

Financial Statements of

COLLEGE OF THE NORTH ATLANTIC

Year ended March 31, 2017

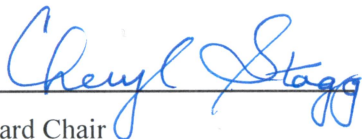
Statement of responsibility

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



Acting President, Vice-President
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INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of the College of the North Atlantic, which comprise the statement of financial position as at March 31, 2017, the statements of operations, change in net financial assets (debt) and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our 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 financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the College of the North Atlantic as at March 31, 2017, and its results of operations, its change in net financial assets (debt), and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

June 14, 2017

St. John's, Canada

College of the North Atlantic
Statement of Financial Position
Year Ended March 31, 2017

	<u>March 31 2017</u>	<u>March 31 2016</u>
Financial Assets		
Cash	\$ 24,927,572	\$ 27,889,948
Receivables (Note 4)	21,241,501	5,411,721
Inventories for resale	1,322,612	1,320,913
Trust funds on deposit (Note 5)	5,863,209	5,810,662
	<u>\$ 53,354,894</u>	<u>\$ 40,433,244</u>

Liabilities

Accounts payable & accrued liabilities (Note 6)	\$ 10,424,150	\$ 10,114,413
Vacation pay accrual	7,929,257	8,238,895
Post-employment benefits (Note 7)	16,509,933	15,998,441
Compensated absences (Note 7)	11,169,789	11,176,148
Due to Qatar Campus (Note 8)	10,557,678	9,598,583
Deferred contributions - operating (Note 9)	5,807,926	2,950,840
Trust funds payable (Note 5)	5,863,209	5,810,662
	<u>\$ 68,261,942</u>	<u>\$ 63,887,982</u>

Net Debt	<u>\$ (14,907,048)</u>	<u>\$ (23,454,738)</u>
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Non-Financial Assets

Tangible capital assets (Schedule 1)	\$ 20,224,999	\$ 23,328,504
Inventories held for use	102,343	100,478
Prepaid expenses	1,166,142	1,122,052
	<u>21,493,484</u>	<u>24,551,034</u>

Accumulated surplus	<u>\$ 6,586,436</u>	<u>\$ 1,096,296</u>
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Commitments (Note 10)
Contingent liabilities (Note 11)

Approved:

Board Chair _____

Board Member _____

See accompanying notes.

College of the North Atlantic
Statement of Operations
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
	<u> </u>	<u> </u>	<u> </u>
Revenue (Schedule 2)			
Grants and reimbursements	\$ 67,980,338	\$ 66,312,361	\$ 67,207,197
Subsidy	23,200,000	27,013,167	19,398,447
Tuition	12,153,011	11,684,388	12,356,433
Classroom/video rental	15,000	15,000	15,000
Interest	287,435	288,250	287,432
Fees	739,756	737,794	738,082
Apprenticeship	6,292,720	6,019,882	6,442,180
Bookstore	2,756,830	2,442,241	2,870,054
Corporate	2,467,731	1,692,863	2,231,045
Daycare	523,566	548,422	523,516
Equipment and materials	2,209,239	2,091,655	1,882,151
Food services	1,302,830	1,291,475	1,324,574
International	789,856	1,030,456	894,259
Parking	3,206	3,232	3,206
Residence	347,620	320,052	347,321
Special projects	3,906,533	3,152,795	2,667,006
Qatar project	9,267,221	9,706,890	8,638,321
Other	218,017	690,628	459,653
	<u>134,460,909</u>	<u>135,041,551</u>	<u>128,285,877</u>
Expenditures (Schedules 3 to 15)			
Facilities	10,886,821	11,241,568	11,896,462
Administration	20,410,236	15,846,459	16,773,666
Instructional	74,884,108	66,037,871	66,549,040
Student services	12,522,654	11,384,786	12,023,131
Information technology	6,990,841	6,795,661	7,668,995
Resale	5,356,351	5,104,368	5,888,561
Apprenticeship	4,982,769	4,924,884	4,716,888
Continuing education	709,709	639,175	731,350
Contracts	3,870,719	2,936,346	3,549,324
International	580,110	892,075	675,887
Special projects	3,845,903	2,510,689	3,212,992
Qatar project	2,076,441	1,237,529	1,559,828
	<u>147,116,662</u>	<u>129,551,411</u>	<u>135,246,124</u>
Annual Surplus (Deficit)	<u>(12,655,753)</u>	<u>5,490,140</u>	<u>(6,960,247)</u>
Accumulated surplus, beginning of year	<u>1,096,296</u>	<u>1,096,296</u>	<u>8,056,543</u>
Accumulated surplus, end of year	<u>\$ (11,559,457)</u>	<u>\$ 6,586,436</u>	<u>\$ 1,096,296</u>

See accompanying notes.

College of the North Atlantic
Statement of Change in Net Financial Assets (Debt)
Year Ended March 31, 2017

	<u>2017 Budget</u> (Note 15)	<u>2017</u> <u>Total</u>	<u>2016</u> <u>Total</u>
Annual deficit	\$ (12,655,753)	\$ 5,490,140	\$ (6,960,247)
Changes in tangible capital assets			
Acquisition of tangible capital assets	(4,720,269)	(3,115,970)	(4,985,104)
Write-downs on tangible capital assets	-	-	-
Loss on sale of tangible capital assets	-	1,792	1,488
Amortization of tangible capital assets	5,716,710	6,217,683	6,629,764
Decrease in net book value of tangible capital assets	<u>996,441</u>	<u>3,103,505</u>	1,646,148
Changes in other non-financial assets			
Acquisition of prepaid expenses (net of usage)	-	(44,090)	395,983
Acquisition of inventory of supplies (net of usage)	-	(1,865)	(10,760)
Increase in other non-financial assets	<u>-</u>	<u>(45,955)</u>	385,223
Increase in net financial debt	(11,659,312)	8,547,690	(4,928,876)
Net financial debt at beginning of year	<u>(23,454,738)</u>	<u>(23,454,738)</u>	(18,525,862)
Net financial debt at end of year	<u>\$ (35,114,050)</u>	<u>\$ (14,907,048)</u>	<u>\$ (23,454,738)</u>

See accompanying notes.

College of the North Atlantic
Statement of Cash Flow
Year Ended March 31, 2017

	2017	2016
Operating		
Annual surplus (deficit)	\$ 5,490,140	\$ (6,960,247)
Add non-cash items:		
Loss (gain) on disposal of property, plant & equipment	1,792	1,488
Amortization of capital assets	6,217,683	6,629,764
Accrued post-employment benefits - increase	511,492	965,506
Accrued compensated absences - (decrease) increase	(6,359)	67,021
	12,214,748	703,532
Changes in:		
Receivables	(15,829,780)	9,117,752
Inventories held for use or resale	(3,564)	366,664
Prepaid expenses	(44,090)	395,983
Deferred contributions - operating	2,857,086	(1,608,924)
Accounts payable and accrued liabilities	309,737	989,157
Vacation pay accrual	(309,638)	(18,058)
Due to Qatar campus	959,095	180,836
	153,594	10,126,942
Net cash provided by operating transactions	153,594	10,126,942
Capital		
Acquisitions of tangible capital assets	(3,115,970)	(4,985,104)
Proceeds on sale of tangible capital assets	-	-
	(3,115,970)	(4,985,104)
Net cash applied to capital transactions	(3,115,970)	(4,985,104)
Net cash provided	(2,962,376)	5,141,838
Cash, beginning of year	27,889,948	22,748,110
Cash, ending of year	\$ 24,927,572	\$ 27,889,948

See accompanying notes.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

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 Future adoption of accounting policies

Assets

Section PS 3210, Assets, was issued during 2015 and provides additional guidance on the definition of assets. Assets are defined as: Economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.

This new Section provides additional guidance on what is meant by economic resources, control, past transactions or events, and future economic benefits. This guidance will be helpful in determining whether an item meets the definition of an asset upon adoption of this Section. Section PS 3210 requires public sector entities to disclose major categories of assets that are not recognized in their financial statements (i.e. intangibles, crown lands, heritage assets, etc.).

This Section is effective for fiscal years beginning on or after April 1, 2017.

Contingent Assets

During 2015, Section PS 3320, Contingent Assets, was issued in the PSA Handbook. Prior to this the PSA Handbook included a definition of contingent liabilities, but did not include a definition of contingent assets. This new Section provides a definition of contingent assets as: Possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one of more future events not wholly within the public sector entity's control occurs or fails to occur. Resolution of the uncertainty will confirm the existence or non-existence of an asset.

Section PD 3320 requires disclosure of contingent assets in the financial statements when the occurrence of a confirming future event is likely. This new Section may result in public sector entities performing a reassessment of items that meet the definition of a contingent asset and additional information being disclosed upon adoption of this Section.

Section PS 3320 is effective for fiscal years beginning on or after April 1, 2017.

Contractual Rights

Before Section 3380, Contractual Rights, was issued in 2015 the PSA Handbook included a definition of contractual obligations, but did not define contractual rights. This new Section provides a definition of contractual rights as: Rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future. This Section also requires that information about a public sector entity's contractual rights be disclosed in the financial statements. This disclosure would include a description about the nature, extent and timing of the contractual rights. Since an entity may have many contractual rights, professional judgement will be required in determining what to disclose. Factors to consider include, but are not limited to, contractual rights to revenue that is abnormal in relation to the financial position or usual business operations of the entity and contractual rights that will govern the level of a certain type of revenue for a considerable period into the future.

This Section is effective for fiscal years beginning on or after April 1, 2017.

Related Party Disclosures

The College is currently in the process of gathering information for the adoption of PS 2200 - Related Party Disclosures, which is applicable to year ends beginning on or after April 1, 2017. This new standard defines a related party and establishes disclosures required for related party transactions.

Inter-entity Transactions

The College is currently in the process of gathering information for the adoption of PS 3420 - Inter-entity Transactions, which is applicable to year ends beginning on or after April 1, 2017. This new standard established standards on how to account for and report transactions between public sector entities that comprise a government reporting entity from both a provider and a recipient perspective.

It is not anticipated that any material changes will result from adoption of these standards.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

3 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, 2017, the write-down of inventory was \$88,823 (2016 - \$535,304).

(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, 2017.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

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.

(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) Upon termination, retirement or death, the organization provides their employees, with at least nine years of service with severance benefits equal to one week of pay per year of services up to a maximum of 20 weeks. An actuarially determined accrued liability for severance has been recorded in the statements. This liability has been determined using management's best estimate of employee retention, salary escalation, long term inflation and discount rates.
- (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.

(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 \$23,471 loss (2016 - \$6,891 gain).

(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.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

(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 PSPP 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.

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 2017 the College contributed \$7,906,213 to the PSPP and \$820,580 to the GMPP. In 2016 the College contributed \$8,075,100 to the PSPP and \$784,683 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 severance, accrued sick leave, 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 and supplies for the heavy equipment program, and are recorded at the lower of historical cost and replacement cost.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

4 Receivables

	<u>2017</u>	<u>2016</u>
Government of Newfoundland	\$ 2,835,033	\$ 2,671,948
LMDA Subsidy	15,068,775	0
Students	1,076,160	1,056,941
Government agencies and other	<u>2,640,325</u>	<u>2,030,722</u>
	21,620,293	5,759,611
Less allowance for doubtful accounts	<u>378,792</u>	<u>347,890</u>
	<u>\$ 21,241,501</u>	<u>\$ 5,411,721</u>

5 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>2017</u>	<u>2016</u>
Opening balance	\$ 5,810,662	\$ 5,524,267
Net deposits and payments	(37,949)	188,730
Interest	<u>90,496</u>	<u>97,665</u>
Closing balance	<u>\$ 5,863,209</u>	<u>\$ 5,810,662</u>

6 Accounts payable & accrued liabilities

	<u>2017</u>	<u>2016</u>
Trade liabilities	\$ 2,927,168	\$ 2,504,532
Accrued wages and benefits	6,269,684	6,488,302
End of service compensation	35,621	35,621
Other	<u>1,191,677</u>	<u>1,085,958</u>
	<u>\$ 10,424,150</u>	<u>\$ 10,114,413</u>

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

7 Post-employment benefits and compensated absences

The actuarial valuation date for the sick leave accrual was March 31, 2015 and has been extrapolated for March 31, 2017. The actuarial valuation date for severance pay accrual was March 31, 2015 and has been extrapolated for March 31, 2017. The assumptions are based on future events. The economic assumptions used in the valuation are the College's best estimates of expected rates as follows:

	<u>2017</u>	<u>2016</u>
Wages and salary escalation	3.75%	3.75%
Discount rate	3.70%	3.70%

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

Accrued sick pay benefit obligation		
beginning of year	\$ 9,607,244	\$ 11,556,488
Current period benefit cost	915,448	961,003
Benefit payments	(1,141,711)	(1,108,457)
Interest on the accrued benefit		
sick leave obligations	351,282	291,289
Actuarial gains /losses	<u> </u>	<u>(2,093,079)</u>
Accrued sick pay benefit obligation		
end of year	9,732,263	9,607,244
Unamortized actuarial experience loss (gain)	<u>(1,437,526)</u>	<u>(1,568,904)</u>
Accrued benefit liability, end of year	<u>\$ 11,169,789</u>	<u>\$ 11,176,148</u>
	<u>2017</u>	<u>2016</u>

The severance pay accrual as at March 31 are as follows:

Accrued severance benefit obligation		
beginning of year	\$ 16,082,173	\$ 17,015,853
Current period benefit cost	1,571,749	1,358,803
Benefit payments	(1,402,347)	(1,035,877)
Interest on the accrued benefit		
severance obligation	603,997	491,055
Actuarial (gains) / losses	<u> </u>	<u>(1,747,661)</u>
Accrued severance benefit obligation		
end of year	16,855,572	16,082,173
Unamortized actuarial experience loss	<u>345,639</u>	<u>83,732</u>
Accrued benefit liability, end of year	<u>\$ 16,509,933</u>	<u>\$ 15,998,441</u>
Total post-employment benefits		
and compensated absences		
end of year	<u>\$ 27,679,722</u>	<u>\$ 27,174,589</u>

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

8 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 further extended to August 31, 2019. The agreement is funded by the State of Qatar. For its services, the College is paid an annual Management Fee of 30% of base salaries. The College receives quarterly advances to cover cash flow requirements.

Due to Qatar

	<u>2017</u>	<u>2016</u>
Cash on Deposit	\$ 13,014,847	\$ 11,033,898
Payables (accruals)	<u>(2,457,169)</u>	<u>(1,435,315)</u>
Net Liability	<u>\$ 10,557,678</u>	<u>\$ 9,598,583</u>

Results of Operations

	<u>2017</u>	<u>2016</u>
Net Proceeds	\$ 9,706,890	\$ 8,638,321
Management Costs (Schedule 14)	<u>(1,237,529)</u>	<u>(1,559,828)</u>
	<u>\$ 8,469,361</u>	<u>\$ 7,078,493</u>

9 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>2017</u>	<u>2016</u>
Balance, beginning of year	\$ 2,950,840	\$ 4,559,764
Less amounts recognized as revenue in the year	(19,972,209)	(20,378,215)
Add amounts received during the year	<u>22,829,295</u>	<u>18,769,291</u>
Balance, end of year	<u>\$ 5,807,926</u>	<u>\$ 2,950,840</u>

Deferred contributions -operating are comprised of:

	<u>2017</u>	<u>2016</u>
Residence and program fees	\$ 123,009	\$ 71,496
Tuition	880,530	925,988
Contract training and special projects	<u>4,804,387</u>	<u>1,953,356</u>
	<u>\$ 5,807,926</u>	<u>\$ 2,950,840</u>

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

10 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:

2017-2018	\$	779,762
2018-2019		155,868
2019-2020		80,815
2020-2021		36,075
2021-2022		16,274

11 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.

12 Financial instruments risk management

Classification

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

	2017		
	Fair Value	Amortized Cost	Total
Cash	\$ 24,927,572	\$ -	\$ 24,927,572
Trust funds on deposit	5,863,209	-	5,863,209
Accounts receivable		21,241,501	21,241,501
	<u>\$ 30,790,781</u>	<u>\$ 21,241,501</u>	<u>\$ 52,032,282</u>
Accounts payable and accrued liabilities	-	10,424,150	10,424,150
Vacation pay accrual	-	7,929,257	7,929,257
Due to Qatar Campus	-	10,557,678	10,557,678
Trust funds payable	-	5,863,209	5,863,209
	<u>\$ -</u>	<u>\$ 34,774,294</u>	<u>\$ 34,774,294</u>

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.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

13 Financial instruments risk management (cont'd)

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 and accounts receivable. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of a default, the College's cash accounts are insured up to \$300,000 (2016 - \$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	\$ 18,492,255	\$ 15,068,151	\$ 9,115	\$ 3,414,989
Student receivables	1,076,160	665,632	41,631	368,897
Other receivables	<u>2,051,878</u>	<u>1,521,847</u>	<u>119,304</u>	<u>410,727</u>
Gross receivables	21,620,293	17,255,630	170,050	4,194,613
Less: impairment allowances	(378,792)	-	-	-
Net receivables	<u>\$ 21,241,501</u>	<u>\$ 17,255,630</u>	<u>\$ 170,050</u>	<u>\$ 4,194,613</u>

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.

(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:

	2017	2016
Receipts		
US dollar (USD)	\$ 75,886	\$ 131,758
Payment		
US dollar (USD)	1,107,016	513,289
Euros (EUR)	19,798	174,874

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, 2017

13 Financial instruments risk management (cont'd)

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):

	2017		
	Within 6 Months	6 Months to 1 year	> 1 year
Accounts payable and accrued liabilities	\$ 9,208,329	\$ 1,215,821	\$ -
	\$ 9,208,329	\$ 1,215,821	\$ -

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.

14 Comparative figures

Certain of the 2016 comparative figures have been reclassified to conform to the financial presentation adopted in 2017.

15 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.

College of the North Atlantic
Notes to Financial Statements
For the twelve months ending March 31, 2017

16 Related party transactions

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

	<u>2017</u>	<u>2016</u>
Grants from the province	\$ 99,661,042	\$ 93,343,301
Transfer from Dept of Tourism, Culture, Industry	168,454	224,125
Transfer from Dept of Education	112,463	6,825
Transfer from Nalcor	48,354	121,460
Transfer from Research & Development Corp	22,146	113,494
Transfer to AESL	-	579,890
Transfer to Memorial University	148,160	299,831

17 Economic dependence

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

College of the North Atlantic
Tangible Capital Assets
March 31, 2017

	Artwork	Capital improvements	Computer and peripherals	Furnishings	Instructional equipment	Other electronic equipment	Software	ERP - Peoplesoft	Vehicles	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost										
At March 31, 2016	5,500	30,713,109	5,895,154	710,887	45,041,158	904,499	591,224	6,779,292	12,222,565	102,863,388
Additions	-	904,144	132,391	9,622	2,069,813	-	-	-	-	3,115,970
Disposals	-	7,057	845,882	-	430,675	145,767	-	-	1,126	1,430,507
Other Adjustments	-	-	-	-	-	-	-	-	-	-
At March 31, 2017	5,500	31,610,196	5,181,663	720,509	46,680,296	758,732	591,224	6,779,292	12,221,439	104,548,851
Accumulated Amortization										
At March 31, 2016	-	18,369,867	5,293,393	691,141	40,766,278	838,846	583,121	4,494,391	8,497,847	79,534,884
Amortization	-	2,603,678	328,190	14,445	1,817,517	29,580	7,057	298,933	1,118,283	6,217,683
Disposals	-	7,057	845,882	-	428,883	145,767	-	-	1,126	1,428,715
Other Adjustments	-	-	-	-	-	-	-	-	-	-
At March 31, 2017	-	20,966,488	4,775,701	705,586	42,154,912	722,659	590,178	4,793,324	9,615,004	84,323,852
Net Book Value:										
At March 31, 2016	5,500	12,343,242	601,761	19,746	4,274,880	65,653	8,103	2,284,901	3,724,718	23,328,504
At March 31, 2017	5,500	10,643,708	405,962	14,923	4,525,384	36,073	1,046	1,985,968	2,606,435	20,224,999

College of the North Atlantic
Revenue
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Provincial Government Grants			
Grant-in-aid	\$ 65,491,700	\$ 65,491,700	\$ 65,124,610
Provincial capital grant	1,976,238	608,261	1,570,187
Other grants	512,400	212,400	512,400
	<u>67,980,338</u>	<u>66,312,361</u>	<u>67,207,197</u>
Facilities			
Classroom/video rental	15,000	15,000	15,000
Gain on disposal of capital assets	23,000	24,100	143,282
Parking	3,206	3,232	3,206
Other	-	197,432	-
	<u>41,206</u>	<u>239,764</u>	<u>161,488</u>
Administration			
Interest	287,435	288,250	287,432
Other	54,880	79,117	142,128
	<u>342,315</u>	<u>367,367</u>	<u>429,560</u>
Instructional			
Tuition	9,567,922	9,412,568	9,716,548
Equipment and materials	2,209,239	2,091,655	1,882,151
Subsidy	23,200,000	27,013,167	19,398,447
Daycare	523,566	548,422	523,516
Other	67,068	240,314	61,508
	<u>35,567,795</u>	<u>39,306,126</u>	<u>31,582,170</u>
Student services			
Application fee	320,260	337,595	318,590
Registration fee	419,496	400,199	419,492
Other	71,724	108,971	82,319
	<u>811,480</u>	<u>846,765</u>	<u>820,401</u>
Resale			
Bookstore	2,756,830	2,442,241	2,870,054
Food services	1,302,830	1,291,475	1,324,574
Residence	347,620	320,052	347,321
Other	1,345	240	2,348
	<u>4,408,625</u>	<u>4,054,008</u>	<u>4,544,297</u>
Apprenticeship			
Apprenticeship	6,292,720	6,000,882	6,439,780
	<u>6,292,720</u>	<u>6,000,882</u>	<u>6,439,780</u>

College of the North Atlantic
Revenue
Year Ended March 31, 2017

	<u>2017 Budget</u> (Note 15)	<u>2017</u>	<u>2016</u>
Continuing education			
Tuition	985,089	777,055	986,510
Other	-	40,454	28,068
	<u>985,089</u>	<u>817,509</u>	<u>1,014,578</u>
Contracts			
Tuition	1,600,000	1,494,765	1,653,375
Apprenticeship/Post Journey	-	19,000	2,400
Corporate	2,467,731	1,692,863	2,231,045
	<u>4,067,731</u>	<u>3,206,628</u>	<u>3,886,820</u>
International			
International	789,856	1,030,456	894,259
	<u>789,856</u>	<u>1,030,456</u>	<u>894,259</u>
Special projects			
Special projects	3,906,533	3,152,795	2,667,006
	<u>3,906,533</u>	<u>3,152,795</u>	<u>2,667,006</u>
Qatar Project			
Management fee	9,067,221	9,639,301	8,535,565
Other	200,000	67,589	102,756
	<u>9,267,221</u>	<u>9,706,890</u>	<u>8,638,321</u>
	<u>\$ 134,460,909</u>	<u>\$ 135,041,551</u>	<u>\$ 128,285,877</u>

College of the North Atlantic
Summary of Facilities Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 1,661,777	\$ 1,790,270	\$ 1,714,944
Professional development	-	2,507	1,382
Professional fees	5,472	25,026	12,487
Travel	13,133	4,368	12,314
Insurance	236,000	238,672	219,200
Photocopying/printing	608	4,705	661
Office related supplies	831	2,681	381
Freight and customs	100	11	24
Telephone	6,058	5,234	6,880
Utilities	1,595,143	1,216,300	1,357,362
Repairs and maintenance	1,227,833	1,300,939	1,484,479
Vehicle operations	106,746	95,195	101,106
Equipment rentals	4,856	2,065	2,452
Facilities rentals	179,231	156,418	189,564
Protective clothing	15,068	14,453	12,212
Amortization	5,716,710	6,217,683	6,629,764
Computer supplies	27	125	-
Contracted services	68,000	77,708	83,779
Minor equipment and tools	4,578	34,753	23,428
Minor computer equipment	-	3,581	-
Materials and supplies	44,650	48,874	44,043
	\$ 10,886,821	\$ 11,241,568	\$ 11,896,462

College of the North Atlantic
Summary of Administration Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 16,415,960	\$ 12,697,302	\$ 13,592,903
Professional development	88,589	220,456	67,266
Employee recognition and wellness	20,087	9,208	24,002
Professional fees	684,765	334,835	426,318
Travel	489,781	323,478	381,599
Recruitment and relocation	117,841	123,944	90,382
Bank charges	186,100	207,941	186,848
Photocopying/printing	167,832	208,924	248,942
Office related supplies	421,701	297,987	345,822
Membership fees	134,500	89,922	74,074
General advertising	64,178	41,956	73,150
Doubtful receivables	79,000	108,719	55,660
Freight and customs	97,775	81,306	72,467
Telephone	691,062	687,914	673,444
Utilities	6,000	4,846	7,968
Repairs and maintenance	58,220	46,805	71,794
Vehicle operations	70,116	3,404	143
Equipment rentals	4,519	5,957	671
Facilities rentals	37,538	38,347	38,131
Protective clothing	9,900	8,809	10,291
Laundry and drycleaning	-	224	-
Computer supplies	52,655	38,835	38,044
Contracted Services	-	34,897	4,816
Educational materials	6,050	3,445	3,262
Student related	1,600	1,456	7,612
Minor equipment and tools	82,433	27,814	44,328
Minor computer equipment	72,522	99,384	70,660
Materials and supplies	349,512	98,344	163,069
	<u>\$ 20,410,236</u>	<u>\$ 15,846,459</u>	<u>\$ 16,773,666</u>

College of the North Atlantic
Summary of Instructional Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 65,631,657	\$ 61,531,246	\$ 61,344,836
Professional development	178,162	97,795	180,987
Employee recognition and wellness	-	1,370	456
Professional fees	146,612	141,367	136,001
Travel	454,360	305,825	364,066
Recruitment and relocation	50,000	52,618	76,328
Photocopying/printing	287,138	368,949	280,225
Office related supplies	44,482	37,300	48,267
Membership fees	17,640	8,760	13,333
General advertising	26,228	10,485	34,340
Freight and customs	23,303	13,063	12,071
Telephone	17,991	14,879	15,584
Utilities	6,964	3,198	6,347
Repairs and maintenance	113,104	168,560	616,528
Vehicle operations	592,563	532,826	451,443
Equipment rentals	41,133	39,303	31,894
Facilities rentals	23,395	25,287	24,147
Protective clothing	31,599	21,730	26,833
Food cost	148,397	112,647	136,479
Laundry and drycleaning	6,450	2,233	4,123
Textbooks and supplies	100	-	-
Computer supplies	169,889	263,405	211,629
Contracted services	126,341	49,807	93,464
Educational materials	73,584	68,610	94,552
Daycare operations	109,810	78,864	81,827
Student related	136,798	123,331	143,561
Minor equipment and tools	363,425	301,468	281,470
Minor computer equipment	132,454	155,418	157,731
Materials and supplies	5,930,529	1,507,527	1,680,518
	\$ 74,884,108	\$ 66,037,871	\$ 66,549,040

College of the North Atlantic
Summary of Student Services Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 10,596,208	\$ 9,847,516	\$ 9,864,949
Professional development	45,807	37,946	44,005
Employee recognition and wellness	-	375	1,678
Professional fees	641,300	321,194	1,078,129
Travel	120,655	53,282	83,846
Insurance	24,500	18,000	28,500
Photocopying/printing	98,224	108,923	82,154
Office related supplies	60,366	23,731	39,187
Membership fees	6,100	7,551	6,822
General advertising	428,533	267,973	264,916
Freight and customs	13,630	7,609	5,272
Telephone	3,200	2,253	3,706
Repairs and maintenance	750	46,690	11,206
Facilities rentals	1,075	-	701
Protective clothing	-	149	-
Laundry and drycleaning	1,550	5,102	444
Computer supplies	21,986	23,837	21,029
Contracted services	2,400	27,732	18,993
Educational materials	213,102	236,036	270,790
Student related	98,905	129,313	112,149
Minor equipment and tools	28,602	46,015	24,394
Minor computer equipment	20,109	91,519	11,763
Materials and supplies	95,652	82,040	48,498
	\$ 12,522,654	\$ 11,384,786	\$ 12,023,131

College of the North Atlantic
Summary of Information Technology Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 4,860,914	\$ 4,367,833	\$ 4,801,664
Professional development	25,455	-	15,009
Professional fees	11,667	12,082	2,749
Travel	41,032	10,454	33,606
Photocopying/printing	2,616	3,445	820
Office related supplies	9,245	1,090	1,870
Membership fees	-	1,198	-
Freight and customs	1,905	388	1,220
Telephone	11,810	14,451	9,500
Utilities	-	614	-
Repairs and maintenance	3,500	19,711	10,213
Protective clothing	520	-	514
Computer supplies	1,873,031	1,689,111	1,660,735
Minor equipment and tools	27,920	66,792	6,243
Minor computer equipment	77,139	590,765	1,114,601
Materials and supplies	44,087	17,727	10,251
	\$ 6,990,841	\$ 6,795,661	\$ 7,668,995

College of the North Atlantic
Summary of Resale Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 1,934,089	\$ 2,155,467	\$ 2,096,194
Professional fees	79,881	38,168	-
Travel	2,157	7,230	1,402
Photocopying/printing	9,805	6,196	5,219
Office related supplies	17,550	11,343	10,332
General advertising	-	-	977
Freight and customs	133,075	118,512	78,282
Telephone	1,550	1,951	1,615
Utilities	16,765	18,456	16,164
Repairs and maintenance	22,750	21,360	29,120
Protective clothing	16,075	10,866	11,243
Food cost	828,850	691,985	816,015
Laundry and drycleaning	16,200	10,005	10,804
Textbooks and supplies	2,218,256	1,965,174	2,745,988
Computer supplies	13,862	14,703	14,405
Contracted services	-	-	1,095
Student related	700	937	1,989
Minor equipment and tools	9,776	7,441	17,492
Minor computer equipment	3,250	5,202	8,311
Materials and supplies	31,760	19,372	21,914
	\$ 5,356,351	\$ 5,104,368	\$ 5,888,561

College of the North Atlantic
Summary of Apprenticeship Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 4,080,672	\$ 4,018,338	\$ 3,739,453
Professional development	781	1,828	1,259
Professional fees	904	748	2,661
Travel	4,629	4,378	11,682
Photocopying/printing	298	3,554	10,499
Office related supplies	450	836	415
Membership fees	150	1,195	172
General advertising	-	-	370
Freight and customs	2,046	9,234	383
Telephone	-	-	23
Utilities	-	116	-
Repairs and maintenance	13,792	28,815	19,434
Vehicle operations	3,212	275	377
Equipment rentals	650	4,608	1,336
Facilities rentals	-	822	822
Protective clothing	2,045	1,035	2,220
Food cost	14,119	29,919	12,863
Laundry and drycleaning	3,186	250	721
Computer supplies	11,454	13,943	15,006
Contracted services	-	674	-
Educational materials	20,479	10,401	44,847
Student related	443,933	483,534	514,132
Minor equipment and tools	50,514	51,559	50,029
Minor computer equipment	8,966	11,415	5,537
Materials and supplies	320,489	247,407	282,647
	<u>\$ 4,982,769</u>	<u>\$ 4,924,884</u>	<u>\$ 4,716,888</u>

College of the North Atlantic
Summary of Continuing Education Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 516,559	\$ 465,161	\$ 533,989
Professional fees	2,000	-	-
Travel	31,000	15,193	24,520
Photocopying/printing	3,703	11,285	17,326
Office related supplies	-	96	677
General advertising	7,733	1,958	243
Freight and customs	1,241	3,518	3,184
Vehicle operations	-	180	160
Equipment rentals	-	528	876
Facilities rentals	9,610	14,623	9,894
Food cost	-	-	33
Contracted services	101,340	87,364	103,481
Educational materials	3,164	184	-
Student related	19,000	34,082	25,485
Minor equipment and tools	-	-	423
Minor computer equipment	1,959	-	-
Materials and supplies	12,400	5,003	11,059
	\$ 709,709	\$ 639,175	\$ 731,350

College of the North Atlantic
Summary of Contract Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 2,967,354	\$ 2,413,910	\$ 2,770,429
Professional development	-	1,277	3,386
Employee recognition and wellness	-	-	259
Travel	116,500	72,852	86,679
Recruitment and relocation	3,000	-	-
Photocopying/printing	15,250	17,140	12,030
Office related supplies	11,000	5,206	1,295
Membership fees	4,311	845	657
General advertising	6,000	8,016	14,078
Freight and customs	2,000	11,838	8,157
Telephone	5,660	1,681	2,334
Utilities	-	-	164
Repairs and maintenance	2,000	1,468	-
Vehicle operations	897	552	3,267
Equipment rentals	60,000	19,915	27,960
Facilities rentals	8,000	9,577	3,343
Protective clothing	10,000	1,303	9,863
Food cost	37,500	30,612	38,345
Laundry and drycleaning	1,338	1,259	980
Computer supplies	12,000	2,424	1,619
Contracted services	279,983	177,388	227,602
Educational materials	8,500	13,352	8,439
Student related	124,112	51,093	127,751
Minor equipment and tools	8,820	13,205	12,833
Minor computer equipment	8,061	6,039	4,935
Materials and supplies	178,433	75,394	182,919
	<u>\$ 3,870,719</u>	<u>\$ 2,936,346</u>	<u>\$ 3,549,324</u>

College of the North Atlantic
Summary of International Expenditures
Year Ended March 31, 2017

	<u>2017 Budget</u> (Note 15)	<u>2017</u>	<u>2016</u>
Salaries and benefits	\$ 368,228	\$ 570,676	\$ 410,571
Professional development	-	4,729	-
Professional fees	40,000	24,403	48,966
Travel	85,400	234,896	152,767
Photocopying/printing	556	22	62
Office related supplies	287	1,334	989
Membership fees	1,580	-	1,078
General advertising	718	21	242
Freight and customs	2,000	793	1,063
Telephone	2,200	2,116	2,058
Protective clothing	-	179	-
Food cost	-	250	1,728
Computer supplies	-	15	91
Contracted services	71,400	7,283	24,837
Educational Materials	1,000	-	-
Student related	3,000	3,337	1,756
Minor equipment and tools	-	-	273
Materials and supplies	3,741	42,021	29,406
	<u>\$ 580,110</u>	<u>\$ 892,075</u>	<u>\$ 675,887</u>

College of the North Atlantic
Summary of Special Projects Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 1,466,559	\$ 1,556,148	\$ 1,708,642
Professional development	42,417	9,907	12,127
Professional fees	253,318	200,523	141,764
Travel	100,505	52,229	66,833
Insurance	608	-	-
Photocopying/printing	100	625	3,637
Office related supplies	9,250	877	851
Membership fees	213	3,151	2,277
General advertising	25,984	14,850	10,387
Freight and customs	3,036	1,384	696
Telephone	1,850	1,358	6,245
Utilities	4,447	8,895	11,631
Repairs and maintenance	9,694	71,383	226,912
Vehicle operations	6,784	10,579	13,062
Equipment rentals	7,081	57,626	1,596
Facilities rentals	18,986	4,811	3,644
Protective clothing	417	245	77
Food cost	-	-	2,000
Computer supplies	24,294	7,153	48,726
Contracted services	34,179	34,174	84,585
Educational materials	648,921	6,153	226,968
Daycare operations	19,000	7,328	2,524
Student related	484,459	334,883	239,171
Minor equipment and tools	46,659	40,382	208,771
Minor computer equipment	9,033	5,706	29,045
Materials and supplies	628,109	80,319	160,821
	<u>\$ 3,845,903</u>	<u>\$ 2,510,689</u>	<u>\$ 3,212,992</u>

College of the North Atlantic
Summary of Qatar Project Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 1,222,266	\$ 1,002,565	\$ 1,043,720
Professional development	3,000	4,609	274
Employee recognition and wellness	-	-	45
Professional fees	448,100	75,062	310,515
Travel	235,500	83,974	95,544
Photocopying/printing	2,240	2,934	739
Office related supplies	6,650	1,370	3,196
Membership fees	4,000	3,140	4,077
General advertising	78,385	28,460	50,046
Freight and customs	2,500	1,329	2,584
Telephone	20,750	7,903	14,187
Repairs and maintenance	-	437	-
Facilities rentals	20,300	22,541	21,896
Computer supplies	5,600	916	1,761
Student related	6,000	-	-
Minor equipment and tools	2,400	-	1,959
Minor computer equipment	4,600	-	3,744
Materials and supplies	14,150	2,289	5,541
	<u>\$ 2,076,441</u>	<u>\$ 1,237,529</u>	<u>\$ 1,559,828</u>

College of the North Atlantic
Summary of Expenditures
Year Ended March 31, 2017

	2017 Budget (Note 15)	2017	2016
Salaries and benefits	\$ 111,722,243	\$ 102,416,432	\$ 103,622,294
Professional development	384,211	381,054	325,695
Employee recognition and wellness	20,087	10,953	26,440
Professional fees	2,314,019	1,173,408	2,159,590
Travel	1,694,652	1,168,159	1,314,858
Recruitment and relocation	170,841	176,562	166,710
Insurance	261,108	256,672	247,700
Bank charges	186,100	207,941	186,848
Photocopying/printing	588,370	736,702	662,314
Office related supplies	581,812	383,851	453,282
Membership fees	168,494	115,762	102,490
General advertising	637,759	373,719	448,749
Doubtful receivables	79,000	108,719	55,660
Freight and customs	282,611	248,985	185,403
Telephone	762,131	739,740	735,576
Utilities	1,629,319	1,252,425	1,399,636
Repairs and maintenance	1,451,643	1,706,168	2,469,686
Vehicle operations	780,318	643,011	569,558
Equipment rentals	118,239	130,002	66,785
Facilities rentals	298,135	272,426	292,142
Protective clothing	85,624	58,769	73,253
Amortization	5,716,710	6,217,683	6,629,764
Food cost	1,028,866	865,413	1,007,463
Laundry and drycleaning	28,724	19,073	17,072
Textbooks and supplies	2,218,356	1,965,174	2,745,988
Computer supplies	2,184,798	2,054,467	2,013,045
Contracted services	683,643	497,027	642,652
Educational materials	974,800	338,181	648,858
Daycare operations	128,810	86,192	84,351
Student related	1,318,507	1,161,966	1,173,606
Minor equipment and tools	625,127	589,429	671,643
Minor computer equipment	338,093	969,029	1,406,327
Materials and supplies	7,653,512	2,226,317	2,640,686
	<u>\$ 147,116,662</u>	<u>\$ 129,551,411</u>	<u>\$ 135,246,124</u>