



BUSINESS PLAN ²⁰¹⁹ ²⁰²⁰

ACCELERATED SUCCESS

MEANINGFUL COLLABORATION

INSPIRED INNOVATION

STRONG FOUNDATIONS

EXECUTIVE SUMMARY

Georgian's 2019-20 Business Plan continues to build on the four priorities of our 2016-21 Strategic Plan—accelerated success, meaningful collaboration, inspired innovation and strong foundations—which serve as our guide to institutional planning, decision-making and actions. The Business Plan is reflective of the commitments outlined in our Strategic Mandate Agreement with the Ministry and articulates specific actions the college will undertake over the course of the year.

The Business Plan uses the following categories to address the information requirements specified in the ministry's operating procedure:

- *Strategies*: The objectives to be achieved.
- *2019-20 actions*: The major actions we will take during the year to achieve those strategies.
- *Success measures*: The outcomes we expect to achieve.

Significant factors outside the control of the college that could potentially affect the achievement of its outcomes include:

- **Demographic variability and expanding needs of a diverse population**: The number of traditional college-age domestic students is declining throughout most of Ontario and particularly throughout the majority of Georgian's traditional catchment area, resulting in enrolment challenges, a potential loss of tuition and increased competition amongst the Ontario postsecondary system to attract both the traditional and the increasing international and university graduate market.

This risk is being mitigated through aggressive growth in the number of international students, which in turn creates revenue uncertainty from changing marketing strategies and expanded student supports and services and introduces risk due to potential introduced changes in the political landscape, visa approval rates and/or work permits.

- **Investment in new technologies and innovation**: The introduction and implementation of new high-level technologies (such as automation and artificial intelligence) in the delivery of postsecondary education that is required to produce graduates with the technical expertise expected by the workplace will demand a significant investment in equipment, space and employee training.

- **Deferred maintenance:** Deferred maintenance has climbed across the college sector. Georgian estimates its deferred maintenance to be more than \$72 million over five years. Over time, the effects of deferred maintenance can potentially disrupt learning, discourage prospective students, expose the college to liability issues and cause health issues that result in absenteeism among employees and students.

MISSION, VISION AND VALUES

Our mission.

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

Our vision.

Accelerate success through exceptional learning, innovation and partnerships.

Our values.

Excellence.

Community engagement.

Integrity.

Inclusion.

Sustainability.

OUR 2019-20 PLAN

ACCELERATED SUCCESS

COMMITMENT 1:

Quality market-driven programs.

Strategies:

Create degree pathways in every diploma program.

Offer relevant curriculum for in-demand jobs.

Use program assessment process to drive program sustainability.

| 2019-20 Actions | 2019-20 Success measures |
|--|---|
| A1. Map diploma to degree pathways and adjust current pathways to meet Postsecondary Education Quality Assessment Board (PEQAB) degree requirements. | Framework developed for degree pathway deliveries for consistency college-wide. Potential new and existing degree pathways meet PEQAB requirements. |
| A2. Optimize service delivery and growth in apprenticeships as permitted by provincial agreements. Increase the number of apprenticeship trade deliveries. | Minimum 10 per cent year-over-year increase in apprenticeship trade deliveries. |
| A3. Launch the revised annual Program Assessment process incorporating new combinations of quantitative and qualitative measures. | New policy on program suspension and cancellation in place. Weak programs reviewed for suspension or placed on an 'at risk' list. New Annual Program Assessment process assessed; completion rates monitored. |

COMMITMENT 2:

Experiential learning and employer guarantee.

Strategies:

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.

Develop an employer guarantee on student job readiness.

| 2019-20 Actions | 2019-20 Success measures |
|--|--|
| A4. Incorporate changemaking and experiential learning opportunities into curriculum through increased workshops and training for faculty. | Ten workshops and training events, averaging 15 participants each, delivered through the Centre for Teaching and Learning to support changemaking and experiential learning. |

COMMITMENT 3:

Effective student supports and services.

Strategies:

Streamline delivery of student services through a unified online portal.

Provide integrated student support through holistic advising.

| 2019-20 Actions | 2019-20 Success measures |
|--|--|
| A5. Identify programs with low graduation rates, establish baseline metrics and identify specific intervention strategies. | Baseline data for programs with low graduation rates established, cross-college intervention strategies identified and effectiveness measured through student feedback and enhanced retention rates over time. |
| A6. Engage the college community in the development of mental health strategic plan. | Mental health strategic plan in place. |
| A7. Conduct a review of Student Services across the seven campuses to ensure a positive student experience and academic success. | Student Services report completed by September; action plan developed to address gaps and build on strengths. |

COMMITMENT 4:

Internationalized Georgian community.

Strategies:

Enhance cultural awareness and support greater international exchange and study abroad opportunities.

Expand and better integrate supports for international students.

| 2019-20 Actions | 2019-20 Success measures |
|---|--|
| A8. Promote awareness of international opportunities through the <i>Go Abroad Squad</i> . Establish two new <i>Go Abroad</i> opportunities for students with current and new strategic partners. | Two international <i>Go Abroad</i> opportunities promoted each month. Two new <i>Go Abroad</i> partner opportunities established. Year-over-year participation measured. |
| A9. Review internationalization efforts and enhance international student processes. | Finalize and distribute an international student services flow chart that improves processes for students to access services. |
| A10. Track the number and purpose of visits to the Language Help Centre pilot project; gather feedback from students and faculty regarding the effectiveness of the Centre’s offerings. Expand communication about the Centre’s service to encourage more use college-wide. | Data collected to inform pilot project; new communication plan developed and implemented. |

COMMITMENT 5:

Enhanced Indigenization

Strategies:

Enhance curriculum to reflect Indigenous culture and traditions.

Enrich the college community by engaging in Indigenous knowledge sharing.

| 2019-20 Actions | 2019-20 Success measures |
|---|---|
| A11. Embed the development of Indigenous learning outcomes into the program renewal process. Communicate strategies and offer at least three professional development workshops for faculty on incorporating Indigenous culture into courses. | Indigenous learning objectives incorporated in into the program renewal process. At least three professional development sessions for faculty delivered. |
| A12. Deliver a dedicated Indigenous knowledge-sharing day; enhance visual representations of Indigenous culture at smaller campuses. | Indigenous knowledge sharing event delivered and evaluated by participants. At least one Indigenous-focused visual representation added to each of the South Georgian Bay, Orangeville, Muskoka and downtown Barrie campuses. |
| A13. Develop a human resources strategy to increase the number of Indigenous employees throughout the organization with ongoing appointments, including senior administrators, as outlined in the Indigenous Education Protocol. | Indigenous-focused hiring strategy developed and implemented. |

MEANINGFUL COLLABORATION

COMMITMENT 1:

Strong community and industry connections.

Strategy:

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

| 2019-20 Actions | 2019-20 Success measures |
|--|---|
| M1. Expand research activity to at least 105 projects with 55 existing or new research partners. Develop one new comprehensive industry partnership and five new industry research partnerships. | Fifty-five partners engaged in 105 applied research projects. One new comprehensive industry partnership and five new industry research partnerships confirmed. |
| M2. Secure 50 corporate training clients, with at least 10 being new clients. | Corporate training commitments successfully completed with 50 clients, 10 of whom are new. |
| M3. Restructure the Alumni Association Executive Council to improve program and campus representation; launch a new ambassador and mentorship program by academic area. | Alumni Association Executive Council restructured; alumni and academic areas engaged in ambassador and mentorship program with baseline participation tracked. |

COMMITMENT 2:

Progressive degree delivery.

Strategy:

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

| 2019-20 Actions | 2019-20 Success measures |
|--|---|
| M4. Develop a four-year plan including new programs, enrolments, pathways and new initiatives. | Four-year plan developed, reviewed and updated annually. |
| M5. Review current Lakehead-Georgian joint programming to create pathway access for Georgian diploma students; improve delivery efficiency of current joint programming. | Review of current four joint degree deliveries completed, areas for improvement in delivery efficiencies identified and specific action plan developed. |

COMMITMENT 3:

Learning for life.

Strategy:

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

| 2019-20 Actions | 2019-20 Success measures |
|--|--|
| M6. Identify flexible part-time learner completion pathways for at least 30 programs with flexible scheduling in place to support completion in evening and/or online. Review registration process for part-time learners. | Completion pathway for at least 30 programs and processes in place. Recommendations made for process improvement for registration process. |
| M7. Launch four new part-time non-credit courses; deliver at least three courses for seniors. | Four new part-time non-funded courses launched; three courses for seniors delivered through Continuing Education and Corporate Training. |
| M8. Create a three-year program development plan, reviewed annually, to ensure the right mix of new programs based on sound data proving student and industry demand. | Three-year program development plan developed and improved; linked to the Strategic Plan and the Strategic Mandate Agreement. |

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.

| 2019-20 Actions | 2019-20 Success measures |
|---|---|
| <p>I1. Rebrand and resource eCo-op and build on fellowship program funding to attract entrepreneurial students. Develop partnerships to manage and sustain the eCo-op program. Implement an employer marketing strategy to increase mentor participation.</p> | <p>eCo-op rebranded for clarity. Summer eCo-op cohort student participation rate increased from 2018 by 33 per cent (24 students) and at least 45 eCo-op student participated in the fiscal year. Fellowship participation increased from 2018 levels by 50 per cent.</p> |
| <p>I2. Capture and promote key signature Changemaking experiences in each academic area.</p> | <p>Academic area-specific document communicating key signature Changemaking experiences produced for each dean.</p> |
| <p>I3. In alignment with the Ashoka designation, develop regional capacity to leverage social enterprise as an economic and community health driver through Social Enterprise Network Central Ontario’s (SENCO) existing community advisory group model.</p> | <p>SENCO’s existing community advisory group model in place to develop region capacity and leverage social enterprise. FedDev grant proposal submitted to apply for funding to support SENCO.</p> |

COMMITMENT 2:

Enriched learning through meaningful research and scholarship.

Strategy:

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

| 2019-20 Actions | 2019-20 Success measures |
|---|---|
| 14. Publish first annual Research and Scholarship retrospective (2018-19). | Publication available by August 2019. |
| 15. Deliver research workshop for novice faculty researchers and deliver lunch-and-learn sessions across a range of academic areas. | Workshop delivered in May/June 2019. Ten lunch-and-learn sessions offered. |
| 16. Grow Competitive Smart Manufacturing (CSM) research ecosystem by partnering with industry on up to 15 projects. | Additional funding for CSM secured. Up to 15 industry partners active in CSM-related applied research projects. |
| 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. | Fifty per cent utilization of the Alectra Centre for Research, Innovation and Commercialization achieved for community and industry research; 105 projects with industry partner projects secured and/or in progress. |

COMMITMENT 3:

Flexible and technology-enabled learning.

Strategies:

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

Empower faculty to select and use a variety of pedagogically appropriate technologies in the classroom to promote student engagement, communication and assessment.

| 2019-20 Actions | 2019-20 Success measures |
|---|--|
| 18. Establish baseline of online and hybrid offerings. Recruit faculty to attend the Online Course Development Program (OCDP) offered through the Centre for Teaching and Learning. | Baseline of online and hybrid offerings established. OCDP attended by at least 15 faculty; Learn Online to Teach Online (LOTTO) program attended by 20 participants. Action plan |

| | |
|---|---|
| <p>I9. Expand teaching hours until 10 pm to accommodate increased enrolment and ability to schedule full-time credit courses in the evening.</p> <p>I10. Support faculty in the use of varied technology and techniques (e.g., virtual and augmented reality) for Universal Design in Learning.</p> | <p>developed and implemented to increase future faculty participation.</p> <p>Official teaching day expanded to 10 pm beginning Fall 2019.</p> <p>Three new online modules designed and delivered to support implementation of Universal Design for Learning. Baseline established of faculty use of Open Educational Resources (OER); 50 faculty engaged through workshops and online modules on the use of OER. Virtual and augmented reality learning hub established for faculty. Online proctoring software and training implemented to support asynchronous course assessment. Three year academic technology plan developed.</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.

Enhance opportunities for professional development in building excellence in teaching practice.

| 2019-20 Actions | 2019-20 Success measures |
|--|--|
| S1. Create a succession plan focusing on critical and at-risk roles within the organization. | Succession planning work group defined; succession plan created for critical and at-risk roles, including a mechanism for updating the plan on an ongoing basis. |
| S2. Conduct an employee engagement survey. | Survey completion rate greater than that achieved in the 2017 employee engagement survey. |
| S3. Conduct employee engagement action planning in each department. | Employee engagement action plans containing two improvement items submitted by 100 per cent of managers by March 31. |
| S4. Create a leadership strategy supported by a training plan for new and existing leaders. | Leadership strategy developed and training plan in place for new and existing leaders. |
| S5. Deliver professional development to reach faculty at all seven campuses through technology and face-to-face delivery. Market and recruit faculty for the teaching practice credential. | Twenty-nine faculty achieved teaching practice credential and 20 faculty obtained recertification. Fifty per cent of all new non-full time faculty attended new faculty orientation. |

COMMITMENT 2:

Financial sustainability.

Strategies:

Streamline our business processes to ensure long-term financial and operational health.

Renew campus facilities to ensure they are modernized and updated.

Enhance the Power of Education campaign for funding projects aligned with strategic priorities.

Continue focused recruitment and marketing activities.

| 2019-20 Actions | 2019-20 Success measures |
|---|---|
| S6. Conduct reviews of each campus as well as academic areas including an assessment of key college indicators (KPIs, enrolment, fiscal data, etc.). | Data available for each campus and academic area to support data-driven decision-making. |
| S7. Streamline, process map and further integrate enrolment, financial and resource planning. | New process mapped and integration optimized for efficient planning. Enrolment plan and program costing budget developed simultaneously for 2020-21 fiscal. Business Intelligence tools operational by June 2019. |
| S8. Host symposium in May 2019 at the Owen Sound campus with final report submitted to the Ministry by September 2019. | Symposium report submitted to Ministry by September 2019. |
| S9. Finalize Building Condition Assessments for all seven campuses; develop multi-year plan for Fall 2019 and implement renovation/renewal projects. | Multi-year facilities renewal plan in place. Renovation and renewal projects completed on time. |
| S10. Develop Advancement’s strategic and annual operational plans and identify fundraising priorities. | Plans developed; priorities identified. |
| S11. Develop social media plan to include content curation, effective outreach and performance tracking. Continue to develop the Customer Relationship Management (CRM) system; implement new recruitment and event-driven campaigns. | Social media plan developed with measurable outcomes reported at year end. CRM features and processes implemented to strengthen prospect engagement; new recruitment and event-driven campaigns all supported by CRM tools. |
| S12. Enhance use of CRM with migration of student data and launch of sales force to Office of the Registrar. | CRM Governance Committees developed and operating. Strategies developed and approved by CRM Executive Committee; strategies implemented. |

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.

| 2019-20 Actions | 2019-20 Success measures |
|---|---|
| S13. Complete comprehensive carbon reduction plan and conservation demand management plan. | Comprehensive carbon reduction plan and conservation demand plan in place, in accordance with sections 4, 5, and 6 of the recently amended Electricity Act, 1998, O. Reg. 507/18. |
| S14. Implement broader sustainability strategy that includes social, economic and educational components, timelines and accountabilities. | Environmental sustainability strategy in place by February 2020. |

COMMITMENT 4:

Operational excellence.

Strategy:

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

| 2019-20 Actions | 2019-20 Success measures |
|---|--|
| S15. Implement electronic Personnel/Payroll Forms (PPF) for part-time Support. Streamline two additional paper-based processes. | Electronic PPFs for part-time Support implemented. Two additional paper-based processes streamlined. |
| S16. Implement Banner 9 – Phase One. | Phase One of Banner 9 implemented on time and on budget. |
| S17. Implement an applicant tracking/talent management system and automate the Performance Development Plan (PDP). | Talent Management implementation vendor selected and plan developed; implementation executed as per plan. Technical requirements upgraded. Communication plan created and delivered. Training plan delivered. PDP implemented. |
| S18. Develop a multi-year plan to implement a position management system, resource the requirements and establish timelines. | Multi-year plan developed. |
| S19. Increase usage of MyPath by students and employees through training and awareness events. | MyPath used by 70 per cent of full-time students. |

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|--|---|
| <p>S20. Develop feasibility, cost and plan to integrate student printing and UPass (through collaboration with City of Barrie) into the ONECard.</p> | <p>Plan developed; if financially feasible, ONECard integration implemented with student printing and the UPass with Barrie Transit fare box.</p> |
| <p>S21. Increase automation of accounting regarding TouchNet/payments (student payment process), including international wire transfers.</p> | <p>Student payment accounting processes automated.</p> |
| <p>S22. Implement the OCAS International Application System. Implement an agent management system to improve efficiencies.</p> | <p>Systems implemented.</p> |
| <p>S23. Renew academic policies and procedures to support the 2020 curriculum quality audit.</p> | <p>Academic policies and procedures developed, revised and implemented.</p> |

 **2019-20 BUDGET**

TRIAL BALANCE - SUMMARY / BALANCE DE VÉRIFICATION - RÉSUMÉ

C12 - Georgian (0112)

Version: College Version

Scenario/Scénario: Budget

Fiscal Year/Année Fiscale: 2019-20

| | (\$) | Third Party (\$) | Total Balance (\$) |
|--|------|------------------|--------------------|
| 11110 - Cash | | 64,211,900.00 | 64,211,900.00 |
| 11120 - Investments less than 90 Days | | | |
| 11210 - Cash in Trust - Endowments | | 380,000.00 | 380,000.00 |
| 12110 - Grants Receivable | | 700,000.00 | 700,000.00 |
| 12130 - Interest Receivable | | | |
| 12180 - Other Accounts Receivable | | 7,075,000.00 | 7,075,000.00 |
| 12190 - ADA Other Receivable | | (400,000.00) | (400,000.00) |
| 14101 - Inventory for Sale - OB | | 1,774,306.93 | 1,774,306.93 |
| 14102 - Inventory for Sale - Additions | | 5,161,700.00 | 5,161,700.00 |
| 14103 - Inventory for Sale - Sales at Cost | | (5,161,700.00) | (5,161,700.00) |
| 14104 - Inventory for Sale - Valuation Adjustments | | | |
| 14201 - Inventory for Consumption - OB | | 21,658.84 | 21,658.84 |
| 14202 - Inventory for Consumption - Additions | | | |
| 14203 - Inventory for Consumption - Consumed or Sold | | | |
| 14204 - Inventory for Consumption - Valuation Adjustments | | | |
| 14910 - Current Portion of Loans and Advances Receivable | | | |
| 14920 - Current Portion of Other Long Term Receivables | | 2,491,700.00 | 2,491,700.00 |
| 14930 - Prepaid Expenses | | 3,900,000.00 | 3,900,000.00 |
| 14940 - Investments Greater than 90 Days and Less than 1 Year | | 11,150,000.00 | 11,150,000.00 |
| 14947 - Investments Greater than 90 Days and Less than 1 Year - MTM OB | | (193,288.22) | (193,288.22) |
| 14948 - Investments Greater than 90 Days and Less than 1 Year - MTM CY | | 0.00 | 0.00 |
| 14950 - Current Portion of Student Fee Receivables to Support Debt | | 680,000.00 | 680,000.00 |
| 14990 - Other Current Assets | | | |
| 15101 - CIP - OB | | 2,524,923.51 | 2,524,923.51 |
| 15102 - CIP - Additions | | | |
| 15103 - CIP - Disposals | | | |
| 15104 - CIP - Valuation and Other Adjustments | | (98,000.00) | (98,000.00) |
| 15105 - CIP - Transfer to Tangible Capital Assets | | (2,426,900.00) | (2,426,900.00) |
| 15106 - CIP - Capitalized Interest | | | |
| 16101 - Land - OB | | 3,986,322.05 | 3,986,322.05 |
| 16102 - Land - Additions | | | |
| 16103 - Land - Disposals | | | |
| 16104 - Land - Valuation and Other Adjustments | | | |
| 16105 - Land - Transfers from CIP | | | |
| 16201 - Site Improvements - OB | | 22,587,087.40 | 22,587,087.40 |
| 16202 - Site Improvements - Additions | | 1,235,400.00 | 1,235,400.00 |
| 16203 - Site Improvements - Disposals | | | |
| 16204 - Site Improvements - Valuation and Other Adjustments | | | |
| 16205 - Site Improvements - Transfers from CIP | | 114,100.00 | 114,100.00 |
| 16301 - Buildings - OB | | 214,731,083.33 | 214,731,083.33 |
| 16302 - Buildings - Additions | | 3,752,600.00 | 3,752,600.00 |
| 16303 - Buildings - Disposals | | | |
| 16304 - Buildings - Valuation and Other Adjustments | | | |
| 16305 - Buildings - Transfers from CIP | | 114,400.00 | 114,400.00 |
| 16401 - Furniture and Equipment - OB | | 40,046,677.94 | 40,046,677.94 |
| 16402 - Furniture and Equipment - Additions | | 4,526,300.00 | 4,526,300.00 |

| | | |
|--|-----------------|-----------------|
| 16403 - Furniture and Equipment - Disposals | (1,871,500.00) | (1,871,500.00) |
| 16404 - Furniture and Equipment - Valuation and Other Adjustments | | |
| 16405 - Furniture and Equipment - Transfers from CIP | 2,137,400.00 | 2,137,400.00 |
| 16501 - IT - OB | 10,228,894.95 | 10,228,894.95 |
| 16502 - IT - Additions | 2,278,300.00 | 2,278,300.00 |
| 16503 - IT - Disposals | (62,500.00) | (62,500.00) |
| 16504 - IT - Valuation and Other Adjustments | | |
| 16505 - IT - Transfers from CIP | 61,000.00 | 61,000.00 |
| 16601 - Aircraft - OB | | |
| 16602 - Aircraft - Additions | | |
| 16603 - Aircraft - Disposals | | |
| 16604 - Aircraft - Valuation and Other Adjustments | | |
| 16605 - Aircraft - Transfers from CIP | | |
| 16901 - Other TCA - OB | 47,782.93 | 47,782.93 |
| 16902 - Other TCA - Additions | | |
| 16903 - Other TCA - Disposals | (47,782.93) | (47,782.93) |
| 16904 - Other TCA - Valuation and Other Adjustments | | |
| 16905 - Other TCA - Transfers from CIP | | |
| 17201 - AA Site Improvements - OB | (13,698,388.49) | (13,698,388.49) |
| 17202 - AA Site Improvements - Current Year Amortization | (2,044,100.00) | (2,044,100.00) |
| 17203 - AA Site Improvements - Disposals | | |
| 17204 - AA Site Improvements - Valuation and Other Adjustments | | |
| 17301 - AA Buildings - OB | (81,493,512.47) | (81,493,512.47) |
| 17302 - AA Buildings - Current Year Amortization | (6,448,900.00) | (6,448,900.00) |
| 17303 - AA Buildings - Disposals | | |
| 17304 - AA Buildings - Valuation and Other Adjustments | | |
| 17401 - AA Furniture and Equipment - OB | (23,396,355.49) | (23,396,355.49) |
| 17402 - AA Furniture and Equipment - Current Year Amortization | (3,633,300.00) | (3,633,300.00) |
| 17403 - AA Furniture and Equipment - Disposals | 1,871,500.00 | 1,871,500.00 |
| 17404 - AA Furniture and Equipment - Valuation and Other Adjustments | | |
| 17501 - AA IT - OB | (5,172,217.60) | (5,172,217.60) |
| 17502 - AA IT - Current Year Amortization | (1,930,900.00) | (1,930,900.00) |
| 17503 - AA IT - Disposals | 62,500.00 | 62,500.00 |
| 17504 - AA IT - Valuation and Other Adjustments | | |
| 17601 - AA Aircraft - OB | | |
| 17602 - AA Aircraft - Current Year Amortization | | |
| 17603 - AA Aircraft - Disposals | | |
| 17604 - AA Aircraft - Valuation and Other Adjustments | | |
| 17901 - AA Other TCA - OB | (47,782.93) | (47,782.93) |
| 17902 - AA Other TCA - Current Year Amortization | 0.00 | 0.00 |
| 17903 - AA Other TCA - Disposals | 47,782.93 | 47,782.93 |
| 17904 - AA Other TCA - Valuation and Other Adjustments | | |
| 18110 - Loans and Advances Receivable | | |
| 18120 - ADA Loans and Advances Receivable | | |
| 18130 - Long Term Student Fee Receivables to Support Debt | 1,447,000.00 | 1,447,000.00 |
| 18140 - Long Term Grant Receivable | | |
| 18180 - Other Long Term Receivables | 3,579,500.00 | 3,579,500.00 |
| 18190 - ADA Other Long Term Receivables | | |
| 19110 - Investments Greater than 1 Year | | |
| 19117 - Investments Greater than 1 Year - MTM OB | 0.00 | 0.00 |
| 19118 - Investments Greater than 1 Year - MTM CY | 0.00 | 0.00 |
| 19990 - Other Long Term Assets | 17,100,700.00 | 17,100,700.00 |
| 19997 - Other Financial Assets - MTM OB | | |
| 19998 - Other Financial Assets - MTM CY | 0.00 | 0.00 |
| 21110 - Bank Indebtedness | 0.00 | 0.00 |
| 22110 - Grants Payable and Repayable | (1,500,000.00) | (1,500,000.00) |

| | | | |
|---|-----------------|-----------------|------------------|
| 22140 - Accrued Payroll | | (9,320,000.00) | (9,320,000.00) |
| 22150 - Accrued Vacation Pay | | (5,030,000.00) | (5,030,000.00) |
| 22160 - Provision for Loan Guarantees | | | |
| 22190 - Other Accounts Payable and Accrued Liabilities | | (38,392,376.85) | (38,392,376.85) |
| 22210 - Accrued Interest on Long Term Debt and Demand Loans | | | |
| 22220 - Accrued Interest on Capital Leases | | | |
| 22290 - Accrued Interest on Other | | | |
| 22310 - Current Portion of Other Debt | | (1,230,000.00) | (1,230,000.00) |
| 22320 - Current Portion of Capital Leases | | | |
| 22330 - Current Portion of Fee-Supported Debt | | (252,000.00) | (252,000.00) |
| 22340 - Current Portion of Contaminated Sites Liability | | | |
| 22401 - Demand Loans - OB | | | |
| 22402 - Demand Loans - Newly Acquired | | | |
| 22403 - Demand Loans - Repayments | 0.00 | 0.00 | 0.00 |
| 22510 - Short Term Obligations under AFP in Construction | | | |
| 22520 - Short Term Obligations under AFP Completed | | | |
| 23101 - Deferred Revenue - OB | (1,908,540.67) | (19,468,759.35) | (21,377,300.02) |
| 23102 - Deferred Revenue - Additions | | (1,680,300.00) | (1,680,300.00) |
| 23103 - Deferred Revenue - Recognized to Revenue | 1,908,500.00 | 1,967,500.00 | 3,876,000.00 |
| 23104 - Deferred Revenue - Transfers | | | |
| 23106 - Deferred Revenue - Interest | | | |
| 23201 - Deferred Tuition Revenue - OB | | (9,897,430.07) | (9,897,430.07) |
| 23202 - Deferred Tuition Revenue - Additions | | (9,897,400.00) | (9,897,400.00) |
| 23203 - Deferred Tuition Revenue - Recognized to Revenue | | 9,897,400.00 | 9,897,400.00 |
| 24101 - Restricted Contributions - OB | 0.00 | (9,602,713.16) | (9,602,713.16) |
| 24102 - Restricted Contributions - Additions | | (4,664,300.00) | (4,664,300.00) |
| 24103 - Restricted Contributions - Recognized to Revenue | | 1,456,100.00 | 1,456,100.00 |
| 24104 - Restricted Contributions - Transfers | | 3,450,000.00 | 3,450,000.00 |
| 24106 - Restricted Contributions - Interest | | | |
| 24107 - Restricted Contributions - MTM OB | | | |
| 24108 - Restricted Contributions - MTM CY | | 0.00 | 0.00 |
| 25101 - DCC - OB | (56,087,316.59) | (74,886,078.63) | (130,973,395.22) |
| 25102 - DCC - Additions | | (7,987,000.00) | (7,987,000.00) |
| 25103 - DCC - Amortized to Revenue | | 8,700,200.00 | 8,700,200.00 |
| 25104 - DCC - Transfers | | | |
| 25106 - DCC Interest | | | |
| 25107 - DCC - MTM OB | | | |
| 25108 - DCC - MTM CY | | 0.00 | 0.00 |
| 26101 - Capital Leases - OB | | 0.00 | 0.00 |
| 26102 - Capital Leases - Acquired | | | |
| 26103 - Capital Leases - Payments | | 0.00 | 0.00 |
| 26105 - Capital Leases - Transferred to Current Portion | | | |
| 27101 - Other Debt - OB | (280,627.09) | (12,651,000.00) | (12,931,627.09) |
| 27102 - Other Debt - Acquired | | | |
| 27103 - Other Debt - Retired/Paid in the Year | 280,600.00 | 1,153,000.00 | 1,433,600.00 |
| 27105 - Other Debt - Transferred to Current Portion | | 1,230,000.00 | 1,230,000.00 |
| 27201 - Fee-Supported Debt - OB | | (2,784,000.00) | (2,784,000.00) |
| 27202 - Fee-Supported Debt - Acquired | | | |
| 27203 - Fee-Supported Debt - Retired/Paid in the Year | | 252,000.00 | 252,000.00 |
| 27205 - Fee-Supported Debt - Transferred to Current Portion | | 252,000.00 | 252,000.00 |
| 29210 - Postemployment and Other Benefits | | (1,586,600.00) | (1,586,600.00) |
| 29220 - Obligation for Long Term Disability Benefits | | | |
| 29230 - Compensated Absences - Vested Sick Leave | | (137,000.00) | (137,000.00) |
| 29240 - Compensated Absences - Non-Vested Sick Leave | | (4,239,000.00) | (4,239,000.00) |
| 29250 - Obligation for Termination Benefits | | | |
| 29260 - Workers` Compensation | | | |

| | | | |
|--|-----------------|-----------------|-----------------|
| 29310 - Obligations under AFP in Construction | | | |
| 29320 - Obligations under AFP Completed | | | |
| 29410 - Contaminated Sites Liabilities | | | |
| 29917 - Derivatives and Other Liabilities MTM - OB | | (2,871,942.00) | (2,871,942.00) |
| 29918 - Derivatives and Other Liabilities MTM - CY | | 0.00 | 0.00 |
| 29990 - Other Long Term Liabilities | | | |
| 31101 - Unrestricted Net Assets - OB | | 8,203,408.68 | 8,203,408.68 |
| 31102 - Unrestricted Net Assets - Net Income Contribution | (420,000.00) | 0.00 | (420,000.00) |
| 31103 - Prior Period Adjustments | | | |
| 31104 - Unrestricted Net Assets - Other Adjustments | | | |
| 31105 - Unrestricted Net Assets - Transfer to/from Other Net Assets | | (5,946,600.00) | (5,946,600.00) |
| 31106 - Net Assets - Adjustments due to Accounting Changes | | | |
| 31107 - Unrealized MTM reported in I/S prior to 2012-13 OB | | 0.00 | 0.00 |
| 31108 - Unrealized MTM reported in I/S prior to 2012-13 CY | | | |
| 32101 - Internally Restricted Net Assets - OB | | (4,864,990.67) | (4,864,990.67) |
| 32102 - Internally Restricted Net Assets - Net Income Contribution | | (420,000.00) | (420,000.00) |
| 32104 - Internally Restricted Net Assets - Other Adjustments | | | |
| 32105 - Internally Restricted Net Assets - Transfer to/from Other Net Assets | | | |
| 33101 - ICA - OB | | (32,769,703.76) | (32,769,703.76) |
| 33102 - ICA - Net Income Contribution | | | |
| 33105 - ICA - Transfer to/from Other Net Assets | | 6,366,600.00 | 6,366,600.00 |
| 36101 - Restricted Contributions - OB | | | |
| 36102 - Restricted Contributions - Receipts | 0.00 | 0.00 | 0.00 |
| 36103 - Restricted Contributions Disbursements Recognized to Revenue | 0.00 | 0.00 | 0.00 |
| 36104 - Restricted Contributions - Transfers | | | |
| 36105 - Restricted Contributions - Transfer to/from Other Net Assets | | | |
| 36106 - Restricted Contributions - Interest | | | |
| 37101 - Endowments - OB | (2,609,441.00) | (6,542,811.74) | (9,152,252.74) |
| 37102 - Endowments - Receipts | | (155,000.00) | (155,000.00) |
| 37103 - Endowments - Disbursements Recognized to Revenue | 0.00 | 0.00 | 0.00 |
| 37104 - Endowments - Other Adjustments | | | |
| 37105 - Endowments - Transfer to/from Other Net Assets | | | |
| 37106 - Endowments - Interest | | | |
| 37107 - Endowments - MTM OB | | 193,288.22 | 193,288.22 |
| 37108 - Endowments - MTM CY | | 0.00 | 0.00 |
| 38107 - Accumulated Remeasurement Gain and Losses - OB | | 2,871,942.00 | 2,871,942.00 |
| 38108 - Unrealised Remeasurement - CY Gains/Losses | | 0.00 | 0.00 |
| 38109 - Remeasurement Reclassified to Statement of Operations | | 0.00 | 0.00 |
| 41110 - Grant revenue Operating | (72,625,500.00) | | (72,625,500.00) |
| 41120 - Grant revenue Capital | (1,300,000.00) | | (1,300,000.00) |
| 41130 - Recognition of Deferred Revenue and Restricted Funds | | (1,864,900.00) | (1,864,900.00) |
| 41210 - Grant Revenue received for Other Institutions | | | |
| 41220 - Grant Revenue paid to Other Institutions (Contra Revenue) | | | |
| 41250 - DCC/DR/E and RC - Non-Revenue Adjustments | | | |
| 41260 - DCC/DR/E and RC - Non-Revenue Adjustments - Offset | | | |
| 41310 - Provincial Operating Grants - Repayment of Prior Year | | | |
| 41320 - Provincial Capital Grants - Repayment of Prior Year | | | |
| 41410 - Amortization of Deferred Capital Contributions | | (8,700,200.00) | (8,700,200.00) |
| 43110 - Tuition - Regulated - Full Time | | (18,910,400.00) | (18,910,400.00) |
| 43120 - Tuition - Regulated - Tuition Short | | | |
| 43130 - Tuition - Regulated - Part Time | | (2,831,100.00) | (2,831,100.00) |
| 43140 - Tuition - High Demand - Full Time | | (15,309,700.00) | (15,309,700.00) |
| 43150 - Tuition - High Demand - Part Time | | (608,400.00) | (608,400.00) |
| 43210 - Tuition - Unfunded Domestic Students - Full Time | | (240,000.00) | (240,000.00) |
| 43220 - Tuition - Unfunded Domestic Students - Part Time | | (4,182,400.00) | (4,182,400.00) |

| | | |
|---|-----------------|-----------------|
| 43230 - Tuition - International Students - Full Time | (56,571,800.00) | (56,571,800.00) |
| 43240 - Tuition - International Students - Part Time | (1,869,100.00) | (1,869,100.00) |
| 43990 - Tuition Fee - Other | (1,305,500.00) | (1,305,500.00) |
| 44910 - Apprenticeship Classroom Fee | (367,000.00) | (367,000.00) |
| 44990 - Other Non-Tuition Fees | (18,294,700.00) | (18,294,700.00) |
| 45110 - Contracted Educational Services - Ontario | (1,638,300.00) | (1,638,300.00) |
| 45120 - Contracted Educational Services - Other Provinces in Canada | | |
| 45130 - Contracted Educational Services - International | (50,000.00) | (50,000.00) |
| 45210 - Other Fee-for-service Income - Ontario | | |
| 45220 - Other Fee-for-service Income - Other Provinces in Canada | | |
| 45230 - Other Fee-for-service Income - International | | |
| 46110 - Ancillary Revenue - Bookstore | (6,253,600.00) | (6,253,600.00) |
| 46120 - Ancillary Revenue - Residence | (4,547,200.00) | (4,547,200.00) |
| 46130 - Ancillary Revenue - Parking | (3,179,500.00) | (3,179,500.00) |
| 46140 - Ancillary Revenue - Food Services | (2,667,400.00) | (2,667,400.00) |
| 46150 - Ancillary Revenue - Athletic Centre | (2,575,400.00) | (2,575,400.00) |
| 46160 - Ancillary Revenue - Conference Centre | | |
| 46170 - Ancillary Revenue - Day Care Operation | | |
| 46190 - Ancillary Revenue - Other | (315,000.00) | (315,000.00) |
| 49180 - Reimbursement of Current Year Expenses | | |
| 49190 - Recovery of Prior Year Expenses | | |
| 49210 - Cash Donations | (55,100.00) | (55,100.00) |
| 49220 - Donations in Kind | | |
| 49310 - Proceeds from Sale of TCA | | |
| 49320 - Cost of TCA Sold | 1,981,782.93 | 1,981,782.93 |
| 49330 - Accumulated Amortization of TCA Sold | (1,981,782.93) | (1,981,782.93) |
| 49410 - Gain/Loss on Sale of Inventory | | |
| 49910 - Rental of College Facilities | (441,500.00) | (441,500.00) |
| 49920 - Investment Income | (883,000.00) | (883,000.00) |
| 49930 - Royalties | | |
| 49940 - Interest Income | | |
| 49950 - Fines and Penalties | | |
| 49960 - Sales of Course Products/Services | (587,000.00) | (587,000.00) |
| 49990 - Miscellaneous Income | (4,942,400.00) | (4,942,400.00) |
| 51110 - Salaries - Full Time Academic - Professors | 30,022,800.00 | 30,022,800.00 |
| 51120 - Salaries - Full Time Academic - Instructors | | |
| 51130 - Salaries - Full Time Academic - Librarians | 227,000.00 | 227,000.00 |
| 51140 - Salaries - Full Time Academic - Counsellors | 868,400.00 | 868,400.00 |
| 51150 - Salaries - Partial Load Academic - Professors | 16,077,500.00 | 16,077,500.00 |
| 51160 - Salaries - Partial Load Academic - Instructors | | |
| 51210 - Salaries - Sessional Academic - Professors | 9,000.00 | 9,000.00 |
| 51220 - Salaries - Sessional Academic - Instructors | | |
| 51230 - Salaries - Sessional Academic - Librarians | 30,000.00 | 30,000.00 |
| 51240 - Salaries - Sessional Academic - Counsellors | | |
| 51250 - Salaries - Part Time Academic | 8,595,500.00 | 8,595,500.00 |
| 51310 - Salaries - Support - Full Time | 27,578,700.00 | 27,578,700.00 |
| 51320 - Salaries - Support - Temp/Replacement Workers | 262,500.00 | 262,500.00 |
| 51330 - Salaries - Support - Summer Student Workers | 343,300.00 | 343,300.00 |
| 51340 - Salaries - Support - Part Time | 8,853,200.00 | 8,853,200.00 |
| 51350 - Salaries - Support - Part Time Students | 2,227,000.00 | 2,227,000.00 |
| 51410 - Salaries - Full Time Administrative | 16,106,400.00 | 16,106,400.00 |
| 51420 - Salaries - Part Time Administrative | 1,662,100.00 | 1,662,100.00 |
| 51510 - Other Salary Costs - Full Time Academic - Professors | 72,800.00 | 72,800.00 |
| 51520 - Other Salary Costs - Full Time Academic - Instructors | | |
| 51530 - Other Salary Costs - Full Time Academic - Librarians | | |
| 51540 - Other Salary Costs - Full Time Academic - Counsellors | | |

| | | |
|--|--------------|--------------|
| 51550 - Other Salary Costs - Partial Load Academic - Professors | | |
| 51560 - Other Salary Costs - Partial Load Academic - Instructors | | |
| 51610 - Other Salary Costs - Sessional Academic - Professors | | |
| 51620 - Other Salary Costs - Sessional Academic - Instructors | | |
| 51630 - Other Salary Costs - Sessional Academic - Librarians | | |
| 51640 - Other Salary Costs - Sessional Academic - Counsellors | | |
| 51650 - Other Salary Costs - Part Time Academic | | |
| 51710 - Other Salary Costs - Support - Full Time | 295,300.00 | 295,300.00 |
| 51720 - Other Salary Costs - Support - Temp/Replacement Workers | | |
| 51730 - Other Salary Costs - Support - Summer Student Workers | | |
| 51740 - Other Salary Costs - Support - Part Time | | |
| 51750 - Other Salary Costs - Support - Part Time Students | | |
| 51810 - Other Salary Costs - Full Time Administrative | | |
| 51820 - Other Salary Costs - Part Time Administrative | | |
| 52110 - Benefits - Full Time Academic - Professors | 3,352,100.00 | 3,352,100.00 |
| 52120 - Benefits - Full Time Academic - Instructors | | |
| 52130 - Benefits - Full Time Academic - Librarians | 25,000.00 | 25,000.00 |
| 52140 - Benefits - Full Time Academic - Counsellors | 95,400.00 | 95,400.00 |
| 52150 - Benefits - Partial Load Academic - Professors | 1,864,400.00 | 1,864,400.00 |
| 52160 - Benefits - Partial Load Academic - Instructors | | |
| 52210 - Benefits - Sessional Academic - Professors | 1,000.00 | 1,000.00 |
| 52220 - Benefits - Sessional Academic - Instructors | | |
| 52230 - Benefits - Sessional Academic - Librarians | | |
| 52240 - Benefits - Sessional Academic - Counsellors | | |
| 52250 - Benefits - Part Time Academic | 759,100.00 | 759,100.00 |
| 52310 - Benefits - Support - Full Time | 5,240,700.00 | 5,240,700.00 |
| 52320 - Benefits - Support - Temp/Replacement Workers | 23,000.00 | 23,000.00 |
| 52330 - Benefits - Support - Summer Student Workers | 28,400.00 | 28,400.00 |
| 52340 - Benefits - Support - Part Time | 817,700.00 | 817,700.00 |
| 52350 - Benefits - Support - Part Time Students | 238,800.00 | 238,800.00 |
| 52410 - Benefits - Full Time Administrative | 1,739,000.00 | 1,739,000.00 |
| 52420 - Benefits - Part Time Administrative | 116,400.00 | 116,400.00 |
| 52510 - CAAT Pension - Academic | 5,336,000.00 | 5,336,000.00 |
| 52520 - CAAT Pension - Support Staff | 3,650,000.00 | 3,650,000.00 |
| 52530 - CAAT Pension - Administrative | 2,385,100.00 | 2,385,100.00 |
| 52540 - RCA Pension - Academic | | |
| 52550 - RCA Pension - Support Staff | | |
| 52560 - RCA Pension - Administrative | | |
| 52570 - Other Pension Plan - Academic | | |
| 52580 - Other Pension Plan - Support Staff | | |
| 52590 - Other Pension Plan - Administrative | | |
| 52610 - Postemployment and Other Benefits | (25,000.00) | (25,000.00) |
| 52620 - Long Term Disability Benefits | | |
| 52630 - Compensated Absences - Vested Sick Leave | | |
| 52640 - Compensated Absences - Non-Vested Sick Leave | (50,000.00) | (50,000.00) |
| 52650 - Regular Severance or Termination Benefit Expenses | | |
| 52660 - Workers` Compensation Benefit Expenses | 30,000.00 | 30,000.00 |
| 53110 - Telecommunications and Postage | 885,200.00 | 885,200.00 |
| 53120 - Travel | 2,296,200.00 | 2,296,200.00 |
| 53130 - Field Work | 509,500.00 | 509,500.00 |
| 54110 - Advertising and Promotions | 3,661,000.00 | 3,661,000.00 |
| 54120 - Legal Fees | | |
| 54130 - Audit Fees | 107,500.00 | 107,500.00 |
| 54140 - Contract Services - Teaching | 601,500.00 | 601,500.00 |
| 54150 - Staff Training and Professional Development | 1,293,900.00 | 1,293,900.00 |
| 54160 - Professional Fees | 1,175,700.00 | 1,175,700.00 |

| | | | |
|---|------|---------------|---------------|
| 54170 - Contract Services - Security | | 1,246,900.00 | 1,246,900.00 |
| 54180 - Contract Services - Other | 0.00 | 11,482,000.00 | 11,482,000.00 |
| 54210 - Utilities - Electricity | | 1,848,600.00 | 1,848,600.00 |
| 54220 - Utilities - Other | | 682,700.00 | 682,700.00 |
| 54230 - Building Maintenance | | 3,932,700.00 | 3,932,700.00 |
| 54240 - Cleaning Services | | 2,090,200.00 | 2,090,200.00 |
| 54250 - Equipment Maintenance | | 71,400.00 | 71,400.00 |
| 54260 - Information Technology Maintenance | | 4,257,900.00 | 4,257,900.00 |
| 54290 - Other Maintenance | | 821,000.00 | 821,000.00 |
| 54310 - Rental of Premises/Facilities | | 933,500.00 | 933,500.00 |
| 54320 - Information Technology Rentals | | 733,900.00 | 733,900.00 |
| 54390 - Other Furniture/Equipment Rentals | | 1,327,400.00 | 1,327,400.00 |
| 55110 - Instructional Supplies, Furniture and Equipment | | 6,054,100.00 | 6,054,100.00 |
| 55120 - Office Supplies | | 565,400.00 | 565,400.00 |
| 55130 - Information Technology Purchases | | 652,700.00 | 652,700.00 |
| 55190 - Other Supply and Furniture/Equipment Purchases | | 1,594,600.00 | 1,594,600.00 |
| 56110 - Ancillary Expenditures - Bookstore | | 4,799,200.00 | 4,799,200.00 |
| 56120 - Ancillary Expenditures - Residence | | 2,604,100.00 | 2,604,100.00 |
| 56130 - Ancillary Expenditures - Parking | | 163,000.00 | 163,000.00 |
| 56140 - Ancillary Expenditures - Food Services | | 876,600.00 | 876,600.00 |
| 56150 - Ancillary Expenditures - Athletic Centre | | 1,020,000.00 | 1,020,000.00 |
| 56160 - Ancillary Expenditures - Conference Centre | | | |
| 56170 - Ancillary Expenditures - Day Care Operation | | | |
| 56190 - Ancillary Expenditures - Other | | 234,500.00 | 234,500.00 |
| 57110 - Amortization of Tangible Capital Assets | | 14,057,200.00 | 14,057,200.00 |
| 59110 - Interest on Capital Leases | | 0.00 | 0.00 |
| 59120 - Interest Expense - Other | | 796,700.00 | 796,700.00 |
| 59130 - Interest Expense on Line of Credit | | 0.00 | 0.00 |
| 59140 - Bank and Other Charges | | 391,500.00 | 391,500.00 |
| 59150 - Insurance | | 5,442,600.00 | 5,442,600.00 |
| 59160 - Interest Expense Related to Fee-Supported Debt | | 129,800.00 | 129,800.00 |
| 59410 - Contaminated Sites Expenses | | | |
| 59910 - Scholarships | | 1,749,200.00 | 1,749,200.00 |
| 59920 - Student Assistance from Tuition Fee Revenue | | 3,267,300.00 | 3,267,300.00 |
| 59940 - Bad Debts Written Off | | 365,000.00 | 365,000.00 |
| 59950 - Municipal Tax | | 753,900.00 | 753,900.00 |
| 59990 - Other Miscellaneous Expenses | | 8,361,400.00 | 8,361,400.00 |

Total CFIS Account

Jun 12, 2019 11:57:42 AM

STATEMENT OF OPERATIONS / ÉTAT DES RÉSULTATS

C12 - Georgian (0112)

Version: College Version

Scenario/Scénario: Budget

Fiscal Year/Année Fiscale: 2019-20

| | GRE Balance (\$) | Third Party (\$) | Total Balance (\$) |
|---|------------------------|-------------------------|-------------------------|
| 41110 - Grant revenue Operating | (72,625,500.00) | | (72,625,500.00) |
| 41120 - Grant revenue Capital | (1,300,000.00) | | (1,300,000.00) |
| 41130 - Recognition of Deferred Revenue and Restricted Funds | | (1,864,900.00) | (1,864,900.00) |
| 411 - Grant Revenue | (73,925,500.00) | (1,864,900.00) | (75,790,400.00) |
| 41210 - Grant Revenue received for Other Institutions | | | |
| 41220 - Grant Revenue paid to Other Institutions (Contra Revenue) | | | |
| 41250 - DCC/DR/E and RC - Non-Revenue Adjustments | | | |
| 41260 - DCC/DR/E and RC - Non-Revenue Adjustments - Offset | | | |
| 412 - Flow Through Grants | | | |
| 41310 - Provincial Operating Grants - Repayment of Prior Year | | | |
| 41320 - Provincial Capital Grants - Repayment of Prior Year | | | |
| 413 - Provincial Grants Repayment of Prior Year | | | |
| 41410 - Amortization of Deferred Capital Contributions | | (8,700,200.00) | (8,700,200.00) |
| 414 - Amortization of Deferred Capital Contributions | | (8,700,200.00) | (8,700,200.00) |
| 41 - Grant Revenue | (73,925,500.00) | (10,565,100.00) | (84,490,600.00) |
| 43110 - Tuition - Regulated - Full Time | | (18,910,400.00) | (18,910,400.00) |
| 43120 - Tuition - Regulated - Tuition Short | | | |
| 43130 - Tuition - Regulated - Part Time | | (2,831,100.00) | (2,831,100.00) |
| 43140 - Tuition - High Demand - Full Time | | (15,309,700.00) | (15,309,700.00) |
| 43150 - Tuition - High Demand - Part Time | | (608,400.00) | (608,400.00) |
| 431 - Tuition Fee - Regulated | | (37,659,600.00) | (37,659,600.00) |
| 43210 - Tuition - Unfunded Domestic Students - Full Time | | (240,000.00) | (240,000.00) |
| 43220 - Tuition - Unfunded Domestic Students - Part Time | | (4,182,400.00) | (4,182,400.00) |
| 43230 - Tuition - International Students - Full Time | | (56,571,800.00) | (56,571,800.00) |
| 43240 - Tuition - International Students - Part Time | | (1,869,100.00) | (1,869,100.00) |
| 432 - Tuition Fee - Unfunded | | (62,863,300.00) | (62,863,300.00) |
| 43990 - Tuition Fee - Other | | (1,305,500.00) | (1,305,500.00) |
| 439 - Tuition Fee - Other | | (1,305,500.00) | (1,305,500.00) |
| 43 - Tuition Fees | | (101,828,400.00) | (101,828,400.00) |
| 44910 - Apprenticeship Classroom Fee | | (367,000.00) | (367,000.00) |
| 44990 - Other Non-Tuition Fees | | (18,294,700.00) | (18,294,700.00) |
| 449 - Other Student Fees | | (18,661,700.00) | (18,661,700.00) |
| 44 - Other Student Fees | | (18,661,700.00) | (18,661,700.00) |
| 45110 - Contracted Educational Services - Ontario | | (1,638,300.00) | (1,638,300.00) |
| 45120 - Contracted Educational Services - Other Provinces in Canada | | | |
| 45130 - Contracted Educational Services - International | | (50,000.00) | (50,000.00) |
| 451 - Contractual Services | | (1,688,300.00) | (1,688,300.00) |
| 45210 - Other Fee-for-service Income - Ontario | | | |
| 45220 - Other Fee-for-service Income - Other Provinces in Canada | | | |
| 45230 - Other Fee-for-service Income - International | | | |
| 452 - Other fee-for-services | | | |
| 45 - Contractual and Other Fee-for-Service | | (1,688,300.00) | (1,688,300.00) |
| 46110 - Ancillary Revenue - Bookstore | | (6,253,600.00) | (6,253,600.00) |
| 46120 - Ancillary Revenue - Residence | | (4,547,200.00) | (4,547,200.00) |
| 46130 - Ancillary Revenue - Parking | | (3,179,500.00) | (3,179,500.00) |
| 46140 - Ancillary Revenue - Food Services | | (2,667,400.00) | (2,667,400.00) |
| 46150 - Ancillary Revenue - Athletic Centre | | (2,575,400.00) | (2,575,400.00) |

| | | |
|--|------------------------|-------------------------|
| 46160 - Ancillary Revenue - Conference Centre | | |
| 46170 - Ancillary Revenue - Day Care Operation | | |
| 46190 - Ancillary Revenue - Other | (315,000.00) | (315,000.00) |
| 461 - Ancillary Revenue | (19,538,100.00) | (19,538,100.00) |
| 46 - Ancillary Revenue | (19,538,100.00) | (19,538,100.00) |
| 49180 - Reimbursement of Current Year Expenses | | |
| 49190 - Recovery of Prior Year Expenses | | |
| 491 - Reimbursement of Expenses | | |
| 49210 - Cash Donations | (55,100.00) | (55,100.00) |
| 49220 - Donations in Kind | | |
| 492 - Donations | (55,100.00) | (55,100.00) |
| 49310 - Proceeds from Sale of TCA | | |
| 49320 - Cost of TCA Sold | 1,981,782.93 | 1,981,782.93 |
| 49330 - Accumulated Amortization of TCA Sold | (1,981,782.93) | (1,981,782.93) |
| 493 - Gain/Loss on Sale of Assets | 0.00 | 0.00 |
| 49410 - Gain/Loss on Sale of Inventory | | |
| 494 - Gain/Loss on Sale of Inventory and Other Assets | | |
| 49910 - Rental of College Facilities | (441,500.00) | (441,500.00) |
| 49920 - Investment Income | (883,000.00) | (883,000.00) |
| 49930 - Royalties | | |
| 49940 - Interest Income | | |
| 49950 - Fines and Penalties | | |
| 49960 - Sales of Course Products/Services | (587,000.00) | (587,000.00) |
| 49990 - Miscellaneous Income | (4,942,400.00) | (4,942,400.00) |
| 499 - Other Revenue | (6,853,900.00) | (6,853,900.00) |
| 49 - Other Revenue | (6,909,000.00) | (6,909,000.00) |
| 4 - REVENUE | (73,925,500.00) | (233,116,100.00) |
| 51110 - Salaries - Full Time Academic - Professors | 30,022,800.00 | 30,022,800.00 |
| 51120 - Salaries - Full Time Academic - Instructors | | |
| 51130 - Salaries - Full Time Academic - Librarians | 227,000.00 | 227,000.00 |
| 51140 - Salaries - Full Time Academic - Counsellors | 868,400.00 | 868,400.00 |
| 51150 - Salaries - Partial Load Academic - Professors | 16,077,500.00 | 16,077,500.00 |
| 51160 - Salaries - Partial Load Academic - Instructors | | |
| 511 - Salaries - Full Time and Partial Load Academic | 47,195,700.00 | 47,195,700.00 |
| 51210 - Salaries - Sessional Academic - Professors | 9,000.00 | 9,000.00 |
| 51220 - Salaries - Sessional Academic - Instructors | | |
| 51230 - Salaries - Sessional Academic - Librarians | 30,000.00 | 30,000.00 |
| 51240 - Salaries - Sessional Academic - Counsellors | | |
| 51250 - Salaries - Part Time Academic | 8,595,500.00 | 8,595,500.00 |
| 512 - Salaries - Part Time and Sessional Academic | 8,634,500.00 | 8,634,500.00 |
| 51310 - Salaries - Support - Full Time | 27,578,700.00 | 27,578,700.00 |
| 51320 - Salaries - Support - Temp/Replacement Workers | 262,500.00 | 262,500.00 |
| 51330 - Salaries - Support - Summer Student Workers | 343,300.00 | 343,300.00 |
| 51340 - Salaries - Support - Part Time | 8,853,200.00 | 8,853,200.00 |
| 51350 - Salaries - Support - Part Time Students | 2,227,000.00 | 2,227,000.00 |
| 513 - Salaries - Support Staff | 39,264,700.00 | 39,264,700.00 |
| 51410 - Salaries - Full Time Administrative | 16,106,400.00 | 16,106,400.00 |
| 51420 - Salaries - Part Time Administrative | 1,662,100.00 | 1,662,100.00 |
| 514 - Salaries - Administrative Staff | 17,768,500.00 | 17,768,500.00 |
| 51510 - Other Salary Costs - Full Time Academic - Professors | 72,800.00 | 72,800.00 |
| 51520 - Other Salary Costs - Full Time Academic - Instructors | | |
| 51530 - Other Salary Costs - Full Time Academic - Librarians | | |
| 51540 - Other Salary Costs - Full Time Academic - Counsellors | | |
| 51550 - Other Salary Costs - Partial Load Academic - Professors | | |
| 51560 - Other Salary Costs - Partial Load Academic - Instructors | | |

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| 515 - Other Salary Costs - Full Time and Partial Load Academic | 72,800.00 | 72,800.00 |
| 51610 - Other Salary Costs - Sessional Academic - Professors | | |
| 51620 - Other Salary Costs - Sessional Academic - Instructors | | |
| 51630 - Other Salary Costs - Sessional Academic - Librarians | | |
| 51640 - Other Salary Costs - Sessional Academic - Counsellors | | |
| 51650 - Other Salary Costs - Part Time Academic | | |
| 516 - Other Salary Costs - Part Time and Sessional Academic | 295,300.00 | 295,300.00 |
| 51710 - Other Salary Costs - Support - Full Time | | |
| 51720 - Other Salary Costs - Support - Temp/Replacement Workers | | |
| 51730 - Other Salary Costs - Support - Summer Student Workers | | |
| 51740 - Other Salary Costs - Support - Part Time | | |
| 51750 - Other Salary Costs - Support - Part Time Students | | |
| 517 - Other Salary Costs - Support Staff | 295,300.00 | 295,300.00 |
| 51810 - Other Salary Costs - Full Time Administrative | | |
| 51820 - Other Salary Costs - Part Time Administrative | | |
| 518 - Other Salary Costs - Administrative Staff | | |
| 51 - Salaries and Wages | 113,231,500.00 | 113,231,500.00 |
| 52110 - Benefits - Full Time Academic - Professors | 3,352,100.00 | 3,352,100.00 |
| 52120 - Benefits - Full Time Academic - Instructors | | |
| 52130 - Benefits - Full Time Academic - Librarians | 25,000.00 | 25,000.00 |
| 52140 - Benefits - Full Time Academic - Counsellors | 95,400.00 | 95,400.00 |
| 52150 - Benefits - Partial Load Academic - Professors | 1,864,400.00 | 1,864,400.00 |
| 52160 - Benefits - Partial Load Academic - Instructors | | |
| 521 - Benefits - Full Time and Partial Load Academic | 5,336,900.00 | 5,336,900.00 |
| 52210 - Benefits - Sessional Academic - Professors | 1,000.00 | 1,000.00 |
| 52220 - Benefits - Sessional Academic - Instructors | | |
| 52230 - Benefits - Sessional Academic - Librarians | | |
| 52240 - Benefits - Sessional Academic - Counsellors | | |
| 52250 - Benefits - Part Time Academic | 759,100.00 | 759,100.00 |
| 522 - Benefits - Part Time and Sessional Academic | 760,100.00 | 760,100.00 |
| 52310 - Benefits - Support - Full Time | 5,240,700.00 | 5,240,700.00 |
| 52320 - Benefits - Support - Temp/Replacement Workers | 23,000.00 | 23,000.00 |
| 52330 - Benefits - Support - Summer Student Workers | 28,400.00 | 28,400.00 |
| 52340 - Benefits - Support - Part Time | 817,700.00 | 817,700.00 |
| 52350 - Benefits - Support - Part Time Students | 238,800.00 | 238,800.00 |
| 523 - Benefits - Support Staff | 6,348,600.00 | 6,348,600.00 |
| 52410 - Benefits - Full Time Administrative | 1,739,000.00 | 1,739,000.00 |
| 52420 - Benefits - Part Time Administrative | 116,400.00 | 116,400.00 |
| 524 - Benefits - Administrative Staff | 1,855,400.00 | 1,855,400.00 |
| 52510 - CAAT Pension - Academic | 5,336,000.00 | 5,336,000.00 |
| 52520 - CAAT Pension - Support Staff | 3,650,000.00 | 3,650,000.00 |
| 52530 - CAAT Pension - Administrative | 2,385,100.00 | 2,385,100.00 |
| 52540 - RCA Pension - Academic | | |
| 52550 - RCA Pension - Support Staff | | |
| 52560 - RCA Pension - Administrative | | |
| 52570 - Other Pension Plan - Academic | | |
| 52580 - Other Pension Plan - Support Staff | | |
| 52590 - Other Pension Plan - Administrative | | |
| 525 - Pension Plans | 11,371,100.00 | 11,371,100.00 |
| 52610 - Postemployment and Other Benefits | (25,000.00) | (25,000.00) |
| 52620 - Long Term Disability Benefits | | |
| 52630 - Compensated Absences - Vested Sick Leave | | |
| 52640 - Compensated Absences - Non-Vested Sick Leave | (50,000.00) | (50,000.00) |
| 52650 - Regular Severance or Termination Benefit Expenses | | |
| 52660 - Workers` Compensation Benefit Expenses | 30,000.00 | 30,000.00 |
| 526 - Postemployment Benefits and Compensated Absences | (45,000.00) | (45,000.00) |

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| 52 - Employee Benefits | 25,627,100.00 | 25,627,100.00 |
| 53110 - Telecommunications and Postage | 885,200.00 | 885,200.00 |
| 53120 - Travel | 2,296,200.00 | 2,296,200.00 |
| 53130 - Field Work | 509,500.00 | 509,500.00 |
| <i>531 - Transportation and Communication</i> | <i>3,690,900.00</i> | <i>3,690,900.00</i> |
| 53 - Transportation and Communication | 3,690,900.00 | 3,690,900.00 |
| 54110 - Advertising and Promotions | 3,661,000.00 | 3,661,000.00 |
| 54120 - Legal Fees | | |
| 54130 - Audit Fees | 107,500.00 | 107,500.00 |
| 54140 - Contract Services - Teaching | 601,500.00 | 601,500.00 |
| 54150 - Staff Training and Professional Development | 1,293,900.00 | 1,293,900.00 |
| 54160 - Professional Fees | 1,175,700.00 | 1,175,700.00 |
| 54170 - Contract Services - Security | 1,246,900.00 | 1,246,900.00 |
| 54180 - Contract Services - Other | 0.00 | 11,482,000.00 |
| <i>541 - Services</i> | <i>0.00</i> | <i>19,568,500.00</i> |
| 54210 - Utilities - Electricity | 1,848,600.00 | 1,848,600.00 |
| 54220 - Utilities - Other | 682,700.00 | 682,700.00 |
| 54230 - Building Maintenance | 3,932,700.00 | 3,932,700.00 |
| 54240 - Cleaning Services | 2,090,200.00 | 2,090,200.00 |
| 54250 - Equipment Maintenance | 71,400.00 | 71,400.00 |
| 54260 - Information Technology Maintenance | 4,257,900.00 | 4,257,900.00 |
| 54290 - Other Maintenance | 821,000.00 | 821,000.00 |
| <i>542 - Utilities and Maintenance</i> | <i>13,704,500.00</i> | <i>13,704,500.00</i> |
| 54310 - Rental of Premises/Facilities | 933,500.00 | 933,500.00 |
| 54320 - Information Technology Rentals | 733,900.00 | 733,900.00 |
| 54390 - Other Furniture/Equipment Rentals | 1,327,400.00 | 1,327,400.00 |
| <i>543 - Rental Expenditures</i> | <i>2,994,800.00</i> | <i>2,994,800.00</i> |
| 54 - Services | 0.00 | 36,267,800.00 |
| 55110 - Instructional Supplies, Furniture and Equipment | 6,054,100.00 | 6,054,100.00 |
| 55120 - Office Supplies | 565,400.00 | 565,400.00 |
| 55130 - Information Technology Purchases | 652,700.00 | 652,700.00 |
| 55190 - Other Supply and Furniture/Equipment Purchases | 1,594,600.00 | 1,594,600.00 |
| <i>551 - Supplies and Minor Equipment</i> | <i>8,866,800.00</i> | <i>8,866,800.00</i> |
| 55 - Supplies and Minor Equipment | 8,866,800.00 | 8,866,800.00 |
| 56110 - Ancillary Expenditures - Bookstore | 4,799,200.00 | 4,799,200.00 |
| 56120 - Ancillary Expenditures - Residence | 2,604,100.00 | 2,604,100.00 |
| 56130 - Ancillary Expenditures - Parking | 163,000.00 | 163,000.00 |
| 56140 - Ancillary Expenditures - Food Services | 876,600.00 | 876,600.00 |
| 56150 - Ancillary Expenditures - Athletic Centre | 1,020,000.00 | 1,020,000.00 |
| 56160 - Ancillary Expenditures - Conference Centre | | |
| 56170 - Ancillary Expenditures - Day Care Operation | | |
| 56190 - Ancillary Expenditures - Other | 234,500.00 | 234,500.00 |
| <i>561 - Ancillary Expenditures</i> | <i>9,697,400.00</i> | <i>9,697,400.00</i> |
| 56 - Ancillary Services - Expenditures | 9,697,400.00 | 9,697,400.00 |
| 57110 - Amortization of Tangible Capital Assets | 14,057,200.00 | 14,057,200.00 |
| <i>571 - Amortization Expense</i> | <i>14,057,200.00</i> | <i>14,057,200.00</i> |
| 57 - Amortization Expense | 14,057,200.00 | 14,057,200.00 |
| 59110 - Interest on Capital Leases | 0.00 | 0.00 |
| 59120 - Interest Expense - Other | 796,700.00 | 796,700.00 |
| 59130 - Interest Expense on Line of Credit | 0.00 | 0.00 |
| 59140 - Bank and Other Charges | 391,500.00 | 391,500.00 |
| 59150 - Insurance | 5,442,600.00 | 5,442,600.00 |
| 59160 - Interest Expense Related to Fee-Supported Debt | 129,800.00 | 129,800.00 |
| <i>591 - Interest and Insurance Expenses</i> | <i>6,760,600.00</i> | <i>6,760,600.00</i> |
| 59410 - Contaminated Sites Expenses | | |
| <i>594 - Contaminated Sites Expenses</i> | | |

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| 59910 - Scholarships | 1,749,200.00 | 1,749,200.00 |
| 59920 - Student Assistance from Tuition Fee Revenue | 3,267,300.00 | 3,267,300.00 |
| 59940 - Bad Debts Written Off | 365,000.00 | 365,000.00 |
| 59950 - Municipal Tax | 753,900.00 | 753,900.00 |
| 59990 - Other Miscellaneous Expenses | 8,361,400.00 | 8,361,400.00 |
| 599 - Other Expenses | 14,496,800.00 | 14,496,800.00 |
| 59 - Other Expenditures | 21,257,400.00 | 21,257,400.00 |
| 5 - EXPENSES | 0.00 | 232,696,100.00 |
| (Surplus)/Deficit | | (420,000.00) |

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