



Georgian College 2011-2012 Business Plan



2011-2012 Business Plan

Executive Summary

On March 25, 2010, Georgian College's Board of Governors approved Vision 2015, Georgian College's 2010-2015 Strategic Plan. In pursuing our mission and vision over the next four years, we will build on our theme of "connectedness" through the following five strategic priorities:

- Advance Student Access and Success
- Inspire Extraordinary Teaching and Learning
- Champion Employee Engagement
- Strengthen Community and Industry Connections
- Build Sustainability through Innovation

Vision 2015 aligns strongly with the indicators in the Multi Year Accountability Agreement between Georgian and the Ministry of Training, Colleges and Universities and includes commitments for enrolment growth, access for under-represented students, online learning, and student retention, among others.

The Strategic Plan continues to provide the framework for the 2011-2012 Business Plan. The Business Plan uses the following categories to address the information requirements detailed in the operating procedure:

Objectives: The commitments (goals and objectives) to be achieved.

Initiatives: The major actions the College will take during the year to achieve those objectives.

Outcome Measures: How the College will know that it has achieved its initiatives.

Significant external factors outside the control of the College that are likely to affect the achievement of the outcomes are also identified.

The 2011/12 budget for Georgian College is attached as an Appendix.



2011-2012 Business Plan

Our Mission

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

Our Vision

We will be the most personally connected learning organization in Canada — a catalyst for individual, organizational and community transformation.

Through partnerships, we will connect people from all walks of life to extraordinary learning experiences that will inspire innovation and prepare them for life and career success. With a reputation for excellence, Georgian graduates will be in demand by employers and will contribute in many ways to the economic vitality, sustainability and quality of life of their communities.

Our learners and employees will feel a lifelong connection to Georgian because of the positive difference we have made to their lives.

Our Values

Together, we will advance our mission and vision by living the following values:

Connectedness, Engagement and Collaboration

Innovation and Entrepreneurship

Strength through Diversity

Continuous Quality Improvement

Respect for People and the Environment

Strategic Priorities

1.0 Advance Student Access and Success

Strategic Goals (to be achieved by 2015):

- Fulfill our student access mandate by strategically managing all enrolment growth in alignment with government priorities while balancing our financial, physical and human resources and improving student retention every year.
- Understand and serve the changing needs of an increasingly diverse population of learners.
- Expand academic pathways and alternative learning opportunities, including continuing education programming and technology-enabled learning.
- Partner with a variety of universities to build on the mandate of the University Partnership Centre to increase academic pathways and expand the number of college and university degrees.
- Partner with the Anishnabe Education and Training Circle to collaborate, articulate, nurture and advance targeted outreach and programming initiatives aimed at meeting the objectives of Aboriginal learners.

2011-2012 Objective:	
A. Implement Strategic Enrolment Management	
Initiatives	Outcome Measures
A.1	Implement Banner Relationship Management (BRM) software. Phase One BRM implemented and fully operational. Reporting capacity enhanced. Key recruitment and admission processes streamlined.
A.2	Renew Georgian's Web Services strategies. New employee and Board of Governors' intranet site launched. Extranet redesigned; testing and training completed.
A.3	Grow enrolment through new programs, student retention and international student recruitment. Targeted development of new programs. Improved student retention. Increased number of international students recruited. Increased enrolment of underrepresented students: Aboriginal students, Students with Disabilities, and First Generation.

2011-2012 Objective:	
A. Implement Strategic Enrolment Management	
Initiatives	Outcome Measures
	Increased fully funded Concurrent Education activity.
A.4	<p>Develop long-range plan for University Partnership Centre.</p> <p>Short-term plan developed for the University Partnership Centre; framework for the long term established.</p> <p>Three-year plan for the development of college baccalaureate degrees at Georgian confirmed.</p> <p>Participation in College University Consortium Council (CUCC) initiatives.</p>
A.5	<p>Open Centre for Health & Wellness and John Di Poce South Georgian Bay Campus.</p> <p>Centre for Health and Wellness opened in fall 2011.</p> <p>John Di Poce South Georgian Bay Campus opened in fall 2011.</p> <p>Short- and long-range strategic plan developed for future programs and branding of John Di Poce South Georgian Bay Campus.</p>
A.6	<p>Continue outreach and meet the objectives of Aboriginal learners while encouraging knowledge sharing.</p> <p>Targets met as per Post Secondary Education and Training plans.</p> <p>Native Way training experienced by five areas of the College.</p> <p>Aboriginal culture integrated into College-wide events.</p>

2.0 Inspire Extraordinary Teaching and Learning

Strategic Goals (to be achieved by 2015):

- Advance our commitment to integrated learning by combining the best in-class, work-related and applied research experiences for our students.
- Enhance interdisciplinary learning by exploring opportunities for students to study outside their specific program.
- Foster innovative teaching practices and curriculum design through the orientation, development and engagement of faculty and staff.
- Expand targeted alternative delivery options.
- Focus on entrepreneurship, innovation and small/medium enterprise as a common Georgian learning experience through curriculum renewal.
- Develop a philosophy of citizenry in our students through service learning.

2011-2012 Objective:	
B. Enhance Quality of the Learning Environment	
Initiatives	Outcome Measures
B.1	<p>Implement Entrepreneurship and Community Service Learning as signature learning experiences.</p> <p>Centre of Entrepreneurship opened. Entrepreneurship programs developed, approved and marketed. Initiatives reflecting Community Service Learning piloted.</p>
B.2	<p>Grow OntarioLearn and online delivery.</p> <p>A minimum of twenty courses developed for delivery through OntarioLearn and Georgian.</p>
B.3	<p>Develop long-term plan for Applied Research.</p> <p>Multi-year plan developed. Year One of plan implemented. Communications Strategy developed and implemented. Enhanced physical presence. Student applied research projects profiled.</p>
B.4	<p>Enhance pathways and flexibility through common courses and interdisciplinary studies.</p> <p>Increased number of common courses across programs and campuses. Increased availability of online courses. Video conferencing options at regional campuses investigated. Programming that supports an interdisciplinary</p>

2011-2012 Objective:		
B. Enhance Quality of the Learning Environment		
Initiatives		Outcome Measures
		focus investigated.
B.5	Action key recommendations from the Student Experience Forum Report to enhance student engagement, satisfaction and retention.	Key strategies piloted to enhance student engagement and the first-year student experience.

3.0 Champion Employee Engagement

Strategic Goals (to be achieved by 2015):

- Connect employees to our mission, vision, values and strategic direction.
- Celebrate the contributions and successes of our employees.
- Foster positive employee and labour relations.
- Strengthen our workforce through diversity.
- Promote the physical, mental and emotional health and wellness of our employees.
- Enhance our culture through continuous improvement and lifelong learning.

2011-2012 Objective:		
C. Develop Organizational Capacity for Growth		
	Initiatives	Outcome Measures
C.1	Renew Georgian’s Human Resources strategies, policies and procedures.	Human Resources strategic plan developed. Human Resources Information System enhancements prioritized, designed and implemented. Phase One of Human Resources Procedures Renewal project completed.
C.2	Implement a Talent Management Framework.	College Sector Leadership competencies finalized and reviewed for Georgian College. Integration of competencies into Human Resources systems and processes commenced.
C.3	Enhance leadership and management development.	Learning needs assessment completed. Regular leadership dialogues and management forums established to enhance leadership development and strengthen leadership culture.
C.4	Enhance employee engagement and capacity for change.	Annual employee engagement survey conducted. Improvements in year-over-year employee engagement index achieved.
C.5	Strengthen our workforce through diversity and ensure Georgian is inclusive for all staff and students.	Year One of employment equity plan implemented. Indicators of inclusive workplace incorporated in employee engagement survey. Procedures updated to support inclusive

2011-2012 Objective:	
C. Develop Organizational Capacity for Growth	
Initiatives	Outcome Measures
	workplace (e.g., accommodation procedure, employment equity procedure).

4.0 Strengthen Community and Industry Connections

Strategic Goals (to be achieved by 2015):

- Act as a catalyst for community economic development across all campuses.
- Expand our partnerships with business and industry to support student learning through work placements, applied research and innovation.
- Define and communicate our value proposition and differentiation through a branding strategy.
- Engage our students, employees, alumni, governors, partners, donors, advisory committees and other stakeholders as ambassadors and champions.
- Strengthen our global connections through increased international recruitment and partnership development.

2011-2012 Objective:	
D. Community and Industry Partnerships	
Initiatives	Outcome Measures
D.1	<p>Complete the Power of Education Campaign and develop and implement a new fundraising framework.</p> <p>Campaign completed on target. New fundraising framework in place.</p>
D.2	<p>Implement Community Advisory Committee model and address themes identified through Thought Leadership.</p> <p>New model of Community Advisory Committees implemented at all campuses. Thought Leadership event held at each campus.</p>
D.3	<p>Define mandate, strategies and programming for regional campuses.</p> <p>Formal mandate/philosophy for regional campuses developed, developed and communicated. Baseline metrics developed for all activities. Campus-specific strategies for growth and efficiencies identified. Student services model reviewed for regional campuses.</p>
D.4	<p>Develop plan for internationalization and partnership development.</p> <p>International student enrolment increased. Agreements established in India and China (joint program offering). Framework developed for domestic students to study abroad.</p>

5.0 Build Sustainability through Innovation

Strategic Goals (to be achieved by 2015):

- Enhance financial sustainability through non-government and philanthropic sources.
- Pursue an organizational effectiveness strategy to streamline our business processes, leverage technology and optimize our space utilization.
- Strengthen Georgian's position as the hub of post-secondary education in Central Ontario.
- Promote environmental sustainability on our campuses and across our curriculum.

2011-2012 Objective:		
E. Ensure Fiscal and Environmental Sustainability		
Initiatives		Outcome Measures
E.1	Continue to identify non-government and philanthropic funding.	Ancillary operations targets met. Fundraising targets met. Additional non-government revenue identified.
E.2	Streamline business processes and leverage technology to reduce workload and ensure future sustainability.	Opportunities to streamline administrative processes identified and approved and two business process improvement projects implemented.
E.3	Develop integrated planning processes.	Major College planning processes identified and aligned to a common academic and administrative planning calendar. Continue to monitor and optimize space utilization through integrated planning.
E.4	Promote a culture of financial accountability throughout the institution.	Business process review of budget and forecasting processes to enhance accountability completed. Increased transparency of the fiscal outlook by integrating fiscal information into College communications, leadership dialogues and management forums. Continued compliance with Supply Chain and Broader Public Sector Accountability Act.
E.5	Implement Year Two of Georgian's Environmental Sustainability Plan.	Year Two Environmental Sustainability objectives met.

2011-2012 Objective:		
E. Ensure Fiscal and Environmental Sustainability		
Initiatives		Outcome Measures
		All new programs have program outcomes related to environmental sustainability that are reflected in course work.
E.6	Implement key initiatives to attain and maintain financial sustainability.	Two key initiatives identified and implemented. Formal structures established to review and report back on findings and recommendations.

External Factors

Significant factors outside the control of the College that could potentially affect the achievement of its outcomes are limited to three factors:

- Increased competition from other colleges, universities, and private institutions as well as online offerings may affect the intended enrolment growth outcomes.
- The changing and improving economy may offer increased job market opportunities for students prior to graduating, thereby affecting the College's retention and graduation rates.
- Increased competition for fundraising from various sectors in the community may affect the College's ability to attract revenue from non-government sources.

APPENDIX:
Georgian College Budget Templates

STATEMENT OF FINANCIAL POSITION (Original Budget Reporting)
FOR COLLEGE: (GEORGIAN COLLEGE)
FOR THE PERIOD: MARCH 31, 2012

**Totals which are
formula driven**
input cell

PREPARED BY: (Chester Romanek, Financial Planning, May 19, 705-728-1968 x1713)

Enter full Dollar value

Account Number/ Cluster	Account Name	Account grouping	Ref. No. for Assumptions	GRE amount	Closing balance	
1	Assets				203,634,767	
11	Cash and Cash Equivalents				18,615,370	
11101	Cash (including short term Investments)	11101, 11103			16,523,601	
11102	Cash in Trust	11102, 11105				
11104	Short Term Investment - MTM adj.	11104, 11106				
11220	Inventory and Assets Held for Sale	11205 to 11220, 11305			2,091,769	
12	Accounts Receivable				7,665,115	
12101	Other Accounts Receivable	12101, 12103, 12104, 12199, 12210, 12215			6,526,387	
12102	Grants Receivable	12102, 12205			1,138,728	
	Non GRE			1,138,728		
	GRE amount - Input GRE Number & Name					
	GRE amount - Input GRE Number & Name					
	Insert rows above for add'l GRE's, copy row from above and update					
13	Other Current Assets				1,761,969	
13903	Current portion of Long Term Receivables	13903			680,000	
13904	Current portion of Loans & Advances Receivable	13904			82,467	
13998	MTM Adjustments - MTM Adj.	13998, 13997				
13999	All other current assets, including inventory	13105 to 13120, 13901, 13999			999,502	
14	Other Long Term Assets				20,020,029	
141	Other Long Term Assets				7,153,140	
14102	Loans and Advances Receivable	14102, 14104			7,153,140	
14103	Other Long Term Receivables & Assets	14103, 14105, 14199			-	
	Non GRE					
	GRE amount - Input GRE Number & Name					
	GRE amount - Input GRE Number & Name					
	Insert rows above for add'l GRE's, copy row from above and update					
143	Investments				12,866,889	
14310	Investments - Greater than 90 Days < 1 year	14310			6,352,957	
14315	Investments - Greater than 1 year	14315			6,513,932	
14320	Investments - Mark to Market in year Adj.	14320, 14321				
15	Capital Assets				248,763,803	
151	Land	15101 to 15106			4,040,822	155,572,284
152	Site Improvements	15201 to 15205			23,849,422	4,040,822
153	Building	15301 to 15305			161,739,415	14,186,300
154	Furniture and Equipment	15401 to 15405			43,783,417	117,959,143
						15,267,834

Ending Balance

Net Book Value

155	IT	15501 to 15505	
156	Construction in Progress (CIP)	15601 to 15606	
159	Other Capital Assets	15901 to 15905	

10,912,027
-
4,438,700

3,405,781
0
712,404

Ending Balance

16	Accumulated Amortization		
162	Accum Amort - Site Improve	16201 to 16204	
163	Accum Amort - Bldg	16301 to 16304	
164	Accum Amort - Furniture & Equipment	16401 to 16404	
165	Accum Amort - Info Tech	16501 to 16504	
169	Accum Amort - Other Asset	16901 to 16904	

+ 93,191,519
- 9,663,122
- 43,780,272
- 28,515,583
- 7,506,246
- 3,726,296

2	Liabilities		
21	Bank Indebtedness		
21101	Bank indebtedness	21101	
22	Accounts Payable and Accrued Liabilities		
22101	Accrued Payables, Payroll & Vacation Pay	22101 + 22102 + 22103	
22104	Accrued Interest on Debt	22104	
	Non GRE		
	GRE amount - Input GRE Number & Name		
	GRE amount - Input GRE Number & Name		
	Insert rows above for add'l GRE's, copy row from above and update		
22105	Current portion of Long Term Public Debt	22105	1,233,913
22106	Current portion of Capital Leases	22106	230,768
22107	Current portion of Long Term Non-Public Debt	22107	1,142,915
22108	Grants Payable and Repayable (GRE)	22108	990,170
	Non GRE		990,170
	GRE amount - Input GRE Number & Name		
	GRE amount - Input GRE Number & Name		
	Insert rows above for add'l GRE's, copy row from above and update		
22110	All Other AP & Accrued Payables	22109 + 22110 + 22111	3,907,197
22120	Demand Loans	22120 to 22123	-
	Non-GRE		-
	GRE amount - Input GRE Number & Name		0
	GRE amount - Input GRE Number & Name		0
	Insert rows above for add'l GRE's		0

199,263,579
-
47,561,067
41,046,274
1,233,913
230,768
1,142,915
990,170
3,907,197
-
-
0
0
0

Demand Loans - Current portion	Demand Loans - Newly acquired	Demand Loans - Repayments	Demand Loans - opening balance (less current portion)
22121	22122	22123	22120

For Deferred Revenue, Restricted Contributions and Deferred Capital Contributions, input amounts in Columns G through K

			Additions / Receipts	Interest	Transfer to Statement of Operations	Disposal or Adjustment	Opening balance As per Audited statement
			23102	23103	23104	23105 / 7 / 8 / 9	23101
23	Deferred Revenue		4,539,607				
231	Non-GRE (Other than MTM in year Adj.)	23101 to 23109	-				
	GRE amount - Input GRE Number & Name		0				
	GRE amount - Input GRE Number & Name		0				
	Insert rows above for add'l GRE's		0				

23108	DR - MTM in year Adj.	23110	
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Opening Balance

23201	Deferred Tuition Revenue	23201 to 23299, excluding 23281 & 23289	
24	Other Liabilities		
24105	Liability from Derivatives at Cost (Swaps)	24105	
24106	Other Liability from Derivatives - MTM in year adj.	24106, 24107	
24199	Other Long Term Liabilities	24199	
24202	Obligations for Retirement Benefits	24201 to 24212	

Ending Balance	23289	23281
4,539,607	-4,539,607	4,539,607
5,055,456		
4,428,693		
-		
626,763		

					25102	25103	25104	25105 /6 /7 /8	25101	
					Additions / Receipts	Interest	Transfer to Statement of Operations	Disposal or Adjustment	Opening balance As per Audited statement	
25	Restricted Contributions				8,600,934					
25106	Non-GRE(Other than MTM in year Adj.)	25101 to 25108			8,600,934	1,500,000	200,000	-501,800	0	7,402,734
	GRE amount - Input GRE Number & Name			0						
	GRE amount - Input GRE Number & Name			0						
	Insert rows above for add'l GRE's, copy row from above and update			0						
25109	Restricted Contributions - MTM in year Adj.	25109								

					26102	26103	26104	26105 /6 /8 /9	26101
					Additions / Receipts	Interest	Transfer to Statement of Operations	Disposal or Adjustment	Opening balance As per Audited statement
261	Deferred Capital Contributions				104,882,850				
26106	Non-GRE(Other than MTM in year Adj.)	26101 to 26109 (except 26107)			104,882,850	47,077,992	-5,200,000		63,004,858
	GRE amount - Input GRE Number & Name			0					
	GRE amount - Input GRE Number & Name			0					
	Insert rows above for add'l GRE's, copy row from above and update			0					
26107	DCC - MTM Adjustments	26107							

					26202	26203	26204	26205 /6 /8 /9	26201
262	Deferred Capital Contributions-Unspent-Third Parties				-				
26201	Non-GRE	26201 to 26208 (except 26207)			-				
	GRE amount - Input GRE Number & Name			0					
	GRE amount - Input GRE Number & Name			0					
	Insert rows above for add'l GRE's, copy row from above and update			0					
26209	DCC - Unspent - Third Party - MTM In year Adj.	26207							

					27102	27103	27101
271	Capital Leases				171,166		
27101	Capital Leases-Opening Balance (less current portion)	27101 to 27103			171,166		401,934
	GRE amount - Input GRE Number & Name			0			
	GRE amount - Input GRE Number & Name			0			
	Insert rows above for add'l GRE's, copy row from above and update			0			

					Debt Acquired	Debt Retired	Opening balance As per Audited statement	Cross-Check statement
28	Debt				28,452,499			
					28102	28103	28101	

Total Debt ok

28101	Public Debt Opening Balance (less current portion)	28101 to 28103	
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22,494,000.00	0	-1,117,614	23,611,614
	28202	28203	28201

0 **23,727,913** ok

28201	Non-Public Debt Opening Balance (less current portion)	28201 to 28203	
	Non GRE		5,958,499
	210 - Ontario Financing Authority		
	GRE amount - Input GRE Number & Name		
Insert rows above for add'l GRE's, copy row from above and update			

5,958,499	0	-1,103,174	7,061,673
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0 **7,101,414** ok

28301	Unamortized Foreign Exchange Gains/Losses	28301	
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3	Net Asset		
31	Unrestricted Net Assets		
31101	Unrestricted Net Assets	31101	
31104	Vacation, Sick Leave, Future Employee Benefit	31102 + 31103 + 31104	
31105	Financial Instruments Adjustment	31105	
31106	Prior Period & Other Adjustments to Equity	31106 + 31107	
31108	Financial Instruments Adjustment (OCI) – MTM In-year Adj.	31108	
32	Internally Restricted Net Assets		
32101	Internally Restricted Net Assets	32101 + 32102	
32103	Internally Restricted Net Assets – MTM In-year Adj.	32103	
33	Investment in Capital Assets		
33101	Invested in Capital Assets	33101	

4,371,188
- 27,682,305
- 14,179,205 ok
- 9,074,407 ok
- 4,428,693 ok
69,974
69,974 ok
24,669,799
24,669,799 ok

Receipts	Interest	Disbursements	Transfers or Adjustments	Opening balance As per Audited statement	Cross-Check
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34	Endowments		
34102	Endowments (other than MTM in year Adj.)	34101 to 34106	
	GRE amount - Input GRE Number & Name		0
	GRE amount - Input GRE Number & Name		0
Insert rows above for add'l GRE's, copy row from above and update			

7,313,720	34102	34103	34104	34105 /6	34101
7,313,720	500,000	100,000	-100,000	300,000	6,513,720
0					0
0					0
0					0

34107	Endowment Contribution - MTM in year Adj.	34107	
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Receipts	Interest	Disbursements	Transfers or Adjustments	Opening balance As per Audited statement	Cross-Check
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35	Externally Restricted (Net Assets)		
35101	Externally Restricted (Net Assets) (O/T MTM in year Adj.)	35101 to 35108	
	GRE amount - Input GRE Number & Name		0
	GRE amount - Input GRE Number & Name		0
Insert rows above for add'l GRE's, copy row from above and update			
35109	Restricted Contributions (Net Assets) - MTM in year Adj	35109	

-	35102	35103	35104	35105 /6 /7 /8	35101
-					
0					
0					
0					

STATEMENT OF OPERATIONS (Budget & Interim Reporting)

FOR COLLEGE: (GEORGIAN COLLEGE)

FOR THE PERIOD: MARCH 31, 2012

PREPARED BY : Chester Romanek, Financial Planning 705-728-1968 ext 1713

Enter full Dollar value

Account Number	Account Name	Account grouping	Ref. No. for Assumptions	GRE Amount	Account Total	Sub-Class Total	Class Total
Revenues							
4	Revenues						154,475,500
41	Grant Revenue						64,159,100
41105	Grants - Operating	41104, 41105			64,159,100		
	Non GRE						
	30 Ministry Training, Colleges and Universities			64,159,100			
	GRE amount - Input GRE Number & Name						
	Insert rows above for add'l GRE's, copy row from above and update						
41106	Grants - Capital	41106			0		
	Non GRE						
	GRE amount - Input GRE Number & Name						
	GRE amount - Input GRE Number & Name						
	Insert rows above for add'l GRE's, copy row from above and update						
41205	Provincial Operating Grant - Repayment of Prior Year	41205			0		
	Non GRE						
	GRE amount - Input GRE Number & Name						
	GRE amount - Input GRE Number & Name						
	Insert rows above for add'l GRE's, copy row from above and update						
41210	Provincial Capital Grants - Repayment of Prior Year	41210			0		
	Non GRE						
	GRE amount - Input GRE Number & Name						
	GRE amount - Input GRE Number & Name						
	Insert rows above for add'l GRE's, copy row from above and update						
42	Tuition and Other Student Fees						56,045,400
42101	Tuition summary	42101 TO 42201			56,045,400		
43	Ancillary Revenue						19,901,200
43101	Ancillary Revenue summary	43101 to 43299			19,901,200		
49	Other Revenue (Sub-Class)						14,369,800
49101	Service Fees summary	49101 to 49193			3,164,400		
49201	Donations summary	49201 to 49299			196,000		
49301	Gain/Loss on Sale of Assets/Inventory	49301 to 49504			-		
49902	Investment/Interest Income	49902, 49906			434,200		
49903	Revenues Transferred from Restricted Funds	49903			501,800		
49904	Amortization of Deferred Capital Contributions	49904			5,200,000		
	Non GRE			5,200,000			
	GRE amount - Input GRE Number & Name						
	GRE amount - Input GRE Number & Name						
	Insert rows above for add'l GRE's, copy row from above and update						
49905	Unrealized gain/loss - MTM Adjustment	49905			0		
49999	Other Revenue (general) summary	49901, 49907, 49908, 49999			4,873,400		

Expenses							
5	Expenses						160,351,700
51	Salaries & Wages						87,020,000
51201	Salaries & Wages	51101 to 51320			87,020,000		
52	Employee Benefits						15,991,900
52201	Employee Benefits	52101 to 52339 (Exclude 52131, 52231, 52331)			15,951,900		
52231	Benefits - CAAT Pension contributions	52131, 52231, 52331					
52901	Employee Future Benefits	52901 to 52905			40,000		
53	Supplies & General Admin						15,394,700
53101	Supplies & General Admin summary	53101 to 53199 (except 53111)			15,394,700		
53111	Interest on other than debt	53111			0		
55	Utilities, Maintenance and Taxes						10,847,500
55101	Utilities summary	55101 to 55114			5,663,600		
55201	Maintenance summary	55201 to 55231			5,183,900		
55301	Taxes summary	55301 to 55303			0		
56	Furniture & Equipment						3,486,000
56101	Furniture/Equipment Purchases	56101 to 56109			1,809,500		
56201	Furniture/Equipment Rentals	56201 to 56209			1,676,500		
58	Ancillary Services - Expenditures						6,745,600
58101	Ancillary Services - Expenditures summary	58101 to 58299			6,745,600		
59	Other Expense						20,866,000
59203	Flow-Through Expenditures summary	59201 to 59204			1,105,300		
59301	Amortization - Long Term Assets	59301, 59302			9,403,000		
59401	Other Contract Services summary	59401 to 59403			3,949,500		
59902	Student Assistance summary	59902, 59903, 59904			4,070,500		
59905	Long Term Debt Interest	59905			1,830,600		
59906	Marked to Market - Loss	59906			0		
59999	Other Miscellaneous Expenses summary	59999			507,100		

(Surplus)/Deficit

Class totals (5 - 4)

5,876,200

END OF STATEMENT OF OPERATIONS

STATEMENT OF CAPITAL FUNDING (Budget & Interim Reporting)

FOR COLLEGE: (GEORGIAN COLLEGE)

FOR THE PERIOD: MARCH 31, 2012

PREPARED BY: (Chester Romanek, Financial Planning, May 19, 705-728-1968)

FUNDING	ACCOUNTING
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Land

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Third Party Contribution	Third Party Borrowing	Other source	Not required to be filled	Additions (Value)	Amount to be capitalized	Additional Comments
Sample	FRP	75,000,000	2,000,000	10,000,000	5,000,000	8,000,000		100,000,000	100,000,000	
2008-09								0		
2009-10								0		
2010-11						2,815,000		2,815,000	2,815,000	donated land - Owen Sound and Collingwood
2011-12								0		
2012-13								0		
2013-14								0		
2014-15								0		

0
0
0
0
0
0
0

Construction in Progress

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Third Party Contribution	Third Party Borrowing	Other source	Not required to be filled	Additions (Value)	Amount to be capitalized	amount to be expensed	Transfers out to In-Service Assets Note 1.	Additional Comments
Sample	FRP	75,000,000	2,000,000	10,000,000	5,000,000	8,000,000		100,000,000	90,000,000	10,000,000	-23,000,000	to be amortized in 2008-09
2008-09	KIP		11,303					11,303	11,303			to be amortized in 2010/11
2008-09	Capital	3,750,000			2,245,600	1,562,142		7,557,742	7,241,116	316,626	-7,241,116	to be amortized in 2008/09
2008-09	CRP	449,259						449,259	449,259		-449,259	to be amortized in 2008/09
2008-09	Capital			37,200				37,200	37,200		-37,200	to be amortized in 2009/10
2008-09	Capital	4,650,000						4,650,000	4,650,000			to be amortized in 2009/10
2009-10	Capital				1,800,000	53,775		1,853,775	1,406,806	446,969	-6,056,806	to be amortized in 2009/10
2009-10	KIP	3,128,002		44,889		3,402,884		6,575,775	6,575,775			H&W - to be amortized in 2011/12
2009-10	HRIS				2,400,000			2,400,000	2,369,175	30,825	-2,369,175	to be amortized in 2009/10
2010-11	KIP	15,074,498				8,153,470		23,227,968	23,227,968	0		H&W - to be amortized in 2011/12
2010-11	CAF	704,750				2,781,268		3,486,018	3,486,018	0		Collingwood - to be amortized in 2011/1
2011-12	KIP	1,797,500		9,796,850		10,101,907		21,696,257	21,696,257	0	-51,500,000	H&W - to be amortized in 2011/12
2011-12	CAF	3,295,250				818,732		4,113,982	4,113,982	0	-7,600,000	Collingwood - to be amortized in 2011/1
2012-13								0				
2013-14								0				
2014-15								0				

1. For each respective year, please enter the total value of CIP to be transferred to "in-service" asset class ; This amount should be equal to total value of the CIP transferred in to "in-service" asset class

Site Improvements

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transfers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)	Additional Comments
Sample	FRP	75,000,000	2,000,000	10,000,000	10,000,000	5,000,000	8,000,000	110,000,000	90,000,000	20,000,000	2008-09	40	
2008-09				4,127,056				4,127,056	4,127,056				
2009-10							838,737	838,737	838,737		2009-10	10	
2010-11							2,184,577	2,184,577	2,184,577		2010-11	10	parking lot funded by
2011-12						0	5,119,000	5,119,000	5,119,000		2011-12	10	funded by parking re
2012-13							1,600,000	1,600,000	1,600,000		2012-13	10	funded by parking re
2013-14							1,600,000	1,600,000	1,600,000		2013-14	10	funded by parking re
2014-15							1,600,000	1,600,000	1,600,000		2014-15	10	funded by parking re

Buildings (including major renovations)

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transfers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)	Additional Comments
Sample	FRP	75,000,000	2,000,000	13,000,000	10,000,000	5,000,000	8,000,000	113,000,000	93,000,000	20,000,000	2008-09	40	
2008-09				3,563,317				3,563,317	3,563,317				
2009-10				5,826,892				5,826,892	5,826,892		2009-10	40	
2009-10								0					
2009-10								0					
2010-11								0					
2011-12				49,100,000				49,100,000	49,100,000		2011-12	40	H&W building & Col
2012-13								0					
2013-14								0					
2014-15								0					

Furniture and equipment

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transfers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)	Additional Comments
Sample	FRP	75,000,000	2,000,000		10,000,000	5,000,000	8,000,000	100,000,000	90,000,000	10,000,000	2008-09	5	
2008-09								0					
2009-10				37,200				37,200	37,200		2009-10	5	
2009-10				2,369,175				2,369,175	2,369,175		2009-10	5	New People Soft
2009-10							2,450,900	2,450,900	2,450,900		2009-10	5	
2009-10								0					
2010-11							1,289,315	1,289,315	1,289,315		2010-11	5	funded by revenue, t
2011-12				7,100,000			850,000	7,950,000	7,950,000		2011-12	5	\$7.1M re: H&W build
2012-13							950,000	950,000	950,000		2012-13	5	
2013-14							950,000	950,000	950,000		2013-14	5	
2014-15							950,000	950,000	950,000		2014-15	5	

Information Technology (Computer Equipment)

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transfers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)	Additional Comments
Sample	FRP	75,000,000	2,000,000		10,000,000	5,000,000	8,000,000	100,000,000	90,000,000	10,000,000	2008-09	5	
2008-09								0					
2009-10							143,410	143,410	143,410		2009-10	5	
2010-11							40,495	40,495	40,495		2010-11	5	
2011-12				3,000,000			200,000	3,200,000	3,200,000		2011-12	5	\$3M re: H&W buildin
2012-13							200,000	200,000	200,000		2012-13	5	
2013-14							200,000	200,000	200,000		2013-14	5	
2014-15							200,000	200,000	200,000		2014-15	5	

Other TCA

Enter full Dollar value

Fiscal Year	Funding source	Provincial Grants (Capital)	Provincial Grants (Operating)	Transfers from CIP	Third Party Contribution	Third Party Borrowing	Other source	Additions (Value)	Amount to be capitalized	amount to be expensed	First amortized in (fiscal year)	Amortization periods (No. of Years)	Additional Comments
Sample	FRP	75,000,000	2,000,000		10,000,000	5,000,000	8,000,000	100,000,000	90,000,000	10,000,000	2008-09	5	
2008-09								0					
2009-10							137,515	137,515	137,515		2009-10	4	life of capital lease
2010-11							606,095	606,095	606,095		2010-11	4	life of capital lease
2011-12							0	0	0		2011-12		
2012-13							0	0	0		2012-13		
2013-14							0	0	0		2013-14		
2014-15							0	0	0		2014-15		

	A	B	C	D	E	F	G
1	Capital Asset (Budget & Interim Reporting)						
2	FOR COLLEGE: (GEORGIAN COLLEGE)						
3	FOR THE PERIOD: MARCH 31, 2012						
4	PREPARED BY: (Chester Romanek, Financial Planning, May 19, 705-728-1968 x1713)						
5							
6							
7	Tangible Capital Assets (TCA) Buildings - Amortized>30 Years						
8	Construction In Progress- (CIP)						
9	Enter full Dollar value						
10	Capital Asset (Gross Value)						
11	Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15601 - Bldgs > 30)	Added during the fiscal year (15602 - Bldgs > 30)	Transfers out to In-Service Asset (15603 - Bldgs > 30)	Disposal or Adjustment (15604 + 15605 - Bldgs > 30)	Interest Capitalized (15606 - Bldgs > 30)	Closing Balance of Asset (Gross Value) As of March-31 (Bldgs > 30)
12							
13	2008-09		2,568,924				2,568,924
14	2009-10	2,568,924	9,833,743	- 5,826,892			6,575,775
15	2010-11	6,575,775	25,620,455				32,196,230
16	2011-12	32,196,230	16,903,770	- 49,100,000			-
17	2012-13	-					-
18	2013-14	-					-
19	2014-15	-					-
20							
21							
22	Tangible Capital Assets (TCA)- Amortized <30 Years (Projections included in Information Technology)						
23							
24	Construction In Progress- (CIP)						
25	Enter full Dollar value						
26	Capital Asset (Gross Value)						
27	Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15601 - not Bldgs > 30)	Added during the fiscal year (15602 - not Bldgs > 30)	Transfers out to In-Service Asset (15603 - not Bldgs > 30)	Disposal or Adjustment (15604 + 15605 - not Bldgs > 30)	Interest Capitalized (15606 - not Bldgs > 30)	Closing Balance of Asset (Gross Value) As of March-31 (not Bldgs > 30)
28							
29	2008-09	3,159,268	6,239,561	- 7,690,375			1,708,454
30	2009-10	1,708,454	927,834	- 2,636,288			-
31	2010-11	-	1,093,530	-	-	-	1,093,530
32	2011-12	1,093,530	9,006,470	- 10,100,000	-	-	-
33	2012-13	-					-
34	2013-14	-					-
35	2014-15	-					-
36							
37							

	A	B	C	D	E	F	G
38	Land						
39	Enter full Dollar value						
40	Capital Asset (Gross Value)						
41	Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15101)	Added during the fiscal year (15102)	Retirement or disposal 15104 + 15105)	Transfers from CIP (15106)	Closing Balance of Asset (Gross Value) As of March-31	
42							
43	2008-09	1,221,956	3,866			1,225,822	
44	2009-10	1,225,822				1,225,822	
45	2010-11	1,225,822	2,815,000			4,040,822	ok (class 01)
46	2011-12	4,040,822				4,040,822	
47	2012-13	4,040,822				4,040,822	
48	2013-14	4,040,822				4,040,822	
49	2014-15	4,040,822				4,040,822	
50							
51							
52	Buildings						
53	Enter full Dollar value						
54	Capital Asset (Gross Value)						
55	Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15301)	Transfer from CIP (15303)	Added during the fiscal year (15302)	Retirement or disposal (15304 + 15305)	Closing Balance of Asset (Gross Value) As of March-31	
56							
57	2008-09	106,730,069		82,454		106,812,523	
58	2009-10	106,812,523	5,826,892			112,639,415	
59	2010-11	112,639,415	-			112,639,415	ok (class 02)
60	2011-12	112,639,415	49,100,000	-	-	161,739,415	
61	2012-13	161,739,415	-			161,739,415	
62	2013-14	161,739,415	-			161,739,415	
63	2014-15	161,739,415	-			161,739,415	
64							
65							
66	Site improvements						
67	Enter full Dollar value						
68	Capital Asset (Gross Value)						
69	Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15201)	Transfer from CIP (15203)	Added during the fiscal year (15202)	Retirement or disposal (15204 + 15205)	Closing Balance of Asset (Gross Value) As of March-31	
70							
71	2008-09	11,284,456	4,127,056	295,596		15,707,108	
72	2009-10	15,707,108		838,737		16,545,845	
73	2010-11	16,545,845		2,184,577		18,730,422	ok (class 03, 07, 08)
74	2011-12	18,730,422		5,119,000		23,849,422	
75	2012-13	23,849,422		1,600,000		25,449,422	
76	2013-14	25,449,422		1,600,000		27,049,422	
77	2014-15	27,049,422		1,600,000		28,649,422	
78							

	A	B	C	D	E	F	G
79							
80	Furniture and Equipment						
81	Enter full Dollar value						
82	Capital Asset (Gross Value)						
83	Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15401)	Transfer from CIP (15403)	Added during the fiscal year (15402)	Retirement or disposal (15404 + 15405)	Closing Balance of Asset (Gross Value) As of March-31	
84							
85	2008-09	26,620,762	3,563,317	1,579,682	- 460,634	31,303,127	
86	2009-10	31,303,127	2,406,375	2,450,900	- 559,050	35,601,352	
87	2010-11	35,601,352		1,289,315	- 1,057,250	35,833,417	
88	2011-12	35,833,417	7,100,000	850,000		43,783,417	
89	2012-13	43,783,417		950,000		44,733,417	
90	2013-14	44,733,417		950,000		45,683,417	
91	2014-15	45,683,417		950,000		46,633,417	
92							
93							
94	Information Technology						
95	Enter full Dollar value						
96	Capital Asset (Gross Value)						
97	Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15501)	Transfer from CIP (15503)	Added during the fiscal year (15502)	Retirement or disposal (15504 + 15505)	Closing Balance of Asset (Gross Value) As of March-31	
98							
99	2008-09	8,539,802		964,752	- 846,928	8,657,626	
100	2009-10	8,657,626		143,410	- 759,472	8,041,564	
101	2010-11	8,041,564		40,495	- 370,032	7,712,027	
102	2011-12	7,712,027	3,000,000	200,000		10,912,027	
103	2012-13	10,912,027		200,000		11,112,027	
104	2013-14	11,112,027		200,000		11,312,027	
105	2014-15	11,312,027		200,000		11,512,027	
106							
107							
108							
109	Other TCA						
110	Enter full Dollar value						
111	Capital Asset (Gross Value)						
112	Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15901)	Transfer from CIP (15903)	Added during the fiscal year (15902)	Retirement or disposal (15904 + 15905)	Closing Balance of Asset (Gross Value) As of March-31	
113							
114	2008-09	5,489,966		1,132,710	- 395,685	6,226,991	
115	2009-10	6,226,991		137,515	- 1,162,732	5,201,774	
116	2010-11	5,201,774		606,095	- 1,369,169	4,438,700	
117	2011-12	4,438,700		-		4,438,700	
118	2012-13	4,438,700		-		4,438,700	
119	2013-14	4,438,700		-		4,438,700	
120	2014-15	4,438,700		-		4,438,700	
121							
122							
123							
124							
125	END OF CAPITAL ASSET SCHEDULE						

ok (class 05, 06, 08)

ok (class 04)

ok - (class 24, 36, 40)

	A	B	C	D	E	F	G	H	I	J
1	STATEMENT OF TCA AMORTIZATION (Budget & Interim Reporting)									
2	FOR COLLEGE: (GEORGIAN COLLEGE)									
3	FOR THE PERIOD: MARCH 31, 2012									
4										
5										
6	PREPARED BY: (Chester Romanek, Financial Planning, May 19, 705-728-1968 x1713)									
7										
8	For Tangible Capital Assets (TCA)- Amortized >30 Years									
9	Building									
10										
11	Accumulated Amortization					Calculation of In-Year Amortization				
12	Fiscal Year	Opening Balance accumulated amortization As of April-01 (16301)	Expensed for the fiscal year (16302)	Retirement or disposal (16303 + 16304)	Closing Balance accumulated amortization As of March-31	Amortization on opening Book Value	Amortization on Addition (1/2 year rule)	Amortization on Disposal (1/2 year rule)	Amortization For the year	
13		Accumulated Amortization	B = (Z)	C (negative)	D=A+B+C	W	X	Y (negative)	Z=W+X+Y	
14										
15	2008-09	32,508,985	2,638,617		35,147,602				2,638,617	
16	2009-10	35,147,602	2,698,288		37,845,890				2,698,288	
17	2010-11	37,845,890	2,684,827		40,530,717				2,684,827	
18	2011-12	40,530,717	3,249,555		43,780,272				3,249,555	
19	2012-13	43,780,272	3,852,386		47,632,658				3,852,386	
20	2013-14	47,632,658	3,843,318		51,475,976				3,843,318	
21	2014-15	51,475,976	3,843,318		55,319,294				3,843,318	
22										
23										
24										
25										
26										
27	For Tangible Capital Assets (TCA)- Amortized <30 Years									
28										
29	Site Improvements									
30										
31	Accumulated Amortization					Calculation of In-Year Amortization				
32	Fiscal Year	Opening Balance accumulated amortization As of April-01 (16201)	Expensed for the fiscal year (16202)	Retirement or disposal (16203 + 16204)	Closing Balance accumulated amortization As of March-31	Amortization on opening Book Value	Amortization on Addition (1/2 year rule)	Amortization on Disposal (1/2 year rule)	Amortization For the year	
33		Accumulated Amortization	B = (Z)	C (negative)	D=A+B+C	W	X	Y (negative)	Z=W+X+Y	
34										
35	2008-09	5,344,535	755,188		6,099,723				755,188	
36	2009-10	6,099,723	997,072		7,096,795				997,072	
37	2010-11	7,096,795	1,138,736		8,235,531				1,138,736	
38	2011-12	8,235,531	1,427,591		9,663,122				1,427,591	
39	2012-13	9,663,122	1,691,140		11,354,262				1,691,140	
40	2013-14	11,354,262	1,762,666		13,116,928				1,762,666	
41	2014-15	13,116,928	1,839,925		14,956,853				1,839,925	
42										
43										

	A	B	C	D	E	F	G	H	I	J
79										
80	Other TCA									
81										
82		Accumulated Amortization					Calculation of In-Year Amortization			
	Fiscal Year	Opening Balance accumulated amortization As of April-01 (16901) Accumulated Amortization	Expensed for the fiscal year (16902) B = (Z)	Retirement or disposal (16903 +16904) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C		Amortization on opening Book Value W	Amortization on Addition (1/2 year rule) X	Amortization on Disposal (1/2 year rule) Y (negative)	Amortization For the year Z=W+X+Y
83										
84										
85										
86	2008-09	2,496,768	1,183,445	- 394,632	3,285,581					1,183,445
87	2009-10	3,285,581	1,230,256	- 1,189,974	3,325,863					1,230,256
88	2010-11	3,325,863	1,031,690	- 1,362,978	2,994,575					1,031,690
89	2011-12	2,994,575	731,721		3,726,296					731,721
90	2012-13	3,726,296	473,637		4,199,933					473,637
91	2013-14	4,199,933	179,263		4,379,196					179,263
92	2014-15	4,379,196	64,067		4,443,263					64,067
93										
94										
95										
96										
97										
98	END OF STATEMENT OF TCA AMORTIZATION									

ASSUMPTIONS USED IN BUDGET PROJECTIONS

REF #

ASSUMPTION DETAILS

Statement of Operations

Please state any assumptions made on the "Template S Op" tab

Revenue

Operating grant

Share of GPOG based on Provincial Budget Information

Capital grant

Assumptions based on Provincial Budget Announcements

Tuition fees

Increases based on Ministry Fee Policy.

Other revenue

All other student fee increases approved by Student Administrative Council (SAC).

Sale of assets

Expenses

Salary and benefits

Increases based on Collective Agreements and Provincial Budget Announcements.

Supplies and general admin

Furniture & Equipment

Utilities, Maintenance and Taxes

Ancillary Services - Expenditures

Other Expense

Any other assumptions made

Statement of Financial Position

Please state any assumptions made on the "Template St Fin Pos" tab

Other Statements/Tabs

Please state any assumption made on the remaining tabs

Two capital projects ongoing that will be completed in 2011-12
1) New facility in Collingwood
2) Health & Wellness at the Barrie Campus