



Annual report | 2021-22

Inspire **MORE.**



ACCELERATED SUCCESS



INNOVATIVE COLLABORATION



STRONG FOUNDATIONS

Experience
 **Georgian**

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

Georgian's 2021-22 Annual Report follows the completion of our Accelerating Success 2016-2021 Strategic Plan and sets the stage for our new Strategic Plan, Experience MORE 2022-2024. Georgian's values of excellence, community engagement, integrity, inclusion and sustainability underscore the commitments identified in our 2021-22 Business Plan. The achievements outlined in this annual report will propel the college forward as we embark upon Experience MORE 2022-2024 and work to achieve further success in the years to come.

Despite the challenges that COVID-19 presented to the college and our communities, Georgian's unwavering commitment to students, graduates, employers, donors and partners resulted in the completion of many significant initiatives. Georgian found innovative ways to offer excellent academic programs and to provide creative approaches to experiential learning opportunities while safeguarding the health and wellbeing of our students, staff and community members. In addition, to support a more inclusive culture where everyone feels seen, heard and knows that they belong, Georgian established a Centre for Equity, Diversity, Inclusion and Belonging.

Our focus on quality programs and effective supports ensures that our students have the resources to achieve academic and career success. Several new programs were approved including our new four-year Honours Bachelor of Science – Nursing, set to launch in September with cohorts in Barrie and Owen Sound. Other achievements in 2021-22 include the advancement of flexible programming and the expansion of online and part-time learning options along with increased pathways for diploma and degree completion. Enhancements to student services and academic delivery included the restructuring of housing supports and improvements to the student accommodation process, improvements to technology-enabled learning with the acquisition of AI- and VR-enabled software, and the completion of system and classroom upgrades to enhance student learning and services as part of Georgian's bold Digital Innovation Strategy.

Georgian's community and industry partnerships are instrumental to our success and have supported our ability to develop new programs, introduce innovative micro-credentials and surpass our fundraising targets for the 'Frontline Support – Health-care Heroes Closer to Home' campaign. Georgian's focus on changemaking through social innovation projects and entrepreneurship along with our support of faculty and student research underscores our ability to help solve business challenges and enable more community projects.

Our continued commitment to support students, serve our communities, and work with employers and community partners to respond to their needs is a true reflection of our mission to inspire innovation, transform lives and connect communities through the power of education.

Ali Khonsari

Chair, Georgian College Board of Governors

MaryLynn West-Moynes

President and CEO

SECTION 1: REPORT ON 2021-22 GOALS AND PERFORMANCE

ACCELERATED SUCCESS

COMMITMENT 1

Quality market-driven programs.

Strategy:

Offer relevant curriculum for in-demand jobs.

2021-22 Actions	Outcomes
A1. Use data to identify and pursue program flexible delivery modes and new programs areas consistent with student demands and labour market needs in Georgian communities.	<p>All academic areas have reviewed the best delivery modality and identified programs that will be delivered as GC Flex, Hybrid, Online and in person.</p> <p>Despite COVID-related supply chain issues, Electromechanical Engineering Technology – Mechatronics program launched successfully in Fall 2021.</p> <p>Three new post-graduate programs approved and will launch in the Fall 2022 term (Marketing Management, Business Management, and Supply Chain Management). Received Ministry approval for the following new programs (Artificial Intelligence Leadership and Management, Game-Design and Simulation, Digital Content Creation and Strategy, Cryptocurrency and Blockchain Technology, and Jewellery Design, Bench Skills and Business) to launch in 2023.</p> <p>Liberal Arts completed a plan to develop Communications and General Education courses in GC Flex format and to support the delivery of these courses college wide beginning in Fall 2022. Faculty training began in Winter 2022 and will continue through each semester to Summer 2023.</p>

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.

2021-22 Actions	Outcomes
A2. Enhance experiential learning and student engagement by supporting innovative and enriching virtual and hybrid opportunities, where appropriate.	<p>The Centre for Changemaking and Social Innovation has continued to offer the Changemaker in Residency Week(s), a student engagement strategy that met changemaker education priorities around workforce preparation and work-integrated learning. Changemaker in Residency Week has been offered five times and has engaged approximately 1,700 students.</p> <p>A micro-certificate was piloted with partners in Demark through a #ChangeTheNow challenge. Since July, 2021, #ChangeTheNow has engaged 600 students from across various programs and locations. It is building global partnerships with institutions around the world.</p> <p>A series of supports for students facing barriers to finding work, such as a job search club, workshops in partnership with the International Department regarding student visas/work visas, and special speaker series on topics connected to career success were offered.</p>

COMMITMENT 3:

Effective student supports and services.

Strategy:

Unrivaled student access, supports and services.

2021-22 Actions	Outcomes
A3. Become a leader in student access and success by delivering the most seamless, personalized and intuitive service experience - from inquiry to graduation.	<p>A new virtual resume software (VMock) was launched, which enables students to upload and receive feedback on their resume through Artificial Intelligence software. The 'My Interview Practice' platform was launched and provides students with the opportunity to complete simulated interviews to improve their interviewing skills.</p> <p>ClockWork (case management software) was migrated to a new cloud version. The software has streamlined the accommodation process for both faculty and students with online bookings for appointments and testing services as well as the uploading of accommodation documents.</p>
A4. Ensure the well-being of all members of the Georgian community by providing appropriate resources, training and other essential mental health supports.	<p>The Flourishing Framework, designed to support academic and personal development in order to enhance student retention and resilience, has been introduced to Student Success teams and Academic Leadership teams. The framework has been leveraged as the foundation for the Student Success strategic plan.</p> <p>A variety of workshops and support groups focused on mental well-being and resiliency are offered on an on-going basis.</p>

COMMITMENT 4:

Internationalized Georgian community.

Strategy:

Expand and better integrate supports for international students.

2021-22 Actions	Outcomes
A5. Position international department to further support student global engagement needs through integration with the broader college community to support community engagement, globalization and mobility.	<p>The International and Student Services teams have been restructured to realign housing supports across all campuses. An inclusive housing website has been launched to support all student housing needs. This work continues and engagement has been positive.</p> <p>Virtual engagements continued throughout the pandemic to support students. With the removal of COVID restrictions, more in-person workshops and activities are being planned and online sessions also continue.</p> <p>Received additional funding to continue supporting the Safe Isolation Program post March 2022 for a minimum of six months. To date, the program has supported 141 individuals in providing safe isolation relocation and support, including 80 students and 61 community members.</p>

COMMITMENT 5:

Enhanced Indigenization.

Strategies:

Enhance curriculum to reflect Indigenous culture and traditions.

Enrich the college community by engaging in Indigenous knowledge sharing.

2021-22 Actions	Outcomes
A6. Deepen and enhance the process of indigenization across departments through faculty training, curriculum enhancements as part of program renewal, and Indigenous knowledge-sharing sessions.	<p>Considering Indigenous Content is part of each program renewal process through the Office of Academic Quality. A new full-time faculty role has been added to the Centre for Teaching and Learning team that will focus on Indigenous guidance for program renewals and other curriculum and teaching development activities.</p> <p>In 2021-22, 104 knowledge-sharing sessions took place with a total of 2,034 participants, on subjects related to health and wellbeing, gender issues, and historical contexts of current events.</p>
A7. Complete the final stages of the Virtual Reality (VR) project for students studying in the Anishnaabemowin (Ojibwe) Program Development (ANPD) program.	<p>The Language in the Workplace virtual environment was finalized. The four worlds (home, forest, community, work) have been completed and some final assets are being put in place. Student feedback has been very positive.</p>

MEANINGFUL COLLABORATIONS

COMMITMENT 1:

Strong community and industry connections.

Strategy:

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

2021-22 Actions	Outcomes
<p>M1. Strategic integration of key external initiatives related to the new four-year Georgian Honours Bachelor of Science – Nursing (HBSN), including fundraising, community and alumni relations, student recruitment and brand-building strategies, to enable and achieve maximum exposure and reach to key audiences, generate quality student applications, develop future prospect potential, nurture and advance key relationships, and secure new funds.</p> <p>M2. 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>Georgian’s new HBSN degree was launched in October after ministerial announcement with very strong application interest. As of March, 849 applications were received between Barrie and Owen Sound campuses. Over 300 offers were made for a total of 118 spots.</p> <p>HBSN Micro-site received over 8,200 unique visitors, with paid visitors representing more than 58% of site visits. Paid advertising for HBSN produced 2,064,838 impressions and 7,133 clicks for launch campaign.</p> <p>A robust community engagement strategy was activated for the Frontline Support – Health-care Heroes Closer to Home campaign in both Simcoe County, as well as throughout Grey and Bruce counties. Campaign announcements reached approximately 29M viewers and fundraising targets were surpassed with more than \$3M secured towards capital and student success priorities.</p> <p>Advancement engaged alumni and friends including; a major contribution from the Alumni Association; Grizzlies Give Back email campaign; and the activation of various social media campaigns generating earned media through donation announcements, the launch of a campaign microsite and the development of a branded video.</p> <p>All Program Advisory Committees have implemented and are using BoardEffect. A set of strategic questions have been developed for PACs to choose from to have more generative discussions about program needs and emerging trends in the sector.</p>

COMMITMENT 2:

Progressive degree delivery.

Strategy:

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

2021-22 Actions	Outcomes
M3. Assess options to grow and sustain Lakehead Georgian Partnership programs to increase access to degree-level credentials in central Ontario.	Georgian continues to explore potential pathways between diploma and degree programs. Two new pathways, the Police Foundations diploma to the Honours Bachelor of Science in Criminology degree and a pathway between Applied Life Sciences to Honours Bachelor of Science are in the final stages for approval.

COMMITMENT 3:

Learning for life.

Strategy:

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

2021-22 Actions	Outcomes
M4. Offer flexible part-time program pathways, expand workforce training and rapid skills development in response to shifting labour demands to support economic recovery.	28 new micro-credentials were launched with five related to Student Engagement and 23 within the Continuing Education and Corporate Training Department. In addition, Georgian collaborated on the development of two micro-credential certificates (Small Business Sales and Establishing a Small Contracting Business) with Durham College and Humber College. 31 programs were mapped for part-time delivery with eight programs offered fully online for part-time learners. OntarioLearn courses have been mapped to equivalent Georgian College courses to create pathways for learners to improve retention. Marketing and Communications strategies have generated over 136,000 unique visitors and 4.5M impressions via paid campaigns. Georgian’s micro-credentials landing page was launched and received more than 3,300 unique page views.

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.

2021-22 Actions	Outcomes
<p>11. Develop a social procurement policy with paralleling social impact measures to support social enterprises and diverse suppliers.</p>	<p>The Social Procurement project with Ashoka Canada and Ontario Trillium Foundation was completed and resulted in 11 videos including a virtual series of provincial and national experts, three audio docs about social procurement in Central Ontario, a Diverse Supplier List, a social enterprise eco scan as well as tools and resources to support curricular activity.</p>
<p>12 Continue to support change making skills and mindsets across the college.</p>	<p>220 students were engaged in the Changemaker micro certificate. In addition, the micro certificate was embedded in field placement courses to support students that were unable to access community placements due to the pandemic.</p> <p>With the support of a \$250K grant from the SUNCOR Foundation, the Centre for Changemaking and Social Innovation has created the Community Impact Lab in Orillia with Artificial Reality and Virtual Reality technologies. The lab in Barrie is currently in the process of adapting its space to include these same technologies. In addition, three community projects are underway.</p> <p>Georgian signed the United Nations Sustainable Development Goals Accord in December 2021.</p>
<p>13. To educate, inspire and activate innovators and entrepreneurs through community activation, research and innovation, and teaching and learning.</p>	<p>The Research, Innovation and Entrepreneurship (RIE) department has developed expertise in delivering online and virtual programming. The City of Barrie, Simcoe County, Georgian Angels and others have used RIE’s services to host research, innovation, entrepreneurship, and economic development events.</p> <p>In the past year the Bernick Online YouTube channel continued to grow and reach more people, with:</p> <ul style="list-style-type: none"> • 5225 Followers • 19 Messaging Channels • 14,700 (213 videos, 21 playlists) You Tube Views • 750 hours in YouTube Watch Time

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.

2021-22 Actions	Outcomes
14. Cultivate and promote the Research & Innovation Cluster of Central Ontario (RICCO).	There has been a move away from the RICCO concept towards a new working group with Georgian, the City of Barrie, the County of Simcoe, Sandbox, and Lakehead University as the core members with a common set of goals. A regional ecosystem map has been created and will be made available to the public in April. Awaiting approval from an application to the Jobs and Growth fund from the Federal Economic Development Agency for Southern Ontario.
15. Enable research opportunities for students, faculty, industry and community partners, empowered by cutting edge tools, infrastructure, facilities, and programming.	While final numbers will not be available until May, to date, 132 projects have been completed with 84 industry partners, 27 faculty researchers and 295 student researchers. Approximately 20% of research partners are involved with follow-on projects.
16. Educate, inspire and activate the innovation network through knowledge dissemination and multi-stakeholder events.	In addition to the Bernick Online YouTube metrics achieved, the Research, Innovation, Scholarship and Entrepreneurship (RISE) Series was held over four days in April 2021. In addition, the Xcelerate Summit was held in October 2021.
17. Develop and implement a new community research plan to build capacity for industry and community research and innovation and increase utilization of the Alectra Centre for Research, Innovation and Commercialization.	COVID has prevented most research activity in the Alectra Centre for Research, Innovation and Commercialization (C-RIC) with activity planned to ramp up in 2022 through 2023 as restrictions are lifted. C-RIC has been used extensively by students accessing the 3D printers, fabrication equipment, and design computers. The Fabrication Lab is currently being redesigned for improved use by project teams and students.

COMMITMENT 3:

Flexible and technology-enabled learning.

Strategies:

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

2021-22 Actions	Outcomes
<p>I18. Execute the implementation of new admissions, credit transfer, and Prior Learning Assessment and Recognition (PLAR) solutions.</p>	<p>Academy One was selected for Georgian’s Credit Transfer and PLAR project. A pilot soft launch of Credit for Prior Learning is planned for Summer 2022 with student launch Fall 2022.. System setup is near completion and work is underway within the Academic Areas to develop the policies, procedures and training needed to support Credit for Prior Learning and instill a transfer culture within the college</p> <p>Enrolment Rx was selected as the vendor to support a near real-time admissions process. Project plan is in place for go-live Fall 2022 for the start of the Fall 2023 admissions cycle.</p>
<p>I19. Introduce Hyflex Classrooms to provide a more flexible learning experience.</p>	<p>Nine classrooms have been converted to Hyflex. IT and the Centre for Teaching and Learning adjusted the design of Hyflex in the ‘Bring Your Own Device’ classrooms so that a large technology changeover was not required, reducing the number of Hyflex rooms required for the summer and fall semesters.</p>
<p>I10. Improve the Learning Management System to be more personalized and intuitive for learners and educators.</p>	<p>Blackboard Ultra Navigation upgrade was successfully completed in early January 2022. Phase 2 of the upgrade to Blackboard Ultra, course level, is underway and on track.</p>
<p>I11. Explore and evaluate extended reality technologies for the classroom and work environment; engaging as many employees and students in XR experiences.</p>	<p>Virtual Reality (VR) Educator Micro-Credential was developed and faculty scheduled for training.</p> <p>A partnership has been secured with Bodyswaps for VR-enabled soft skills training. The library includes communication, conflict management, job preparation and interview skills.</p> <p>A partnership with the Immersive Learning Research Network was renewed to provide access to the Georgian Virtual Campus (2D VR) platform for students, faculty, staff, and guests.</p>

STRONG FOUNDATIONS

COMMITMENT 1:

Exceptional people.

Strategies:

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

2021-22 Actions	Outcomes
<p>S1. Advance a culture that is agile, inclusive, skilled and collaborative through strategic communication planning.</p>	<p>Bi-weekly meetings were held with additional ad hoc meetings arranged to discuss COVID-19 developments and provide updates in terms of academic bargaining. Town Halls occurred in May, September, November and February to update staff and provide an opportunity for questions and answers.</p> <p>Due to the continued pandemic, the Winter 2022 full engagement survey was moved to Fall 2022. A pulse employee engagement survey is planned for the spring of 2022.</p>
<p>S2. Support Equity Diversity, Inclusion and Belonging (EDIB) at Georgian College.</p>	<p>Georgian established a Centre for Equity, Diversity, Inclusion and Belonging.</p> <p>Tentative space was secured with a projected January 2023 opening.</p> <p>A staffing and resourcing plan was approved and recruitment has begun.</p> <p>EDIB educational opportunities were made available to students, faculty and staff via a membership with the Canadian Centre for Diversity and Inclusion, supplemented by resources developed “in house” on 2SLGBTQIA+ allyship along with strategies to build inclusive cultures.</p> <p>A proposed advisory council framework is in development and consultations with Black students at Georgian and will inform future Centre programming.</p>
<p>S3. Develop an Organizational Change Management strategy to support an agile digital culture and engaged employees.</p>	<p>A research study was launched to explore the use of 2D and 3D VR experiences to teach students and staff about EDIB issues, using the Bodyswaps application. Funded by Future Skills Centre.</p>
<p>S4. Develop a plan and begin implementing a solution for Human Resource Analytics to provide strategic workforce performance information.</p>	<p>A Change Management approach has been designed and incorporated within each Digital Innovation project. Work with the Innovation Management vendor, Planbox is continuing to develop plans to instill a culture of innovation at the college.</p> <p>Investigation into a Human Resources Analytics module resulted in a shift in direction and a revision of the project plan. Initial metrics have been identified and PowerBI has been selected as the technology. A new project plan is in development with a go-live in 2022-23.</p>

COMMITMENT 2:

Financial sustainability.

Strategies:

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

2021-22 Actions	Outcomes
S5. Position integrated Space Planning, Integrated Resources Planning and Enrolment Planning to enable the college to mitigate fiscal risk while identifying strategic investments to support the long-term financial health of the college.	Integrated planning was utilized to develop the 2022-23 budget. A planning group tasked with reviewing planning timelines, inputs, and outcomes will begin meeting in the first half of 2022-23 to develop the integrated planning framework and revise timelines for the 2023-24 planning cycle. The integration of part-time enrolment planning into the costing model is complete and Hyperion is the tool currently in use. Training is underway for all key users.

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.

2021-22 Actions	Outcomes
S6. Operationalize academic micro-grid to complement college micro-grid and enhance student experience, enhance recycling strategies for construction debris and continue to reduce energy use and reinvest savings.	Micro-grid project completion delayed to May 2022 due to supply chain and labour shortages. Renovation tenders include a requirement to report on waste diversion rates associated with the project. Data will be available in 2022-23 to analyze diversion rates. Project designs now include energy efficiency as criteria when projects are being designed and implemented.

COMMITMENT 4:

Operational excellence.

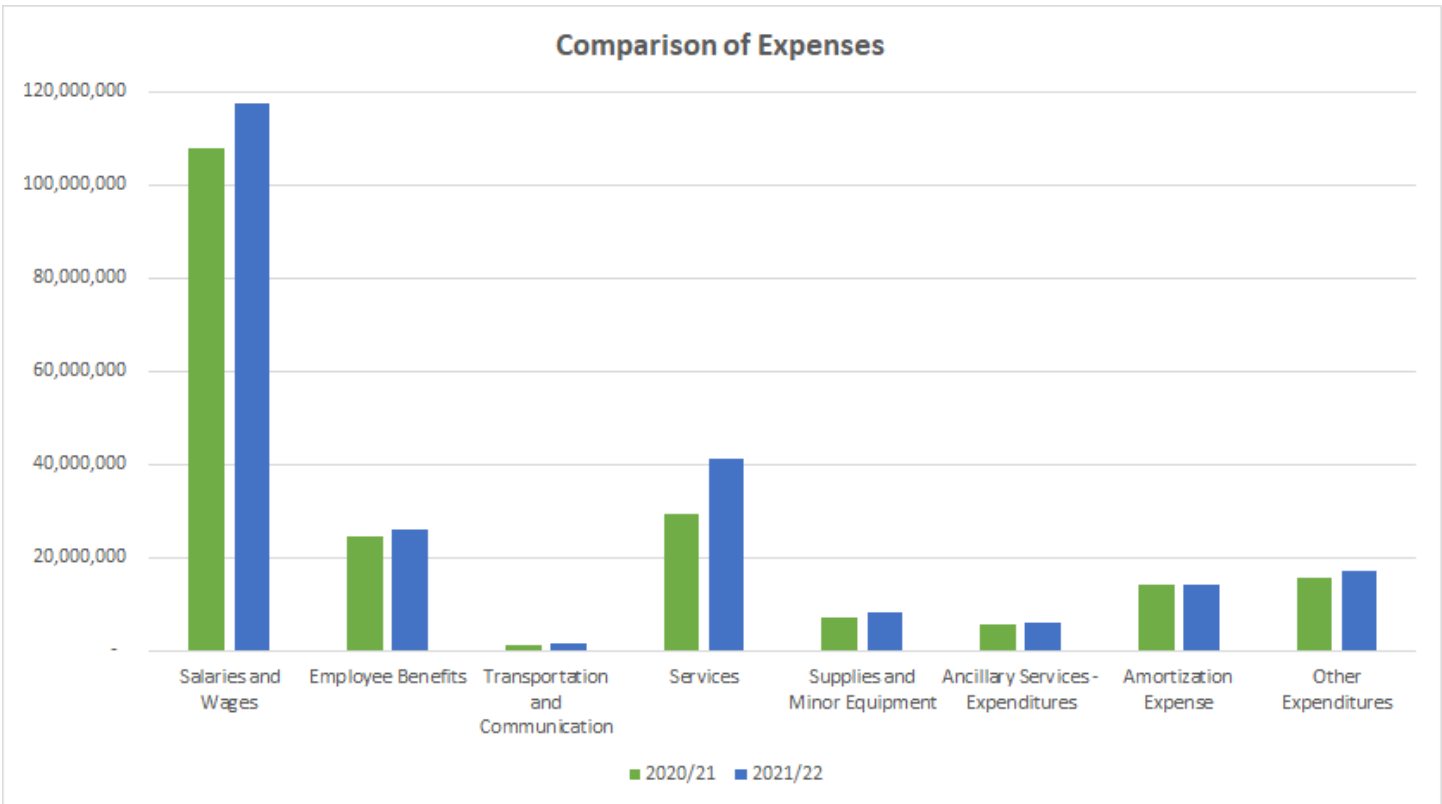
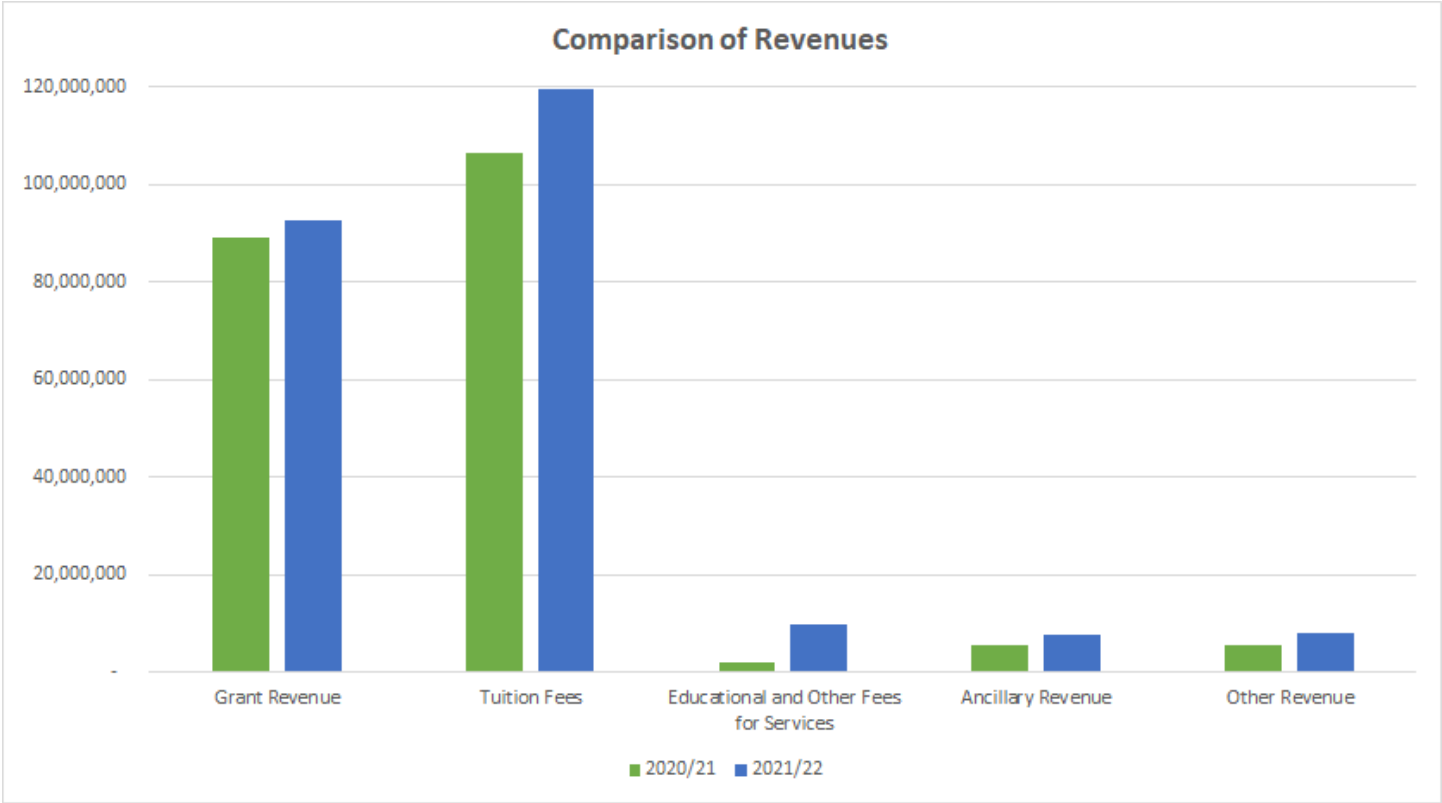
Strategy:

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

2021-22 Actions	Outcomes
<p>S7. Action Quality Audit report of areas for improvement specifically:</p> <ul style="list-style-type: none">• Develop and deliver a communication plan for the Program Assessment process• Integrate syllabi and course learning outcomes into Georgian’s Curriculum Inventory Management (CIM) system.	<p>The Program Assessment process and reports are undergoing a review as part of the new Academic Plan to streamline the process with clear reporting and action plans.</p> <p>New vendor testing for syllabi and course learning outcomes enhancements has begun. Planning is underway for a communications plan to pilot with a small group of faculty in winter 2022 to be followed by a larger rollout during May/June 2022.</p>

SECTION 2: ANALYSIS OF COLLEGE'S FINANCIAL PERFORMANCE

		CFIS FINAL 16/17	CFIS FINAL 17/18	CFIS FINAL 18/19	CFIS FINAL 19/20	CFIS FINAL 20/21	CFIS FINAL 21/22
Revenues							
41	Grant Revenue	88,808,739	88,008,457	96,755,508	85,224,677	89,000,263	92,757,041
43	Tuition Fees	76,261,684	84,628,159	111,380,930	123,614,028	106,348,104	119,687,368
45	Educational and Other Fees for Services	2,487,303	1,676,237	2,105,921	2,692,006	2,073,385	9,692,980
46	Ancillary Revenue	22,334,202	20,737,797	19,673,299	17,706,835	5,587,529	7,741,716
49	Other Revenue	5,795,270	7,368,056	9,707,691	6,837,176	5,383,732	7,911,952
Total Revenue		195,687,198	202,418,706	239,623,349	236,074,721	208,393,013	237,791,057
Expenditures							
51	Salaries and Wages	98,313,597	99,056,965	110,170,502	117,018,415	107,895,512	117,613,303
52	Employee Benefits	21,251,901	20,682,374	23,076,164	24,804,017	24,731,018	26,111,809
53	Transportation and Communication	2,686,399	2,922,493	3,545,699	2,915,518	1,126,644	1,541,290
54	Services	25,684,718	30,867,508	36,897,715	37,217,168	29,398,696	41,254,116
55	Supplies and Minor Equipment	6,832,769	10,869,437	10,721,496	10,366,141	7,216,736	8,109,585
56	Ancillary Services - Expenditures	11,014,905	10,548,964	9,631,240	8,298,016	5,865,455	6,018,664
57	Amortization Expense	13,496,974	11,737,172	12,913,556	13,803,478	14,290,584	14,363,151
59	Other Expenditures	13,393,019	14,039,346	15,912,130	16,490,417	15,538,450	17,062,111
Total Expenses		192,674,284	200,724,259	222,868,501	230,913,169	206,063,096	232,074,030
Surplus (Deficit)		3,012,914	1,694,447	16,754,847	5,161,552	2,329,917	5,717,027



SECTION 3: SUBSIDIARIES AND FOUNDATIONS

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

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

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

APPENDIX A: 2021-22 SMA YEAR 2 ANNUAL EVALUATION

Georgian College		SMA3 Values			
Metric ID	Metric Name	2021-22			
		Target	Band of Tolerance	Allowable Performance Target	Actual
1	Graduate Employment Rate in a related field	78.79%	1.57%	77.55%	78.28%
2	Institutional Strength/Focus	31.90%	5.40%	30.18%	32.66%
3	Graduation Rate	67.26%	2.13%	65.83%	68.41%
4	Community/Local Impact of Student Enrolment	12.09%	4.14%	11.59%	11.18%
5	Economic Impact (Institution-specific)	\$1,700,000,000	6.46%	\$1,590,208,333	\$1,569,818,664
6	Graduate Employment Earnings	\$37,670	8.01%	\$34,654	\$39,575
7	Experiential Learning	83.86%	2.38%	81.86%	88.49%
8	Revenue Attracted from Private Sector Sources	\$5,988,096	13.60%	\$5,173,587	\$3,636,690
9	Institution-Specific (Apprenticeship-related)				
10	Skills and Competencies				

APPENDIX B: AUDITED FINANCIAL STATEMENTS

Consolidated Financial Statements of

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

Year Ended March 31, 2022

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June 16, 2022

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.



Dr. MaryLynn West-Moynes
President and CEO



Angela Lockridge
Vice President, Student Success 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, 2022, 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, 2022, 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 College audit. We remain solely responsible for our audit opinion.

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

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario
June 16, 2022

The Georgian College of Applied Arts and Technology
Consolidated Statement of Financial Position
As of: March 31, 2022

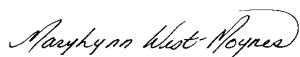
	2022	2021
ASSETS		
Current Assets		
Cash and Cash Equivalents	\$ 192,305,359	\$ 79,601,106
Restricted Cash	9,921,671	10,102,670
Accounts and Grants Receivable (Note 2)	7,159,400	14,411,699
Inventory (Note 3)	2,202,259	2,296,716
Prepaid Expenses	6,316,128	4,063,515
Current Portion of Notes and Pledges Receivable (Note 4)	1,850,000	2,430,557
Total Current Assets	219,754,817	112,906,263
Investments (Note 6)	14,977,583	13,253,772
Notes and Pledges Receivable (Note 4)	445,362	2,737,134
Construction in Progress (Note 7)	6,252,375	641,876
Capital Assets (Note 8)	149,827,836	156,990,088
Service Concession Assets (Note 9)	16,921,869	17,011,263
TOTAL ASSETS	\$ 408,179,842	\$ 303,540,396
LIABILITIES		
Current Liabilities		
Accounts and Grants Payable and Accrued Liabilities (Note 11)	\$ 19,887,460	\$ 15,622,450
Current Portion of Long Term Debt Payable (Note 15A)	1,652,000	1,564,000
Deferred Revenue (Note 12)	156,859,888	59,786,176
Vacation Pay Payable	6,206,077	5,691,875
Due to Student Associations (Note 13)	6,920,638	7,077,781
Total Current Liabilities	191,526,063	89,742,282
Post-Employment Benefits and Compensated Absences (Note 19)	6,124,402	6,401,586
Long Term Debt Payable (Note 15A)	9,332,000	10,984,000
Long Term Service Concession Deferred Revenue (Note 9)	16,143,737	16,322,525
Deferred Capital Contributions (Note 16)	118,275,786	120,520,414
Deferred Contributions (Note 17)	12,122,450	11,987,411
Interest Rate Swaps (Note 15B)	1,079,126	2,131,250
TOTAL LIABILITIES	354,603,564	258,089,468
NET ASSETS		
Unrestricted Net Assets		
Unrestricted Operating	\$ 13,589,082	\$ 4,865,804
Post-Employment Benefits and Compensated Absences (Note 19)	(6,124,402)	(6,401,586)
Vacation Pay Accrual	(6,206,077)	(5,691,875)
Total Unrestricted	1,258,603	(7,227,657)
Investment in Capital Assets (Note 18)	23,374,180	26,890,412
Internally Restricted Funds (Note 20)	18,007,000	17,260,000
Endowment Funds (Note 21)	12,015,621	10,659,423
Accumulated Remeasurement Losses	(1,079,126)	(2,131,250)
TOTAL NET ASSETS	53,576,278	45,450,928
TOTAL LIABILITIES AND NET ASSETS	\$ 408,179,842	\$ 303,540,396

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, 2022

	2022	2021
Revenue		
Grants and Reimbursements	\$ 83,623,328	\$ 80,010,877
Tuition Revenue	99,515,143	88,280,102
Ancillary Operations Revenue	7,741,716	5,587,529
Other Student Fees	20,172,225	18,068,001
Other Revenues	8,090,740	5,562,520
Amortization of Deferred Capital Contributions	8,954,926	8,810,599
Contractual and Other Fee-for-Service	4,561,872	2,073,385
	<hr/>	<hr/>
Total Revenue	232,659,950	208,393,013
	<hr/>	<hr/>
Expenditure		
Salaries and Benefits	143,486,795	132,436,348
Ancillary Operations Non Salary Expenditure	6,018,664	5,865,455
Services	19,478,824	15,078,070
Amortization of Capital Assets	14,363,151	14,290,584
Maintenance, Utilities, and Municipal Taxes	14,386,072	12,184,565
Supplies and Minor Equipment	8,109,585	7,216,736
Interest and Insurance Expenditures	7,775,485	8,028,749
Transportation and Communication	1,541,290	1,126,644
Rental Expenditures	2,258,112	2,136,061
Other Expenses	9,524,943	7,699,883
	<hr/>	<hr/>
Total Expenditure	226,942,921	206,063,095
	<hr/>	<hr/>
Excess Revenue over Expenditure	\$ 5,717,029	\$ 2,329,918
	<hr/> <hr/>	<hr/> <hr/>

See accompanying notes to the consolidated financial statements.

	Unrestricted	Capital	Restricted		Total
			Internally Restricted	Externally Restricted	
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
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	\$ 23,374,180	\$ 18,007,000	\$ 12,015,621	\$ 54,655,404

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

See accompanying notes to the consolidated financial statements.

The Georgian College of Applied Arts and Technology
Consolidated Statement of Cash Flows
For the Year Ended: March 31, 2022

Increase (decrease) in cash	2022	2021
OPERATING ACTIVITIES		
Excess Revenue over Expenditure	\$ 5,717,029	\$ 2,329,918
Items not involving Cash		
Amortization of capital assets	14,363,151	14,290,584
Amortization of deferred capital contributions	(8,954,926)	(8,810,599)
Amortization of service concession assets	89,394	89,394
Amortization of service concession deferred revenue	(178,788)	(178,788)
Gain on disposal of capital assets	46,828	48,897
Post-employment benefits and compensated absences	(277,184)	219,506
	<u>10,805,504</u>	<u>7,988,912</u>
Changes in Non-Cash Working Capital		
Accounts Receivable	7,252,299	(3,908,437)
Inventory	94,457	(160,185)
Prepaid Expenses	(2,252,613)	243,144
Accounts and grants payable and accrued liabilities	104,618,819	3,025,487
Deferred Revenue	(3,280,097)	4,946,845
Change in vacation pay payable	514,202	122,231
Due to Student Associations	(157,143)	(1,330,998)
	<u>117,595,428</u>	<u>10,926,999</u>
INVESTING ACTIVITIES		
Unrealized gain on investments	(51,574)	(2,404,567)
Repayment of notes receivable	2,872,331	3,046,801
	<u>2,820,757</u>	<u>642,234</u>
FINANCING ACTIVITIES		
Repayment of long term debt payable	(1,564,000)	(1,482,000)
CAPITAL ACTIVITIES		
Contributions received for capital purposes	6,710,295	2,594,034
Invested in construction in progress	(5,610,499)	899,055
Purchase of capital assets	(7,247,727)	(4,618,408)
	<u>(6,147,931)</u>	<u>(1,125,319)</u>
Increase (decrease) in cash	112,704,254	8,961,914
Cash, beginning of year	79,601,105	70,639,191
Cash, end of year	<u>\$ 192,305,359</u>	<u>\$ 79,601,105</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, 2022

	2022	2021
Accumulated Remeasurement Losses at beginning of year	\$ 2,131,250	\$ 2,963,666
Unrealized losses attributable to:		
Derivative - interest rate swap	<u>(1,052,124)</u>	<u>(832,416)</u>
Net remeasurement losses for the year	<u>(1,052,124)</u>	<u>(832,416)</u>
Accumulated Remeasurement Losses at end of year	<u>\$ 1,079,126</u>	<u>\$ 2,131,250</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, 2022

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, 2022

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, 2022**

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, 2022**

1. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
- (iv) Compensated absences are determined by management.
- (v) The discount used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.

(F) RELATED ORGANIZATIONS

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

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

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

(G) COST ALLOCATIONS

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

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

1. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

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

(H) MANAGEMENT ESTIMATES

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

(I) GIFTS IN KIND

Contributed materials and services are recorded in the accounts at fair market value when such a value can reasonably be estimated. During the fiscal year, \$0 (2021 - \$329,000) 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.

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

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

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

1. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

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

AMORTIZED COST

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

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

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

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

2. ACCOUNTS AND GRANTS RECEIVABLE

	2022	2021
Student Receivables	\$1,080,200	\$3,566,475
Staff	--	2,145
Trade and Other	3,065,876	2,413,620
Grants Receivable	3,013,324	8,429,459
	\$7,159,400	\$14,411,699

3. INVENTORY

	2022	2021
Beginning Inventory	\$2,296,716	\$2,136,531
Purchases	3,432,208	3,468,828
Goods Available	5,728,924	5,605,359
Less Cost of Goods Sold / Adjustments	(3,526,665)	(3,308,643)
Ending Inventory	\$2,202,259	\$2,296,716

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

4. NOTES AND PLEDGES RECEIVABLE

The Student Association in Barrie has committed to contribute the construction cost of the Student Centre completed in 1997/98 and an expansion to the athletic facilities, within the Student Centre, completed in September 2003. The Student Association will make annual minimum payments of \$550,000, until the balance, including accrued interest is paid in full. The College has arranged financing to support this note receivable which is charged the same rate of interest as that paid by the College to the lending institution. (See Note 15).

The Student Association in Orillia has committed to contribute the construction cost of a Fitness Centre which was completed in 2004/05. The Student Association made the final payment of \$147,130, including accrued interest. This portion of the note receivable is funded by the College from its own resources and bears interest of 1.10% (2021 - 0.65%). The interest charged was \$1,501 (2021 - \$1,718).

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

Notes Receivable	Barrie	Orillia	Barrie TLC	Total
Balance, beginning of year	\$1,441,051	\$147,130	\$779,510	\$2,367,691
Payments received	(550,000)	(148,631)	(805,524)	(1,504,155)
Interest charged	104,311	1,501	26,014	131,826
Balance, end of year	995,362	---	---	995,362
Less Current Portion	(550,000)	---	---	(550,000)
	\$445,362	\$---	---	445,362

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, 2022 is \$1,300,000 (2021 - \$1,500,000), with the non-current portion being \$0 (2021 - \$1,300,000)

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

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.

	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	19,887,460
Long Term Debt Payable	---	10,984,000	10,984,000
Interest Rate Swaps	1,079,126	--	1,079,126

	2021		
	Fair Value	Amortized Cost	Total
Cash and Cash Equivalents	\$79,601,106	\$---	\$79,601,106
Restricted Cash	10,102,670	---	10,102,670
Accounts and Grants Receivable	---	14,411,699	14,411,699
Notes and Pledges Receivable	---	5,167,691	5,167,691
Investments	13,253,772	---	13,253,772
Accounts and Grants Payable and Accrued Liabilities	---	15,622,450	15,622,450
Long Term Debt Payable	---	12,548,000	12,548,000
Interest Rate Swaps	2,131,250	--	2,131,250

THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022

5. FINANCIAL INSTRUMENT CLASSIFICATION (cont'd)

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

Maturity profile of bonds held is as follows:

	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%

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

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

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

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5. FINANCIAL INSTRUMENT CLASSIFICATION (cont'd)

	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

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

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2022 and 2021. There are no Level 3 financial instruments in 2022 or 2021 and no transfers in or out of Level 3 in either year. For a sensitivity analysis of financial instruments recognized in Level 2, see Note 25 – Interest rate risk, as the prevailing interest rate is the most significant input in the fair value of the instrument.

6. INVESTMENTS

Long-term investments in the amount of \$14,977,583 (2021 - \$13,253,772) are restricted for Endowment purposes and are not available for general operations. Investments are comprised of the following:

	Fair Value	Cost
Cash	\$ 10,279	\$ 10,279
Fixed Income (Bonds)	6,365,164	6,875,822
Canadian Equity (Mutual Funds)	5,505,976	4,374,588
U.S. Equity (Mutual Funds)	1,544,305	1,323,372
International Equity (Mutual Funds)	1,551,859	1,631,652
	\$14,977,583	\$14,215,713

The total of restricted cash and investments is \$24,901,276 (2021 - \$23,356,442) representing the endowment funds, deferred contributions and the unspent deferred capital contributions.

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7. CONSTRUCTION IN PROGRESS

Costs related to certain capital projects where the projects are not complete and therefore the assets have not begun their useful life, are recorded as deferred costs. These deferred costs will be amortized as capital assets in the year when the assets are put in use or expensed in the year when the projects are cancelled. Current projects that have been deferred in 2021/22 and their expected completion dates are as follows.

Project	Expected Completion	2022	2021
Various Major Equipment Projects	Fall 2022	\$3,531,064	\$16,943
Various Campus Renovations	Fall 2022	2,721,311	219,780
Various Campus Mechanical projects			405,153
		\$6,252,375	\$641,876

8. CAPITAL ASSETS

ASSET	2022		
	Cost	Accumulated Amortization	Net book Value
Land	\$3,986,323	\$---	\$3,986,323
Buildings	222,306,146	101,670,747	120,635,399
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
	\$307,904,816	\$158,076,980	\$149,827,836

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8. CAPITAL ASSETS (cont'd)

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

Amortization expense for the year is \$14,363,151 (2021 - \$14,290,584).

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 \$16,921,869 (2021- \$17,011,263).

Included in other revenue is \$178,788 (2021 - \$178,788) representing the amortization of the service concession deferred revenue and included in other expenses is 89,394 (2021 - \$89,394) representing the amortization of the service concession assets.

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10. BANK INDEBTEDNESS

The College has arranged for an unsecured five million dollar revolving demand facility to finance general operating requirements. The interest rate is Bank of Montreal Prime minus 0.75%. The College had not drawn any funds at March 31, 2022. The College has no letters of credit outstanding as of March 31, 2022.

11. ACCOUNTS AND GRANTS PAYABLE AND ACCRUED LIABILITIES

	2022	2021
Trade Accounts Payables and Accruals	\$9,915,233	\$7,230,723
Accrued Payroll Liabilities	9,028,734	6,919,175
Grants Payable	943,493	1,472,552
	\$19,887,460	\$15,622,450

12. DEFERRED REVENUE

	2022	2021
Student Deposits Payable	\$137,856,543	\$37,502,734
Other Restricted Grants	1,734,511	7,035,061
Student Fees Collected	13,555,817	12,417,625
Contract Training & Other Projects	3,713,017	2,830,756
	\$156,859,888	\$59,786,176

13. DUE TO STUDENT ASSOCIATION

The monies owed to the student association 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
2022/23	\$961,019
2023/24	787,681
2024/25	407,473
2025/26	98,084
2026/27	59,369
	\$2,313,626
Less Current Portion	(961,019)
	\$1,352,607

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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.

	2022	2021
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.	\$8,956,000	\$10,268,000
	\$8,956,000	\$10,268,000
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.	2,028,000	2,280,000
	2,028,000	2,280,000
	10,984,000	12,548,000
Less current portion	(1,652,000)	(1,564,000)
	\$9,332,000	\$10,984,000

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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
2022/23	1,652,000
2023/24	1,746,000
2024/25	1,846,000
2025/26	1,953,000
2026/27	2,067,000
2027/28 and thereafter	1,720,000
Total	\$10,984,000

(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 2022 is \$641,180 (2021 - \$724,237) and in respect of the financing on the notes receivable for 2022 is \$113,611 (2021 - \$127,411). 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 \$1,079,126 (2021 - \$2,131,250) 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
2022/23	1,652,000
2023/24	1,746,000
2024/25	1,846,000
2025/26	1,953,000
2026/27	2,067,000
2027/28 and thereafter	1,720,000
Total	\$10,984,000

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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:

	2022	2021
Balance, beginning of year	\$120,520,414	\$126,736,979
Contributions received for capital assets		
- Government grants	5,237,299	1,231,538
- Other	1,472,999	1,362,496
Less: Amount amortized to revenue during the year		
- Government grants	(6,662,912)	(6,600,967)
- Other	(2,292,014)	(2,209,632)
Balance, end of year	\$118,275,786	\$120,520,414

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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.

	2022	2021
Balance, beginning of year	\$11,987,411	\$10,503,463
Add: Contributions Received	4,570,941	5,708,008
Restricted Investment Income	580,652	363,391
Funds Received into Georgian College Foundation	11	---
	17,139,015	6,071,399
Less: Amount Recognized as Revenue in year	(444,885)	(338,660)
Student Award Payments	(705,120)	(802,950)
Deferred Capital Contributions	(2,848,178)	(3,428,637)
Transferred to Endowed Funds	(1,018,382)	(12,500)
Transferred from Georgian Foundation	---	(4,704)
	(5,016,565)	(4,587,451)
Balance, end of year	\$12,122,450	\$11,987,411
Comprised of:		
Student Emergency Loan Funds	\$49,886	\$49,886
General Donations	29,788	28,709
Employment Stability Funds	398,394	394,748
Ontario College Staff Association	368	368
Special Projects	4,762,609	5,531,394
Annual Awards and Scholarships	1,393,814	1,226,453
Unspent Endowment Investment Income	3,218,742	2,793,961
Contributions and Fundraising	2,267,540	1,960,594
Funds Held by Georgian College Foundation	1,309	1,298
	\$12,122,450	\$11,987,411

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18. INVESTMENT IN CAPITAL ASSETS

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

	2022	2021
Net book value of capital assets (Note 8)	\$149,827,836	\$156,990,088
Net book value of service concession assets (Note 9)	16,921,869	17,011,263
Less: Deferred capital contributions (Note 16)	(\$118,275,786)	(\$120,520,414)
Service Concession Deferred Revenue	(16,143,737)	(16,322,525)
Long Term Debt Payable	(8,956,002)	(10,268,000)
	\$23,374,180	\$26,890,412

19. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY

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

	2022				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	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

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

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

	2022				
	Post-employment Benefits	Non-vesting sick leave	Vesting sick leave	Compensated Absences	Total Expense
Current year benefit cost	\$(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) losses	(12,000)	109,000	(41,000)	---	56,000
Total Expense (recovery)	\$(134,348)	\$552,000	\$(39,000)	\$(161,836)	\$216,816

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

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

(A) RETIREMENT BENEFITS

CAAT Pension Plan

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

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

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, the Plan grew its funding reserve to \$4.4 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 \$11,221,006 (2021 - \$10,775,188), 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, 2022 of the future benefits was determined using a discount rate of 2.9% (2021 – 1.7%).

b) Medical premiums

Medical premium increases were assumed to increase at 6.3% per annum in 2022 (2021 – 6.4%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040 (2021 – 4.0%).

c) Dental costs

Dental costs were assumed to increase at 4.0% per annum in 2022 (2021 – 4.0%).

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

(C) Compensated Absences

Vesting Sick Leave

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

Non-Vesting Sick Leave

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

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

	2022	2021
Wage and salary escalation	1.0%-1.25%	1.0%-2.0%
Discount rate	2.9%	1.7%

The probability that employees will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% and 0 to 51.0 days respectively for age groups ranging from 0 and under to 65 and over in bands of 5 years.

Compensated Absences

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

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20. INTERNALLY RESTRICTED FUNDS

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

	2022	2021
Future Deferred Maintenance	\$2,000,000	\$2,000,000
Digitization Strategy	9,400,000	10,000,000
BScN Investments	4,000,000	4,000,000
Future Capital Investments	2,100,000	1,260,000
Future Strategic Capital and Operating Investments	507,000	---
Total	\$18,007,000	\$17,260,000

21. ENDOWMENT FUNDS

The College has the following endowment funds:

	2022	2021
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	5,584,983	5,566,083
Other	4,990,685	3,704,961
Unrealized Gain (Loss)	761,183	709,609
Total	\$12,015,621	\$10,659,423

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22. ONTARIO STUDENT OPPORTUNITY TRUST FUND (OSOTF) and

ONTARIO TRUST FOR STUDENT SUPPORT (OTSS)

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

OSOTF PHASE I	Endowment Fund Balance	Expendable Funds Available for Bursaries	2022 Total	2021 Total
Balance, beginning of year	\$624,746	\$164,048	\$788,794	\$766,518
Investment income, net of direct investment related expenses	---	35,935	35,935	23,826
Bursaries Awarded – 1 (2021 - 1)	---	(4,258)	(4,258)	(1,550)
Balance, end of year	\$624,746	\$195,725	\$820,471	\$788,794
The market value of the endowment as at March 31, 2022 was \$660,565 (2021 - \$662,197)				

OSOTF PHASE II	Endowment Fund Balance	Expendable Funds Available for Bursaries	2022 Total	2021 Total
Balance, beginning of year	\$54,024	\$18,010	\$72,034	\$70,114
Investment income, net of direct investment related expenses	---	3,079	3,079	1,920
Bursaries Awarded – 0 (2021 - 0)	---	---	---	---
Balance, end of year	\$54,024	\$21,089	\$75,113	\$72,034
The market value of the endowment as at March 31, 2022 was \$56,787 (2021 - \$56,925)				

OTSS	Endowment Fund Balance	Expendable Funds Available for Bursaries	2022 Total	2021 Total
Balance, beginning of year	\$5,566,083	\$1,079,143	\$6,645,226	\$6,497,780
Eligible cash donations received	18,902	---	18,902	10,109
Investment income, net of direct investment related expenses	---	313,609	313,609	205,937
Bursaries Awarded – 78 (2021 - 56)	---	(116,200)	(116,200)	(68,600)
Balance, end of year	\$5,584,985	\$1,276,552	\$6,861,537	\$6,645,226
The market value of the endowment as at March 31, 2022 was \$5,928,946 (2021 - \$5,922,765)				

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23. ART COLLECTION HELD

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

Funds received through de-accessioning activities are to be used for the direct benefit of the Collection. The art collection at March 31, 2022 is comprised of approximately 4600 pieces with a value as per charitable receipts issued of \$3,926,595 (2021 - \$3,926,595).

24. REPORTING ENTITY PROJECT

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

The Ministry of Colleges and Universities provided funding to the Colleges for eligible expenditures related to this initiative including audit and consulting costs, software costs, training costs and direct staff costs devoted to the project. The funding received for 2022 of \$46,459 (2021 – \$46,826) was spent on salaries and benefits.

25. FINANCIAL INSTRUMENT RISK MANAGEMENT

Credit Risk

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio, notes receivable, grants receivable and accounts receivable. The College holds its cash accounts with federally regulated chartered banks who are insured up to \$100,000 (2021 -\$100,000).

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

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

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25. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)

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

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

	2022				
	Total	0-120 Days	121-240 Days	241-360 Days	361+ Days
Student Receivables	\$1,080,199	\$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)

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

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.

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25. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)

Market Risk

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

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

Currency Risk

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

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

Interest Rate Risk

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

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

The College mitigates interest rate risk on its term debt through a derivative financial instrument that exchanges the variable rate inherent in the term debt for a fixed rate (see Note 15 B). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt.

The College's bond portfolio has interest rates ranging from 0.55%-5.51% (2021 – 0.17%-4.58%) with maturities ranging from June 1, 2022 to June 3, 2065 (2021 – June 1, 2021 to June 3, 2065).

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25. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)

At March 31, 2022 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 \$143,000 and \$343,000 respectively, and an impact of \$332,896 on the interest rate swap. A 1% fluctuation in interest rates would have an estimated impact on interest income related to the College's notes receivables of \$9,596. 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, 2022, 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 \$787,000.

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):

	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

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25. FINANCIAL INSTRUMENT RISK MANAGEMENT (cont'd)

	2021			
	Within 6 months	6 months to 1 year	1-5 years	>5 years
Accounts and grants payable and accrued liabilities	\$15,622,450	\$---	\$---	\$---
Operating Leases	350,015	349,863	1,119,165	---
Current and Long-term debt	645,000	919,000	9,264,000	1,720,000
Total Liabilities	\$16,617,465	\$1,268,863	\$10,383,165	\$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.

26. SIGNIFICANT EVENT

In March 2020, the World Health Organization (“WHO”) announced a global health emergency because of a new strain of coronavirus, the “COVID-19 outbreak”. On March 17, 2020 the College closed its campuses and remained closed until July 2020 when it operationalized lab-recovery on campus for students. Starting in the fall 2020 semester, and continuing into the 2021/22 fiscal year, the College delivered most of its curriculum online with students primarily coming on campus for in-person lab related courses only.

The college implemented a number of COVID-19 safety protocols and modified academic lab delivery on campus to align with the Provincial legislative requirements and the requirement of municipal, provincial and federal health authorities. International travel restrictions impacted the number of students studying in the country and there were increased expenses resulting from the legislative restrictions and modifications on campus resulting from the health protocols.

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

As the impacts of the COVID-19 outbreak linger, there will continue to be further impacts on the college, its students and its funding sources. Given the continued uncertainty associated with the COVID-19 outbreak and the global responses, the College will continue to assess the impacts of COVID-19 on its operations and fiscal outlook and adjust, as appropriate.

**THE GEORGIAN COLLEGE OF APPLIED ARTS AND TECHNOLOGY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2022**

27. COMPARATIVE FIGURES

Certain comparative amounts presented in the financial statement have been restated to conform to current year's presentation.

APPENDIX C: 2021-22 KPI PERFORMANCE REPORT

KPI data for the 2021-22 reporting period is not yet available.

APPENDIX D: SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

No complaints were received in 2020-21.

APPENDIX E: UNIVERSITY PARTNERSHIP CENTRE REPORT

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

The University Partnership Centre’s mission is to provide learners with multiple pathways to degree and graduate studies through partnering with select universities, offering our own degrees in niche areas as well as graduate certificate programs, and expediting transfer credit recognition through seamless pathways to degree completion and articulation agreements.

Georgian offered five college degrees in 2021-22 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 2021-22 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 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 Georgian promotes programming to community in partnership NU.

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

APPENDIX F: 2021-22 BOARD OF GOVERNORS

Board Members	Occupation	Location	Term of Office
Ali Khonsari Chair	Vice President, Image Dental Laboratory	Barrie	Sept 1/17 – Aug 31/23 Second Term
Lyn McLeod Vice Chair and Chair of Nominations	Retired, Elected Political Official, past Chair of the Board of Governors of Confederation College	Guelph	Sep 1/16 – Aug 31/22 Second Term
Richard Gauthier Vice Chair	Retired, President and Chief Executive Officer of Canadian Automobile Dealers Association	Sharon	Sept 1/17 – Aug 31/23 Second Term
Suzie Addison-Toor (Administrative Rep.)	Director Social Innovation and Student Success	Barrie	Sep 1/20 – Aug 31/23 First Term
Stephen Arsenault LGIC	Business Owner	Barrie	June 1/18 – Aug 31/24 Second Term
Jake Chevrier (Support Staff Rep.)	Tutoring Advisor Libraries and Academic Success	Barrie	Sep 1/21 – Aug 31/24 First Term
Mark Dorsey (Faculty Rep.)	Faculty Representative, Coordinator, General Education, President, Local 350	Bradford	Sept 1/20 – Aug 31/23 First Term
Carolyn Garvey	Co-President OTTO Motors A division of Clearpath Robotics Inc.	Barrie	Sept 1/21 – Aug 31/24 First Term
Don Gordon	Retired Executive	Midland	Sept 1/21 – Aug 31/22 One Year Term
Kimberley Greenwood	Barrie Chief of Police	Barrie	Sept 1/21 – Aug 31/24 First Term
Stephen Loftus	CEO Innovative Automation Inc.	Barrie	Sept 1/21 – Aug 31/24 First Term
Steven Lowe	Investment Advisor, RBC Wealth Management RBC Dominion Securities	Owen Sound	Sept 1/20 – Aug 31/23 First Term
Joanne McPhail	Lawyer, Managing Partner Barriston Law	Barrie	Sept 1/21 – Aug 31/24 First Term
Angelo Orsi LGIC	President Orsi Group	Orillia	Sep 1/17 – Aug 31/23 Second Term
Tirth Patel (Student Rep.)	Georgian College Students' Association, Barrie Campus	Barrie	Sept 1/21 – Aug 31/22 First Term
Mary-Anne Willsey LGIC	Owner/Operator Mariposa Market, Orillia, General Manager of Business Operations, Economic Development Chippewas of Rama First Nation	Orillia	Sept 1/20 – Aug 31/23 First Term
Paul Larche	Owner and President Larche Communications	Oro- Medonte	Non-voting member
MaryLynn West-Moynes	President and CEO Georgian College	Oro- Medonte	Jul 1/12 – Present
Angela Lockridge (ex-officio)	Secretary-Treasurer to the Board Vice President Student Success and Corporate Services	Barrie	Jan /14 – Present

APPENDIX G: COLLEGE COUNCIL AND ACADEMIC COUNCIL

College Council

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

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

College Council met six times during fiscal 2021-22 (May, September, October, January, and March) to approve procedures as appropriate and to receive, review and provide feedback on reports concerning various operations and initiatives, including the following (list not inclusive):

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

Academic Council

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

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

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

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

Academic Council met eleven times during fiscal 2021-22 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