, housing and student success for orientation and onboarding was developed.</p> <p>With a 60% increase in immigration inquires and support requests, compared to the pre-pandemic state, an online form was created to increase efficiencies. The online form collected student and immigration information, reducing the number of interaction points between staff and students. As a result, access to support and information was improved during COVID-19 remote delivery, and enabled a more engaging process for students.</p> <p>The COVID-19 Hardship bursary ran for all academic terms and resulted in the distribution of \$528,500 in bursaries.</p> <p>A cross-departmental quarantine process to support students in understanding, completing, and exiting quarantine was created and implemented.</p> <p>Georgian collaborated with the college sector to develop quarantining webinars and seven of the sessions were led by the college's International team.</p> <p>Received \$50K in United Way funds to support both students and vulnerable community members, which resulted in 31 student hardship bursaries and 68 Public Health isolation/relocation placements.</p>

**COMMITMENT 5:**

**Enhanced Indigenization.**

**Strategies:**

Enhance curriculum to reflect Indigenous culture and traditions.

Enrich the college community by engaging in Indigenous knowledge sharing.

<b>2020-21 Actions</b>	<b>Outcomes</b>
A6. Conduct dedicated Indigenous knowledge-sharing sessions.	A total of 75 Indigenous knowledge sharing sessions with a total of 1,118 participants and 37 professional development sessions for faculty were delivered with 948 attendees. Indigenous-focused teaching resources were researched, identified and organized for inclusion in 25 programs undergoing program review.
A7. Pilot a Virtual Reality (VR) experience for students studying in the Anishnaabemowin (Ojibwe) Program Development (ANPD) program.	The VR project is entering the final stages of development. Finalizing the building of the virtual worlds and loading in the Anishnaabemowin audio component with a targeted launch date of June 2021.

# MEANINGFUL COLLABORATION

## COMMITMENT 1:

### Strong community and industry connections.

#### Strategy:

Proactively engage partners through well-established connections using our Community Engagement and Partner Relationship Management Committees.

2020-21 Actions	Outcomes
<p>M1. Continue to build long-term and highly engaged relationships with the Georgian global alumni community in support of the college’s mission and strategic objectives through brand ambassadorship, storytelling, philanthropy, volunteerism, mentorship, and other activities.</p> <p>M2. Supporting the college’s core mission by advancing fundraising and holistic integrated partnership success related to urgent institutional needs and emerging academic and student success-focused priorities. Continue to elevate and intensify the focus on donor relations through inspiring communications, enriching and meaningful experiences, creative recognition, and best practice reporting.</p> <p>M3. Proactively engage Program Advisory Committees (PACs) to lever their industry knowledge on emerging trends and in-demand skills, and establish meaningful connections for Georgian students.</p>	<p>Online giving grew significantly year over year with a 210% increase in the number of gifts received and 514% growth in total dollars raised. In addition, first time alumni donors increased by 30% and major gift revenue grew by 7% year over year.</p> <p>The Alumni Association Executive Council was engaged in new engagement initiatives and 67% of active Global Alumni Network users served as alumni2student mentors, representing a 2% increase year over year.</p> <p>Georgian’s alumni engagement digital publications achieved an increase in the open-rate by 2-2.5% compared to the previous year. Georgian’s rate was also above the industry average, as measured by Constant Contact, a leading email marketing software provider.</p> <p>Georgian ‘s partnership with Toronto Hydro was renewed.</p> <p>A new multi-year partnership with Magna was established and their \$1M investment will support a range of priorities, including a new state-of-the-art Mechatronics Lab, financial aid through student scholarships, innovative research and co-op along with post-graduate employment opportunities.</p> <p>A corporate gift of \$250K from Hyundai Canada supported the establishment of a renewable entrance award program for Black and Indigenous students in the Automotive Business School of Canada diploma and degree programs.</p> <p>BoardEffect was integrated as a communication tool in Technology and Visual Arts PACs. Using a phased approach, implementation of BoardEffect will continue with rollout to all PACs by Fall 2021.</p> <p>Planning is underway to further engage PACs with the college via a virtual event to be held in May 2021.</p>

**COMMITMENT 2:**

**Progressive degree delivery.**

**Strategy:**

Develop a comprehensive degree strategy for central Ontario including Georgian degrees, integrated degree-diplomas and partner degrees.

2020-21 Actions	Outcomes
M4. Assess options to grow and sustain Lakehead Georgian (LU-GC) Partnership programs to increase access to degree-level credentials in central Ontario.	<p>Student enrolment in LUGC partnership programs continued, although enrolment was impacted by COVID 19. The college and Lakehead continue to work on pathways from GC diplomas to LU degrees. New pathways were approved for the Biotechnology diploma to the Honours Bachelor in Science (Applied Life Sciences (2+2)) program along with the Police Foundations diploma to the Honours Bachelor in Science (Criminology Major (2+2)).</p> <p>The Ministry of College and Universities has defined a process for colleges to offer standalone Bachelor of Science in Nursing degree and the college is working through those steps with program development well underway.</p> <p>Georgian launched the new Honours Bachelor in Counselling Psychology program with strong new student enrolments..</p>

**COMMITMENT 3:**

**Learning for life.**

**Strategy:**

Expand and evolve program offerings in response to shifting demands and demographics.

2020-21 Actions	Outcomes
M5. Offer flexible part-time program pathways, expand workforce training and rapid skills development in response to shifting labour demands to support economic recovery.	<p>Four RapidSkills micro-credentials were launched for workers in the automotive/advanced manufacturing sector. All four have pathways into diploma programs.</p> <p>Five pre-employment programs were launched in partnership with the County of Simcoe for Ontario Works recipients with three programs (Health Care Aid, Food Service Worker and Customer Service) completed by year end. These programs include paid placements leading to employment or further education towards the completion of certificate or diploma credentials.</p> <p>Five new fully online programs were launched and 36 Continuing Education courses were converted to an online format.</p> <p>New online and part-time offerings were promoted on the Ontario College Application Service (OCAS) website along with a digital marketing strategy for social channels. There was an increase in OntarioLearn courses, and 35 fully online programs were offered to provide flexible options to students.</p>



# INSPIRED INNOVATION

## COMMITMENT 1:

### Entrepreneurship and social innovation.

#### Strategies:

Graduate students with the skills and mindset to be innovative thinkers and change makers.

Foster growth and development of businesses and social enterprises to build the regional economy and address community-based issues.

2020-21 Actions	Outcomes
<p>I1. Streamline access and delivery of programming aimed at innovative and entrepreneurial students and community members by linking existing college Centres; and by developing new programming &amp; service delivery models that enable greater access.</p> <p>I2 Continue to deepen partner and funding opportunities with regional capacity builders (municipalities, local Community Foundations) to strengthen local knowledge and expertise in social enterprise development and growth. Introduce the use of the United Nations Sustainable Development Goals to link and measure social enterprise capacity building to community-based issues.</p>	<p>The Centre for Changemaking and Social Innovation and Research, Innovation and Entrepreneurship worked in partnership to deliver iCo-op (Innovation Co-op) and eCo-op (Entrepreneurship Co-op), with rCo-op (Research Co-op) still in development.</p> <p>The Centre for Changemaking and Social Innovation delivered Flourishing Social Enterprises Series 1, 2 and 3 (Train the Trainer), which was delivered to the municipalities of West Grey and Grey Highlands to increase the region’s capacity to grow and scale social enterprise.</p> <p>The Federal Government Investment Readiness Fund resulted in \$741,381 in funding distributed to 19 social purpose businesses in Georgian’s geographic region to support the continued development of their social enterprises that address United Nation Sustainable Development Goals.</p> <p>A Co-operative Education and Work Integrated Learning Canada (CEWIL) grant provided to 5 colleges involved with CICAN’s Impact Project enabled 17 Georgian students to interview and upload the stories of social enterprises to the “Humans of Impact” website. All Social Enterprises were aligned with Sustainable Development Goals.</p>

**COMMITMENT 2:**

**Enriched learning through meaningful research and scholarship.**

**Strategy:**

Foster a culture of research, scholarship and collegiality that connects students, employees and the community.

2020-21 Actions	Outcomes
<p>I3. Advance the regional innovation agenda by developing solutions through research projects that draw on Georgian expertise, student, faculty, staff and mentors; and actively foster a culture of research across Georgian college by engaging new faculty, students and partners.</p>	<p>Industry/community research and scholarship outcomes included 146 research projects, 33 faculty researchers; 334 students; and 87 industry partners. A total of \$1,026,710 in research funding support was secured and although Research and Innovation metrics were slightly lower year over year due to COVID-19 restrictions, funding increased significantly.</p> <p>The Regional Manufacturing Partnership, a collaboration between Georgian, Simcoe County, the municipalities of Barrie and Orillia, Lakehead University, launched the Automation Accelerator pilot program for manufacturing businesses, aimed at providing training and supports for the adoption of new technologies. Another resource for manufacturers, the Shifting Gears Newsletter, was also launched.</p> <p>The City of Barrie provided \$100K in support to drive innovation, economic development and research opportunities towards achieving mutual goals.</p>

**COMMITMENT 3:**

**Flexible and technology-enabled learning.**

**Strategies:**

Expand technology-enabled learning options including online learning, compressed and hybrid courses and better integrate full-time and part-time studies to maximize learning choices.

2020-21 Actions	Outcomes
<p>I4. Finalize Georgian’s Digital Transformation Plan to create THE best student experience by leveraging technology, including extended reality, simulation, augmented reality, virtual reality, applications, multimedia content and Artificial Intelligence solutions to enhance student learning, add value to existing programs and provide inclusive and exceptional service throughout the student lifecycle.</p>	<p>The Academic Digital Solutions Team identified and implemented simulated, extended reality, and other enhanced virtual learning experiences. Virtual reality solutions were established in Veterinary Technician and Indigenous Studies programs, and Georgian’s first virtual campus pilot was finalized.</p> <p>A Digital Transformation Framework was developed and presented to the Board of Governors, who approved funding for a number of strategic projects that will support enhanced digitization.</p> <p>Georgian engaged Deloitte to assist with the development of the Digital Innovation Strategy. The engagement included numerous workshops involving students, employees, employers, and the Board of Governors. The strategy will be presented to the Board of Governors at the Board meeting in June and will provide a multi-year roadmap to achieve the objectives.</p> <p>The Academic Digital Solutions team applied for, and received, a \$955k grant from Future Skills Canada for three academic pilot projects aligned with the Digital Innovation Strategy initiative. The team has developed specifications for studio equipment, acquired portable studio kits and equipment to create a fixed studio environment in Barrie, Orillia, and Owen Sound.</p> <p>Several eCampus Virtual Learning Solutions (VLS) applications were approved; these funds will help us digitize several courses and add Digital Innovation capacity for the library and studios.</p> <p>Immersive virtual reality (iVR) is being employed in 12 different areas of the college.</p>

# STRONG FOUNDATIONS

## COMMITMENT 1:

### Exceptional people.

#### Strategies:

Value and invest in our faculty, support staff and administrators to support teaching excellence, deliver quality services and provide extraordinary experiences for our students.

2020-21 Actions	Outcomes
<p>S1. Provide coordinated, targeted, timely and accurate communication updates and conduct regular pulse checks to ensure employees are engaged and feel supported.</p> <p>S2. Deepen the dialogue and raise awareness around diversity, equity and inclusion within our campus communities through anti-Black racism forums and enhanced website resources, and by hosting diversity, equity and inclusion learning circles, drop-in sessions, and discussion cafés.</p>	<p>Employee Engagement Pulse Surveys were conducted in May and October. Employee Engagement Pulse Checks provided timely feedback from employees in meaningful ways.</p> <p>Employee Town Halls were completed in May, August, September, November, February and March.</p> <p>An Administrator Meeting is held every 1 to 2 weeks to provide the latest updates and news. Administrators are encouraged to cascade the information they receive to their staff.</p> <p>Academic areas held regular portfolio meetings, circulated newsletters/monthly emails, and/or offered ‘Lunch and Learn’ sessions or virtual drop-in time with managers for staff.</p> <p>Georgian hosted facilitated forums for Black employees, students, alumni and former employees/retirees to provide safe places to share experiences, concerns and recommendations in support of increasing diversity at Georgian.</p> <p>Georgian received a \$400,000 Equity, Diversity and Inclusion (EDI) Institutional Capacity Building Grant split between two years. These funds will be used in part to hire an EDI Director and to raise anti-racism awareness.</p> <p>The Equity Diversity and Inclusion Committee launched an initiative to install gender inclusive washroom signage for all campuses.</p> <p>Advancement and Alumni Relations worked with donors to establish three new bursaries to support Black students.</p>

**COMMITMENT 2:**

**Financial sustainability.**

**Strategies:**

Ensure the long-term financial and operational health of the college.

2020-21 Actions	Outcomes
<p>S3. Respond to dynamic enrolment patterns by engaging in scenario planning and conducting frequent budget reviews in order to mitigate financial risk to the college.</p>	<p>Scenario planning and financial modeling continued throughout the year with year-end fiscal projections in alignment with strategy to mitigate fiscal risks while supporting student success and ensuring safety on campus. The 2021-22 Budget included risk mitigation strategies based on the different scenarios anticipated as a result of COVID-19.</p> <p>A program costing model (Enrolment Resource Decision Tool (ERDT)) was been implemented in Hyperion and was used in the fall enrolment planning process. ERDT allows for real time decision-making by taking enrolments, progressions, retention, curriculum, class size, and faculty/support costs at the course level into account. The program costing model has been used for enrolment and space planning and will be enhanced to integrate part time program planning at the revenue and expense levels.</p> <p>The student-led Health and Wellness clinics fully re-opened in August 2020 and were the first of their kind in Ontario to do so. As a result, students in eight different programs were able to resume their mandatory clinical hours. Clinics are heavily utilized by the local community serving a large percentage of elderly and low-income residents.</p> <p>The college leveraged OntarioLearn courses, maximized section sizes and the allocation of courses on SWF's, and also expanded program offerings through fully online OntarioLearn programs.</p>

**COMMITMENT 3:**

**Environmental responsibility.**

**Strategy:**

Build on Georgian's strong record of sustainability by raising awareness on environmental issues and promoting energy efficiency in our operations.

2020-21 Actions	Outcomes
<p>S4. Reinvest efficiency incentives to enhance energy savings across the college. Partner with Alectra Energy Solutions to install a micro-grid along with an academic teaching micro-grid, to reduce the college's electricity use while supporting Ontario's climate change mitigation strategies. educational components, timelines and accountabilities.</p>	<p>Georgian's Campus Micro-grid was installed and is operational while the Academic Micro-grid installation was delayed due to the pandemic but is currently underway.</p> <p>In early 2020/21, the college was reinvesting energy incentives into additional energy efficiency projects. However, this work was suspended due to the necessary reduction of projects in 2020/21 to achieve budget savings. This work will resume in 2021/22.</p> <p>In April 2020, Georgian placed its campuses into unoccupied mode turning down, or off, temperature set points, equipment, required lighting, etc. restoring only that which is required for on-campus activities to support labs/on-site activity. In 2020/21, Georgian's reduction in electricity usage was approximately 20%. The college also achieved a 24% reduction in natural gas usage and up to 40% reduction in water consumption.</p>

**COMMITMENT 4:**

**Operational excellence.**

**Strategy:**

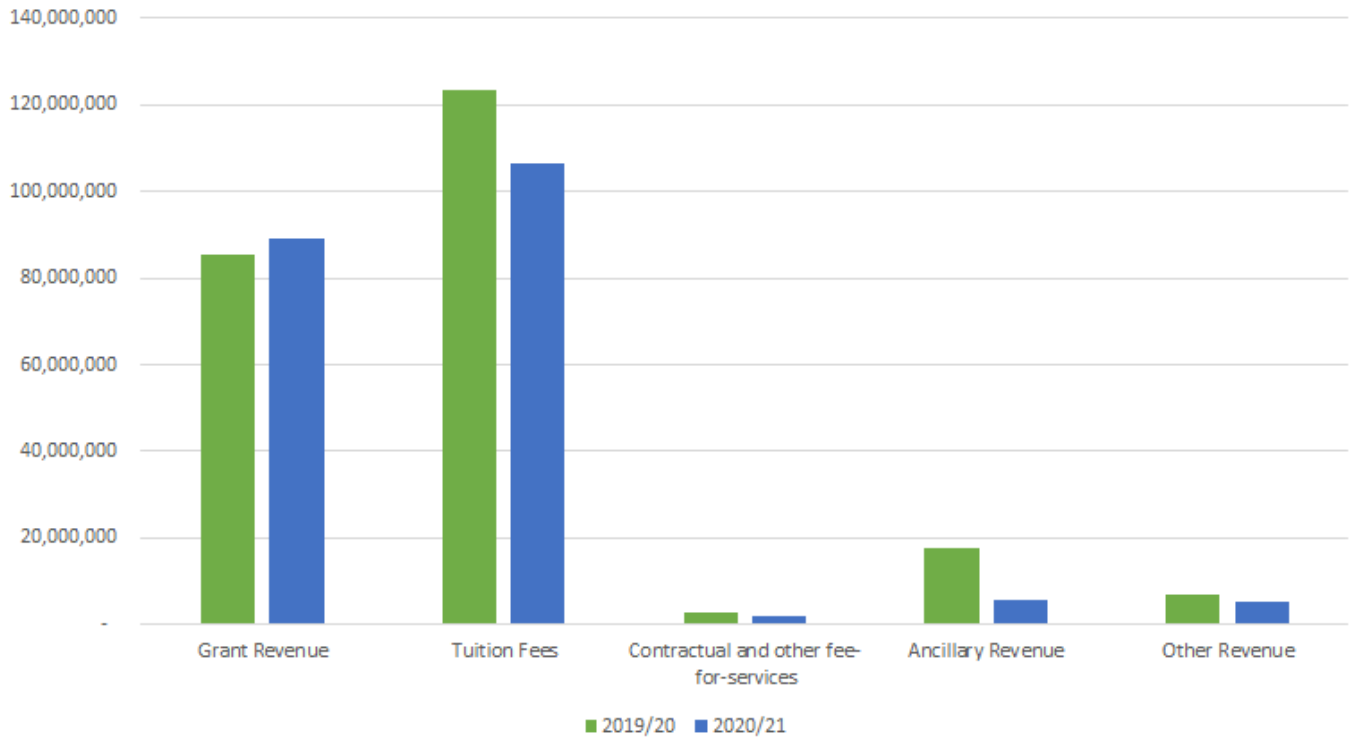
Continually improve our programs, services and operations to ensure maximum value is delivered.

2020-21 Actions	Outcomes
<p>S5. Prepare for and successfully pass Georgian's College Quality Assurance Audit Process (CQAAP) audit site visit which will be conducted virtually by Ontario College Quality Assurance Service (OCQAS).</p>	<p>Extensive work was conducted in the preparation of Georgian's self-study in advance of the formal audit. The virtual site visit took place in mid-October and was very successful, the auditors noting that they were very impressed with Georgian's culture of quality. In the final report, Georgian received an audit decision of 'mature effort', the highest level granted to colleges. The auditors agreed with Georgian's self-identified areas for further improvement and based on their recommendations, the Office of Academic Quality (OAQ) has prioritized the Program Assessment process and the PLAR (prior learning assessment and recognition) process as areas for further enhancement.</p>

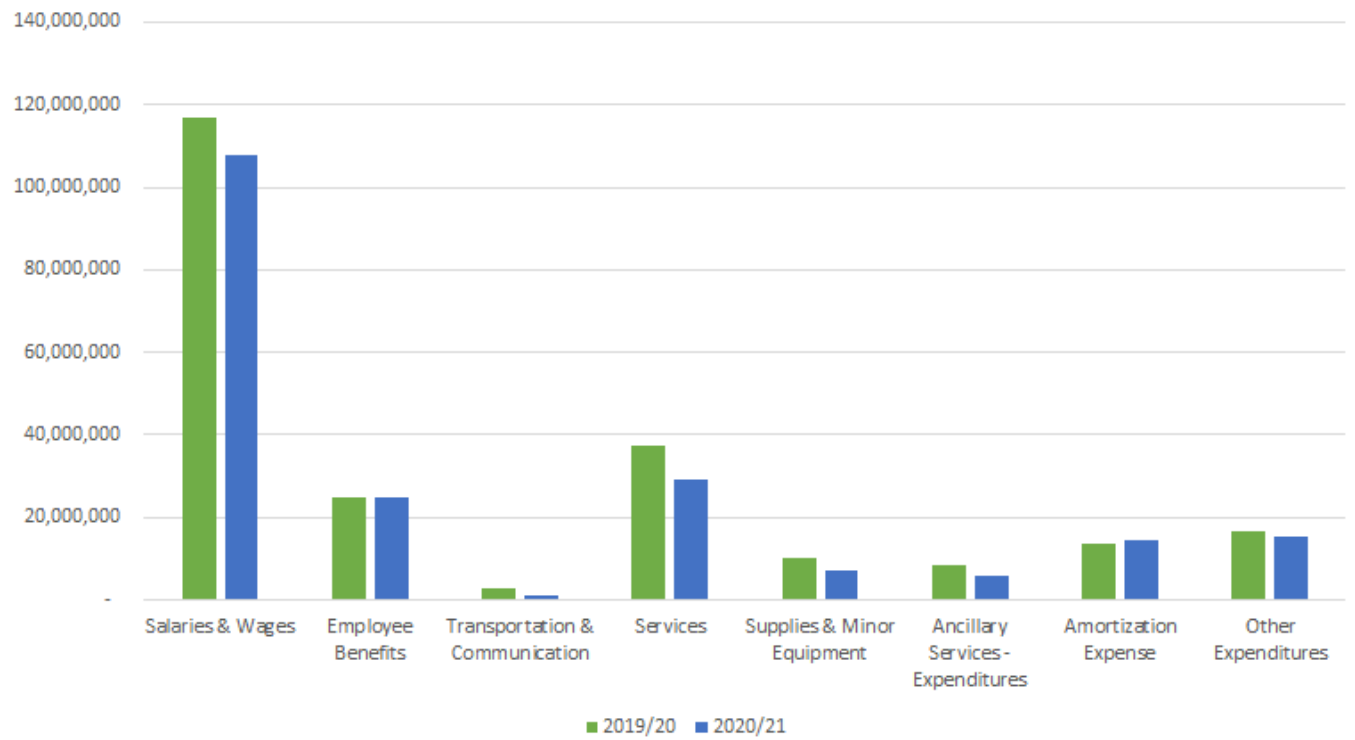
## SECTION 2: ANALYSIS OF COLLEGE'S FINANCIAL PERFORMANCE

		CFIS FINAL 15-16	CFIS FINAL 16-17	CFIS FINAL 17-18	CFIS FINAL 18-19	CFIS FINAL 19-20	DRAFT 20-21
<b>Revenues</b>							
41	Grant Revenue	87,226,566	88,808,739	88,008,457	96,755,508	85,224,677	89,000,263
43	Tuition Fees	69,032,672	76,261,684	84,628,159	111,380,930	123,614,028	106,348,104
45	Contractual and other fee-for- services	2,842,387	2,487,303	1,676,237	2,105,921	2,692,006	2,073,385
46	Ancillary Revenue	21,611,768	22,334,202	20,737,797	19,673,299	17,706,835	5,587,529
49	Other Revenue	4,851,314	5,795,270	7,368,056	9,707,691	6,837,176	5,383,732
<b>Total Revenue</b>		<b>182,820,288</b>	<b>185,564,707</b>	<b>195,687,198</b>	<b>202,418,706</b>	<b>239,623,349</b>	<b>208,393,013</b>
<b>Expenditures</b>							
51	Salaries & Wages	98,313,597	99,056,965	110,170,502	110,170,502	117,018,415	107,895,512
52	Employee Benefits	21,251,901	20,682,374	23,076,164	23,076,164	24,804,017	24,731,018
53	Transportation & Communication	2,686,399	2,922,493	3,545,699	3,545,699	2,915,518	1,126,644
54	Services	25,684,718	30,867,508	36,897,715	36,897,715	37,217,168	29,398,696
55	Supplies & Minor Equipment	6,832,769	10,869,437	10,721,496	10,721,496	10,366,141	7,216,736
56	Ancillary Services - Expenditures	11,014,905	10,548,964	9,631,240	9,631,240	8,298,016	5,865,455
57	Amortization Expense	13,496,974	11,737,172	12,913,556	12,913,556	13,803,478	14,290,584
59	Other Expenditures	13,393,019	14,039,346	15,912,130	15,912,130	16,490,417	15,538,450
<b>Total Expenses</b>		<b>185,412,022</b>	<b>192,674,284</b>	<b>200,724,259</b>	<b>222,868,501</b>	<b>230,913,169</b>	<b>206,063,096</b>
<b>Surplus (Deficit)</b>		<b>152,685</b>	<b>3,012,914</b>	<b>1,694,447</b>	<b>16,754,847</b>	<b>5,161,552</b>	<b>2,329,917</b>

### Comparison of Revenues



### Comparison of Expenses





## SECTION 3: SUBSIDIARIES AND FOUNDATIONS

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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: 2020-21 SMA YEAR 1 ANNUAL EVALUATION

Georgian College		SMA3 Values			
Metric ID	Metric Name	2020-21			
		Target	Band of Tolerance	Allowable Performance Target*	Actual
1	Graduate Employment Rate in a related field	77.06%	2.44%	75.18%	80.12%
2	Institutional Strength/Focus	33.11%	3.73%	31.88%	34.51%
3	Graduation Rate	65.91%	1.95%	64.62%	67.70%
4	Community/Local Impact of Student Enrolment	11.68%	6.40%	10.93%	12.15%
5	Economic Impact (Institution-specific)	\$1,600,000,000	6.90%	\$1,489,523,810	\$1,700,000,000
6	Graduate Employment Earnings				
7	Experiential Learning				
8	Revenue Attracted from Private Sector Sources				
9	Institution-Specific (Apprenticeship-related)				
10	Skills and Competencies				

**APPENDIX B: AUDITED FINANCIAL STATEMENTS**

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Consolidated Financial Statements of

**The Georgian College of  
Applied Arts and Technology**

Year Ended March 31, 2021

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June 17, 2021

## Management's Responsibility For Financial Reporting

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

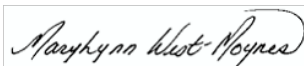
The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board (PSAB). When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise since they include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

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

The Finance and Audit Committee is appointed by the Board of Governors and meets regularly with management, as well as the external auditors, to review matters relating to financial sustainability, controllership and auditing matters as well as financial reporting. The Committee vets matters of significance with regards to the budget, financial statements and the external auditor's report to ensure the Board is able to properly discharge its responsibilities.

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

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



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MaryLynn WestMoynes  
President and CEO



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Angela Lockridge  
Vice President, Student Success and Corporate Services



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## Independent Auditor's Report

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

### Opinion

We have audited the consolidated financial statements of The Georgian College of Applied Arts and Technology and its subsidiaries (the "College"), which comprise the consolidated statement of financial position as at March 31, 2021, and the consolidated statements of operations, changes in net assets, cash flows and remeasurement losses for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

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

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the 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.

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

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

### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the College to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the College audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario  
June 17, 2021



**The Georgian College of Applied Arts and Technology**  
**Consolidated Statement of Financial Position**  
**As of: March 31, 2021**

	2021	2020
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	\$ 79,601,106	\$ 70,639,191
Restricted Cash	10,102,670	6,563,882
Accounts and Grants Receivable (Note 2)	14,411,699	10,503,262
Inventory (Note 3)	2,296,716	2,136,531
Prepaid Expenses	4,063,515	4,306,659
Current Portion of Notes and Pledges Receivable (Note 4)	2,430,557	3,171,713
<b>Total Current Assets</b>	<b>112,906,263</b>	<b>97,321,238</b>
Investments (Note 6)	13,253,772	9,953,371
Notes and Pledges Receivable (Note 4)	2,737,134	5,042,780
Construction in Progress (Note 7)	641,876	1,540,931
Capital Assets (Note 8)	156,990,088	166,711,162
Service Concession Assets (Note 9)	17,011,263	17,100,657
<b>TOTAL ASSETS</b>	<b>\$ 303,540,396</b>	<b>\$ 297,670,139</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Accounts and Grants Payable and Accrued Liabilities (Note 11)	\$ 53,125,184	\$ 50,099,699
Current Portion of Long Term Debt Payable (Note 15A)	1,564,000	1,482,000
Deferred Revenue (Note 12)	22,283,442	17,336,597
Vacation Pay Payable	5,691,875	5,569,644
Due to Student Associations (Note 13)	7,077,781	8,408,779
<b>Total Current Liabilities</b>	<b>89,742,282</b>	<b>82,896,719</b>
Post-Employment Benefits and Compensated Absences (Note 19)	6,401,586	6,182,080
Long Term Debt Payable (Note 15A)	10,984,000	12,548,000
Long Term Service Concession Deferred Revenue (Note 9)	16,322,525	16,501,313
Deferred Capital Contributions (Note 16)	120,520,414	126,736,979
Deferred Contributions (Note 17)	11,987,411	10,503,463
Interest Rate Swaps (Note 15B)	2,131,250	2,963,666
<b>TOTAL LIABILITIES</b>	<b>258,089,468</b>	<b>258,332,220</b>
<b>NET ASSETS</b>		
<b>Unrestricted Net Assets</b>		
Unrestricted Operating	\$ 4,865,804	\$ 11,908,784
Post-Employment Benefits and Compensated Absences (Note 19)	(6,401,586)	(6,182,080)
Vacation Pay Accrual	(5,691,875)	(5,569,644)
<b>Total Unrestricted</b>	<b>(7,227,657)</b>	<b>157,060</b>
Investment in Capital Assets (Note 18)	26,890,412	29,175,777
Internally Restricted Funds (Note 20)	17,260,000	5,260,000
Endowment Funds (Note 21)	10,659,423	7,708,748
Accumulated Remeasurement Losses	(2,131,250)	(2,963,666)
<b>TOTAL NET ASSETS</b>	<b>45,450,928</b>	<b>39,337,919</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 303,540,396</b>	<b>\$ 297,670,139</b>

See accompanying notes to the consolidated financial statements.

Approved by the Board of Governors

Chair

President

**The Georgian College of Applied Arts and Technology**  
**Statement of Operations**  
**For the Year Ended: March 31, 2021**

	<b>2021</b>	<b>2020</b>
<b>Revenue</b>		
Grants and Reimbursements	\$ 80,010,877	\$ 76,441,924
Tuition Revenue	88,280,102	101,089,076
Ancillary Operations Revenue	5,587,529	17,706,835
Other Student Fees	18,068,001	22,524,952
Other Revenues	5,562,520	7,015,959
Amortization of Deferred Capital Contributions	8,810,599	8,603,965
Contractual and Other Fee-for-Service	2,073,385	2,692,006
	<hr/>	<hr/>
<b>Total Revenue</b>	<b>208,393,013</b>	<b>236,074,717</b>
<b>Expenditure</b>		
Salaries and Benefits	132,436,348	140,985,248
Ancillary Operations Non Salary Expenditure	5,865,455	8,298,016
Services	15,078,070	20,101,571
Amortization of Capital Assets	14,290,584	13,803,478
Maintenance, Utilities, and Municipal Taxes	12,184,565	14,386,097
Supplies and Minor Equipment	7,216,736	10,366,141
Interest and Insurance Expenditures	8,028,749	7,580,803
Transportation and Communication	1,126,644	2,915,518
Rental Expenditures	2,136,061	2,729,499
Other Expenses	7,699,883	9,746,798
	<hr/>	<hr/>
<b>Total Expenditure</b>	<b>206,063,095</b>	<b>230,913,169</b>
	<hr/>	<hr/>
<b>Excess Revenue over Expenditure</b>	<b>\$ 2,329,918</b>	<b>\$ 5,161,548</b>
	<hr/> <hr/>	<hr/> <hr/>

*See accompanying notes to the consolidated financial statements.*

**The Georgian College of Applied Arts and Technology  
Consolidated Statement of Changes in Net Assets**

	Unrestricted	Capital	Restricted		Total
			Internally Restricted	Externally Restricted	
<b>For the Year Ended: March 31, 2021</b>					
<b>Balance - Beginning of Year</b>	\$ 157,060	\$ 29,175,777	\$ 5,260,000	\$ 7,708,748	\$ 42,301,585
Endowments received during the year	-	-	-	546,108	546,108
Unrealized Gain on Endowments	-	-	-	2,404,567	2,404,567
Excess Revenue over Expenditure (Expenditure over Revenue)	(4,230,594)	(5,439,488)	12,000,000	-	2,329,918
Investment in Capital Assets	(3,154,123)	3,154,123	-	-	-
<b>Balance - End of Year</b>	<b>\$ (7,227,657)</b>	<b>\$ 26,890,412</b>	<b>\$ 17,260,000</b>	<b>\$ 10,659,423</b>	<b>\$ 47,582,178</b>

	Unrestricted	Capital	Restricted		Total
			Internally Restricted	Externally Restricted	
<b>For the Year Ended: March 31, 2020</b>					
<b>Balance - Beginning of Year</b>	\$ (8,203,406)	\$ 32,769,704	\$ 4,864,991	\$ 8,958,965	\$ 38,390,254
Endowments received during the year	-	-	-	251,453	251,453
Unrealized Gain on Endowments	-	-	-	(1,501,670)	(1,501,670)
Excess Revenue over Expenditure (Expenditure over Revenue)	9,876,658	(5,110,119)	395,009	-	5,161,548
Investment in Capital Assets	(1,516,192)	1,516,192	-	-	-
<b>Balance - End of Year</b>	<b>\$ 157,060</b>	<b>\$ 29,175,777</b>	<b>\$ 5,260,000</b>	<b>\$ 7,708,748</b>	<b>\$ 42,301,585</b>

*See accompanying notes to the consolidated financial statements.*

**The Georgian College of Applied Arts and Technology**  
**Consolidated Statement of Cash Flows**  
**For the Year Ended: March 31, 2021**

<b>Increase (decrease) in cash</b>	<b>2021</b>	<b>2020</b>
<b>OPERATING ACTIVITIES</b>		
Excess Revenue over Expenditure	\$ 2,329,918	\$ 5,161,548
Items not involving Cash		
Amortization of capital assets	14,290,584	13,803,478
Amortization of deferred capital contributions	(8,810,599)	(8,603,965)
Amortization of service concession assets	89,394	89,394
Amortization of service concession deferred revenue	(178,788)	(178,788)
Gain on disposal of capital assets	48,898	-
Post-employment benefits and compensated absences	219,506	144,514
	<u>7,988,913</u>	<u>10,416,181</u>
Changes in Non-Cash Working Capital		
Accounts Receivable	(3,908,437)	(3,819,026)
Inventory	(160,185)	(340,565)
Prepaid Expenses	243,144	(417,502)
Accounts and grants payable and accrued liabilities	3,025,485	11,229,929
Deferred Revenue	4,946,845	2,741,968
Change in vacation pay payable	122,231	539,486
Due to Student Associations	(1,330,998)	1,787,609
	<u>10,926,998</u>	<u>22,138,080</u>
<b>INVESTING ACTIVITIES</b>		
Unrealized gain on investments	(2,404,567)	1,501,670
Repayment of notes receivable	3,046,803	2,608,593
	<u>642,236</u>	<u>4,110,263</u>
<b>FINANCING ACTIVITIES</b>		
Repayment of long term debt payable	(1,482,000)	(1,685,627)
<b>CAPITAL ACTIVITIES</b>		
Contributions received for capital purposes	2,594,034	4,367,549
Invested in construction in progress	899,055	983,993
Purchase of capital assets	(4,618,408)	(12,695,049)
	<u>(1,125,319)</u>	<u>(7,343,507)</u>
Increase in cash	8,961,915	17,219,209
Cash, beginning of year	70,639,191	53,419,982
Cash, end of year	<u>\$ 79,601,106</u>	<u>\$ 70,639,191</u>

*See accompanying notes to the consolidated financial statements.*

**The Georgian College of Applied Arts and Technology**  
**Consolidated Statement of Remeasurement Losses**  
**As of: March 31, 2021**

	<b>2021</b>	<b>2020</b>
Accumulated Remeasurement Losses at beginning of year	\$ 2,963,666	\$ 2,871,942
Unrealized gains (losses) attributable to:		
Derivative - interest rate swap	(832,416)	91,724
Net remeasurement (losses) gains for the year	<u>(832,416)</u>	<u>91,724</u>
Accumulated Remeasurement Losses at end of year	<u>\$ 2,131,250</u>	<u>\$ 2,963,666</u>

***See accompanying notes to the consolidated financial statements.***

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2021**

**GENERAL**

The Georgian College of Applied Arts and Technology (the “College”) 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**

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 Colleges and Universities Ontario (MCU) 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.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2021**

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

- 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.

- 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.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2021**

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

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

<b>ASSET</b>	<b>USEFUL LIFE</b>
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
Computers – AV Equipment	3 years
Major equipment & Enterprise Software	10 years
Non Enterprise Software	5 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:

- (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.



**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2021**

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

- (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 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 Colleges and Universities.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2021**

**1. SIGNIFICANT ACCOUNTING POLICIES (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, asset impairments, actuarial estimation of post-employment benefits and compensated absences liabilities, fair value of 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, \$329,000 (2020 - \$51,000) of gifts in kind were received including \$307,000 of PPE face shields. 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 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 consolidated statement of remeasurement gains and losses until they are realized. Once realized, they are transferred to the consolidated 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 deferred contributions until used for the purpose specified.

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

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2021**

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

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

**AMORTIZED COST**

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

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

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

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2021**

**2. ACCOUNTS AND GRANTS RECEIVABLE**

	<b>2021</b>	<b>2020</b>
Student Receivables	\$3,566,475	\$5,041,923
Staff	2,145	34,427
Trade and Other	2,413,620	2,467,157
Grants Receivable	8,429,459	2,959,755
	<b>\$14,411,699</b>	<b>\$10,503,262</b>

**3. INVENTORY**

	<b>2021</b>	<b>2020</b>
Beginning Inventory	\$2,136,531	\$1,795,966
Purchases	3,468,828	4,992,963
Goods Available	5,605,359	6,788,929
Less Cost of Goods Sold / Adjustments	(3,308,643)	(4,652,398)
Ending Inventory	\$2,296,716	\$2,136,531

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2021**

**4. NOTES AND PLEDGES RECEIVABLE**

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 15).

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 of 0.65% (2020 - 0.65% to 2.25%). The interest charged was \$1,718 (2020 - \$8,162).

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 principal and interest payments of \$138,286 until the balance is paid in full. The receivable bears an interest rate of 3.626%.

<b>Notes Receivable</b>	<b>Barrie</b>	<b>Orillia</b>	<b>Barrie TLC</b>	<b>Total</b>
Balance, beginning of year	\$1,867,857	\$275,412	\$1,021,224	\$3,164,493
Payments received	(550,000)	(130,000)	(276,572)	(956,572)
Interest charged	123,194	1,718	34,858	159,770
Balance, end of year	1,441,051	147,130	779,510	2,367,691
Less Current Portion	(550,000)	(130,000)	(250,557)	(930,557)
	\$891,051	\$17,130	\$528,953	1,437,134

Pledges receivable includes pledges from organizations for major capital projects. They are recognized if the amount to be received is reasonably estimated and the ultimate collection is reasonably assured. The current portion of the pledges receivable at March 31, 2021 is \$1,500,000 (2020 - \$2,250,000), with the non-current portion being \$1,300,000 (2020 - \$2,800,000)

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**5. 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.

	2021		
	Fair Value	Amortized Cost	Total
Cash and Cash Equivalents	\$79,601,106	\$---	\$79,601,106
Restricted Cash	10,102,670	---	10,102,670
Accounts and Grants Receivable	---	14,411,699	14,411,699
Notes and Pledges Receivable	---	5,167,691	5,167,691
Investments	13,253,772	---	13,253,772
Accounts and Grants Payable and Accrued Liabilities	---	53,125,184	53,125,184
Long Term Debt Payable	---	12,548,000	12,548,000
Interest Rate Swaps	2,131,250	--	2,131,250

	2020		
	Fair Value	Amortized Cost	Total
Cash and Cash Equivalents	\$70,639,191	\$---	\$70,639,191
Restricted Cash	6,563,882	---	6,563,882
Accounts and Grants Receivable	---	10,503,262	10,503,262
Notes and Pledges Receivable	---	8,214,493	8,214,493
Investments	9,953,371	---	9,953,371
Accounts and Grants Payable and Accrued Liabilities	---	50,099,699	50,099,699
Long Term Debt Payable	---	14,030,000	14,030,000
Interest Rate Swaps	2,963,666	---	2,963,666

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**5. FINANCIAL INSTRUMENT CLASSIFICATION (cont'd)**

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:

	2021				Total
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	
Carrying Value	\$501,603	\$2,906,784	\$914,083	\$1,390,549	\$5,713,019
Percent of Total	8.8%	50.9%	16.0%	24.3%	100.0%

	2020				Total
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	
Carrying Value	\$356,309	\$1,892,189	\$858,485	\$1,408,981	\$4,515,964
Percent of Total	7.9%	41.9%	19.0%	31.2%	100.0%

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

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**5. FINANCIAL INSTRUMENT CLASSIFICATION (cont'd)**

	<b>2021</b>		
	<b>Level 1</b>	<b>Level 2</b>	<b>Total</b>
Cash and Cash Equivalents	\$79,601,106	\$---	\$79,601,106
Restricted Cash	10,102,670	---	10,102,670
Investments	---	13,253,772	13,253,772
Interest Rate Swaps	---	2,131,250	2,131,250
<b>Total</b>	<b>\$89,703,776</b>	<b>\$15,385,022</b>	<b>\$105,088,798</b>

	<b>2020</b>		
	<b>Level 1</b>	<b>Level 2</b>	<b>Total</b>
Cash and Cash Equivalents	\$70,639,191	\$---	\$70,639,191
Restricted Cash	6,563,882	---	6,563,882
Investments	---	9,953,371	9,953,371
Interest Rate Swaps	---	2,963,666	2,963,666
<b>Total</b>	<b>\$77,203,073</b>	<b>\$12,917,037</b>	<b>\$90,120,110</b>

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2021 and 2020. There are no Level 3 financial instruments in 2021 or 2020 and no transfers in or out of Level 3 in either year. For a sensitivity analysis of financial instruments recognized in Level 2, see Note 25 – Interest rate risk, as the prevailing interest rate is the most significant input in the fair value of the instrument.

**6. INVESTMENTS**

Long-term investments in the amount of \$13,253,772 (2020 - \$9,953,371) are restricted for Endowment purposes and are not available for general operations. Investments are comprised of the following:

	<b>Fair Value</b>	<b>Cost</b>
Cash	\$ 39,163	\$ 39,163
Fixed Income (Bonds)	5,713,706	5,822,893
Canadian Equity (Mutual Funds)	4,683,206	4,179,679
U.S. Equity (Mutual Funds)	1,416,186	1,158,291
International Equity (Mutual Funds)	1,401,511	1,344,137
	<b>\$13,253,772</b>	<b>\$12,544,163</b>

The total of restricted cash and investments is \$23,356,442 (2020 - \$16,617,504) representing the endowment funds, deferred contributions and the unspent deferred capital contributions.



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**7. 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 costs. 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 2020/21 and their expected completion dates are as follows.

<b>Project</b>	<b>Expected Completion</b>	<b>2021</b>	<b>2020</b>
Various Campus Mechanical projects	Summer 2021	\$405,153	\$1,182,600
Various Campus Renovations	Summer 2021	219,780	154,999
Various Major Equipment Projects	Fall 2021	16,943	203,332
		\$641,876	\$1,540,931

**8. CAPITAL ASSETS**

<b>ASSET</b>	<b>2021</b>		
	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>Net book Value</b>
Land	\$3,986,322	\$---	\$3,986,322
Buildings	219,563,779	94,911,435	124,652,344
Site Improvements	21,911,805	16,930,753	4,981,052
Furniture and Fixtures	1,729,659	1,391,928	337,731
Equipment and Vehicles	15,493,523	9,662,806	5,830,717
Computers – Network	4,010,961	2,867,375	1,143,586
Computers – Servers & Storage	2,527,356	1,467,178	1,060,178
Major Equipment & Enterprise Software	30,808,166	17,414,244	13,393,922
Computers - AV Equipment	2,199,406	2,199,406	---
Non Enterprise Software	3,881,367	2,277,131	1,604,236
	\$306,112,344	\$149,122,256	\$156,990,088

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**8. CAPITAL ASSETS (cont'd)**

ASSET	2020		
	Cost	Accumulated Amortization	Net book Value
Land	\$3,986,322	\$---	\$3,986,322
Buildings	218,939,693	88,224,995	130,714,698
Site Improvements	21,945,970	15,387,710	6,558,260
Furniture and Fixtures	1,819,512	1,288,320	531,192
Equipment and Vehicles	14,349,924	8,452,003	5,897,921
Computers – Network	4,025,866	2,274,924	1,750,942
Computers – Servers & Storage	2,300,789	937,052	1,363,737
Major Equipment & Enterprise Software	29,176,825	15,385,705	13,791,120
Computers – AV Equipment	2,199,406	2,148,284	51,122
Non Enterprise Software	3,596,777	1,530,929	2,065,848
	\$302,341,084	\$135,629,922	\$166,711,162

Amortization expense for the year is \$14,290,584 (2020 - \$13,803,478).

**9. SERVICE CONCESSION ASSET AND DEFERRED REVENUE**

The College has alternative financing arrangements with Campus Living Centres (the “Partner”) for the construction and operation of student residence buildings on its Owen Sound and Orillia campuses. Under the terms of these agreements, the Partner is responsible for constructing, maintaining and operating the student residences in exchange for the right to collect student residence fees over the period of 99 years. At the end of the period, the legal title of the buildings will transfer to the College. The College has recorded these buildings as Service Concession Assets which are being amortized to their estimated residual values over their useful lives, which is the 99 year service concession period. The related deferred revenue, which is also being amortized over the service concession period of 99 years, represents the College granting the Partner the right to provide residence services to students of the College and receive rental fees in exchange for the Partner’s capital investment.

At year-end, these buildings have a net book value of \$17,011,263 (2020- \$17,100,657).

Included in other revenue is \$178,788 (2020 - \$178,788) representing the amortization of the service concession deferred revenue and included in other expenses is \$89,394 (2020 - \$89,394) representing the amortization of the service concession assets.

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**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 Bank of Montreal Prime minus 0.75%. The College had not drawn any funds at March 31, 2021. The College has no letters of credit outstanding as of March 31, 2021.

**11. ACCOUNTS AND GRANTS PAYABLE AND ACCRUED LIABILITIES**

	<b>2021</b>	<b>2020</b>
Trade Accounts Payables and Accruals	\$7,230,723	\$9,804,609
Student Deposits Payable	37,502,734	30,309,603
Accrued Payroll Liabilities	6,919,175	7,561,530
Grants Payable	1,472,552	2,423,957
	<b>\$53,125,184</b>	<b>\$50,099,699</b>

**12. DEFERRED REVENUE**

	<b>2021</b>	<b>2020</b>
Other Restricted Grants	\$7,035,061	\$2,879,304
Student Fees Collected	12,417,625	11,067,153
Contract Training & Other Projects	2,830,756	3,390,140
	<b>\$22,283,442</b>	<b>\$17,336,597</b>

**13. DUE TO STUDENT ASSOCIATIONS**

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

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**14. 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:

	<b>Operating Leases</b>
2021/22	\$699,878
2022/23	570,329
2023/24	396,991
2024/25	145,162
2025/26	6,983
	<b>\$1,819,343</b>
Less Current Portion	(699,878)
	<b>\$1,119,465</b>

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

**(A) LONG TERM DEBT**

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

	2021	2020
<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 0.300% having no security. The Bankers Acceptances will be issued in declining amounts for principal and interest amounts such that the obligation will be paid by September 2027.	\$10,268,000	\$11,498,000
	\$10,268,000	\$11,498,000
<b>Not Related to Capital Assets Acquisition:</b>		
Financing Note Receivable from Student Association (See Note 4) Non-revolving term facility through Bankers Acceptances to be issued by the College at BA rate plus 0.300% having no security. The Bankers Acceptances will be issued both quarterly and annually such that the obligation will be paid by September 2029.	2,280,000	2,532,000
	2,280,000	2,532,000
	12,548,000	14,030,000
Less current portion	(1,564,000)	(1,482,000)
	\$10,984,000	\$12,548,000

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

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

	<b>Total</b>
2021/22	1,564,000
2022/23	1,652,000
2023/24	1,746,000
2024/25	1,846,000
2025/26	1,953,000
2026/27 and thereafter	3,787,000
<b>Total</b>	<b>\$12,548,000</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 4.730% by entering into the interest rate swaps. Interest expense in respect of the residence financing for 2021 is \$724,237 (2020 - \$808,238) and in respect of the financing on the notes receivable for 2021 is \$127,411 (2020 - \$146,182). 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. The fair value of the interest rate swaps was in a net unfavorable position, representing a liability of \$2,131,250 (2020 - \$2,963,666) recorded in the consolidated statement of financial position with the fluctuations being recorded in the consolidated statement of remeasurement gains and losses.

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

	<b>Total</b>
2021/22	1,564,000
2022/23	1,652,000
2023/24	1,746,000
2024/25	1,846,000
2025/26	1,953,000
2026/27 and thereafter	3,787,000
<b>Total</b>	<b>\$12,548,000</b>

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**16. 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:

	<b>2021</b>	<b>2020</b>
Balance, beginning of year	\$126,736,979	\$130,973,395
Contributions received for capital assets		
- Government grants	1,231,538	1,584,800
- Other	1,362,496	2,782,749
Less: Amount amortized to revenue during the year		
- Government grants	(6,600,967)	(6,475,337)
- Other	(2,209,632)	(2,128,628)
Balance, end of year	\$120,520,414	\$126,736,979

The balance of deferred contributions related to capital assets consist of the following:

	<b>2021</b>	<b>2020</b>
Unamortized capital contributions	\$120,520,414	\$126,636,728
Add: Unspent capital contributions	---	100,251
Balance, end of year	\$120,520,414	\$126,736,979

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**17. DEFERRED 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.

	<b>2021</b>	<b>2020</b>
Balance, beginning of year	\$10,503,463	\$9,602,714
Add: Contributions Received	5,708,008	6,149,828
Restricted Investment Income	363,391	432,135
Funds Held by Georgian College Foundation	---	4,865
	<b>6,071,399</b>	<b>6,586,828</b>
Less: Amount Recognized as Revenue in year	(338,660)	(588,048)
Student Award Payments	(802,950)	(945,733)
Deferred Capital Contributions	(3,428,637)	(4,152,298)
Transferred to Endowed Funds	(12,500)	---
Transferred from Georgian Foundation	(4,704)	---
	<b>(4,587,451)</b>	<b>(5,686,079)</b>
Balance, end of year	<b>\$11,987,411</b>	<b>\$10,503,463</b>
<b>Comprised of:</b>		
Student Emergency Loan Funds	\$49,886	\$49,886
General Donations	28,709	28,709
Employment Stability Funds	394,748	391,832
Ontario College Staff Association	368	368
Special Projects	5,531,394	4,494,185
Annual Awards and Scholarships	1,226,453	1,384,589
Unspent Endowment Investment Income	1,960,594	1,617,732
Contributions and Fundraising	2,793,961	2,530,160
Funds Held by Georgian College Foundation	1,298	6,002
	<b>\$11,987,411</b>	<b>\$10,503,463</b>



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**18. 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:

	2021	2020
Net book value of capital assets (Note 8)	\$156,990,088	\$166,711,162
Net book value of service concession assets (Note 9)	17,011,263	17,100,657
Less: Deferred capital contributions (Note 16)	(\$120,520,414)	(\$126,636,728)
Service Concession Deferred Revenue	(16,322,525)	(16,501,314)
Long Term Debt Payable	(10,268,000)	(11,498,000)
	\$26,890,412	\$29,175,777

**19. 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.

	2021				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Total Liability
Accrued employee future benefits obligations	\$1,411,743	\$4,607,000	\$39,000	\$704,843	\$6,762,586
Value of plan assets	(274,000)	---	---	---	(274,000)
Unamortized actuarial gains (losses)	36,000	(196,000)	73,000	---	(87,000)
<b>Total Liability</b>	<b>\$1,173,743</b>	<b>\$4,411,000</b>	<b>\$112,000</b>	<b>\$704,843</b>	<b>\$6,401,586</b>

	2020				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Total Liability
Accrued employee future benefits obligations	\$1,361,230	\$4,881,000	\$46,000	\$644,850	\$6,933,080
Value of plan assets	(255,000)	---	---	---	(255,000)
Unamortized actuarial gains (losses)	46,000	(618,000)	76,000	---	(496,000)
<b>Total Liability</b>	<b>\$1,152,230</b>	<b>\$4,263,000</b>	<b>\$122,000</b>	<b>\$644,850</b>	<b>\$6,182,080</b>

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

	2021				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Total Expense
Current year benefit cost	\$37,513	\$486,000	\$1,000	\$59,993	\$584,506
Interest on accrued benefit obligation	2,000	76,000	1,000	---	79,000
Amortized actuarial (gains) losses	(11,000)	107,000	(3,000)	---	93,000
<b>Total Expense (recovery)</b>	<b>\$28,513</b>	<b>\$669,000</b>	<b>\$(1,000)</b>	<b>\$59,993</b>	<b>\$756,506</b>

	2020				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Total Expense
Current year benefit cost (recovery)	\$(19,948)	\$213,000	\$3,000	\$219,461	\$415,513
Interest on accrued benefit obligation	2,000	80,000	1,000	---	83,000
Amortized actuarial gains	(8,000)	(3,000)	(4,000)	---	(15,000)
<b>Total Expense (recovery)</b>	<b>\$(25,948)</b>	<b>\$290,000</b>	<b>\$---</b>	<b>\$219,461</b>	<b>\$483,513</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

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

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

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2021 indicated an actuarial surplus of \$3.3 billion and now stands 1.19% funded on a going-concern basis. The College made contributions to the Plan and its associated retirement compensation arrangement of \$10,775,188 (2020 - \$10,721,908), which has been included in the consolidated 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.

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

a) Discount Rate

The present value as at March 31, 2021 of the future benefits was determined using a discount rate of 1.7% (2020 – 1.6%).

b) Medical premiums

Medical premium increases were assumed to increase at 6.4% per annum in 2021 (2020 – 6.6%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040 (2020 – 4.0%).

c) Dental costs

Dental costs were assumed to increase at 4.0% per annum in 2021 (2020 – 4.0%).

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2021**

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

**(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:

	<b>2021</b>	<b>2020</b>
Wage and salary escalation	1.0%-2.0%	1.5%-2.0%
Discount rate	1.7%	1.6%

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 26.2% and 0 to 51.0 days respectively for age groups ranging from 0 and under to 65 and over in bands of 5 years.

Compensated 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.

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**20. INTERNALLY RESTRICTED FUNDS**

The College restricts amounts from the net asset balance, as approved by the Board of Governors. Internally restricted net assets consists of the following:

	<b>2021</b>	<b>2020</b>
Future Deferred Maintenance	\$2,000,000	\$2,000,000
Digitization Strategy	10,000,000	---
BScN Investments	4,000,000	---
Future Capital Investments	1,260,000	1,260,000
Future International Risks	---	2,000,000
<b>Total</b>	<b>\$17,260,000</b>	<b>\$5,260,000</b>

**21. ENDOWMENT FUNDS**

The College has the following endowment funds:

	<b>2021</b>	<b>2020</b>
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	5,566,083	5,555,974
Other	3,704,961	3,168,962
Unrealized Gain (Loss)	709,609	(1,694,958)
<b>Total</b>	<b>\$10,659,423</b>	<b>\$7,708,748</b>

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
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**22. 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 MCU.

<b>OSOTF PHASE I</b>	<b>Endowment Fund Balance</b>	<b>Expendable Funds Available for Bursaries</b>	<b>2021 Total</b>	<b>2020 Total</b>
Balance, beginning of year	\$624,746	\$141,772	\$766,518	\$742,646
Investment income, net of direct investment related expenses	---	23,826	23,826	27,872
Bursaries Awarded – 1 (2020 - 6)	---	(1,550)	(1,550)	(4,000)
Balance, end of year	\$624,746	\$164,048	\$788,794	\$766,518
The market value of the endowment as at March 31, 2021 was \$662,197 (2020 - \$588,950)				

<b>OSOTF PHASE II</b>	<b>Endowment Fund Balance</b>	<b>Expendable Funds Available for Bursaries</b>	<b>2021 Total</b>	<b>2020 Total</b>
Balance, beginning of year	\$54,024	\$16,090	\$70,114	\$68,338
Investment income, net of direct investment related expenses	---	1,920	1,920	2,826
Bursaries Awarded – 0 (2020 - 3)	---	---	---	(1,050)
Balance, end of year	\$54,024	\$18,010	\$72,034	70,114
The market value of the endowment as at March 31, 2021 was \$56,925 (2020 - \$50,474)				

<b>OTSS</b>	<b>Endowment Fund Balance</b>	<b>Expendable Funds Available for Bursaries</b>	<b>2021 Total</b>	<b>2020 Total</b>
Balance, beginning of year	\$5,555,974	\$941,806	\$6,497,780	\$6,383,727
Eligible cash donations received	10,109	---	10,109	13,509
Investment income, net of direct investment related expenses	---	205,937	205,937	235,394
Bursaries Awarded – 56 (2020 - 114)	---	(68,600)	(68,600)	(134,850)
Balance, end of year	\$5,566,083	\$1,079,143	\$6,645,226	\$6,497,780
The market value of the endowment as at March 31, 2021 was \$5,922,765 (2020 - \$5,741,333)				

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
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**23. 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, 2021 is comprised of approximately 4600 pieces with a value as per charitable receipts issued of \$3,926,595 (2020 - \$3,926,595).

**24. 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 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 2021 of \$46,826 (2020 – \$47,213) was spent on salaries and benefits.

**25. 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 principal 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 (2020 -\$100,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the MCU 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 5.

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

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:

	<b>2021</b>				
	<b>Total</b>	<b>0-120 Days</b>	<b>121-240 Days</b>	<b>241-360 Days</b>	<b>361+ Days</b>
Student Receivables	\$3,566,475	\$3,051,887	\$434,403	\$(38,784)	\$118,969
Staff	2,145	2,145	---	---	---
Trade Balances	2,413,620	2,413,620	---	---	---
Grants Receivable	8,429,459	8,429,459	---	---	---
<b>Net receivables</b>	<b>\$14,411,699</b>	<b>\$13,897,111</b>	<b>\$434,403</b>	<b>\$(38,784)</b>	<b>\$118,969</b>

	<b>2020</b>				
	<b>Total</b>	<b>0-120 Days</b>	<b>121-240 Days</b>	<b>241-360 Days</b>	<b>361+ Days</b>
Student Receivables	\$5,041,923	\$4,225,076	\$660,262	\$83,121	\$73,464
Staff	34,427	34,427	---	---	---
Trade Balances	2,467,157	2,467,157	---	---	---
Grants Receivable	2,959,755	2,959,755	---	---	---
<b>Net receivables</b>	<b>\$10,503,262</b>	<b>\$9,686,415</b>	<b>\$660,262</b>	<b>\$83,121</b>	<b>\$73,464</b>

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.

Due to the impact of COVID-19, the credit risk related to the College's accounts receivable have increased, which could lead to potential losses.



**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
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**25. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)**

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 MCU. 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.

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 15 B). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt.

The College's bond portfolio has interest rates ranging from 0.17%-4.58% (2020 – 0.25%-7.76%) with maturities ranging from June 1, 2021 to June 3, 2065 (2020 – June 15, 2020 to June 3, 2065).

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
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**25. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)**

At March 31, 2021 a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds in the College and Special Purpose funds of \$142,653 and \$282,966 respectively, and an impact of \$457,936 on the interest rate swap. A 1% fluctuation in interest rates would have an estimated impact on interest income related to the College's notes receivables of \$9,131. The College's term debt as described in Note 15 A 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.

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, 2021, 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 \$692,590.

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):

	<b>2021</b>			
	<b>Within 6 months</b>	<b>6 months to 1 year</b>	<b>1-5 years</b>	<b>&gt;5 years</b>
Accounts and grants payable and accrued liabilities	\$53,125,184	\$---	\$---	\$---
Operating Leases	350,015	349,863	1,119,165	---
Current and Long-term debt	645,000	919,000	9,264,000	1,720,000
<b>Total Liabilities</b>	<b>\$54,120,199</b>	<b>\$1,268,863</b>	<b>\$10,383,165</b>	<b>\$1,720,000</b>

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
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**25. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)**

	2020			
	Within 6 months	6 months to 1 year	1-5 years	>5 years
Accounts and grants payable and accrued liabilities	\$50,099,699	\$---	\$---	\$---
Operating Leases	379,500	311,426	1,438,330	---
Current and Long-term debt	605,000	877,000	8,761,000	3,787,000
<b>Total Liabilities</b>	<b>\$51,084,199</b>	<b>\$1,188,426</b>	<b>\$10,199,330</b>	<b>\$3,787,000</b>

Financial liabilities mature as described in Note 15.

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.

**26. SIGNIFICANT EVENT**

In March 2020, the World Health Organization (“WHO”) announced a global health emergency because of a new strain of coronavirus, the “COVID-19 outbreak”. On March 17, 2020 the College closed its campuses and remained closed until July 2020 when it operationalized lab-recover on campus for students. Starting in the fall 2020 semester, and continuing into the winter 2021 semester, the College delivered most if its curriculum online with students coming on campus for in-person lab related courses only.

The college implemented a number of COVID-19 safety protocols and modified academic lab delivery on campus to align with the Provincial legislative requirements and the requirement of municipal, provincial and federal health authorities. International travel restrictions and the limitation on in-person learning negatively impacted revenue streams and increased the expenses associated with academic delivery and safety protocols at the college. The decrease in tuition revenue was mainly derived from the decrease in international student enrolment while the decrease in other revenue streams from ancillary operations were directly related to the campus closure and fewer students required to be on campus.

Provincial grants increased due to one-time funding received from the Ministry of Colleges and Universities and the Ministry of Labour, Training and Skills Development to address the fiscal challenges resulting from COVID-19. These grants, in addition to the fiscal strategies operationalized by the college, have offset the decline in revenue and increase in expenses enabling the college to end the fiscal year with a small surplus.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
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**26. SIGNIFICANT EVENT (cont'd)**

As the impacts of the COVID-19 outbreak continue, there will continue to be further impacts on the college, its students and its funding sources. Management is actively monitoring the effect on its financial condition, liquidity, operations, suppliers, and its workforce. Given the continued uncertainty associated with the COVID-19 outbreak and the global responses to curb its spread, the College will continue to assess the impacts of COVID-19 on its operations and fiscal outlook and adjust, as appropriate.

## APPENDIX C: 2020-21 KPI PERFORMANCE REPORT

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There is no KPI data available for the 2020-21 reporting period.

## APPENDIX D: SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

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No complaints were received in 2020-21.

## 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 certificate programs, and expediting transfer credit recognition through seamless pathways to degree completion and articulation agreements.

Georgian offered five college degrees in 2020-21 as well as a Bachelor of Science in Nursing collaborative degree. In addition, the University of Ontario Institute of Technology, Royal Roads University, and Niagara University (Ontario) all offered Georgian diploma/degree graduates opportunities to complete Bachelor and Master level education.

The degree programs that accepted applications in 2020-21 are summarized below.

Institution	Program	Model
<b>Central Michigan University</b>	Master of Arts in Education – Community College concentration	Hybrid; cohort model; part-time weekends.
<b>Lakehead University</b>	Bachelor of Engineering (Electrical) with Electrical Engineering Advanced Diploma	Integrated.
	Honours Bachelor of Arts and Science – Environmental Sustainability with Environmental Technician Diploma	Integrated.
	Honours Bachelor of Science – Applied Life Sciences (Specialization in Biomedical Techniques) Degree with Biotechnology-Health Diploma	Integrated.
	Honours Bachelor of Science in Computer Science Degree with Computer Programmer Diploma	Integrated. Pathway from the GC diploma to the 3rd year of the LU Computer Science Degree
<b>York University</b>	Bachelor of Science in Nursing (Collaborative Program)	Years 1 and 2 at Georgian, Years 3 and 4 at York.
<b>Georgian College</b>	Honours Bachelor of Business Administration – Automotive Management	Four-year degree; all on campus.
	Honours Bachelor of Business Administration – Management and Leadership	Four-year degree; Face-to-face (F2F) and online.
	Honours Bachelor of Police Studies	Four-year degree; F2F and online.
	Honours Bachelor of Interior Design	Four-year degree; all on campus.
	Honours Bachelor of Counselling Psychology	Four-year degree; all on campus.

## APPENDIX F: 2020-21 BOARD OF GOVERNORS

Board Members	Occupation	Location	Term of Office
Paul Larche Chair	Owner and President Larche Communications Inc.	Barrie	Sep 1/15 – Aug 31/21
Marilynn Booth Vice Chair and Chair of Nominations	Retired, Dean, University of Toronto School of Continuing Studies	Wasaga Beach	Sep 1/16 – Aug 31/22
Lyn McLeod Vice Chair	Retired, Elected Political Official, past Chair of the Board of Governors of Confederation College	Alliston	Sep 1/16 – Aug 31/22
Suzie Addison-Toor (Administrative Rep)	Director, Centre for Changemaking	Barrie	Sep 1/20 – Aug 31/23
Stephen Arsenault LGIC	Business Owner	Barrie	Jun 1/18 – Aug 31/21
Margot Ballagh	Lawyer	Huntsville	Sep 1/18 – Aug 31/24
Mark Dorsey (Faculty Representative)	Faculty Representative, Coordinator, General Education, President, Local 350	Bradford	Sep 1/20 – Aug 31/23
Richard Gauthier	Retired President and Chief Executive Officer Canadian Automobile Dealers Association	Sharon	Sep 1/17 – Aug 31/23
Eric Jerome (Support Staff)	System Administrator Information Technology	Barrie	Sep 1/18 – Aug 31/21
Ali Khonsari	Owner Image Dental Lab	Barrie	Sep 1/17 – Aug 31/23
Steven Lowe LGIC	Investment Advisor, RBC Wealth Management, RBC Dominion Securities	Owen Sound	Sept 1/20 – Aug 31/23
Dianne Martin	Executive Director of the Registered Practical Nurses Assoc. of Ontario	Barrie	Sept 1/15 – Aug 31/23
Angelo Orsi LGIC	President Orsi Group	Orillia	Sep 1/17 – Aug 31/23
Madison Roy (Student Representative)	Georgian College Students' Association, Owen Sound Campus	Kincardine	Sept 1/20 – Aug 31/23
Dr. Teresa Snelgrove	Serial Entrepreneur	Shanty Bay	Sep 1/15 – Aug 31/21
Mary-Anne Willsey LGIC	Owner/Operator Mariposa Market, Orillia, Director, Player Development, Casino Woodbine	Orillia	Sept 1/20 – Aug 31/23
MaryLynn West-Moynes	President and CEO Georgian College	Oro-Medonte	Jul 1/12 – Present
Angela Lockridge (ex-officio)	Vice President Student Success and Corporate Services Secretary-Treasurer to the Board	Barrie	Jan /14 – Present



## APPENDIX G: COLLEGE COUNCIL AND ACADEMIC COUNCIL

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### College Council

College Council provides a means for students and staff members of the college to provide advice to the President on matters of importance to students and employees, which may include but are not limited to issues pertaining to the college's academics, student services, human resources and administration.

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

College Council met five times during fiscal 2020-21 (September, October, March and June) to approve procedures as appropriate and to receive, review and provide feedback on reports concerning various operations and initiatives, including the following (list not inclusive):

- Employee engagement updates
- College policy and procedure framework updates
- Program suspension report
- Enrolment updates and reports
- Environmental sustainability reports
- Research and innovation reports
- Academic audit process updates
- Budget and financial reports
- Information technology updates
- Advancement and alumni relations reports
- Academic council reports
- COVID-19 response updates
- Digital Innovation updates
- Black Lives Matter Initiative
- Social Media Policy
- Death of a Student and Death of a Graduate Policy
- Multi Factor Authentication Procedure
- Email Appropriate Use Policy and Anti-Spam Policy

## Academic Council

Georgian's Academic Council provides academic leadership to support academic integrity; quality and relevancy of curriculum in programs and courses; consistency in program development, program implementation and program renewal processes; and program quality assurance processes.

Academic Council ensures that Georgian College curriculum conforms to the requirements set by the Ontario College Quality Assurance Service (OCQAS) and/or Postsecondary Education Quality Assessment Board (PEQAB) as well as internal approval processes.

It approves new program development, renewal and major program changes for recommendation to the Vice President, Academic. Academic Council develops and recommends policies, processes, and practices, consistent with institutional, governmental, and postsecondary sector norms that support effective teaching and learning to the Vice President, Academic. Academic Council reviews and helps to determine academic priorities.

Academic Council also communicates its activities to ensure faculty and employees are informed and acts as a resource to provide direction and support to the academic community.

Academic Council met eight times during fiscal 2019-20 and reviewed, approved or deferred several items, as follows (list not inclusive):

- Vice President, Academic updates
- New program approvals
- Program renewal approvals
- Major program change approvals
- Major course change approvals
- Admission requirement change approvals
- Alignment with provincial program standard reviews
- Academic policy and procedure approvals
- Academic regulations updates
- College quality assurance audit process updates