



**Niagara
College
Canada**
APPLIED DREAMS.

Niagara College

2012-2013 Annual Report

May 2013

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Message from the Chair of the Board

I am pleased to present Niagara College's 2012-13 Annual Report. This has been an exciting year with many great accomplishments and achievements at Niagara College. New programs were successfully launched, enrolment increased, and the College maintained its exceptionally strong financial foundation. At the focal point of all activities are the students and their success, which continues to drive College staff. Students receive the knowledge and skills they require to succeed in their chosen field, and with the applied experience and problem-solving skills needed for the economy of the 21st century.

Looking to the future, Niagara College released its Strategic Mandate Agreement and Strategic Plan 2013-16 this past year. The new Strategic Plan provides the roadmap for our future growth and success as one of Canada's most innovative and successful colleges. Focused on student success and set against a challenging provincial fiscal climate and the changing economic landscape of Niagara, the 2013-16 Strategic Plan positions Niagara College to play a key role in the region's economic renaissance and solidifies our position as an innovative leader in applied education.

More specifically, our Strategic Plan 2013-2016 is built on the three themes of Unparalleled Student Experience and Satisfaction, Leading Innovation and Applied Research and Operational Excellence. The plan sets goals and objectives for the next three years, including preparing graduates to be world-ready and work-ready, enhancing services for students, infusing innovation and applied research into our programs and reaching out to support transitioning industries. The Strategic Plan identifies continued managed growth in enrolment, combined with leading-edge sustainable and accessible learning environments, as key ingredients for continued success.

The Board of Governors and college officials have developed a college risk management plan and framework. Niagara College's leadership in risk management resulted in Colleges Ontario asking Niagara College to assist in a college-sector risk management conference.

A key strength of Niagara College continues to be in the community it builds. Community involvement and leadership have been core strengths of the College team. In every sector of our economy and various agencies, faculty and staff are involved on community boards and within the community.

As I complete my term as Chair, I want to express my sincere appreciation to Dr. Dan Patterson for his insightful leadership and infectious enthusiasm and reminder to all of us that bricks and mortar are only supporting tools in the education goals. The truest measure of our collective successes is the extent to which we inspire our students to realize their dreams and aspirations.

On behalf of the Board of Governors, I would like to express our gratitude to the dedicated staff, who make an impact on people's lives every day. The on-going commitment of everyone to Niagara College's vision of Enriching Lives and fulfilling dreams is what makes the College such an inviting place for students and the community. I also want to thank the countless volunteers and supporters and Program Advisory members whose insights make our programs better. And lastly, my thanks to my fellow Governors, whose leadership and vision are critical to the continued success of Niagara College. The past six years on the Niagara College Board of Governors has been an absolute enriching experience.



Len Crispino
Chair
Niagara College Board of Governors

Message from the College President

I am pleased to provide the annual report on 2012-13. It has been an exceptional year with great accomplishments by our students, graduates, staff and faculty achieving national and international recognition.

We have focused on a number of strategic initiatives ensuring that we meet the changing needs of our students and skills our transitioning regional economy demands. Our key performance indicator (KPI) and College Performance Indicator (CPI) results outlined in our goals continue to be the cornerstone in how we judge our performance with respect to students, graduates and employers. Niagara College continues to rank among the top of Ontario colleges with a reputation as a leader in post-secondary education.

This year, we had the honour of having Her Royal Highness the Countess of Wessex, Sophie Rhys-Jones, help launch our Canadian Food and Wine Institute Research Centre, bringing national and international attention to Niagara College. Nationally, millions of viewers from across the country witnessed the power of applied learning through a featured segment on CBC's the Rick Mercer Report highlighting our Brewmaster and Viticulture programs. As well, we were successful in obtaining major grants from FedDev Ontario for our applied research initiatives to support small and medium sized enterprises. In early 2013, our new 2013-16 Strategic Plan was approved by the Board of Governors, providing the roadmap for continued growth and success.

The following sections outline briefly some of the important accomplishments that Niagara College's faculty, staff, and students have achieved over the past year.

Student Success

The dedication of our faculty and staff and the quality of our program and services has allowed Niagara College to achieve the #1 student satisfaction ranking for an unprecedented eight of the past nine years. We recognize that it is extremely competitive in the post-secondary education sector and we must always be focused on how we can remain a leader in unparalleled student experience and satisfaction.

The new Centre for Student Engagement and Leadership operates several student services, including Orientation, Peer Tutoring, and the newly launched Co-Curricular Record (CCR). The CCR is an official Niagara College document recognizing student involvement in activities such as campus work, global citizenship initiatives, leadership experience, and personal and professional development. The Co-curricular Record supports a student's credentials when applying for jobs, internships, scholarships, awards, continuing education and further development experiences. Since September, more than 3,000 Niagara College students have enrolled in the CCR initiative.

In alignment with the strategic objective to support the development of intercultural competencies in our graduates, we are pleased to have expanded the Be World Ready program this year. Study abroad experiences have been expanded, and a new Field Study program was launched, giving students an opportunity to participate in group study abroad experiences in China, Dominican Republic, Korea and Germany.

Student Success is also provided by students knowing that their campuses are safe and environmentally friendly. As such, Niagara College strives to ensure as safe a learning environment as possible. Niagara College is one of only four Ontario colleges which conduct an annual lock down drill to ensure students are familiar with lock down procedures if a real one is required. Niagara College is also a leader in the provincial college sector in developing and implementing an emergency management response plan.

Environmental sustainability is also very important to our students. In response, Niagara College has continued to expand programs to reduce our environmental impact. This year, a ban on selling bottled water on campus and installation of hydration stations has resulted in the diversion of more than 155,000

water bottles from landfill sites. A pilot project to use ozonated water instead of harsh cleaning chemicals to clean and sanitize the campus has been expanded to cover all campuses.

Student and Alumni Support

Affordability of post-secondary education continues to be a challenge for many students. The NC Foundation Board and staff have had another successful year in raising funds to purchase equipment, support scholarships and provide financial aid.

Highlights this year include:

- We are honoured to begin receiving payments of the historic \$1 million donation from the Rankin family in the coming year for the Rankin Technology Centre, along with a \$500,000 donation from Keith and Sharon Segal for the Segal International Centre.
- We are happy to report that our fundraising goal of \$500,000 was surpassed as we raised \$646,000.
- The Foundation's two signature events, the Golf Classic and the Seafood Gala were a resounding success, raising more than \$34,000 and \$135,000, respectively.
- The College's endowment fund topped \$13 million with the creation of 20 new student scholarships.

Along with financial assistance, Niagara College is working hard to assist our graduates in entering the working world. Internships provide crucial experience for our students to combine the skills learned in their academic programs and see how these skills apply in the working world. Niagara College was one of a handful of Ontario colleges to successfully compete for federal funding for the ability to provide two internship programs for our graduates: the Graduate Enterprise Internship (GEI) and the Career Focus Internship.

The GEI program is open to students in science, technology, engineering and math programs. To date, more than 120 Niagara College graduates have received internships with local small and medium-sized companies. 87% of the students who have completed the internships have reported they were offered full-time employment.

The Career Focus internships are available to students in programs that are not eligible under the GEI program. \$1.2 million of additional federal funding has recently been secured by Niagara College through a competitive process allowing us to work with small and medium enterprises to offer internship positions.

Program Quality

Delivering quality education which responds to ever-changing economic and workforce demands is a hallmark for Niagara College. The following three KPIs confirm that Niagara College is addressing the needs of students and employers:

- Over 85% of students are employed six months after graduation;
- Graduate satisfaction up to 81%; and
- 92% of employers reported being satisfied with their college grad hire.

To ensure Niagara College is providing high quality programs and determining the best opportunities for program expansion, a Centre for Academic Excellence has been created. The centre is responsible for the work of the Academic Quality Office, Academic Logistics, and Faculty and Curriculum Development. The Centre will be focusing on opportunities to expand the use of alternative course delivery methods such as hybrid and fully on-line, distance education credit course offerings.

Niagara College continues to be recognized for superior academic programming by national and international associations. This year saw the following three programs win prestigious awards: Bachelor of Applied Business: International Commerce and Global Development Degree; Brewmaster and Brewery Operations Management program; and Event Management graduate program.

In 2012, we received a Silver Program Excellence Award in the Association of Canadian Community College's (ACCC) category for our Bachelor of Applied Business: International Commerce and Global Development Degree. In 2013, the ACCC awarded Niagara College a gold ACCC Program Excellence Award for our Brewmaster and Brewery Operations Management program.

Niagara College's Event Management graduate program gained international recognition with a Gold Pinnacle Award from the International Festival and Events Association (IFEA). It also won a gold medal in the Best Event Management Certificate Program-Combined Budget category, winning over Temple University (Silver) and South Korean Geumsan Festival Academy (Bronze)

Academic quality is achieved through vigorous provincial and internal standards and reviews. During 2012-2013, program reviews in twelve areas were completed along with seven program reports. The College also completed the re-accreditation review for our two degree programs: Bachelor of Applied Business (International Commerce and Global Development) and Bachelor of Applied Business (Hospitality Operations Management). Both programs received positive informal results during the visit. The final report is expected shortly.

The fall of 2012 saw Niagara College introduce six new programs, which all had strong enrolment support. This coming fall we will be launching the Bakery and Pastry Arts certificate program. We are also awaiting the Ministry of Training, Colleges and Universities' response to our submission on two new degree programs: Bachelor of Business Administration (Human Resources) and Bachelor of Commerce (Accounting).

Student Achievements

Niagara College students and graduates continue to excel. Here are just some of the examples of our students' achievements from the past year:

- David Pratt, a graduate of our Greenhouse Technician program in 2007, was one of six Premier's Awards winners honoured in November for making significant contributions to their communities and achieving excellence in their careers. David has developed a sustainable greenhouse growing system that enables the technology to be used worldwide in coastal, arid areas.
- Joanna Polillo, a fourth-year student in the Bachelor of Applied Business- International Commerce and Global Development, was the Woman in Business winner in the Up and Coming Award for the most outstanding post-secondary student in business, marketing or event management.
- Kellye Robertson, a second year Brewmaster student, won the Garrison Brewing's Ultimate Brew-Off, in her home province of Nova Scotia while she was in first year. Her recipe for a rye India pale ale beat out 62 other entries. It is being produced by Garrison under the name Kellye R's Wild Rye'd IPA and Kellye has secured a job with Garrison in Halifax upon graduating next month.

In addition, students from the CFWI have won in numerous competitions over the past year including the annual Bartley Culinary Challenge at the Air Canada Centre, the Great Amazing Duck Race, a gold and a silver medal at Skills Ontario, the Ontario Chaine de Rotisseurs Apprentice of the Year, and two gold medals at the Vintage Hotels Culinary Competition.

Applied Research

As one of the three pillars of our new Strategic Plan, Applied Research plays an increasing role at Niagara College. This year, 42 Academic Programs provided an applied research component in the curriculum with more than 1,280 students involved.

Niagara Research has benefited from \$1.4 million in FedDev funding over the last two years to assist local small and medium-sized companies in such areas as advanced manufacturing, digital media and agriculture & environment. Over the last two years, faculty and students have worked with 30 local manufacturers to solve their business problems through applied research. Although the results for projects completed in the 2012-13 fiscal year will not be finalized until late June, the 14 projects completed in 2011-12 resulted in the creation of 21.5 jobs.

In Spring 2013, we received \$990,000 in FedDev Prosperity Initiative funding to assist in buying new equipment for Niagara Research and allowing faculty and students to work with more local manufacturers. The Niagara Region also agreed to provide \$50,000 of funding annually for the next three years. This fall, the College will formally launch our centre to support advanced manufacturing.

Our Niagara Research group has also supported key sectors of the Niagara economy:

- a) Launch of the CFWI Research Centre.
 - Securing \$4 million of federal and provincial funding to provide applied research in the food and beverage sector
 - Construction of food research labs on the Niagara-on-the-Lake campus
- b) Key partner in rebranding nGen to Innovate Niagara
 - Assisting in building a regional innovation ecosystem
 - Encouraging strong industry representation from all sectors in the new governance structure

Enrolment Management

Niagara College saw significant enrolment growth in 2012-13. Our record enrolment of 8,577 full-time post-secondary students in Fall 2012 was a 6.9% increase over the previous year and higher than the provincial college average. Total enrolment – including apprenticeship and ESL - exceeded 10,000 students for the first time in the College's history.

Cognizant of a decreasing high school graduate population in the Niagara Region, our recruitment strategy has increased its focus beyond the region's borders to attract students from Hamilton, the GTA, York region, southwestern Ontario and beyond. Evidence of our effective marketing and recruitment strategies was highlighted in March, when we welcomed over 7,000 visitors to our Spring Open House at our two main campuses.

In addition to domestic recruitment, Niagara College has seen a significant increase in international student enrolment. This year, we welcomed over 1,700 international students from more than 65 countries. To assist our growing international student population, we opened the 8,000 square feet Segal International Centre on the Welland Campus as a one-stop location to provide critical services to international students.

The growth in international student enrolment and expanded in-country and overseas contract training has resulted in record international revenue of over \$20 million, significantly supporting the College's strategic plan. To develop further international opportunities, the position of Dean of International Partnerships was created earlier this year.

The June 2012 convocation ceremonies, held at the Niagara-on-the-Lake campus, were the largest in College history, with over 3000 graduates. In addition, more than 650 students graduated during the Fall Convocation ceremony, held in the newly redesigned Welland Campus facilities.

Financial Strength

In financial performance, Niagara College continues to rank amongst the top tier of Ontario Colleges and is a leader amongst the medium size colleges in Ontario. Our ability to invest in quality education initiatives can be attributed to our history of prudent financial management, a strong cash balance and low debt costs as compared to the other colleges.

In 2012-13, we closed the year with an operating surplus of \$4.2 million, a significant improvement on our balanced budget. The surplus is the result of continued growth in international enrolment and international contract training, efficiencies in academic delivery and responsible financial management. Our operating surplus moved the College into positive unrestricted reserves allowing us to meet all the Ministry of Training, Colleges and Universities financial indicators. The planned strategy of using internal cash to fund out Master Plan renovations was completed 3 years ahead of schedule, saving the College nearly \$800,000 in potential interest expense.

Capital Expansion

While we recognize our exceptional programs and faculty, an important factor in maintaining the #1 student satisfaction ranking are Niagara College's facilities and services. Our KPI results for services and facilities satisfaction are 12% above the provincial average. To maintain these results, we must ensure that our facilities and services remain leading edge. A significant \$37 million capital expansion and renewal plan, Capital Vision 2016, was developed over the past year, and will be presented to NC's Board of Governors for approval in the upcoming year.

In reflecting on the past year, I would like to acknowledge the extraordinary high performance teams that we have here at Niagara College who are totally committed to the College vision of enriching the lives and fulfilling dreams of our students. I would also like to thank members of the Board of Governors for their commitment, leadership and guidance during the past year, which was vital to our success.



Dan Patterson, Ph.D.
President
Niagara College

VISION

Enriching lives and fulfilling dreams

MISSION

Providing outstanding applied learning for a changing world

OUR VALUES

Our values form the guiding principles of all that we do – for our students, our employers, and our communities.

At Niagara College, we are:

- ❖ Student-Focused
- ❖ Locally and Globally Connected
- ❖ Innovative
- ❖ Committed to Excellence
- ❖ Respectful and Inclusive

2012-2013 College Goals

2012/13 PERFORMANCE GOALS	METRICS/MEASUREMENT	RESULTS
Key Objective 1:		
1. Improve access to college education and ensure continuous improvement in the quality of programs and the student experience by:		
1.1 Maintaining high satisfaction, employment, graduation and retention rates	2013 KPI and CPI results meet or exceed College standards	KPIs: Achieved (with one exception) Niagara College achieved the #1 ranking in student satisfaction again in 2012/13 and in eight of the last nine years. Niagara College exceeded the College standards in all quality indicator categories with the exception of Employer Satisfaction. In Employer Satisfaction, Niagara College was 1.1% below the provincial average. CPIs: Achieved on two of the four standards On the CPI standards, Niagara College exceeded the Retention Rate and Service and Facility standards. However, Quality Graduate Satisfaction and Work Placement Rate continued to be lower than the standard. In Work Placement, the actual number of students placed increase however we continue to face a high youth unemployment rate. For Program and Learning Quality, no college attained the 90% standard and Niagara College ranked second only .37% behind first place.

2012/13 PERFORMANCE GOALS	METRICS/MEASUREMENT	RESULTS
1.2 Defining common program outcomes (English, math, general education, essential skills, global and environmental awareness) for certificate, diploma, advanced diploma and graduate certificate programs	Program outcomes updated for 100% of programs, course mapping and gap analysis planned and early adopters supported	Achieved All programs have been updated and mapped.
1.3 Develop additional opportunities for interdisciplinary projects (through applied research, out-reach opportunities and other projects) and courses as appropriate	Increase from baseline established in 2011	Achieved In 2012-13, 42 Niagara College programs engaged 1280 students in applied research projects. An additional 44 students gaining part-time employment through work on Niagara Research-funded research projects.
1.4 Provide increased hybrid and online course offerings	Increase from baseline established in 2011	Achieved In 2012-13, 90 hybrid courses were offered, an increase of 28 over the previous year. 1248 online sections were also delivered.
1.5 Strategically increase the transferability of our credits to other college programs and to university degrees, and ensure appropriate recognition is provided for the learning that students bring to Niagara College	Enhance our electronic credit transfer database in line with the Ontario Credit Transfer System initiative of MTCU	Achieved Internal Database has been completed. Niagara College is now a member of the Ontario Credit Transfer System.
1.6 Increase student retention and success, supporting the achievement of career and educational goals	Career Planning and Academic Advising Centre implementation assessment completed	Achieved - Assessment completed. - Career and academic advising integrated as part of the Student Success Centres.

2012/13 PERFORMANCE GOALS	METRICS/MEASUREMENT	RESULTS
Key Objective 2:		
2. Ensure program offerings support economic and regional needs and provide pathways for students to further education through:		
2.1 Successfully launch new programs in Advanced law Enforcement, Autism Behavioural Science, Electrical Techniques, Exercise Science, Sport Management, Office Admin – Medical	Achieve program Day 10 enrolment targets	Achieved Enrolment for the six new programs was 213 students which exceeded the enrolment student target of 179 students.
Key Objective 3:		
3. Support economic development through applied research and other services to employers and the community:		
3.1 Successful complete the ARC program supporting research and innovation in SMEs	Report on research activities	Achieved Research projects have been completed in 2012-13 in the following sectors: Advanced Manufacturing 7 Food/Beverage/Cul Innovation 7 Agriculture/Environmental 13 Digital Media & Info Tech 6 Business Commercialization 16 Miscellaneous 4
3.2 Launch the Manufacturing & Materials Innovation Institute and connect to research project activities	Report on research project activities by sector	Achieved \$3,565,518 in total funding received for applied research: Culinary & Food \$1,857,020 Precision Ag & Environment \$758,682 Advanced Manufacturing \$415,894 Digital Media & Info Tech \$338,922 Miscellaneous \$195,000 \$990,000 in funding from FedDev secured for the renamed Innovative Institute Centre @ Niagara College (IIC@N). NSERC proposal to be resubmitted in June 2013.

2012/13 PERFORMANCE GOALS	METRICS/MEASUREMENT	RESULTS
Key Objective 4:		
4. Ensure strong community linkages by:		
4.1 Supporting projects and activities of community partners through the engagement of College students, faculty and staff	Complete implementation of the co-curricular transcript service	Achieved - Website and communications material produced - Centre for Student Engagement and Leadership established at each campus - Transcript records software successfully implemented 30% of the student body already enrolled in the co-curricular record service
4.2 Enhancing the role of College campuses as hubs of community activities through visitor opportunities to the learning enterprises and community engagement	Development of industry research access spaces consistent with new funded research activities	Achieved Facilities rental increase up \$100,000 from last year due to an increase in activities. Over 80,000 visitors attended events at Niagara College in 2012-13.
Key Objective 5:		
5. Ensure strategic investment in our intellectual capital and physical infrastructure through:		
5.1 Implementing initiatives that demonstrate environmental stewardship, improve efficiency and reduce costs	Progress report on Sustainability Goals developed and approved through Sustainability Committee	Achieved A Sustainability Report has been drafted and will be presented at the June Board of Governors' meeting. Highlights to date include: - Plastic water bottle ban and 26 hydration stations installed resulting in the diversion of over 155,000 plastic water bottles from landfill since September 2012. - New recycle bins including organics collection - Eliminate cleaning products by using aqueous ozonized water - Certification of the Wine Visitor and Education Centre as a carbon neutral building - Register for STARS program (an international sustainability tracking and rating program for post-secondary institutions) - Hired an Energy Manager to assess further energy savings initiatives

2012/13 PERFORMANCE GOALS	METRICS/MEASUREMENT	RESULTS
5.2 Providing enhanced learning environment by implementing the Campus Master Plan in a manner to support the occupancy timelines	Completion of the approved construction plan for 2012-13	Achieved The International Centre renovations were completed with the centre operational in early May. All classroom upgrades were completed in summer 2012 increasing capacity by 900 seats (including adding tablets to AHI auditorium now becoming a lecture theatre).
5.3 Complete a review of student services and student life spaces at the NOTL campus	Review completed and plan established	In progress Functional layout is scheduled for June 2013 followed by architectural design. Target completion of the construction project for summer 2014.
5.4 Continue to build and support high performance teams of faculty and staff	Implement the revised talent management system for Administrative Staff	Achieved Successful initial roll out of the talent management system last year. Recommendations from last year's program are being implemented for the 2013 performance evaluations. A revised Professional Development Tuition Assistance policy has been introduced Ongoing development of additional programs including succession planning and identifying leadership and high performance candidates.

2012/13 PERFORMANCE GOALS	METRICS/MEASUREMENT	RESULTS
Key Objective 6:		
6. Ensure strategic enrolment and strong fiscal management:		
6.1 Integrated enrolment planning and activities that balances available resources and funding mechanisms with student, community and economic development needs and priorities.	Domestic and International Enrolment Targets Achieved Domestic: 2012F 7,483 YrFTE: 8,029 International: 2012F 685 YrFTE: 820	Achieved Both domestic and international enrolment targets were surpassed: Domestic: 2012F 7588 Yr FTE: 8061 International: 2012F 989 Yr FTE: 1172
6.2 Sound fiscal planning and control	Achieve balanced or positive financial results for 2012-2013 fiscal year Board Approved 2013-2014 Business Plan and Budget	Achieved An operating surplus of \$4.2 million for 2012-13. The 2013-14 Business Plan and Budget were approved by the Board of Governors at its April 25 th Board meeting.
6.3 Revenue diversification through increased revenues from learning enterprises, international, research and other entrepreneurial activities	Report on non-postsecondary grant revenue sources	Achieved Revenue diversification chart was included in Mid-range Report and discussed at the February 21 st Board of Governors' meeting. Dollar Increase from 2011-12 to 2012-13: Learning Enterprises: \$ 75,000 International: \$ 5.9 million Research Grants: \$ \$633,000

**APPENDIX A: NIAGARA COLLEGE PERFORMANCE REPORT
NIAGARA COLLEGE**

KEY PERFORMANCE STANDARDS

Item 1.1 – Quality Indicators

PROVINCIAL KPIs				
INDICATOR	NIAGARA STANDARD	NIAGARA 2012/13	PROVINCE 2012/13	NIAGARA 2011/12
Student Satisfaction	80%	85.4%	77.1%	85.7%
Graduate Employment	85%	85.2%	83.6%	85.4%
Graduate Satisfaction	80%	81.1%	80.0%	77.1%
Employer Satisfaction	90%	92.3%	93.4%	93.7%
Graduation Rate	60%	65.8%	64.8%	65.7%

INDICATOR	NIAGARA STANDARD	NIAGARA 2012/13	NIAGARA 2011/12
Retention Rate (Yr 1 to Yr 2)	75%	82.6%	82%
Work Placement Rate*	95%	90.0%	90%
Program and Learning Quality	90%	88.3%	89%
Service and Facility Quality	80%	82.5%	83%

*Work Placement Rate refers to the co-op employment rate. Factors outside of the college's influence, such as the economy, affect this rate.

APPENDIX B

AUDITED CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2013

Consolidated Financial Statements of

**NIAGARA COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Years ended March 31, 2013 and March 31, 2012

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Financial Statements

Years ended March 31, 2013 and 2012

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INDEPENDENT AUDITORS' REPORT

To the Members/Trustees

We have audited the accompanying financial statements of Niagara College of Applied Arts and Technology on, which comprise the statements of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011, the statements of operations, changes in net assets and cash flows for the years ended March 31, 2013 and March 31, 2012, the statement of remeasurement gain and losses for the year ended March 31, 2013, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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



Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Niagara College of Applied Arts and Technology on as at March 31, 2013, March 31, 2012 and April 1, 2011, its results of operations, its changes in net assets and its cash flows for the years ended March 31, 2013 and March 31, 2012 and its remeasurement gains and losses for the year ended March 31, 2013 in accordance with Canadian public sector accounting standards.

KPMG LLP

Chartered Accountants, Licensed Public Accountants

June 6, 2013
St. Catharines, Canada

March 31, 2013, March 31, 2012 and April 1, 2011

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

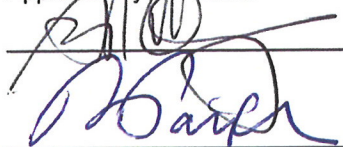
Consolidated Statements of Financial Position

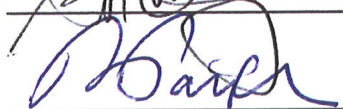
March 31, 2013, March 31, 2012 and April 1, 2011

	March 31, 2013	March 31, 2012	April 1, 2011
Liabilities and Net Assets			
Current liabilities:			
Accounts payable and accrued liabilities	\$ 11,125,377	\$ 11,865,534	\$ 15,315,428
Accrued payroll and employee deductions	6,764,766	6,025,712	5,671,480
Accrued vacation (note 9)	3,393,322	3,402,937	3,442,878
Deferred revenue:			
Specific purpose grants deferred and repayable	2,137,602	2,315,462	3,804,053
Tuition and related fees	11,032,054	9,846,508	8,766,758
Current portion of long-term debt (note 8)	662,572	623,584	586,914
	35,115,693	34,079,737	37,587,511
Long-term debt (note 8)	9,140,413	9,802,985	10,426,569
Employee future benefits (note 9)	4,737,000	4,977,000	5,850,000
Deferred contributions (note 10)	3,144,898	2,168,831	1,656,419
Deferred capital contributions (note 11)	109,493,399	111,912,612	110,036,773
Interest rate swaps (note 8)	2,323,318	2,526,962	1,996,078
Net assets (deficiency) (note 2):			
Unrestricted	871,989	(1,141,964)	(1,472,930)
Vacation and future employment benefits (note 2)	(8,130,322)	(8,379,937)	(9,292,878)
Fair value of interest rate swaps	-	(2,526,962)	(1,996,078)
Foundation	250,641	198,999	117,062
Niagara Learning Enterprise Corporation	(12,157)	49,851	(60,000)
	(7,019,849)	(11,800,013)	(12,704,824)
Internally restricted for future expense (note 12)	6,100,000	3,390,000	4,422,000
	(919,849)	(8,410,013)	(8,282,824)
Endowments	12,556,773	12,110,055	10,799,263
Investment in capital assets (note 13)	39,116,410	39,786,880	38,955,324
	50,753,334	43,486,922	41,471,763
Accumulated remeasurement gain (loss)	(2,323,318)	-	-
	48,430,016	43,486,922	41,471,763
Contingent liabilities (note 15)			
	\$ 212,384,737	\$ 208,955,049	\$ 209,025,113

See accompanying notes to financial statements.

Approved by the Board

 Governor

 Governor

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statements of Operations

Years ended March 31, 2013 and March 31, 2012

	2013	2012
Revenue:		
Grants and reimbursements	\$ 58,846,279	\$ 59,045,488
Student tuition and fees	49,068,177	40,991,012
Ancillary operations	9,617,900	8,990,070
Other	9,331,312	7,680,706
Amortization of deferred contributions related to capital assets	5,662,286	5,306,926
Total revenue	132,525,954	122,014,202
Expenses:		
Salaries and benefits	81,247,410	74,776,633
Non-salary expenditures	34,861,063	34,045,674
Flow through funds to third parties	4,015,859	3,996,648
Amortization of capital assets	8,108,890	7,959,996
Total expenses	128,233,222	120,778,951
Excess of revenue over expenses	\$ 4,292,732	\$ 1,235,251

See accompanying notes to financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statements of Changes in Net Assets

Years ended March 31, 2013 and March 31, 2012

Year ended March 31, 2013	Unrestricted	Vacation and future employee benefits	Fair value of interest rate swaps	Foundation	Niagara Learning Enterprise Corporation	Internally restricted for future expense	Endowments	Investment in capital assets	Total
Net assets, balance beginning of year	\$(1,141,964)	\$ (8,379,937)	\$ (2,526,962)	\$ 198,999	\$ 49,851	\$ 3,390,000	\$ 12,110,055	\$ 39,786,880	\$ 43,486,922
Adjustment on adoption of the financial instruments standard (note 3)	-	-	2,526,962	-	-	-	(122,058)	-	2,404,904
Net assets, balance beginning of year, as restated	(1,141,964)	(8,379,937)	-	198,999	49,851	3,390,000	11,987,997	39,786,880	45,891,826
Excess of revenue over expenses (expenses over revenue)	3,790,087	249,615	-	51,642	(62,008)	2,710,000	-	(2,446,604)	4,292,732
Endowment contributions	-	-	-	-	-	-	568,776	-	568,776
Net change in investment in capital assets	(1,776,134)	-	-	-	-	-	-	1,776,134	-
Balance, end of year	\$ 871,989	\$ (8,130,322)	\$ -	\$ 250,641	\$ (12,157)	\$ 6,100,000	\$ 12,556,773	\$ 39,116,410	\$ 50,753,334

Year ended March 31, 2012	Unrestricted	Vacation and future employee benefits	Fair value of interest rate swaps	Foundation	Niagara Learning Enterprise Corporation	Internally restricted for future expense	Endowments	Investment in capital assets	Total
Net assets, balance beginning of year	\$(1,472,930)	\$ (9,292,878)	\$ (1,996,078)	\$ 117,062	\$ (60,000)	\$ 4,422,000	\$ 10,799,263	\$ 38,955,324	\$41,471,763
Excess of revenue over expenses (expenses over revenue)	1,755,413	912,941	-	81,937	109,851	1,028,179	-	(2,653,070)	1,235,251
Endowment contributions	-	-	-	-	-	-	1,272,122	-	1,272,122
Change in unrealized investment income	-	-	-	-	-	-	38,670	-	38,670
Change in fair value of interest rate swaps	-	-	(530,884)	-	-	-	-	-	(530,884)
Net change in investment in capital assets	(1,424,447)	-	-	-	-	(2,060,179)	-	3,484,626	-
Balance, end of year	\$(1,141,964)	\$ (8,379,937)	\$ (2,526,962)	\$ 198,999	\$ 49,851	\$ 3,390,000	\$ 12,110,055	\$ 39,786,880	\$ 43,486,922

See accompanying notes to financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statements of Cash Flows

Years ended March 31, 2013 and March 31, 2012

	2013	2012
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 4,292,732	\$ 1,235,251
Items not involving cash:		
Amortization of deferred contributions related to capital assets	(5,662,286)	(5,306,926)
Amortization of capital assets	8,108,890	7,959,996
Change in employee future benefits	(240,000)	(873,000)
Change in accrued vacation	(9,615)	(39,941)
Change in non-cash operating working capital:		
Accounts receivable	(1,195,591)	2,455,299
Inventories	(141,754)	(248,998)
Prepaid expenses and other assets	(374,776)	(206,244)
Accounts payable and accrued liabilities	(740,157)	(3,449,894)
Accrued payroll and employee deductions	739,054	354,232
Deferred revenue	1,007,686	(408,841)
	5,784,183	1,470,934
Capital activities:		
Purchase of capital assets	(4,836,192)	(10,723,643)
Receipt of deferred capital contributions	1,515,078	7,127,991
	(3,321,114)	(3,595,652)
Investing activities:		
Purchase of long-term investments	(615,513)	(2,553,031)
(Purchase) disposal of short-term investments	(15,707,305)	15,228,927
	(16,322,818)	12,675,896
Financing activities:		
Receipt of long-term receivables	2,359,136	623,282
Deferred contributions	854,009	512,412
Endowments	568,776	1,310,792
Principal payments on long-term debt	(623,584)	(586,914)
	3,158,337	1,859,572
Increase (decrease) in cash	(10,701,412)	12,410,750
Cash, beginning of year	33,568,483	21,157,733
Cash, end of year	\$ 22,867,071	\$ 33,568,483
Cash is represented by:		
Cash	\$ 21,368,697	\$ 32,337,917
Cash - restricted	1,498,374	1,230,566
	\$ 22,867,071	\$ 33,568,483

See accompanying notes to financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2013

	2013
Accumulated remeasurement gain (loss), beginning of year	
Adjustment on adoption of the financial instruments standard	\$ (2,526,962)
Unrealized gains attributable to:	
Derivatives – interest rate swap	203,644
Net remeasurement gain for the year	203,644
Accumulated remeasurement gain (loss) at end of year	\$ (2,323,318)

See accompanying notes to financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Years ended March 31, 2013 and 2012

Niagara College of Applied Arts and Technology (the "College") is an Ontario College established as a Community College under The Department of Education Act of the Province of Ontario. The College is a registered charity and is exempt from income taxes under the Income Tax Act.

On April 1, 2011, the College adopted Canadian Public Sector Accounting Standards. The College has also elected to apply the 4200 standards for government not-for-profit organizations. These are the first financial statements prepared in accordance with these public sector accounting standards.

In accordance with the transitional provisions in Public Sector Accounting Standards, the College has adopted the changes retrospectively, subject to certain exemptions allowed under these standards. The transition date is April 1, 2010 and all comparative information provided has been presented by applying public sector accounting standards.

A summary of transitional adjustments recorded to net assets and excess of revenue over expenditures is provided in note 2.

1. Significant accounting policies and disclosure:

(a) Basis of presentation:

These consolidated financial statements reflect the assets, liabilities, revenues and expenses of Niagara College of Applied Arts and Technology ("the College"), its wholly owned subsidiaries, Niagara Learning Enterprise Corporation and Niagara College Foundation. All inter-organization assets, liabilities, revenues and expenditures have been eliminated.

The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards including the 4200 standards for government not-for-profit organizations.

(b) Revenue recognition:

The College follows the deferral method of accounting for contributions which include donations and government grants. Externally restricted 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 depreciation rate for the related capital assets. Unrestricted contributions are recognized as revenue when received or receivable.

Donations of assets are recorded at fair value when a fair value can be reasonably estimated. Cash donations are recorded when received. Long-term receivables for capital assets are recorded as an asset in the accompanying financial statements when the amount to be received can be reasonably estimated and collection is reasonably assured. Long-term receivables include donations and a commitment from students for capital assets.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

1. Significant accounting policies and disclosure (continued):

(b) Revenue recognition (continued):

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

Endowment funds are for awards and bursaries. Endowment contributions are recognized as direct increases in endowment net assets.

(c) Short term investments:

Short terms investments include guaranteed investment certificates with a term of less than one year. Short term investments are recorded at cost.

(d) Inventories:

Inventories are valued at the lower of cost, determined on the first-in, first-out basis, and net realizable value.

(e) Financial instruments:

All financial instruments are initially recorded on the statement of financial position at fair value.

All investments held in equity instruments that trade in an active market are recorded at fair value. Management has elected to record investments at fair value as they are managed and evaluated on a fair value basis. Freestanding derivative instruments that are not equity instruments that are quoted in an active market are subsequently measured at fair value.

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.

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

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

1. Significant accounting policies and disclosure (continued):

(e) Financial instruments (continued):

Financial instruments are classified into fair value hierarchy Levels 1, 2 or 3 for the purposes of describing the basis of the inputs used to determine the fair market value of those amounts recorded a fair value, as described below:

Level 1	Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2	Fair value measurements are those derived market-based inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly
Level 3	Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data

(f) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair market value at the date of contribution. Assets acquired under capital leases are amortized over the estimated life of the assets or over the lease term, as appropriate. 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 its residual value.

Capital assets are amortized on a straight-line basis using the following rates:

Site improvements	10 years
Buildings	40 years
Building betterments	10-20 years
Major equipment (value > \$25,000)	10 years
Leased assets	Evenly over the life of the lease or the asset
Furniture and equipment	5 years
Information Technology	3-5 years
Vehicles	5 years
Computer software	3-5 years

Construction costs are capitalized as work progresses and amortization commences as work is substantially completed.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

1. Significant accounting policies and disclosure (continued):

(g) Employee future benefits:

The College maintains defined benefit plans providing other retirement and post-employment benefits to most of its employees. These benefits include ongoing premiums for Basic Life Insurance, Extended Health care/Vision/Hearing care and Dental care provided they were in effect on the last working day prior to retirement. The maximum number of years of coverage under this plan is five years from the date of retirement.

The College is liable to pay an employee's accumulated sick leave in the event of sickness or injury. The College is liable to pay 50% of an employee's accumulated sick leave credit on termination or retirement after ten years' service.

(h) Measurement uncertainty:

The preparation of the consolidated financial statements in conformity with generally accepted accounting principles 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 dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Significant items subject to such estimates and assumptions include the carrying amount of capital assets, valuation allowances for receivables, valuation of derivative financial instruments, and assets and obligations related to employee future benefits. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

(i) Student organizations:

These financial statements do not reflect the assets, liabilities and results of operations of the Niagara College Student Administrative Council.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

2. Transitional Adjustments:

(a) Net assets:

In accordance with transitional provisions of Public Sector Accountant Standards, the College has elected to use the following exemption for employee future benefits:

The College has elected to recognize all cumulative actuarial gains and losses and past services costs in opening net assets.

The following table summarizes the impact of the transition to Canadian on the College's net assets as at April 1, 2011:

Net assets:	
As previously reported under Canadian generally accepted accounting principles, March 31, 2011	\$ 45,634,096
Transition election to recognize all cumulative actuarial gains and losses on employee future benefits	(84,000)
Adjustment for change in discount rate used to calculate employee future benefits and compensated absences	120,865
Adjustment to record accumulated but not vested sick leave	(3,709,000)
Restated, April 1, 2011 before change in accounting policy	41,961,961
Change in accounting policy for endowments (note 3)	(490,198)
Restated, April 1, 2011	\$ 41,471,763

The following explanations are provided with respect to the adjustments made to the net assets and operations:

(i) Accumulated but not vested sick leave

Public Sector Accounting Standards requires the recognition of a liability for sick leave benefits that accumulate, but do not vest. As a result, the College has recognized a liability and charge to net assets as disclosed in the tables above.

(ii) Amortization of actuarial gains/losses

The College has elected to recognize actuarial gains and losses at the date of transition to Public Sector Accounting Standards directly in net assets. As a result, the College has recognized an increased liability and a charge to net assets as disclosed in the tables above.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

2. Transitional Adjustments (continued):

(a) Net assets (continued):

(iii) Discount rate used to calculate employee future benefits

Public Sector Accounting Standards requires these liabilities to be calculated with a discount rate that is equal to either the College's rate of borrowing or the rate of return on the plan assets. Prior to transition to these new standards, the discount rate was equal to the yield on high quality corporate bonds. The College has chosen to discount these liabilities using its internal rate of borrowing. The change in the discount rate resulted in changes to the related liabilities and charges to excess of revenue over expenditure as disclosed in the tables above.

(b) Statement of Operations:

As a result of the above noted elections and the retrospective application of public sector accounting standards, the College recorded the following adjustments to excess of revenue over expenses for the year ended March 31, 2012:

Net earnings:

As previously reported under Canadian generally accepted accounting principles for year ended March 31, 2012	\$ 1,018,614
Change employee future benefit expense from adjustment to record accumulated but not vested sick leave plans	181,000
Change to employee future benefit expense from changing the discount rate used	35,637

Restated for the year ended March 31, 2012	\$ 1,235,251
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3. Change in accounting policy:

(a) Financial instruments

On April 1, 2012, the College adopted Public Accounting Standards *PS 3450 - Financial Instruments* and *PS 2601 - Foreign Currency Translation*. The standards were adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

3. Change in accounting policy (continued):

(a) Financial instruments (continued)

Under PS 3450, all financial instruments, including derivatives, are included on the statement of financial position and are measured either at fair value or amortized cost based on the characteristics of the instrument and the College's accounting policy choices (see Note 1 – Significant Accounting Policies).

In accordance with the provisions of this new standard, the College reflected the following adjustments at April 1, 2012:

- an increase of \$2,526,962 to unrestricted net assets and a decrease of \$2,526,962 to accumulated remeasurement gains/(losses) due to the fair value loss of the College's interest rate swap derivative being reclassified to accumulated remeasurement gains/(losses).
- a decrease of \$122,058 to unrestricted net assets and an increase of \$122,058 to deferred contributions to reflect to the external restriction on the unrealized gain on the College's investments.

(b) Endowments

Prior to the year ended March 31, 2013, the College included in endowments the unspent investment income. While the investment income is externally restricted it is not an endowment as it is not required to be maintained permanently.

This change has been adjusted on a retroactive basis, increasing deferred contributions (note 10) at March 31, 2012 by \$588,634 (April 1, 2011 by \$490,198), and decreasing endowment net assets at March 31, 2012 by \$588,634 (April 1, 2011 by \$490,198).

(c) Pledges receivable

Prior to the year ended March 31, 2013, the College recorded pledges receivable related to tangible capital asset purchases in long-term receivables. These amounts are restricted for tangible capital asset purposes and were recorded in deferred capital contributions. As pledges are not legally enforceable, they will be recorded on a cash basis.

This change has been adjusted on a retroactive basis, decreasing current portion of long-term receivables by \$374,754 (April 1, 2011 by \$662,507), long-term receivables by \$1,353,241 (April 1, 2011 by \$1,120,262) and decreasing deferred capital contributions at March 31, 2012 by \$1,727,995 (April 1, 2011 by \$1,782,769).

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

4. Accounts receivable:

	March 31, 2013	March 31, 2012	April 1, 2011
Post secondary and other grants recoverable	\$ 2,368,404	\$ 2,276,201	\$ 3,672,211
Student receivables	1,358,540	1,158,358	1,043,254
Other	1,614,321	711,115	1,885,508
	<u>\$ 5,341,265</u>	<u>\$ 4,145,674</u>	<u>\$ 6,600,973</u>

Operating grants may be subject to adjustment pending a final review by the Ministry of Training, Colleges and Universities of the various programs operated by the College for the year ended March 31, 2013. Any adjustment required would be expected to be accounted for as a charge or credit to revenue in the period in which adjustment occurs.

5. Investments:

	Fair value Hierarchy	March 31, 2013	March 31, 2012	April 1, 2011
Investments Designated at Fair Value				
Fixed income	Level 2	\$ 9,591,486	\$ 9,249,552	\$ 7,230,101
Mutual funds	Level 2	263,208	256,642	-
Equity Investments				
Common shares	Level 1	537,618	570,092	614,546
Mutual funds	Level 1	2,384,680	2,085,193	1,763,801
		<u>\$12,776,992</u>	<u>\$ 12,161,479</u>	<u>\$ 9,608,448</u>

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

6. Long-term receivables:

	March 31, 2013	March 31, 2012	April 1, 2011
Student Centre receivables	\$ 7,145,542	\$ 7,776,683	\$ 8,345,191
Current portion of long-term receivable	880,750	845,000	798,000
	\$ 6,264,792	\$ 6,931,683	\$ 7,547,191

Aggregate maturities of long-term receivable for each of the five years subsequent to March 31, 2013, are as follows: 2014 - \$880,750; 2015 - \$868,098, 2016 - \$880,816, 2017 - \$898,063 and 2018 - \$683,898

Student Centre receivables:

Niagara College's Student Administrative Council (SAC) has entered into an agreement with the College to provide funding totaling \$10 million representing its commitment towards the total cost of the construction of the new Student Centre and Athletic building. This amount has been discounted at a rate of 2.75% and the current amount receivable is \$7,145,542.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

7. Capital assets:

March 31, 2013	Accumulated Cost	Net Book Amortization	Net Book Value
Land	\$ 3,881,762	\$ -	\$ 3,881,762
Site improvements	8,387,773	5,175,609	3,212,164
Buildings	165,720,342	42,433,029	123,287,313
Building betterments	15,263,611	10,045,926	5,217,685
Furniture and equipment	68,003,937	58,512,715	9,491,222
Equipment under capital leases	321,407	321,407	-
Resource centre	1,322,622	1,322,622	-
Computer software	2,940,045	2,940,045	-
Construction in progress	1,178,787	-	1,178,787
	\$ 267,020,286	\$ 120,751,353	\$ 146,268,933

March 31, 2012	Cost	Accumulated Amortization	Net Book Value
Land	\$ 3,881,762	\$ -	\$ 3,881,762
Site improvements	8,354,490	4,917,504	3,436,986
Buildings	165,652,938	38,332,984	127,319,954
Building betterments	14,103,066	9,133,666	4,969,400
Furniture and equipment	65,580,240	55,674,235	9,906,005
Equipment under capital leases	321,407	321,407	-
Resource centre	1,322,622	1,322,622	-
Computer software	2,940,045	2,940,045	-
Construction in progress	27,524	-	27,524
	\$ 262,184,094	\$ 112,642,463	\$ 149,541,631

March 31, 2011	Cost	Accumulated Amortization	Net Book Value
Land	\$ 3,881,762	\$ -	\$ 3,881,762
Site improvements	5,969,072	4,731,492	1,237,580
Buildings	128,812,649	35,946,130	92,866,519
Building betterments	11,642,698	8,312,524	3,330,174
Furniture and equipment	61,338,350	52,999,760	8,338,590
Equipment under capital leases	321,407	321,407	-
Resource centre	1,322,622	1,322,622	-
Computer software	2,940,045	2,940,045	-
Construction in progress	37,123,359	-	37,123,359
	\$ 253,351,964	\$ 106,573,980	\$ 146,777,984

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

8. Long-term debt:

	March 31, 2013	March 31, 2012	April 1, 2011
Swap loan for Glendale residence bearing interest at a variable rate, payable in monthly installments of approximately \$52,000 of principal and interest, with balance payable at maturity on October 1, 2025. The interest rate has been fixed at 6.99% through an interest rate swap contract	\$ 5,257,023	\$ 5,514,403	\$ 5,755,101
Swap loan for Welland residence bearing interest at a variable rate, payable in monthly installments of approximately \$43,000 principal and interest, with balance payable at maturity on December 1, 2021. The interest rate has been fixed at 6.17% through an interest rate swap contract	3,413,606	3,703,709	3,977,311
Swap loan for Glendale Vineyard bearing interest at a variable rate, payable in monthly installments of approximately \$11,000 principal and interest, with balance payable at maturity on April 1, 2014. The interest rate has been fixed at 4.70% through an interest rate swap contract	1,132,356	1,208,457	1,281,071
	9,802,985	10,426,569	11,013,483
Current portion of long-term debt	662,572	623,584	586,914
	\$ 9,140,413	\$ 9,802,985	\$ 10,426,569

The security for the loans includes a promissory note in the amount of the loan and an assignment of all risk insurance of the College.

Aggregate maturities of long-term debt for each of the five years subsequent to March 31, 2013, are as follows: 2014 - \$662,572; 2015 - \$1,673,040; 2016 - \$660,506; 2017 - \$703,172 and 2018 - \$748,606.

The College has entered into interest rate swap agreements to manage the volatility of interest rates. The College converted a net notional of \$15.075 million of floating rate long-term debt relating to the two residences and the vineyard. The fixed rates received under the interest rate swaps range from 4.7% to 6.99%. The maturity dates of the interest rate swaps are the same as the maturity dates of the associated long-term debts ranging from 2014 to 2025.

The fair value of the interest rate swaps at March 31, 2013 are in a net unfavorable position of \$2,323,318 (2012 - \$2,526,962, 2011 - \$1,996,078) which is recorded on the statement of financial position. The current year impact of the change in fair value of the interest rate swap is an increase (reduction) to the statement of remeasurements gains and loss of (\$203,644). The fair value of the interest rate swap is has been determined using Level 3 of the fair value hierarchy.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

9. Accrued vacation and employee future benefits:

Accrued vacation and employee future benefits comprise the following:

	March 31, 2013	March 31, 2012	April 1, 2011
Vacation	\$ 3,393,322	\$ 3,402,937	\$ 3,442,878
Employee future benefits			
Sick leave	3,841,000	4,104,000	4,511,000
Other post-employment benefits	896,000	873,000	1,339,000
	4,737,000	4,977,000	5,850,000
	\$ 8,130,322	\$ 8,379,937	\$ 9,292,878

Vacation

The accrual for vacation represents the liability for earned but unpaid vacation entitlements.

Employee Future Benefits

Vesting Sick Leave

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

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 independent actuaries on behalf of the College System as a whole.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

9. Accrued vacation and employee future benefits (continued):

Other employee future benefits

The College maintains defined benefit and defined contribution plans providing other retirement and employee future benefits to most of its employees.

The costs of other post-employment benefits (including medical benefits, dental care, life insurance, and certain compensated absences) related to the employees' current service is charged to income annually. The cost is computed on an actuarial basis using the projected benefit method estimating the usage frequency and cost of services covered and management's best estimates of investment yields, salary escalation, and other factors. Plan assets are valued at fair value for purposes of calculating the expected return on plan assets.

The fair values of plan assets and accrued benefit obligations were determined by independent actuaries on behalf of the College System as a whole as at March 1, 2013.

Information about the College's post employment benefits is as follows:

	March 31, 2013	March 31, 2012	April 1, 2011
Accrued benefit obligation	\$ 4,943,000	\$ 5,351,000	\$ 6,149,000
Fair value of plan asset	133,000	151,000	299,000
Funded status – plan deficit	4,810,000	5,200,000	5,850,000
Unamortized actuarial loss	(73,000)	(223,000)	-
Employee future benefit liability	\$ 4,737,000	\$ 4,977,000	\$ 5,850,000

Benefit plan interest and current service (costs) gain recorded in the year were \$324,000 (2012 - \$345,000) and the amortization of actuarial losses of \$24,000 (2012 - \$nil). The benefits paid out in the year were \$638,000 (2012 - \$787,000). These amounts represent the results of the actuarial valuation completed in March 2012.

The significant actuarial assumptions adopted in measuring the College's accrued benefit obligation include a discount rate of 2.10% (2012 – 2.25%). The average retirement age in the College System is assumed to be 63 and the liability has been recalculated as a result of a separation of the benefit pool for retirees and those on long-term disability from active employees.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

9. Accrued vacation and employee future benefits (continued):

For measurement purpose, the annual rate of increase in the per capita cost of covered health care benefits was assumed as follows:

Other benefit plans	2013	2012
Drug	10.5% (grading to 4.0% in 2026)	10.5% (grading to 4.5% in 2026)
Hospital	4.0%	4.5%
Other medical	4.0%	4.5%
Dental	4.0%	4.5%

10. Deferred contributions:

	March 31, 2013	March 31, 2012	April 1, 2011
Awards and bursaries	\$ 1,021,997	\$ 937,973	\$ 851,828
Other	2,122,901	1,230,858	804,591
	\$ 3,144,898	\$ 2,168,831	\$ 1,656,419

11. Deferred capital contributions:

Deferred capital contributions related to capital assets represent the unamortized and unspent amounts of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations.

	2013	2012
Balance, beginning of year	\$ 111,912,612	\$ 110,036,773
Additional contributions received	3,243,073	7,182,765
Less amounts amortized to revenue	(5,662,286)	(5,306,926)
	\$ 109,493,399	\$ 111,912,612

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

11. Deferred capital contributions:

The balance of deferred capital contributions related to capital assets consists of the following:

	March 31, 2013	March 31, 2012	April 1, 2011
Unamortized capital contributions used to purchase assets	\$ 97,349,538	\$ 99,328,182	\$ 96,809,177
Unspent capital contributions included in Long-term receivable	7,145,542	7,776,683	8,345,191
Unspent capital contributions	4,998,319	4,807,747	4,882,405
	<u>\$ 109,493,399</u>	<u>\$ 111,912,612</u>	<u>\$ 110,036,773</u>

12. Restrictions on net assets:

The Board of Governors has approved a transfer of \$ 2,710,000 (2012 - \$1,028,179) to the internally restricted fund for future expenses. In 2012, \$2,060,179 was used for the purchase of capital assets.

The balance of \$6,100,000 (2012 - \$3,390,000, 2011 - \$4,422,000) has been presented as net assets internally restricted for future expenses relating to WSIB of \$1,000,000 (2012 - \$1,000,000, 2011 - \$1,122,000), Peoplesoft Upgrade of \$300,000 (2012 - \$215,000, 2011 - \$500,000), Utilities of \$400,000 (2012 - \$400,000, 2011 - \$400,000), Sustainability \$nil (2012 - \$200,000, 2011 - \$200,000), International of \$1,500,000 (2012 - \$1,000,000, 2011 - \$1,000,000) and future capital expenditures of \$2,900,000 (2012 - \$575,000, 2011 - \$1,200,000).

13. Investment in capital assets:

(a) Investment in capital assets is calculated as follows:

	March 31, 2013	March 31, 2012	April 1, 2011
Capital assets	\$ 146,268,933	\$ 149,541,631	\$ 146,777,984
Amounts financed by:			
Unamortized capital contributions used to purchase assets	(97,349,538)	(99,328,182)	(96,809,177)
Long-term debt	(9,802,985)	(10,426,569)	(11,013,483)
	<u>\$ 39,116,410</u>	<u>\$ 39,786,880</u>	<u>\$ 38,955,324</u>

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

13. Investment in capital assets (continued):

(b) Change in net assets invested in capital assets is calculated as follows:

	2013	2012
Excess of expenses over revenue:		
Amortization of deferred contributions related to capital assets	\$ 5,662,286	\$ 5,306,926
Amortization of capital assets	(8,108,890)	(7,959,996)
	<u>\$ (2,446,604)</u>	<u>\$ (2,653,070)</u>
	2013	2012
Net change in investment in capital assets:		
Purchase of capital assets	\$ 4,836,192	\$ 10,723,643
Amounts funded by deferred contributions	(3,683,642)	(7,825,931)
Repayment of long-term debt on residence	547,483	514,300
Repayment of long-term debt on Vineyard	76,101	72,614
	<u>\$ 1,776,134</u>	<u>\$ 3,484,626</u>

14. Pledges:

Since pledges are not legally enforceable, they are recorded as revenue on a cash basis and accordingly are not recorded as assets in the consolidated financial statements. The total amount of pledges outstanding is \$1,640,915 at March 31, 2013 (2012 - \$1,901,826) and is expected to be received as follows:

(000's)	2013	2012
2013	\$ -	\$ 374,754
2014	292,372	208,421
2015	388,553	379,123
2016	324,660	314,197
2017	285,330	275,331
Thereafter	350,000	350,000
	<u>\$ 1,640,915</u>	<u>\$ 1,901,826</u>

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

15. Contingent liabilities:

The nature of the College's activities are such that there may be litigation pending or in prospect at any time. With respect to claims at March 31, 2013 administration believes that the College has valid defenses and appropriate insurance coverage in place. In the event any claims are successful, administration believes that such claims are not expected to have a material effect on the College's financial position. No provision has been accrued in these financial statements in respect of the above litigation.

16. Financial instruments:

Credit risk

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The College is exposed to this risk relating to its cash and accounts 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 \$300,000 (2012 - \$300,000). The College holds a term deposit in the amount of \$8,500,000 that has been insured for the full value through Central One Credit Union.

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 A or better, or corporate investments having a rating of A (R-1) or better. The maximum exposure to investment credit risk is outlined in Note 5.

Accounts receivable and long-term receivables 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. 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.

Included in accounts receivable are student receivables in the amount of \$1,358,540 of which 46% is over 6 months. All other accounts receivables and long-term receivables are current. An amount of \$250,000 has been provided as an impairment allowance.

Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

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.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

16. Financial Instruments (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.

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.

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 currency 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 used to measure the risk.

Interest rate risk

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

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

The College mitigates interest rate risk on its term debt through derivative financial instruments (interest rate swaps) that exchanges the variable rate inherent in the term debt for a fixed rate (see Note 8). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the term debt.

The College's bond portfolio has interest rates ranging from 1.9% to 5.96% with maturities ranging from May 15, 2013 to January 24, 2023.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

16. Financial Instruments (continued)

At March 31, 2013, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds and the interest rate swap of \$290,000 and \$596,000 respectively.

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, 2013, 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 \$292,230.

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.

Accounts payable are all current and the long-term debt terms of repayment are disclosed in Note 8.

Derivative financial liabilities mature as described in Note 8.

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.

17. Pension plans:

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 public colleges and related employers in Ontario. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long term viability of the Plan.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

17. Pension plans (continued):

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, 2013 indicated an actuarial surplus of \$347 million. The College made contributions to the Plan and its associated retirement compensation arrangement of \$6,224,983 in 2013 (\$5,647,475 in 2012), which has been included in the statement of operations.

18. Ontario Student Opportunity Trust Fund (OSOTF):

The Ontario Student Opportunity Trust Fund program was created to provide financial assistance to qualifying students from the investment income earned on these funds. Contributions to OSOTF ended on March 31, 2007. A new fund was created on April 1, 2007 called Ontario Trust for Student Support.

	Endowment Fund	Expendable Funds
<u>Phase 1</u>		
Fund balance, beginning of year	\$ 988,010	\$ 63,708
Cash donations received	-	-
Funds receivable from the Ministry	-	-
Funds received from the Ministry	-	-
Investment income	-	24,813
Bursaries awarded (35 awards)	-	(21,450)
Fund balance, end of year	\$ 988,010	\$ 67,071

	Endowment Fund	Expendable Funds
<u>Phase 2</u>		
Fund balance, beginning of year	\$ 1,542,196	\$ 144,315
Unmatched donations transferred to OTSS for matching	-	-
Cash donations received	-	-
Funds receivable from the Ministry	-	-
Funds received from the Ministry	-	-
Investment income	-	49,539
Bursaries awarded (53 awards)	-	(37,900)
Fund balance, end of year	\$ 1,542,196	\$ 155,954

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Years ended March 31, 2013 and 2012

19. Ontario Trust for Student Support (continued):

Externally restricted endowments include grants provided by the Government of Ontario from the Ontario Trust for Student Support ("OTSS") matching program, to award student aid as a result of raising an equal amount of endowed donations. This fund was created on April 1, 2007. The following information relates to the Trust fund for year ended March 31, 2013.

Schedule of Changes in Endowment Balance:

	2013	2012
Endowment balance, beginning of year	\$ 8,777,027	\$ 7,519,460
Cash donations received	171,324	751,594
Funds receivable from the Ministry	-	505,973
Endowment balance, end of year	\$ 8,948,351	\$ 8,777,027

Schedule of Changes in Expendable Funds Available for Awards:

	2013	2012
Expendable funds available for awards, beginning of year	\$ 356,579	\$ 256,131
Investment income eligible for expenditures	191,736	220,763
Bursaries awarded (246 awards)	(163,600)	(120,315)
Expendable funds available for awards, end of year	\$ 384,715	\$ 356,579
Cash donations matched between April 1, 2012 and March 31, 2013	\$ -	\$ 346,477

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Analysis of Revenue

Years ended March 31, 2013 and 2012

	2013	2012
Grants and reimbursements:		
General Purpose Operating Grant (GPOG)	\$ 40,011,163	\$ 39,029,741
Special purpose grants	3,440,103	3,295,418
Services Canada	477,154	477,954
Apprenticeship training	3,463,016	3,989,187
Job Connect, Employment Services Ontario and Summer Jobs Service	2,295,137	2,774,724
Literacy and Basic Skills	1,529,686	1,529,900
Second Careers	1,387,756	1,427,259
Provincial bursaries	574,092	1,095,079
Niagara Region day care grant	897,447	806,944
Research grants	2,429,640	1,796,678
Other provincial and federal funding	3,129,629	3,078,366
	59,634,823	59,301,250
Capital grants	1,831,246	41,808,617
Less: contributions related to capital	(2,619,790)	(42,064,379)
	58,846,279	59,045,488
Student tuition and fees:		
Full-time domestic	30,335,478	26,632,045
Part-time domestic	3,679,511	3,672,697
International post secondary	12,595,723	8,399,483
International ESL	2,457,465	2,286,787
	49,068,177	40,991,012
Ancillary operations:		
Residence	3,717,916	3,476,675
Parking	1,212,846	1,109,317
Athletics	861,270	750,120
Campus store	420,935	433,348
Facilities rentals	541,332	479,939
Day care fees	104,128	69,748
Restaurant	1,290,826	1,299,019
Greenhouse	204,467	215,359
Commissions	275,510	253,935
Niagara Learning Enterprise	988,670	902,610
	9,617,900	8,990,070
Other:		
Contract training	229,963	209,838
Sale of course materials and service charges	3,984,919	3,912,389
International contract training and special projects	3,703,597	2,167,599
Investment income	511,440	481,835
Other donations, net	75,241	130,714
Donations – awards and bursaries	409,836	373,660
Foundation	201,624	246,484
Other revenue	214,692	158,187
	9,331,312	7,680,706
Amortization of deferred contributions related to capital assets	5,662,286	5,306,926
	\$ 132,525,954	\$ 122,014,202

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Analysis of Expenditures

Years ended March 31, 2013 and 2012

	2013	2012
Salaries and benefits:		
Academic salaries and benefits	\$ 32,827,700	\$ 31,070,511
Support salaries and benefits	17,661,101	16,074,623
Administration salaries and benefits	12,124,027	11,883,790
Part-time teaching, sessional and partial load salaries and benefits	7,777,844	7,564,842
Part-time support salaries and benefits	11,106,353	9,095,808
Post employment, vacation and sick leave	(249,615)	(912,941)
	81,247,410	74,776,633
Non-salary expenditures:		
Instructional supplies and field work	5,417,767	4,634,097
Supplies	3,758,482	3,088,823
Office expense and insurance	2,916,692	2,890,847
Professional development	641,202	531,774
Travel	1,156,683	1,019,178
Marketing and promotions	1,946,721	1,969,018
Equipment maintenance and rentals	832,788	804,368
Debt charges and banking fees	956,726	1,107,570
Contracted services and professional fees	9,040,835	10,488,976
Building and grounds maintenance	4,289,413	4,177,249
Utilities and telecommunications	3,129,244	2,637,380
Disbursements – awards and bursaries	409,836	373,660
Foundation	149,982	164,547
Other	214,692	158,187
	34,861,063	34,045,674
Flow through funds to third parties:		
Provincial bursaries	1,541,192	1,677,085
Participant stipends and allowances	1,876,542	1,763,813
Municipal taxes-in-lieu	598,125	555,750
	4,015,859	3,996,648
Amortization of capital assets	8,108,890	7,959,996
	\$ 128,233,222	\$ 120,778,951