



Financial Statements of

COLLEGE OF THE NORTH ATLANTIC

Year ended March 31, 2020



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INDEPENDENT AUDITORS' REPORT

To the Board of Governors of the College of the North Atlantic

Opinion

We have audited the financial statements of the College of the North Atlantic (the Entity), which comprise:

- the statement of financial position as at March 31, 2020
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets (debt) for the year then ended
- the statement of cash flow for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2020 and its results of operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Basis for Opinion

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

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

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



Responsibilities of Management for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

St. John's, Canada

June 15, 2020

Statement of responsibility

The accompanying financial statements are the responsibility of the management of the College of the North Atlantic (the "College") and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative controls designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

The Board of Governors met with management and its external auditors to review a draft of the financial statements and to discuss any significant financial reporting or internal control matters prior to their approval of the finalized financial statements.

KPMG LLP as the College's appointed external auditors, have audited the financial statements. The auditor's report is addressed to the Board of Governors and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the financial statements are free of material misstatement and present fairly the financial position and results of the College in accordance with Canadian public sector accounting standards.



Board Chair



President and CEO

College of the North Atlantic
Statement of Financial Position
Year Ended March 31, 2020, with comparative information for 2019

	March 31 2020	March 31 2019
Financial Assets		
Cash	\$ 39,354,189	\$ 29,238,926
Receivables (Note 3)	15,112,968	18,281,739
Inventories for resale	1,418,946	1,079,090
Trust funds on deposit (Note 4)	6,508,431	6,394,626
	\$ 62,394,534	\$ 54,994,381
Liabilities		
Accounts payable & accrued liabilities (Note 5)	\$ 10,357,756	\$ 12,582,626
Vacation pay accrual	7,632,737	7,582,448
Post-employment benefits	1,113,325	1,590,562
Compensated absences (Note 6)	10,052,335	10,611,660
Due to Qatar Campus (Note 7)	12,181,761	7,224,401
Deferred contributions - operating (Note 8)	16,942,331	11,957,504
Trust funds payable (Note 4)	6,508,431	6,394,626
	\$ 64,788,676	\$ 57,943,827
Net Debt	\$ (2,394,142)	\$ (2,949,446)
Non-Financial Assets		
Tangible capital assets (Schedule 1)	\$ 18,277,009	\$ 17,768,718
Inventories held for use	7,824	98,057
Prepaid expenses	2,369,685	1,449,896
	20,654,518	19,316,671
Accumulated surplus	\$ 18,260,377	\$ 16,367,225
Commitments (Note 9)		
Contingent liabilities (Note 10)		
Subsequent events (Note 17)		

Approved:

Board Chair _____

Board Member _____




See accompanying notes.

College of the North Atlantic
Statement of Operations and Accumulated Surplus
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Revenue (Schedule 2)			
Grants and reimbursements	\$ 64,821,440	\$ 64,867,700	\$ 65,508,700
Labour market agreements	30,725,872	26,395,386	26,198,335
Tuition	10,987,760	10,513,459	10,258,975
Classroom/video rental	15,000	50,241	33,605
Interest	400,000	1,095,169	773,691
Fees	673,574	859,814	723,362
Apprenticeship	4,304,510	3,622,940	4,201,700
Bookstore	2,048,860	1,882,210	1,946,171
Corporate	2,038,420	2,202,121	1,702,299
Daycare	793,252	752,586	811,464
Equipment and materials	1,972,051	1,867,770	1,771,154
Food services	1,079,870	999,359	972,258
International	869,936	2,368,838	1,273,400
Parking	3,200	2,503	2,018
Residence	271,495	280,085	239,376
Special projects	5,258,720	6,327,615	5,035,243
Qatar project (Note 7)	6,083,333	6,083,333	7,618,750
Other	798,696	648,971	561,483
Total revenue	<u>133,145,989</u>	<u>130,820,100</u>	<u>129,631,984</u>
Expenditures (Schedules 3 to 15)			
Facilities	10,916,147	11,097,673	10,846,533
Administration	15,811,123	14,650,591	14,222,779
Instructional	64,949,205	60,556,330	59,770,024
Student services	11,920,470	11,975,984	11,797,220
Information technology	7,754,990	7,755,659	7,077,999
Resale	4,723,818	4,292,038	4,900,196
Apprenticeship	3,509,706	3,533,663	3,939,505
Continuing education	494,664	444,759	570,096
Contracts	2,692,084	3,239,659	3,092,912
International	544,476	1,181,462	706,734
Special projects	8,195,949	9,312,566	5,616,078
Qatar project (Note 7)	1,633,357	886,564	980,269
Total expenditure	<u>133,145,989</u>	<u>128,926,948</u>	<u>123,520,345</u>
Annual Surplus	<u>-</u>	<u>1,893,152</u>	<u>6,111,639</u>
Accumulated surplus, beginning of year	<u>16,367,226</u>	<u>16,367,226</u>	<u>10,255,587</u>
Accumulated surplus, end of year	<u>\$ 16,367,226</u>	<u>\$ 18,260,377</u>	<u>\$ 16,367,226</u>

See accompanying notes.

College of the North Atlantic
Statement of Change in Net Financial Assets (Debt)
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020 Total	2019 Total
Annual surplus	\$ -	\$ 1,893,152	\$ 6,111,639
Changes in tangible capital assets			
Acquisition of tangible capital assets	(6,101,982)	(6,303,572)	(5,872,899)
Write-downs on tangible capital assets	-	12,338	1,708
Amortization of tangible capital assets & adjustments	<u>6,101,982</u>	<u>5,782,942</u>	<u>5,899,459</u>
Decrease (increase) in net book value of tangible capital assets	<u>-</u>	<u>(508,292)</u>	<u>28,268</u>
Changes in other non-financial assets			
Acquisition of prepaid expenses (net of usage)	-	(919,789)	(387,486)
Usage of inventory of supplies (net of acquisition)	<u>-</u>	<u>90,233</u>	<u>458</u>
(Decrease) in other non-financial assets	<u>-</u>	<u>(829,556)</u>	<u>(387,028)</u>
Increase in net financial assets	-	555,304	5,752,879
Net financial debt at beginning of year	<u>(2,949,446)</u>	<u>(2,949,446)</u>	<u>(8,702,325)</u>
Net financial assets (debt) at end of year	<u>\$ (2,949,446)</u>	<u>\$ (2,394,142)</u>	<u>\$ (2,949,446)</u>

See accompanying notes.

College of the North Atlantic
Statement of Cash Flow
Year Ended March 31, 2020, with comparative information for 2019

	<u>2020</u>	<u>2019</u>
Operating		
Annual surplus	\$ 1,893,152	\$ 6,111,639
Add (deduct) non-cash items:		
Write-downs on tangible capital assets	12,338	1,708
Amortization of capital assets	5,782,942	5,899,459
Accrued compensated absences - decrease	<u>(559,325)</u>	<u>(549,482)</u>
	7,129,107	11,463,324
Changes in:		
Receivables	3,168,771	836,798
Inventory	(249,623)	148,853
Prepaid expenses	(919,789)	(387,486)
Deferred contributions - operating	4,984,827	3,284,650
Accounts payable and accrued liabilities	(2,224,870)	259,216
Vacation pay accrual	50,289	(170,013)
Accrued post-employment benefits	(477,237)	(16,764,281)
Due to Qatar campus	<u>4,957,360</u>	<u>(305,957)</u>
Net cash provided by operating transactions	<u>16,418,835</u>	<u>(1,634,896)</u>
Capital		
Acquisitions of tangible capital assets	<u>(6,303,572)</u>	<u>(5,872,899)</u>
Net cash applied to capital transactions	<u>(6,303,572)</u>	<u>(5,872,899)</u>
Net cash provided (applied)	10,115,263	(7,507,795)
Cash, beginning of year	<u>29,238,926</u>	<u>36,746,721</u>
Cash, ending of year	<u>\$ 39,354,189</u>	<u>\$ 29,238,926</u>

See accompanying notes.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2020

1 Nature of operations

The College of the North Atlantic (the College) operates under the authority of the College Act, 1996, Province of Newfoundland and Labrador. In accordance with Section 6 of the College Act, 1996, the College is a statutory crown corporation and as such is not subject to either Federal or Provincial income taxes and is exempt from Municipal taxes. The College is Newfoundland and Labrador's public college. The College is committed to providing accessible, responsive, quality learning opportunities which prepare people to become self-sufficient contributors to social and economic development both in a provincial and global context.

2 Summary of significant accounting policies

The financial statements of the College have been prepared within the framework of Canadian generally accepted accounting principles as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada and reflect the following significant accounting policies:

(a) *Revenue recognition*

Certain amounts are received pursuant to legislation, regulation or agreement and may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recognized as revenue in the fiscal year the related expenses are incurred, services are performed or when stipulations are met. Federal and provincial revenues for operating and capital purposes are recognized in the period in which all eligibility criteria or stipulations have been met. When revenue is received without eligibility criteria or stipulations, it is recognized when the transfer from the applicable Government is authorized.

Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College. Ancillary revenues including parking, bookstore, residence and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.

Management fees for operating and administering a College in the State of Qatar are recognized as earned.

(b) *Asset Classification*

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not to be consumed in the normal course of operations. Non-financial assets are acquired, constructed or developed assets that do not provide resources to discharge existing liabilities, but are employed to deliver education services, may be consumed in normal operations and are not for sale in the normal course of operations.

(c) *Inventories for resale*

Inventory which consists mainly of books and food supplies is recorded at the lower of cost or net realizable value. The amount of any write-downs of inventories to net realizable value and all losses of inventories are recognized as an expense in the period the write-down or loss occurred. For the year ended March 31, 2020, the write-down of inventory was \$7,677 (2019 - \$318,227).

College of the North Atlantic
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(d) *Tangible Capital Assets*

Tangible capital assets recorded prior to the April 1, 1997 amalgamation of the former Colleges are recorded at either cost, nominal, or approximate fair value. Tangible capital assets acquired after April 1, 1997 are recorded at cost.

Amortization is recorded on a straight line basis using the following estimated useful lives:

Artwork	No amortization
Capital improvements	10 years
Computer and peripherals	3 years
Furnishings	5 years
Instructional equipment	5 years
Other electronic equipment	5 years
Software	3 years
ERP - PeopleSoft	10 years
Vehicles	5 years

One half year's amortization is taken in the year of acquisition. No amortization is recorded for assets under development.

The value of donated artwork has not been recorded in these financial statements. An accurate valuation of donated artwork has not been obtained at March 31, 2020.

Contributed tangible capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. When a tangible capital asset no longer contributes to the college's ability to provide service, and the value of future economic benefits associated with the tangible capital asset is less than the net book value, the carrying value of the tangible capital asset is reduced to reflect the decline in the asset's value.

The land and buildings being used by the College, with the exception of some rental property, are the properties of the Province of Newfoundland and Labrador. Expenditures for repairs and maintenance of these buildings, paid by the Province, are not recorded in the financial statements of the College. Refer to note 15 for further information.

(e) *Post-employment benefits and compensated absences*

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

- (i) Past practice has been that upon termination, retirement or death, the organization provides their employees, with at least one year of service with severance benefits equal to one week of pay per year of service up to a maximum of 20 weeks. In 2018 employees were given the option to have their accumulated severance paid to them, or deferred to a date beyond March 31, 2019. The remaining liability reflects the amount that has been deferred. No further severance will accrue, and this benefit is not available to new College employees going forward.
- (ii) The College provides their employees with sick leave benefits that accumulate but do not vest. The benefits provided to employees vary based upon classification within the various negotiated agreements. An actuarially determined accrued liability has been recorded on the statements for non-vesting sick leave benefits. The cost of non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, long term inflation rates and discount rates.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2020

(f) *Vacation pay liability*

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

(g) *Foreign Currencies*

Transactions in foreign currencies are recorded in Canadian dollars at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the Statement of Financial Position date. Exchange gains or losses arising from the translations are included in the Statement of Operations in the amount of a \$25,955 gain (2019 - \$6,075 loss).

(h) *Financial instruments*

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

Fair value

This category includes cash and trust accounts and are classified as held for trading.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

Amortized cost

This category includes accounts receivable and accounts payable and accrued liabilities. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to the net recoverable value with the write downs being recognized in the statement of operations.

There were no embedded derivatives in any contracts that require special accounting treatment.

(i) *Pensions*

College staff are subject to either the Public Service Pension Plan (PSPP), or the Government Money Purchase Pension Plan (GMPP).

The primary plan, PSPP, is a multi-employer plan and a defined benefit pension plan. Staff contributions are matched by the College and then remitted to the Public Service Pension Plan (PSPP) from which pensions will be paid to employees when they retire. The costs of the multi-employer plan are the College's contributions to the plan in the period. PSPP members must have at least 5 years of pensionable service to obtain a pension benefit. Normal retirement age under the Plan is 65 however early retirement options are available. Members of the PPSP are required to make contributions toward the funding of their pension benefits as follows:

- (i) 10.75% of earnings up to the Year's Basic Exemption, the portion of earnings upon which no CPP contributions are required;
- (ii) 8.95% of earnings in excess of the Year's Basic Exemption up to and including the Year's Maximum Pensionable Earnings ("YMPE"); and
- (iii) 11.85% of earnings in excess of the YMPE.

Pensions paid under the PSPP are indexed annually. Indexing is applied at the rate of 60% of the increase in the Consumer Price Index (CPI), with the increase in the CPI capped at 2%. Indexing applies to benefits of pensioners who have attained age 65 prior to October 1 of each year.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2020

The lifetime pension benefit is determined as 1.4% of the best six year average salary (up to the three year average YMPE) multiplied by the years of pensionable service, plus 2% of the best six year average salary (in excess of the average YMPE) multiplied by the years of pensionable service.

Staff shall participate in the GMPP only if they are ineligible for the PSPP. Payments are made to a private investment firm from which pensions will be paid to employees when they retire. The GMPP is a defined contribution plan.

The annual contributions for pensions are recognized as an expenditure in the accounts on a current basis.

During the year 2020 the College contributed \$7,484,493 to the PSPP and \$688,745 to the GMPP. In 2019 the College contributed \$7,457,387 to the PSPP and \$754,006 to the GMPP.

(j) *Measurement uncertainty*

The preparation of financial statements in conformity with Canadian public sector accounting standards, requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the useful life of tangible capital assets, accrued compensated absences, impairment of assets and allowance for doubtful accounts.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

(k) *Inventories held for use*

Inventories held for use include fuel for the heavy equipment program, and are recorded at the lower of historical cost and replacement cost.

3 Receivables

	<u>2020</u>	<u>2019</u>
Government of Newfoundland	\$ 2,495,215	\$ 5,098,681
LMDA Subsidy	8,451,153	10,115,804
Students	1,671,931	1,178,511
Government agencies and other	3,146,972	2,326,928
	<u>15,765,271</u>	<u>18,719,924</u>
Less allowance for doubtful accounts	<u>652,303</u>	<u>438,185</u>
	<u>\$ 15,112,968</u>	<u>\$ 18,281,739</u>

4 Trust funds on deposit

Trust accounts represent donations and related interest restricted for scholarships, awards and other specified purposes. Changes in the trust account balance are as follows:

	<u>2020</u>	<u>2019</u>
Opening balance	\$ 6,394,626	\$ 5,848,610
Net deposits and payments	41,906	474,240
Interest	71,899	71,776
	<u>6,508,431</u>	<u>6,394,626</u>
Closing balance	<u>\$ 6,508,431</u>	<u>\$ 6,394,626</u>

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2020

5 Accounts payable & accrued liabilities

	<u>2020</u>	<u>2019</u>
Trade liabilities	\$ 3,531,865	\$ 3,517,304
Accrued wages and benefits	3,092,417	6,480,192
Other	<u>3,733,474</u>	<u>2,585,130</u>
	<u>\$ 10,357,756</u>	<u>\$ 12,582,626</u>

6 Compensated absences

The actuarial valuation date for the sick leave accrual was March 31, 2018 and has been extrapolated for March 31, 2020.

The economic assumptions used in the valuation are the College's best estimated of expected rates as follows:

	<u>2020</u>	<u>2019</u>
Wages and salary escalation	0.75%	0.75%
Discount rate	3.25%	3.05%

The sick leave accrual as at March 31 is as follows:

Accrued sick pay benefit obligation		
beginning of year	\$ 8,388,357	\$ 8,944,094
Current period benefit cost	518,132	510,443
Benefit payments	(1,094,924)	(1,094,924)
Interest on the accrued benefit		
sick leave obligations	247,049	273,999
Actuarial gains	<u>(187,644)</u>	<u>(245,255)</u>
Accrued sick pay benefit obligation		
end of year	7,870,970	8,388,357
Unamortized actuarial experience gain	<u>(2,181,365)</u>	<u>(2,223,303)</u>
Accrued benefit liability, end of year	<u>\$ 10,052,335</u>	<u>\$ 10,611,660</u>

College of the North Atlantic
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For the twelve months ending March 31, 2020

The sick leave benefit cost for the year is as follows:

	<u>2020</u>	<u>2019</u>
Current period benefit cost	\$ 518,132	\$ 510,433
Amortization of gains in the period	<u>(229,582)</u>	<u>(239,000)</u>
Total benefit expense	<u>288,550</u>	271,433
Benefit interest expense	<u>247,049</u>	<u>273,999</u>
Total expense recognized for the period	<u>\$ 535,599</u>	<u>\$ 545,432</u>

7 Comprehensive Agreement with the State of Qatar

The College has a comprehensive agreement with the State of Qatar to establish, operate and administer a College of Applied Arts and Technology in Doha, Qatar for a period, September 30, 2001 to August 31, 2012. It was extended to August 31, 2013, and subsequently extended to August 31, 2019. A new agreement was signed to August 31, 2022. The agreement is funded by the State of Qatar. For its services, the College was paid an annual Management Fee of 20% of base salaries from April to August 2019, and a fixed amount from September to March 2020. The College receives quarterly advances to cover cash flow requirements.

Due to Qatar

	<u>2020</u>	<u>2019</u>
Cash on Deposit	\$ 11,188,630	\$ 10,320,617
Payables (receivables)	<u>993,131</u>	<u>(3,096,216)</u>
Net Liability	<u>\$ 12,181,761</u>	<u>\$ 7,224,401</u>

Results of Operations

	<u>2020</u>	<u>2019</u>
Net Proceeds	\$ 6,083,333	\$ 7,618,750
Management Costs (Schedule 14)	<u>(886,564)</u>	<u>(980,269)</u>
	<u>\$ 5,196,769</u>	<u>\$ 6,638,481</u>

8 Deferred contributions - operating

Deferred contributions represent unspent externally restricted funding that has been received and relates to a subsequent year. Changes in the contributions deferred to future periods are as follows:

	<u>2020</u>	<u>2019</u>
Balance, beginning of year	\$ 11,957,504	\$ 8,672,854
Less amounts recognized as revenue in the year	<u>(23,559,888)</u>	<u>(20,280,447)</u>
Add amounts received during the year	<u>28,544,715</u>	<u>23,565,097</u>
Balance, end of year	<u>\$ 16,942,331</u>	<u>\$ 11,957,504</u>

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2020

Deferred contributions - operating are comprised of:

	2020	2019
Residence and program fees	\$ 64,657	\$ 75,856
Tuition	779,893	1,851,093
Contract training and special projects	16,097,781	10,030,555
	\$ 16,942,331	\$ 11,957,504

9 Commitments

Lease Commitment

The College leases some equipment and facilities under long-term operating leases. Lease payments for the next five years, committed under operating leases extending beyond one year, are as follows:

2020-2021	\$ 1,397,301
2021-2022	1,314,097
2022-2023	1,299,979
2023-2024	1,175,657
2024-2025	823,048

10 Contingent liabilities

The College has received notices of claim for damages. No provision has been made for these claims because management does not expect the College to incur any material liability, or because an estimate of loss, if any, is not determinable at this time.

11 Financial instruments risk management

Classification

The following table provides cost and fair value information of financial instruments by category.

	2020		
	Fair Value	Amortized Cost	Total
Cash	\$ 39,354,189	\$ -	\$ 39,354,189
Trust funds on deposit	6,508,431	-	6,508,431
Accounts receivable		15,112,968	15,112,968
	\$ 45,862,620	\$ 15,112,968	\$ 60,975,588
Accounts payable and accrued liabilities	-	10,357,756	10,357,756
Vacation pay accrual	-	7,632,737	7,632,737
Due to Qatar Campus	-	12,181,761	12,181,761
Trust funds payable	-	6,508,431	6,508,431
	\$ -	\$ 36,680,685	\$ 36,680,685

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2020

Fair value hierarchy

The College uses the following hierarchy for determining and disclosing the measurement subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degrees to which the fair value is observable:

- a) Level 1 fair value measurements are those derived from quote prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- b) Level 2 fair value measurements are those derived from inputs other than quoted prices included within level 1 that are observable from the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices) and;
- c) 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 (unobservable inputs).

Cash and cash equivalents and trust funds on deposit are classified in the level 1 hierarchy.

12 Financial instruments risk management

Risk management

a) Credit risk

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, accounts receivable, and trust funds. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of a default, the College's cash accounts are insured up to \$300,000 (2019 - \$300,000).

Accounts receivable from federal and provincial governments pose minimal credit risk. Credit risk from accounts receivable due from students is mitigated by financial approval processes before a student is enrolled. Miscellaneous receivables from various other corporate entities are monitored on a regular basis.

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. The amounts outstanding at year end were as follows:

	Total	Current	30-60 days	> 61 days
Government receivables	\$ 10,946,368	\$ 10,715,609	\$ 118,162	\$ 112,597
Student receivables	1,671,931	185,791	329,494	1,156,646
Government agencies and other	3,146,972	1,812,935	396,004	938,033
Gross receivables	15,765,271	12,714,335	843,660	2,207,276
Less: impairment allowances	(652,303)	-	-	-
Net receivables	\$ 15,112,968	\$ 12,714,335	\$ 843,660	\$ 2,207,276

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, equity 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.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2020

(i) *Currency Risk*

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time when adverse changes in foreign currency rates occur. During the year the College had the following foreign currency transactions:

	<u>2020</u>	<u>2019</u>
Receipts		
US dollar (USD)	\$ 58,160	\$ 64,400
Payment		
US dollar (USD)	646,527	807,827
Euros (EUR)	32,454	54,811

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.

ii) *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.

Management believes that the interest rate risk of the College is not material.

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.

iii) *Equity risk*

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets.

Management believes that the equity risk of the College is not material.

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.

c) *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 nearest term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

	<u>2020</u>		
	Within 6 Months	6 Months to 1 year	> 1 year
Accounts payable and accrued liabilities	\$ 9,003,456	\$ 1,354,299	\$ -
	<u>\$ 9,003,456</u>	<u>\$ 1,354,299</u>	<u>\$ -</u>

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2020

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.

13 Comparative figures

Certain of the 2019 comparative figures have been reclassified to conform to the financial presentation adopted in 2020.

14 Budget

The budget amounts included in these financial statements are the amounts approved by the College's Board for the current fiscal year. The budget would include all known service and program changes and enhancements for the coming year. Additional changes to services and programs that are initiated during the year would be funded through budget adjustments.

15 Related party transactions

The College had the following transactions with the government and other government controlled organizations:

	<u>2020</u>	<u>2019</u>
Grants from the province	\$ 100,757,379	\$ 98,978,495
Transfer from Dept. of Tourism, Culture, Industry	1,272,788	566,732
Transfer from Dept. of Education & Early Childhood	327,848	439,912
Transfer from Research & Development Corp	-	13,696
Transfer from Dept of Children, Seniors & Social	102,038	179,723
Transfer from Health and Community Services	267,000	-
Transfer to Memorial University	317,580	134,410

As per the College Act, 1996, all real property necessary for the purpose of the College shall be acquired by and in the name of the Crown. As such, the College uses buildings managed through the Department of Works, Services and Transportation for which the Province records operating expenses by building with some exceptions. The College is entirely responsible for all operating costs of Prince Phillip Drive campus. The College is also partially responsible for operating costs at the following buildings: Happy Valley Goose Bay, Grand Falls Windsor, Corner Brook, Bay St. George, and Burin campuses. Operating costs and capital costs incurred by the College are recorded under Facilities and reflected in the College's financial statements. Items considered capital in nature which are incurred by the college are recorded as leasehold improvements. Operating and capital costs incurred by the Province that are not recorded by the College for this fiscal year totaled \$9,421,775 and for 2019 totaled \$8,730,041. All transactions are recorded at fair value.

16 Economic dependance

The College is dependent on Provincial Government to provide sufficient funds to continue operation, replace essential equipment and complete capital projects.

17 Subsequent events

In March 2020, the worldwide coronavirus COVID-19 outbreak, was declared a pandemic by the World Health Organization and has had unprecedented socio-economic impact. At the time of approval of these financial statements, the College has experienced the following indicators of financial implications and undertaken the following activities in relation to the COVID-19 pandemic.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2020

On March 16th, the College closed its campuses and they remain predominately closed to the date of the auditor's report. Visitation to the campuses occurs to maintain essential functions, ie. receiving, cashiering, and residence operations for students unable to return to their primary residence. Continuity plans have been developed for spring, summer and fall semesters and the College has included a COVID-19 update feature to its website to inform students regarding academic plans and other items of importance. There is also work being completed on a phased return to work plan to address practical training. There could be implications on number of course offerings, enrollment and ancillary revenues. In addition, the pandemic could impact key assumptions used to determine the balance of compensated absences. As of the date of the report, there was insufficient information to determine the estimated impact, if any.

As the impacts of COVID-19 continue, there could be further impacts on the College, its students and funding sources. Management is actively monitoring the effect on its financial condition, liquidity, operations, suppliers, and workforce. Given the daily evolution COVID-19 outbreak and the global responses to curb its spread, the College is not able to fully estimate the effects of the COVID-19 outbreak on its results of operations, financial condition, or liquidity at this time.

College of the North Atlantic
Tangible Capital Assets
March 31, 2020

	Artwork	Capital improvements	Computer and peripherals	Furnishings	Instructional equipment	Other electronic equipment	Software	ERP - Peoplesoft	Vehicles	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost										
At March 31, 2019	5,500	33,054,989	4,641,109	906,308	49,748,145	695,420	591,224	6,779,293	13,172,111	109,594,099
Adjustments	-	-	-	-	(33,860)	33,860	-	-	-	-
Additions	-	1,715,962	136,316	243,648	3,830,637	2,776	-	-	374,233	6,303,572
Disposals	-	-	424,417	26,095	887,420	118,180	5,186	-	9,235	1,470,533
At March 31, 2020	5,500	34,770,951	4,353,008	1,123,861	52,657,502	613,876	586,038	6,779,293	13,537,109	114,427,138
Accumulated Amortization										
At March 31, 2019	-	25,682,462	4,215,865	728,351	43,249,565	691,197	591,224	5,391,191	11,275,526	91,825,381
Adjustments	-	-	-	-	(166,429)	-	-	-	-	(166,429)
Amortization	-	2,175,013	241,601	69,139	2,263,196	11,832	-	298,933	889,657	5,949,371
Disposals	-	-	424,417	25,537	873,931	119,458	5,186	-	9,665	1,458,194
At March 31, 2020	-	27,857,475	4,033,049	771,953	44,472,401	583,571	586,038	5,690,124	12,155,518	96,150,129
Net Book Value:										
At March 31, 2019	5,500	7,372,527	425,244	177,957	6,498,580	4,223	-	1,388,102	1,896,585	17,768,718
At March 31, 2020	5,500	6,913,476	319,959	351,908	8,185,101	30,305	-	1,089,169	1,381,591	18,277,009

College of the North Atlantic
Revenue

Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Provincial Government Grants			
Grant-in-aid	\$ 63,366,100	\$ 63,605,300	\$ 64,166,100
Provincial capital grant	750,000	750,000	819,016
Other grants	705,340	512,400	523,584
Labour market agreements	4,395,809	4,183,203	2,133,123
	<u>69,217,249</u>	<u>69,050,903</u>	<u>67,641,823</u>
Facilities			
Classroom/video rental	15,000	50,241	33,605
Gain on disposal of capital assets	23,000	26,587	32,639
Parking	3,200	2,503	2,018
Other	-	77,231	-
	<u>41,200</u>	<u>156,562</u>	<u>68,262</u>
Administration			
Interest	400,000	1,095,169	773,691
Other	152,055	38,673	71,626
	<u>552,055</u>	<u>1,133,842</u>	<u>845,317</u>
Instructional			
Tuition	8,527,895	8,269,339	7,804,396
Equipment and materials	1,972,051	1,867,770	1,771,154
Labour market agreements	26,330,063	22,212,183	24,065,212
Daycare	793,252	752,586	811,464
Other	212,664	222,836	174,026
	<u>37,835,925</u>	<u>33,324,714</u>	<u>34,626,252</u>
Student services			
Application fee	307,780	473,637	362,027
Registration fee	365,794	386,177	361,335
Other	410,697	255,021	266,729
	<u>1,084,271</u>	<u>1,114,835</u>	<u>990,091</u>
Information technology			
Other	-	-	16,100
	<u>-</u>	<u>-</u>	<u>16,100</u>
Resale			
Bookstore	2,048,860	1,882,210	1,946,171
Food services	1,079,870	999,359	972,258
Residence	271,495	280,085	239,376
Other	280	28,623	-
	<u>3,400,505</u>	<u>3,190,277</u>	<u>3,157,805</u>

College of the North Atlantic
Revenue

Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Apprenticeship			
Apprenticeship	4,304,510	3,622,940	4,201,700
	<u>4,304,510</u>	<u>3,622,940</u>	<u>4,201,700</u>
Continuing education			
Tuition	859,865	780,941	951,124
Other	-	29,470	32,633
	<u>859,865</u>	<u>810,411</u>	<u>983,757</u>
Contracts			
Tuition	1,600,000	1,463,179	1,503,818
Corporate	2,038,420	2,172,651	1,669,666
	<u>3,638,420</u>	<u>3,635,830</u>	<u>3,173,484</u>
International			
International	869,936	2,368,838	1,273,400
	<u>869,936</u>	<u>2,368,838</u>	<u>1,273,400</u>
Special projects			
Special projects	5,258,720	6,327,615	5,035,243
	<u>5,258,720</u>	<u>6,327,615</u>	<u>5,035,243</u>
Qatar Project			
Management fee	6,083,333	6,083,333	7,618,750
	<u>6,083,333</u>	<u>6,083,333</u>	<u>7,618,750</u>
	<u>\$ 133,145,989</u>	<u>\$ 130,820,100</u>	<u>\$ 129,631,984</u>

College of the North Atlantic
Summary of Facilities Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 1,617,892	\$ 1,659,690	\$ 1,629,225
Professional development	3,683	45	204
Employee recognition and wellness	-	281	-
Professional fees	5,951	60,556	12,468
Travel	6,265	6,105	2,680
Insurance	240,000	230,268	228,853
Photocopying/printing	1,733	4,142	1,693
Office related supplies	616	763	469
Freight and customs	-	42	118
Telephone	7,388	3,796	4,746
Utilities	1,356,143	1,444,267	1,512,260
Repairs and maintenance	1,354,858	1,623,465	1,345,895
Vehicle operations	40,810	41,778	41,095
Equipment rentals	4,856	4,282	770
Facilities rentals	-	-	37,738
Protective clothing	13,977	24,010	11,129
Amortization	6,101,982	5,782,942	5,899,459
Computer supplies	39,027	35,664	4,364
Contracted services	79,500	101,883	75,357
Student related	-	60	-
Minor equipment and tools	3,905	4,396	4,785
Materials and supplies	37,561	69,238	33,225
	<u>\$ 10,916,147</u>	<u>\$ 11,097,673</u>	<u>\$ 10,846,533</u>

College of the North Atlantic
Summary of Administration Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 13,440,240	\$ 11,961,522	\$ 11,184,499
Professional development	72,435	50,247	42,205
Employee recognition and wellness	10,105	17,217	15,131
Professional fees	724,050	656,526	739,232
Travel	262,509	307,547	262,534
Recruitment and relocation	21,250	12,475	-
Insurance	-	500	-
Bank charges	160,375	166,808	189,776
Photocopying/printing	186,572	144,055	180,625
Office related supplies	260,329	266,314	254,793
Membership fees	57,017	70,488	64,715
General advertising	34,725	31,292	26,019
Doubtful receivables	57,000	276,974	101,874
Freight and customs	89,980	64,490	75,180
Telephone	101,351	352,174	620,762
Utilities	5,805	3,129	7,298
Repairs and maintenance	10,588	31,433	33,108
Vehicle operations	1,138	11,195	741
Equipment rentals	2,250	4,473	1,280
Facilities rentals	38,620	38,519	38,519
Protective clothing	6,525	6,382	6,509
Laundry and drycleaning	-	658	-
Computer supplies	74,823	77,660	69,915
Contracted Services	420	(96,626)	128,408
Educational materials	2,160	2,773	2,524
Daycare operations	-	-	315
Student related	1,550	259	3,485
Minor equipment and tools	28,027	31,490	32,198
Minor computer equipment	37,789	37,101	47,307
Materials and supplies	123,490	123,516	93,827
	\$ 15,811,123	\$ 14,650,591	\$ 14,222,779

College of the North Atlantic
Summary of Instructional Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 58,884,812	\$ 55,619,951	\$ 54,496,387
Professional development	157,000	137,417	103,499
Employee recognition and wellness	-	1,663	575
Professional fees	156,224	173,380	218,315
Travel	358,354	321,027	327,563
Recruitment and relocation	42,500	50,939	38,591
Photocopying/printing	329,701	244,257	255,503
Office related supplies	28,560	32,238	38,622
Membership fees	15,459	12,551	10,680
General advertising	36,538	19,164	11,255
Freight and customs	11,940	10,688	14,004
Telephone	17,330	16,615	21,555
Utilities	14,090	10,599	19,219
Repairs and maintenance	170,264	268,721	183,034
Vehicle operations	519,165	508,405	528,175
Equipment rentals	33,074	47,261	26,858
Facilities rentals	64,481	49,182	32,042
Protective clothing	24,032	26,727	17,156
Food cost	76,050	46,106	28,273
Laundry and drycleaning	4,430	3,852	2,598
Computer supplies	224,545	348,157	294,877
Contracted services	523,107	443,553	1,194,451
Educational materials	51,329	61,336	54,312
Daycare operations	98,137	76,967	89,313
Student related	126,299	96,503	96,984
Minor equipment and tools	269,607	540,577	364,933
Minor computer equipment	49,594	151,792	197,463
Materials and supplies	2,662,583	1,236,702	1,103,787
	\$ 64,949,205	\$ 60,556,330	\$ 59,770,024

College of the North Atlantic
Summary of Student Services Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 10,777,105	\$ 10,898,620	\$ 10,620,592
Professional development	31,876	38,464	38,758
Employee recognition and wellness	300	495	1,016
Professional fees	12,750	105,317	112,222
Travel	99,494	96,303	88,154
Insurance	18,000	15,325	18,000
Photocopying/printing	125,138	103,752	94,234
Office related supplies	25,503	23,745	22,490
Membership fees	6,508	5,806	12,397
General advertising	430,970	281,882	351,128
Freight and customs	8,170	9,121	12,353
Telephone	6,612	2,030	2,524
Vehicle operations	-	1,568	-
Facilities rentals	-	830	-
Protective clothing	-	84	415
Laundry and drycleaning	4,159	2,982	3,742
Computer supplies	33,541	38,854	29,159
Contracted services	10,150	4,873	18,185
Educational materials	148,595	138,541	172,125
Student related	104,966	133,321	81,156
Minor equipment and tools	19,065	13,276	73,624
Minor computer equipment	19,939	22,808	5,232
Materials and supplies	37,629	37,987	39,714
	\$ 11,920,470	\$ 11,975,984	\$ 11,797,220

College of the North Atlantic
Summary of Information Technology Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 4,875,160	\$ 4,794,579	\$ 4,690,195
Professional development	12,750	9,160	-
Employee recognition and wellness	-	1,144	-
Professional fees	400,000	210,191	264,232
Travel	27,915	17,331	11,894
Photocopying/printing	2,966	2,660	2,534
Office related supplies	2,490	525	681
Membership fees	850	1,414	1,424
Freight and customs	795	2,061	1,541
Telephone	411,281	322,938	62,188
Utilities	4,000	1,289	-
Repairs and maintenance	3,415	520	6,839
Vehicle operations	-	-	90
Equipment rentals	270,000	235,507	233,143
Facilities rentals	-	11,357	25,553
Protective clothing	1,450	303	567
Computer supplies	1,652,664	1,662,047	1,706,215
Contracted services	19,200	17,669	726
Minor equipment and tools	7,755	13,328	1,889
Minor computer equipment	51,815	440,833	62,527
Materials and supplies	10,484	10,803	5,761
	\$ 7,754,990	\$ 7,755,659	\$ 7,077,999

College of the North Atlantic
Summary of Resale Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 2,177,485	\$ 2,038,922	\$ 2,146,007
Professional development	-	1,159	68
Professional fees	-	1,049	-
Travel	1,220	159	1,554
Insurance	-	5,000	-
Photocopying/printing	8,130	5,618	5,560
Office related supplies	9,627	7,486	8,000
Freight and customs	157,225	12,617	106,146
Telephone	1,900	3,262	2,491
Utilities	18,375	13,933	20,849
Repairs and maintenance	20,168	70,277	33,516
Protective clothing	10,800	8,380	12,038
Food cost	610,213	571,831	559,158
Laundry and drycleaning	9,150	7,026	10,431
Textbooks and supplies	1,601,457	1,426,398	1,796,642
Computer supplies	18,450	15,255	18,536
Contracted services	50,000	79,141	74,287
Student related	3,500	1,129	1,928
Minor equipment and tools	8,505	7,472	74,153
Minor computer equipment	1,800	2,903	-
Materials and supplies	15,813	13,021	28,832
	<u>\$ 4,723,818</u>	<u>\$ 4,292,038</u>	<u>\$ 4,900,196</u>

College of the North Atlantic
Summary of Apprenticeship Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 2,835,933	\$ 2,929,833	\$ 3,322,169
Professional development	425	-	2,067
Employee recognition and wellness	-	404	-
Professional fees	500	1,093	1,697
Travel	1,893	3,477	686
Photocopying/printing	3,238	2,232	2,134
Office related supplies	100	254	89
Membership fees	1,192	744	738
Freight and customs	370	3,156	3,239
Utilities	-	-	25
Repairs and maintenance	20,500	15,154	24,524
Vehicle operations	525	461	253
Equipment rentals	2,000	717	327
Facilities rentals	-	-	837
Protective clothing	2,775	2,140	1,385
Food cost	17,058	12,524	19,524
Laundry and drycleaning	595	367	502
Computer supplies	8,806	25,831	13,364
Contracted services	-	1,099	25
Educational materials	8,898	12,007	7,049
Student related	352,744	295,334	287,975
Minor equipment and tools	37,093	47,758	28,222
Minor computer equipment	6,539	1,610	424
Materials and supplies	208,522	177,468	222,250
	\$ 3,509,706	\$ 3,533,663	\$ 3,939,505

College of the North Atlantic
Summary of Continuing Education Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 324,500	\$ 272,078	\$ 385,030
Professional fees	2,000	-	903
Travel	16,000	21,565	22,243
Photocopying/printing	10,000	19,427	12,837
Office related supplies	-	266	204
General advertising	-	-	220
Freight and customs	3,000	3,731	3,038
Utilities	-	467	-
Repairs and maintenance	-	861	-
Vehicle operations	-	-	1,061
Equipment rentals	-	1,223	802
Facilities rentals	10,000	8,718	7,777
Contracted services	100,000	66,153	102,808
Educational materials	3,164	177	-
Student related	15,000	45,196	27,421
Materials and supplies	11,000	4,897	5,752
	<u>\$ 494,664</u>	<u>\$ 444,759</u>	<u>\$ 570,096</u>

College of the North Atlantic
Summary of Contract Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 1,834,504	\$ 2,219,125	\$ 2,507,623
Professional development	450	101	1,106
Employee recognition and wellness	-	-	970
Professional fees	-	-	240
Travel	128,165	93,761	87,577
Photocopying/printing	17,087	16,619	16,353
Office related supplies	4,175	2,600	3,023
Membership fees	1,000	354	704
General advertising	558	1,112	8,068
Freight and customs	11,375	5,549	8,015
Telephone	1,500	1,629	1,370
Repairs and maintenance	-	1,493	4,929
Vehicle operations	-	1,728	185
Equipment rentals	33,000	837	29,618
Facilities rentals	4,500	5,627	2,366
Protective clothing	5,000	1,065	2,403
Food cost	30,000	38,154	39,139
Laundry and drycleaning	1,000	736	1,033
Computer supplies	450	5,491	494
Contracted Services	303,616	478,392	159,693
Educational materials	7,200	6,034	3,823
Student related	71,838	182,723	147,287
Minor equipment and tools	15,858	67,825	5,268
Minor computer equipment	5,000	8,087	-
Materials and supplies	215,808	100,617	61,625
	<u>\$ 2,692,084</u>	<u>\$ 3,239,659</u>	<u>\$ 3,092,912</u>

College of the North Atlantic
Summary of International Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 298,696	\$ 817,196	\$ 330,701
Professional development	-	-	946
Professional fees	32,000	95,181	29,304
Travel	155,000	162,946	292,299
Photocopying/printing	800	1,532	1,165
Office related supplies	200	284	294
General advertising	275	5,794	290
Freight and customs	675	19	638
Telephone	1,500	1,590	2,459
Computer supplies	130	1,327	347
Contracted services	50,600	69,322	37,532
Educational Materials	-	2,757	367
Student related	2,500	6,701	1,902
Minor computer equipment	-	4,456	1,952
Materials and supplies	2,100	12,357	6,538
	<u>\$ 544,476</u>	<u>\$ 1,181,462</u>	<u>\$ 706,734</u>

College of the North Atlantic
Summary of Special Projects Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 4,737,068	\$ 4,652,976	\$ 2,840,748
Professional development	53,010	20,682	28,172
Employee recognition and wellness	-	281	-
Professional fees	224,257	226,149	113,247
Travel	236,014	191,489	149,629
Insurance	1,954	1,691	960
Photocopying/printing	40,265	17,887	7,573
Office related supplies	26,725	19,724	14,059
Membership fees	1,117	577	-
General advertising	55,005	49,253	26,070
Freight and customs	2,791	1,306	590
Telephone	17,185	15,374	14,313
Utilities	-	-	2,909
Repairs and maintenance	38,000	412,606	59,966
Vehicle operations	-	162	-
Equipment rentals	-	2,641	1,418
Facilities rentals	521,603	470,234	107,547
Protective clothing	-	232	672
Computer supplies	58,336	108,311	88,304
Contracted services	91,000	20,008	26,596
Educational materials	10,200	2,622	4,180
Student related	431,041	595,313	509,951
Minor equipment and tools	105,548	306,856	192,877
Minor computer equipment	52,839	164,070	73,603
Materials and supplies	1,491,991	2,032,122	1,352,694
	<u>\$ 8,195,949</u>	<u>\$ 9,312,566</u>	<u>\$ 5,616,078</u>

College of the North Atlantic
Summary of Qatar Project Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 1,067,357	\$ 726,679	\$ 800,515
Professional development	3,000	-	796
Employee recognition and wellness	-	288	-
Professional fees	25,000	-	11,791
Travel	450,000	96,715	125,272
Photocopying/printing	1,280	1,108	2,080
Office related supplies	1,300	518	356
Membership fees	1,500	2,016	1,540
General advertising	52,300	42,710	9,290
Freight and customs	900	83	658
Telephone	6,500	3,505	6,109
Repairs and maintenance	-	22	-
Facilities rentals	-	-	9,434
Computer supplies	2,000	2,235	429
Minor equipment and tools	11,885	1,983	1,981
Minor computer equipment	6,200	4,275	5,829
Materials and supplies	4,135	4,427	4,189
	\$ 1,633,357	\$ 886,564	\$ 980,269

College of the North Atlantic
Summary of Expenditures
Year Ended March 31, 2020, with comparative information for 2019

	2020 Budget (Note 14)	2020	2019
Salaries and benefits	\$ 102,870,752	\$ 98,591,171	\$ 94,953,691
Professional development	334,629	257,275	217,821
Employee recognition and wellness	10,405	21,773	17,692
Professional fees	1,582,732	1,529,442	1,503,651
Travel	1,742,829	1,318,425	1,372,085
Recruitment and relocation	63,750	63,414	38,591
Insurance	259,954	252,784	247,813
Bank charges	160,375	166,808	189,776
Photocopying/printing	726,910	563,289	582,291
Office related supplies	359,625	354,717	343,080
Membership fees	84,643	93,950	92,198
General advertising	610,371	431,207	432,340
Doubtful receivables	57,000	276,974	101,874
Freight and customs	287,221	112,863	225,520
Telephone	572,547	722,913	738,517
Utilities	1,398,413	1,473,684	1,562,560
Repairs and maintenance	1,617,793	2,424,552	1,691,811
Vehicle operations	561,638	565,297	571,600
Equipment rentals	345,180	296,941	294,216
Facilities rentals	639,204	584,467	261,813
Protective clothing	64,559	69,323	52,274
Amortization	6,101,982	5,782,942	5,899,459
Food cost	733,321	668,615	646,094
Laundry and drycleaning	19,334	15,621	18,306
Textbooks and supplies	1,601,457	1,426,398	1,796,642
Computer supplies	2,112,772	2,320,832	2,226,004
Contracted services	1,227,593	1,185,467	1,818,068
Educational materials	231,546	226,247	244,380
Daycare operations	98,137	76,967	89,628
Student related	1,109,438	1,356,539	1,158,089
Minor equipment and tools	507,248	1,034,961	779,930
Minor computer equipment	231,515	837,935	394,337
Materials and supplies	4,821,116	3,823,155	2,958,194
	<u>\$ 133,145,989</u>	<u>\$ 128,926,948</u>	<u>\$ 123,520,345</u>