

# 2018-2019 ANNUAL REPORT



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Cover Photo by Ema Peter

## Section 1: Board of Governors

Name	LGIC/ Appt	Date Started	Term Coming Due	Current Term
<i>External Members</i>				
Steve Stipsits	Appt	Sept 1, 2016	Aug 31, 2019	1 <sup>st</sup>
Stephen Bauld	LGIC	Sept 1, 2013	Aug 31, 2019	2 <sup>nd</sup>
Mark Farrow	Appt	Sept 1, 2014	Aug 31, 2020	2 <sup>nd</sup>
Katrina McFadden	Appt	Sept 1, 2014	Aug 31, 2020	2 <sup>nd</sup>
Sheree Meredith	Appt	Sept 1, 2014	Aug 31, 2020	2 <sup>nd</sup>
Mila Ray-Daniels	Appt	Sept 1, 2017	Aug 31, 2020	1 <sup>st</sup>
David van der Woerd	Appt	Sept 1, 2017	Aug 31, 2020	1 <sup>st</sup>
Bill Chisholm	Appt	Sept 1, 2018	Aug 31, 2021	1 <sup>st</sup>
Barbara Sullivan	Appt	Sept 1, 2018	Aug 31, 2021	1 <sup>st</sup>
Sheri Longboat	LGIC	Sept 1, 2015	Aug 31, 2021	2 <sup>nd</sup>
Paul Pastirik	LGIC	Sept 1, 2015	Aug 31, 2021	2 <sup>nd</sup>
Raymond Simmons	LGIC	Sept 1, 2015	Aug 31, 2021	2 <sup>nd</sup>
Ron McKerlie, <i>PRESIDENT</i>	Appt (President)	Aug 5, 2014		
Name	Dept	Date Started	Term Coming Due	Term
<i>Internal Members</i>				
Wendy Lawson	Admin	Sept 1, 2018	Aug 31, 2021	1 <sup>st</sup>
Tyler Lodder	Student	Sept 1, 2018	Aug 31, 2019	1 <sup>st</sup>
Tracey Richardson	Support	Sept 1, 2017	Aug 31, 2020	1 <sup>st</sup>
Kamala Kruse	Faculty	Sept 1, 2018	Aug 31, 2021	1 <sup>st</sup>

## Section 2: Strategic Plan

### **Vision:**

Future Ready. Learning for Life

### **Mission:**

We educate and prepare highly skilled graduates for success and contributions to the community, Canada and the world.

### **Values:**

We are student focused.

We are committed to excellence.

We engage our community.

We are inclusive.

We are accountable.

### **Strategic Themes and Priorities:**

#### Student Success

- Provide more entry points and pathways to a credential.
- Address financial barriers.
- Grow our reach and impact.
- Student engagement to support success.

#### Graduate Success

- Ensure graduates are Job Ready. Guaranteed.
- Provide career support for life.
- Foster entrepreneurship, innovation and global competencies.
- Become a leader in simulation-based learning.
- Rank highest for most satisfied employers.

#### Collaboration and Partnerships

- Leaders in applied research.
- Generate innovative solutions for industry and community challenges.
- Reframe the definition of campus to support growth and collaboration.

#### Community Leadership

- Lead in Indigenous education in Ontario.
- Lead in social inclusion.
- Lead in internationalization and global experiences.
- Lead in environmental sustainability.

#### Strong Foundations

- Build reputation and pride.
- Foster excellence in staff and faculty.
- Maintain financial stability to ensure long-term viability.
- Plan for the future.



## Section 3: Message from the President

It was another impressive year for Mohawk in 2018-2019.

In September 2018, we made history with the opening of The Joyce Centre for Partnership & Innovation, the region's first and Canada's largest net zero institutional building. The award-winning building has received national and international attention and established Mohawk as a pioneer in sustainable campus development. Shortly after, the college celebrated another first with the opening of the first solar carport at an Ontario college.

These are the latest in a long list of changes that have taken place at Mohawk over the past few years. Together these projects have served as inspiration for the development of a new Campus Master Plan completed in early 2019. The plan will guide our decisions with respect to growth and development for the next 50 years and challenge future decision-makers to create inspirational environments that showcase student leadership, spark new ideas and encourage sustainable growth while promoting adaptability and innovative thinking.

Another way Mohawk is showing leadership within the college sector is by working with our more than 2,000 partners to rethink how and where we deliver education. In 2018, we opened an on-site fitness centre, staffed entirely by students, at The Village at St. Elizabeth Mills. The fitness centre is in addition to a massage clinic that opened at the same location the previous year. Both of these initiatives give students the opportunity to learn by doing in a real-world setting. The success of this partnership led to the creation of a new training site for Personal Support Worker students at Schlegel Villages' Wentworth Heights community in early 2019. The site provides students the opportunity to complete all of their training within a long-term care facility.

This same model is being applied to other program areas. In partnership with KF Aerospace, Mohawk has begun construction on a new facility for our aerospace programs at Hamilton International Airport. The new facility will allow Mohawk to bring three aerospace programs together in one location, with training capacity for up to 600 students.

Partnerships like these demonstrate how the college is delivering on its commitment to providing students with exceptional learning experiences that put them on a path to success. These and other projects are all part of the college's 5-year Strategic Plan. We are now past the halfway mark in that plan and well on the way to achieving our goals.

Mohawk employees have been key to our success. Our faculty and staff have taken ownership of our strategic plan and found innovative ways to make meaningful contributions that help move the plan forward. These achievements, together with the strategic guidance of our Board of Governors have put Mohawk in an excellent position to sustain our success in the years ahead.

Regards,  
Ron J. McKerlie

## Section 4: Report on Previous Year's Goals

### STUDENT SUCCESS

#### **More entry points, more pathways to completion with a credential:**

Through the Centre for Community Engagement and Experiential Learning, the college participated in digital badging pilot initiatives. Additionally, the college launched a custom-designed exemption tool that allows for fast approval of exemptions for courses from other post-secondary institutions already deemed equivalent to Mohawk courses.

#### **Address financial barriers:**

The Mo' Money Financial Literacy module was completed and is ready for full launch in 2019. In 2018-2019, a new initiative was added to the college's orientation and welcome activities. 3,200 baggies were stuffed and distributed and included puzzle pieces. Students were directed to the Mo'Money booth and over 1,000 students brought their puzzle piece and engaged in financial literacy activities. The previous engagement record for a single event was 28.

#### **Grow reach and impact:**

City School reach and impact continued to grow with pop up locations in Haldimand County, Mission Services Hamilton, the Aldershot community and others in addition to our regular programming through the Eva Rothwell classrooms, the Hamilton Public Library Central Branch and the mobile classroom. The college continues to drive strong results through its access initiatives like College in Motion and the launch of the Discover Mohawk centre.

#### **Student engagement to support students:**

Mohawk's Campus to Community initiative doubled again in 2018-2019 to twelve community partners. These organizations include Ronald McDonald House Charities of South Central Ontario, Eva Rothwell Centre, Habitat for Humanity Hamilton, Neighbour to Neighbour Centre, Wesley Urban Ministries, Stewards of Cootes Watershed, Mission Services of Hamilton, Special Olympics Hamilton, Boys and Girls Clubs of Hamilton, Native Women's Centre, North Hamilton Community Health Centre, and St. Peter's Residence at Chedoke.

### GRADUATE SUCCESS

#### **Job ready, guaranteed:**

Work continued on research and best practices around ensuring students are job ready at graduation. This involved testing of job readiness modules as part of the work around a job ready guarantee. Consideration and research was also completed in support of employer needs and realigning the job ready guarantee initiative around customized partnerships with employers.

#### **Career support for life:**

Alumni activities were realigned to support more career development activities for students still in school. This included Backpack to Briefcase, career mentorship, workshops and other initiatives. Additionally, the college continued to introduce new graduate certificate programs that allow us to reach back to graduates to extend their educational journey with the college.

## **Entrepreneurship, Innovation and global competencies**

Mohawk Students participated in many CityLAB courses in partnership with the City of Hamilton. Those included renovations to City Housing stock, development of an app in support of Hamilton's landmarks and exploring opportunities for public wi-fi in Hamilton. Additionally, with support from the Career Ready fund, Mohawk students were able to take part in global learning experiences in Jamaica and Greece.

### **A leader in simulation-based learning:**

Mohawk opened The Joyce Centre for Partnership & Innovation. This was designed with flexibility as a priority – all of the classrooms can be labs and the labs can be classrooms. This includes a simulated factory that links key labs to better replicate an IIOT environment or connections between campuses. It also launched a partnership with EON Reality which will make Mohawk a leader in training and in supporting industry through the use of augmented and virtual reality.

### **Most satisfied employers:**

Mohawk completed both qualitative and quantitative research around employer needs and perceptions. This work further connected to the development of an industry partnership program. Mohawk's Student and Graduate employment team was recognized nationally as a best practice in a recent report highlighting best practices across the country in career services.

## **COLLABORATIONS AND PARTNERSHIPS**

In 2017-18, Research Infosource ranked Mohawk #1 in Canada in industry research intensity and #1 in Canada in industry research income (\$2.7 million) third in industry revenue amount and seventh in the number of research partnerships among Canadian colleges. Mohawk students, faculty and staff work with industry, government and community partners on applied research projects in three innovation centres. The College Student Success Innovation Centre also completed its foundational work with its college partners. Ideaworks also worked in collaboration with industry in support of Canada's Advanced Manufacturing Supercluster. In 2018-2019 919 students and 89 faculty were part of 172 projects.

### **Generating innovative solutions for industry and community:**

Mohawk continued its leadership in skilled trades by launching an apprenticeship hub. This first of its kind model engages industry, employers and apprentices and provides new resources and supports for our skilled trades students and helps with system navigation.

### **Redefining campus to support growth and collaboration:**

Mohawk launched a personal support worker program in partnership with Schlegel Villages, which manages long-term care and retirement facilities. Schlegel provided space at its Wentworth Heights Village for a living classroom where Mohawk will deliver health education programs, beginning with students in the Personal Support Worker program. In-class instruction and professional practice placement will take place at the village, bringing together students and residents in a long-term care environment.

## **COMMUNITY PARTNERSHIP**

### **Leaders in Indigenous education:**

Mohawk completed the development of its Indigenous Education Strategy. This work builds on the college's commitments through the Indigenous Education Protocol.

### **Leaders in social inclusion:**

A diversity survey was completed as part of the 2018 employee engagement survey. Mohawk also released its 5 equity and social inclusion commitments to the college community. The college also completed its expansion of its Social Inc spaces to the Stoney Creek campus in early 2019.

### **Leaders in internationalization and global experiences:**

Record international enrolment continued to grow in 2018-2019 with students attending Mohawk from around the world. Mohawk continued to diversify its country of origin for its student after that time.

### **Leaders in environmental sustainability:**

Mohawk completed its greenhouse gas audit in late 2018 and reported 0.084 tCO<sub>2</sub>e/m<sup>2</sup> (carbon emission equivalents [Carbon Footprint]) per square foot of campus building space ahead of target. The Joyce Centre for Partnership & Innovation received its Net Zero Design designation from the Canada Green Building Council. As well Mohawk installed a solar carport at the Fennell campus and EV charging stations were expanded on the Fennell and Stoney Creek campuses.

## **STRONG FOUNDATIONS**

### **Reputation and pride:**

Mohawk completed a reputation check to measure its influence in the region including qualitative research with emerging community leaders and a quantitative reputation survey. It also hosted several key events for the launch of The Joyce Centre through its Net Zero Mohawk channels.

### **Excellence in staff and faculty:**

Employee recognition at Mohawk was relaunched, with three new Mohawk Awards of Excellence presented annually and Mohawk Everyday Hero Awards presented throughout the year. Duane Bender was recognized for excellence at the Colleges and Institutes Canada awards.

Employee engagement surveys were conducted with a 62.7% response rate and an overall net promoter score of 79%.

### **Planning for the future:**

The Campus Master Plan was completed and approved by the college Board of Governors.

A multi year Strategic Enrolment Management strategy was developed incorporating a formal process to review program sustainability and program delivery options.



# Section 5: President's Advisory Council

## Activities Report

Mohawk College's President's Advisory Council (PAC) is governed by the Ministry of Training, Colleges and Universities' Binding Policy Directive – Governance and Accountability Framework. The PAC provides a forum for students, faculty and staff to advise the president from a range of perspectives.

### President's Advisory Council Membership 2018-2019

#### 1. Membership

The position of a Council member is recognized as important and beneficial to the growth and development of the College. The position is voluntary and members may not receive remuneration for their participation, although reasonable travel expenses will be reimbursed. Meetings will be scheduled to accommodate members' schedules to the extent possible.

##### 1.1 Composition

The membership of the Council shall reflect the makeup of the overall College community and be comprised of elected and appointed members as follows:

#### Ex-Officio and Appointed

- (1) President (Ex-Officio, Non-Voting) – Ron McKerlie
- (1) President's Designate (Non-Voting) – Alison Horton
- (1) Mohawk Students' Association President (Ex-Officio, Voting) – Andrew Pidsadny
- (4) Mohawk Students' Association Representatives (Ex-Officio, Voting) – rotating
- (1) Mohawk College Administrative Staff Association Representative (Ex-Officio, Voting)  
–Wendy Makey
- (1) Local 240 Representative (Ex-Officio, Voting) – Geoff Ondercin-Bourne
- (1) Local 241 Representative (Ex-Officio, Voting) – Greg Gagnon

#### Elected

- (1) Representative per Dean:
  - Students – Pia Muscat
  - Applied Research – Natalie Shearer
  - School of Health – Michael Chan
  - School of Community, Justice and Liberal Studies – Fred Armitage
  - School of Engineering Technology – Kevin Browne
  - Marshall School of Skilled Trades & Apprenticeship – Ivan Sverko
  - McKeil School of Business, Media & Entertainment and CE – Tracey Kadish
  - International Education – Daniel Farr
  - Centre for Community Partnerships and Experiential Learning – Emily Ecker (*Chair*)
- (1) Administrative Representative (Fennell) – Gabriela Soraggi
- (1) Administrative Representative (Stoney Creek) – Angelo Cosco (1)
- (1) Administrative Representative (IAHS) – Brooke Malstrom
- (1) Support Staff Representative (Fennell) – Kathy Hicks (*Vice-Chair*) (1)
- (1) Support Staff Representative (Stoney Creek) – Jessica Vanhooren (1)
- (1) Support Staff Representative (IAHS) – Sharon Baptist
- (1) Student Services Representative – Diane Harrison
- (1) Corporate Services Representative – Grant Hodson

**Secretariat**

Cindy Merifield

As outlined in the terms of reference, the PAC meets twice per fall and winter term, and once in the spring term for member transition and work planning. In line with Mohawk's Strategic Plan, each PAC meeting is strategically themed.

**2018-2019 Meeting Dates:**

September 17, 2018 - Student Success

November 19, 2018 - Collaboration & Partnerships

January 21, 2019 - Community Leadership

March 25, 2019 - Strong Foundations

June 24, 2019 - Graduate Success/Transition

Policies and procedures discussed and reviewed by the PAC included:

- Administration of Research Grants and Contracts Policy
- Freedom of Speech Policy
- Smoke-Free Campus Policy
- Sexual Assault and Sexualized Violence Policy
- Violence Prevention and Protection Policy
- Emergency Response Policy
- College/Campus Emergency Closure Procedure
- Bomb Threats Procedure

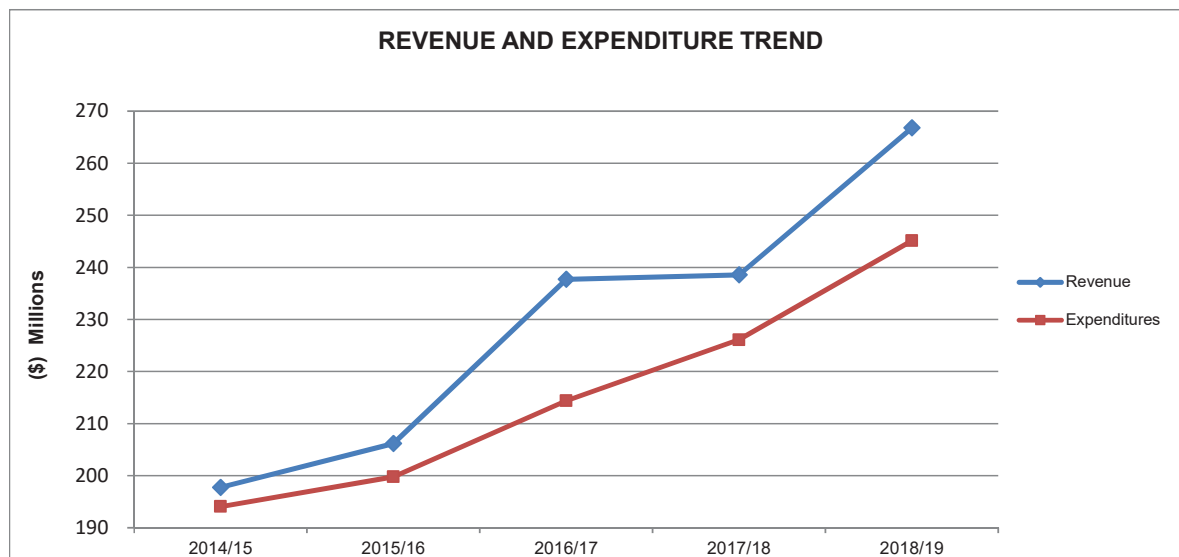
PAC members also received updates and provided input on:

- Campus Master Plan Presentation
- Programs for Newcomers
- Financial Literacy
- Indigenous Education and Initiatives Plan

## Section 6: Statement of Operations

### Mohawk College of Applied Arts and Technology Statement of Operations Fiscal Years 2014/15 to 2018/19

	2014/15 \$	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$
<b>Revenue</b>					
Grants	91,108,277	93,549,779	96,800,419	98,387,310	107,336,810
Student Fees	70,914,292	76,046,835	90,729,290	98,418,021	119,187,711
Ancillary	13,997,376	14,281,365	14,594,366	14,017,695	15,286,399
Amortization of deferred contributions	4,162,163	4,678,958	4,926,907	4,776,132	4,578,303
Amortization of deferred contributions related to capital assets	10,453,868	6,950,535	7,436,374	8,024,028	9,041,450
Other	7,109,962	10,631,914	23,206,527	14,938,356	11,339,830
<b>Total Revenue</b>	<b>197,745,938</b>	<b>206,139,386</b>	<b>237,693,883</b>	<b>238,561,542</b>	<b>266,770,503</b>
<b>Expenditures</b>					
Salaries and benefits	118,689,595	119,303,052	126,609,223	131,411,070	146,319,595
Contracted services and professional Fees	14,681,019	15,465,282	17,854,530	19,025,711	19,093,006
Supplies and other expenses	12,499,781	13,320,721	15,526,638	17,863,262	18,421,474
Utilities, maintenance and taxes	12,107,172	14,002,683	16,257,855	17,532,616	16,576,432
Instructional supplies	4,736,222	6,178,538	6,099,798	6,417,588	6,854,797
Ancillary	10,599,340	10,180,887	10,083,858	11,828,253	13,310,126
Scholarships, bursary & award payments	4,162,163	4,678,958	4,926,907	4,776,132	4,578,303
Amortization expense	13,567,440	13,764,852	14,451,134	15,164,336	17,781,617
Interest on long-term liabilities	2,999,287	2,895,864	2,575,285	2,071,984	2,192,063
<b>Total Expenditures</b>	<b>194,042,019</b>	<b>199,790,837</b>	<b>214,385,228</b>	<b>226,090,952</b>	<b>245,127,413</b>
<b>Excess of Revenue over Expenditures</b>	<b>3,703,919</b>	<b>6,348,549</b>	<b>23,308,655</b>	<b>12,470,590</b>	<b>21,643,090</b>



## Section 7: KPI Performance

Mohawk ranked #1 among GTHA colleges in Knowledge and Skills, and Graduate Satisfaction.

Within the capstone questions, 84.4 percent for the program providing knowledge and skills that will be useful in a future career. This is on par with provincial average of 84.4 percent in this category.

Mohawk also increased ranking in overall quality of learning experiences in the program; ranked 3<sup>rd</sup> place in the GTHA. Mohawk ranked 3<sup>rd</sup> among large colleges for overall quality of facilities and resources in the college.

Capstone Questions	Mohawk College		Provincial Average	GTHA colleges out of 6	Large Colleges out of 8
	2017-2018	2016-2017	2017-2018	2017-2018 Ranking	
Overall Student Satisfaction	72.8%	77.0%	73.4%	2	4
Knowledge and skills that will be useful in your future career	84.4%	87.3%	84.4%	1	3
Quality of learning experiences in the program	73.5%	78.2%	75.5%	3	5
Quality of services	60.4%	65.4%	61.1%	2	4
Quality of facilities and resources	72.8%	77.3%	72.6%	2	3
Graduate Satisfaction Rate	79.2%	78.3%	79.5%	1	3
Graduate Employment Rate	88.6%	86.0%	85.7%	2	2

### Apprenticeship Student Satisfaction

For 2017-18 the apprenticeship survey period has been adjusted. The Student Satisfaction Survey Process applies to all apprentices enrolled in full-time and fifty percent of part-time classes at colleges.

### Graduate Satisfaction and Employment Survey

The graduate satisfaction survey is an MTCU mandated survey conducted by a third party research company. Ontario college graduates are surveyed approximately six months after graduation. For this reporting year, graduates from summer 2016, fall 2016 and winter 2017 were contacted with a 52.9 percent response rate, which is below the Provincial response rate of 60 percent. With the year over year decline in graduate participation, the ministry has implemented a gift card incentive program for the 2016-17 graduate survey period, to encourage graduates to complete the survey.

Of the 1,724 respondents, 78 percent of graduates reported they were satisfied or very satisfied with the usefulness of their college education in achieving their goals after graduation. This is on par with the provincial average of 78 percent.

When asked if they are working, 79 percent said they had found employment, which is slightly above the previous year and 2 percent points above the provincial average of 83 percent.

Sixty-three percent said they are working in jobs related to their program (53 percent said yes and 13 percent said partially yes). This is on par with the provincial average where 50 percent said yes and 15 percent said partially yes.

Graduates reported high satisfaction with their Mohawk education on the six survey questions:

- 83% of Mohawk graduates are overall satisfied with the college preparation for the type of work they are doing.
- 87% of graduates are satisfied with courses being up-to-date.
- 86% reported satisfaction with their course content.
- 85% satisfied with the quality of instruction.
- 81% satisfied with the skills developed in co-op, clinical, field placement experience, and career placement services.

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#### Graduate Employer Survey

Of the 111 employers who answered the employer satisfaction survey, 86.5 percent reported being satisfied or very satisfied with their Mohawk graduate employee. This was a increase of 2.2 percent from last year that caused our ranking to shift from 24<sup>th</sup> to 22<sup>nd</sup> in the province.

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#### Graduation Rate

Mohawk's graduation rate was measured at 65.2 percent, unchanged. This is 1.6 percent below the provincial average.

The KPI survey definition for graduation rate includes all postsecondary students who have graduated within a time period equal to two times the length of their program. Therefore, the graduates included in the 2017-18 reporting year began their studies at Mohawk between 2010 and 2016. In addition, the KPI graduation rate definition does not include students enrolled in the Mohawk-McMaster collaborative programs, Apprenticeship, Pre-apprenticeship, Academic Upgrading or English as a Second Language (LINC) programs at Mohawk.

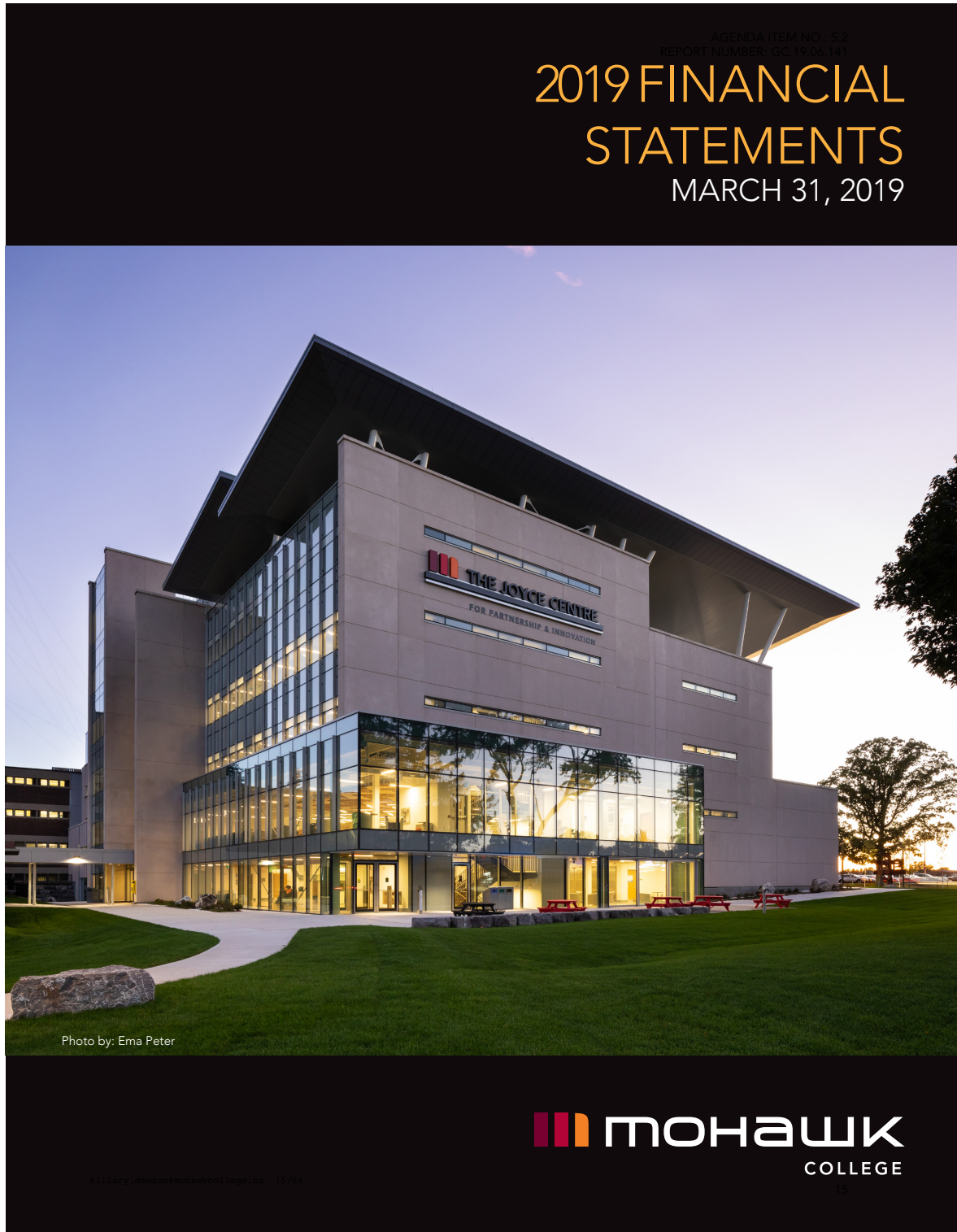


## Appendix A:

### Audited Financial Statements

- The Mohawk College of Applied Arts and Technology
- Mohawk College Enterprise Corporation

Audited Financial Statements:  
The Mohawk College of Applied Arts and Technology



**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**FINANCIAL STATEMENTS AND SUPPLEMENTARY SCHEDULES**

**I N D E X**

**FINANCIAL STATEMENTS:**

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## **INDEPENDENT AUDITORS' REPORT**

To The Board of Governors of Mohawk College of Applied Arts and Technology

### ***Opinion***

We have audited the financial statements of Mohawk College of Applied Arts and Technology (the "Entity") which comprise:

- the statement of financial position as at March 31, 2019
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- the statement of remeasurement gains and losses for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at March 31, 2019, and its results of operations, changes in net assets, cash flows and remeasurement gains and losses for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

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### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.  
The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.





- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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



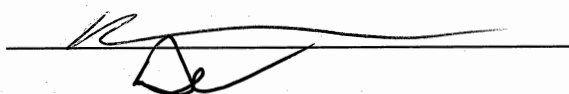
Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada  
June 12, 2019

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Statement of Financial Position**  
**March 31, 2019, with comparative figures for 2018**

		<b>Statement 1</b>	
		2019	2018
		\$	\$
<b>ASSETS</b>			
<b>CURRENT</b>			
Cash	(note 2)	13,887,976	24,421,049
Investments	(note 3)	106,891,019	89,932,710
Accounts receivable		14,996,602	13,854,035
Grants receivable		5,130,271	3,394,592
Inventories		1,371,165	1,504,003
Prepaid expenses and other assets		6,246,873	4,417,708
Current portion of long-term receivable	(note 5)	1,022,043	1,074,659
		<u>149,545,949</u>	<u>138,598,756</u>
<b>LONG-TERM</b>			
Long-term investment	(note 4)	873,472	873,472
Long-term receivable	(note 5)	29,898,639	31,203,548
Construction in progress	(note 6)	1,205,332	40,825,878
Capital assets	(note 7)	217,119,265	152,301,160
		<u>249,096,708</u>	<u>225,204,058</u>
		<u>398,642,657</u>	<u>363,802,814</u>
<b>LIABILITIES, DEFERRED CONTRIBUTIONS AND NET ASSETS</b>			
<b>CURRENT LIABILITIES</b>			
Accounts payable and accrued liabilities		29,670,170	34,606,821
Deferred revenue	(note 8)	33,249,202	27,569,088
Vacation pay		8,086,509	8,280,070
Current portion of long-term debt	(note 9)	2,556,271	1,830,845
		<u>73,562,152</u>	<u>72,286,824</u>
<b>LONG-TERM LIABILITIES</b>			
Long-term debt	(note 9)	52,995,197	50,135,449
Post-employment benefits and compensated absences	(note 10)	6,685,000	6,751,000
		<u>59,680,197</u>	<u>56,886,449</u>
<b>DEFERRED CONTRIBUTIONS</b>			
Deferred contributions	(note 11a)	5,325,147	4,534,320
Deferred contributions related to construction in progress	(note 11b)	1,126,640	22,817,357
Deferred contributions related to expenses of future periods	(note 11c)	2,667,346	5,571,767
Deferred contributions related to capital assets	(note 11d)	138,790,704	107,074,751
		<u>147,909,837</u>	<u>139,998,195</u>
<b>NET ASSETS (statement 3)</b>			
Net assets invested in capital assets	(note 12)	54,510,835	43,826,238
Unrestricted net assets:			
Operating		10,671,561	8,349,629
Vacation pay		(8,086,509)	(8,280,070)
Post-employment benefits and compensated absences		(6,685,000)	(6,751,000)
Restricted net assets:			
Internally restricted assets		48,700,000	40,323,000
Endowment contributions	(note 13)	17,524,075	17,454,702
		<u>116,634,962</u>	<u>94,922,499</u>
Accumulated remeasurement gains (losses) (statement 5)		855,509	(291,153)
		<u>117,490,471</u>	<u>94,631,346</u>
		<u>398,642,657</u>	<u>363,802,814</u>

**SIGNED ON BEHALF OF THE BOARD:**



See accompanying notes to the financial statements

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**Statement of Operations**

**For the year ended March 31, 2019, with comparative figures for 2018**

**Statement 2**

		2019 \$	2018 \$
<b>REVENUE</b>			
Grants	(schedule 1)	107,336,810	98,387,310
Student fees		119,187,711	101,463,333
Ancillary	(schedule 1)	15,286,399	14,017,695
Amortization of deferred contributions		4,578,303	4,776,132
Amortization of deferred contributions related to capital assets		9,041,450	8,024,028
Other	(schedule 1)	11,339,830	11,893,044
		<u>266,770,503</u>	<u>238,561,542</u>
<b>EXPENDITURES</b>			
Salaries and benefits		146,319,595	131,411,070
Contracted services and professional fees		19,093,006	19,025,711
Supplies and other expenses		18,421,474	18,039,361
Utilities, maintenance and taxes		16,576,432	17,532,616
Instructional supplies		6,854,797	6,241,489
Ancillary	(schedule 2)	13,310,126	11,828,253
Scholarship, bursary and award payments		4,578,303	4,776,132
Amortization expense		17,781,617	15,164,336
Interest on long-term liabilities		2,192,063	2,071,984
		<u>245,127,413</u>	<u>226,090,952</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>		<u>21,643,090</u>	<u>12,470,590</u>

See accompanying notes and schedules to the financial statements

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**Statement of Changes in Net Assets**

**For the year ended March 31, 2019, with comparative figures for 2018**

**Statement 3**

	Invested in Capital Assets \$	Unrestricted Operating \$	Vacation & post- employment benefits & compensated absences \$	Internally Restricted \$	Endowment Contributions \$	2019 Total \$	2018 Total \$
Balance, beginning of year	43,826,238	8,349,629	(15,031,070)	40,323,000	17,454,702	94,922,499	81,208,250
Excess (deficiency) of revenue over expenditures	(8,740,167)	31,258,203	259,561	(1,134,507)	-	21,643,090	12,470,590
Investment in capital assets	19,424,764	(5,513,304)	-	(13,911,460)	-	-	-
Change in internally imposed restrictions	-	(23,422,967)	-	23,422,967	-	-	-
Preservation of capital (note 13)	-	-	-	-	-	-	1,194,438
Endowment contributions	-	-	-	-	69,373	69,373	49,221
Balance, end of year	54,510,835	10,671,561	(14,771,509)	48,700,000	17,524,075	116,634,962	94,922,499

See accompanying notes to the financial statements

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Statement of Cash Flows**  
**For the year ended March 31, 2019, with comparative figures for 2018**

**Statement 4**

	2019 \$	2018 \$
Cash provided by (used in):		
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenditures	21,643,090	12,470,590
Items not involving cash:		
Amortization expense	17,781,617	15,164,336
Net income of Mohawk College Enterprise	(73,271)	(16,933)
Decrease in post-employment benefits and compensated absences	(66,000)	(365,000)
Loss on disposal of capital assets	100,378	27,249
Amortization of deferred contributions related to capital assets	(9,041,450)	(8,024,028)
	30,344,364	19,256,214
Changes in non-cash working capital items:		
Accounts receivable	(1,142,567)	245,980
Grants receivable	(1,735,679)	1,945,309
Inventories	132,838	(61,801)
Prepaid expenses and other assets	(1,829,165)	(361,785)
Accounts payable and accrued liabilities	(4,863,380)	8,217,849
Deferred revenue	5,680,114	3,912,023
Vacation pay	(193,561)	9,166
	26,392,964	33,162,955
<b>INVESTING ACTIVITIES</b>		
(Purchase) sale of investments, net	(15,811,647)	4,042,235
Long-term receivable	1,357,525	172,630
	(14,454,122)	4,214,865
<b>CAPITAL ACTIVITIES</b>		
Purchase of capital assets	(41,903,938)	(16,692,952)
Proceeds from sale of capital assets	29,716	73,751
Contributions for capital purposes	14,470,255	4,242,870
Construction in progress, net of deferred contributions	(78,692)	(21,954,649)
	(27,482,659)	(34,330,980)
<b>FINANCING ACTIVITIES</b>		
Contributions for endowment	69,373	1,243,659
Contributions for other restricted purposes, net	790,827	(1,388,359)
Contributions for expenses of future periods, net	565,370	3,101,522
Proceeds of long-term debt	5,416,019	6,694,548
Repayment of long-term debt	(1,830,845)	(1,731,404)
	5,010,744	7,919,966
<b>(DECREASE) INCREASE IN CASH</b>	<b>(10,533,073)</b>	<b>10,966,806</b>
<b>CASH, BEGINNING OF YEAR</b>	<b>24,421,049</b>	<b>13,454,243</b>
<b>CASH, END OF YEAR</b>	<b>13,887,976</b>	<b>24,421,049</b>

See accompanying notes to the financial statements

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**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Statement of Remeasurement Gains and Losses**  
**For the year ended March 31, 2019, with comparative figures for 2018**

**Statement 5**

	2019	2018
	\$	\$
Accumulated remeasurement (losses) gains, beginning of year	(291,153)	728,471
Unrealized gains (losses) attributable to:		
Investments	1,132,878	(1,145,304)
Amounts reclassified to the statement of operations:		
Disposition of investments	13,784	125,680
Net remeasurement gains (losses) for the year	1,146,662	(1,019,624)
Accumulated remeasurement gains (losses), end of year	855,509	(291,153)

See accompanying notes to the financial statements

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

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General

The Mohawk College of Applied Arts and Technology (the “College”), established in 1966, is an Ontario College of Applied Arts and Technology duly established pursuant to Ontario regulation 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002. The College is an agency of the Crown and provides postsecondary, vocationally oriented education in the areas of applied arts, business, health sciences and technology.

The College is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

**1. SIGNIFICANT ACCOUNTING POLICIES:**

(a) Basis of presentation

The financial statements of the College have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board (“PSAB for Government NPOs”).

These financial statements do not reflect the assets, liabilities and results of operations of the various student organizations or The Mohawk College Foundation which is a separate public foundation.

(b) Revenue recognition

The College follows the deferral method of accounting for contributions, which include donations and government grants.

Operating grants from the Ministry of Training, Colleges and Universities (“MTCU”) and other government agencies are recorded as revenue in the year to which they relate. Grants approved but not received at the end of the fiscal year are accrued. Where a portion of a grant relates to a future year, it is deferred and recognized in the subsequent year.

Revenue from tuition fees, contracts and sales from ancillary operations is recognized when the services are provided or the goods are sold and collection is reasonably assured.

Externally restricted contributions other than endowment contributions are recognized as revenue in the year in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis at a rate corresponding with the amortization rate for the related capital assets.

Unrestricted contributions are recognized as revenue when received or receivable.

Endowment contributions are recognized as direct increases in endowment net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are recognized. Unrestricted investment income is recognized as revenue when earned.

(c) Inventories

Inventories consist primarily of items held for resale in the Campus Stores. Inventories are valued at the lower of cost and net realizable value.

(d) Construction in progress

Construction in progress costs are capitalized as work progresses. Once the construction has been completed, the total costs will be transferred to the various categories of capital assets and are amortized on a basis consistent with similar assets.

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**1. SIGNIFICANT ACCOUNTING POLICIES (continued):**

(e) Capital assets

Purchased capital assets are recorded at cost less accumulated amortization. Donated capital assets are recorded at their fair market value at the date of donation. Repairs and maintenance costs are charged to expense. Betterments, which extend the estimated life of an asset, are capitalized. When a capital asset no longer contributes to the College's ability to provide services, its carrying amount is written down to residual value. Remaining capital assets are amortized on a straight-line basis over their estimated useful lives using the following rates:

<u>Asset Class</u>	<u>Rate</u>
Land	n/a
Buildings	40 years
Portables & roof replacement	20 years
Major equipment	10 years
Site improvements	10 years
Furniture & equipment	5 years
Vehicles	5 years
Computers & software	3 years

(f) Vacation pay

The College recognizes vacation pay as an expense on the accrual basis.

(g) Retirement and post-employment benefits and compensated absences

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave and non-vesting sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
- (iv) The discount rate used in the determination of the above-mentioned liabilities is based on the effective yield of Ontario bonds (trading on the market) that approximate the weighted average duration of the cash flows for the employee future benefits.

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

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**1. SIGNIFICANT ACCOUNTING POLICIES (continued):**

(h) Financial instruments

Financial instruments are recorded at fair value on initial recognition. Financial instruments are subsequently recorded at fair value or amortized cost. Management has elected to record all investments at fair value as they are managed and evaluated on a fair value basis.

Unrealized changes in fair value, unless the investment income is externally restricted, are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gains/losses are adjusted through the statement of remeasurement gains and losses.

When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

The Standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

Level 1 – Unadjusted quoted market prices in active markets for identical assets or liabilities;

Level 2 – Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and

Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

(i) Internally restricted assets

Net assets internally restricted by the Board of Governors are for capital projects, strategic initiatives, and future operating expenses. Expenditures require approval by the Board of Governors.

(j) Endowment contributions

Endowments represent restricted donations received by the College where the principal sum is held for investment while the income earned is expendable for the specific purpose outlined when the funds were donated.

(k) Management estimates

The preparation of financial statements in conformity with PSAB for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for long-term investments, allowance for doubtful accounts, useful lives of capital assets, and actuarial estimation of post-employment benefits and compensated absences liabilities.

**2. CASH:**

The Canadian bank account earns interest at prime less 1.70%. Cash is carried at fair market value.

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**3. INVESTMENTS:**

Investments are held with the College's investment management firm and consist of the following:

	<b>Level</b>	<b>2019 \$</b>	<b>2018 \$</b>
Pooled investments			
Fixed income	2	7,894,537	6,852,118
Equities	2	7,798,271	6,228,943
Cash	2	627,133	740,784
Total pooled investments		16,319,941	13,821,845
Segregated investments			
Fixed income	1	87,517,527	74,507,903
Cash	1	3,053,551	1,602,962
Total segregated investments		90,571,078	76,110,865
Total investments		106,891,019	89,932,710

The total cost of the investment portfolio is \$105,816,170 (2018 – \$90,554,840).

There were no significant transfers between Levels 1 and 2 for the years ended March 31, 2019 and 2018. There were no transfers in or out of Level 3.

Maturity profile of fixed income held is as follows:

	<b>March 31, 2019</b>				
	<b>Within 1 year \$</b>	<b>2 to 5 years \$</b>	<b>6 to 10 years \$</b>	<b>Over 10 year \$</b>	<b>Total \$</b>
Carrying value	11,395,473	65,611,321	17,223,045	1,182,225	95,412,064
Percent of Total	12%	69%	18%	1%	100%

The College's fixed income portfolio has interest rates ranging from 1.00% to 9.98% (2018 – 0.49% to 10.22%).

**4. LONG-TERM INVESTMENT:**

Long-term investments are carried at cost. As at March 31, 2019 the long-term investment consists of investment in land of \$873,472 (2018 – \$873,472). In October 1995, the College purchased land in conjunction with Hillfield-Strathallan College for undetermined future use.

In addition, the College controls Mohawk College Enterprise Corporation ("MCE") and is the only registered holder of issued and outstanding MCE shares (2019 – \$100; 2018 – \$100) and accounts for the investment using the modified equity method. The equity earnings are recorded in other revenue. MCE undertakes and carries out educational training programs and consulting projects for and on behalf of businesses and industries. MCE is the exclusive provider of corporate training on behalf of the College. MCE is a for-profit organization and was incorporated under the Business Corporations Act (Ontario) by Certificate of Incorporation dated April 1, 2010. The Board of Directors is approved by the College and the Shareholder Declaration provides for limitations on certain activities and actions on the part of MCE without the express consent of the College.



**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**4. LONG-TERM INVESTMENT (continued):**

<b>Mohawk College Enterprise</b>	<b>2019</b>	<b>2018</b>
<b>Balance Sheet</b>	<b>\$</b>	<b>\$</b>
Total assets	607,389	575,946
Total liabilities	639,924	681,752
Total net assets	(32,535)	(105,806)
	607,389	575,946
<b>Mohawk College Enterprise</b>	<b>2019</b>	<b>2018</b>
<b>Statement of Operations &amp; Deficit</b>	<b>\$</b>	<b>\$</b>
Total revenue	2,695,497	2,905,511
Total expenses	2,622,226	2,888,578
Net income for the year	73,271	16,933
Deficit, beginning of year	(105,906)	(122,839)
Deficit, end of year	(32,635)	(105,906)
<b>Mohawk College Enterprise</b>	<b>2019</b>	<b>2018</b>
<b>Statement of Cash Flows</b>	<b>\$</b>	<b>\$</b>
Cash flows provided by operating activities	115,421	10,125
Cash flows used in investing activities	(11,012)	(24,672)
Net cash flows	104,409	(14,547)

The loss on the investment in MCE has been included in accounts payable and accrued liabilities.

**5. LONG-TERM RECEIVABLE:**

Long-term receivables held by the College consist of the following:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Student ancillary fee receivables	30,920,682	32,278,207
Less: Current portion of long-term receivable	(1,022,043)	(1,074,659)
	29,898,639	31,203,548

The annual principal and interest payments on the long-term debt incurred to finance the construction of the David Braley Athletic and Recreation Centre (the "DBARC") will be provided by the future collection of compulsory student ancillary fees. The total principal and interest payments amount has been discounted at a rate of 4.762% (2018 – 4.762%) and the current amount receivable is \$30,687,226 (2018 – \$31,589,777). Other student ancillary fee receivables of \$233,456 (2018 - \$688,430) are to support the Joyce Centre for Partnership & Innovation.

**6. CONSTRUCTION IN PROGRESS:**

Construction in progress represents costs incurred to date for the i) Joyce Centre for Partnership & Innovation - \$nil (2018 - \$40,825,878). The project was completed during the year and transferred to capital assets, and ii) other miscellaneous projects \$1,205,332 (2018 - \$nil).

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**7. CAPITAL ASSETS:**

	<b>Cost</b>	<b>Accumulated</b>	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>Amortization</b>	<b>Net Book</b>	<b>Net Book</b>
		<b>\$</b>	<b>Value</b>	<b>Value</b>
			<b>\$</b>	<b>\$</b>
Land	2,193,775	-	2,193,775	2,193,775
Buildings	191,444,189	45,914,678	145,529,511	92,682,792
Portables & roof replacement	14,211,225	3,615,627	10,595,598	11,305,061
Major equipment	47,080,631	18,606,236	28,474,395	18,364,057
Site improvements	54,703,641	36,701,500	18,002,141	19,161,021
Furniture & equipment	22,735,564	17,543,096	5,192,468	4,157,866
Vehicles	1,461,838	1,243,861	217,977	270,785
Computers & software	26,722,826	19,809,426	6,913,400	4,165,803
	<u>360,553,689</u>	<u>143,434,424</u>	<u>217,119,265</u>	<u>152,301,160</u>

**8. DEFERRED REVENUE:**

Deferred revenue consists of the following:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Student fees	29,234,070	23,055,106
Contracts	1,995,411	2,101,217
MTCU grants	332,768	991,825
Student residence	311,032	324,507
Other	1,375,921	1,096,433
	<u>33,249,202</u>	<u>27,569,088</u>

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**9. LONG-TERM DEBT:**

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Unsecured loan payable to the Ontario Financing Authority at 4.762%, payable in blended semi-annual instalments of \$1,198,162, due November 25, 2038.	30,689,038	31,591,589
Unsecured loan payable to the Ontario Financing Authority at 3.855%, payable in blended semi-annual instalments of \$486,267, due November 29, 2028.	8,007,066	8,652,214
Unsecured loan payable to the Ontario Financing Authority at 4.183%, payable in blended monthly instalments of \$40,673, due September 2, 2031.	4,744,797	5,027,943
Unsecured construction period loan advance of \$12,000,000 payable to Ontario Financing Authority. Interest on advances is subject to 90 day Ontario Treasury Bill Rate plus 0.275%. Loan was termed out October 26, 2018 at 3.591%, payable in blended semi-annual instalments of \$525,650, due October 26, 2033.	12,110,567	6,694,548
	55,551,468	51,966,294
Less current portion	2,556,271	1,830,845
	<u>52,995,197</u>	<u>50,135,449</u>

Principal repayments for the next five years and thereafter:

	<b>\$</b>
2020	2,556,271
2021	2,643,530
2022	2,752,736
2023	2,868,908
2024	2,960,319
Thereafter	41,769,704
	<u>55,551,468</u>

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**10. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES:**

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

	<b>March 31, 2019</b>			
	<b>Post-employment benefits</b>	<b>Non-vesting sick leave</b>	<b>Vesting sick leave</b>	<b>Total liability</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Accrued employee future benefit obligations	1,395,000	4,094,000	401,000	5,890,000
Value of plan assets	(256,000)	-	-	(256,000)
Unamortized actuarial gains	138,000	697,000	216,000	1,051,000
Total liability	1,277,000	4,791,000	617,000	6,685,000

	<b>March 31, 2018</b>			
	<b>Post-employment benefits</b>	<b>Non-vesting sick leave</b>	<b>Vesting sick leave</b>	<b>Total liability</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Accrued employee future benefit obligations	1,356,000	3,934,000	487,000	5,777,000
Value of plan assets	(299,000)	-	-	(299,000)
Unamortized actuarial gains	156,000	901,000	216,000	1,273,000
Total liability	1,213,000	4,835,000	703,000	6,751,000

	<b>March 31, 2019</b>			
	<b>Post-employment benefits</b>	<b>Non-vesting sick leave</b>	<b>Vesting sick leave</b>	<b>Total expense</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Current year benefit cost	7,000	210,000	17,000	234,000
Interest on accrued benefit obligation	4,000	105,000	12,000	121,000
Amortized actuarial (gains) losses	64,000	(15,000)	1,000	50,000
Total expense	75,000	300,000	30,000	405,000

	<b>March 31, 2018</b>			
	<b>Post-employment benefits</b>	<b>Non-vesting sick leave</b>	<b>Vesting sick leave</b>	<b>Total expense</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Current year benefit cost	6,000	213,000	17,000	236,000
Interest on accrued benefit obligation	2,000	76,000	12,000	90,000
Amortized actuarial (gains) losses	(121,000)	(3,000)	20,000	(104,000)
Total expense	(113,000)	286,000	49,000	222,000

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

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**10. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES (continued):**

The benefits paid out in the year were \$471,000 (2018 – \$587,000).

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

*Retirement Benefits*

CAAT Pension Plan

Substantially all employees of the College are members of the Colleges of Applied Arts and Technology Pension Plan (the “Plan”), which is a multi-employer jointly sponsored defined benefit plan for eligible employees of public colleges and related employers in Ontario. Contributions by the College on account of current service pension costs amounted to \$12,147,868 (2018 – \$11,152,993), which have been included in the statement of operations. Contributions by employees amounted to \$12,062,556 (2018 – \$11,041,879). Contribution rates are set by the Plan’s governors to ensure the long-term viability of the Plan.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan’s pension surplus or deficit as insufficient information is available to identify the College’s share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2019 indicated an actuarial surplus of \$2.6 billion.

*Post-employment Benefits*

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees’ tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuation are as follows:

(a) *Discount rate*

The present value as at March 31, 2019 of the future benefits was determined using a discount rate of 2.2% (2018 – 2.6%).

(b) *Drug costs*

Drug costs were assumed to increase at an 8% rate for 2019 (2018 – 8%) and decrease proportionately thereafter to an ultimate rate of 4% in 2040 for fiscal 2019 (2018 – 4%).

(c) *Hospital and other medical*

Hospital and other medical costs were assumed to increase at 4% per annum for fiscal 2019 (2018 – 4%).

(d) *Dental costs*

Dental costs were assumed to increase at 4% per annum for fiscal 2019 (2018 – 4%).

*Compensated Absences*

Vesting Sick Leave

The College has provided for vesting sick leave benefits during the year. Eligible Faculty employees, hired before April 1, 1991 and Administrative employees hired before July 1, 1974 are entitled to receive on termination or retirement, accumulated sick days multiplied by their actual daily rate to a maximum of six months’ salary. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**10. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES (continued):**

Non-vesting Sick Leave

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

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

	<b>2019</b>	<b>2018</b>
Wage and salary escalation	1.5% - 2%	1.5% - 2%
Discount rate	2.2%	2.6%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 23.7% and 0 to 48 days respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

**11. DEFERRED CONTRIBUTIONS:**

**a) Deferred contributions:**

Deferred contributions represent unspent externally restricted scholarships, bursaries, grants and donations for student awards and student assistance. It also includes unspent endowment investment income.

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Balance, beginning of year	4,534,320	5,922,679
Additional contributions received	5,369,130	3,387,773
Less award payments & administrative expenses	(4,578,303)	(4,776,132)
Balance, end of year	5,325,147	4,534,320

Deferred contributions are comprised of:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Endowment interest funds and unrealized gains	2,269,775	1,575,560
Tuition set-aside funds	1,143,661	1,079,244
Scholarships and bursaries	1,062,439	932,025
Joint employment stability replacement fund	531,962	495,871
MTCU grants	311,832	446,235
Other	5,478	5,385
	5,325,147	4,534,320

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**11. DEFERRED CONTRIBUTIONS (continued):**

**b) Deferred contributions related to construction in progress:**

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Balance, beginning of year	22,817,357	4,471,264
Additional contributions received	1,126,640	12,794,444
Plus amounts transferred from deferred contributions related to expenses of future periods	-	6,438,297
Less amounts transferred to capital assets in the year	(22,817,357)	(886,648)
Balance, end of year	<u>1,126,640</u>	<u>22,817,357</u>

**c) Deferred contributions related to expenses of future periods:**

Deferred contributions related to expenses of future periods represent unspent externally restricted grants and donations intended to support primarily college-wide equipment and facility improvements and also provide student financial assistance.

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Balance, beginning of year	5,571,767	10,555,716
Additional contributions received	1,543,834	4,036,857
Less amounts recognized as revenue in the year	(978,464)	(935,335)
Less amounts transferred to deferred contributions related to capital assets	(3,469,791)	(1,647,174)
Less amounts transferred to deferred contributions related to construction in progress	-	(6,438,297)
Balance, end of year	<u>2,667,346</u>	<u>5,571,767</u>

Deferred contributions related to expenses of future periods are comprised of:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Donations	1,312,341	4,387,293
Student ancillary fees	1,315,414	1,139,003
MTCU	13,280	13,280
Other	26,311	32,191
	<u>2,667,346</u>	<u>5,571,767</u>

**d) Deferred contributions related to capital assets:**

Deferred capital contributions related to capital assets represent the unamortized amount of donations, grants and other contributions received for the purchase of capital assets.

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Balance, beginning of year	107,074,751	108,322,087
Additional contributions received	14,470,255	4,242,870
Plus amounts transferred from deferred contributions related to construction in progress	22,817,357	886,648
Plus amounts transferred from deferred contributions related to expenses of future periods	3,469,791	1,647,174
Less amortization in the year	(9,041,450)	(8,024,028)
Balance, end of year	<u>138,790,704</u>	<u>107,074,751</u>



**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**11. DEFERRED CONTRIBUTIONS (continued):**

**d) Deferred contributions related to capital assets (continued):**

Deferred contributions related to capital assets are comprised of:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
MTCU	62,117,360	56,840,584
Student ancillary fees - DBARC	28,453,693	29,471,716
Donations	22,233,723	14,784,715
Federal grants	19,750,000	-
Other	6,235,928	5,977,736
	<u>138,790,704</u>	<u>107,074,751</u>

**12. INVESTMENT IN CAPITAL ASSETS:**

The College's investment in capital assets is calculated as follows:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Capital assets	217,119,265	152,301,160
Construction in progress	1,205,332	40,825,878
Investment in land	873,472	873,472
	<u>219,198,069</u>	<u>194,000,510</u>
Less:		
Current portion of long-term debt	(1,610,229)	(928,294)
Long-term debt	(23,159,661)	(19,353,870)
Deferred contributions related to construction in progress	(1,126,640)	(22,817,357)
Deferred contributions related to capital assets	<u>(138,790,704)</u>	<u>(107,074,751)</u>
Investment in capital assets	<u>54,510,835</u>	<u>43,826,238</u>

Change in net assets invested in capital assets is calculated as follows:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	9,041,450	8,024,028
Amortization of capital assets	<u>(17,781,617)</u>	<u>(15,164,336)</u>
	<u>(8,740,167)</u>	<u>(7,140,308)</u>
Net change in investment of capital assets:		
Purchase of capital assets and construction in progress	43,109,270	51,442,045
Disposals of capital assets	(130,094)	(101,000)
Amounts funded by deferred capital contributions	(19,066,686)	(25,122,785)
Amounts funded by term debt	(5,416,019)	(6,694,548)
Repayment of term debt	928,293	870,345
Investment in capital assets	<u>19,424,764</u>	<u>20,394,057</u>

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**13. ENDOWMENT CONTRIBUTIONS:**

The College has the following endowment funds:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Ontario Student Opportunity Trust Funds (Schedule 3)	6,054,725	6,044,225
Ontario Trust for Student Support (Schedule 4)	7,984,916	7,963,943
Other	3,484,434	3,446,534
	<u>17,524,075</u>	<u>17,454,702</u>

Investment income on endowments that was disbursed during the year has been recorded in the statement of operations since this income is available for disbursement as scholarships and bursaries and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$555,409 and \$2,050,435 respectively (2018 – \$469,413 and \$1,906,536). Investment income earned from realized capital gains \$nil (2018 - \$1,194,438) has been included in endowment contributions as preservation of capital.

**14. FINANCIAL INSTRUMENT RISK MANAGEMENT:**

Credit risk

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio, long-term receivable, accounts receivable and grants receivable. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$100,000.

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

The College's maximum exposure to credit risk is representative of the carrying value of cash, investments, accounts receivable, grants receivable, current portion of long-term receivable and long-term receivable which as at March 31, 2019 totals \$171,826,550.

Accounts receivable are ultimately due from students. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population.

Grants receivable are due from government sources. The College works to ensure that all eligibility criteria are met in order to qualify to receive the funding.

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

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

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

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**14. FINANCIAL INSTRUMENT RISK MANAGEMENT (continued):**

Market risk

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

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU. The policy's application is monitored by management, the investment managers and the board of governors. Diversification techniques are utilized to minimize risk.

Currency risk

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

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

Interest rate risk

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

The College is exposed to this risk through its interest bearing investments and long-term debt.

The College's long-term debt is fixed rate debt as disclosed in note 9. Fluctuations in market interest rates would not impact future cash flows and operations relating to term debt.

At March 31, 2019, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$3,222,879.

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

Equity risk

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2019, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$779,827. There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise.

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

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**  
**Notes to Financial Statements**  
**For the year ended March 31, 2019**

**15. COMMITMENTS:**

**a) Leases:**

Mohawk's commitments to annual rental payments in the aggregate and in each of the next five years principally as a result of premise rental leases are as follows:

	<u>\$</u>
2020	1,825,709
2021	1,825,709
2022	1,825,709
2023	1,825,709
2024	<u>1,825,709</u>
	<u>9,128,545</u>

**b) Student residence:**

Collegiate Management Services Corp. manages the student residence by way of a property management agreement. The annual property management fee is \$709,760.

**16. THE MOHAWK COLLEGE FOUNDATION:**

The College has an economic interest in the Mohawk College Foundation (the "Foundation"), which raises funds from the community and alumni to finance certain expenditures of the College. The Foundation's accounts are not included in these financial statements. The Foundation is incorporated under the Province of Ontario as a public foundation and is a registered charity under the Income Tax Act.

**17. COMPARATIVE FIGURES:**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year excess of revenue over expenditures.

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**Analysis of Operating Grants, Ancillary and Other Revenue**

**For the year ended March 31, 2019, with comparative figures for 2018**

**Schedule 1**

	2019 \$	2018 \$
<b>OPERATING GRANTS REVENUE</b>		
General operating and capital grants	77,011,428	69,812,637
Apprenticeship	9,335,424	8,727,154
Collaborative program grants	7,235,553	6,927,995
Federal projects	3,737,341	3,022,487
Employment Services	2,689,387	2,552,717
Literacy & Basic Skills	1,551,326	1,535,167
School College Works Initiative	1,475,007	1,285,412
Disability Services	1,061,789	1,179,299
Municipal tax grant	795,750	783,825
Aboriginal grants	646,825	1,112,958
Termination gratuities	163,086	199,294
Other	1,633,894	1,248,365
	<b>107,336,810</b>	<b>98,387,310</b>
<b>ANCILLARY REVENUE</b>		
Campus stores	5,377,234	5,120,380
Parking	4,157,024	3,616,842
Student residence	3,299,485	3,144,492
Food services	1,219,170	1,029,192
Facility rentals	532,290	494,470
Student life	356,949	299,625
Athletic and recreation centre	208,183	169,958
Other	136,064	142,736
	<b>15,286,399</b>	<b>14,017,695</b>
<b>OTHER REVENUE</b>		
Contract projects	5,256,607	7,219,650
Investment income	2,367,722	1,915,798
Student government	333,949	339,426
Donations	351,497	334,394
Special events	287,956	304,212
Miscellaneous	2,742,099	1,779,564
	<b>11,339,830</b>	<b>11,893,044</b>

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**Analysis of Ancillary Expenditures**

**For the year ended March 31, 2019, with comparative figures for 2018**

**Schedule 2**

	2019	2018
	\$	\$
Salaries and benefits	2,365,761	1,703,036
Cost of sales	4,048,245	3,911,121
Contracted services and professional fees	2,105,716	2,263,071
Supplies and other expenses	2,770,602	2,561,445
Utilities, maintenance and taxes	2,019,802	1,389,580
	<u>13,310,126</u>	<u>11,828,253</u>

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**Analysis of Ontario Student Opportunity Trust Fund (OSOTF I)**

**For the year ended March 31, 2019, with comparative figures for 2018**

**Schedule 3**

	2019 (Book Value) \$	2018 (Book Value) \$
<b>Endowment Fund Balance</b>		
Fund Balance, beginning of year	5,976,997	5,558,697
Cash donations received	10,500	12,500
Preservation of capital	-	405,800
Fund Balance, end of year	5,987,497	5,976,997
<b>Expendable Funds Available for Awards</b>		
Balance, beginning of year	787,015	752,487
Investment income, net of related expenses	191,752	162,080
Awards issued (2019-#182; 2018-#184)	(143,620)	(127,552)
Balance, end of year	835,147	787,015

The amounts recorded above are for Ministry purposes only. The fair market value of the endowment and expendable funds as at March 31, 2019 were \$5,987,497 and \$906,014 respectively.

**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**Analysis of Ontario Student Opportunity Trust Fund (OSOTF II)**

**For the year ended March 31, 2019, with comparative figures for 2018**

	2019 (Book Value) \$	2018 (Book Value) \$
<b>Endowment Fund Balance</b>		
Fund Balance, beginning of year	67,228	62,330
Preservation of capital	-	4,898
Fund Balance, end of year	67,228	67,228
<b>Expendable Funds Available for Awards</b>		
Balance, beginning of year	25,840	23,992
Investment income, net of related expenses	2,503	1,848
Balance, end of year	28,343	25,840

The amounts recorded above are for Ministry purposes only. The fair market value of the endowment and expendable funds as at March 31, 2019 were \$67,228 and \$29,202 respectively.



**THE MOHAWK COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**Analysis of Ontario Trust for Student Support (OTSS)**

**For the year ended March 31, 2019, with comparative figures for 2018**

**Schedule 4**

	2019 (Book Value) \$	2018 (Book Value) \$
<b>Endowment Fund Balance</b>		
Fund Balance, beginning of year	7,963,943	7,519,560
Cash donations received	20,973	19,497
Preservation of capital	-	424,886
Fund Balance, end of year	7,984,916	7,963,943
<b>Expendable Funds Available for Awards</b>		
Balance, beginning of year	660,851	593,414
Investment income, net of related expenses	237,344	202,169
Cash donations received	18,649	750
Awards issued (2019-#204; 2018-#127)	(218,991)	(135,482)
Balance, end of year	697,853	660,851

The amounts recorded above are for Ministry purposes only. The fair market value of the endowment and expendable funds as at March 31, 2019 were \$7,984,916 and \$774,990 respectively.

Audited Financial Statements:  
Mohawk College Enterprise Corporation

Financial Statements of

**MOHAWK COLLEGE  
ENTERPRISE  
CORPORATION**

Year ended March 31, 2019



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Canada  
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## **INDEPENDENT AUDITORS' REPORT**

To the Shareholder of Mohawk College Enterprise Corporation

### ***Opinion***

We have audited the financial statements of Mohawk College Enterprise Corporation (the "Corporation"), which comprise:

- the balance sheet as at March 31, 2019
- the statement of operations and deficiency for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2019 and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for private enterprises.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



### ***Other Matter - Restriction on Use***

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the Corporation with its internal reporting to its shareholder, Mohawk College of Applied Arts and Technology and to assist the Corporation to prepare its corporate income tax returns. As a result, the financial statements may not be suitable for another purpose. Our report is intended solely for the Corporation and Mohawk College of Applied Arts and Technology and for federal and provincial income tax authorities and should not be used by any other parties.

### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for private enterprises, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Corporation to cease to continue as a going concern
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants  
Hamilton, Canada  
June 25, 2019

## MOHAWK COLLEGE ENTERPRISE CORPORATION

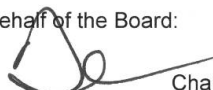
### Balance Sheet


March 31, 2019, with comparative information for 2018

	2019	2018
<b>Assets</b>		
Current assets:		
Cash	\$ 203,761	\$ 99,352
Accounts receivable (notes 2 and 6)	359,977	433,627
Prepaid expenses	15,222	16,927
	<u>578,960</u>	<u>549,906</u>
Equipment (note 3)	4,988	4,585
Intangible assets (note 4)	23,441	21,455
	<u>\$ 607,389</u>	<u>\$ 575,946</u>
<b>Liabilities and Shareholder's Deficiency</b>		
Current liabilities:		
Accounts payable and accrued liabilities (notes 5 and 6)	\$ 389,339	\$ 490,294
Deferred revenue (note 6)	250,585	191,458
	<u>639,924</u>	<u>681,752</u>
Shareholder's deficiency:		
Share capital (note 7)	100	100
Deficit	(32,635)	(105,906)
	<u>(32,535)</u>	<u>(105,806)</u>
Economic dependence (note 9)		
	<u>\$ 607,389</u>	<u>\$ 575,946</u>

See accompanying notes to financial statements.

On behalf of the Board:

  
Chair

  
President

## MOHAWK COLLEGE ENTERPRISE CORPORATION

### Statement of Operations and Deficiency

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Program revenue	\$ 2,694,567	\$ 2,904,775
Cost of programs	1,538,065	1,825,678
Gross margin	1,156,502	1,079,097
Other income	930	736
Gross earnings from operations	1,157,432	1,079,833
Expenses:		
Salaries and benefits	829,201	739,101
Professional fees and contracts	78,126	73,914
Advertising and promotion	27,832	20,390
Office	18,400	18,236
Merchant fees	13,825	7,418
Telephone	10,674	7,678
Travel	9,541	11,576
Amortization	8,623	8,662
Meals and entertainment	1,423	900
	997,645	887,875
Earnings before the undernoted items	159,787	191,958
Other expenses:		
Royalty expense (note 6)	53,891	58,096
Facility charges (note 6)	32,625	31,450
Donation to shareholder (note 6)	-	70,000
Loss on disposal of intangible assets	-	15,479
	86,516	175,025
Net income	73,271	16,933
Deficit, beginning of year	(105,906)	(122,839)
Deficit, end of year	\$ (32,635)	\$ (105,906)

See accompanying notes to financial statements.



## MOHAWK COLLEGE ENTERPRISE CORPORATION

### Statement of Cash Flows

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operations:		
Net income	\$ 73,271	\$ 16,933
Items not involving cash:		
Amortization	8,623	8,662
Loss on disposal of intangible assets	-	15,479
Changes in non-cash operating working capital:		
Decrease in accounts receivable	73,650	60,680
Decrease (increase) in prepaid expenses	1,705	(3,359)
Decrease in accounts payable and accrued liabilities	(100,955)	(20,064)
Increase (decrease) in deferred revenue (note 6)	59,127	(68,206)
	115,421	10,125
Investing:		
Purchase of equipment	(3,362)	(3,508)
Purchase of intangible assets	(7,650)	(21,164)
	(11,012)	(24,672)
Increase (decrease) in cash	104,409	(14,547)
Cash, beginning of year	99,352	113,899
Cash, end of year	\$ 203,761	\$ 99,352

See accompanying notes to financial statements.

## MOHAWK COLLEGE ENTERPRISE CORPORATION

Notes to Financial Statements

Year ended March 31, 2019

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Mohawk College Enterprise Corporation (the "Corporation") is a private company incorporated under the laws of Ontario on April 1, 2010 and is engaged in the business of providing corporate training programs and consulting projects for and on behalf of businesses and industries.

### 1. Significant accounting policies:

#### (a) Basis of accounting:

As a government business enterprise, Canadian public sector accounting standards require the Corporation to adhere to the standards applicable in the CPA Canada Handbook - Accounting. Accordingly the Corporation is required under Canadian generally accepted accounting principles to prepare its financial statements using International Financial Reporting Standards. Management has determined that the internal reporting needs of the Corporation and its shareholder, Mohawk College of Applied Arts and Technology ("Mohawk College"), are met through the use of Canadian accounting standards for private enterprises, and, therefore, the financial statements have been prepared in accordance with that framework. Since Canadian accounting standards for private enterprises is not designed to necessarily meet the needs of all users of the financial statements of a government business enterprise, the readers of these financial statements may require additional information.

#### (b) Revenue recognition:

Revenue from sales is recognized when the service has been performed, and collectibility is reasonably assured. Deferred revenue represents revenue received in advance of services being provided.

#### (c) Computer equipment:

Computer equipment is amortized over the useful life of the asset. The carrying amount is tested for recoverability whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized when the asset's carrying amount is not recoverable and exceeds its fair value.

## MOHAWK COLLEGE ENTERPRISE CORPORATION

Notes to Financial Statements (continued)

Year ended March 31, 2019

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### 1. Significant accounting policies (continued):

(d) Intangible assets:

Intangible assets are comprised of website design costs and are initially recognized and measured at cost. Development activities are recognized as an asset provided they meet the capitalization criteria, which include the Corporation's ability to demonstrate: technical feasibility of completing the intangible asset so that it will be available for use or sale; the Corporation's intention to complete the asset for use or for sale; the Corporation's ability to use or sell the asset; the adequacy of the Corporation's resources to complete the development; the Corporation's ability to measure reliably the expenditures during the development; and the Corporation's ability to demonstrate that the asset will generate future economic benefits. The assets are amortized over their useful lives unless the life is determined to be indefinite. The carrying value of an intangible asset which is subject to amortization is tested for recoverability whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized when the carrying amount is not recoverable and exceeds its fair value. Impairment losses are not subsequently reversed.

(e) Income taxes:

The Corporation is exempt of income tax under the Income Tax Act (Canada) as a wholly owned subsidiary of Mohawk College.

(f) Related party transactions:

Monetary and non-monetary related party transactions that have commercial substance are measured at the exchange amount when they are in the normal course of operations, except when the transaction is an exchange of a product or property held-for-sale in the normal course of operations. Where the transaction is not in the normal course of operations, it is measured at the exchange amount when there is a substantive change in the ownership of the item transferred and there is independent evidence of the exchange amount.

All other related party transactions are measured at the carrying amount.

(g) Use of estimates:

The preparation of the financial statements in conformity with Canadian accounting standards for private enterprises requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future periods could be significant.

## MOHAWK COLLEGE ENTERPRISE CORPORATION

Notes to Financial Statements (continued)

Year ended March 31, 2019

### 2. Accounts receivable:

	2019	2018
Accounts receivable	\$ 359,977	\$ 433,627
Less: allowance for doubtful accounts	-	-
	<u>\$ 359,977</u>	<u>\$ 433,627</u>

### 3. Equipment:

			2019	2018
	Cost	Accumulated amortization	Net book value	Net book value
Computer equipment	\$ 13,531	\$ 8,543	\$ 4,988	\$ 4,585

### 4. Intangible assets:

			2019	2018
	Cost	Accumulated amortization	Net book value	Net book value
Website	\$ 30,234	\$ 6,793	\$ 23,441	\$ 21,455

### 5. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$73,454 (2018 - \$86,077).

## MOHAWK COLLEGE ENTERPRISE CORPORATION

Notes to Financial Statements (continued)

Year ended March 31, 2019

### 6. Related party transactions:

Mohawk College is the registered holder of all the issued and outstanding shares of the Corporation. The Corporation has available from Mohawk College a line of credit of \$250,000 (2018 - \$250,000). At March 31, 2019, no funds have been drawn (2018 - \$nil).

The following amounts are included at year end:

	2019	2018
Accounts receivable from Mohawk College	\$ 30,412	\$ 125,781
Accounts payable to Mohawk College	193,139	189,667
Deferred revenue	11,946	-

The following table summarizes the Corporation's transactions with Mohawk College for the year:

	2019	2018
Program revenue	\$ 512,661	\$ 788,247
Program delivery:		
Rent expense	(19,934)	(24,893)
Other administrative expenses	(110,358)	(113,365)
Non-program:		
Administrative expenses	(18,981)	(21,000)
Facility charges:		
Rent expense	(17,625)	(16,450)
Information technology expense	(15,000)	(15,000)
Royalty expense	(53,891)	(58,096)
Donation to Mohawk College	-	(70,000)

These transactions are in the normal course of operations and are measured at the exchange amount of consideration established and agreed upon by the related parties.

In accordance with the Operating Agreement between the Corporation and Mohawk College, the Corporation must pay a royalty fee of 2% of program revenues. The Operating Agreement also states that the Corporation may declare a dividend at any time to be paid to the College. There was no dividend declared in the current year.

## MOHAWK COLLEGE ENTERPRISE CORPORATION

Notes to Financial Statements (continued)

Year ended March 31, 2019

### 7. Share capital:

	2019	2018
Authorized:		
Unlimited number of common shares		
Issued:		
100 common shares	\$ 100	\$ 100

### 8. Financial risks and concentration of risk:

#### (a) Credit risk:

Credit risk refers to the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Corporation is exposed to credit risk resulting from the possibility that a customer or counterparty to a financial instrument defaults on their financial obligations. The Corporation's financial instruments that are exposed to concentrations of credit risk relate primarily to accounts receivable. This risk has not changed from the previous year.

#### (b) Liquidity risk:

Liquidity risk is the risk that the Corporation encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the Corporation will not have sufficient funds to settle a transaction on the due date; will be forced to sell financial assets at a value, which is less than what they are worth; or may be unable to settle or recover a financial asset. Liquidity risk arises from accounts payable and accrued liabilities. The risk has not changed from the previous year.

#### (c) Currency risk:

The Company is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates. In the normal course of business, the Company purchases certain training services in U.S. dollars. The Company does not currently enter into forward contracts to mitigate this risk. There has been no change to the risk exposure from the previous year.

### 9. Economic dependence:

Approximately 50% of the Corporation's revenue is derived from three customers (2018 - 50% from two customers). The largest customer represents 19% (2018 - 27%) of revenue which is Mohawk College.

# Appendix B: SMA Report Back

## **MOHAWK COLLEGE** **Strategic Mandate Agreement Annual Report 2017-18** **Part 1. Overview**

### **Introduction**

The 2017-20 Strategic Mandate Agreements (SMAs) between individual colleges and the Ministry of Training, Colleges and Universities outline the role colleges perform in Ontario's postsecondary education system and how they will build on institutional strengths to fulfil their mandate and support system-wide objectives and government priorities.

Each priority area in the 2017-20 SMAs includes system-wide and institution-specific metrics and targets.

The SMA Annual Report is used by the ministry to track progress on metric performance on an annual basis. The SMA Annual Report is also an opportunity for institutions to provide contextual information and a narrative associated with metric performance in the shared priority areas. Part 1. Overview introduces the institutional context for metric performance, overall and by priority area. Part 2. Data Workbook includes historical data and most recently available values for both system-wide and institution-specific metrics.

For more information on the Strategic Mandate Agreements, please visit the Ontario Government webpage.

### **Institutional Narrative**

Provide a brief description of the overall institutional context for the 2017-18 Strategic Mandate Agreement metric results. **(max. 600 words)**

The many goals we achieved in 2017-18 have Mohawk well positioned for sustained success during a time of record enrolment

It was year of firsts for Mohawk College. In 2017-18, Mohawk became the first college in Ontario to open a Centre for Healthcare Simulation to better prepare students for their clinical placements and careers. Our college was also the first to launch a Centre for Climate Change Management in collaboration with our provincial and municipal partners to accelerate the move to a post-carbon economy. Our College Student Success Innovation Centre was the first among Canadian colleges and we expanded our game-changing City School initiative with a one-of-a-kind mobile classroom.

Mohawk students were the first at any postsecondary institution in Canada to train on next generation collaborative robots in our new FANUC Robotics Lab. We were also the first in Canada to offer an accessible media production program to help journalists and communications professionals create content for audiences with disabilities.



More students than ever are benefiting from simulation based learning experiences, job preparation courses and relevant interprofessional experiences. Employers are responding, with growth in employer satisfaction and graduate employment metrics.

Significant progress was made during the year on the construction of The Joyce Centre for Partnership & Innovation. Our 96,000 square foot centre is the country's largest, and the region's first, net zero institutional building. During the past year, more than 1,900 solar panels were installed at our Fennell campus to generate sustainable power for the building. The centre, which will open in the fall of 2018, has already garnered national and international attention and acclaim, and is serving as a national pilot project for a new net-zero carbon standard and validation process by the Canada Green Building Council.

All of these history-making initiatives and additions from the past year are a testament to our strong collaborations with our key College partners. This spirit of collaboration underscores our shared commitment to make a quality Mohawk education accessible to all. The priorities of the Province and our partners are the same priorities for our college.

While it was a year of many firsts, it was also a year of challenge for Mohawk and Ontario's other 23 public colleges. Mohawk promised that every student would have the opportunity to complete their fall semester once faculty returned to the classroom. It was a promise kept thanks to the professionalism and dedication of our student-focused faculty and staff.

## Priority Areas

Provide trends and key outcomes for the 2017-18 Strategic Mandate Agreement metrics included within each of the five priority areas. **(max. 200 words per priority area).**

### 1. Student Experience

*This priority area captures institutional strengths in improving student experience, outcomes and success, and recognizes institutions for measuring the broader learning environment, such as continuity of learning pathways, retention, student satisfaction, co-curricular activities and records, career preparedness and student services and supports.*

Building on its Student Success Plan, Mohawk College continued to expand and enhance its platforms that improve student outcomes and ensure that students have experiential learning and engagement both inside and outside the classroom. Job readiness and financial literacy initiatives showed great growth, with the number of students completing a financial literacy model growing by almost 300% and the number of students completing job readiness programming growing to 5,500 in 2017-18. The year also marked the launch of the College Student Success Innovation Centre which will leverage existing research initiatives and lead the design, implementation, assessment and evaluation of innovative interventions throughout the student lifecycle. Strategic investments continued in 2017-18 in facility and classroom renewal to support student success. Significant progress was made during the year on the construction

of The Joyce Centre for Partnership & Innovation. Mohawk College's 96,000 square foot centre is the country's largest, and the region's first, net zero institutional building. Mohawk students were the first at any postsecondary institution in Canada to train on next generation collaborative robots in its new FANUC Robotics Lab.

## 2. Innovation in Teaching and Learning Excellence

*This priority area focuses on innovative efforts including pedagogical approaches, program delivery and student services that contribute to a highly skilled workforce and ensure positive student outcomes. It captures institutional strengths in delivering high-quality learning experiences such as experiential, entrepreneurial, personalized and digital learning, and student competencies that improve employability.*

In 2017-18 Mohawk College consolidated its institutional efforts into the Centre for Community Partnerships and Experiential Learning. During the year the number of students enrolled in formal experiential learning programs grew to 2,928 (on target) and the number of Mohawk College programs with work integrated learning embedded in the curriculum increased from 75% to 85% over that same period.

Mohawk College exceeded its 2019-20 target for number of students with a co-curricular record (3,060) by doubling the SMA target to 7,910 students participating in 2017-18. Facility expansions proceeded in 2017-18 in support of its mandate to lead in simulation based learning, Mohawk opened the Centre for Healthcare Simulation at the Institute for Applied Health Sciences where more than 2,000 students will train in the centre each semester. Mohawk also opened a 12,000 square foot facility at the Stoney Creek campus where students and apprentices from different programs and trades will work on large-scale collaborative projects.

## 3. Access and Equity

*This priority area recognizes institutions for their efforts in improving postsecondary education equity and access, and for creating opportunities that can include multiple entrance pathways and flexible policies and programming, with the focus on students who, without interventions and support, might not otherwise participate in postsecondary education.*

A City School mobile classroom funded by the Province was added in 2017-18, complementing the City School locations at a North Hamilton community centre and downtown Hamilton library offering tuition-free college credit courses and workshops. A new skilled trades workshop was added to the community centre to support an introduction to construction course for women. Participation rates continue to grow in the program.

Mohawk and Six Nations Polytechnic began strategic visioning sessions in advance of renewing the current Master Articulation Agreement that expires in 2019. The Bundled Arrows initiative and Regional Indigenous Education plan was completed and submitted to the Province. Mohawk College has already met its SMA target by doubling its programs in collaboration with Six Nations Polytechnic to 8.

Internally, Mohawk has continued its focus on equity and inclusion. Consultation was completed on an institutional social inclusion strategy in 2017-18 and diversity and cultural competency training was expanded to additional senior leaders and managers with further modules to be released with a comprehensive action plan in 2018-19.

Performance against institutional KPI targets was impacted by the faculty strike and the government's policy to refund tuition.

#### **4. Applied Research Excellence and Impact**

*This priority area captures institutional strengths in producing high-quality applied research on the continuum of fundamental and applied research through activity that further raises Ontario's profile as a globally recognized research and innovation hub.*

In 2017-18, *Research Infosource* ranked Mohawk second in research intensity, third in industry revenue amount and seventh in the number of research partnerships among Canadian colleges. The Province invested \$210,000 in 21 new applied research projects, with teams of Mohawk students working on six-week to semester-long projects focused on testing and adopting emerging technologies in engineering, business, energy and digital media. Mohawk also partnered with Alectra Utilities to convert a decommissioned electrical substation into a new Energy and Power Utilities Lab to support Mohawk's Energy and Power Innovation Centre. Mohawk launched the first research centre of its kind in Canada focused on increasing graduation rates among college students. Initiatives and interventions that help more students complete their programs will be designed, assessed and evaluated at Mohawk's new College Student Success Innovation Centre.

Engagement in applied research grew significantly in 2017-18. The number of students engaged in applied research grew ahead of targets to 365 in the year and the number of engaged faculty has already eclipsed the 2019-20 target of 40 with 95 faculty engaged in 2017-18. The number of externally funded research projects and partnerships and collaborations with community and industry has already exceeded the SMA targets.

#### **5. Innovation, Economic Development and Community Engagement**

*This priority area recognizes the unique role institutions play in contributing to their communities and to economic development, as well as to building dynamic partnerships with business, industry, community members and other colleges and universities. It focuses on regional clusters, customized training, entrepreneurial activities, jobs, community revitalization efforts, international collaborations, students, partnerships with Indigenous Institutes and a program mix that meets needs locally, regionally and beyond.*

Mohawk College has continued its leadership position in the community with its collaborative approach for workforce development challenges. Mohawk's graduate employer rate, employer satisfaction rate, proportion of graduates employed full-time and in their field all increased in

2017-18. Employer engagement in the Program Advisory Committee structure remains active and strong.

In alignment with its International strategy, Mohawk College has already hit its target to double its cohort of international students with 2, 175 full time international students in 2017-18.

Mohawk joined the City of Hamilton, McMaster University and Redeemer University College in launching CityLAB Hamilton. The innovation hub brings students, city staff and community stakeholders together to design, launch and test projects that support the city's strategic priorities.

Mohawk College continues to lead in reducing carbon emissions against its plan. In 2017-18, Mohawk launched a Centre for Climate Change Management in collaboration with the Province and the cities of Hamilton and Burlington. The centre will help accelerate the region's move to a post carbon economy through a Bay Area Climate Change Office, an Industry Partnership Initiative and a Campus Carbon Management Initiative.

### **Attestation**

**Mohawk College confirms that all information being submitted to the ministry as part of the 2017-18 SMA annual report is accurate and has received approval from the College President.**

Please complete the contact information below.

<b>Institutional Contact Name:</b>	Paul Armstrong
<b>Telephone:</b>	905-575-2121 x3605
<b>Email:</b>	<a href="mailto:paul.armstrong@mohawkcollege.ca">paul.armstrong@mohawkcollege.ca</a>
<b>Completion Date:</b>	January 16, 2019
<b>Website address for posting ministry approved report:</b>	<a href="https://www.mohawkcollege.ca/about-mohawk/leadership-and-administration/mission-vision-and-values/reports-and-documents">https://www.mohawkcollege.ca/about-mohawk/leadership-and-administration/mission-vision-and-values/reports-and-documents</a>

Mohawk College SMA2 Annual Report 2017-18 Part 2						
System-Wide Metrics						
ID	Priority Area	Metric Name	2014-15	2015-16	2016-17	2017-18
10	Student Experience	Overall student satisfaction rate	76.8%	77.4%	77.0%	72.8%
82	Student Experience	Student satisfaction with services	65.4%	66.1%	65.4%	60.4%
85	Student Experience	Student satisfaction with facilities	78.6%	79.0%	77.3%	72.8%
7	Innovation in Teaching and Learning Excellence	Graduation rate	63.7%	65.0%	65.0%	65.2%
13	Innovation in Teaching and Learning Excellence	Number of students in experiential learning programs		2,361	2,692	2,928
18	Innovation in Teaching and Learning Excellence	Total number of registrations in ministry-funded courses offered at institution in eLearning formats	11,341	12,631	16,956	18,896
19	Innovation in Teaching and Learning Excellence	Total number of ministry-funded courses offered at institution in eLearning formats	1,643	2,150	2,254	2,836
88	Innovation in Teaching and Learning Excellence	Total number of ministry-funded programs offered at institution in eLearning formats	13	16	27	40
9	Innovation in Teaching and Learning Excellence	Retention rate (Yr1 to Yr2)	87.5%	85.1%	86.5%	86.9%
81	Innovation in Teaching and Learning Excellence	Student satisfaction with knowledge and skills that will be useful in future career	86.4%	86.8%	87.3%	84.4%
86	Innovation in Teaching and Learning Excellence	Student satisfaction with learning experience	76.6%	78.0%	78.2%	73.5%
100	Access and Equity	Number of first generation students enrolled at institution	3,544	3,500	3,205	3,167
102	Access and Equity	Number of French-language students enrolled at institution	68	62	47	43
99	Access and Equity	Number of students with disabilities enrolled at institution	1,220	1,583	1,558	1,618
30	Access and Equity	Overall student satisfaction rate for students with disabilities	75.9%	74.8%	74.6%	69.6%
91	Access and Equity	Overall graduate satisfaction rate for students with disabilities	74.0%	79.0%	74.1%	84.5%
59	Access and Equity	Employment rate for students with disabilities	72.0%	65.1%	73.5%	78.1%
101	Access and Equity	Number of Indigenous students enrolled at institution	361	235	314	298
90	Access and Equity	Overall student satisfaction rate for Indigenous students		76.8%	76.3%	72.8%
31	Access and Equity	Overall graduate satisfaction rate for Indigenous students		81.8%	82.2%	72.7%
58	Access and Equity	Employment rate for Indigenous students		67.7%	89.2%	82.6%
37	Access and Equity	Share of OSAP recipients at an institution relative to its total number of eligible students	70.7%	72.9%	74.8%	82.1%
80	Access and Equity	Percentage of university graduates enrolled in college programs	12.1%	11.7%	12.1%	13.8%
79	Access and Equity	Percentage of college graduates enrolled in university programs	2.8%	2.4%	2.1%	1.9%
78	Applied Research Excellence and Impact	Number of externally funded applied research projects		32	30	87
77	Applied Research Excellence and Impact	Number of partnerships/collaborations with community/industry firms		51	28	130
12	Innovation, Economic Development and Community Engagement	Number of active Program Advisory Committees (PACs)	50	50	50	60
76	Innovation, Economic Development and Community Engagement	Number of employers engaged in Program Advisory Committees (PACs)	400	400	400	445
2	Innovation, Economic Development and Community Engagement	Graduate employment rate	85.7%	85.6%	86.0%	88.7%
3	Innovation, Economic Development and Community Engagement	Employer satisfaction rate	88.1%	88.4%	84.3%	86.5%
4	Innovation, Economic Development and Community Engagement	Proportion of graduates employed full-time*	61.2%	61.5%	60.0%	66.9%
5	Innovation, Economic Development and Community Engagement	Proportion of graduates employed full-time in a related or partially-related field*	44.5%	42.7%	42.1%	48.0%

\* The methodology calculating metrics with ID#4 and #5 will be refined going forward to exclude people who did not provide their hours as working part-time and those who did not answer if their job is related to their program  
 Grey-out cells: data not available

Institution-Specific Metrics									
#	Priority Area	Metric Name	Objective of Metric	Frequency	2007-08	2014-15	2015-16	2016-17	2017-18
1	Student Experience	Number of students receiving financial literacy model	To measure financial literacy	Annual				100	388
2	Student Experience	Graduation rates	Target of #1 in Greater Toronto and Hamilton Area (GTHA) for graduation rates by 2021 (GTHA Colleges are Mohawk, Humber, Seneca, Sheridan, George Brown, Centennial)	Annual		4	3	3	3
3	Student Experience	Number of students who completed job readiness course and/or have a job ready toolkit	To measure who will have complete job readiness courses and/or have a job ready toolkit	Annual		2,000	2,500	3,000	5,500
4	Innovation in Teaching and Learning Excellence	Measureable increase in simulation based learning experiences	To increase opportunities for meaningful connection to experiential activities	Annual		1,500	2,500	3,500	7,878
5	Innovation in Teaching and Learning Excellence	A co-curricular activity is part of every grad's record	Increase engagement with, participation in the co-curricular record	Annual		220	465	2,300	7,910
6	Innovation in Teaching and Learning Excellence	Graduates have a relevant, interprofessional experience	To measure growth in opportunities for interprofessional experiences across college programs.	Annual				500	628
7	Access and Equity	Measureable success and growth of city school	Enrollment in City School Programs	Annual			33	167	192
8	Access and Equity	Expand programs in collaboration with Six Nations Polytechnic	To measure number of programs offered in collaboration with Six Nations Polytechnic	Annual		1	3	4	8
9	Access and Equity	More staff trained in diversity and cultural competencies	To measure number of staff trained	Annual				119	171
10	Applied Research Excellence and Impact (Coll)	Ranking in Canadian Colleges for applied research as measured by Research Infosource	To measure growth and positioning - a strategic goal of the college	Annual		22	17	Ranked 15	23
11	Applied Research Excellence and Impact (Coll)	Number of students engaged in applied research	To measure student engagement in applied research - a strategic goal of the college	Annual		147	292	200	365
12	Applied Research Excellence and Impact (Coll)	Number of faculty engaged in applied research	To measure faculty engagement in applied research - a strategic goal of the college	Annual		13	24	28	95
13	Innovation, Economic Development and Community Impact	International enrollment	To double the cohort of international students over the period of the College's Strategic Plan	Annual			1,391	1,926	2,715
14	Innovation, Economic Development and Community Impact	More businesses and social innovation initiatives launched by Mohawk students and graduates	To grow the college's entrepreneurship activities.	Annual				2	5
15	Innovation, Economic Development and Community Impact	Carbon emission reductions	Progress against Environmental Management Plan	Annual	13,724 tCO <sub>2</sub> e				0.086 tCO <sub>2</sub> /m <sup>2</sup>

**Appendix 1. Data inputs required for calculation of selected system-wide metrics**

Metric ID	Metric Name	Data inputs - for calculating metrics	2016-17	2017-18
37	Share of OSAP recipients at a institution to its total number of eligible students	Total OSAP Award Recipients	7,706	8,579
		Eligible Headcount Enrolment	10,302	10,454

Note: There was a change in the calculation methodology of the OSAP metric (ID#37) in 2017-18 reflecting students that were issued funding rather than qualified for awards.

Appendix 2. College Metrics - Dictionary					
ID	Metric Name	Description	Source	Reporting Period	Notes
10	<b>Overall student satisfaction rate</b>	Average percentage of college students who completed the survey and who responded to the four capstone questions that they were satisfied or very satisfied with their learning experience, support services, and educational resources	College Student Satisfaction Survey (CSSS)	Academic Year (survey year, current students)	Based on Q#13, Q#24, Q#39 and Q#49 of the survey. Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma
82	<b>Student satisfaction with services</b>	Percentage of college students who completed the survey and who responded that they were satisfied or very satisfied with the overall quality of the services in the college	College Student Satisfaction Survey (CSSS)	Academic Year (survey year, current students)	Based on Q#39 "The overall quality of services in the college". Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma
85	<b>Student satisfaction with facilities</b>	Percentage of college students who completed the survey and who responded that they were satisfied or very satisfied with the overall quality of facilities/resources in the college	College Student Satisfaction Survey (CSSS)	Academic Year (survey year, current students)	Based on Q#49 "The overall quality of facilities/resources in the college". The Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma
7	<b>Graduation rate</b>	Percentage of students who entered a program of instruction in a particular enrolment reporting period and completed the program within the expected time period	College Graduation Rate Data Collections	Academic Year	Considers all entrants to a program who were enrolled as full-time at some point, including transfer-in students and excluding transfer-out students within the same institution. Includes only ministry-funded students, excludes preparatory programs and is not restricted to the Fall full-count headcount
13	<b>Number of students in experiential learning programs</b>	Total number of students who participated in one of the following Experiential Learning (EL) categories: Co-op Diploma Apprenticeship (CODA), co-op work placement (mandatory and non-mandatory), clinical placements, fieldwork, field placement/work placement, and mandatory degree work placement EL	Graduate Record file attached to the College Graduate Outcomes Survey (CGOS)	Academic Year	This metric is calculated based on the number of graduates but reflects their experience as students. Hence, the name of the metric refers to students.
18	<b>Total number of registrations in ministry-funded courses offered at institution in eLearning formats</b>	Total number of registrations in ministry-funded, eLearning courses, including fully online learning (asynchronous) and conferencing (synchronous) courses	Institutional data	Academic Year	Includes all Ontario and other college credentials, and courses with both Approved Program Sequence (APS) and MAESD codes
19	<b>Total number of ministry-funded courses offered at institution in eLearning formats</b>	Total number of ministry-funded, eLearning format courses, including fully online learning (asynchronous) courses and conferencing (synchronous) courses	Institutional data	Academic Year	Includes all Ontario and other college credentials, and courses with both Approved Program Sequence (APS) and MAESD codes
88	<b>Total number of ministry-funded programs offered at institution in eLearning formats</b>	Total number of ministry-funded, eLearning programs, including fully online learning (asynchronous) programs and conferencing (synchronous) programs	Institutional data	Academic Year	Includes all Ontario college credentials and other credentials, and courses with both Approved Program Sequence (APS) and MAESD codes
9	<b>Retention rate</b>	Year-over-year retention in multi-year programs based on November 1st full-time eligible for funding enrolment headcount. Calculated for Year 1 to Year 2	Institutional data	Academic Year	Multi-year programs are programs that report enrolment at least two times. Calculations include all students who were on work/co-op placements during the specified retention periods
81	<b>Student satisfaction with knowledge and skills</b>	Percentage of college students who completed the survey and who responded that they were satisfied or very satisfied that overall, their program was giving them knowledge and skills that will be useful in their future career	College Student Satisfaction Survey (CSSS)	Academic Year (survey year, current students)	Based on Q#13 "Overall, your program is giving you knowledge and skills that will be useful in your future career". Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma



ID	Metric Name	Description	Source	Reporting Period	Notes
86	<b>Student satisfaction with learning experience</b>	Percentage of college students who completed the survey and who responded that they were satisfied or very satisfied with the overall quality of the learning experiences in this program	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	Based on Q#24 "The overall quality of the learning experiences in this program". Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma
100	<b>Number of first generation students enrolled at institution</b>	Total number of full-time first generation students enrolled at institution. Note: First generation student is a student whose parent(s)/guardian(s) has/have not attended a postsecondary institution. If a sibling of the student has attended a postsecondary institution, but the parent(s)/guardian(s) have not, the student is still considered a first generation student	Institutional data and ministry enrolment data	Academic year	First generation student is a student whose parent(s)/guardian(s) has/have not attended a postsecondary institution. If a sibling of the student has attended a postsecondary institution, but the parent(s)/guardian(s) have not, the student is still considered a first generation student
102	<b>Number of French-language students enrolled at institution</b>	Total number of full-time French-language students enrolled at institution	Institutional data and ministry enrolment data	Academic Year	A student is considered a French-language student if he or she meets at least one of the following criteria: His/her mother tongue is, or includes French (the student is a francophone); His/her language of correspondence with the institution is French; He/she was previously enrolled in a French-language education institution; and/or He/she was enrolled in a postsecondary program delivered at least partially in French
99	<b>Number of students with disabilities enrolled at institution</b>	Total number of students with disabilities (excluding apprentices)	Accessibility Fund for Students with Disabilities (AFSD) Report from the College Office for Students with Disabilities	Academic Year	Total number of students with disabilities (excluding apprentices) registered with the Office for Students with Disabilities
30	<b>Overall student satisfaction rate for students with disabilities</b>	The average percentage of students who self-identified as having a physical, intellectual, mental health or learning disability on the Student Satisfaction survey and who responded to the four capstone questions that they were satisfied or very satisfied	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	
91	<b>Overall graduate satisfaction rate for students with disabilities</b>	Percentage of college graduates who self-identified as having a physical, intellectual, mental health or learning disability and were either 'very satisfied' or 'satisfied' with the usefulness of their college education in achieving their goals six months	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year; previous year graduates)	
59	<b>Employment rate for students with disabilities</b>	Percentage of college graduates who identified as having a physical, intellectual, mental health or learning disability on the survey in the labour force, who were employed six months after graduation	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year; previous year graduates)	
101	<b>Number of Indigenous students enrolled at institution</b>	Total number of full-time Indigenous students enrolled at institution	Institutional data and ministry enrolment data	Academic Year	Indigenous is a collective name for the original people of North America and their descendants. The Canadian Constitution, Constitution Act 1982, recognizes three groups of Indigenous peoples - Indians (First Nation), Métis and Inuit. These are three separate peoples with unique heritages, language, cultural practices and spiritual beliefs.
90	<b>Overall student satisfaction rate for Indigenous students</b>	The average percentage of students who self-identified as Indigenous on the College Student Satisfaction Survey and who responded to the four capstone questions that they were satisfied or very satisfied with their learning experiences, the college facilities/resources and services	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	

## Appendix C: Summary of Advertising and Marketing Complaints Received

Further to the Minister's Binding Policy Directive on the Framework for Programs and Instruction, Mohawk received no advertising or marketing complaints in 2018-2019.



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