



Niagara
College
Canada

APPLIED DREAMS.

ANNUAL REPORT

2016-2017

niagaracollege.ca



JULY 2017

CONTENTS

4	Message from the Chair of the Board	21	Report on 2015-2016 College Goals
5	Message from the College President	36	Appendix A: Key Performance Standards
4	College Accomplishments	37	Appendix B: Audited Consolidated Financial Statements
6	Vision, Mission and Values		





Carolynne Watts
Chair, Niagara College
Board of Governors

MESSAGE FROM THE CHAIR OF THE BOARD OF GOVERNORS

I am pleased to present Niagara College's 2016-17 Annual Report.

It has been another exciting year at Niagara College with so many highlights including:

- > Charting the future of Niagara College through the development and approval of the 2017-2021 Strategic Plan;
- > Successful completion of the academic year at our four campuses in Saudi Arabia;
- > Our Junior Culinary Team Canada, capturing two medals at the Culinary Olympics in Erfurt, Germany; and
- > Being ranked 7th in colleges across Canada for research funding.

Niagara College faculty, staff, students and partners should be very proud of your dedication to making Niagara College the place to enrich lives and fulfil dreams. I want to thank everyone for a great year of successes and accomplishments and your dedication to ensuring 2017-18 is another successful year.

To my fellow governors, thank you for your passion and dedication. Your knowledge and expertise are crucial to ensuring Niagara College is on the right path to delivering unparalleled student experience and satisfaction. The past six years on the Niagara College Board of Governors has been an absolutely enriching experience.



Dan Patterson, PhD
President

MESSAGE FROM THE PRESIDENT

I am pleased to provide the final report on the 2016-2017 highlighting some of the key achievements over the past year. The Niagara College team consistently meets and often exceeds the performance standards set by the Board of Governors and maintains a gold standard of performance in key areas of our operations.

Niagara College takes great pride in the brand recognition it receives locally, nationally and internationally. Our Strategic Mandate Agreement continues to differentiate us as a leader in post-secondary education. I see first-hand how Niagara College is viewed at the national, provincial, and regional level with my involvement on the Board of Directors for Colleges and Institutes Canada (CICAN) and provincially on the Ontario Centre's of Excellence Board.

In 2017, Niagara College celebrates its half-century anniversary, marking 50 years of student success, local economic development and community engagement. Along this journey, the College has achieved tremendous success making it a leader in the Canadian college system.

Now, as post-secondary education faces its most significant shift in decades, we have leveraged these strengths in developing our new 2017-2021 Strategic Plan that will lead us to success as we adapt to the challenges and opportunities that lie ahead. Our plan provides a common purpose that will unite our college community in pursuit of our vision of enriching lives and fulfilling dreams, and our mission of providing outstanding applied education for a changing world.

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. Our strength continues to be rooted in a strong organizational culture that puts students at the centre of our work. I believe this report embodies that commitment.

I would also like to thank members of the Board of Governors for their commitment, leadership and guidance during the past year and particularly in the development of our next Strategic Plan. I look forward to reviewing the report with you.

A handwritten signature in black ink, reading "D Patterson".

2016-2017 COLLEGE ACCOMPLISHMENTS

NIAGARA COLLEGE STAFF AND STUDENTS undertake numerous activities and achieve success and recognition within the College, provincially, nationally and internationally. Highlights are outlined below under the headings of **Niagara College's three Strategic Priorities**, defined under our 2013-2016 Strategic Plan:

Unparalleled Student Experience and Satisfaction

Leading Innovation & Applied Research

Operational Excellence



Strategic Priority: Unparalleled Student Experience and Satisfaction

NIAGARA COLLEGE CONTINUES TO EMPHASIZE THAT UNPARALLELED STUDENT EXPERIENCE AND SATISFACTION

should be front and centre in what we do on a daily basis. The dedication of our faculty and staff along with the quality of our programs and services has allowed Niagara College to remain in the top tier of Ontario colleges for student experience and satisfaction in the Key Performance Indicator (KPI) survey rankings.

Along with classroom work, unparalleled student experience and satisfaction are developed through the opportunities that students are provided with to learn and grow at Niagara College. These opportunities continue to expand in several areas including:

Be World Ready

During the 2016-17 academic year, Niagara College saw an impressive increase in the total number of students participating in an international activity. **415 NC students participated in an international experience**, supporting the development of their cultural intelligence and defining their career edge.

International Partnerships has also increased the number of partner institutions offering reciprocal study abroad opportunities with representation in Barbados, Dominican Republic, Ecuador, Germany, Italy, Jamaica, Japan, Peru and Spain.

Community Engagement & Volunteering Program

In the 2016-17 academic year, **943 students accessed the Community Engagement & Volunteering Program** through the Centre for Student Engagement and Leadership (up from 746 in 2015-16, an increase of 26%). Through this program, students are able to review and sign-up online for campus and community volunteer opportunities with organizations such as the Grape & Wine Festival, the YWCA Niagara Region and the Niagara Ice Dogs.

In May, five Niagara College students were awarded with the **Ontario Service & Volunteer Award** from the Ministry of Citizenship and Immigration. The five students (**Allison Pillwein, Pritpal Chana, Gavin Martin, Celeste Turner, and Mindy Vegter**) were all recognized for their outstanding commitment to volunteering in the Niagara Community;

Student Leadership

The Leadership Exploration and Development Program (LEAD) continues to grow and support the leadership and development of students on campus. Building on campus stakeholder support, this academic year, **245 students were nominated** for the program from 78 academic program areas.

KickSTART

KickSTART is a one day pre-Orientation program designed to assist students in their transition to Niagara College. In its third year of operation, 345 students participated, an increase from the 2015-16 year, which had 212 students in attendance. Sessions were academic program specific so that students would be able to hear directly from their Academic Advisor and meet other students in their same or similar program. **95% of students reported feeling better prepared** to start school with 87% successful in their first year of studies.

Peer Mentoring Programming

PEER MENTORING: The 2016/17 academic year saw extraordinary growth in peer mentoring across both campuses and all academic programs. **Total participation grew 160%**, with a number of new initiatives being finalized for the coming year that will see this number continue to grow. Peer Mentoring at Niagara College has participants from all academic divisions.

GAP MENTORING: Graduate and Alumni Mentoring has also grown since our pilot in 2015. In 2016, we saw **50 graduating students paired** with alumni in their chosen professional field.

HIGHLIGHTS

415 Be World Ready student participants

26% increase in students accessing community engagement and volunteer programs

145 L.E.A.D. program volunteers

95% of participants felt KickSTART program made them feel better prepared for college

160% growth in peer mentoring participation



2 students
honoured for over
**600 co-curricular
volunteer hours**

37 outstanding
contribution to
leadership awards

1,593 students
participated in
entrepreneur activities
77 early stage
student companies

Student Experience

The third annual NC Volunteer & Leadership Awards (NCVLA's) ceremony honoured 37 students being recognized for their outstanding contribution to leadership and volunteering.

Students **Chelsea Mizzi** (Graphic Design) and **Carolyn Day** (Community & Justice Services - Correctional Worker) were selected as this year's **President's Engagement award winners**. Both students received the award for having over 600 volunteer hours on their Co-Curricular Record.

Other winners included Tom Price (Business Admin) for his outstanding volunteer work with the Libraries and being an Outstanding First Gen student, and Celeste Turner (Fitness and Health Promotion) for her dedication and leadership within the Community and Health Studies as well as the community.

Early Alert System

The Early Alert System allows the Academic Advisement team to identify and prioritize students at greatest academic risk and reach out to those students early in the fall term to offer support. During the first 2 weeks of the Fall 2017 academic term, 3,603 or 74% of first term students completed the Students Strengths Inventory (SSI).

This inventory assists students in identifying areas of strengths and those for improvement, and allows for early identification of students at risk by academic advising team members.

ncTakeOff

Entrepreneurship activities continued to grow with **1,593 students participating in 25 programs**, including two notable Startup Weekends and the second annual Youth Entrepreneurship Week 2017, where youth innovation and entrepreneurship was celebrated at seven events throughout the Niagara Region.

77 early-stage student companies or concepts in social enterprise, digital media and web development, manufacturing, food and beverage,

and agriculture benefited from consultation service, including:

- > Mazaaji (social enterprise/clothing design);
- > TRANSforming Fitness (digital media/health);
- > PhotoLite (manufacturing/alternative energy);
- > Cooker (food and beverage/digital media);
- > Mojo Hydrotherapy (social enterprise/artisan goods)

Health, Wellness and Accessibility

Niagara College has continued to increase its resources to promote mental health wellness through a mental health conceptual framework.

Niagara College's mental health conceptual framework includes strategies of prevention, partnerships and best practices to address growing concern around student mental health. Over the past year, two online staff training modules were developed to enhance faculty and staff awareness about mental health and to reduce the stigma associated with mental illness.

In addition to the on-line staff training modules, professional counsellors, registered nurses and physicians continue to provide mental health assessments, supportive intervention and crisis services for students attending Niagara College.

In 2016-17, the co-location of student services teams into Health, Wellness and Accessibility Services centres at both the Niagara-on-the-Lake and Welland campuses further enhanced the College's capacity to provides seamless mental health services and accommodation supports for students.

Indigenous Education

NC First Nations, Metis and Inuit Student Services is now Indigenous Education at Niagara College (IE@NC). The Indigenous Peoples Education Circle, in collaboration with Colleges Ontario, is developing a new provincial reporting framework in response to the recommendations of the Truth and Reconciliation Commission of Canada. This framework will function as a template

for summarizing the steps colleges are taking to address the Truth and Reconciliation Commission (TRC) Report Calls to Action.

Niagara College has included a response to the TRC in our new Strategic Plan and the Indigenous Education Management Circle has provided feedback on potential Operational Plan actions and related activities.

A key outcome is to **improve receptivity to, knowledge of, and respect for Indigenous knowledge systems** throughout the Niagara College community. To this end a number of initiatives were undertaken during the past year, including: an Indigenous Student Panel, Orange Shirt Day and Faceless Dolls Workshops.

Athletics

Athletics and Recreation exceeded the College Performance Indicator of 10% of the student body participating in recreation offerings by **engaging 18.5% of the student population** in intramural, fitness and varsity programming. Over **50% of the student population utilized our athletic facilities**, which saw a 5% increase in overall student visits even with the closure of the Niagara-on-the-Lake gymnasium, as we construct a new gymnasium scheduled to be opened in 2018.

Our student-athletes thrived again this past season, with **four student athletes being named Canadian Collegiate Athletic Association (CCAA) Academic All-Canadian** and three **CCAA All-Canadians**. Our teams brought home eight Ontario Colleges Athletic Association (OCAA)/CCAA medals, including two CCAA National Championships in men's golf. 50 student-athletes will be recognized as OCAA All-Academic Award recipients and 42 student-athletes will be recognized as CCAA National Scholar Award recipients, both school records.

Sexual Assault Practice and Protocol

The College implemented a new Sexual Assault and Violence policy, procedure and training in

response to the **Ontario Government's action plan** "It's never OK an Action Plan to stop sexual violence and harassment".

A website was designed to provide quick access to the information contained in the College's Sexual Assault and Sexual Violence Practice and Protocol, which includes procedures and resources to support individuals and groups who may be directly or indirectly involved in working with persons who have experienced sexual violence.

Mandatory online training for staff was introduced along with an extensive awareness communication strategy for students called "Key to Consent."

Student Achievements

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

- > **Louise Rowe**, an Event Management (Graduate Certificate) student, received an **Ontario student leadership award** from Festivals and Events Ontario in recognition of her work with the Many Hands Project. This student award recognizes efforts and accomplishments within the scope of festivals and events;
- > Students from the College's Graphic Design and Digital Photography programs were among winners of the **Applied Arts Magazine's 2016 Student Awards**. The magazine is Canada's leading publication for creative professionals in the visual communications industry. Winners are chosen by a panel of highly regarded industry professionals and experts from North America in a rigorous process developed over two decades of awards experience. Third-year Graphic Design student **Zack Krasovec** won in the Complete Packaging Design category; **Erin Cunningham** (2016 graduate of the Graphic Design program) won the Editorial Design;

NIAGARA KNIGHTS

Engaging **18.5%** of the student population

50% of the student population utilized our athletic facilities

New gymnasium scheduled to be opened in 2018

4 student athletes being named Canadian Collegiate Athletic Association (CCAA) Academic All-Canadian

3 CCAA All-Canadians

8 Ontario Colleges Athletic Association (OCAA)/CCAA medals

2 CCAA National Championships

50 student-athletes OCAA All-Academic Award

42 student-athletes CCAA National Scholar Award



STUDENT ACHIEVEMENTS

Louise Rowe

Ontario student leadership award from Festivals and Events Ontario

Applied Arts magazine magazine's 2016 Student Awards:

Zack Krasovec:

Packaging Design

Erin Cunningham:

Editorial Design

Megan Hendriks:

Design

Caleb Vandervalk:

Photography

2nd year Journalism students won the **Emerge Media Award** in the category of Multimedia Production for their work on Crisis on Campus iamnotok.ca

Canadian Culinary Federation Saputo Junior Challenge for Ontario

Kevin Charanduk:

silver

Anthony Belluomini:

bronze

Ben Laurence,

graduate of Mechanical Engineering Technology hired by Blue Origin to work on the **Shepherd spacecraft**-the first vehicle in human history to fly itself to space and return safely to Earth

14 member Business Administration-Marketing program team placed 4th in the 2016 OCMC

4 broadcasting graduates won **2017 Canadian Screen Awards**

Graphic Design student **Megan Hendriks** won the Design-single category; and Digital Photography student **Caleb Vandervalk** won the Photography (Single category);

- > Second-year Journalism students won the **Emerge Media Award** in the category of Multimedia Production for their work on Crisis on Campus, a website, iamnotok.ca, that addresses the topic of depression and anxiety in college and university students. All second-year Journalism students from the College contributed to the site, from building and to writing content;
- > First-year Culinary Management student **Kevin Charanduk** won silver, and second-year Culinary Management student **Anthony Belluomini** won bronze, at the **Canadian Culinary Federation Saputo Junior Challenge for Ontario**;
- > **Ben Laurence**, graduate of the Mechanical Engineering Technology program and former Research Laboratory Technologist for the Walker Advanced Manufacturing Innovation Centre, was hired by Blue Origin, an American privately-funded aerospace manufacturer and spaceflight services company, where **he will design, analyze, test, and fly structural components for the New Shepherd spacecraft**. New Shepherd was the first vehicle in human history to fly itself to space and return safely to Earth for future use;
- > A team of Niagara College students finished fourth overall at the 2016 Ontario Colleges Marketing Competition (OCMC). Niagara's 14 member team, which included students from the two-year Sales and Marketing program and three-year Business Administration Marketing program, took home three gold medals, one silver, and a fifth place finish. Members of Team Niagara at the OCMC competition included Kaitlyn Lawrence, Dylan Sneider, Tyler Warden, Laura Hawbolt, Hayley Baldin, Erica Keel,

Jack Woolfrey, Riannon Bagnulo, Alyssa Toth, Fernando Gama de Oliveira, Mavis Lane, Coral Williams, Iris Lee, and Rachel Friend.

- > Four Broadcasting: Radio, Television and Film graduates won 2017 Canadian Screen Awards, including Mark Montefiore (Best Comedy Series for Letterkenny), Ryan Shaw (Best Photography in a Lifestyle or Reality/Competition Program or Series, for The Amazing Race Canada), Jeremy Lalonde (Best Picture Editing in a Variety or Sketch Comedy Program, for Baroness Von Sketch Show) and Dale Sheldrake (Best Sound in a Comedy or Dramatic Program Series, for Vikings).

Staff Achievements

- > **Craig Youdale**, Dean of the College's Canadian Food and Wine Institute, won the **Gold Medal in Education** from the Ontario Hospitality Institute (OHI) at their OHI's annual Gold Awards dinner in Toronto. The award is in recognition of his critically acclaimed achievements demonstrated through his leadership not only for Ontario's hospitality industry but as an ambassador for Canada;
- > **Mike Duncan**, Industrial Research Chair in Precision Agriculture & Environment Technologies, received a renewal of a \$1 million grant from the Natural Sciences and Engineering Research Council (NSERC), which will allow him and his team to continue research and work on an interactive web-tool designed to assist farmers in being more efficient and productive in crop yields;
- > **Al Unwin**, Associate Dean of the School of Environmental and Horticulture Studies, was a **featured speaker at the United Nations Convention** on Biological Diversity in Cancun, Mexico. Unwin also serves as chair of the International Society for Ecological Restoration;

- > **Dr. Holldrid Odreman**, Professor in the School of Practical Nursing/Personal Support Worker (PSW), presented at the Asia Pacific Meeting on Simulation in Healthcare conference in Singapore.
- > **Julia Falvo** and **Kristy Weaver**, Professors in the Hairstyling program, fashioned **first-place wins at the Allied Beauty Association trade show and competition**. Falvo placed first in the Consumer Bridal Long Hair category and Weaver was the winner in the Total Look Fantasy Makeup category;
- > **Sarah Scott**, Manager of Dining Operations at the Canadian Food and Wine Institute and part-time instructor for the Hotel and Restaurant Management program, and **Marilyn Vendittelli** Professor in the School of Trades (Hairstyling Techniques), were honoured with a **40 Under Forty Business Achievement Award** by the Business Link Media Group.

Student and Alumni Support

Affordability of post-secondary education continues to be a challenge for many students. Our Niagara College Foundation Board of Directors and staff have had another successful year in raising funds to support scholarships and provide financial aid, as well as helping fund priority instructional equipment.

Highlights this year include:

- > \$1.29 million was raised, bringing the total raised to **\$7.9 million** surpassing the \$7 million community goal for the **Achieving Dreams Campaign**. These funds support campus redevelopment, instructional equipment and learning resources; and student access, success and leadership development;
- > Niagara College celebrated a **\$250,000 gift from Paul and Gerri Charette**, to establish a scholarship fund for the School of Technology. Niagara College provided matching funds

to create a \$500,000 endowed fund for the Paul and Gerry Charette Scholarship. We are truly humbled by Paul and Gerri's generous commitment. It is an excellent demonstration of confidence in the work we do every day - having it acknowledged by such a distinguished nationally recognized leader in the construction industry.

- > The Foundation's two signature events, the **Seafood Gala** and the **Golf Classic**, were successful in building relationships and **raising more than \$245,000**;
- > **Over \$500,000** was raised for scholarships and bursaries, enabling the creation of **48 new awards**. In addition, new Student Opportunity Funds were set up for students in several programs to enter industry competitions and gain real-world experience;

Along with financial assistance, Niagara College is working hard to assist our graduates in entering the working world through internship opportunities.

This past year, **44 Niagara College graduates were able to participate in internships** with companies in high-demand sectors through the Career Focus program.

STAFF ACHIEVEMENTS

Craig Youdale won the Gold from the Ontario Hostelry Institute (OHI)

Mike Duncan received a renewal of a **\$1 million** grant for further work on a farming efficiency and yield improvement tool

Al Unwin featured speaker at the United Nations Convention on Biological Diversity in Cancun, Mexico

Dr. Holldrid Odreman presented at the Asia Pacific Meeting on Simulation in Healthcare conference in Singapore

Julia Falvo and **Kristy Weaver** won first-place at the Allied Beauty Association trade show and competition.

Sarah Scott and **Marilyn Vendittelli** were honoured with a 40 Under Forty Business Achievement Award

Strategic Priority: Leading Innovation and Research

International Expansion

International enrolment at our campuses in Niagara continued to increase through a diversified recruitment strategy. **3,006** (full time equivalent) **international students** from more than **90 countries** are studying in 102 programs across the college.

Niagara College working with Agriteam Canada, continued its Vietnam's Technical Vocational Education and Training reform project.

Contract training activities delivered on our Canadian campuses also increased in cooperation with our global college and university partners. New contracts were executed with the following countries: **Denmark, South Korea, Spain, Japan and Italy.**

Niagara College was approved by the Hubei Provincial Government and the Chinese Central Government Educational Authority to offer a collaborative program with Wuchang University in hotel management, where students will study two years at our partner university and one year in Canada in order to receive a two year diploma from both institutions. This initiative is part of our expansion of pathways options for students to study at NC from around the world.

KSA Operations

Building on the previous success in the Kingdom of Saudi Arabia of operating our Taif and Makkah campuses, **NC began operating two female campuses: Al Ahsa and Al Majma'ah.** Niagara College is now teaching more than **2000 students in Saudi Arabia.**

In May, NC signed a contract with Colleges of Excellence to officially commence operations for a capacity building project benefitting the Madinah Female College of Technology. The project will see Niagara College officials mentor Madinah administrators on enhanced internal business practices and the quality of teaching and instructional delivery. This is the **single largest consulting project in Niagara College history.**



Applied Research

In 2016-17, Research & Innovation continued to be successful in bringing applied research funding and learning to Niagara College. The division has consolidated its areas into three main centres:

- > Agriculture and Environmental Technologies Innovation Centre
- > Walker Advanced Manufacturing Innovation Centre
- > Canadian Food & Wine Institute Innovation Centre

These centres are supported cross-disciplinarily by Business & Commercialization Solutions, and Digital Media & Web Solutions.

In comparison to the past two years, Niagara College's research funding has increased nearly 14% between 2014 and 2015, up to \$6.1 million in 2015 from \$5.34 million in 2014;

In 2016-17, 246 companies accessed Research & Innovation services in general, on 174 research projects and technical services. Overall, 31 programs at Niagara College saw their students engaged in applied research for a total of 1,993 applied research student experiences. This is an increase from 2015-16, whereby 24 programs at Niagara College saw their students engaged in applied research for a total of 1,800 applied research students experiences.

This past year saw several accomplishments and recognition for Niagara College's expanding applied research programs:

- > Niagara College being ranked #7 on the list of Top 50 Research Colleges in Canada and #3 in Ontario, up from last year's ranking of #10 in Canada and #3 in Ontario;
- > In May 2016, the Walker Advanced Manufacturing Innovation Centre moved into its new state-of-the-art 15,000 sq. ft. building. The facility significantly enhance the College's capacity for applied research projects, and made it possible to welcome major funding (\$7.3M over two-and-a-half years, from FedDev Ontario) for the Southern Ontario Network for Advanced Manufacturing

Innovation (SONAMI). SONAMI, which is led by NC, regroups the capabilities of Sheridan College, Mohawk College, Niagara College, and McMaster University in the service of manufacturers seeking to develop new products;

- > The Canadian Food & Wine Institute Innovation Centre (CFWIIIC) will continue to expand its services and equipment for Niagara's food and beverage innovators as a result of being awarded \$1.75 million over five years from the federal government to create a Technology Access Centre (TAC).

Productivity Innovation Lab

Niagara College's Productivity and Innovation Lab (Pi-Lab) is a business accelerator with our faculty and students assisting Canadian small and medium-sized enterprises (SME's) achieve sustainable productivity gains and cultivate liaison between government, academia, and industry. Our activities focus on external clients, funding, and corporate partnership. Pi-Lab's current initiatives are geared across Canada, United States, and European Union. Our international initiatives are designed to help prototype, test, and execute innovative ideas for a wide range of markets.

Green Automotive Technology Lab

Niagara College received \$1.4 million from Ontario's Apprenticeship Enhancement Fund program to build a Green Automotive Technology Lab at its Welland Campus. The project allows Niagara College to expand its focus on green technologies in its automotive programs – an area where Niagara College is already a leader in the college sector.

Completed in April 2017, the 3,600-square-foot Green Tech Automotive Lab is an extension of the existing automotive facilities at the Welland Campus' Rankin Technology Centre. It includes open bays, a work area and classroom, and houses the latest in green automotive technologies, including electric charging stations, alternate fuel technology, diagnostic equipment, green technology simulators, and electric and hybrid vehicles.

FACILITY HIGHLIGHTS

Research funding increased nearly 14% - **\$6.1 million** in 2015

246 companies accessed NC Research services - **174** projects - **1,993** student research experiences

RANKED 7TH in the top 50 research colleges in Canada
RANKED 3rd in Ontario

\$7.3 million funding from FedDev Ontario

\$1.75 million funding to the Canadian Food & Wine Institute Innovation Centre

NEW Productivity and Innovation Lab

\$1.4 million funding to build a Green Automotive Technology Lab at Welland Campus

Strategic Priority: Operational Excellence

HIGHLIGHTS

MARKETING GOLD awards

2 awards for website and program guide digital edition

FINANCE

\$3 million financial operational surplus

New integrated model

for **Student Service** areas making things easier for students

ITS

- Major network upgrade
- Microsoft cloud technology
- 60 upgrades classrooms
- Connecting 4 major facility expansions
- new services support system installation

SUSTAINABILITY

- Most engaged member award in 2017
- Nominated for environmental leadership award

Silver STARS

rating in sustainability

Key Performance Indicators

Ranked in **top 5** of Ontario Colleges



Delivering Quality Education

65.6%
Graduation Rate

78%
Graduate Satisfaction

88.9%
Employers satisfied with
Graduates they have hired

Program Quality

Delivering quality education, which responds to ever-changing economic and workforce demands, is a hallmark for Niagara College. The following three **KPIs for 2016-17** confirm that Niagara College is addressing the needs of students and employers:

- > Graduation rate at 65.6%
- > Graduate satisfaction at 78.0%
- > 88.9% of employers reported being satisfied with their college grad hire

Academic quality is achieved through rigorous provincial and internal standards and reviews. During the 2016-17 academic year, the Centre for Academic Excellence (CAE) facilitated and supported 9 program reviews by external reviewers along with 10 program reports through internal reviews as well as recently completing the Postsecondary Education Quality Assessment Board (PEQAB) degree renewal process for our Honours Bachelor of Business Administration (International Commerce and Global Development) program.

The CAE has also spent the past year writing the self-study for the College Quality Assurance Audit Process (CQAAP), mandated by the provincial government, and required every 5 years. It is an institutional level process involving the regular and cyclical review of each college's quality assurance mechanisms to ensure continual improvement.

Marketing & Recruitment

To respond to the domestic market situation and to remain competitive, Niagara College continues to develop and execute creative marketing and recruitment strategies. Recruitment strategies are executed in a targeted fashion across specific geographic territories driven by market data. Niagara College

focuses its recruitment in a data-driven fashion and on territories that have generated the most success in student recruitment.

As an example, contacts are invited to specific on campus events including personalized tours, information sessions and the Fall and Spring Open Houses. Despite a declining college student recruitment market, Niagara College continued to see strong attendance at its Fall and Spring Open House events in 2016/17 with **over 7,000 visitors attending** these major showcase events.

The College's **Marketing** department earned **two golds from Higher Education Marketing Report's Education Digital Marketing Awards** (one for the digital edition of our 2017/2018 program guide, and another for our website, Niagaracollege.ca). More than 1,000 entries were received from colleges, universities and secondary schools at the fourth annual Education Digital Marketing Awards. Entries were judged by a national panel of higher education marketers, advertising creative directors, and marketing and advertising professionals, as well as by the editorial board of Higher Education Marketing Report;

People Strength

Niagara College continues to have a strong workplace culture as demonstrated by its employees' ability to meet the College's goals, objectives, and its high student satisfaction ratings. The College continues to focus on sound recruitment practices aligned to its values. As a result, Niagara College enjoys a low total turnover rate of 2% (excluding retirements).

The College continues to work on enhancing its communications throughout the College. The recent review with recommendations on Corporate Committee structure, process and communications

is underway. A new change management framework, with a focus on communications was introduced.

Financial Strength

In financial health, Niagara College continues to rank amongst the **top tier of Ontario Colleges** and is a leader amongst the medium-size colleges in Ontario.

The College's financial position at March 31, 2017 was positive with an operating surplus of \$3 million. The surplus is the result of continued growth in international enrolment and responsible financial management.

Preparing for the Future

STRATEGIC PLAN: The Strategic Plan 2017-2021 outlines a path toward a bold future as Canada's leader in applied, experiential learning. It was developed collaboratively over a 15-month period, with significant engagement and input from the Board of Governors; faculty, staff, and administrators across the college; and external stakeholders. The College's Planning and Institutional Research department provided project management and data support to this process.

Market Research

Regular market research is conducted to identify and respond to prospective student needs, expectations and perceptions, and to measure the success of specific recruitment and marketing strategies.

Integrated Services Model

The overarching goals of the Integrated Services project were to improve services to students, enhance the student experience, as well as provide redundancy and efficiency where possible in the service areas. The amalgamation of several distinct counters/doors for these various services into one common front counter location has simplified the communication for students and applicants, and streamlined the process for those with multiple requests.

Information Technology Services (ITS)

The College continues to have a focus on IT/ Cybersecurity and in the past year has achieved compliance with Payment Card Industry (PCI) requirements; In addition, ITS has worked to enhance all NC staff awareness on phishing and strengthened the capability of ITS staff to respond to security incidents, as well as implement security tools to protect the network from viruses and other attacks and provide enhancements to critical system redundancy.

The student experience was enriched through the following IT initiatives:

- > A major network upgrade;
- > Expanded support of Microsoft cloud technologies;
- > 60 classrooms transitioned to all digital and 14 computer labs upgraded;
- > In conjunction with Facilities Management Services (FMS), the completion of 4 large capital vision projects that included new student services, classrooms and student gathering areas; and
- > The implementation of a new student services support system (Clockwork) which provides enhancements such as service delivery to students with disabilities and online booking of counselling services.

Sustainability

ENVIRONMENTAL LEADERSHIP AWARDS: Niagara College continues to find ways to minimize its impact on the environment. In May 2017, Niagara College was honoured with the **Most Engaged Member Award** at the Niagara Sustainability Initiative Evening of Recognition. Niagara College has also been nominated by the Greater Niagara Chamber of Commerce for the Environmental Leadership Award for the 2017 Niagara Business Achievement Awards, which will take place in June 2017.

HIGHLIGHTS

Capital Expansion

9 capital projects under construction and planning stages:

NOTL Canadian Food & Wine Institute expansion

NOTL Student Services renovation

NOTL Fitness Centre and Innovation and Agri-Food research expansion

NOTL Electrical upgrades

Welland Academic Training expansion

Welland Student Commons and Justice Studies expansion

Welland Student Services renovations

Welland Electrical upgrades

Community Engagement

Over the course of the year, Niagara College students, employees, and community members logged over **2,800 hours volunteering for environmental and sustainability related projects** on campus and in the community, gaining hands on skill building experiences in the sustainability field. Three notable programs and events include:

Certifications

Niagara College achieved a **Silver STARS rating** from the **Association for the Advancement of Sustainability in Higher Education**, bumping up the college rating from Bronze. Niagara College also received certification in Environmental Planning from the Audubon Cooperative Sanctuary Program (ACSP), and will continue to work towards receiving full designation as a certified Audubon Cooperative Sanctuary.

Advisory College Council

At its May 2016 meeting, the Advisory College Council (ACC) received updates on a number of key and current college items, including the informative employee climate survey (2015) and the results of the 2015-16 **Key Performance Indicator survey**, where the college maintained its top-tier status, ranking once again **in the top five of colleges across the province**. In addition, the ACC continued to be impressed by the update on the \$65 million Capital Vision projects program and welcomed the news regarding the start of the strategic planning process for 2017-2021, which sought and received enthusiastic college wide engagement.

At its March 2017 meeting, the ACC received a timely update on the recently approved 2017-2021 Strategic Plan, which builds on the key college strengths of innovation and a strong international context and the next steps needed to 'operationalize' the plan, via the development of operational plans and goals. In addition to the implementation of the strategic plan, the council learned of the important task of drafting the new Strategic Mandate Agreement. The ACC also

received updates on the college's International strategies and the status of our bold Capital Vision program, which will significantly address student needs and improve overall the campus experience.

Capital Expansion and Capital Vision 2016 Campus Redevelopment Projects

The ongoing Campus Redevelopment at Niagara College will provide new and expanded facilities at the Welland and Niagara-on-the-Lake campuses to support growth, enhance the student experience, and expand Niagara College's research and innovation capabilities.

Almost 90% of these projects have been tendered and are either completed or in various stages of construction. The remaining projects are to be designed over the summer of 2017 with all projects on target to be completed in 2018. The status of the tendered projects are as follows:

- > **Niagara-on-the-Lake Canadian Food & Wine Institute's Expansion** (Completed)
- > **Niagara-on-the-Lake Student Services Renovations** (Completed)
- > **Niagara-on-the-Lake Fitness Centre and Innovation and Agri-Food Research** (Completion expected in Spring 2018)
- > **Niagara-on-Lake Campus Electrical upgrades** (Completion expected in September 2017)
- > **Welland Allied Health Institute's Renovations** (Completed)
- > **Welland Academic Training Expansion** (Completion expected in July 2017)
- > **Welland Student Commons and Justice Studies Expansion** (Completion expected in December 2017)
- > **Welland Campus Student Services Renovations** (Completion expected in January 2018)
- > **Welland Campus Electrical Upgrades** (Completion expected in June 2017)

These initiatives provide the College's vision for the next decade allowing us to communicate our priorities to staff, students, stakeholders and all levels of government.

Energy Reduction

Completed and verified energy reduction projects have seen a **total savings of 4,179,526 kWh/year** for Niagara College. A significant portion of these savings (41%) have been through operational adjustments to heating, ventilation and air conditioning (HVAC) equipment utilizing the College's building automation system.

National/International Recognition

2017 saw numerous opportunities to showcase the amazing skills of our faculty, staff and students. Important recognitions include:

- > **Selah Schmoll**, a second-year Culinary Management student placed **third overall at the Young Chef Olympiad** (YCO) in India;
- > **AliceMary Nakiwala**, President of the Niagara College Student Administrative Council (NCSAC), received official recognition of her leadership by being presented with a **2017 Award of Excellence** from Colleges and Institutes Canada (CiCan). The recipient of a CiCan Student Excellence Award, AliceMary was applauded for being an award-winning student, a valuable member of the College's student life team, an eager contributor to campus life, and for her leadership with the NCSAC;
- > **Junior Culinary Team Canada** from Niagara College came out **shining with gold and silver medals** at the Culinary Olympics in Erfurt, Germany. Team Canada members include captain **Ben Lillico**, **Carly Bergshoeff**, **Daniella Germond**, **David Ross**, **Jeremy Gilligan**, **Megan Proper**, **Robbie Aggarwal**, **Scott McInerney**, and **Trevor Littlejohn**. Team coaches include Canadian Food and Wine Institute Chef Professors **Avi Hollo** and **Olaf Mertens**; with Chefs **Scott Baechler**, **Dan**

LeBlanc, **Catherine O'Donnell** and **Osvaldo Avila** providing mentorship for the team;

- > Our award-winning Teaching Winery's venture into the hard cider market with the introduction of Cider 101 last year proved fruitful, with **back-to-back medals** at two cider competitions: a **gold at the U.S. Open Cider Championship**, and a **bronze from the Ontario Cider Awards**;
- > **Navjote Khara**, Coordinator of the Bachelor of Business Administration, International Commerce and Global Development program, **won the Best X-Culture Instructor award**. Through X-Culture, a partnership of 400 International Business professors and students work in global virtual teams of six to solve real-life business challenges presented by real companies. Khara was **among 30 highest ranking instructors** to receive the award;
- > **Four NC student-athletes have been named CCAA Academic All-Canadians**. This recognition is extremely difficult to obtain, as recipients must earn an 80% academic average and be named an all-star in their respective sport. The 2016-17 season saw golfers **Lorelle Weavers** and **Josiah Dixon**, women's volleyball standout **Linnea Davis**, and women's basketball MVP **Courtney McPherson** earn the prestigious distinction;
- > Campus Labs awarded Niagara College with its first-ever **CollegiateLink Campus of the Year Award**. Selected from colleges and universities from across Canada and the United States, the award recognized an outstanding campus that is utilizing one of its student engagement platforms (CollegiateLink or OrgSync) to its full potential and has integrated it into multiple areas of the campus. Niagara College has been using CollegiateLink since 2012 as part of its Centre for Student Engagement

RECOGNITION HIGHLIGHTS

Selah Schmoll **third overall** at the Young Chef Olympiad

AliceMary Nakiwala, presented **2017 Award of Excellence**

Junior Culinary Team Canada gold and silver medals at the **Culinary Olympics in Erfurt, Germany**

NC Teaching Winery's Cider 101 gold and bronze medals at two cider competitions

Navjote Khara won the **Best X-Culture Instructor award**

Athletes named CCAA Academic All-Canadians **Lorelle Weavers**, **Josiah Dixon**, **Linnea Davis**, **Courtney McPherson**

Niagara College wins CollegiateLink **Campus of the Year Award**.

VISITOR HIGHLIGHTS

Ambassadors from **Paraguay, Panama and Costa Rica**

50 delegates from Americas Competitive Exchange on Innovation and Entrepreneurship

Minister Deborah Matthews tours NOTL and discusses funding, mental health and transit issues

Canadian Consul General (NY) **Phyllis Yaffee**

Ministers Steven Del Duca and Jim Bradley announce **GO transit** service to NOTL

9 international trade journalists toured the NOTL campus for a showcase of NC programs and facilities

and Leadership's Get Involved Co-Curricular Record Portal to promote awareness of campus and community opportunities, to maximize student involvement, and to track the institutional impact of engagement.

Important Campus Visits

Throughout the 2016-17 academic year, Niagara College hosted several significant dignitaries, elected officials and distinguished guests, including:

- > **The Ambassador of Paraguay, The Ambassador of Panama, and The Ambassador of Costa Rica** each attended meetings with staff as part of our business development in these countries and explored opportunities for Niagara College in their respective countries;
- > Over **50 delegates to the 6th Americas Competitiveness Exchange on Innovation and Entrepreneurship** visited the Niagara-on-the-Lake Campus for a tour of our facilities and panel discussion on innovation in Ontario's agri-food sector. The event was organized through Innovation, Science and Economic Development Canada. The delegates who attended were a variety of economic and political decision makers from across the Americas and beyond. The delegates also had an opportunity to experience lunch at our Benchmark Restaurant, sampling a menu featuring regionalized foods;
- > The **Honourable Deborah Matthews, Ontario's Minister of Advanced Education and Skills Development**, toured the Niagara-on-the-Lake Campus and met with senior College management and employee union leadership, as well as representatives from the Niagara College Student Administrative Council to discuss a variety of issues including funding, mental health initiatives and transit.
- > Niagara College hosted a roundtable with **Phyllis Yaffe, the new Canadian Consul General in New York**, and regional business leaders to discuss strategies to help boost business exports to New York State;
- > The **Honourable Steven Del Duca, Ontario's Minister of Transportation and Jim Bradley MPP for St. Catharines** held a roundtable discussion with students and college officials to discuss the importance of transit and formally announce a **GO Bus stop** at the Niagara-on-the-Lake Campus 18 times daily linking to the Burlington GO Train station. Having **GO Bus service directly to campus** will open up huge opportunities for students from West Niagara, Hamilton and the GTA to come directly to Niagara College;
- > **9 international journalists from 5 key markets around the world** (Germany, Mexico, Italy, the United Kingdom and the United States) as part of an international media tour organized by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). The journalists who attended write for trade magazines and food/wine magazines, mostly geared towards executives and investors in the food and beverage processing and production sphere, and provided an opportunity to showcase the incredible programs and facilities at our Niagara-on-the-Lake campus.

Community Leadership

Community involvement and leadership have been core strengths of the Niagara College team. On every sector of our economy and various agencies, faculty and staff are involved on community boards and within the community. In addition, Niagara College officials and governors participate in college sector activities.

The Niagara College Community was generous in **raising a record** amount of more than **\$43,000 for the United Way**; Our Events Management students raised a total of **\$42,000 for the Many Hands Project** at Hotel Dieu Shaver Rehabilitation. In addition, students in our Renovation Technician Construction program completed the construction project that will give therapists the opportunity rehabilitate patients by incorporating real world obstacles like shopping, banking and dining out, and will enable them to build confidence, relearn skills and aid them in their recovery process.

Students in our **Construction Techniques** and **Electrical Techniques** programs continued our tradition of **building a house in Welland for Habitat for Humanity**.

Along with giving back through time and fundraising, our campuses are important meeting places for the Niagara community. This past year saw several opportunities to open our doors to the community and visitors including:

- > The Niagara Industrial Association;
- > Welland Economic Development Committee;
- > Senior Officials from General Electric Canada and General Motors Canada;
- > National Directors of Skills Canada; and
- > The Niagara Health System Board of Directors for their Annual Retreat.

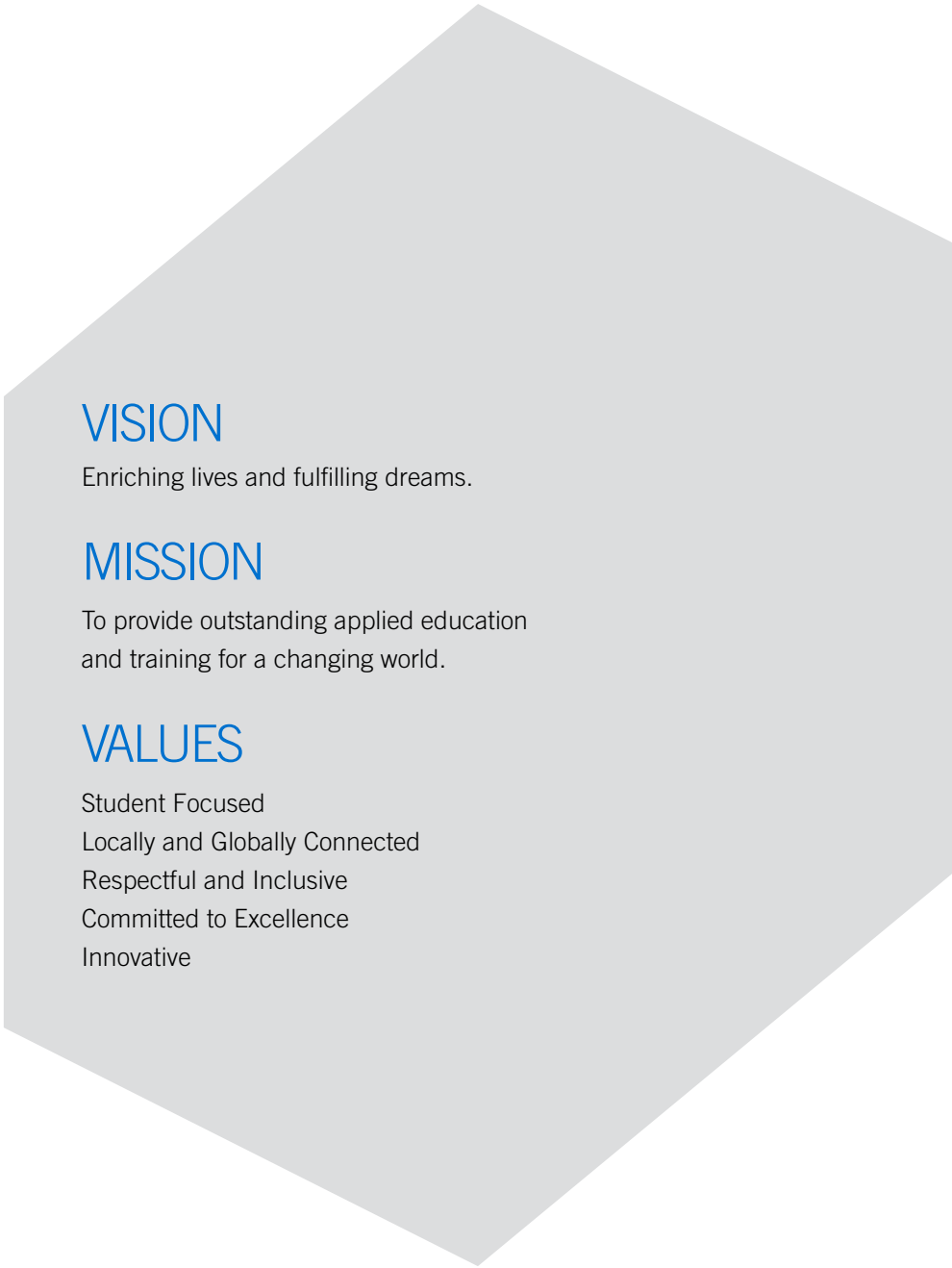
IN THE COMMUNITY

\$43,000 raised for United Way

\$42,000 raised for Many Hands

Construction Techniques and Electrical Techniques students **built a house for Habitat for Humanity**





VISION

Enriching lives and fulfilling dreams.

MISSION

To provide outstanding applied education
and training for a changing world.

VALUES

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

2016-2017 REPORT ON COLLEGE GOALS

2016-2017 College Goals (Final Report)

	2016-2017 INDICATOR/METRIC	STATUS
Strategic Plan Renewal Development of the College's 2017-2021 Strategic Plan	• Develop Strategic Enrolment plan	In Progress. The six plans are being revised to correspond with the College's 2017-2021 Strategic Plan. The objectives of each plan have been developed by the Executive Team and are being reviewed through College committees. The plans will be updated over the summer months and will continue to be refined through our internal processes.
	• Develop International plan	
	• Develop Capital Plan	
	• Develop Human Capital Plan	
	• Develop Academic & Research Plan	
	• Develop Student and Business Services Plan	

Strategic Priority: Unparalleled Student Experience and Satisfaction

2013–2016 PERFORMANCE GOALS	2016-2017 INDICATOR/METRIC	STATUS
Key Objective 1: Unparalleled Student Experience and Satisfaction:		
1.1 Prepare graduates who are world-ready and work-ready	Provincial Key Performance Indicator (KPI) and College Performance Indicator (CPI) results meet or exceed College standards.	The chart below provides Niagara College's 2016-17 results in comparison to the provincial average and our College standards. (see Appendix A – item 1.1) Highlights of the results include: - Student satisfaction rate is 4.2% above the Provincial average; - Work Place rate remained steady at 92%; and - Program and Learning Quality increased 1% to 85.7%
	Strategic Agenda Item: Work Integrated Learning	Completed at the October 2016 Board meeting. Highlights of the discussion included: - Work Integrated Learning (WIL) opportunities provide employers the ability to familiarize themselves with potential future employees; it is a long-term interview process; - Ask partners who accept students to act as advocates and share success stories to promote the value of WIL); - Ensure the placement process is as simplified as possible for employer partners;

		• Provide employers, who are interested in WIL opportunities, with the opportunity to come to campus and speak to students; and • Offering employers a multi-year commitment would make potential partnerships more appealing.	• Provide employers, who are interested in WIL opportunities, with the opportunity to come to campus and speak to students; and • Offering employers a multi-year commitment would make potential partnerships more appealing.
	• Enhanced Be World Ready initiatives including a 10% increase in the number of students participating in international work/study opportunities.	Achieved. 415 students (a 10% increase from 2015-16) participated in international experiences through international field studies and exchanges to a number of countries including: Ecuador, Germany, Ireland, Italy, Japan, Spain, Peru, the Dominican Republic, Honduras, France, and Costa Rica. In addition, a review of the Be World Ready program was conducted to ensure a focus on higher-quality cross-cultural experiences and development of more rigorous systems and protocols.	
	• Support transfer credit database within Ontario Council on Articulation and Transfer (ONCAT) and locally.	Achieved. Fully integrated into the ONCAT provincial database. Implemented Niagara College internal data for locally approved credit transfer. Over 2,300 courses approved for automated transfer credit eligibility.	
	• Survey student satisfaction with advanced standing and credit transfer processes.	Deferred. Surveying was deferred given the change to Enrolment Services with the integrated services model. Full staffing will be in place this fall and this area has been identified for follow up.	
1.2 Increase access and learning pathways			

	Increased utilization of on-line course options.	Achieved. 335 hybrid course sections are available; an increase from 285 courses in 2015-16.
1.3 Enhance Services for Students	Launch new Beacon, Student Strength Inventory system for in-coming students.	Achieved. The Student Strength Inventory (SSI) was launched in September 2016. All first year students in certificate, diploma, advanced diploma and degree programs were encouraged to participate. 3,603 students or 74% of first year students completed the SSI.
	Implement a Health Services Electronic Medical Record system (EMR).	Cancelled. The project was not viable based on negotiations with the doctors providing the medical services. A full review of the services model is now underway.
	New policy and procedures for student accommodations in alignment with Ontario Human Rights requirements.	Achieved. The policy and procedure on Student Accommodations were reviewed and revised in August 2016 to align with the Ontario Human Rights requirements.
	Service delivery model modified for student services implemented within capital plans.	In Progress. First phase of renovations has been completed at the Niagara-on-the-Lake campus with integration plans in progress.

		The next phase of renovations is scheduled for completion in early 2018 when further integration will be implemented. Renovations at the Welland Campus to student services are currently underway with implementation scheduled for early 2018. Student Self Service on-line development has been initiated for some services (student ID card, transcript request, class changes).
	Develop and implement Sexual Violence Policies and Procedures in support of Bill 132 (<i>Sexual Violence and Harassment Action Plan Act</i>)	Achieved. The Sexual Assault-Sexual Violence Policies & Procedures were approved by the Board of Governors at the November 2016 Board meeting. The policies and procedures are being monitored with mandatory annual reviews.
1.4 Build Student Engagement and Retention	Meet or surpass benchmarks (see CPI standards).	Please see the table in Appendix A below. The College's results in 2016-17 meet or exceed last year's results for two of the four College Performance Indicators (CPIs) – Work Placement Rate and Program & Learning Quality. Retention Rate (Year 1 to Year 2) and Service & Facility Quality each dipped 1.9%.

Strategic Priority: Leading Innovation and Research

2013–2016 PERFORMANCE GOALS	2016-2017 INDICATOR/METRIC	STATUS
Key Objective 2: Leading Innovation and Research		
2.1 Establish the Canadian Food and Wine Institute (CFWI) as a national centre of excellence	Implement corporate training and professional education strategy.	Achieved. The strategy on corporate training and public programs has been implemented. Highlights of the new strategy include: - The Viticulture Certificate was re-launched in summer 2016, and has seen overall an revenue increase of 48%; - CFWI hosted 20 District Branch Managers of TD Canada Trust for a Corporate Team Building session; - Cake Decorating training session for bakers from Sobeys Canada; and - SGS Canada Inc. and CFWI announced a partnership to offer a risk-focused, food safety management tool kit.
	Earned media focussed on program specializations.	We continue to see major earned media for all program areas within CFWI, with 365 earned media mentions to date within the 2016-17 academic year. Highlights include: Maclean's Magazine showcased Niagara College's Bench on the Go food truck;

		• Coverage of Junior Culinary Team Canada was featured in The Globe and Mail, CHCH-TV, CKTB 610, Foodservice and Hospitality Magazine as well as local newspapers; and • Coverage of food science innovation at Niagara College in the Toronto Sun.
	• Successful opening of the CFWI expansion.	Achieved. The 13,000 square-foot addition to the CFWI opened in three stages beginning in September 2016 with final completion in April 2017. The addition includes an expanded baking and pastry lab, quantitative lab, qualitative lab, central stores and a culinary, butchery and charcuterie lab.
2.2 Innovation in applied education through “Learning Enterprises”	• Investigate new opportunities to expand Learning Enterprises concept to School of Media.	In Progress. A business plan has been developed and a new Learning Enterprise is scheduled to be launched in 2017-18 involving three program areas: • Broadcast-Radio-Television-Film; • Digital Photography; and • Graphic Design. It will provide local businesses with digital marketing, advertising and promotional services.
2.3 Infuse innovation and applied research to support transitioning industries	• Report on Applied Research including the number of small and medium-sized enterprises (SMEs) and number of students involved.	In 2016-2017, 246 companies accessed Research & Innovation services on 174 applied research projects, involving 43 paid students.

		Overall, 31 programs at Niagara College saw their students engaged in applied research for a total of 1,993 applied research student experiences. This is an increase from 2015-16, when 24 NC programs had 1,800 applied research experiences.
	• Launching of CFWI Research Technology Access Centre (TAC).	Achieved. The CFWI Research Technology Access Centre is operating with staff in place and planning is underway for an official public launch later in 2017.
	• Open the Walker Advanced Manufacturing Innovation Centre building.	Achieved. The Walker Advanced Manufacturing Innovation Centre opened in May 2016 and is now fully operational. Students and faculty are working with local manufacturers on research projects. The Centre is home to Canada's first & only 3D printing beta test centre for new Stratasys materials.
	2.4 Leadership in Regional Economic Development • Support the growth of Entrepreneur Advisory Services (ncTakeOff).	Achieved. ncTakeOff has moved into the Walker Advanced Manufacturing Innovation Centre with expanded services including student workshops, drop-in advice and development support. Since its launch in 2015, more than 70 student-led ventures have been supported by ncTakeOff. Signature ncTakeOff annual programs include Entrepreneurship Week, a business pitch competition,

		and two Startup Weekends, with one specifically focused on agri-food.
	Develop a pilot initiative to provide global market support services to Niagara SMEs.	Achieved. PI-Lab, the College's Business Accelerator for Productivity and Innovation, has provided assistance to local businesses to expand export opportunities. The program will build connections to international students in business and other programs to assist with knowledge of export markets. In addition to export growth, PI-Lab is focused on assisting business in adopting technologies to improve productivity and assisting businesses in developing appropriate risk assessment tools. A further Natural Sciences and Engineering Research Council of Canada (NSERC) funding request is in development to support expansion of PI-Lab.
	Expand business degree offering: Successful launch of Bachelor of Business Administration (Human Resources) as measured by enrolment on November 1, 2016.	Achieved. The Bachelor of Business Administration (Human Resources) successfully launched in the Fall 2016 term with an enrolment of 17 full-time students. As of September 2017, three-year NC Human Resources advanced diploma students will have the option of enrolling into the fourth year of the program to receive a degree.

Strategic Priority: Operational Excellence

2013–2016 PERFORMANCE GOALS	2016-2017 INDICATOR/METRIC	STATUS
Key Objective 3: Operational Excellence		
3.1 Attract, retain and develop a strong team	Complete Talent Risk assessment and complete risk mitigation strategy	In Progress. Human Resources has developed a leadership risk assessment framework and has finalized a succession planning risk and probability inventory. The inventory has been reviewed and validated by the Vice Presidents and the President and final approval will be sought from the Executive Team in Summer 2017. The Strategic Agenda Item discussed at the April 2017 Board meeting related to the College's 'People Plan'. Highlights include: - The presentation focused on the changing HR context and landscape; - An update on Talent Management initiatives and the new HR Structure; and - Strategic discussions with the governors relating to HR trends, leadership development and sustaining our culture.
3.2 Leading-edge sustainable and accessible learning environments	Capital Development plans implemented including leveraging new opportunities from the Post-secondary Institutions' Strategic Investment Fund.	In Progress. Niagara College was successful in securing \$8.7 million in Strategic Investment Fund (SIF) funding from the federal government to assist in the construction of a

		Student Fitness Centre, Gymnasium and Agri-Food Research Centre at our Niagara-on-the-Lake campus. Construction is underway with an estimated completion date of April 2018.
	Continued enhancement of the digital learning environment.	In Progress. Significant progress on digital learning environment enhancements have occurred including: - Over 60 classroom digital sound and video upgrades have been completed; 17 computer labs and 13 edit suites upgraded, plus 2 new computer labs for gaming; - Core network upgrade to 10 Gbps (20x increase in bandwidth between campuses) and doubled Internet bandwidth; and - Implemented a new student services support system (Clockwork).
	Sustainable Facilities: space planning completed to match space requirements with strategic plans.	In Progress. Capital Vision projects are underway to match requirements identified in the College's Masterplan. - Niagara-on-the-Lake Canadian Food and Wine Institute's Expansion (Completed) - Niagara-on-the-Lake Student Services Renovations (Completed)

		- Niagara-on-the-Lake Fitness Centre and Innovation and Agri-Food Research (Completion expected in Spring 2018) - Niagara-on-lake Campus Electrical upgrades (Completion expected in September 2017) - Welland Allied Health Institute's Renovations (Completed) - Welland Academic Training Expansion (Completion expected in July 2017) - Welland Student Commons and Justice Studies Expansion (Completion expected in December 2017) - Welland Campus Student Services Renovations (Completion expected in January 2018) - Welland Campus Electrical Upgrades (Completion expected in June 2017)
3.3 Fiscal Strength and Diversification	Achieve planned financial results for 2016-2017.	Achieved. Year End audited statements will be presented at the June 2017 Board of Governors' meeting. A surplus of \$3.46 million was achieved for 2016-17.
	Board approval of 2017-2018 Business Plan.	Achieved. A balanced budget for 2017-18 was presented and approved at the April Board of Governors' meeting.
	Achievement of \$1.8 million fundraising goal for 2016-17.	In Progress. \$1.295 million has been raised since April 2016 towards the \$1.8 million fundraising goal.

	• Successful operation of International campus locations and contract training.	Achieved. NC KSA Business Plan targets met or exceeded, including: • Net revenue target of \$1 million Canadian exceeded: \$1.66 million; and • Addition of two female campuses resulted in enrolments being more than double business plan targets, with total second semester enrolments of 1928 students (1049 female and 879 male students) Other overseas training and consulting projects in Vietnam, Peru, Bolivia and Jamaica also successfully executed.
	• Increase total international revenue by 10%.	Achieved. Total international revenue increased by 24.4% from \$35.3 million last year to \$43.8 million this year.
	• Achieve full-time post-secondary enrolment targets for 2016-2017.	Achieved. Target exceeded by 1.82% or 362 students. Target was 19,941 full-time students; confirmed 20,303 full-time students.
	• New Program proposals submitted for approval to support enrolment and strategic plans.	In Progress. Four programs are prioritized for development: • Commercial Cannabis Production (Graduate Certificate);
3.4 Strategic Enrolment Management		

		• Nutrition for Sports Performance (Graduate Certificate); • Business Fundamentals (Certificate); and • International Human Resources (Graduate Certificate) The first three proposed programs are scheduled to be presented at the June 2017 Board meeting for approval consideration. The proposed International Human Resources (Graduate Certificate) program is tracking to be scheduled for a Fall 2017 Board meeting for approval consideration.
--	--	---

APPENDIX A

NIAGARA COLLEGE KEY PERFORMANCE STANDARDS

Item 1.1 – Quality Indicators

PROVINCIAL KPIs				
INDICATOR	NIAGARA STANDARD	NIAGARA 2016/17	PROVINCE 2016/17	NIAGARA 2015/16
Student Satisfaction	80%	80.7	76.5	81.1
Graduate Employment	85%	82.3	83.0	84.4
Graduate Satisfaction	80%	78.0	78.8	80.4
Employer Satisfaction	90%	88.9	91.2	94.3
Graduation Rate	60%	65.6	66.6	66.3

COLLEGE PERFORMANCE INDICATORS (CPIs)			
INDICATOR	NIAGARA STANDARD	NIAGARA 2016/17	NIAGARA 2015/16
Retention Rate (Year 1 to Year 2)	75%	83.9	85.8
Work Placement Rate*	95%	92.0	92.0
Program and Learning Quality	90%	85.7	84.7
Service and Facility Quality	80%	75.7	77.6

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

Item 1.2 – Engagement Indicators

COLLEGE PERFORMANCE INDICATORS			
INDICATOR	NIAGARA STANDARD	NIAGARA 2016/17	NIAGARA 2015/16
Participants in Recreation Offerings	10% of the student body	1,532 students * 15%	1,896 students 20%
Active Students with Co-curricular Record	30% of the student body	5,142 students 49%	4,574 students 48%
Students Engaged in Work/Study Abroad	Grow to 10% of domestic enrolment	415 students 5%	375 students 4.8%

**Decrease reflects the closure of the Niagara-on-the-Lake gym while a new one is constructed. However, there was a 70.6% growth in users in our Welland programming*

CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2017

APPENDIX B

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Financial Statements

Year ended March 31, 2017, with comparative information for 2016

Index	Page
Independent Auditors' Report	2
Consolidated Statement of Financial Position	4
Consolidated Statement of Operations	6
Consolidated Statement of Changes in Net Assets	7
Consolidated Statement of Cash Flows	8
Consolidated Statement of Remeasurement Gains and Losses	9
Notes to Consolidated Financial Statements	10
Consolidated Analysis of Revenue	29
Consolidated Analysis of Expenses	30



KPMG LLP
80 King Street, Suite 620
St. Catharines ON L2R 7G1
Canada
Tel 905-685-4811
Fax 905-682-2008

INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Niagara College of Applied Arts and Technology

We have audited the accompanying consolidated financial statements of Niagara College of Applied Arts and Technology, which comprise the consolidated statement of financial position as at March 31, 2017, the consolidated statements of operations, consolidated remeasurement gains and losses, consolidated changes in net assets and consolidated cash flows for the year ended March 31, 2017, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated 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 consolidated 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 consolidated financial statements based on our audit. We conducted our audit 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 consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated 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 consolidated 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 consolidated financial statements.



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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Niagara College of Applied Arts and Technology as at March 31, 2017, its results of consolidated operations, its consolidated remeasurement gains and losses, its consolidated changes in net assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

June 8, 2017
St. Catharines, Canada

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

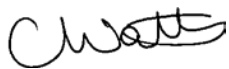
Consolidated Statement of Financial Position

Year ended March 31, 2017, with comparative information for March 31, 2016

	2017	2016
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 16,279,616	\$ 10,346,747
Accrued payroll and employee deductions	7,567,590	8,054,894
Accrued vacation (note 8)	4,841,755	4,561,143
Deferred revenue:		
Specific purpose grants deferred and repayable	1,909,251	1,674,623
Tuition and related fees	21,885,080	15,982,647
Other	401,158	448,255
Current portion of long-term debt (note 7)	748,606	703,172
	<u>53,633,056</u>	<u>41,771,481</u>
Long-term debt (note 7)	5,355,089	6,103,695
Employee future benefits (note 8)	4,226,000	4,264,000
Deferred contributions (note 9)	4,236,902	3,267,895
Deferred capital contributions (note 10)	106,351,472	104,751,821
Interest rate swaps (note 7)	1,201,512	1,638,537
Net assets:		
Unrestricted	386,424	1,106,601
Vacation and future employment benefits (note 8)	(9,067,755)	(8,825,143)
Foundation	50,000	73,658
Niagara College KSA (note 5)	2,470,908	810,158
Niagara Learning Enterprise Corporation	180,427	95,155
	<u>(5,979,996)</u>	<u>(6,739,571)</u>
Internally restricted for future expense (note 11)	4,800,000	11,981,966
	<u>(1,179,996)</u>	<u>5,242,395</u>
Endowments	13,747,526	12,876,003
Investment in capital assets (note 12)	53,666,118	43,778,275
	<u>66,233,648</u>	<u>61,896,673</u>
Accumulated remeasurement losses	(994,199)	(1,512,904)
	<u>65,239,449</u>	<u>60,383,769</u>
Contingent liabilities (note 13)		
	<u>\$ 240,243,480</u>	<u>\$ 222,181,198</u>

See accompanying notes to consolidated financial statements.

Approved by the Board

 Board Chair

 President

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Operations

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Revenue (schedule 1):		
Grants and reimbursements	\$ 58,461,866	\$ 57,948,569
Student tuition and fees	71,223,779	63,546,108
Ancillary operations	11,632,723	11,319,294
Other	12,524,279	12,680,185
Earnings from Niagara College KSA (note 5)	1,660,750	1,128,628
Amortization of deferred contributions related to capital assets	5,537,654	5,891,581
Total revenue	161,041,051	152,514,365
Expenses (schedule 2):		
Salaries and benefits	97,017,326	93,653,296
Non-salary expenses	45,450,455	42,274,754
Flow through funds to third parties	6,404,910	5,562,005
Amortization of capital assets	8,702,908	8,850,232
Total expenses	157,575,599	150,340,287
Excess of revenue over expenses	\$ 3,465,452	\$ 2,174,078

See accompanying notes to consolidated financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Changes in Net Assets

Year ended March 31, 2017, with comparative information for 2016

Year ended March 31, 2016	Unrestricted	Vacation and future employee benefits	Foundation	Investment in Niagara College KSA (note 5)	Niagara Learning Enterprise Corporation	Internally restricted for future expense (note 11)	Endowments	Investment in capital assets (Note 12)	Total 2017	Total 2016
Net assets (deficiency), Balance beginning of year	\$ 1,106,601	\$ (8,825,143)	\$ 73,658	\$ 810,158	\$ 95,155	\$ 11,981,966	\$ 12,876,003	\$ 43,778,275	\$ 61,896,673	\$ 60,153,563
Excess of revenue over expenses (expenses over revenue)	4,120,954	(242,612)	(23,658)	1,660,750	85,272	1,030,000	-	(3,165,254)	3,465,452	2,174,078
Endowment contributions	-	-	-	-	-	-	871,523	-	871,523	(430,968)
Net change in investment in capital assets	(4,841,131)	-	-	-	-	(8,211,966)	-	13,053,097	-	-
Balance, end of year	\$ 386,424	\$ (9,067,755)	\$ 50,000	\$ 2,470,908	\$ 180,427	\$ 4,800,000	\$ 13,747,526	\$ 53,666,118	\$ 66,233,648	\$ 61,896,673

See accompanying notes to consolidated financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2015

	2017	2016
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	\$ 3,465,452	\$ 2,174,078
Items not involving cash:		
Amortization of deferred contributions related to capital assets	(5,537,654)	(5,891,581)
Amortization of capital assets	8,702,908	8,850,232
Decrease in employee future benefits	(38,000)	(120,000)
Increase in accrued vacation	280,612	294,618
Earnings from Niagara College KSA	(1,660,750)	(1,128,628)
Change in non-cash operating working capital:		
Accounts receivable	(1,691,419)	686,615
Inventories	165,568	173,631
Prepaid expenses and other assets	422,828	(108,673)
Accounts payable and accrued liabilities	5,932,869	(779,506)
Accrued payroll and employee deductions	(487,304)	970,509
Deferred revenue	6,089,964	(1,427,736)
	15,645,074	3,693,559
Capital activities:		
Purchase of capital assets	(19,446,604)	(11,266,847)
Deferred capital contributions	7,137,305	7,556,736
	(12,309,299)	(3,710,111)
Investing activities:		
(Purchase) sale of restricted investments	(215,107)	38,037
Due from Niagara College KSA	634,983	(5,755,401)
Purchase of short-term investments	-	(2,520,881)
	419,876	(8,238,245)
Financing activities:		
Long-term receivables	1,571,990	1,181,133
Deferred contributions	969,007	375,210
Endowments contributions	871,523	(430,968)
Principal payments on long-term debt	(703,172)	(660,506)
	2,709,348	464,869
Increase (decrease) in cash	6,464,999	(7,789,928)
Cash, beginning of year	25,855,123	33,645,051
Cash, end of year	\$ 32,320,122	\$ 25,855,123
Cash is represented by:		
Cash	\$ 28,256,322	\$ 23,110,252
Cash - restricted	4,063,800	2,744,871
	\$ 32,320,122	\$ 25,855,123

See accompanying notes to consolidated financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Accumulated remeasurement losses, beginning of year	\$ (1,512,904)	\$ (1,875,136)
Unrealized gain attributable to:		
Derivatives – interest rate swaps	437,025	236,599
Foreign exchange gains on Niagara College KSA investment	81,680	125,633
Net remeasurement (losses) gains for the year	518,705	362,232
Accumulated remeasurement losses at end of year	\$ (994,199)	\$ (1,512,904)

See accompanying notes to consolidated financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2017

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.

The consolidated 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.

1. Significant accounting policies and disclosure:

(a) Basis of presentation:

These consolidated financial statements reflect the assets, liabilities, revenues and expenses of the College, its wholly owned subsidiaries, Niagara College Learning Enterprise Corporation and Niagara College Foundation. All inter-organization assets, liabilities, revenue and expenses have been eliminated.

Niagara College KSA is a for-profit subsidiary of Niagara College and Niagara College Learning Enterprise Corporation, which is accounted for on a modified equity method basis. Information concerning this entity is presented in note 5 to these financial statements.

(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 amortization 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. Long-term receivables for capital assets are recorded as an asset in the accompanying consolidated financial statements when the amount to be received can be reasonably estimated and collection is reasonably assured. Long-term receivables are commitment from students for capital assets.

Tuition fees are recognized as revenue when earned through the provision of service. Ancillary revenue including residence, parking and other sundry revenues are recognized when products are delivered or services provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

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 and net realizable value, determined on the first-in, first-out basis.

(e) Financial instruments:

All financial instruments are initially recorded on the consolidated 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 all 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 consolidated statement of remeasurement gains and losses until they are realized, when they are transferred to the consolidated 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 consolidated 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 consolidated statement of operations.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

1. Significant accounting policies and disclosure (continued):

(e) Financial instruments (continued):

Foreign currency instruments are recorded at the exchange rate at the time of the transaction.

Assets and liabilities denominated in foreign currencies are recorded at fair value using the exchange rate at the financial statement date. Unrealized foreign exchange gains and losses are recognized in the statement of remeasurement gains and losses. In the period of settlement, the realized foreign exchange gains and losses are recognized in the statement of operations and the unrealized balances are reversed from the statement of remeasurement gains and losses.

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 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

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

1. Significant accounting policies and disclosure (continued):

(f) Capital assets (continued):

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

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

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

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service lives of the employees.
- (iv) The discount used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.
- (v) The cost of compensated absences is determined using management's best estimate of the length of the compensated absences.

(h) Student organizations:

These consolidated 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)

Year ended March 31, 2017

1. Significant accounting policies and disclosure (continued):

(i) Management estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during that period. Actual results could differ from these estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known. Areas of key estimation include determination of fair value for long-term investments, endowment assets and interest rate swaps, the amount of accrued liabilities, the useful lives of capital assets, the calculation of post-employment benefit liabilities and the equity pickup for the investment in Niagara College KSA.

2. Accounts receivable:

	2017	2016
Post secondary and other grants recoverable	\$ 3,788,372	\$ 1,620,258
Student receivables	1,816,156	1,803,827
Other	2,162,049	2,651,073
	<u>\$ 7,766,577</u>	<u>\$ 6,075,158</u>

Operating grants may be subject to adjustment pending a final review by the Ministry of Advanced Education and Skills Development ("MAESD") of the various programs operated by the College for the year ended March 31, 2017. Any adjustment required would be expected to be accounted for as a charge or credit to revenue in the period in which adjustment occurs.

3. Investments:

	Fair value Hierarchy	2017	2016
Investments Designated at Fair Value			
Fixed income	Level 2	\$ 10,655,688	\$ 10,750,759
Equity Investments			
Common Shares	Level 1	1,709,422	1,338,108
Mutual Funds	Level 1	1,840,630	1,901,766
		<u>\$ 14,205,740</u>	<u>\$ 13,990,633</u>

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

4. Long-term receivables:

Student Centre receivables:

Niagara College 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. The current portion of the receivable has been calculated based on a repayment schedule prepared at the start of the agreement using estimated enrolment figures over the term.

	2017	2016
Student Centre receivables	\$ 2,436,372	\$ 4,008,362
Current portion of long-term receivable	783,250	1,001,000
	\$ 1,653,122	\$ 3,007,362

5. Investment in Niagara College KSA:

Niagara College Kingdom of Saudi Arabia (Niagara College KSA) is a limited liability company, incorporated on February 26, 2015 under the laws of the Kingdom of Saudi Arabia, as a for-profit entity with a December 31st year-end. It is a 100% subsidiary of Niagara College of Applied Arts and Technology and Niagara College Learning Enterprise Corporation. The due from Niagara College KSA is without defined terms of repayment and is non-interest bearing.

Equity investment in Niagara College KSA:

	2017	2016
Share capital	\$ 594,578	\$ 594,578
Equity investment		
Accumulated Surplus, beginning of period	810,158	(318,470)
Earnings for the period	1,660,750	1,128,628
Accumulated Foreign currency translation adjustment	207,313	125,633
Equity investment	2,678,221	935,791
Due from Niagara College KSA	7,891,580	8,526,563
Balance, end of year	\$ 11,164,379	\$ 10,056,932

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

5. Investment in Niagara College KSA (continued):

The financial position of Niagara College KSA and the results of its operations and its cash flows are as follows:

Financial position:

	December 31, 2016	December 31, 2015
Assets	\$ 12,260,895	\$ 12,786,138
Liabilities	\$ 9,113,730	\$ 11,255,769
Equity		
Foreign currency translation adjustment	81,680	125,633
Shareholder's equity (deficiency)	3,065,485	1,404,736
	3,147,165	1,530,369
	\$ 12,260,895	\$ 12,786,138

Results of operations:

	Year ended December 31, 2016	February 26 to December 31, 2015
Revenue	\$ 19,756,728	\$ 9,579,249
Expenses	18,095,978	8,769,091
Earnings for the period	\$ 1,660,750	\$ 810,158

Cash flows:

	Year ended December 31, 2016	February 26 to December 31, 2015
Opening balance	\$ 3,884,020	\$ -
Operating	(2,451,647)	4,711,619
Capital	(219,166)	(1,586,259)
Financing	-	594,578
Foreign exchange (loss) gain	(145,359)	164,082
Net cash flow	\$ 1,067,848	\$ 3,884,020

As part of the agreement to operate Niagara College KSA, the College has a letter of credit for the Colleges of Excellence in Saudi Arabia in the amount of \$10,648,000 CDN (\$8,000,000 USD).

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

6. Capital assets:

March 31, 2017	Accumulated Cost	Accumulated Amortization	Net Book Value
Land	\$ 3,881,762	\$ -	\$ 3,881,762
Site improvements	9,847,777	6,833,551	3,014,226
Buildings	171,324,922	58,871,746	112,453,176
Building betterments	23,850,157	14,685,284	9,164,873
Furniture and equipment	76,828,730	70,673,998	6,154,732
Resource centre	1,322,622	1,322,622	-
Computer software	2,940,045	2,940,045	-
Construction in progress	17,447,902	-	17,447,902
	\$ 307,443,917	\$ 155,327,246	\$ 152,116,671

March 31, 2016	Accumulated Cost	Accumulated Amortization	Net Book Value
Land	\$ 3,881,762	\$ -	\$ 3,881,762
Site improvements	9,694,345	6,350,773	3,343,572
Buildings	166,673,811	54,749,526	111,924,285
Building betterments	20,268,242	13,444,616	6,823,626
Furniture and equipment	74,072,558	67,816,756	6,255,802
Resource centre	1,322,622	1,322,622	-
Computer software	2,940,045	2,940,045	-
Construction in progress	9,143,928	-	9,143,928
	\$ 287,997,313	\$ 146,624,338	\$ 141,372,975

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

7. Long-term debt:

	2017	2016
Swap loan for NOTL 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.	\$ 4,036,318	\$ 4,372,819
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.	2,067,377	2,434,048
	6,103,695	6,806,867
Current portion of long-term debt	748,606	703,172
	\$ 5,355,089	\$ 6,103,695

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, 2017, are as follows: 2018 - \$748,606; 2019 - \$796,991; 2020 - \$848,518; 2021 - \$903,370; 2022 - \$836,274 and thereafter - \$1,969,936.

The College has entered into interest rate swap agreements to manage the volatility of interest rates. The College converted a net notional of \$13.375 million of floating rate long-term debt relating to the two residences. The fixed rates received under the interest rate swaps outstanding range from 6.17% 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 2021 to 2025.

The fair value of the interest rate swaps at March 31, 2017 are in a net unfavorable position of \$1,201,512 (2016 - \$1,638,537) which is recorded on the consolidated 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 consolidated statement of remeasurement gains and losses of (\$437,025) (2016 - (\$236,599)). 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)

Year ended March 31, 2017

8. Accrued vacation and employee future benefits:

Accrued vacation and employee future benefits comprise the following:

	2017	2016
Vacation and deferred salaries	\$ 4,841,755	\$ 4,561,143
Employee future benefits		
Sick leave	3,334,000	3,341,000
Other post-employment benefits	892,000	923,000
	4,226,000	4,264,000
	\$ 9,067,755	\$ 8,825,143

Vacation and deferred salaries

The accrual for vacation and deferred salaries represents the liability for earned but unpaid vacation entitlements and faculty salaries.

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 Ontario 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. 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 Ontario College System as a whole.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

8. 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 Ontario College System as a whole as at March 31, 2017.

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

	2017	2016
Accrued benefit obligation	\$ 4,556,000	\$ 4,227,000
Fair value of plan assets	(138,000)	(182,000)
Funded status – plan deficit	4,418,000	4,045,000
Unamortized actuarial (loss) gain	(192,000)	219,000
Employee future benefit liability	\$ 4,226,000	\$ 4,264,000

The accrued benefit obligations accrued at March 31, 2017 amounted to \$4,418,000 (2016 - \$4,045,000). The net unamortized actuarial gain/(loss) is \$(192,000) (2016 - \$219,000). Benefit plan interest and current service costs recorded in the year were \$240,000 (2016 - \$282,000) and the amortization of actuarial gain was \$39,000 (2016 - \$48,000). The benefits paid out in the year were \$237,000 (2016 - \$354,000).

The significant actuarial assumptions adopted in measuring the College's accrued benefit obligation include a discount rate of 2.0% (2016 – 1.7%). The average retirement rate in the Ontario College System is assumed to be 3.1% (2016 – 3.1%) per annum starting at eligibility for reduced pension, increasing to 16% (2016 - 16%) per annum after reaching eligibility for unreduced pension. From ages 65 to 70, an age related table is used.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

8. 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	2017	2016
Drug	8.25% in 2017 (grading to 4.0% in 2034)	8.5% in 2016 (grading to 4.0% in 2034)
Hospital	4.0%	4.0%
Other medical	4.0%	4.0%
Dental	4.0%	4.0%

9. Deferred contributions:

	2017	2016
Awards and bursaries	\$ 3,158,924	\$ 2,244,595
Other	1,077,978	1,023,300
	<u>\$ 4,236,902</u>	<u>\$ 3,267,895</u>

10. 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 consolidated statement of operations.

	2017	2016
Balance, beginning of year	\$ 104,751,821	\$ 103,086,666
Additional contributions received	7,137,305	7,556,736
Less amounts amortized to revenue	(5,537,654)	(5,891,581)
	<u>\$ 106,351,472</u>	<u>\$ 104,751,821</u>

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

	2017	2016
Unamortized capital contributions used to purchase capital assets	\$ 92,346,858	\$ 90,787,833
Unspent capital contributions included in long-term receivable	2,436,372	4,008,362
Unspent capital contributions	11,568,242	9,955,626
	<u>\$ 106,351,472</u>	<u>\$ 104,751,821</u>

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

11. Restrictions on net assets:

The Board of Governors has approved a transfer of \$1,030,000 (2016 - \$1,030,000) to the internally restricted fund for future expenses. The balance has been allocated for future expenses related to the following:

	2017	2016
WSIB	\$ 1,000,000	\$ 1,000,000
Peoplesoft upgrade	300,000	400,000
Utilities	400,000	400,000
Future capital investments	1,600,000	7,330,000
International	1,500,000	2,851,966
	<u>\$ 4,800,000</u>	<u>\$ 11,981,966</u>

12. Investment in capital assets:

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

	2017	2016
Capital assets	\$ 152,116,671	\$ 141,372,975
Amounts financed by:		
Unamortized capital contributions		
used to purchase assets (note 10)	(92,346,858)	(90,787,833)
Long-term debt	(6,103,695)	(6,806,867)
	<u>\$ 53,666,118</u>	<u>\$ 43,778,275</u>

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

12. Investment in capital assets (continued):

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

	2017	2016
Excess of expenses over revenue:		
Amortization of deferred contributions related to capital assets	\$ 5,537,654	\$ 5,891,581
Amortization of capital assets	(8,702,908)	(8,850,232)
	\$ (3,165,254)	\$ (2,958,651)
	2017	2016
Net change in investment in capital assets:		
Purchase of capital assets	\$ 19,446,604	\$ 11,266,847
Amounts funded by deferred contributions	(7,096,679)	(2,548,865)
Repayment of long-term debt on residences	703,172	660,506
	\$ 13,053,097	\$ 9,378,488

13. 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, 2017 management believes that the College has valid defenses and appropriate insurance coverage in place. In the event any claims are successful, management 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 consolidated financial statements in respect of the above litigation.

14. Financial instruments:

(a) 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, accounts receivable and investments. 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 (2016 - \$300,000). The College holds a term deposit in the amount of \$18,500,000 that has been insured up to \$100,000.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

14. Financial instruments (continued):

(a) Credit risk (continued):

The College's investment policy operates within the constraints of the investment guidelines issued by the MAESD 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 3.

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 \$1,816,156 of which 68% is over 6 months. All other accounts receivables and long-term receivables are current. An amount of \$350,000 has been provided for 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.

(b) 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 MAESD. 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.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

14. Financial instruments (continued):

(c) Currency risk

Foreign currency risk relates to the College's operations in different currencies and converting non-Canadian earnings at different points in time at different foreign College levels when adverse changes in foreign currency rates occur. The College's exposure to foreign currency risk is based on the investment in Niagara College KSA.

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.

(d) 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 instrument (interest rate swaps) that exchanges the variable rate inherent in the term debt for a fixed rate (see note 7). 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 1.00% to 5.68% with maturities ranging from June 8, 2017 to June 2, 2025.

At March 31, 2017, 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 swaps of \$280,000 and \$262,000 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.

(e) 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, 2017, 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 \$355,000.

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)

Year ended March 31, 2017

14. Financial instruments (continued):

(f) 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 7.

Derivative financial liabilities mature as described in note 7.

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.

15. Pension plans:

Full-time 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. Other than regular full-time employees may elect to join the Plan on or any time after their date of hire. 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.

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 rates. The most recent actuarial valuation filed with pension regulators as at January 1, 2017 indicated an actuarial surplus of \$1.6 billion. The College made contributions to the Plan and its associated retirement compensation arrangement of \$8,360,397 in 2017 (2016 - \$7,912,264), which has been included in the consolidated statement of operations.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

16. 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	\$ 132,420
Cash donations received	-	-
Funds receivable from the Ministry	-	-
Funds received from the Ministry	-	-
Investment income	-	39,077
Bursaries awarded (51 awards)	-	(42,950)
Fund balance, end of year	\$ 988,010	\$ 128,547

	Endowment Fund	Expendable Funds
<u>Phase 2</u>		
Fund balance, beginning of year	\$ 1,542,196	\$ 336,131
Unmatched donations transferred to OTSS for matching	-	-
Cash donations received	-	-
Funds receivable from the Ministry	-	-
Funds received from the Ministry	-	-
Investment income	-	70,900
Bursaries awarded (67 awards)	-	(72,150)
Fund balance, end of year	\$ 1,542,196	\$ 334,881

17. Ontario Trust for Student Support (OTSS):

Externally restricted endowments include grants provided by the Government of Ontario from the Ontario Trust for Student Support 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, 2017.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2017

17. Ontario Trust for Student Support (continued):

Schedule of Changes in Endowment Balance:

	2017	2016
Endowment balance, beginning of year	\$ 9,234,141	\$ 9,183,247
Cash donations received	42,718	50,894
Funds receivable from the Ministry	-	-
Endowment balance, end of year	\$ 9,276,859	\$ 9,234,141

Schedule of Changes in Expendable Funds Available for Awards:

	2017	2016
Expendable funds available for awards, beginning of year	\$ 915,246	\$ 776,472
Investment income eligible for expenditures	309,589	451,594
Bursaries awarded (314 awards)	(304,474)	(312,820)
Expendable funds available for awards, end of year	\$ 920,361	\$ 915,246
Cash donations matched between April 1, 2016 and March 31, 2017	\$ -	\$ -

18. 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 approximately \$730,982 at March 31, 2016 (2015 - \$1,218,628) and is expected to be received as follows:

	2017
2018	\$ 217,730
2019	222,000
2020	237,752
2021	50,500
2022	3,000
	\$ 730,982

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule 1 - Consolidated Analysis of Revenue

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Grants and reimbursements:		
General Purpose Operating Grant (GPOG)	\$ 42,334,895	\$ 42,727,424
Employment services Ontario	3,133,153	3,108,459
Special purpose grants	2,718,645	2,687,629
Research grants	3,914,586	1,650,239
Other provincial and federal funding	1,572,991	1,814,209
Services Canada	1,528,780	1,855,465
Apprenticeship training	1,312,692	1,648,797
Literacy and Basic Skills	1,402,992	1,396,164
Capital grants	5,021,986	1,200,180
Second Careers	602,396	779,160
Provincial bursaries	443,439	440,572
Less: contributions related to capital	(5,524,689)	(1,359,729)
	58,461,866	57,948,569
Student tuition and fees:		
Full-time domestic	31,764,981	31,317,260
Part-time domestic	2,600,732	3,239,534
International post secondary	32,763,844	25,364,709
International part-time	4,094,222	3,624,605
	71,223,779	63,546,108
Ancillary operations:		
Residence	4,378,029	4,352,277
Parking	1,574,483	1,464,549
Restaurant	1,338,314	1,180,461
Niagara Learning Enterprise	1,616,898	1,487,574
Athletics	1,330,614	1,360,201
Facilities rentals	321,572	440,166
Campus store	359,374	397,060
Commissions	525,886	470,026
Greenhouse	187,553	166,980
	11,632,723	11,319,294
Other:		
Sale of course materials and service charges	6,929,917	6,299,950
International contract training and special projects	2,542,666	3,772,894
Donations – awards and bursaries	1,362,783	1,170,870
Investment income	600,678	629,286
Other donations	772,683	774,732
Other revenue	-	3,743
Contract training	315,552	28,710
	12,524,279	12,680,185
Earnings from Niagara College KSA	1,660,750	1,128,628
Amortization of deferred contributions related to capital assets	5,537,654	5,891,581
	\$ 161,041,051	\$ 152,514,365

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule 2 - Consolidated Analysis of Expenses

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Salaries and benefits:		
Academic salaries and benefits	\$ 37,498,960	\$ 35,662,314
Support salaries and benefits	19,932,338	19,699,934
Administration salaries and benefits	16,855,632	15,865,726
Part-time support salaries and benefits	13,927,145	13,455,143
Part-time teaching, sessional and partial load salaries and benefits	8,560,639	8,795,561
Post employment, vacation and sick leave	242,612	174,618
	97,017,326	93,653,296
Non-salary expenses:		
Contracted services and professional fees	13,448,760	11,312,882
Instructional supplies and field work	6,132,493	5,951,595
Building and grounds maintenance	5,264,983	5,882,434
Supplies	4,607,756	3,969,958
Utilities and telecommunications	3,674,146	3,394,402
Office expense and insurance	3,412,756	3,117,795
Marketing and promotions	3,123,962	2,865,027
Travel	1,927,659	1,901,842
Disbursements – awards and bursaries	1,362,783	1,170,870
Equipment maintenance and rentals	940,620	903,281
Professional development	539,649	626,027
Debt charges and banking fees	842,624	941,735
Foundation	172,264	233,163
Other	-	3,743
	45,450,455	42,274,754
Flow through funds to third parties:		
Participant stipends and allowances	2,695,795	2,812,520
Bursaries	3,044,990	2,098,035
Municipal taxes-in-lieu	664,125	651,450
	6,404,910	5,562,005
Amortization of capital assets	8,702,908	8,850,232
	\$ 157,575,599	\$ 150,340,287



100 Niagara College Boulevard
Wexford ON L3C 7L3
905-735-2211
niagaracollege.ca

 **Niagara
College
Canada**
APPLIED DREAMS.