


TO: GENERAL COMMITTEE

SUBJECT: CONTRIBUTION AGREEMENT STATUS FOR THE GEORGIAN COLLEGE HEALTH AND WELLNESS CENTRE

PREPARED BY AND KEY CONTACT: E. ARCHER, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES, x. 4419

SUBMITTED BY: E. ARCHER, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES 

GENERAL MANAGER APPROVAL: E. ARCHER, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

CHIEF ADMINISTRATIVE OFFICER APPROVAL: C. LADD, CHIEF ADMINISTRATIVE OFFICER 

RECOMMENDED MOTION

1. That pursuant to the Contribution Agreement between Georgian College and the City of Barrie approved by Motion 09-G-205, the scheduled 2013 payment of \$1,000,000 be made to Georgian College with funding provided by the Tax Capital Reserve (13-04-0440).

PURPOSE & BACKGROUND

2. The purpose of this report is to recommend the scheduled 2013 payment of \$1,000,000 be made to support Georgian College's ("Georgian's") Health and Wellness Centre, which is now operational. Motion 09-G-093, approved by Council March 9, 2009, directed the General Manager of Corporate Services or his designate to negotiate terms for a \$5 million contribution by the City, based on certain conditions described in the motion. The motion approved the execution of a Contribution Agreement that set out the terms, conditions and timing of the City's funding.
3. Council approved a Contribution Agreement that included the following conditions:
 - a) Provide up to \$5 million from the City of Barrie as a funding source for Georgian's proposed \$65.5 million Centre for Health and Wellness;
 - b) Include a financing plan that does not result in a reduction of municipal services or service levels;
 - c) Ensure the project scope remains as presented to City Council based on Georgian's October 20, 2008 submission, "Georgian Centre for Health and Wellness Business Case" and supplemented by the additional information presented in Appendix "A" to staff report CRP002-09;
 - d) Prompt the reduction of the City's contribution if changes occur in the scope of the project equal to or greater than \$5 million;
 - e) Incorporate regular performance reporting from Georgian to City Council on key performance indicators that support assessments about whether the promised community benefits have been, or are being, delivered;
 - f) Establish firm commitments and a timeline for Georgian to establish a satellite campus in accordance with the City's Downtown Commercial Master Plan; and
 - g) Establish firm commitments and a timeline for Georgian to construct Phase 2 of the On-campus Student Housing project.

Annual reporting to City Council will occur for at least five years following the completion of the Health and Wellness Centre.

ANALYSIS

4. The Contribution Agreement includes a monetary commitment by the City of Barrie payable over five years. Payments are subject to Georgian satisfying the conditions set out in the agreement to the satisfaction of City Council.
5. Under the Contribution Agreement, Georgian committed to:
 - a) Establish a Downtown Campus to provide academic programs and services – as described in Georgian's 2013 Community Impact Report (see Appendix A), it offers classroom instruction and other Employment Ontario services at its 48 Collier Street location.
 - b) Develop On-Campus Housing – the Contribution Agreement specified that additional on-campus housing would be constructed when demand for student housing exceeds a threshold amount for two consecutive years. The threshold has not yet been exceeded, so there are no requirements for additional on-campus housing at this point.
 - c) Contribute Positively to and Measure Community Impacts – the Contribution Agreement defines indicators that will be reported to support assessments of the results of the Health and Wellness Centre. In addition to the Community Impact Report, Appendix B provides more information.
6. The following data reflect examples of the community impact indicators included in the Contribution Agreement:
 - a) Total number of graduates working in the City of Barrie – 182 new graduates secured work within the City of Barrie; this is an indicator of how Georgian is increasing the supply of an educated workforce
 - b) Total number of full time students enrolled in the first semester of degree programmes at the Barrie Campus based on home address postal codes falling within the City of Barrie – 143; this is an indicator of how Georgian is increasing the participation rate of residents' participation in university programmes
 - c) Number of Georgian graduates hired by Royal Victoria Regional Health Centre – 83; this is an indicator of how Georgian is addressing pressing skills shortages in health care
 - d) Number of health care professionals available to support the clinic – 78; this is an indicator of how Georgian is providing increased access to affordable on-campus health services for both students and the general public. Services include primary health care, massage therapy, oral health, optometric, esthetic and speech/hearing/language clinics.

Other indicators in the Contribution Agreement are available describing the extent to which the Health and Wellness Centre increases the supply of an educated workforce, addresses pressing shortages in healthcare, increases access to affordable on-campus health services for students and the general public and accommodates the learning needs of underrepresented populations. Appendix B provides more detail.
7. The City's contribution would be reduced if the total cost of the project is less than \$60 million. The purpose of this condition was to ensure the City's proportional share of the total project did not increase beyond Council's initial expectations. Based on data provided by Georgian, total costs for the project are estimated to be \$61 million.

ENVIRONMENTAL MATTERS

8. There are no environmental matters related to the recommendation.

ALTERNATIVES

9. There is one alternative available for consideration by General Committee:

Alternative #1

General Committee could elect not to approve payment of the 2013 instalment, pending the receipt of additional information.

Georgian's Health and Wellness Centre is now operational. The data provided in Appendices A and B are in accordance with the terms of the Contribution Agreement and provide information regarding Georgian's performance and community impacts.

FINANCIAL

10. The City's \$5 million contribution is to be paid over five years as follows:

2010 - \$500,000
2011 - \$1 million
2012 - \$1 million
2013 - \$1 million
2014 - \$1.5 million

The City's financial commitments under this agreement have been addressed in the Business Plan for the applicable period, starting in 2010. The funding source is the Tax Capital Reserve account 13-04-0440.

LINKAGE TO COUNCIL STRATEGIC PLAN

11. This is an operational matter with no direct relationship to Council's Strategic Plan.

Appendix "A"

Georgian College Community Report

Sadlon Centre for Health and Wellness Update

Prepared for Mr. Ed Archer, City of Barrie, December 2013

December 16, 2013

Mr. Ed Archer
General Manager of Community and Corporate Services
City of Barrie
70 Collier Street (Box 400)
Barrie, Ontario
L4M 4T5

Dear Mr. Archer:

It is my pleasure to update the City of Barrie on the Sadlon Centre for Health and Wellness and the incredible impact it is making in the lives of local residents.

The college was very pleased to have the opportunity in May 2013 to host members of City Council, as well as members of City staff, for an appreciation dinner, update presentation and tours of the Sadlon Centre for Health and Wellness. Since that time, the success stories emerging as a result of the Centre continue.

In the past year alone, the clinics in the Centre have served over 8,000 clients, double the amount from the year prior and we know this number will continue to grow.

The college is extremely grateful to the City for its support which will benefit generations of individuals who choose health and wellness as their career path, in addition to the patients they serve.

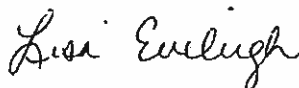
Please see the attached documents which adhere to the reporting requirements set out in our agreement dated September 29, 2009:

- A budget progress report
- A construction schedule update (per Physical Resources)
- A community impact report including the key indicators
- An update on student housing, Georgian's downtown presence and good neighbour strategy

As per the terms of our agreement, please consider this letter our written request for the annual payment from the City of Barrie.

Again, thank you for your continued partnership in the success of Georgian College.

Sincerely,



Lisa Eveleigh
Executive Director
Advancement and Community Development
Georgian College

BUDGET PROGRESS UPDATE

Georgian College Centre for Health and Wellness Costs Incurred by Fiscal Year

	2012/13	2011/12	2010/11	2009/10
Preliminary Expense, Health and Wellness Building			11,303	11,303
Health and Wellness Building Construction in 2009/10			6,564,472	6,564,472
Health and Wellness Building Construction in 2010/11			22,187,683	
Health and Wellness Equipment			163,974	
Health and Wellness Nursing Equipment			249,687	
Health and Wellness IT			626,624	
Health and Wellness Non Capital Expense			34,378	
	1,334,476	1,334,476		
040180	2,041,065	2,041,065		
040181	847,350	847,642		
040182	63,987	63,987		
040183	599,850	539,357		
040187	769,209	421,122		
040188	137,223	74,111		
040189	2,200,111	459,194		
040190	60,379	9,700		
040191	105,655	30,898		
040192	20,263			
040321				

Health and Wellness IT - Deferred Charges Health and Wellness Building Construction - Deferred Charges Capital Assets - set up in 2011/12, 2012/13

Phase 1 - multi media		278,470		
Phase 2 - Projects started but not complete	816,659.54	122,316		
Buildings (building construction and professional fees)	39,697,645	39,491,232		
Site Improvements	4,050,008	676,468		
Equipment (less than 50K)	3,024,714	2,991,776		
Major Equipment (greater than 50K)	749,555	703,710		
	56,518,148	50,085,523	30,088,911	6,575,775



*Total costs when Phase 2 complete will total \$61 million.

CONSTRUCTION UPDATE

MEMORANDUM

To: Kelly Pottage (for Ed Archer, City of Barrie)
From: John La Brie, Director, Physical Resources, Georgian College
Date: October 15, 2013
Subject: Completion of Health & Wellness Building Update for City of Barrie

As of March 31, 2013 the Sadlon Centre for Health and Wellness has been operational for 19 months after opening for classes in September 2011.

Over the year from March 31, 2012 to March 31, 2013 the deficiencies were completed and everything was fully operational. We are currently in the warranty period. The systems have all been commissioned i.e. water systems, HVAC, electrical equipment, etc.

The main focus over the past year has been to complete renovations to the existing buildings as part of the changes that came about with moves to the new building, growth in student numbers, changes to departmental operations, etc. A large number of these projects have now been completed or are in the planning stages and work will begin on another batch of projects during the summer of 2014.

I trust this is the information you were looking for pursuant to the City of Barrie. If there is anything further that you require please do not hesitate to contact me.



John

KEY INDICATORS UPDATE

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Council approved the following conditions:

- Provide up to \$5 million from the City of Barrie as a funding source for Georgian's proposed \$65.5 million Centre for Health and Wellness;
- Include a financing plan that does not result in a reduction of municipal services or service levels;
- Ensure the project scope remains as presented to City Council based on Georgian's October 20, 2008 submission, "Georgian Centre for Health and Wellness Business Case" and supplemented by the additional information presented in Appendix "A".
- Prompt the reduction of the City's contribution if changes occur in the scope of the project equal to or greater than \$5 million;
- Incorporate regular performance reporting from Georgian to City Council on key performance indicators that support assessments about whether the promised community benefits have been, or are being, delivered;
- Establish firm commitments and a timeline for Georgian to establish a satellite campus in accordance with the City's Downtown Commercial Master Plan; and
- Establish firm commitments and a timeline for Georgian to construct Phase 2 of the On-campus Student Housing project.

The May 2013 presentation made to City Council and City staff by MaryLynn West-Moyes, President and CEO of Georgian College, regarding the status of the Sadlon Centre for Health and Wellness reflects adherence to the terms described above. Annual reporting to City Council will occur for at least five years following the completion of the Centre.

ANALYSIS

The Contribution Agreement includes a monetary commitment by the City of Barrie payable over five years. Payments are subject to Georgian satisfying the conditions set out in the agreement to the satisfaction of City Council.

Under the Contribution Agreement, Georgian committed to:

Establish a Downtown Campus to provide academic programs and services – Georgian offers Employment Ontario services at its 48 Collier Street location.

Develop On-Campus Housing – the Contribution Agreement specified that additional on-campus housing would be constructed when demand for student housing exceeds a threshold amount for two consecutive years. The threshold has not yet been exceeded, so there are no requirements for additional on-campus housing at this point.

Contribute positively to and measure community impacts – the Contribution Agreement defines indicators that will be reported to support assessments of the results of the Sadlon Centre for Health and Wellness. Appendix A provides more information.

The following data reflect examples of the community impact indicators required to be reported by the Contribution Agreement:

Total number of graduates working in the City of Barrie – 182 new graduates secured work within the City of Barrie; this is an indicator of how Georgian is increasing the supply of an educated workforce (SOURCE: Province of Ontario annual Key Performance Indicator Data – numbers are representative of only those graduates who responded to the KPI graduate satisfaction survey and are likely much higher in reality.)

Total number of full time students enrolled in the first semester of degree programs at the Barrie Campus based on home address postal codes falling within the City of Barrie – 143; this is an indicator of how Georgian is increasing the participation rate of residents' participation in university programs.

Number of Georgian graduates hired by Royal Victoria Regional Health Centre – (see attached letter) this is an indicator of how Georgian is addressing pressing skills shortages in health care.

Number of health care professionals available to support the clinic – 78; this is an indicator of how Georgian is providing increased access to on-campus health services for both students and the general public. Services include primary health care, massage therapy, oral health, optometric, esthetic and speech/hearing/language clinics.

Other indicators in the Contribution Agreement describing the extent to which the Sadlon Centre for Health and Wellness increases the supply of an educated workforce, addresses pressing shortages in healthcare, increases access to affordable on-campus health services for students and the general public and accommodates the learning needs of underrepresented populations are available. Appendix A provides more detail.

The City's contribution would be reduced if the total cost of the project is less than \$60 million. The purpose of this condition was to ensure the City's proportional share of the total project did not increase beyond Council's initial expectations. Based on data provided by Georgian, total costs for the project are estimated to be \$61 million.

ENVIRONMENTAL MATTERS

There are no environmental matters related to the recommendation.

ALTERNATIVES

There is one alternative available for consideration by General Committee:

Alternative #1

General Committee could elect not to approve payment of 2013 instalments, pending the receipt of additional information.

The data provided in the Appendix A provides more information regarding how Georgian's performance reflects the terms of the Contribution Agreement and describes the community impacts.

FINANCIAL

The City's \$5 million contribution is to be paid upon request by Georgian and following Council's consideration of the request, over five years as follows:

2010 - \$500,000

2011 - \$1 million

2012 - \$1 million

2013 - \$1 million

2014 - \$1.5 million

Funds for these payments are provided by the Tax Capital Reserve account 13-04-0440.

LINKAGE TO 2010-2014 COUNCIL STRATEGIC PLAN

This is an operational matter with no direct relationship to the Strategic Plan.

APPENDIX "A"

Sadlon Centre for Health and Wellness Community Impacts

As provided by Georgian College, the following reflects results up to or as at Nov 1, 2013 unless otherwise indicated:

2013 Results	
Number of full time employees and non-full time employees in all employee groups at the Barrie campus.	1698
Total number of students enrolled on a full-time basis in degree programs and college post-secondary programs at the Barrie Campus.	7342
Increasing the supply of an educated workforce:	
<ul style="list-style-type: none"> ○ Total number of graduates working in the City of Barrie [Source: Province of Ontario annual Key Performance Indicator data] Numbers are representative of only those graduates who responded to the KPI graduate satisfaction survey and are likely much higher in reality. 	182
<ul style="list-style-type: none"> ○ Total number of graduates of Georgian's degree programs and postsecondary college programs from the Barrie campus in the 12 month period ending June 30 each year [Source: Georgian] 	3670 (2011/12)
Addressing pressing skills shortages in healthcare	
<ul style="list-style-type: none"> ○ The number of Georgian graduates hired by Royal Victoria Hospital within the previous 12 months [Source: Royal Victoria Hospital] 	<p>See letter attached from RVH</p> <p>(note: in addition to the stats in the letter, 542 students were placed at RVH this year for their student learning experiences)</p>
Increasing residents' participation rate in university programs	
<ul style="list-style-type: none"> ○ The number of full time students enrolled in the first semester of degree programs at the Barrie campus based on home address postal codes falling within the City of Barrie (Source: Georgian) 	143
Providing increased access to on-campus health services for students and the general public	
<ul style="list-style-type: none"> ○ The number of health care professionals available to support the clinic as at November 1 of each year [Source: Georgian] 	78
<ul style="list-style-type: none"> ○ The annual number of hours that clinic services are available to the public [Source: Georgian] 	See clinic notes
<ul style="list-style-type: none"> ○ The fees for clinic services, if any [Source: Georgian] 	See clinic notes
<ul style="list-style-type: none"> ○ The number of clients served by the clinic [Source: Georgian] 	8067
Accommodating the postsecondary learning needs of underrepresented populations such as First Nations people and recent immigrants	

o The number of underrepresented populations attending the Barrie campus such as:	
First Nations people through data gathered annually through the self-disclosure process in the Ontario College Application System process. This may be supplemented by additional information collected from time to time by the college's Aboriginal Resource Centre.	323
First Generation postsecondary participants through data gathered annually through a self-disclosure process and recorded in the College's Student Record System.	3256

Clinic Notes

Teaching health clinics and hands-on learning are benefitting the community

All six clinics in the Rotary Community Clinic are fully operational and thriving with more than 8,000 patients served over the last year (double the amount from the year before). Each clinic allows students unparalleled hands-on learning under the supervision of experienced, health care professionals.

As per the funding agreement, below is a summary of each clinic as of November 1, 2013. Indicators include the number of health care professionals available to support each clinic; the number of hours each clinic is available to the public; the fees of each clinic, if any; and the number of patients served by each clinic.

More information about each clinic can be found at <http://www.georgiancollege.ca/community-alumni/health-and-wellness-clinics/>.

Nurse Practitioner-Led Clinic

- 14 staff provided primary health care to more than 2,200 residents and 427 Georgian College students; specifically, Nurse Practitioners (NPs) provided 23,742 services and 4,374 client encounters and our Registered Nurses, Pharmacist, Registered Dietician and Social Worker offered 816 client encounters working toward their full scope of practice.
- Services include but are not limited to: annual physicals, episodic illness care, fall prevention programs for older persons, immunizations, smoking cessation, injury prevention, monitoring and management of chronic diseases such as diabetes, arthritis, asthma and heart disease.
- We have expanded Nurse Practitioner (NP) evening clinic, Registered Dietician, Social Work and Smoking Cessation services for college students and registered clients.
- We opened the Ontario Telemedicine (OTN) service and Chronic Disease Self-Management and Chronic Pain Program to the entire community.
- We implemented our first Strategic Plan, Quality Improvement Plan and Electronic Medical Record (EMR).
- Our operations align with local and provincial health priorities.
- Hours are Monday, Wednesday and Friday 8 a.m. - 4:30 p.m., Tuesdays open 8 a.m. - 7 p.m., with emergency appointments available.

Massage Therapy Clinic

- Estimated 2343 clients in the clinic database.

- 17 health care professionals and staff support the clinic including 13 registered massage therapists, two chiropractors and two physiotherapists.
- Clinics run in three-hour sections. There are anywhere from six to 11 sections per semester. Typical clinic hours are weekdays between 1 p.m. and 8 p.m.
- Complimentary special population clinics are hosted (e.g. pregnancy, cancer, fibromyalgia and arthritis, varsity sports, etc.).
- The fee for a one-hour treatment for a member of the public is \$25. The student fee is \$20.

Oral Health Clinic

- Estimated 1,300 clients in the clinic database.
- Thirty-two health care professionals and staff support the clinic including five dentists, 21 dental hygienists and six dental assistants.
- Typical clinic hours range from 9 a.m. to 9 p.m. weekdays and fluctuate throughout the semester.
- Fees are \$30 for adults, \$15 for youth (12 and under). This fee includes dental hygiene services, radiographs and dental diagnosis.
- Additional services at additional costs are available including sports guards, whitening treatments and basic restorative treatments

Speech, Language and Hearing Clinic

- Estimated 148 clients in the clinic database.
- Five health care professionals and staff support the clinic on a part-time basis which includes one audiologist, one speech-language pathologist, two communicative disorders assistants, and one clinic manager.
- Clinics run in three four-hour sections. Clinic services for hearing offered in four-hour sections on Wednesdays from 1 p.m. to 5 p.m. Speech services offered in two three-hour sections on Thursdays 2 p.m. to 5 p.m. and Fridays 10 a.m. to 1 p.m. Clinic hours are Wednesday to Friday 9 a.m. to 5 p.m. Clients using speech services typically book weekly recurring appointments for six to nine weeks at a time.
- Additional services: workshops/presentations on hearing loss prevention and wellness, workshop series for seniors with hearing aids
- Clinic also sells hearing aid supplies such as batteries, wax guards, cleaning brushes which range in price from \$5 to \$10.
- Fees for clinic services range from approximately \$5 to \$30.

Georgian College Optical (retail store) and Optometric Clinic

- Approximately 275 clients in the clinic database with additional customers browsing and shopping daily in Georgian College Optical.
- One part-time optician supports Georgian College Optical and two optometrists support the Optometric Clinic.
- Georgian College Optical is open Monday to Thursday with fluctuating hours per semester. The Optometric Clinic is open throughout the semester on designated days.
- There are two student-run clinics each week in Georgian College Optical.

- **No fees charged for services at Georgian College Optical. Clients must pay for their products. Eye exams are covered for some groups of OHIP patients as per OHIP guidelines. Non-OHIP insured patients pay \$90.**

Spa and Esthetics Clinic

- **Estimated 1,400 clients in the clinic database.**
- **Seven staff support this clinic, including four clinic supervisors, one full-time faculty, one academic program technologist and one receptionist.**
- **There are typically three six-hour clinics a week.**
- **Clinics are typically open Tuesdays, Thursdays and Fridays with hours fluctuating throughout the semester.**
- **The number of services available vary per semester (clients can schedule multiple services per visit) and typically include manicures, pedicures, waxing, and facials.**
- **Fees for services range from approximately \$10 to \$30.**

Downtown Update

The Georgian College Centre for Career and Employment Services opened in downtown Barrie in October 2010.

Over the past year the location has received 1,400 drop-in client visits each month, with more than 18,000 total client visits annually. Services include career and job search workshops, tools for an effective job search and one-to-one employment counseling and job placement support. The presence of the Centre downtown has strengthened the relationship between Georgian College Centre for Career and Employment Services, Barrie's Economic Development department and the Greater Barrie Chamber of Commerce. Specifically, it has resulted in cultivating opportunities for new and existing local employers from all sectors to reach their recruitment and retention needs through job fairs and on-the-job placement incentives delivered by the centre staff.

This year the City of Barrie and Georgian College Centre for Career and Employment Services have worked jointly on several projects including assisting MacLean Engineering and HGS with their labour market adjustment needs. Also this year City of Barrie Economic Development and local employment service providers in the community including Georgian College will host a joint job fair in the spring of 2014.

Campus Housing Update

The agreement between Georgian and the City of Barrie includes a provision to re-visit the issue of on-campus housing, should demand for the existing on-campus residence rise to 1,500 units per year for two consecutive years. Actual demand fell short of this benchmark at this time. For September 2012, the total application number for on-campus housing was 1075, and for September 2013, it was 1076.

Good Neighbourhood Strategy

Georgian staff and a student government representative continue to participate on the city's Town and Gown Committee representing the College. Through open dialogue with other members of this committee, which includes Councillor Ainsworth, city staff, police and neighbours, the committee has been able to make a positive impact. In the most recent Town and Gown committee meeting, the latest police statistics were shared which illustrated the number of calls in the neighbourhood have decreased again. In fact, over the past couple of years the numbers of issues and complaints have continually decreased. The committee will continue to meet and have open dialogue to address issues.



Royal Victoria
Regional Health Centre

December 4, 2013

Georgian College
One Georgian Drive
Barrie, Ontario L4M 3X9

Attn.: Brandon Lander, Vice President, Administration

Dear Brandon,

Georgian College has a long history of providing Royal Victoria Regional Health Centre with quality candidates.

Since January 1, 2013 alone over one-fifth of our 367 hires (63) listed Georgian College as an institution where they have received their education. The actual number of those hired from Georgian College may be higher, however applicants may not have filled in their academic institution as it is not mandatory to do so. In addition, RVH is a proud supporter of the Georgian College co-op program, hiring students from a variety of programs, and these numbers are not reflected in the above total.

Even after we finalize the Phase I Expansion of our health centre, we will continue to require the services of the graduates Georgian produces. With a nursing shortage in our province, and nationally, we rely on the partnership we have formed with Georgian College to provide the pipeline of the skilled professionals we require to serve our patients.

If you have any further questions, please contact me.

Regards,

Royal Victoria Regional Health Centre


David Coward, M.A., LL.M., C.H.R.P.
Vice President & Chief Human Resources Officer

201 Georgian Drive | Barrie ON | L4M 3X9 | 705.738.9300
www.rvh.on.ca

Inspiring care...

APPENDIX "B"

Health and Wellness Centre Community Impacts

As provided by Georgian College, the following reflect results up to or as at November 1, 2013 unless otherwise indicated:

	2011	2012	2013	Notes
Number of full time employees and non-full time employees in all employee groups at the Barrie campus as at November 1 each year	1771	1777	1698	
Increasing the supply of an educated workforce:				
○ Total number of graduates working in the City of Barrie [Source: Province of Ontario annual Key Performance Indicator data]	168	182		Not all graduates respond to the survey and this does not include nearby townships
○ Total number of graduates of Georgian's degree programs and postsecondary college programs from the Barrie campus in the 12 month period ending June 30 each year [Source: Georgian]	2913 (2009-10)	3025 (2010-11)	3670 (2011-12)	
Addressing pressing skills shortages in healthcare				
○ The number of Georgian graduates hired by Royal Victoria Hospital within the previous 12 months [Source: Royal Victoria Hospital]		102	83	In addition, 542 students were placed at RVH in 2013 for their student learning experiences
Increasing residents' participation rate in university programs				
○ The number of full time students enrolled in the first semester of degree programs at the Barrie campus based on home address postal codes falling within the City of Barrie [Source: Georgian]	255	214	143	
Providing increased access to affordable on-campus health services for students and the general public				
○ The number of health care professionals available to	72	72	78	

	2011	2012	2013	Notes
support the clinic as at November 1 of each year [Source: Georgian]				
○ The annual number of hours that clinic services are available to the public [Source: Georgian]	See notes	See notes	See notes	The number of hours that the health care clinic services are available to the public varies and is broken down on pages 8-10 in the full report. The fees are also outlined, in addition to the patients served.
○ The fees for clinic services, if any [Source: Georgian]	See notes	See notes	See notes	The number of hours that the health care clinic services are available to the public varies and is broken down on pages 8-10 in the full report. The fees are also outlined, in addition to the patients served.
○ The number of clients served by the clinic [Source: Georgian]	Clinic newly opened	4,400	8,067	
Accommodating the postsecondary learning needs of underrepresented populations such as First Nations people and recent immigrants				
○ The number of underrepresented populations attending the Barrie campus such as:				
First Nations people through data gathered annually through the self disclosure process in the Ontario College Application System process. This may be supplemented by additional information collected from time to time by the College's Aboriginal Centre.	294	303	323	
First Generation postsecondary participants through data gathered annually through a self disclosure process and recorded in the College's Student Record System.	2,896	3,019	3,256	