



BUSINESS PLAN ²⁰²⁰ ₂₀₂₁

ACCELERATED SUCCESS

MEANINGFUL COLLABORATION

INSPIRED INNOVATION

STRONG FOUNDATIONS

Georgian's 2020-21 Business Plan reflects the new reality of post-secondary education and of the world at large as we continue to experience the impact of a global pandemic. The focus of the college in the current environment will continue to be on safeguarding the health and safety of our campus communities while providing the same exceptional quality learning experiences that Georgian is known for. At the same time, Georgian will seek out opportunities to improve on the student learning experience in this new reality. More than ever, in everything we do we remain guided by our mission vision and values.

MISSION, VISION AND VALUES

Our mission.

Inspire innovation, transform lives and connect communities through the power of education.

Our vision.

Accelerate success through exceptional learning, innovation and partnerships.

Our values.

Excellence.
Community engagement.
Integrity.
Inclusion.
Sustainability.

OUR 2020-21 PLAN

ACCELERATED SUCCESS

COMMITMENT 1:

Quality market-driven programs.

Strategy:

Offer relevant curriculum for in-demand jobs.

| 2020-21 Actions | 2020-21 Success measures |
|---|---|
| A1. Use data to drive program decisions to ensure offerings respond to shifting student demands and that Georgian programs support economic recovery in our region. | Programs are sustainable, provide relevant learning experiences for students, and add value to the local economy. |

COMMITMENT 2:

Experiential learning and employer guarantee.

Strategy:

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

| 2020-21 Actions | 2020-21 Success measures |
|---|--|
| A2. Enhance experiential learning options by developing innovative and enriching virtual opportunities. | iCoop, eCoop, applied research, industry capstone projects, and other virtual experiential learning opportunities developed and implemented. |

COMMITMENT 3:

Effective student supports and services.

Strategy:

Provide integrated student support through holistic advising.

| 2020-21 Actions | 2020-21 Success measures |
|---|---|
| A3. Explore opportunities to enhance student engagement virtually and continue to implement student service improvements and provide holistic supports through an integrated delivery model. A4. Ensure the well-being of all members of the Georgian community by providing appropriate resources, training and other essential mental health supports. | Virtual engagement solutions and student service improvements implemented. Implementation of Georgian’s Mental Health and Well-being Strategic Plan. |

COMMITMENT 4:

Internationalized Georgian community.

Strategies:

Expand and better integrate supports for international students.

| 2020-21 Actions | 2020-21 Success measures |
|--|---|
| A5. Expand, better integrate and enhance virtual services for international students to ensure they feel connected to the Georgian community. Support students arriving in Canada through the quarantine period and onward in the COVID environment. | Integrated virtual services provided for international students. Supports in place for those arriving and requiring quarantine. |

COMMITMENT 5:

Enhanced Indigenization

Strategies:

Enhance curriculum to reflect Indigenous culture and traditions.

Enrich the college community by engaging in Indigenous knowledge sharing.

| 2020-21 Actions | 2020-21 Success measures |
|---|--|
| A6. Conduct dedicated Indigenous knowledge-sharing sessions. | Indigenous knowledge sessions delivered and evaluated by participants. |
| A7. Pilot a Virtual Reality (VR) experience for students studying in the Anishnaabemowin (Ojibwe) Program Development (ANPD) program. | VR language initiative successfully piloted in ANPD program and evaluated for further rollout. |

MEANINGFUL COLLABORATION

COMMITMENT 1:

Strong community and industry connections.

Strategy:

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

| 2020-21 Actions | 2020-21 Success measures |
|---|---|
| <p>M1. Continue to build long-term and highly engaged relationships with the Georgian global alumni community in support of the college’s mission and strategic objectives through brand ambassadorship, storytelling, philanthropy, volunteerism, mentorship, and other activities.</p> | <p>Deepened levels of affinity and connectiveness with the college achieved through meaningful and positive engagement activities. Increased participation by alumni in philanthropic activities.</p> |
| <p>M2. Supporting the college’s core mission by advancing fundraising and holistic integrated partnership success related to urgent institutional needs and emerging academic and student success-focused priorities. Continue to elevate and intensify the focus on donor relations through inspiring communications, enriching and meaningful experiences, creative recognition, and best practice reporting.</p> | <p>Increased private donations and partnership/sponsorship revenue in support of the college’s core and emerging priorities. Increased levels of engagement, donor satisfaction, loyalty and donor renewal.</p> |
| <p>M3. Proactively engage Program Advisory Committees (PACs) to lever their industry knowledge on emerging trends and in-demand skills, and establish meaningful connections for Georgian students.</p> | <p>Fully implement BoardEffect communication tool and host a large-scale virtual engagement focused on industry-specific impacts of the pandemic.</p> |

COMMITMENT 2:

Progressive degree delivery.

Strategy:

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

| 2020-21 Actions | 2020-21 Success measures |
|--|---|
| M4. Assess options to grow and sustain Lakehead Georgian Partnership programs to increase access to degree-level credentials in central Ontario. | Continue to grow enrolment in Lakehead Georgian Partnership degrees, successful launch of the Honours Bachelor in Counselling Psychology and secure approval from the Ministry of Colleges and Universities to deliver the standalone Bachelor of Science in Nursing. |

COMMITMENT 3:

Learning for life.

Strategy:

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

| 2020-21 Actions | 2020-21 Success measures |
|--|---|
| M5. Offer flexible part-time program pathways, expand workforce training and rapid skills development in response to shifting labour demands to support economic recovery. | Flexible programming pathways, workforce training and rapid skills development offered in response to shifting demands. New micro-certificates offered. |

INSPIRED INNOVATION

COMMITMENT 1:

Entrepreneurship and social innovation.

Strategies:

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

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

| 2020-21 Actions | 2020-21 Success measures |
|---|---|
| <p>I1. Streamline access and delivery of programming aimed at innovative and entrepreneurial students and community members by linking existing college Centres; and by developing new programming & service delivery models that enable greater access.</p> <p>I2 Continue to deepen partner and funding opportunities with regional capacity builders (municipalities, local Community Foundations) to strengthen local knowledge and expertise in social enterprise development and growth. Introduce the use of the United Nations Sustainable Development Goals to link and measure social enterprise capacity building to community-based issues.</p> | <p>Consolidated and efficient access to services and learning opportunities for students, small business and social enterprise through the Collaboratory – a partnership between the Henry Bernick Entrepreneurship Centre, Research & Innovation Office, and the Centre for Changemaking and Social Innovation. Generation of success stories about changemaking students, social enterprises and companies participating in Collaboratory programs.</p> <p>Strong community partnerships committed to develop localized social enterprises as a means to address community-based issues.</p> <p>Partner with Grey Bruce Community Foundation to disperse funds for social purpose businesses. Grant proposals submitted for new funding to invest in the local regional economy to scale social enterprise.</p> <p>Case studies and stories that highlight the United National Sustainable Development Goals used to demonstrate and inspire how social enterprise can help solve local community-based issues.</p> |

COMMITMENT 2:

Enriched learning through meaningful research and scholarship.

Strategy:

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

| 2020-21 Actions | 2020-21 Success measures |
|--|---|
| I3. Advance the regional innovation agenda by developing solutions through research projects that draw on Georgian expertise, student, faculty, staff and mentors; and actively foster a culture of research across Georgian college by engaging new faculty, students and partners. | Development of industry/community relevant research and scholarship through teaching, discovery, integration, and application of research and innovation. |

COMMITMENT 3:

Flexible and technology-enabled learning.

Strategies:

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

| 2020-21 Actions | 2020-21 Success measures |
|---|--|
| I4. Finalize Georgian’s Digital Transformation Plan to create THE best student experience by leveraging technology, including Extended Reality, simulation, augmented reality, virtual reality, applications, multimedia content and Artificial Intelligence solutions to enhance student learning, add value to existing programs and provide inclusive and exceptional service throughout the student lifecycle | Multi-year plan and funding strategy developed and digital solutions piloted in selected academic and service areas. |

STRONG FOUNDATIONS

COMMITMENT 1:

Exceptional people.

Strategies:

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

| 2020-21 Actions | 2020-21 Success measures |
|---|--|
| <p>S1. Provide coordinated, targeted, timely and accurate communication updates and conduct regular pulse checks to ensure employees are engaged and feel supported.</p> <p>S2. Deepen the dialogue and raise awareness around diversity, equity and inclusion within our campus communities through anti-black racism forums and enhanced website resources, and by hosting diversity, equity and inclusion learning circles, drop-in sessions, and discussion cafés. Develop an institutional plan to promote racial inclusion and justice based on college-wide Black Lives Matter initiatives and forums.</p> | <p>Timely, accurate and coordinated communications issued, regular update meetings held and employee pulse checks conducted throughout the year. Informed and engaged employees.</p> <p>Online anti-Black racism forums held and additional resources provided on website. Learning circles, remote drop-in sessions and Decolonization Café conducted. Action Plan developed.</p> |

COMMITMENT 2:

Financial sustainability.

Strategies:

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

| 2020-21 Actions | 2020-21 Success measures |
|---|--|
| S3. Respond to dynamic enrolment patterns by engaging in scenario planning and conducting frequent budget reviews in order to mitigate financial risk to the college. | Scenario planning conducted, regular budget exercises undertaken and financial risks mitigated to the extent possible. |

COMMITMENT 3:

Environmental responsibility.

Strategy:

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

| 2020-21 Actions | 2020-21 Success measures |
|---|--|
| S4. Reinvest efficiency incentives to enhance energy savings across the college. Partner with Alectra Energy Solutions to install a microgrid along with an academic teaching microgrid, to reduce the college's electricity use while supporting Ontario's climate change mitigation strategies. | Efficiencies reinvested, microgrids installed and electricity use reduced. |

COMMITMENT 4:

Operational excellence.

Strategy:

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

| 2020-21 Actions | 2020-21 Success measures |
|---|--|
| S5. Prepare for and successfully pass Georgian's College Quality Assurance Audit Process (CQAAP) audit site visit which will be conducted virtually by Ontario College Quality Assurance Service (OCQAS). | Preparations in place and clearly communicated, and all audit standards successfully met/improvement plans in place. |



2020-21 BUDGET

Ministry of Colleges and Universities * Ministère des Collèges et Universités
TRIAL BALANCE - SUMMARY / BALANCE DE VÉRIFICATION - RÉSUMÉ

C12 - Georgian (0112)

Version: College Version

Scenario/Scénario: Budget

Fiscal Year/Année Fiscale: 2020-21

| | GRE Balance (\$) | Third Party (\$) | Total All GREs (\$) |
|--|------------------|------------------|---------------------|
| 11110 - Cash – Unrestricted | | 57,700,000.00 | 57,700,000.00 |
| 11120 - Investments less than 90 Days | | | |
| 11130 - Other Cash Equivalents | | | |
| 11210 - Cash – Endowments | | 391,900.00 | 391,900.00 |
| 11230 - Cash Equivalents – Endowments | | 0.00 | 0.00 |
| 12110 - Grants Receivable | 2,000,000.00 | | 2,000,000.00 |
| 12130 - Interest Receivable | | | |
| 12180 - Other Accounts Receivable | | 6,700,000.00 | 6,700,000.00 |
| 12190 - ADA Other Receivable | | (900,000.00) | (900,000.00) |
| 14101 - Inventory for Sale - OB | | 2,115,525.22 | 2,115,525.22 |
| 14102 - Inventory for Sale - Additions | | 3,000,000.00 | 3,000,000.00 |
| 14103 - Inventory for Sale - Sales at Cost | | (3,500,000.00) | (3,500,000.00) |
| 14104 - Inventory for Sale - Valuation Adjustments | | | |
| 14201 - Inventory for Consumption - OB | | 21,005.79 | 21,005.79 |
| 14202 - Inventory for Consumption - Additions | | | |
| 14203 - Inventory for Consumption - Consumed or Sold | | | |
| 14204 - Inventory for Consumption - Valuation Adjustments | | | |
| 14310 - Investments Less than 90 days – Unrestricted | | | |
| 14320 - Investments 90 Days to 1 Year – Unrestricted | | | |
| 14330 - Investments Less than 90 days – Endowments | | 0.00 | 0.00 |
| 14340 - Investments 90 Days to 1 Year – Endowments | | 0.00 | 0.00 |
| 14397 - Short Term Investments – MTM OB | | (1,694,959.64) | (1,694,959.64) |
| 14398 - Short Term Investments – MTM CY | | 0.00 | 0.00 |
| 14910 - Current Portion of Loans and Advances Receivable | | | |
| 14920 - Current Portion of Other Long Term Receivables | | 1,750,600.00 | 1,750,600.00 |
| 14930 - Prepaid Expenses | | 4,000,000.00 | 4,000,000.00 |
| 14940 - Investments Greater than 90 Days and Less than 1 Year | | | |
| 14947 - Investments Greater than 90 Days and Less than 1 Year - MTM OB | | | |
| 14948 - Investments Greater than 90 Days and Less than 1 Year - MTM CY | | | |
| 14950 - Current Portion of Student Fee Receivables to Support Debt | | 680,000.00 | 680,000.00 |
| 14990 - Other Current Assets | | | |
| 15101 - CIP - OB | | 1,540,930.83 | 1,540,930.83 |
| 15102 - CIP - Additions | | 421,000.00 | 421,000.00 |
| 15103 - CIP - Disposals | | | |
| 15104 - CIP - Valuation and Other Adjustments | | | |
| 15105 - CIP - Transfer to Tangible Capital Assets | | (1,529,100.00) | (1,529,100.00) |
| 15106 - CIP - Capitalized Interest | | | |
| 16101 - Land - OB | | 3,986,322.05 | 3,986,322.05 |
| 16102 - Land - Additions | | | |
| 16103 - Land - Disposals | | | |
| 16104 - Land - Valuation and Other Adjustments | | | |
| 16105 - Land - Transfers from CIP | | | |
| 16201 - Site Improvements - OB | | 23,562,912.05 | 23,562,912.05 |
| 16202 - Site Improvements - Additions | | 25,000.00 | 25,000.00 |
| 16203 - Site Improvements - Disposals | | (34,200.00) | (34,200.00) |
| 16204 - Site Improvements - Valuation and Other Adjustments | | | |
| 16205 - Site Improvements - Transfers from CIP | | 174,300.00 | 174,300.00 |
| 16301 - Buildings - OB | | 217,322,751.53 | 217,322,751.53 |
| 16302 - Buildings - Additions | | 1,012,000.00 | 1,012,000.00 |

| | | |
|--|-----------------|-----------------|
| 16303 - Buildings - Disposals | | |
| 16304 - Buildings - Valuation and Other Adjustments | | |
| 16305 - Buildings - Transfers from CIP | 1,224,300.00 | 1,224,300.00 |
| 16401 - Furniture and Equipment - OB | 45,346,260.84 | 45,346,260.84 |
| 16402 - Furniture and Equipment - Additions | 1,852,800.00 | 1,852,800.00 |
| 16403 - Furniture and Equipment - Disposals | (676,100.00) | (676,100.00) |
| 16404 - Furniture and Equipment - Valuation and Other Adjustments | | |
| 16405 - Furniture and Equipment - Transfers from CIP | 130,500.00 | 130,500.00 |
| 16501 - IT - OB | 12,122,838.73 | 12,122,838.73 |
| 16502 - IT - Additions | 620,500.00 | 620,500.00 |
| 16503 - IT - Disposals | (14,900.00) | (14,900.00) |
| 16504 - IT - Valuation and Other Adjustments | | |
| 16505 - IT - Transfers from CIP | | |
| 16601 - Aircraft - OB | | |
| 16602 - Aircraft - Additions | | |
| 16603 - Aircraft - Disposals | | |
| 16604 - Aircraft - Valuation and Other Adjustments | | |
| 16605 - Aircraft - Transfers from CIP | | |
| 16901 - Other TCA - OB | 0.00 | 0.00 |
| 16902 - Other TCA - Additions | | |
| 16903 - Other TCA - Disposals | | |
| 16904 - Other TCA - Valuation and Other Adjustments | | |
| 16905 - Other TCA - Transfers from CIP | | |
| 17201 - AA Site Improvements - OB | (15,718,006.70) | (15,718,006.70) |
| 17202 - AA Site Improvements - Current Year Amortization | (1,913,900.00) | (1,913,900.00) |
| 17203 - AA Site Improvements - Disposals | 34,200.00 | 34,200.00 |
| 17204 - AA Site Improvements - Valuation and Other Adjustments | | |
| 17301 - AA Buildings - OB | (87,894,698.24) | (87,894,698.24) |
| 17302 - AA Buildings - Current Year Amortization | (6,427,100.00) | (6,427,100.00) |
| 17303 - AA Buildings - Disposals | | |
| 17304 - AA Buildings - Valuation and Other Adjustments | | |
| 17401 - AA Furniture and Equipment - OB | (25,126,029.07) | (25,126,029.07) |
| 17402 - AA Furniture and Equipment - Current Year Amortization | (4,044,900.00) | (4,044,900.00) |
| 17403 - AA Furniture and Equipment - Disposals | 676,100.00 | 676,100.00 |
| 17404 - AA Furniture and Equipment - Valuation and Other Adjustments | | |
| 17501 - AA IT - OB | (6,891,188.23) | (6,891,188.23) |
| 17502 - AA IT - Current Year Amortization | (1,929,800.00) | (1,929,800.00) |
| 17503 - AA IT - Disposals | 14,900.00 | 14,900.00 |
| 17504 - AA IT - Valuation and Other Adjustments | | |
| 17601 - AA Aircraft - OB | | |
| 17602 - AA Aircraft - Current Year Amortization | | |
| 17603 - AA Aircraft - Disposals | | |
| 17604 - AA Aircraft - Valuation and Other Adjustments | | |
| 17901 - AA Other TCA - OB | 0.00 | 0.00 |
| 17902 - AA Other TCA - Current Year Amortization | 0.00 | 0.00 |
| 17903 - AA Other TCA - Disposals | | |
| 17904 - AA Other TCA - Valuation and Other Adjustments | | |
| 18110 - Loans and Advances Receivable | | |
| 18120 - ADA Loans and Advances Receivable | | |
| 18130 - Long Term Student Fee Receivables to Support Debt | 890,000.00 | 890,000.00 |
| 18140 - Long Term Grant Receivable | | |
| 18180 - Other Long Term Receivables | 1,829,000.00 | 1,829,000.00 |
| 18190 - ADA Other Long Term Receivables | | |
| 19110 - Investments Greater than 1 Year | | |
| 19111 - Investments Greater than 1 Year – OB | | |
| 19112 - Investments Greater than 1 Year - Additions | 11,650,000.00 | 11,650,000.00 |
| 19113 - Investments Greater than 1 Year – Disposals | | |

| | | | |
|---|-----------------|-----------------|------------------|
| 19117 - Investments Greater than 1 Year - MTM OB | | | |
| 19118 - Investments Greater than 1 Year - MTM CY | | 1,695,000.00 | 1,695,000.00 |
| 19990 - Other Long Term Assets | | 17,011,200.00 | 17,011,200.00 |
| 19997 - Other Financial Assets - MTM OB | | | |
| 19998 - Other Financial Assets - MTM CY | | 0.00 | 0.00 |
| 21110 - Bank Indebtedness | | 0.00 | 0.00 |
| 22110 - Grants Payable and Repayable | | (2,200,000.00) | (2,200,000.00) |
| 22140 - Accrued Payroll | | (7,800,000.00) | (7,800,000.00) |
| 22150 - Accrued Vacation Pay | | (4,100,000.00) | (4,100,000.00) |
| 22160 - Provision for Loan Guarantees | | | |
| 22190 - Other Accounts Payable and Accrued Liabilities | | (27,659,328.75) | (27,659,328.75) |
| 22210 - Accrued Interest on Long Term Debt and Demand Loans | | | |
| 22220 - Accrued Interest on Capital Leases | | | |
| 22290 - Accrued Interest on Other | | | |
| 22310 - Current Portion of Other Debt | | (1,312,000.00) | (1,312,000.00) |
| 22320 - Current Portion of Capital Leases | | | |
| 22330 - Current Portion of Fee-Supported Debt | | (252,000.00) | (252,000.00) |
| 22340 - Current Portion of Contaminated Sites Liability | | | |
| 22401 - Demand Loans - OB | | | |
| 22402 - Demand Loans - Newly Acquired | | | |
| 22403 - Demand Loans - Repayments | | 0.00 | 0.00 |
| 22510 - Short Term Obligations under AFP in Construction | | | |
| 22520 - Short Term Obligations under AFP Completed | | | |
| 23101 - Deferred Revenue - OB | (2,914,420.85) | (19,856,336.32) | (22,770,757.17) |
| 23102 - Deferred Revenue - Additions | | (4,419,400.00) | (4,419,400.00) |
| 23103 - Deferred Revenue - Recognized to Revenue | | 6,448,200.00 | 6,448,200.00 |
| 23104 - Deferred Revenue - Transfers | | | |
| 23106 - Deferred Revenue - Interest | | | |
| 23201 - Deferred Tuition Revenue - OB | | (11,067,152.69) | (11,067,152.69) |
| 23202 - Deferred Tuition Revenue - Additions | | (10,500,000.00) | (10,500,000.00) |
| 23203 - Deferred Tuition Revenue - Recognized to Revenue | | 11,067,200.00 | 11,067,200.00 |
| 24101 - Restricted Contributions - OB | | (10,503,462.56) | (10,503,462.56) |
| 24102 - Restricted Contributions - Additions | | (4,577,600.00) | (4,577,600.00) |
| 24103 - Restricted Contributions - Recognized to Revenue | | 1,168,100.00 | 1,168,100.00 |
| 24104 - Restricted Contributions - Transfers | | 3,275,000.00 | 3,275,000.00 |
| 24106 - Restricted Contributions - Interest | | | |
| 24107 - Restricted Contributions - MTM OB | | | |
| 24108 - Restricted Contributions - MTM CY | | 0.00 | 0.00 |
| 25101 - DCC - OB | (51,492,589.51) | (75,244,389.53) | (126,736,979.04) |
| 25102 - DCC - Additions | | (4,587,400.00) | (4,587,400.00) |
| 25103 - DCC - Amortized to Revenue | | 8,809,700.00 | 8,809,700.00 |
| 25104 - DCC - Transfers | | | |
| 25105 - DCC - TCA Donation | | | |
| 25106 - DCC Interest | | | |
| 25107 - DCC - MTM OB | | | |
| 25108 - DCC - MTM CY | | 0.00 | 0.00 |
| 26101 - Capital Leases - OB | | | |
| 26102 - Capital Leases - Acquired | | | |
| 26103 - Capital Leases - Payments | | 0.00 | 0.00 |
| 26105 - Capital Leases - Transferred to Current Portion | | | |
| 27101 - Other Debt - OB | 0.00 | (11,498,000.00) | (11,498,000.00) |
| 27102 - Other Debt - Acquired | | | |
| 27103 - Other Debt - Retired/Paid in the Year | | 1,230,000.00 | 1,230,000.00 |
| 27105 - Other Debt - Transferred to Current Portion | | 1,312,000.00 | 1,312,000.00 |
| 27201 - Fee-Supported Debt - OB | | (2,532,000.00) | (2,532,000.00) |
| 27202 - Fee-Supported Debt - Acquired | | | |
| 27203 - Fee-Supported Debt - Retired/Paid in the Year | | 252,000.00 | 252,000.00 |

| | | | |
|--|----------------|-----------------|-----------------|
| 27205 - Fee-Supported Debt - Transferred to Current Portion | | 252,000.00 | 252,000.00 |
| 29210 - Postemployment and Other Benefits | | (1,922,000.00) | (1,922,000.00) |
| 29220 - Obligation for Long Term Disability Benefits | | | |
| 29230 - Compensated Absences - Vested Sick Leave | | (107,000.00) | (107,000.00) |
| 29240 - Compensated Absences - Non-Vested Sick Leave | | (4,228,000.00) | (4,228,000.00) |
| 29250 - Obligation for Termination Benefits | | | |
| 29260 - Workers` Compensation | | | |
| 29310 - Obligations under AFP in Construction | | | |
| 29320 - Obligations under AFP Completed | | | |
| 29410 - Contaminated Sites Liabilities | | | |
| 29917 - Derivatives and Other Liabilities MTM - OB | | (2,963,666.00) | (2,963,666.00) |
| 29918 - Derivatives and Other Liabilities MTM - CY | | 0.00 | 0.00 |
| 29990 - Other Long Term Liabilities | | | |
| 31101 - Unrestricted Net Assets - OB | | (157,061.16) | (157,061.16) |
| 31102 - Unrestricted Net Assets - Net Income Contribution | | 1,003,400.00 | 1,003,400.00 |
| 31103 - Prior Period Adjustments | | | |
| 31104 - Unrestricted Net Assets - Other Adjustments | | | |
| 31105 - Unrestricted Net Assets - Transfer to/from Other Net Assets | | 1,581,600.00 | 1,581,600.00 |
| 31106 - Net Assets - Adjustments due to Accounting Changes | | | |
| 31107 - Unrealized MTM reported in I/S prior to 2012-13 OB | | | |
| 31108 - Unrealized MTM reported in I/S prior to 2012-13 CY | | 0.00 | 0.00 |
| 32101 - Internally Restricted Net Assets - OB | | (5,259,999.34) | (5,259,999.34) |
| 32102 - Internally Restricted Net Assets - Net Income Contribution | | (420,000.00) | (420,000.00) |
| 32104 - Internally Restricted Net Assets - Other Adjustments | | | |
| 32105 - Internally Restricted Net Assets - Transfer to/from Other Net Assets | | | |
| 33101 - ICA - OB | | (29,175,776.76) | (29,175,776.76) |
| 33102 - ICA - Net Income Contribution | | 5,416,600.00 | 5,416,600.00 |
| 33105 - ICA - Transfer to/from Other Net Assets | | (1,581,600.00) | (1,581,600.00) |
| 33106 - ICA – TCA Donation | | | |
| 36101 - Restricted Contributions - OB | | | |
| 36102 - Restricted Contributions - Receipts | | 0.00 | 0.00 |
| 36103 - Restricted Contributions Disbursements Recognized to Revenue | | 0.00 | 0.00 |
| 36104 - Restricted Contributions - Transfers | | | |
| 36105 - Restricted Contributions - Transfer to/from Other Net Assets | | | |
| 36106 - Restricted Contributions - Interest | | | |
| 37101 - Endowments - OB | (2,609,441.00) | (6,794,266.33) | (9,403,707.33) |
| 37102 - Endowments - Receipts | | (251,500.00) | (251,500.00) |
| 37103 - Endowments - Disbursements Recognized to Revenue | | 0.00 | 0.00 |
| 37104 - Endowments - Other Adjustments | | | |
| 37105 - Endowments - Transfer to/from Other Net Assets | | | |
| 37106 - Endowments - Interest | | | |
| 37107 - Endowments - MTM OB | | 1,694,959.64 | 1,694,959.64 |
| 37108 - Endowments - MTM CY | | (1,695,000.00) | (1,695,000.00) |
| 38107 - Accumulated Remeasurement Gain and Losses - OB | | 2,963,666.00 | 2,963,666.00 |
| 38108 - Unrealised Remeasurement - CY Gains/Losses | | 0.00 | 0.00 |
| 38109 - Remeasurement Reclassified to Statement of Operations | | 0.00 | 0.00 |
| 41110 - Grant revenue Operating | | (76,187,400.00) | (76,187,400.00) |
| 41120 - Grant revenue Capital | | | |
| 41130 - Recognition of Deferred Revenue and Restricted Funds | | (1,673,800.00) | (1,673,800.00) |
| 41210 - Grant Revenue received for Other Institutions | | | |
| 41220 - Grant Revenue paid to Other Institutions (Contra Revenue) | | | |
| 41250 - DCC/DR/E and RC - Non-Revenue Adjustments | | | |
| 41260 - DCC/DR/E and RC - Non-Revenue Adjustments - Offset | | | |
| 41310 - Provincial Operating Grants - Repayment of Prior Year | | | |
| 41320 - Provincial Capital Grants - Repayment of Prior Year | | | |
| 41410 - Amortization of Deferred Capital Contributions | | (8,809,700.00) | (8,809,700.00) |

| | | |
|--|-----------------|-----------------|
| 41510 - Grant Revenue Capital | | |
| 43110 - Tuition – Regular – Full Time | (15,054,400.00) | (15,054,400.00) |
| 43120 - Tuition - Regulated - Tuition Short | | |
| 43130 - Tuition – Part Time, Tuition Short and Auditing Students | (4,433,700.00) | (4,433,700.00) |
| 43140 - Tuition - High Demand - Full Time | (11,130,400.00) | (11,130,400.00) |
| 43150 - Tuition - High Demand - Part Time | | |
| 43160 - Tuition – Collaborative nursing program | | |
| 43170 - Tuition – Full Cost Recovery – Full Time | (650,000.00) | (650,000.00) |
| 43210 - Tuition - Unfunded Domestic Students - Full Time | | |
| 43220 - Tuition - Unfunded Domestic Students - Part Time | | |
| 43230 - Tuition - International Students - Full Time | | |
| 43240 - Tuition - International Students - Part Time | | |
| 43310 - Tuition – International | (48,855,900.00) | (48,855,900.00) |
| 43410 - Apprenticeship Classroom Fee | (323,000.00) | (323,000.00) |
| 43990 - Student Ancillary Fees | (18,542,100.00) | (18,542,100.00) |
| 44910 - Apprenticeship Classroom Fee | | |
| 44990 - Other Non-Tuition Fees | | |
| 45110 - Educational Services - Contractual - Ontario | (2,552,800.00) | (2,552,800.00) |
| 45120 - Educational Services - Contractual - Other Provinces in Canada | | |
| 45130 - Educational Services - Contractual - International | | |
| 45210 - Other Fee-for-service Income - Ontario | | |
| 45220 - Other Fee-for-service Income - Other Provinces in Canada | | |
| 45230 - Other Fee-for-service Income - International | | |
| 45310 - Private Partnerships Revenue | | |
| 46110 - Ancillary Revenue - Bookstore | (3,100,000.00) | (3,100,000.00) |
| 46120 - Ancillary Revenue - Residence | (3,665,500.00) | (3,665,500.00) |
| 46130 - Ancillary Revenue - Parking | (936,200.00) | (936,200.00) |
| 46140 - Ancillary Revenue - Food Services | (779,500.00) | (779,500.00) |
| 46150 - Ancillary Revenue - Athletic Centre | (1,586,300.00) | (1,586,300.00) |
| 46160 - Ancillary Revenue - Conference Centre | | |
| 46170 - Ancillary Revenue - Day Care Operation | | |
| 46190 - Ancillary Revenue - Other | (19,000.00) | (19,000.00) |
| 49180 - Reimbursement of Current Year Expenses | | |
| 49190 - Recovery of Prior Year Expenses | | |
| 49210 - Cash Donations | (3,500.00) | (3,500.00) |
| 49220 - Donations in Kind | | |
| 49230 - Donation in Tangible Capital Assets | | |
| 49310 - Proceeds from Sale of TCA | | |
| 49320 - Cost of TCA Sold | 725,200.00 | 725,200.00 |
| 49330 - Accumulated Amortization of TCA Sold | (725,200.00) | (725,200.00) |
| 49410 - Gain/Loss on Sale of Inventory | | |
| 49910 - Rental of College Facilities | (153,600.00) | (153,600.00) |
| 49920 - Investment Income | (1,000,000.00) | (1,000,000.00) |
| 49930 - Royalties | | |
| 49940 - Interest Income | | |
| 49950 - Fines and Penalties | | |
| 49960 - Sales of Course Products/Services | (237,000.00) | (237,000.00) |
| 49990 - Miscellaneous Income | (2,665,700.00) | (2,665,700.00) |
| 51110 - Salaries - Full Time Academic - Professors | 30,507,500.00 | 30,507,500.00 |
| 51120 - Salaries - Full Time Academic - Instructors | | |
| 51130 - Salaries - Full Time Academic - Librarians | 231,500.00 | 231,500.00 |
| 51140 - Salaries - Full Time Academic - Counsellors | 840,100.00 | 840,100.00 |
| 51150 - Salaries - Partial Load Academic - Professors | 13,417,800.00 | 13,417,800.00 |
| 51160 - Salaries - Partial Load Academic - Instructors | | |
| 51210 - Salaries - Sessional Academic - Professors | 101,500.00 | 101,500.00 |
| 51220 - Salaries - Sessional Academic - Instructors | | |
| 51230 - Salaries - Sessional Academic - Librarians | 53,500.00 | 53,500.00 |

| | | |
|--|---------------|---------------|
| 51240 - Salaries - Sessional Academic - Counsellors | | |
| 51250 - Salaries - Part Time Academic | 8,779,700.00 | 8,779,700.00 |
| 51310 - Salaries - Support - Full Time | 25,382,100.00 | 25,382,100.00 |
| 51320 - Salaries - Support - Temp/Replacement Workers | 1,260,200.00 | 1,260,200.00 |
| 51330 - Salaries - Support - Summer Student Workers | 44,500.00 | 44,500.00 |
| 51340 - Salaries - Support - Part Time | 6,978,000.00 | 6,978,000.00 |
| 51350 - Salaries - Support - Part Time Students | 1,069,700.00 | 1,069,700.00 |
| 51410 - Salaries - Full Time Administrative | 15,929,700.00 | 15,929,700.00 |
| 51420 - Salaries - Part Time Administrative | 1,360,300.00 | 1,360,300.00 |
| 51510 - Other Salary Costs - Full Time Academic - Professors | | |
| 51520 - Other Salary Costs - Full Time Academic - Instructors | | |
| 51530 - Other Salary Costs - Full Time Academic - Librarians | | |
| 51540 - Other Salary Costs - Full Time Academic - Counsellors | | |
| 51550 - Other Salary Costs - Partial Load Academic - Professors | | |
| 51560 - Other Salary Costs - Partial Load Academic - Instructors | | |
| 51610 - Other Salary Costs - Sessional Academic - Professors | | |
| 51620 - Other Salary Costs - Sessional Academic - Instructors | | |
| 51630 - Other Salary Costs - Sessional Academic - Librarians | | |
| 51640 - Other Salary Costs - Sessional Academic - Counsellors | | |
| 51650 - Other Salary Costs - Part Time Academic | | |
| 51710 - Other Salary Costs - Support - Full Time | | |
| 51720 - Other Salary Costs - Support - Temp/Replacement Workers | | |
| 51730 - Other Salary Costs - Support - Summer Student Workers | | |
| 51740 - Other Salary Costs - Support - Part Time | | |
| 51750 - Other Salary Costs - Support - Part Time Students | | |
| 51810 - Other Salary Costs - Full Time Administrative | | |
| 51820 - Other Salary Costs - Part Time Administrative | | |
| 52110 - Benefits - Full Time Academic - Professors | 3,329,100.00 | 3,329,100.00 |
| 52120 - Benefits - Full Time Academic - Instructors | | |
| 52130 - Benefits - Full Time Academic - Librarians | 25,200.00 | 25,200.00 |
| 52140 - Benefits - Full Time Academic - Counsellors | 91,700.00 | 91,700.00 |
| 52150 - Benefits - Partial Load Academic - Professors | 1,507,000.00 | 1,507,000.00 |
| 52160 - Benefits - Partial Load Academic - Instructors | | |
| 52210 - Benefits - Sessional Academic - Professors | 11,100.00 | 11,100.00 |
| 52220 - Benefits - Sessional Academic - Instructors | | |
| 52230 - Benefits - Sessional Academic - Librarians | | |
| 52240 - Benefits - Sessional Academic - Counsellors | | |
| 52250 - Benefits - Part Time Academic | 794,800.00 | 794,800.00 |
| 52310 - Benefits - Support - Full Time | 4,295,300.00 | 4,295,300.00 |
| 52320 - Benefits - Support - Temp/Replacement Workers | 110,500.00 | 110,500.00 |
| 52330 - Benefits - Support - Summer Student Workers | 4,400.00 | 4,400.00 |
| 52340 - Benefits - Support - Part Time | 638,400.00 | 638,400.00 |
| 52350 - Benefits - Support - Part Time Students | 101,300.00 | 101,300.00 |
| 52410 - Benefits - Full Time Administrative | 1,817,200.00 | 1,817,200.00 |
| 52420 - Benefits - Part Time Administrative | 106,500.00 | 106,500.00 |
| 52510 - CAAT Pension - Academic | 5,114,600.00 | 5,114,600.00 |
| 52520 - CAAT Pension - Support Staff | 3,436,600.00 | 3,436,600.00 |
| 52530 - CAAT Pension - Administrative | 2,287,100.00 | 2,287,100.00 |
| 52540 - RCA Pension - Academic | | |
| 52550 - RCA Pension - Support Staff | | |
| 52560 - RCA Pension - Administrative | 100,000.00 | 100,000.00 |
| 52570 - Other Pension Plan - Academic | | |
| 52580 - Other Pension Plan - Support Staff | | |
| 52590 - Other Pension Plan - Administrative | | |
| 52610 - Postemployment and Other Benefits | 125,000.00 | 125,000.00 |
| 52620 - Long Term Disability Benefits | | |
| 52630 - Compensated Absences - Vested Sick Leave | (15,000.00) | (15,000.00) |

| | | |
|---|---------------|---------------|
| 52640 - Compensated Absences - Non-Vested Sick Leave | (35,000.00) | (35,000.00) |
| 52650 - Regular Severance or Termination Benefit Expenses | | |
| 52660 - Workers` Compensation Benefit Expenses | 15,900.00 | 15,900.00 |
| 53110 - Telecommunications and Postage | 731,600.00 | 731,600.00 |
| 53120 - Travel | 753,300.00 | 753,300.00 |
| 53130 - Field Work | 398,700.00 | 398,700.00 |
| 54110 - Advertising and Promotions | 2,486,700.00 | 2,486,700.00 |
| 54120 - Legal Fees | | |
| 54130 - Audit Fees | 89,400.00 | 89,400.00 |
| 54140 - Contract Services - Teaching | 413,000.00 | 413,000.00 |
| 54150 - Staff Training and Professional Development | 707,100.00 | 707,100.00 |
| 54160 - Professional Fees | 1,047,000.00 | 1,047,000.00 |
| 54170 - Contract Services - Security | 1,645,500.00 | 1,645,500.00 |
| 54180 - Contract Services - Other | 7,521,900.00 | 7,521,900.00 |
| 54210 - Utilities - Electricity | 1,733,600.00 | 1,733,600.00 |
| 54220 - Utilities - Other | 379,700.00 | 379,700.00 |
| 54230 - Building Maintenance | 2,395,200.00 | 2,395,200.00 |
| 54240 - Cleaning Services | 1,846,000.00 | 1,846,000.00 |
| 54250 - Equipment Maintenance | 22,200.00 | 22,200.00 |
| 54260 - Information Technology Maintenance | 5,030,800.00 | 5,030,800.00 |
| 54290 - Other Maintenance | 669,700.00 | 669,700.00 |
| 54310 - Rental of Premises/Facilities | 918,600.00 | 918,600.00 |
| 54320 - Information Technology Rentals | 483,000.00 | 483,000.00 |
| 54390 - Other Furniture/Equipment Rentals | 986,400.00 | 986,400.00 |
| 54410 - Private Partnerships Expense | | |
| 55110 - Instructional Supplies, Furniture and Equipment | 5,055,400.00 | 5,055,400.00 |
| 55120 - Office Supplies | 348,900.00 | 348,900.00 |
| 55130 - Information Technology Purchases | 354,400.00 | 354,400.00 |
| 55190 - Other Supply and Furniture/Equipment Purchases | 1,441,400.00 | 1,441,400.00 |
| 56110 - Ancillary Expenditures - Bookstore | 2,367,000.00 | 2,367,000.00 |
| 56120 - Ancillary Expenditures - Residence | 2,984,100.00 | 2,984,100.00 |
| 56130 - Ancillary Expenditures - Parking | 118,000.00 | 118,000.00 |
| 56140 - Ancillary Expenditures - Food Services | 102,400.00 | 102,400.00 |
| 56150 - Ancillary Expenditures - Athletic Centre | 550,900.00 | 550,900.00 |
| 56160 - Ancillary Expenditures - Conference Centre | | |
| 56170 - Ancillary Expenditures - Day Care Operation | | |
| 56190 - Ancillary Expenditures - Other | 30,500.00 | 30,500.00 |
| 57110 - Amortization of Tangible Capital Assets | 14,315,700.00 | 14,315,700.00 |
| 59110 - Interest on Capital Leases | 0.00 | 0.00 |
| 59120 - Interest Expense - Other | 740,000.00 | 740,000.00 |
| 59130 - Interest Expense on Line of Credit | 0.00 | 0.00 |
| 59140 - Bank and Other Charges | 330,900.00 | 330,900.00 |
| 59150 - Insurance | 6,317,600.00 | 6,317,600.00 |
| 59160 - Interest Expense Related to Fee-Supported Debt | 112,000.00 | 112,000.00 |
| 59410 - Contaminated Sites Expenses | | |
| 59910 - Scholarships | 1,980,300.00 | 1,980,300.00 |
| 59920 - Student Assistance from Tuition Fee Revenue | 3,179,400.00 | 3,179,400.00 |
| 59940 - Bad Debts Written Off | 557,800.00 | 557,800.00 |
| 59950 - Municipal Tax | 781,500.00 | 781,500.00 |
| 59990 - Other Miscellaneous Expenses | 6,614,100.00 | 6,614,100.00 |
| Total CFIS Account | | |

Nov 2, 2020 1:15:44 PM

STATEMENT OF OPERATIONS / ÉTAT DES RÉSULTATS

C12 - Georgian (0112)

Version: College Version

Scenario/Scénario: Budget

Fiscal Year/Année Fiscale: 2020-21

| | GRE Balance (\$) | Third Party (\$) | Total All GREs (\$) |
|--|------------------|------------------------|------------------------|
| 41110 - Grant revenue Operating | | (76,187,400.00) | (76,187,400.00) |
| 41120 - Grant revenue Capital | | | |
| 41130 - Recognition of Deferred Revenue and Restricted Funds | | (1,673,800.00) | (1,673,800.00) |
| 411 - Grant Revenue Operating | | (77,861,200.00) | (77,861,200.00) |
| 41210 - Grant Revenue received for Other Institutions | | | |
| 41220 - Grant Revenue paid to Other Institutions (Contra Revenue) | | | |
| 41250 - DCC/DR/E and RC - Non-Revenue Adjustments | | | |
| 41260 - DCC/DR/E and RC - Non-Revenue Adjustments - Offset | | | |
| 412 - Flow Through Grants | | | |
| 41310 - Provincial Operating Grants - Repayment of Prior Year | | | |
| 41320 - Provincial Capital Grants - Repayment of Prior Year | | | |
| 413 - Provincial Grants Repayment of Prior Year | | | |
| 41410 - Amortization of Deferred Capital Contributions | | (8,809,700.00) | (8,809,700.00) |
| 414 - Amortization of Deferred Capital Contributions | | (8,809,700.00) | (8,809,700.00) |
| 41510 - Grant Revenue Capital | | | |
| 415 - Grant Revenue Capital | | | |
| 41 - Grant Revenue | | (86,670,900.00) | (86,670,900.00) |
| 43110 - Tuition – Regular – Full Time | | (15,054,400.00) | (15,054,400.00) |
| 43120 - Tuition - Regulated - Tuition Short | | | |
| 43130 - Tuition – Part Time, Tuition Short and Auditing Students | | (4,433,700.00) | (4,433,700.00) |
| 43140 - Tuition - High Demand - Full Time | | (11,130,400.00) | (11,130,400.00) |
| 43150 - Tuition - High Demand - Part Time | | | |
| 43160 - Tuition – Collaborative nursing program | | | |
| 43170 - Tuition – Full Cost Recovery – Full Time | | (650,000.00) | (650,000.00) |
| 431 - Tuition Fee – Domestic | | (31,268,500.00) | (31,268,500.00) |
| 43210 - Tuition - Unfunded Domestic Students - Full Time | | | |
| 43220 - Tuition - Unfunded Domestic Students - Part Time | | | |
| 43230 - Tuition - International Students - Full Time | | | |
| 43240 - Tuition - International Students - Part Time | | | |
| 432 - Tuition Fee - Unfunded | | | |
| 43310 - Tuition – International | | (48,855,900.00) | (48,855,900.00) |
| 433 - Tuition – International | | (48,855,900.00) | (48,855,900.00) |
| 43410 - Apprenticeship Classroom Fee | | (323,000.00) | (323,000.00) |
| 434 - Apprenticeship Classroom Fee | | (323,000.00) | (323,000.00) |
| 43990 - Student Ancillary Fees | | (18,542,100.00) | (18,542,100.00) |
| 439 - Student Ancillary Fees | | (18,542,100.00) | (18,542,100.00) |
| 43 - Tuition Fees | | (98,989,500.00) | (98,989,500.00) |
| 44910 - Apprenticeship Classroom Fee | | | |
| 44990 - Other Non-Tuition Fees | | | |
| 449 - Other Student Fees | | | |
| 44 - Other Student Fees | | | |
| 45110 - Educational Services - Contractual - Ontario | | (2,552,800.00) | (2,552,800.00) |
| 45120 - Educational Services - Contractual - Other Provinces in Canada | | | |
| 45130 - Educational Services - Contractual - International | | | |
| 451 - Educational Services - Contractual | | (2,552,800.00) | (2,552,800.00) |
| 45210 - Other Fee-for-service Income - Ontario | | | |
| 45220 - Other Fee-for-service Income - Other Provinces in Canada | | | |
| 45230 - Other Fee-for-service Income - International | | | |
| 452 - Other fee-for-services | | | |
| 45310 - Private Partnerships Revenue | | | |
| 453 - Private Partnerships Revenue | | | |
| 45 - Educational and Other Fees for Services | | (2,552,800.00) | (2,552,800.00) |
| 46110 - Ancillary Revenue - Bookstore | | (3,100,000.00) | (3,100,000.00) |
| 46120 - Ancillary Revenue - Residence | | (3,665,500.00) | (3,665,500.00) |
| 46130 - Ancillary Revenue - Parking | | (936,200.00) | (936,200.00) |

| | | |
|--|-------------------------|-------------------------|
| 46140 - Ancillary Revenue - Food Services | (779,500.00) | (779,500.00) |
| 46150 - Ancillary Revenue - Athletic Centre | (1,586,300.00) | (1,586,300.00) |
| 46160 - Ancillary Revenue - Conference Centre | | |
| 46170 - Ancillary Revenue - Day Care Operation | | |
| 46190 - Ancillary Revenue - Other | (19,000.00) | (19,000.00) |
| 461 - Ancillary Revenue | (10,086,500.00) | (10,086,500.00) |
| 46 - Ancillary Revenue | (10,086,500.00) | (10,086,500.00) |
| 49180 - Reimbursement of Current Year Expenses | | |
| 49190 - Recovery of Prior Year Expenses | | |
| 491 - Reimbursement of Expenses | | |
| 49210 - Cash Donations | (3,500.00) | (3,500.00) |
| 49220 - Donations in Kind | | |
| 49230 - Donation in Tangible Capital Assets | | |
| 492 - Donations | (3,500.00) | (3,500.00) |
| 49310 - Proceeds from Sale of TCA | | |
| 49320 - Cost of TCA Sold | 725,200.00 | 725,200.00 |
| 49330 - Accumulated Amortization of TCA Sold | (725,200.00) | (725,200.00) |
| 493 - Gain/Loss on Sale of Assets | 0.00 | 0.00 |
| 49410 - Gain/Loss on Sale of Inventory | | |
| 494 - Gain/Loss on Sale of Inventory and Other Assets | | |
| 49910 - Rental of College Facilities | (153,600.00) | (153,600.00) |
| 49920 - Investment Income | (1,000,000.00) | (1,000,000.00) |
| 49930 - Royalties | | |
| 49940 - Interest Income | | |
| 49950 - Fines and Penalties | | |
| 49960 - Sales of Course Products/Services | (237,000.00) | (237,000.00) |
| 49990 - Miscellaneous Income | (2,665,700.00) | (2,665,700.00) |
| 499 - Other Revenue | (4,056,300.00) | (4,056,300.00) |
| 49 - Other Revenue | (4,059,800.00) | (4,059,800.00) |
| 4 - REVENUE | (202,359,500.00) | (202,359,500.00) |
| 51110 - Salaries - Full Time Academic - Professors | 30,507,500.00 | 30,507,500.00 |
| 51120 - Salaries - Full Time Academic - Instructors | | |
| 51130 - Salaries - Full Time Academic - Librarians | 231,500.00 | 231,500.00 |
| 51140 - Salaries - Full Time Academic - Counsellors | 840,100.00 | 840,100.00 |
| 51150 - Salaries - Partial Load Academic - Professors | 13,417,800.00 | 13,417,800.00 |
| 51160 - Salaries - Partial Load Academic - Instructors | | |
| 511 - Salaries - Full Time and Partial Load Academic | 44,996,900.00 | 44,996,900.00 |
| 51210 - Salaries - Sessional Academic - Professors | 101,500.00 | 101,500.00 |
| 51220 - Salaries - Sessional Academic - Instructors | | |
| 51230 - Salaries - Sessional Academic - Librarians | 53,500.00 | 53,500.00 |
| 51240 - Salaries - Sessional Academic - Counsellors | | |
| 51250 - Salaries - Part Time Academic | 8,779,700.00 | 8,779,700.00 |
| 512 - Salaries - Part Time and Sessional Academic | 8,934,700.00 | 8,934,700.00 |
| 51310 - Salaries - Support - Full Time | 25,382,100.00 | 25,382,100.00 |
| 51320 - Salaries - Support - Temp/Replacement Workers | 1,260,200.00 | 1,260,200.00 |
| 51330 - Salaries - Support - Summer Student Workers | 44,500.00 | 44,500.00 |
| 51340 - Salaries - Support - Part Time | 6,978,000.00 | 6,978,000.00 |
| 51350 - Salaries - Support - Part Time Students | 1,069,700.00 | 1,069,700.00 |
| 513 - Salaries - Support Staff | 34,734,500.00 | 34,734,500.00 |
| 51410 - Salaries - Full Time Administrative | 15,929,700.00 | 15,929,700.00 |
| 51420 - Salaries - Part Time Administrative | 1,360,300.00 | 1,360,300.00 |
| 514 - Salaries - Administrative Staff | 17,290,000.00 | 17,290,000.00 |
| 51510 - Other Salary Costs - Full Time Academic - Professors | | |
| 51520 - Other Salary Costs - Full Time Academic - Instructors | | |
| 51530 - Other Salary Costs - Full Time Academic - Librarians | | |
| 51540 - Other Salary Costs - Full Time Academic - Counsellors | | |
| 51550 - Other Salary Costs - Partial Load Academic - Professors | | |
| 51560 - Other Salary Costs - Partial Load Academic - Instructors | | |
| 515 - Other Salary Costs - Full Time and Partial Load Academic | | |
| 51610 - Other Salary Costs - Sessional Academic - Professors | | |
| 51620 - Other Salary Costs - Sessional Academic - Instructors | | |
| 51630 - Other Salary Costs - Sessional Academic - Librarians | | |

| | | |
|---|-----------------------|-----------------------|
| 51640 - Other Salary Costs - Sessional Academic - Counsellors | | |
| 51650 - Other Salary Costs - Part Time Academic | | |
| 516 - Other Salary Costs - Part Time and Sessional Academic | | |
| 51710 - Other Salary Costs - Support - Full Time | | |
| 51720 - Other Salary Costs - Support - Temp/Replacement Workers | | |
| 51730 - Other Salary Costs - Support - Summer Student Workers | | |
| 51740 - Other Salary Costs - Support - Part Time | | |
| 51750 - Other Salary Costs - Support - Part Time Students | | |
| 517 - Other Salary Costs - Support Staff | | |
| 51810 - Other Salary Costs - Full Time Administrative | | |
| 51820 - Other Salary Costs - Part Time Administrative | | |
| 518 - Other Salary Costs - Administrative Staff | | |
| 51 - Salaries and Wages | 105,956,100.00 | 105,956,100.00 |
| 52110 - Benefits - Full Time Academic - Professors | 3,329,100.00 | 3,329,100.00 |
| 52120 - Benefits - Full Time Academic - Instructors | | |
| 52130 - Benefits - Full Time Academic - Librarians | 25,200.00 | 25,200.00 |
| 52140 - Benefits - Full Time Academic - Counsellors | 91,700.00 | 91,700.00 |
| 52150 - Benefits - Partial Load Academic - Professors | 1,507,000.00 | 1,507,000.00 |
| 52160 - Benefits - Partial Load Academic - Instructors | | |
| 521 - Benefits - Full Time and Partial Load Academic | 4,953,000.00 | 4,953,000.00 |
| 52210 - Benefits - Sessional Academic - Professors | 11,100.00 | 11,100.00 |
| 52220 - Benefits - Sessional Academic - Instructors | | |
| 52230 - Benefits - Sessional Academic - Librarians | | |
| 52240 - Benefits - Sessional Academic - Counsellors | | |
| 52250 - Benefits - Part Time Academic | 794,800.00 | 794,800.00 |
| 522 - Benefits - Part Time and Sessional Academic | 805,900.00 | 805,900.00 |
| 52310 - Benefits - Support - Full Time | 4,295,300.00 | 4,295,300.00 |
| 52320 - Benefits - Support - Temp/Replacement Workers | 110,500.00 | 110,500.00 |
| 52330 - Benefits - Support - Summer Student Workers | 4,400.00 | 4,400.00 |
| 52340 - Benefits - Support - Part Time | 638,400.00 | 638,400.00 |
| 52350 - Benefits - Support - Part Time Students | 101,300.00 | 101,300.00 |
| 523 - Benefits - Support Staff | 5,149,900.00 | 5,149,900.00 |
| 52410 - Benefits - Full Time Administrative | 1,817,200.00 | 1,817,200.00 |
| 52420 - Benefits - Part Time Administrative | 106,500.00 | 106,500.00 |
| 524 - Benefits - Administrative Staff | 1,923,700.00 | 1,923,700.00 |
| 52510 - CAAT Pension - Academic | 5,114,600.00 | 5,114,600.00 |
| 52520 - CAAT Pension - Support Staff | 3,436,600.00 | 3,436,600.00 |
| 52530 - CAAT Pension - Administrative | 2,287,100.00 | 2,287,100.00 |
| 52540 - RCA Pension - Academic | | |
| 52550 - RCA Pension - Support Staff | | |
| 52560 - RCA Pension - Administrative | 100,000.00 | 100,000.00 |
| 52570 - Other Pension Plan - Academic | | |
| 52580 - Other Pension Plan - Support Staff | | |
| 52590 - Other Pension Plan - Administrative | | |
| 525 - Pension Plans | 10,938,300.00 | 10,938,300.00 |
| 52610 - Postemployment and Other Benefits | 125,000.00 | 125,000.00 |
| 52620 - Long Term Disability Benefits | | |
| 52630 - Compensated Absences - Vested Sick Leave | (15,000.00) | (15,000.00) |
| 52640 - Compensated Absences - Non-Vested Sick Leave | (35,000.00) | (35,000.00) |
| 52650 - Regular Severance or Termination Benefit Expenses | | |
| 52660 - Workers` Compensation Benefit Expenses | 15,900.00 | 15,900.00 |
| 526 - Postemployment Benefits and Compensated Absences | 90,900.00 | 90,900.00 |
| 52 - Employee Benefits | 23,861,700.00 | 23,861,700.00 |
| 53110 - Telecommunications and Postage | 731,600.00 | 731,600.00 |
| 53120 - Travel | 753,300.00 | 753,300.00 |
| 53130 - Field Work | 398,700.00 | 398,700.00 |
| 531 - Transportation and Communication | 1,883,600.00 | 1,883,600.00 |
| 53 - Transportation and Communication | 1,883,600.00 | 1,883,600.00 |
| 54110 - Advertising and Promotions | 2,486,700.00 | 2,486,700.00 |
| 54120 - Legal Fees | | |
| 54130 - Audit Fees | 89,400.00 | 89,400.00 |
| 54140 - Contract Services - Teaching | 413,000.00 | 413,000.00 |
| 54150 - Staff Training and Professional Development | 707,100.00 | 707,100.00 |

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| 54160 - Professional Fees | 1,047,000.00 | 1,047,000.00 |
| 54170 - Contract Services - Security | 1,645,500.00 | 1,645,500.00 |
| 54180 - Contract Services - Other | 7,521,900.00 | 7,521,900.00 |
| 541 - Services | 13,910,600.00 | 13,910,600.00 |
| 54210 - Utilities - Electricity | 1,733,600.00 | 1,733,600.00 |
| 54220 - Utilities - Other | 379,700.00 | 379,700.00 |
| 54230 - Building Maintenance | 2,395,200.00 | 2,395,200.00 |
| 54240 - Cleaning Services | 1,846,000.00 | 1,846,000.00 |
| 54250 - Equipment Maintenance | 22,200.00 | 22,200.00 |
| 54260 - Information Technology Maintenance | 5,030,800.00 | 5,030,800.00 |
| 54290 - Other Maintenance | 669,700.00 | 669,700.00 |
| 542 - Utilities and Maintenance | 12,077,200.00 | 12,077,200.00 |
| 54310 - Rental of Premises/Facilities | 918,600.00 | 918,600.00 |
| 54320 - Information Technology Rentals | 483,000.00 | 483,000.00 |
| 54390 - Other Furniture/Equipment Rentals | 986,400.00 | 986,400.00 |
| 543 - Rental Expenditures | 2,388,000.00 | 2,388,000.00 |
| 54410 - Private Partnerships Expense | | |
| 544 - Private Partnerships Expense | | |
| 54 - Services | 28,375,800.00 | 28,375,800.00 |
| 55110 - Instructional Supplies, Furniture and Equipment | 5,055,400.00 | 5,055,400.00 |
| 55120 - Office Supplies | 348,900.00 | 348,900.00 |
| 55130 - Information Technology Purchases | 354,400.00 | 354,400.00 |
| 55190 - Other Supply and Furniture/Equipment Purchases | 1,441,400.00 | 1,441,400.00 |
| 551 - Supplies and Minor Equipment | 7,200,100.00 | 7,200,100.00 |
| 55 - Supplies and Minor Equipment | 7,200,100.00 | 7,200,100.00 |
| 56110 - Ancillary Expenditures - Bookstore | 2,367,000.00 | 2,367,000.00 |
| 56120 - Ancillary Expenditures - Residence | 2,984,100.00 | 2,984,100.00 |
| 56130 - Ancillary Expenditures - Parking | 118,000.00 | 118,000.00 |
| 56140 - Ancillary Expenditures - Food Services | 102,400.00 | 102,400.00 |
| 56150 - Ancillary Expenditures - Athletic Centre | 550,900.00 | 550,900.00 |
| 56160 - Ancillary Expenditures - Conference Centre | | |
| 56170 - Ancillary Expenditures - Day Care Operation | | |
| 56190 - Ancillary Expenditures - Other | 30,500.00 | 30,500.00 |
| 561 - Ancillary Expenditures | 6,152,900.00 | 6,152,900.00 |
| 56 - Ancillary Services - Expenditures | 6,152,900.00 | 6,152,900.00 |
| 57110 - Amortization of Tangible Capital Assets | 14,315,700.00 | 14,315,700.00 |
| 571 - Amortization Expense | 14,315,700.00 | 14,315,700.00 |
| 57 - Amortization Expense | 14,315,700.00 | 14,315,700.00 |
| 59110 - Interest on Capital Leases | 0.00 | 0.00 |
| 59120 - Interest Expense - Other | 740,000.00 | 740,000.00 |
| 59130 - Interest Expense on Line of Credit | 0.00 | 0.00 |
| 59140 - Bank and Other Charges | 330,900.00 | 330,900.00 |
| 59150 - Insurance | 6,317,600.00 | 6,317,600.00 |
| 59160 - Interest Expense Related to Fee-Supported Debt | 112,000.00 | 112,000.00 |
| 591 - Interest and Insurance Expenses | 7,500,500.00 | 7,500,500.00 |
| 59410 - Contaminated Sites Expenses | | |
| 594 - Contaminated Sites Expenses | | |
| 59910 - Scholarships | 1,980,300.00 | 1,980,300.00 |
| 59920 - Student Assistance from Tuition Fee Revenue | 3,179,400.00 | 3,179,400.00 |
| 59940 - Bad Debts Written Off | 557,800.00 | 557,800.00 |
| 59950 - Municipal Tax | 781,500.00 | 781,500.00 |
| 59990 - Other Miscellaneous Expenses | 6,614,100.00 | 6,614,100.00 |
| 599 - Other Expenses | 13,113,100.00 | 13,113,100.00 |
| 59 - Other Expenditures | 20,613,600.00 | 20,613,600.00 |
| 5 - EXPENSES | 208,359,500.00 | 208,359,500.00 |
| (Surplus)/Deficit | | 6,000,000.00 |

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