



Annual Report | 2022-23

Inspire **MORE.**

Experience
 **Georgian**



ACCELERATED SUCCESS



INNOVATIVE COLLABORATION



STRONG FOUNDATIONS

Inspire MORE.



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Message from the Chair, Board of Governors, and President and CEO

Aaniin, She:Kon, Tanshi, which means hello in Ojibwe, Mohawk and Métis. On behalf of Georgian and our Board of Governors, we're delighted to present our *2022-23 Annual Report*, highlighting the many exceptional achievements and transformative initiatives undertaken by the college community throughout the year. With immense pride and excitement, we share our success outcomes against our strategic priorities — all aimed at meeting the evolving needs of our students, employers, industry and the communities we serve.

Georgian has always been at the forefront of innovation, and this year was no exception. This report celebrates the many ways we've embraced the future of postsecondary education and work, accelerating a hybrid teaching and learning model that provides students with more opportunities to study where, when and how they choose. By embracing this flexible approach, we're empowering students to balance their busy lives while making their career goals and aspirations possible.

As a catalyst for community and economic development, Georgian plays a vibrant role in shaping the regions we serve. We remain steadfast in our commitment to fostering a welcoming environment, and have advanced our commitments to equity, diversity, inclusion and belonging in several important ways. We're also deepening our commitments to Indigenization, continuing to cultivate respectful and collaborative relationships, and integrating Indigenous knowledge and perspectives into our curricula and practices. These efforts not only enrich our learning environment but strengthen the bonds between the college and the diverse communities we're privileged to serve.

One of the hallmarks of Georgian is our dedication to globalizing the learning environment, welcoming international students who contribute significantly to the college and our region. We're providing them with unparalleled opportunities to grow academically, culturally and personally while nurturing global perspectives and fostering mutual understanding. Our international students enrich our campuses and communities, establishing lifelong connections that extend far beyond their time at Georgian.

As the postsecondary landscape continues to change, Georgian has taken several important strides to digitally innovate and stay ahead of the curve. By embracing cutting-edge technologies and digital solutions, we've enhanced our teaching methodologies, expanded our online learning platforms, and optimized our administrative processes and services. Through these initiatives, we're ensuring our students receive a world-class education that equips them with the skills and competencies required for a rapidly changing job market.

Looking back at the achievements of the past year, we're filled with a profound sense of gratitude. None of this would have been possible without the unwavering dedication and commitment of our employees (Team Georgian) and the wider college community. Their pursuit of excellence, coupled with their passion for furthering the United Nations Sustainable Development Goals, has propelled us forward and solidified our reputation as a leading changemaker institution.

As we reflect on the successes of the past year, we're energized and inspired to continue our journey of growth and transformation. We see the challenges we face as opportunities, and we remain committed to providing extraordinary learning experiences that inspire our students to become confident, skilled professionals ready to tackle the complexities of the world.

Together, we'll continue to live our mission to *inspire innovation, transform lives and connect communities through the power of education*, leaving an indelible mark on the lives of our students, and influencing the success of our communities and prosperity of our region.

Richard C. Gauthier
Chair, Board of Governors

Kevin Weaver
President and CEO

OUR 2022-23 OUTCOMES

SECTION 1 | REPORT ON 2022-23 GOALS AND PERFORMANCE

ACCELERATED SUCCESS

COMMITMENT 1

Quality market-driven programs

Strategies:

- Achieve an innovative program mix and update curriculum to prepare students for in-demand jobs, meet the changing needs of employers and address skills gaps
- Increase attainment rate for degrees in our region

2022-23 ACTIONS	OUTCOMES
<p>A1 Review and revise the new program development process focusing on labour market needs and aligning flexible delivery strategies.</p> <p>A2 Launch a modified program assessment process with formalized action planning process.</p> <p>A3 Implement formal identification of poor performing programs with targeted action plans for improvement through integrated planning.</p> <p>A4 Leverage data to build targeted student retention initiatives.</p>	<p>Established a Program Innovation Committee to assess changing market dynamics and developed a new program roadmap, based on emerging labour market and student needs.</p> <p>Streamlined and enhanced the annual program assessment process to include meaningful data, broader engagement and a renewed focus on program continuous quality improvement.</p> <p>Prototyped a dashboard of program metrics to support continual monitoring and improvement of factors that contribute to program health and sustainability.</p> <p>Developed an Academic Success Outcomes dashboard to identify areas impacting student success by program, course, student segment, and delivery mode.</p>

COMMITMENT 2

Unrivaled student access, supports and services

Strategy:

- Become a leader in digitally enhanced and personalized student access and success by delivering the most seamless and intuitive service experience – from inquiry to graduation and beyond

2022-23 ACTIONS	OUTCOMES
<p>A5 Implement phase 1 of the integrated service management digital innovation project with a new student advising system that integrates data for predictive analysis.</p> <p>A6a Develop a vision and guiding principles for a new Credit for Prior Learning (CPL) approach.</p>	<p>Phase 1 of the ServiceNow service management system is implemented, resulting in significant improvements to student service management, streamlined problem resolution processes and an enhanced student experience. EAB Navigate implemented to enhance proactive student advising.</p> <p>Credit for Prior Learning (CPL) vision, principles, policy enhancements, digital tools, student supports and employee training are now in place, resulting in an enhanced experience for students applying to have their previous learning and experiences recognized for credit.</p>

COMMITMENT 3

Extraordinary experiences

Strategy:

- Champion program excellence through quality assurance and expand experiential, immersive, work-integrated, research, community-service and co-curricular learning opportunities

2022-23 ACTIONS	OUTCOMES
<p>A6b Become a leader in student access and success by delivering the most seamless, personalized and intuitive service experience - from inquiry to graduation.</p> <p>A7 Promote a culture of academic integrity and streamline misconduct processes.</p>	<p>An enhanced booking system for academic advising, counselling and accommodated testing has been implemented with multiple options available, in a hybrid, multi-campus environment - resulting in a better experience for students.</p> <p>Georgian's academic community is engaged in dialogue and course redesign in response to the need for a more contemporary approach to assessments. A redesign of Academic Integrity Modules for students has been initiated and will be piloted in fall '23.</p>

Flexible and technology-enabled learning

Strategy:

- Expand flexible learning options to allow students more choice over when, where and how they access their education

2022-23 ACTIONS	OUTCOMES
<p>A8 Complete the Future Skills Centre (FSC) projects and enable extended reality (XR) tools.</p> <p>A9 Establish and deploy cross-functional project teams to expand flexible learning options and optimize the learning management system.</p> <p>A10 Complete scholarship of teaching and learning research on flexible modes of program delivery.</p>	<p>Launched extended reality (XR) technology research projects under the Future Skills Centre (FSC) grant. All targets were met, with 130 individuals trained on leading-edge XR technologies.</p> <p>Successfully implemented phase 1 of a significant upgrade to Georgian’s learning management system. Supported Georgian faculty to optimize their courses using Blackboard Ultra. The multi-year project is on track to be completed by early 2024.</p> <p>Continued to expand the number of courses offered in flexible modes of delivery and provided professional development pathways for faculty to design courses for flexible modes of delivery, including: Hyflex (GC Flex), hybrid and synchronous/asynchronous online.</p> <p>Completed research on student and faculty experiences with hybrid/GC Flex mode of delivery, to inform expansion and continuous improvement of this approach.</p>

COMMITMENT 5

Progressive degree delivery

Strategy:

- Expanded degree access through Georgian degrees, Lakehead-Georgian integrated degree-diplomas, innovative credential pathways and University Partnership Centre partner degrees

2022-23 ACTIONS	OUTCOMES
<p>A11 Develop new three-year degree programs for approval and leverage Credit for Prior Learning (CPL) system to develop more seamless pathways from diploma to degree programs.</p> <p>A12 Develop and deliver targeted campaigns to promote degree programs specifically.</p>	<p>Initiated development of two new three-year Georgian degrees, a three-year exit from Georgian's four-year business degrees, as well as two new joint degree-diplomas in partnership with Lakehead University. Developed inbound and outbound academic pathways for all Lakehead-Georgian programs.</p> <p>Full-time enrolment in Georgian degrees increased more than 11%. This figure includes six Georgian degrees in the areas of: nursing, business administration, counselling psychology, interior design and police studies. Established plans to promote degrees through expanded marketing efforts.</p>

COMMITMENT 6

Learning for life

Strategies:

- Advance the development and delivery of micro-credentials
- Leverage technology to stay connected with Georgian students, employers and alumni for their lifelong learning

2022-23 ACTIONS	OUTCOMES
<p>A13 Work with industry and community to identify and create new micro-credentials.</p> <p>A14 Implement new digital platform to improve the Centre for Marine Training and Research and Continuing Education and Corporate Training student experience.</p> <p>A15 Increase offerings, flexibility and activity for corporate training clients and part-time learners.</p> <p>A16 Finalize and execute a targeted in-market campaign series that specifically promotes learning for life, part-time program delivery, micro-credentials and flexible delivery.</p>	<p>Launched 30 new industry-supported micro-credentials.</p> <p>Implemented phase 1 of a new registration system to enhance the experience of continuing education learners.</p> <p>Delivered 59 corporate training programs, including a number of micro-credentials. Expanded the number of full-time programs delivered in part-time formats.</p> <p>Launched a new multi-channel marketing campaign with digital channel assets achieving 750K impressions total.</p>

INNOVATIVE COLLABORATION

COMMITMENT 1

Internationalized Georgian community

Strategies:

- Enhance cultural awareness internally and externally and support greater international exchange and study abroad opportunities
- Improve supports for international students across the college
- Amplify Georgian’s local and global impact by furthering the United Nations Sustainable Development Goals

2022-23 ACTIONS	
<p>I1 Develop a balanced and diversified three-year international enrolment plan.</p> <p>I2 Promote and support student study abroad and staff experiences.</p> <p>I3 Assess cross-college supports for international student supports and services.</p> <p>I4 Conduct independent student housing review collecting feedback by engaging key stakeholders.</p> <p>I5 Develop plan, which includes raising awareness regarding Sustainable Development Goals (SDG), across the college community, gathering and sharing stories to amplify Georgian’s current state of local and global impact and report to the United Nations.</p>	<p>Developed a diversification plan targeting emerging markets with a goal of 60% or less student recruitment from any single market.</p> <p>Updated <i>Go Abroad</i> program and branding to reflect emerging approaches. Twenty-one international and domestic students participated in two-week outbound changemaking mobility experiences at our partner Atlantic Technological University, Sligo campus. Four domestic students traveled to Zweibruecken, Germany, to participate in an international business week at University of Applied Sciences Kaiserslautern.</p> <p>The International Student Supports & Settlement Task Force completed an extensive review and tabled eight strategic recommendations. Launched Pre-Arrival International Student Safety Modules to educate new incoming international students. Expanded cultural awareness programming at Georgian and in partnership with Simcoe County.</p> <p>Developed and launched a housing strategy to ensure consistent and quality supports across all seven campuses. Established a housing coordinator position to support the strategy.</p> <p>Georgian College Students’ Association signed the <i>SDG Accord</i> at six campuses. Formed a Sustainable Development Goals (SDG) Committee to build awareness, develop curricular resources/tools and support tracking and report.</p>

Community-connected innovation cluster that supports research, entrepreneurship, economic development and social innovation

Strategies:

- Graduate students with the skills and mindset to be innovative thinkers and changemakers
- Foster growth and development of business and social enterprises to build the regional economy and address community-based issues
- Educate, inspire and activate innovators and entrepreneurs locally and abroad
- Enrich learning with meaningful research and scholarship opportunities

2022-23 ACTIONS	OUTCOMES
<p>I6 Promote student opportunities to create community impact and change through social innovation.</p> <p>I7 Increase the number of faculty engaged with changemaking and leverage #ChangetheNow (#CTN).</p> <p>I8 Increase the number of followers on all social media channels; feature students in articles and videos.</p> <p>I9 Increase the number of students participating in Research, Innovation and Entrepreneurship activities, including social innovation.</p> <p>I10 Conduct projects with industry and community partners via in-class, capstone and stand-alone collaborative projects.</p> <p>I11 Grow scholarship, promote and share research and scholarship across the college, and assist faculty with research projects.</p>	<p>Increased the number of faculty incorporating #ChangetheNow (#CTN) into human services, and hospitality and tourism curriculum, and piloted #CTN in the Global Business Management program for ILAC@Georgian students, resulting in more opportunities for students to create community impact and change through social innovation.</p> <p>Met Research, Innovation and Entrepreneurship (RIE) portfolio social media expansion goals, growing the total followers from all channels to 12,000 and reaching over 20,000 views on Bernick Online YouTube channel.</p> <p>2,541 students were connected to RIE initiatives, with 335 students gaining experiential learning on co-curricular research or capstone projects.</p> <p>2,206 students participated in Henry Bernick Entrepreneurship Centre (HBEC) activities, including 15 student-focused maker events, Orientation, eCo-op, class visits and community events.</p> <p>Continued to grow and support Georgian’s culture of research and scholarship through a series of events, building on the success of Georgian’s Research innovation Scholarship and Entrepreneurship series, and engaging a growing number of faculty, students and community/industry partners.</p>

Strong community, alumni, student and industry connections

Strategies:

- Strengthen and expand community, employer, industry, donor, student and alumni partnerships through innovative outreach and digitally-enabled engagement strategies
- Build long-term, highly engaged and loyal relationships that deepen levels of private philanthropic support and corporate partnership at Georgian

2022-23 ACTIONS	OUTCOMES
<p>I12 Raise funds for strategic priorities through private gifts, sponsorships, partnerships and gift intentions (pledges and legacy support).</p> <p>I13 Create a donor engagement/stewardship framework for targeted donor-centric communications and document current external stakeholder engagement.</p> <p>I14 Develop multi-channel advancement communications plan for sustained growth and retention in alumni giving.</p> <p>I15 Launch cross-functional project to explore Digital Community Network needs and opportunities.</p> <p>I16 Deepen alumni engagement at student recruitment events, orientation, convocation and other events.</p>	<p>Achieved increased funds raised year-over-year, with additional funds secured to benefit nursing capital expansion. External consultation undertaken as it relates to future campus renewal projects. Micro-campaign strategies developed to attract external support as renewal projects are activated across various campuses.</p> <p>Delivered and measured donor engagement efforts across all giving programs. Expanded Georgian’s Partnership Relationship Management Committee to be more inclusive. Initiated review of digital tools to support effective relationship building and measurement.</p> <p>Established a communications plan and associated calendar. Increased presence on established alumni channels achieved during the final quarter, with follower growth recorded across all channels.</p> <p>Launched consultation process to define a vision and goals for a future-focused Digital Community Network. Reviewed technology needs and expectations. Identified project management resources and project scope for strategy development and phase 1 implementation in 2023-24.</p> <p>Established presence at all major college events and developed new collaborations with Co-op and Career Services to support future graduates. Coordinated efforts with International Education and Development to support recruitment and storytelling efforts.</p>

STRONG FOUNDATIONS

COMMITMENT 1

Exceptional people

Strategies:

- Engage, value and invest in all Georgian employees (faculty, support staff and administrators) to support teaching excellence, delivery of quality services and provision of extraordinary experiences for our students
- Enhance opportunities for professional development, building excellence in contemporary teaching and leading practices in higher education
- Focus on mental health and well-being

2022-23 ACTIONS	OUTCOMES
<p>S1 Conduct Pulse Engagement Survey as well as a full Employee Engagement Survey.</p> <p>S2 Gather and report on college-wide professional development activity by employee group.</p> <p>S3 Promote new employee orientation, employee recognition events and develop New Manager Training series.</p> <p>S4 Develop leadership and faculty competency frameworks, professional development for program coordinators, and mentoring/support programs.</p> <p>S5 Evaluate flex work arrangements.</p> <p>S6 Enhance support systems leveraging digital technology and para-professional support</p>	<p>Completed spring 2022 Pulse Engagement Survey and fall 2022 Employee Engagement Survey with a strong response rate of between 42% to 73% across all employee segments.</p> <p>Designed a Learning and Development dashboard of metrics to be included in the new Human Resources Metrics system in 23-24. Initiated implementation of an employee learning management system that will track employee professional development college wide.</p> <p>Successfully delivered New Manager Training Series and New Employee Orientation with excellent participation and feedback. Offered employee engagement events with strong participation in fall '22 and winter '23. Redesigned the Employee Service Awards.</p> <p>Renewed leadership development through a series of planning and professional development engagements. Developed a roadmap to refresh Georgian's Leadership Competency Framework and professional development pathways.</p> <p>Georgian's Centre for Teaching and Learning completed a human-centred design project to develop an innovative Faculty Competency Framework and Teaching@Georgian model.</p> <p>Established a Flex Work Review Committee and gathered feedback through employee focus groups. Findings will inform recommendations in 2023-24.</p> <p>Explored opportunities to leverage technology to expand the Be Well program based on research/recommendation.</p>

Equity, diversity, inclusion and belonging (EDI&B)

Strategy:

- Foster a learning and working environment where everyone feels seen, heard and knows they belong through demonstrable, accountable and system-wide commitments to diversity, de-colonization, anti-racism, equity and inclusion

2022-23 ACTIONS	OUTCOMES
<p>S7 Establish a project team to collect quantitative self-identification of Equity, Diversity, Inclusion & Belonging (EDI&B) data and qualitative feedback on the culture of inclusion.</p> <p>S8 Assess and revise current HR staff processes using an EDI&B lens, GBA+ framework, inclusive language assessment tools and through knowledge of best practices.</p> <p>S9 Deliver Safer Spaces training and evaluate learning outcomes.</p> <p>S10 Pilot departmental planning/consultation tool with key portfolio areas to identify priority areas, collect metrics and identify EDI&B initiatives to support college environmental scan.</p> <p>S11 Leverage Community Benefits Project results and work with the Ashoka Changemaker Campuses and Buy Social to establish a diverse supplier list.</p>	<p>Expanded Georgian’s Employee Engagement Survey to include self-identification questions in order to establish baseline. Initiated a review of student data collection issues and opportunities.</p> <p>Revised employment equity statement to be included on all job postings. Developed and piloted data-gathering approaches for future executive and administrator searches. Established a practice for Equity, Diversity, Inclusion & Belonging (EDI&B) competencies to be embedded in briefs for all executive searches.</p> <p>Delivered level 1 Safer Spaces training and initiated development of level 2 curriculum. Delivered 2SLGBTQIA+ sessions, including an expanded session for Black History Month.</p> <p>Collaborated on an EDI&B-informed Student Learning Services plan and provided EDI&B input on Indigenization plan. Developed and embedded a framework to ensure EDI&B is considered in new program development and program renewal processes.</p> <p>Collaborated with the Community Benefits Project to grow the number of diverse suppliers to 84, including new suppliers to Georgian. Developed a collaboration with York University to access their Social Procurement Vendor Portal.</p>

Agile culture of innovation

Strategies:

- Model and support teams that are collaborative, digitally-enabled, open to experimentation and ready to embrace change
- Empower students and employees to be changemakers

2022-23 ACTIONS	OUTCOMES
<p>S12 Design and pilot a college-wide framework for, and approach to, innovation management.</p> <p>S13 With support from the SUNCOR grant, create three Community Impact Labs at the Orillia, Barrie and Owen Sound campuses.</p> <p>S14 Measure student/employee perceptions of innovation and changemaking at Georgian.</p> <p>S15 Implement a changemaker micro-credential.</p> <p>S16 Develop Georgian’s social procurement process and policy in collaboration with its Social Procurement Community of Practice.</p>	<p>Established an Innovation Council and launched Georgian’s first employee Big Ideas campaign, designed to inspire, promote and model an agile culture that innovates; 140 ideas were submitted and are being advanced through various enablement pathways.</p> <p>Created three (3) Community Impact Labs to engage local employers, students and partners in solving complex problems with social innovation tools: County of Simcoe/<i>Affordable Housing</i>, Waypoint/<i>Seniors Connection</i> and CICAN/<i>Drawdown</i>.</p> <p>Continued to survey students involved with changemaking initiatives about their skills and mindset. As part of the Future Skills Canada-funded project, employees and students were surveyed to measure awareness and comfort level with a variety of innovative technologies and topics.</p> <p>A changemaker micro-certificate was launched and promoted across the college.</p> <p>Created an updated purchasing procedures document that includes a section on Sustainable Procedure Process and Policy Statement.</p>

Deepened and expanded Indigenization

Strategies:

- Action the principles of the *Indigenous Education Protocol*, informed by the *Calls to Action* of the Truth and Reconciliation Commission of Canada to transform the college community
- Expand and enrich curriculum to reflect Indigenous perspectives, increasing reciprocity among Indigenous and non-Indigenous people

2022-23 ACTIONS	OUTCOMES
<p>S17 Identify a methodology to collect self-identification data from employees and students.</p> <p>S18 Continue embedding Indigenous learning outcomes into curriculum and designing professional development opportunities.</p> <p>S19 Document current state of Indigenous applicants in highly competitive programs and develop approaches to increase opportunities for Indigenous learners.</p> <p>S20 Use engagement and best practices review to inform <i>Maajishkadaa</i> report and strategy.</p>	<p>Initiated a process review to streamline the collecting and sharing of Indigenous student application and enrolment. Beginning in 2023-24, data will be included on the enrolment dashboard and updated in real time.</p> <p>Georgian’s Centre for Teaching and Learning and Office of Academic Quality partnered to support faculty with incorporating an Indigenous lens as part of the program review process. Established an Indigenous faculty developer role. Designed and piloted the Skoden faculty professional development course.</p> <p>Completed a current state review, which revealed that during the 2021-22 cycle, 5.6% of total semester one domestic applicants self-identified as Indigenous. A collaborative model of support was developed with college entry and Indigenous student advisors working closely together to review data and connect with applicants.</p> <p>The <i>Maajishkadaa</i> Indigenization strategy was launched and a phased approach to engaging the Georgian commitment to address each of the objectives contained in the strategy has been identified. Tools are under development to integrate Indigenous curriculum, and the Truth and Reconciliation Faculty Learning Community was launched in winter 2023.</p>

Environmental accountability

Strategies:

- Model environmental accountability by achieving energy, water and waste targets
- Take action to combat climate change and its impact as per the United Nations Sustainable Development Goals

2022-23 ACTIONS	OUTCOMES
<p>S21 Explore the Sustainability Tracking and Assessment & Rating System (STARS) self-study benchmarks to assess if it will inform development of Georgian’s sustainability plan.</p> <p>S22 Re-establish Environment Sustainability Committee with updated terms of reference.</p> <p>S23 Conduct eScan and launch consultation process.</p> <p>S24 Engage students in sustainability initiatives.</p>	<p>Georgian registered in the Sustainability Tracking Assessment & Rating System (STARS) program and a decision was made to complete the STARS assessment to support the development of the sustainability plan.</p> <p>The Environmental Sustainability Committee was re-established with updated Terms of Reference to reflect alignment with Sustainable Development Goals (SDG) Committee and focus on specific SDG related to environmental sustainability.</p> <p>Completed a data collection gap analysis and re-establish initiatives that were put on hold due to COVID-19 using the STAR platform. Georgian is on target to submit for November 2023.</p> <p>Established a Manager, Sustainability, position and re-engaged involvement from the Georgian College Students’ Association. In collaboration with the First Year Experience office, developed a sustainability model for student Orientation. Work to evaluate sustainability content in curriculum is underway, and Georgian students are represented and actively engaged on the Environmental Sustainability Committee.</p>

Operational excellence and financial sustainability

Strategies:

- Ensure effective and efficient workflows and decision-making to enhance the student, employee and community partner experience
- Guide college resources responsibly to ensure and model financial and operational accountability
- Prioritize and implement campus facilities renewal projects by greatest impact

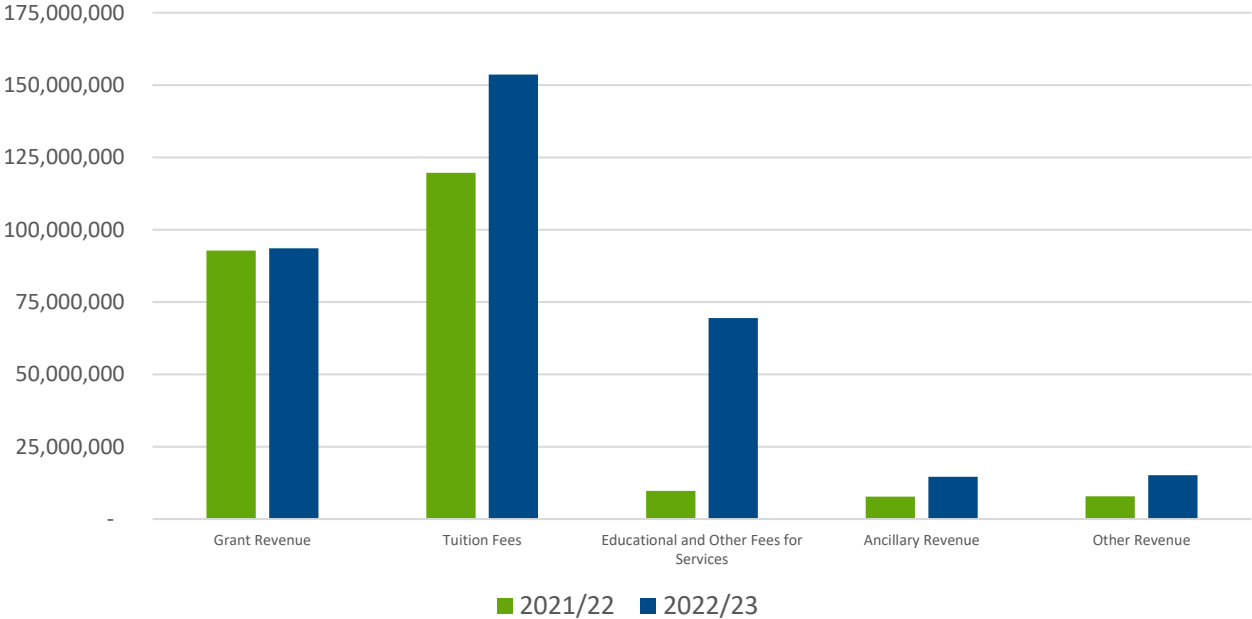
2022-23 ACTIONS	OUTCOMES
<p>S25 Leverage data to support operational excellence and investment decision.</p> <p>S26 Conduct research and analysis to determine physical space requirements, both academic and non-academic related, in a post-pandemic environment to balance flex/hybrid arrangements, to manage space pressures and enhance the student experience.</p> <p>S27 Reinstate budget and update deferred maintenance plan.</p>	<p>Conducted a scan of facilities data from across the college system to inform facilities management strategies in support of operational excellence.</p> <p>Initiated an assessment of the impacts of flex work on facilities requirements, and revised space design standards as a means to monitor the impact of flex/hybrid space. Completed an environmental scan, including site visits and consultations with faculty, to initiate a pilot of the proposed design.</p> <p>Reinstated capital budgets. Developed and prioritized campus renewal plans.</p>

SECTION 2 | ANALYSIS OF COLLEGE'S FINANCIAL PERFORMANCE

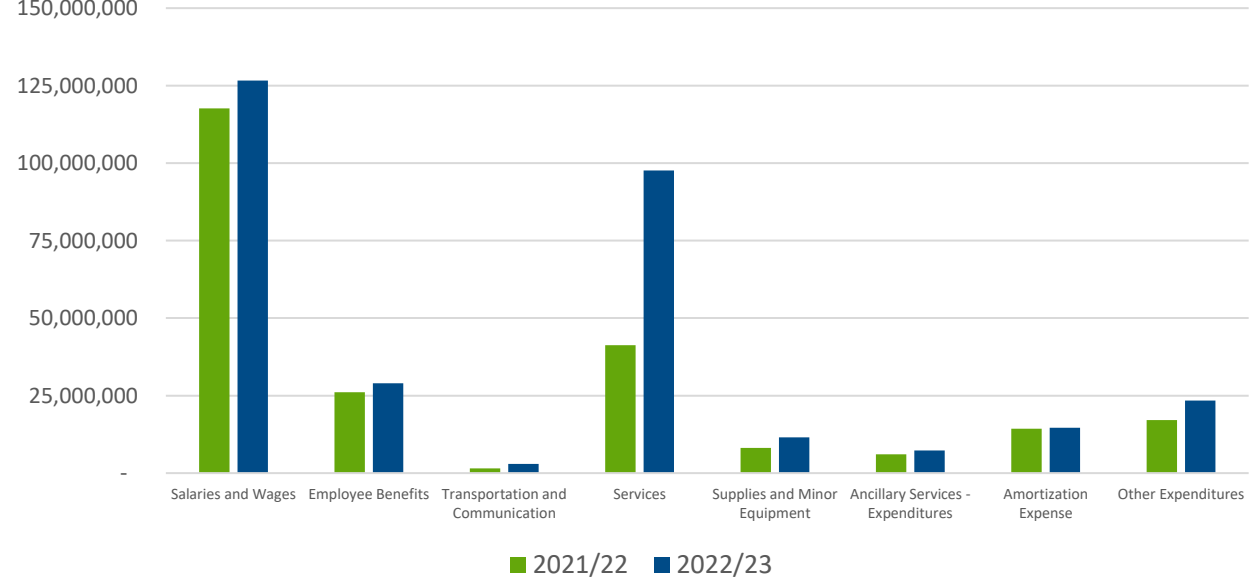
		CFIS FINAL 17-18	CFIS FINAL 18-19	CFIS FINAL 19-20	CFIS FINAL 20-21	CFIS FINAL 21-22	CFIS DRAFT 22-23
REVENUES							
41	Grant revenue	88,008,457	96,755,508	85,224,677	89,000,263	92,757,041	93,554,113
43	Tuition fees	84,628,159	111,380,930	123,614,028	106,348,104	119,687,368	153,580,405
45	Educational and other fee-for-services	1,676,237	2,105,921	2,692,006	2,073,385	9,692,980	69,499,058
46	Ancillary revenue	20,737,797	19,673,299	17,706,835	5,587,529	7,741,716	14,614,485
49	Other revenue	7,368,056	9,707,691	6,837,176	5,383,732	7,911,952	15,121,357
Total revenue		202,418,706	239,623,349	236,074,721	208,393,013	237,791,057	346,369,418
EXPENDITURES							
51	Salaries and wages	99,056,965	110,170,502	117,018,415	107,895,512	117,613,303	126,667,519
52	Employee benefits	20,682,374	23,076,164	24,804,017	24,731,018	26,111,809	28,964,305
53	Transportation and communication	2,922,493	3,545,699	2,915,518	1,126,644	1,541,290	3,017,329
54	Services	30,867,508	36,897,715	37,217,168	29,398,696	41,254,116	97,674,925
Total expenses		200,724,259	222,868,501	230,913,169	206,063,096	232,074,030	313,184,924
SURPLUS (DEFICIT)		1,694,447	16,754,847	5,161,552	2,329,917	5,717,027	33,184,494

SECTION 2 | ANALYSIS OF COLLEGE'S FINANCIAL PERFORMANCE

Comparison of Revenues



Comparison of Expenses



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's \$100 of common shares issued to the college.

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 fundraising for Georgian. Effective April 1, 2007, motions were passed by the college's Board of Governors and the foundation's Board of Directors 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 foundation will be managed by a separate board under the control of Georgian's Board of Governors. 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 | 2022-23 SMA YEAR 3 ANNUAL EVALUATION

GEORGIAN COLLEGE		SMA3 YEAR 3 PERFORMANCE RESULTS			
METRIC ID	METRIC NAME	2022-23			
		Target	Band of tolerance	Allowable performance target	Actual
1	Graduate Employment Rate in a related field	79.00%	2.11%	77.33%	76.66%
2	Institutional Strength/Focus	31.75%	4.49%	30.32%	33.93%
3	Graduation Rate	68.40%	1.09%	67.66%	68.68%
4	Community/Local Impact of Student Enrolment	12.07%	5.84%	11.37%	10.85%
5	Economic Impact (Institution-specific)	\$1,723,272,888	6.95%	\$1,603,438,855	\$1,644,947,926
6	Graduate Employment Earnings	\$38,188	5.99%	\$35,900	\$38,763
7	Experiential Learning	86.27%	4.41%	82.47%	89.23%
8	Revenue Attracted from Private Sector Sources	\$6,147,642	24.38%	\$4,648,846	\$2,970,257
9	Institution-Specific (apprenticeship-related)	65.19%	3.14%	63.14%	60.89%
10	Skills and Competencies				

APPENDIX B | AUDITED FINANCIAL STATEMENTS

Audited Financial Statements follow.

Consolidated Financial Statements of

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

Year Ended March 31, 2023

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June 8, 2023

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.



Kevin Weaver
President and CEO



David Johnson
Vice President, Finance and Corporate Services

Independent Auditor's Report

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 (the "College"), which comprise the consolidated statement of financial position as at March 31, 2023, and the consolidated statements of operations, consolidated statement changes in net assets, consolidated statement of cash flows and consolidated statement of remeasurement gains and 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, 2023, and its consolidated results of its operations, and its consolidated cash flows, and its consolidated remeasurement gains and losses 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.



Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

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 group 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 13, 2023

The Georgian College of Applied Arts and Technology
Consolidated Statement of Financial Position
As of: March 31, 2023

	2023	2022
ASSETS		
Current Assets		
Cash and Cash Equivalents		
Cash and Cash Equivalents	\$ 109,543,384	\$ 192,305,359
Restricted Cash	9,588,799	9,921,671
Short Term Investments	100,000,000	-
Accounts and Grants Receivable (Note 2)	10,495,363	7,159,400
Inventory (Note 3)	2,156,290	2,202,259
Prepaid Expenses	11,982,925	6,316,128
Current Portion of Notes and Pledges Receivable (Note 4)	-	1,850,000
Total Current Assets	243,766,761	219,754,817
Investments (Note 6)	26,767,733	14,977,583
Notes and Pledges Receivable (Note 4)	-	445,362
Construction in Progress (Note 7)	2,369,014	6,252,375
Capital Assets (Note 8)	158,142,948	151,542,243
Service Concession Assets (Note 9)	16,832,475	16,921,869
TOTAL ASSETS	\$ 447,878,931	\$ 409,894,249
LIABILITIES		
Current Liabilities		
Accounts and Grants Payable and Accrued Liabilities (Note 11)	\$ 19,192,666	\$ 19,887,460
Current Portion of Long Term Debt Payable (Note 15A)	1,746,000	1,652,000
Deferred Revenue (Note 12)	161,261,355	156,859,888
Vacation Pay Payable	6,437,564	6,206,077
Due to Student Associations (Note 13)	7,967,634	6,920,638
Total Current Liabilities	196,605,219	191,526,063
Post-Employment Benefits and Compensated Absences (Note 20)	6,490,653	6,124,402
Long Term Debt Payable (Note 15A)	7,586,000	9,332,000
Long Term Service Concession Deferred Revenue (Note 9)	15,964,949	16,143,737
Deferred Capital Contributions (Note 16)	117,283,771	118,275,786
Deferred Contributions (Note 17)	12,978,216	12,122,450
Asset Retirement Obligation (Note 18)	3,092,622	3,096,049
Interest Rate Swaps (Note 15B)	498,977	1,079,126
TOTAL LIABILITIES	360,500,407	357,699,613
NET ASSETS		
Unrestricted Net Assets		
Unrestricted Operating	\$ 33,402,772	\$ 13,589,082
Post-Employment Benefits and Compensated Absences (Note 20)	(6,490,653)	(6,124,402)
Vacation Pay Accrual	(6,437,564)	(6,206,077)
Total Unrestricted	20,474,556	1,258,603
Investment in Capital Assets (Note 19)	31,078,080	21,992,538
Internally Restricted Funds (Note 21)	22,890,000	18,007,000
Endowment Funds (Note 22)	13,434,865	12,015,621
Accumulated Remeasurement Losses	(498,977)	(1,079,126)
TOTAL NET ASSETS	87,378,524	52,194,636
TOTAL LIABILITIES AND NET ASSETS	\$ 447,878,931	\$ 409,894,249

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, 2023

	2023	2022
Revenue		
Grants and Reimbursements	\$ 84,440,259	\$ 83,623,328
Tuition Revenue	189,652,685	104,573,438
Ancillary Operations Revenue	14,614,485	7,741,716
Other Student Fees	30,414,366	20,774,394
Other Revenues	15,300,145	8,090,740
Amortization of Deferred Capital Contributions	8,935,066	8,954,926
Contractual and Other Fee-for-Service	3,012,412	4,032,515
	<hr/>	<hr/>
Total Revenue	346,369,418	237,791,057
Expenditure		
Salaries and Benefits	155,405,635	143,486,794
Ancillary Operations Non Salary Expenditure	7,259,991	6,018,664
Services	78,861,363	24,609,932
Amortization of Capital Assets	14,619,710	14,363,151
Maintenance, Utilities, and Municipal Taxes	16,478,594	14,386,072
Supplies and Minor Equipment	11,534,097	8,109,585
Interest and Insurance Expenditures	11,248,847	7,775,485
Transportation and Communication	3,017,329	1,541,290
Rental Expenditures	2,334,968	2,258,112
Other Expenses	12,424,389	9,524,943
	<hr/>	<hr/>
Total Expenditure	313,184,923	232,074,028
	<hr/>	<hr/>
Excess Revenue over Expenditure	\$ 33,184,495	\$ 5,717,029
	<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	Externally	
For the Year Ended: March 31, 2023					
Balance - Beginning of Year	\$ 1,258,603	\$ 21,992,538	\$ 18,007,000	\$ 12,015,621	\$ 53,273,762
Endowments received during the year	-	-	-	2,236,976	2,236,976
Unrealized Gain on Endowments	-	-	-	(817,732)	(817,732)
Excess Revenue over Expenditure (Expenditure over Revenue)	34,208,503	(5,907,008)	4,883,000	-	33,184,495
Investment in Capital Assets	(14,992,550)	14,992,550	-	-	-
Balance - End of Year	\$ 20,474,556	\$ 31,078,080	\$ 22,890,000	\$ 13,434,865	\$ 87,877,501

	Unrestricted	Capital	Restricted		Total
			Internally	Externally	
For the Year Ended: March 31, 2022					
Balance - Beginning of Year	\$ (7,227,658)	\$ 26,890,412	\$ 17,260,000	\$ 10,659,422	\$ 47,582,176
Prior Period Adjustment Asset Retirement Obligations (Note 29)					
Unrestricted net assets	(1,381,642)				(1,381,642)
Investment in Capital Assets	1,381,642	(1,381,642)			-
Restated Balance - Beginning of Year	(7,227,658)	25,508,770	17,260,000	10,659,422	46,200,534
Endowments received during the year	-	-	-	1,304,625	1,304,625
Unrealized Gain on Endowments	-	-	-	51,574	51,574
Excess Revenue over Expenditure (Expenditure over Revenue)	10,335,688	(5,365,659)	747,000	-	5,717,029
Investment in Capital Assets	(1,849,427)	1,849,427	-	-	-
Balance - End of Year	\$ 1,258,603	\$ 21,992,538	\$ 18,007,000	\$ 12,015,621	\$ 53,273,762

The Georgian College of Applied Arts and Technology
Consolidated Statement of Cash Flows
For the Year Ended: March 31, 2023

Increase (decrease) in cash	2023	2022
OPERATING ACTIVITIES		
Excess Revenue over Expenditure	\$ 33,184,495	\$ 5,717,029
Items not involving Cash		
Amortization of capital assets	14,619,710	14,363,151
Amortization of deferred capital contributions	(8,935,066)	(8,954,926)
Accretion on asset retirement obligation	102,990	-
Amortization of service concession assets	89,394	89,394
Amortization of service concession deferred revenue	(178,788)	(178,788)
Loss (gain) on disposal of capital assets	311,758	46,828
Post-employment benefits and compensated absences	366,251	(277,184)
	<u>39,560,744</u>	<u>10,805,504</u>
Changes in Non-Cash Working Capital		
Accounts Receivable	(3,335,963)	7,252,299
Inventory	45,969	94,457
Prepaid Expenses	(5,666,796)	(2,252,613)
Accounts and grants payable and accrued liabilities	(694,794)	4,265,010
Deferred Revenue	4,401,468	97,073,712
Change in vacation pay payable	231,487	514,202
Due to Student Associations	1,046,996	(157,143)
	<u>35,589,111</u>	<u>117,595,428</u>
INVESTING ACTIVITIES		
Unrealized gain on investments	817,732	(51,574)
Purchase of investments	(110,000,000)	-
Repayment of notes receivable	2,295,362	2,872,331
	<u>(106,886,906)</u>	<u>2,820,757</u>
FINANCING ACTIVITIES		
Repayment of long term debt payable	(1,652,000)	(1,564,000)
CAPITAL ACTIVITIES		
Contributions received for capital purposes	7,943,051	6,710,295
Asset retirement obligation transfer to current liabilities	(106,418)	-
Invested in construction in progress	3,883,361	(5,610,499)
Purchase of capital assets	(21,532,174)	(7,247,727)
	<u>(9,812,180)</u>	<u>(6,147,931)</u>
Increase (decrease) in cash	(82,761,975)	112,704,254
Cash, beginning of year	192,305,359	79,601,105
Cash, end of year	<u>\$ 109,543,384</u>	<u>\$ 192,305,359</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, 2023

	2023	2022
Accumulated Remeasurement Losses at beginning of year	\$ 1,079,126	\$ 2,131,250
Unrealized gains attributable to:		
Derivative - interest rate swap	<u>(580,149)</u>	<u>(1,052,124)</u>
Net remeasurement gains for the year	<u>(580,149)</u>	<u>(1,052,124)</u>
Accumulated Remeasurement Losses at end of year	<u>\$ 498,977</u>	<u>\$ 1,079,126</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, 2023

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, 2023

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, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

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

ASSET	USEFUL LIFE
Land	n/a
Land Improvements	25 years
Buildings	40 years
Building Renovations & Enhancements	15 years
Portables	10 years
Site improvements	10 years
Leasehold improvements	1 st 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, 2023

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 costs of Workplace Safety and Insurance (WSIB) obligation are actuarially determined and the cost is recognized immediately in the period the event giving rise to the obligation occurs.
- (vi) 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.

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(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.

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 retirement obligations, 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, \$125,000 (2022 - \$nil) of gifts in kind were received. 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.

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

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.

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, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(K) ASSET RETIREMENT OBLIGATIONS

A liability for an asset retirement obligation is recognized when there is a legal obligation to incur retirement costs in relation to a tangible capital asset; the past transaction or event giving rise to the liability has occurred; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability is recorded at an amount that is the best estimate of the expenditure required to retire a tangible capital asset at the financial statement date. This liability is subsequently reviewed at each financial reporting date and adjusted for the passage of time and for any revisions to the timing, amount required to settle the obligation or the discount rate. Upon the initial measurement of an asset retirement obligation, a corresponding asset retirement cost is added to the carrying value of the related tangible capital asset if it is still in productive use. This cost is amortized over the useful life of the tangible capital asset. If the related tangible capital asset is unrecognized or no longer in productive use, the asset retirement costs are expensed.

2. ACCOUNTS AND GRANTS RECEIVABLE

	2023	2022
Student Receivables	\$711,844	\$1,080,200
Trade and Other	6,420,089	3,065,876
Grants Receivable	3,363,430	3,013,324
	\$10,495,363	\$7,159,400

3. INVENTORY

	2023	2022
Beginning Inventory	\$2,202,259	\$2,296,716
Purchases	3,565,447	3,432,208
Goods Available	5,767,706	5,728,924
Less Cost of Goods Sold / Adjustments	(3,611,416)	(3,526,665)
Ending Inventory	\$2,156,290	\$2,202,259

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2023

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 made annual minimum payments of \$550,000, until the balance, including accrued interest was paid in full. The full payment was received on June 30, 2022, and therefore, no balance owing from the Student Association in Barrie. 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).

Notes Receivable	2023
Balance, beginning of year	\$995,362
Payments received	(1,059,073)
Interest charged	63,711
Balance, end of year	\$---

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, 2023 is \$nil (2022 - \$1,300,000), with the non-current portion being \$0 (2021 - \$1,300,000)

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.

	2023		
	Fair Value	Amortized Cost	Total
Cash and Cash Equivalents	\$109,543,384	\$---	\$109,543,384
Restricted Cash	9,588,799	---	9,588,799
Short Term Investments	100,000,000	---	100,000,000
Accounts and Grants Receivable	---	10,495,363	10,495,363
Investments	26,767,733	---	26,767,733
Accounts and Grants Payable and Accrued Liabilities	---	19,192,666	19,192,666
Long Term Debt Payable	---	9,332,000	9,332,000
Interest Rate Swaps	498,977	---	498,977

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5. FINANCIAL INSTRUMENT CLASSIFICATION (cont'd)

	2022		
	Fair Value	Amortized Cost	Total
Cash and Cash Equivalents	\$192,305,359	\$---	\$192,305,359
Restricted Cash	9,921,671	---	9,921,671
Accounts and Grants Receivable	---	7,159,400	7,159,400
Notes and Pledges Receivable	---	2,295,362	2,295,362
Investments	14,977,583	---	14,977,583
Accounts and Grants Payable and Accrued Liabilities	---	19,887,460	19,877,460
Long Term Debt Payable	---	10,984,000	10,984,000
Interest Rate Swaps	1,079,126	--	1,079,126

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:

	2023				
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying Value	\$1,056,151	\$2,732,184	1,978,782	2,387,713	8,154,830
Percent of Total	13.03%	33.49%	24.01%	29.47%	100%

	2022				
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying Value	\$286,075	\$2,884,038	\$988,495	\$2,206,556	\$6,365,164
Percent of Total	4.5%	45.3%	15.5%	34.7%	100%

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

- Level 1 – fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 – fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 – fair value measurements are based on inputs that are based on unobservable market data.

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5. FINANCIAL INSTRUMENT CLASSIFICATION (cont'd)

	2023		
	Level 1	Level 2	Total
Cash and Cash Equivalents	\$109,543,384	\$---	\$109,543,384
Restricted Cash	9,588,799	---	9,588,799
Investments	---	126,767,733	126,767,733
Interest Rate Swaps	---	498,977	498,977
Total	\$119,132,183	\$127,266,710	\$246,398,893

	2022		
	Level 1	Level 2	Total
Cash and Cash Equivalents	\$192,305,359	\$---	\$192,305,359
Restricted Cash	9,921,671	---	9,921,671
Investments	---	14,977,583	14,977,583
Interest Rate Swaps	---	1,079,126	1,079,126
Total	\$202,227,030	\$16,056,709	\$218,283,739

There were transfers of \$110,000,000 between Level 1 and Level 2 for the years ended March 31, 2023 and (2022 – nil). There are no Level 3 financial instruments in 2023 or 2022 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.

Included in current short-term investments are two Guaranteed Investment Certificates of \$50 million each. These 2 investments mature in August, 2023 (interest rate of 4.80%) and January 2024 (interest rate of 5.40%).

6. INVESTMENTS

Long-term investments in the amount of \$16,767,733 (2022 - \$14,977,583) are restricted for Endowment purposes and are not available for general operations. Guaranteed investment certificates of \$10,000,000 are for general operating purposes. Investments are comprised of the following:

	Fair Market Value	Cost
Guaranteed Investment Certificate	\$ 10,000,000	\$ 10,000,000
Fixed Income (Bonds)	7,334,326	8,110,631
Canadian Equity (Mutual Funds)	5,935,880	5,301,414
U.S. Equity (Mutual Funds)	1,713,891	1,656,611
International Equity (Mutual Funds)	1,783,636	1,755,626
	\$26,767,733	\$26,824,282

The total of restricted cash and investments is \$26,356,532 (2022 - \$24,899,254) representing the endowment funds and deferred 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 construction in progress. The construction in progress 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 are in progress in 2022/23 and their expected completion dates are as follows.

Project	Expected Completion	2023	2022
Various Major Equipment Projects	Fall 2023	\$1,592,365	\$3,531,064
Various Campus Renovations	Fall 2023/24	776,649	2,721,311
Various Campus			
		\$2,369,014	\$6,252,375

8. CAPITAL ASSETS

ASSET	2023		
	Cost	Accumulated Amortization	Net book Value
Land	\$3,986,322	\$--	\$3,986,322
Buildings	235,353,076	112,242,647	123,110,429
Site Improvements	21,911,805	19,237,587	2,674,218
Furniture and Fixtures	1,075,040	1,050,812	24,228
Equipment and Vehicles	23,587,286	10,860,707	12,726,579
Computers – Network	3,881,133	3,196,591	684,542
Computers – Servers & Storage	4,354,959	2,878,003	1,476,956
Major Equipment & Enterprise Software	34,533,610	21,452,542	13,081,068
Computers - AV Equipment	183,154	173,884	9,270
Non Enterprise Software	3,602,970	3,233,634	369,336
	\$332,469,355	\$174,326,407	\$158,142,948

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8. CAPITAL ASSETS (cont'd)

ASSET	2022		
	Cost	Accumulated Amortization	Net book Value
Land	\$3,986,322	\$---	\$3,986,322
Buildings	227,687,181	105,337,374	122,349,807
Site Improvements	21,911,805	18,287,502	3,624,303
Furniture and Fixtures	1,075,041	913,797	161,244
Equipment and Vehicles	15,095,299	9,298,735	5,796,564
Computers – Network	3,751,356	2,716,541	1,034,815
Computers – Servers & Storage	3,556,985	2,137,909	1,419,076
Major Equipment & Enterprise Software	31,756,245	19,535,800	12,220,445
Computers - AV Equipment	552,413	552,413	---
Non Enterprise Software	3,913,203	2,963,536	949,667
	\$313,285,850	\$161,743,607	\$151,542,243

Amortization expense for the year is \$14,619,710 (2022 - \$14,363,151).

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 \$16,832,475 (2022- \$16,921,869).

Included in other revenue is \$178,788 (2022 - \$178,788) representing the amortization of the service concession deferred revenue and included in other expenses is \$89,394 (2022 - \$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 a sliding scale of Bank of Montreal Prime minus 1.35%-1.75%. The College had not drawn any funds at March 31, 2023. The College has no letters of credit outstanding as of March 31, 2023.

11. ACCOUNTS AND GRANTS PAYABLE AND ACCRUED LIABILITIES

	2023	2022
Trade Accounts Payables and Accruals	\$8,948,215	\$9,915,233
Accrued Payroll Liabilities	4,938,018	9,028,734
Grants Payable	5,306,433	943,493
	\$19,192,666	\$19,887,460

12. DEFERRED REVENUE

	2023	2022
Student Deposits Payable	\$136,129,029	\$137,856,543
Other Restricted Grants	159,009	1,734,511
Student Fees Collected	21,033,362	13,555,817
Contract Training & Other Projects	3,939,955	3,713,017
	\$161,261,355	\$156,859,888

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:

	Operating Leases
2023/24	\$1,139,897
2024/25	759,689
2025/26	363,584
2026/27	243,391
2027/28	68,686
	\$2,575,247
Less Current Portion	(1,139,897)
	\$1,435,350

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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.

	2023	2022
Related to Capital Assets Acquisition:		
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.	\$7,556,000	\$8,956,000
	\$7,556,000	\$8,956,000
Not Related to Capital Assets Acquisition:		
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.	1,776,000	2,028,000
	1,776,000	2,028,000
Total long term debt	\$9,332,000	\$10,984,000
Less current portion	(1,746,000)	(1,652,000)
	\$7,586,000	\$9,332,000

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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:

	Total
2023/24	1,746,000
2024/25	1,846,000
2025/26	1,953,000
2026/27	2,067,000
2027/28	1,204,000
2028/2029 and thereafter	516,000
Total	\$9,332,000

(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 2023 is \$551,226 (2022 - \$641,180) and in respect of the financing on the notes receivable for 2023 is \$99,652 (2022 - \$113,611). 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 \$498,977 (2022 - \$1,079,126) 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:

	Total
2023/24	1,746,000
2024/25	1,846,000
2025/26	1,953,000
2026/27	2,067,000
2027/28	1,204,000
2028/29 and thereafter	516,000
Total	\$9,332,000

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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:

	2023	2022
Balance, beginning of year	\$118,275,786	\$120,520,414
Contributions received for capital assets		
- Government grants	5,759,496	5,237,299
- Other	2,183,555	1,472,999
Less: Amount amortized to revenue during the year		
- Government grants	(6,694,942)	(6,662,912)
- Other	(2,240,124)	(2,292,014)
Balance, end of year	\$117,283,771	\$118,275,786

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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.

	2023	2022
Balance, beginning of year	\$12,122,450	\$11,987,411
Add: Contributions Received	5,990,753	4,570,941
Restricted Investment Income	842,811	580,652
Funds Received into Georgian College Foundation	42	11
	\$18,956,056	17,139,015
Less: Amount Recognized as Revenue in year	(1,283,525)	(444,885)
Student Award Payments	(1,068,684)	(705,120)
Deferred Capital Contributions	(3,418,931)	(2,848,178)
Transferred to Endowed Funds	(206,700)	(1,018,382)
Transferred from Georgian Foundation	---	---
	(5,977,840)	(5,016,565)
Balance, end of year	\$12,978,216	\$12,122,450
Comprised of:		
Student Emergency Loan Funds	\$49,886	\$49,886
General Donations	29,788	29,788
Employment Stability Funds	429,078	398,394
Ontario College Staff Association	368	368
Special Projects	4,258,255	4,762,609
Annual Awards and Scholarships	1,588,696	1,393,814
Unspent Endowment Investment Income	3,876,346	3,218,742
Contributions and Fundraising	2,744,448	2,267,540
Funds Held by Georgian College Foundation	1,351	1,309
	\$12,978,216	\$12,122,450

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18. ASSET RETIREMENT OBLIGATIONS

The College's financial statements include an asset retirement obligation for the removal of asbestos from its buildings on the Barrie, Orillia and Owen Sound Campuses. The related asset retirement costs are being amortized on a straight line basis. The liability has been estimated using a net present value technique with discount rates between 2.92%-3.36% (2022 – 2.92%-3.36%) depending on the remaining useful life of the individual building. The estimated total undiscounted future expenditures are \$5,381,034 which are to be incurred over the remaining useful life of the assets of up to 20 years at which time the liability is expected to be settled.

The carrying amount of the liability is as follows:

Asset Retirement Obligation	2023
Balance, beginning of the year	\$3,096,049
Increase due to accretion expense	102,990
Balance, end of the year	3,199,039
Less Current portion	(106,417)
	\$3,092,622

19. 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:

	2023	2022
Net book value of capital assets (Note 8)	\$158,142,948	\$151,542,243
Net book value of service concession assets (Note 9)	16,832,475	16,921,869
Less: Deferred capital contributions (Note 16)	(117,283,770)	(\$118,275,786)
Service Concession Deferred Revenue	(15,964,951)	(16,143,737)
Long Term Debt Payable	(7,556,000)	(8,956,002)
Asset Retirement Obligation	(3,092,622)	(3,096,049)
	\$31,078,080	\$21,992,538

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20. 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.

	2023					
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Workers Safety Insurance	Total Liability
Accrued employee future benefits obligations	\$1,507,799	\$5,127,000	\$45,000	\$638,454	\$216,400	\$7,534,653
Value of plan assets	(323,000)	---	---	---	---	(323,000)
Unamortized actuarial gains (losses)	17,000	(733,000)	(5,000)	---	---	(721,000)
Total Liability	\$1,201,799	\$4,394,000	\$40,000	\$638,454	\$216,400	\$6,490,653

	2022					
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Workers Safety Insurance	Total Liability
Accrued employee future benefits obligations	\$1,307,395	\$4,042,000	\$33,000	\$543,007	\$---	\$5,925,402
Value of plan assets	(304,000)	---	---	---	---	(304,000)
Unamortized actuarial gains (losses)	29,000	441,000	33,000	---	---	503,000
Total Liability	\$1,032,395	\$4,483,000	\$66,000	\$543,007	\$---	\$6,124,402

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

	2023					
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Workplace Safety Insurance	Total Expense
Current year benefit cost (recovery)	\$189,403	\$285,000	\$1,000	\$95,447	\$216,400	\$787,250
Interest on accrued benefit obligation	3,000	118,000	1,000	---	---	122,000
Amortized actuarial gains	(16,000)	---	(22,000)	---	---	(38,000)
Total Expense (recovery)	\$176,403	\$403,000	\$(20,000)	\$95,447	\$216,400	\$871,250

	2022					
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Workplace Safety Insurance	Total Expense
Current year benefit cost (recovery)	\$(124,348)	\$364,000	\$1,000	\$(161,836)	\$---	\$78,816
Interest on accrued benefit obligation	2,000	79,000	1,000	---	---	82,000
Amortized actuarial gains	(12,000)	109,000	(41,000)	---	---	56,000
Total Expense (recovery)	\$(134,348)	\$552,000	\$(39,000)	\$(161,836)	\$---	\$216,816

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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20. 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, 2023 the Plan grew its funding reserve to \$4.7 billion, and stands 124% funded on a going-concern basis. This means the Plan has \$1.24 set aside for the value of every dollar of pension benefit promised today and in the future. In addition, with CAAT's recent outperformance, the Plan has built an additional \$2.0 billion in asset volatility reserves. The College made contributions to the Plan and its associated retirement compensation arrangement of \$12,666,006 (2022 - \$11,221,006), 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, 2023 of the future benefits was determined using a discount rate of 3.4% (2022 – 2.9%).

b) Medical premiums

Medical premium increases were assumed to increase at 6.2% per annum in 2023 (2022 – 6.3%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2023 (2022 – 4.0%).

c) Dental costs

Dental costs were assumed to increase at 4.0% per annum in 2023 (2022 – 4.0%).

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20. 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:

	2023	2022
Wage and salary escalation	1%	1.0%-1.25%
Discount rate	3.4%	2.9%

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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FOR THE YEAR ENDED MARCH 31, 2023

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

(D) Workplace Safety and Insurance Board

The College is a Schedule 2 employer under the Workplace Safety and Insurance Act and, as such assumes responsibility for financing its workplace safety insurance costs. The accrued benefit liability represents the actuarial valuation of claims to be insured based on the history of claims with College employees. A workers' compensation reserve is established to help reduce the future impact of these obligations. As at March 31, 2023, the balance in the workers' compensation liability is \$216,400.

21. 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:

	2023	2022
Future Deferred Maintenance	\$2,000,000	\$2,000,000
Digitization Strategy	3,566,000	9,400,000
BScN Investments	---	4,000,000
Future Capital Investments	2,940,000	2,100,000
Future Strategic Capital and Operating Investments	13,184,000	507,000
Future Operating Contingency	1,200,000	---
Total	\$22,890,000	\$18,007,000

22. ENDOWMENT FUNDS

The College has the following endowment funds:

	2023	2022
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	5,715,657	5,584,983
Other	7,096,987	4,990,685
Unrealized Gain (Loss)	(56,549)	761,183
Total	\$13,434,865	\$12,015,621

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**23. 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.

OSOTF PHASE I	Endowment Fund Balance	Expendable Funds Available for Bursaries	2023 Total	2022 Total
Balance, beginning of year	\$624,746	\$195,725	\$820,471	\$788,794
Investment income, net of direct investment related expenses	---	43,449	43,449	35,935
Bursaries Awarded – 4 (2022 - 1)	---	(6,750)	(6,750)	(4,258)
Balance, end of year	\$624,746	\$232,424	\$857,170	\$820,471
The market value of the endowment as at March 31, 2023 was \$623,577 (2022 - \$660,565)				

OSOTF PHASE II	Endowment Fund Balance	Expendable Funds Available for Bursaries	2023 Total	2022 Total
Balance, beginning of year	\$54,024	\$21,089	\$75,113	\$72,034
Investment income, net of direct investment related expenses	---	3,701	3,701	3,079
Bursaries Awarded – 0 (2022 - 0)	---	---	---	---
Balance, end of year	\$54,024	\$24,790	\$78,814	\$75,113
The market value of the endowment as at March 31, 2023 was \$53,809 (2022 - \$56,787)				

OTSS	Endowment Fund Balance	Expendable Funds Available for Bursaries	2023 Total	2022 Total
Balance, beginning of year	\$5,584,983	\$1,276,552	\$6,861,535	\$6,645,226
Eligible cash donations received	130,674	---	130,674	18,902
Investment income, net of direct investment related expenses	---	380,866	380,866	313,609
Bursaries Awarded – 87 (2022 - 78)	---	(117,850)	(117,850)	(116,200)
Balance, end of year	\$5,715,657	\$1,539,568	\$7,255,225	\$6,861,537
The market value of the endowment as at March 31, 2023 was \$6,127,263 (2022 - \$5,928,946)				

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
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24. 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, 2023 is comprised of approximately 4600 pieces with a value as per charitable receipts issued of \$3,926,595 (2022 - \$3,926,595).

25. 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 2023 of \$48,826 (2022 – \$46,459) was spent on salaries and benefits.

26. 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 (2022 -\$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 AAA (R-1) or better.

The maximum exposure to investment credit risk is outlined in Note 5.

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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26. 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:

	2023				
	Total	0-120 Days	121-240 Days	241-360 Days	361+ Days
Student Receivables	\$711,844	\$1,171,812	\$84,242	\$(32,502)	\$(511,708)
Staff	---	---	---	---	---
Trade Balances	6,420,089	6,420,089	---	---	---
Grants Receivable	3,363,430	3,363,430	---	---	---
Net receivables	\$10,495,363	\$10,955,331	\$84,242	\$(32,502)	\$(511,708)

	2022				
	Total	0-120 Days	121-240 Days	241-360 Days	361+ Days
Student Receivables	\$11,080,199	\$1,232,837	\$159,886	\$(20,189)	\$(292,335)
Staff	---	---	---	---	---
Trade Balances	3,065,877	3,065,877	---	---	---
Grants Receivable	3,013,324	3,013,324	---	---	---
Net receivables	\$7,159,400	\$7,312,038	\$159,886	\$(20,189)	\$(292,335)

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.

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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26. 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 and Special Purposes Fund's risk tolerances are 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 Investment Grade bond portfolio, (90.5% of the total bond portfolio) has interest rates ranging from 2.9%-7.3% (2022 – 0.6%-5.5%) with maturities ranging from April 15, 2023 to June 3, 2065 (June 1, 2022 to June 3, 2065). The College's Sub-Investment Grade bond portfolio (high yield and 9.5% of the total bond portfolio) has interest rates ranging from 6.1%-23.7% (2022 – 0.55%-5.51%) with maturities ranging from February 15, 2025 February 1, 2032.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2023**

26. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)

At March 31, 2023 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 \$145,900 and \$381,120 respectively, and an impact of \$231,476 on the interest rate swap. 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, 2023, 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 \$861,222.

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):

	2023			
	Within 6 months	6 months to 1 year	1-5 years	>5 years
Accounts and grants payable and accrued liabilities	\$19,192,666	\$---	\$---	\$---
Operating Leases	595,967	543,930	1,435,350	
Current and Long-term debt	735,000	1,011,000	7,322,000	264,000
Total Liabilities	\$20,523,633	\$1,554,930	\$8,757,350	\$264,000

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

	2022			
	Within 6 months	6 months to 1 year	1-5 years	>5 years
Accounts and grants payable and accrued liabilities	\$19,887,460	\$---	\$---	\$---
Operating Leases	507,950	453,069	1,352,606	---
Current and Long-term debt	689,000	963,000	7,612,000	1,720,000
Total Liabilities	\$21,084,410	\$1,416,069	\$8,964,606	\$1,720,000

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.

27. PUBLIC COLLEGE PRIVATE PARTNERSHIP

The College has entered into a ten year agreement with a public college private partner effective as of November 30, 2020 to deliver programming as stipulated within the agreement. In the consolidated statement of operations, the related revenues are included in tuition revenue and the related expenses paid to the private partner have been reflected within services.

28. CONTINGENT LIABILITY

Effective June 2019, the Province of Ontario enacted Bill 124 "Protecting a Sustainable Public Sector for future Generations Act, 2019". This legislation limited compensation increases to 1.0% per year for a three-year moderation period for both unionized and non-unionized employees in the Ontario public sector. The starting dates of the moderation period varied across entities and employee groups. On November 29, 2022, the Ontario Superior Court of Justice struck down Bill 124, finding it unconstitutional and declaring it to be "void and of no effect". On December 29, 2022, the Ontario government filed a Notice of Appeal with the Ontario Court of Appeal. The impact, if any, to the organization as a result of the Ontario Superior Court decision is not determinable at this time. As such, no provision has been made in the financial statements

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2023**

29. ADOPTION OF ACCOUNTING STANDARD

The consolidated financial statements for the prior period have been restated to account for the College adopting the new Public Sector Accounting Handbook Standard, PS 3280, Asset Retirement Obligations. The standard required the College to identify items that were within the scope of Section PS 3280, determine if it meets the recognition criteria, and for each item that meets the recognition, determine an appropriate estimate of the asset retirement obligation.

This change in accounting policy has been applied using the modified retroactive method with restatement of prior periods. The impact of the adoption of this standard on the comparative balance sheet figures for the year ended March 31, 2022 was as follows:

Asset/Liability Impact:

Increase in net book value, buildings:	\$1,714,407
Increase in asset retirement obligations:	(3,096,049)

Net Assets Impact:

Decrease in investment in capital assets:	1,381,642
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30. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the method of presentation adopted for the current year.

APPENDIX C | 2022-23 KPI PERFORMANCE REPORT

KPI data for the 2022-23 reporting period to be added when available.

APPENDIX D | SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

No complaints were received in 2022-23.

Georgian’s University Partnership Centre was established in 2001 and officially endorsed by the Ontario Ministry of 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 2022-23 as well as a Bachelor of Science in Nursing collaborative degree and four integrated degree-diploma programs with Lakehead University. In addition, Ontario Tech University, Central Michigan University, and Niagara University (Vaughan, Ontario) all offered Georgian diploma/degree graduates’ opportunities to complete bachelor and master-level education.

The degree programs that accepted applications in 2022-23 are summarized below.

Institution	Program	Model
Niagara University (NU)	MBA MS Finance and MS Information Security	Delivery managed by NU Delivery at Niagara University – Vaughan Campus Georgian promotes programming to community in partnership with NU
Central Michigan University (CMU)	Master of Arts in Education – Community College concentration	Delivery managed by CMU hybrid; cohort model; part-time weekends. Barrie Campus and online Georgian promotes programming to community in partnership with CMU

Continued on next page

APPENDIX E | UNIVERSITY PARTNERSHIP CENTRE REPORT

Institution	Program	Model
Lakehead University (LU)	Bachelor of Engineering (Electrical) with Electrical Engineering Advanced Diploma	Integrated/combined delivery
	Honours Bachelor of Arts and Science – Environmental Sustainability with Environmental Technician Diploma	Integrated/combined delivery Plus, pathway from the Georgian diploma to the third year of the LU Honours Bachelor of Arts and Science – Environmental Sustainability
	Honours Bachelor of Science – Applied Life Sciences (Specialization in Biomedical Techniques) Degree with Biotechnology-Health Diploma	Integrated/combined delivery Plus, pathway from the Georgian diploma to the third year of the LU Honours Bachelor of Science (Applied Life Sciences)
	Honours Bachelor of Science in Computer Science Degree with Computer Programmer Diploma Nursing – Post RPN Bridge to BScN	Integrated/combined delivery Plus, pathway from the Georgian diploma to the third year of the LU Computer Science Degree
York University	Bachelor of Science in Nursing (Collaborative Program)	Years 1 and 2 at Georgian, years 3 and 4 at York *Final year of the partnership
Georgian College	Honours Bachelor of Business Administration – Automotive Management	Four-year degree; Face-to-face (F2F)
	Honours Bachelor of Business Administration – Management and Leadership	Four-year degree; F2F and online
	Honours Bachelor of Police Studies	Four-year degree; F2F and online
	Honours Bachelor of Interior Design	Four-year degree; F2F
	Honours Bachelor of Counselling Psychology	Four-year degree; F2F
	Bachelor of Science - Nursing	Four-year degree; F2F

APPENDIX F | 2022-23 BOARD OF GOVERNORS

GOVERNOR	TERM OF OFFICE
RICHARD GAUTHIER Chair	Sept. 1, 2017 – Aug. 31, 2023 second term
STEVEN LOWE Vice Chair and Chair of Nominations LGIC	Sept. 1, 2020 – Aug. 31, 2023 first term
MARY-ANNE WILLSEY Vice Chair and Chair of Advancement LGIC	Sept. 1, 2020 – Aug. 31, 2023 first term
ALI KHONSARI Past Chair	Sept. 1, 2017 – Aug. 31, 2023 second term
CHERYN THOUN (administrative representative)	Feb. 10, 2023 – Aug. 31, 2023
STEPHEN ARSENAULT LGIC	June 1, 2018 – Aug. 31, 2024 second term
HEATHER BULLOCK	Sept. 1 2022 – Aug. 31, 2025 first term
JAKE CHEVRIER (support staff representative)	Sept. 1, 2021 – Aug. 31, 2024 first term
MARK DORSEY (faculty representative)	Sept. 1, 2020 – Aug. 31, 2023 first term
CAROLYN GARVEY	Sept. 1, 2021 – Aug. 31, 2024 first term
KIMBERLEY GREENWOOD	Sept. 1, 2021 – Aug. 31, 2024 first term
KARTHIKA LALIPRABHA JYOTHEENDRAN (student representative)	Sept. 1, 2022 – Aug. 31, 2023 first term
STEPHEN LOFTUS	Sept. 1, 2021 – Aug. 31, 2024 first term
JOANNE MCPHAIL	Sept. 1, 2021 – Aug. 31, 2024 first term
ANGELO ORSI LGIC	Sept. 1, 2017 – Aug. 31, 2023 second term
BRUCE STANTON	Sept. 1, 2022 – Aug. 31, 2025 first term
KEVIN WEAVER	June 2022 – present
DAVID JOHNSON EX-OFFICIO	January 2023 – present

College Council

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

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

College Council met five times during fiscal 2022-23 (September, October, November, March and May) 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
- Digital innovation updates
- Equity, diversity, inclusion and belonging updates
- Indigenization updates
- Human Rights and Anti-Discrimination Policy
- Community Election Campaigns 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 curriculum conforms to the requirements set by the Ontario College Quality Assurance Service and/or Postsecondary Education Quality Assessment Board as well as internal approval processes.

The council approves new program development, renewal and major program changes for recommendation to the Vice President, Academic. It 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 nine times during fiscal 2022-23 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

Experience
 **Georgian**

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