

Financial Statements of

**NORTHERN COLLEGE OF  
APPLIED ARTS AND TECHNOLOGY**

And Independent Auditors' Report thereon

Year ended March 31, 2022

## **Management's Responsibility for Financial Reporting**

The financial statements of the Northern College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors (the "Board").

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Executive Committee. The Executive Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the financial statements and the external auditor's report. The Executive Committee reports its findings to the Board for consideration when approving the financial statements. The Executive Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the College's financial statements.

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Mitch Dumas  
Senior Vice President, Corporate Services



KPMG LLP  
Claridge Executive Centre  
144 Pine Street  
Sudbury ON P3C 1X3  
Canada  
Tel 705-675-8500  
Fax 705-675-7586

## INDEPENDENT AUDITORS' REPORT

To the Governors of The Northern College of Applied Arts and Technology

### ***Opinion***

We have audited the financial statements of The Northern College of Applied Arts and Technology (the Entity), which comprise:

- the statement of financial position as at March 31, 2022
- the statement of operations and changes in net assets for the year then ended
- the statement of remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and the notes and schedules 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, 2022, and its results of operations, its remeasurement gains and losses 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 responsibility 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 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.



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### ***Responsibility of Management and Those Charged with Governance 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.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's 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 auditor's 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 risk 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, internal omissions, misrepresentations, or the override of internal control.



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- 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 purposes 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 the 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's 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.
- We 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.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 14, 2022

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

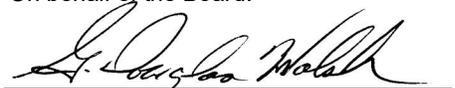
Statement of Financial Position

March 31, 2022, with comparative information for 2021

	2022	2021
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 120,260,038	\$ 119,229,168
Investments (note 2)	15,799,638	7,301,028
Accounts receivable	4,525,167	1,501,991
Grants receivable	1,451,531	1,918,101
Inventories and prepaid expenses	338,166	332,487
	<u>142,374,540</u>	<u>130,282,775</u>
Long-term investments (note 2)	32,000,000	-
Capital assets (note 3)	54,915,436	54,299,037
	<u>\$ 229,289,976</u>	<u>\$ 184,581,812</u>
<b>Liabilities and Net Assets (Deficit)</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 75,093,189	\$ 50,546,804
Vacation and leave payable (note 5)	2,141,458	2,231,475
Deferred contributions (note 7)	20,830,941	15,087,360
	<u>98,065,588</u>	<u>67,865,639</u>
Employee future benefit (note 5)	1,286,000	1,252,000
Deferred capital contributions (note 8)	36,657,829	36,279,727
	<u>136,009,417</u>	<u>105,397,366</u>
Net assets (deficit):		
Unrestricted:		
Operating	5,906,723	5,152,979
Employment-related	(3,427,458)	(3,483,475)
Capital (note 9)	18,257,607	18,019,310
Restricted and endowment (schedule)	71,989,605	58,903,429
	<u>92,726,477</u>	<u>78,592,243</u>
Accumulated rereasurement gains	554,082	592,203
	<u>93,280,559</u>	<u>79,184,446</u>
Commitments (note 12)		
Contingency (note 14)		
Guarantees (note 15)		
	<u>\$ 229,289,976</u>	<u>\$ 184,581,812</u>

See accompanying notes to financial statements.

On behalf of the Board:



Chair, Board of Governors

Doug Walsh



President, Chief Executive Officer

Dr. Audrey J. Penner

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations and Changes in Net Assets (Deficit)

Year ended March 31, 2022, with comparative information for 2021

	Unrestricted		Equity in capital assets	Restricted and Endowment (Schedule)	2022 Total	2021 Total
	Operating (Schedules)	Employment- related				
<b>Revenue:</b>						
Grants	\$ 24,784,205	\$ -	\$ -	\$ -	\$ 24,784,205	\$ 22,223,291
Tuition fees	8,958,667	-	-	-	8,958,667	11,444,665
Ancillary	2,168,436	-	-	-	2,168,436	2,172,000
International programs and other	28,713,314	-	-	-	28,713,314	28,992,002
Amortization of deferred capital contributions (note 8)	-	-	2,616,025	-	2,616,025	2,385,095
Restricted	-	-	-	310,458	310,458	1,018,367
Investment income	2,784	-	-	1,934,446	1,937,230	1,445,696
	64,627,406	-	2,616,025	2,244,904	69,488,335	69,681,116
<b>Expenses:</b>						
Academic	29,015,121	-	-	-	29,015,121	24,286,071
Administration	6,790,743	-	-	-	6,790,743	5,811,088
Student services	6,786,987	-	-	-	6,786,987	6,349,949
Plant and property	2,501,047	-	-	-	2,501,047	2,462,319
Community services	525,977	-	-	-	525,977	481,069
Employment training programs	2,831,328	-	-	-	2,831,328	2,694,840
Ancillary	2,244,765	-	-	-	2,244,765	2,100,334
Amortization of capital assets	-	-	3,782,474	-	3,782,474	3,525,347
Restricted	-	-	-	1,007,956	1,007,956	865,305
Employee future benefits (recovery)	-	(56,017)	-	-	(56,017)	23,722
	50,695,968	(56,017)	3,782,474	1,007,956	55,430,381	48,600,044
Excess (deficiency) of revenue over expenses	13,931,438	56,017	(1,166,449)	1,236,948	14,057,954	21,081,072
Net assets (deficit), beginning of year	5,152,979	(3,483,475)	18,019,310	58,903,429	78,592,243	57,368,171
Endowment contributions	-	-	-	76,280	76,280	143,000
Transfer of capital assets (note 9)	(477,694)	-	1,404,746	(927,052)	-	-
Transfer to restricted funds	(12,700,000)	-	-	12,700,000	-	-
Net assets (deficit), end of year	\$ 5,906,723	\$ (3,427,458)	\$ 18,257,607	\$ 71,989,605	\$ 92,726,477	\$ 78,592,243

See accompanying notes to financial statements.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Statement of Remeasurement Gains and Losses

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Accumulated remeasurement gains (losses) at beginning of year	\$ 592,203	\$ (320,715)
Realized losses attributable to:		
Equity investments	(173,909)	(39,734)
Unrealized gains attributable to:		
Equity investments	135,788	952,652
Net remeasurement gains (losses) for the year	(38,121)	912,918
Accumulated remeasurement gains at end of year	\$ 554,082	\$ 592,203

See accompanying notes to financial statements.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Statement of Cash Flows

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 14,057,954	\$ 21,081,072
Adjustments for:		
Amortization of deferred capital contributions	(2,616,025)	(2,385,095)
Amortization of capital assets	3,782,474	3,525,347
Net remeasurement gain (losses) for the year	(38,121)	912,918
Increase in employee future benefits	34,000	4,000
	<u>15,220,282</u>	<u>23,138,242</u>
Changes in non-cash working capital (note 13)	21,894,083	(11,661,011)
	<u>37,114,365</u>	<u>11,477,231</u>
Financing activities:		
Endowment contributions	76,280	143,000
Deferred contributions	5,743,581	(5,027,766)
	<u>5,819,861</u>	<u>(4,884,766)</u>
Capital activities:		
Purchase of capital assets	(4,398,873)	(7,433,700)
Deferred capital contributions	2,994,127	1,871,793
	<u>(1,404,746)</u>	<u>(5,561,907)</u>
Investing activities:		
Proceeds on disposition of investments	4,659,424	525,372
Purchase of investments	(45,158,034)	(1,751,147)
	<u>(40,498,610)</u>	<u>(1,225,775)</u>
Net increase (decrease) in cash	1,030,870	(195,217)
Cash and cash equivalents, beginning of year	119,229,168	119,424,385
Cash and cash equivalents, end of year	<u>\$ 120,260,038</u>	<u>\$ 119,229,168</u>

See accompanying notes to financial statements.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

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

## 1. Significant accounting policies:

### (a) Basis of presentation:

These financial statements reflect the assets, liabilities, revenues and expenses of the unrestricted, capital and restricted and endowed funds of the College.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations.

### (b) Revenue recognition:

The College accounts for contributions under the deferral method of accounting as follows:

Operating grants are recorded as revenue in the period to which they relate. Grant amounts relating to future periods are deferred and recognized in the subsequent period when the related activity occurs. Grants approved but not received are accrued.

Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions, other than endowment contributions, are recognized as revenue in the period in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis at rates corresponding to those of the related capital assets.

Contributions received for endowment are reported as an increase in the endowment fund balance.

Tuition fees are recognized as revenue based on the number of teaching days within the period.

### (c) Cash and cash equivalents:

Cash and cash equivalents includes cash on hand, cash held with chartered banks and guaranteed investment certificates with a maturity date of 90 days or less from the date of purchase.

### (d) Investments:

The investments are recorded at market value.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

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## 1. Significant accounting policies (continued):

### (e) Capital assets:

Capital asset purchases are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution when the fair value is reasonably determinable. Otherwise, contributed capital assets are recorded at a nominal value. Repairs and maintenance costs are charged to expenditures. Betterments, which extend the estimated life of a capital asset, are capitalized. When a capital asset no longer contributes to the College's ability to provide services, it is written down to its residual value. Amortization of capital assets is recorded on the straight-line basis over the following periods:

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Buildings	40 years
Site improvements and betterments	20 years
Leasehold improvements	over the term of the lease
Furniture and equipment	5 years

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Construction in progress is not amortized until the assets are put in use.

### (f) Employment-related obligations:

Vacation entitlements are accrued for as entitlements are earned (note 5).

The College is a member of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan, which is a multi-employer, defined benefit plan. The College also provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental and non-vesting sick leave. The actuarial determination of the accrued benefit obligations for pensions and other retirement benefits uses the projected benefit method prorated on service. The most recent actuarial valuation of the benefit plans for funding purposes was as of January 1, 2020, and the next required valuation will be as of January 1, 2023. See note 10 for additional information.

The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension plan are the College's contributions due to the plan in the period.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

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## 1. Significant accounting policies (continued):

### (f) Employment-related obligations (continued):

(iii) The cost of non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.

(iv) The cost of short-term disability and other leaves is determined using management's best estimate of the length of the compensated absences.

### (g) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Significant items subject to such estimates and assumptions include the carrying value of capital assets, valuation allowances for accounts receivables; and obligations related to employee future benefits. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

### (h) Student organizations:

These financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at the College.

### (i) Financial instruments:

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

All investments held in equity instruments that trade in an active market are recorded at fair value. Management has elected to record investments at fair value as they are managed and evaluated on a fair value basis. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 1. Significant accounting policies (continued):

### (i) Financial instruments (continued):

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

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

## 2. Investments:

	Fair Value Hierarchy	2022	2021
Canadian and foreign equities	Level 1	\$ 4,428,310	\$ 3,746,106
Fixed income	Level 2	2,969,505	–
Pooled funds	Level 2	401,823	–
Bonds	Level 1	–	3,554,922
Guaranteed investment certificate	Level 1	8,000,000	–
		<u>\$ 15,799,638</u>	<u>\$ 7,301,028</u>

The long-term investments include a guaranteed investment certificate in the amount of \$32 million bearing interest at 1.58% with a maturity date of April 14, 2026.

Equities have been separated from bonds to reflect their fair value hierarchy. Unrealized gains (losses) are reflected in the statement of remeasurement gains and losses.

Included within the investments is \$5,792,164 (2021 - \$5,715,884) which are externally restricted for endowments as detailed in the Schedule of Continuity of Restricted and Endowment Funds.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

### 3. Capital assets:

	Cost	Accumulated Amortization	2022 Net Book value	2021 Net Book Value
Land	\$ 369,570	\$ –	\$ 369,570	\$ 369,570
Buildings	66,507,870	31,848,815	34,659,055	35,969,191
Site improvements and betterments	18,944,510	2,442,386	16,502,124	13,318,762
Leasehold improvements	866,897	866,897	–	–
Furniture and equipment	30,542,119	27,157,432	3,384,687	4,641,514
	<u>\$ 117,230,966</u>	<u>\$ 62,315,530</u>	<u>\$ 54,915,436</u>	<u>\$ 54,299,037</u>

### 4. Accounts payable and accrued liabilities:

	2022	2021
Trade and other	\$ 74,483,575	\$ 50,047,855
Payroll related liabilities	609,614	498,949
	<u>\$ 75,093,189</u>	<u>\$ 50,546,804</u>

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 5. Employment related obligations:

	2022	2021
Vacation and leave payable	\$ 2,141,458	\$ 2,231,475
Non-pension post-employment obligations	\$ 296,000	\$ 330,000
Sick leave benefits - vesting	46,000	-
- non-vesting	944,000	922,000
	\$ 1,286,000	\$ 1,252,000

### Vacation and leave payable

The accrual for vacation and leave payable represents the liability for earned but unpaid vacation entitlements and paid leaves.

### Employee Future Benefits

#### Non-Vesting Sick Leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employee's illness or injury exceeds the current year's allocation of days. Sick leave is paid out at the salary in effect at the time of usage. The most recent actuarial valuation of these sick leave benefits was completed February 11, 2020 and the result of this valuation have been extrapolated to March 31, 2022. The related benefit liability was determined by independent actuaries on behalf of the college system as a whole.

The following tables outline the components of the College's sick leave benefit entitlement:

	2022	2021
Non-vesting sick leave:		
Accrued benefit obligation	\$ 928,000	\$ 955,000
Unamortized actuarial gain (loss)	16,000	(33,000)
Total sick leave benefit entitlement liability	\$ 944,000	\$ 922,000

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 5. Employment related obligations (continued):

	2022	2021
Current service cost	\$ 79,000	\$ 95,000
Interest on accrued benefit obligation	17,000	16,000
Benefit payments	(104,000)	(109,000)
Unamortized actuarial gain	(75,000)	(26,000)
Sick leave benefit recovery	\$ (83,000)	\$ (24,000)

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% (2021– 0% - 26.2%) and 0 to 51.0 days (2021 – 0 to 51.0 days) respectively for age groups ranging from 20 and under to 65 and over in bands of five years.

Other employee future benefits:

The College provides extended health care, dental insurance and life insurance benefits to certain of its employees under a multi-employer plan under CAAT. This coverage may be extended to the post-employment period. The most recent actuarial valuation of these employee future benefits was completed February 5, 2020 for the non-pension post-retirement plan and February 11, 2020 for the continuation of medical and dental benefits and the life waiver of premium benefit for employees currently on long-term disability. The results of these valuations have been extrapolated to March 31, 2022.

The related benefit liability was determined by independent actuaries on behalf of the college system as a whole. Variances between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by the participating members. The College recognizes as expense for current services the amount of its required contribution in a given year and the change in the accrued benefit liability in the year.

The following tables outline the components of the College's employee future benefits liability and the related recovery:

	2022	2021
Accrued benefit obligations	\$ 363,000	\$ 389,000
Fair value of plan assets	(98,000)	(91,000)
Funded status – plan deficit	265,000	298,000
Unamortized actuarial loss	31,000	32,000
Employee future benefits liability	\$ 296,000	\$ 330,000

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 5. Employment related obligations (continued):

	2022	2021
Current service cost	\$ 2,000	\$ 2,000
Interest on accrued benefit obligation	1,000	1,000
Experience (gains) losses	(24,000)	39,000
Benefit payments	(2,000)	(2,000)
Amortized actuarial gains	(3,000)	(3,000)
<b>Employee future benefits expense (recovery)</b>	<b>\$ (26,000)</b>	<b>\$ 37,000</b>

The significant actuarial assumptions adopted in estimating the College's accrued benefit liability are as follows:

	2022	2021
Discount rate	1.70%	1.70%
Dental benefit cost escalation	4.0%	4.0%
Medical benefits cost escalation:		
Hospital and other medical drugs	4.0%	4.0%
Drugs	6.29% decreasing To 4.0% in 2040	6.42% decreasing to 4.0% in 2040

## 6. Bank borrowing facilities:

The College's bank borrowing facilities provide for the following:

- i) \$1,000,000 operating line of credit bearing interest at prime less 0.5%
- ii) \$1,000,000 lease line of credit for equipment financing, with the interest rate determined at time the financing is drawn

There have been no amounts drawn on either line of credit noted above at March 31, 2022 (2021 - \$Nil). The bank borrowing facilities are secured by a general security agreement.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 7. Deferred contributions:

	2022	2021
Student tuition fees	\$ 19,172,816	\$ 12,500,678
Externally restricted donations	217,111	107,125
Expenses for future periods	1,441,014	2,479,557
	<u>\$ 20,830,941</u>	<u>\$ 15,087,360</u>

Details of the continuity of these funds are as follows:

	2022	2021
Balance, beginning of year	\$ 15,087,360	\$ 20,115,126
Additional contributions received	20,348,805	14,458,905
Amounts taken into revenue	(14,605,224)	(19,486,671)
Balance, end of year	<u>\$ 20,830,941</u>	<u>\$ 15,087,360</u>

## 8. Deferred capital contributions:

Deferred capital contributions represent the unamortized balances of donations and grants received for capital asset acquisitions. Details of the continuity of these funds are as follows:

	2022	2021
Balance, beginning of year	\$ 36,279,727	\$ 36,793,029
Additional contributions received	2,994,127	1,871,793
Amounts amortized into revenue	(2,616,025)	(2,385,095)
Balance, end of year	<u>\$ 36,657,829</u>	<u>\$ 36,279,727</u>

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 9. Capital fund:

a) The equity in capital assets is calculated as follows:

	2022	2021
Capital assets	\$ 54,915,436	\$ 54,299,037
Amounts financed by:		
Unamortized deferred capital contributions	(36,657,829)	(36,279,727)
	\$ 18,257,607	\$ 18,019,310

b) Transfer for capital assets:

	2022	2021
Purchase of capital assets	\$ 4,398,873	\$ 7,433,700
Amounts funded by deferred capital contributions	(2,994,127)	(1,871,793)
	\$ 1,404,746	\$ 5,561,907

## 10. Pension plan:

Contributions made by the College during the year amounted to \$ 2,879,378 (2021 - \$2,678,140).

Substantially all of the employees of the College are members of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the CAAT. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension asset and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2022 indicated an actuarial surplus of \$4.4 billion.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 11. Restricted funds:

The following information outlines expendable funds available for awards of the Ontario Student Opportunity Trust Fund 1 (OSOTF I), the Ontario Student Opportunity Trust Fund II (OSOTF II) and Ontario Trust for Student Support Fund (OTSS) matching program and other endowments.

### Schedule of changes in expendable funds available for awards

For the year ended March 31

	Balance, beginning of Year	Investment Income, net of expenses	Bursaries awarded	Balance, end of Year
OSOTF I (Bursaries awarded – 530; 2021 - 340)	\$ 1,318,813	\$ 812,077	\$ 603,296	\$ 1,527,594
OSOTF II (Bursaries awarded – 87; 2021 - 81)	313,083	174,780	71,539	416,324
OTSS (Bursaries awarded –77; 2021 – 87)	641,942	307,315	69,815	879,442
Other (Bursaries awarded –24; 2021 – 14)	701,700	405,647	55,010	1,052,337
	\$ 2,975,538	\$ 1,699,819	\$ 799,660	\$ 3,875,697

## 12. Commitments:

(a) The College has a five year lease with the Attorney General for a section of its Kirkland Lake campus for a courthouse at \$155,952 per year. The lease expires November 2023.

(b) The College has entered into agreements to lease certain premises and equipment.

The total annual minimum lease payments to maturity are approximately as follows:

2023	\$ 442,030
2024	185,237
2025	108,289
2026	98,337
2027	21,039
	\$ 854,932

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

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## 13. Changes in non-cash working capital:

	2022	2021
Decrease (increase) in accounts receivable	\$ (3,023,176)	\$ 707,372
Decrease (increase) in grants receivable	466,570	(122,661)
Increase in inventories and prepaid expenses	(5,679)	(4,439)
Increase (decrease) in accounts payable and accrued liabilities	24,546,385	(12,261,005)
Increase (decrease) in vacation and leave payable	(90,017)	19,722
	<u>\$ 21,894,083</u>	<u>\$(11,661,011)</u>

## 14. Contingency:

The College is involved in certain legal matters and litigation, the outcomes of which are not presently determinable. The loss, if any, from these contingencies, will be accounted for in the periods in which the matters are resolved.

Various College funding sources require the ability to assess revenue and expenditures for eligibility subsequent to year-end. Management believes that they have accounted for all revenues and expenditures appropriately. Any repayment of funds would be accounted for in the period of resolution.

## 15. Guarantees:

In 2015, Campus Development Corp. ("CDC") constructed a 64-bed residence on the College's Haileybury Campus. CDC has leased the property from the College for 90 years. The College has guaranteed 100% occupancy of the residence to CDC to 2035 at an annual cost of \$6,250 per bed. This amount increases by the amount of the Consumer Price Index per year. Profit sharing with the College commences in the 26<sup>th</sup> year. At the termination of the lease, the residence is surrendered to the College.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

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## 16. Risk management:

### (a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations, resulting in a financial loss. The College is exposed to credit risk relating to its cash, grants and accounts receivable and investments. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$300,000 (2021 - \$300,000).

Accounts receivable are comprised of government, student receivables and other receivables. Student receivables are ultimately due from students, and credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population. Government receivables are ultimately due primarily from MCU, as well as other government entities, and credit risk is mitigated by the governmental nature of the funding source. Other receivables arise during the course of the College's normal operations and are due from a diverse customer base. 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.

Student and other receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates. The maximum exposure to credit risk of the College at March 31, 2022 is the carrying value of these assets.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 16. Risk management (continued):

(a) Credit risk (continued):

The amounts outstanding at year end were as follows:

As at March 31, 2022	Current	31 - 60 days	60 - 90 days	91+ days	Total
Grants receivable	\$ 1,451,531	\$ -	\$ -	\$ -	\$ 1,451,531
Accounts receivable	3,261,574	815,874	858,989	435,730	5,372,167
Gross receivables	4,713,105	815,874	858,989	435,730	6,823,698
Impairment allowances	(92,350)	(255,876)	(298,991)	(199,783)	(847,000)
Net receivables	\$ 4,620,755	\$ 559,998	\$ 559,998	\$ 235,947	\$ 5,976,698

As at March 31, 2021	Current	31 - 60 days	60 - 90 days	91+ days	Total
Grants receivable	\$ 1,918,101	\$ -	\$ -	\$ -	\$ 1,918,101
Accounts receivable	1,099,211	306,165	237,101	234,152	1,876,629
Gross receivables	3,017,312	306,165	237,101	234,152	3,794,730
Impairment allowances	(17,272)	(99,458)	(129,389)	(128,519)	(374,638)
Net receivables	\$ 3,000,040	\$ 206,707	\$ 107,712	\$ 105,633	\$ 3,420,092

The maximum exposure to investment credit risk is outlined in note 2 and note 16.

There have been no significant changes from the previous year in the College's exposure to credit risk or its policies, procedures and methods used to measure the risk.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

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## 16. Risk management (continued):

### (b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The investment policies of the College operate within the constraints of the investment guidelines issued by the MCU. The policies' application is monitored by management, the investment managers and the Board of Governors. Diversification techniques are utilized to minimize risk.

There have been no significant changes from the previous year in the College's exposure to market risk or its policies, procedures and methods used to measure the risk.

### (i) Currency risk:

Currency risk arises from the College's operations in different currencies and converting non-Canadian earnings at different points in time at different foreign currency levels when adverse changes in foreign currency rates occur. The College does not have any material transactions or financial instruments denominated in foreign currencies.

### (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. The College is exposed to this risk through its interest bearing investments.

The College's bond portfolio has interest rates ranging from 1.5% to 3.5% with maturities ranging from 2024 to 2029. At March 31, 2022, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of fixed income investments of \$27,535 (2021 - \$32,076.).

### (ii) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its mutual fund holdings within its investment portfolio. At March 31, 2022, a 10% movement in the stock markets, with all other variables held constant, would have an estimated effect on the fair values of the College's equity holdings of \$442,831 (2021 - \$374,611).

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 16. Risk management (continued):

### (c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all of its cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. The College also maintains an unsecured line of credit with a Canadian chartered bank in the amount of \$1 million (2021 - \$1 million) to cover short-term funding needs. There was no balance outstanding on the line of credit at March 31, 2022 (2021 – \$Nil). Accounts payable are all current.

There have been no significant changes from the previous year in the College's exposure to liquidity risk or policies, procedures and methods used to measure the risk.

The following table sets out the contractual maturities (representing undiscounted contractual cash flows) of financial liabilities:

As at March 31, 2022	Within 6 months	6 – 12 months	1 – 5 years	5+ years	Total
Accounts payable	\$ 75,092,717	\$ –	\$ –	\$ –	\$ 75,092,717
Lease commitments	238,112	238,113	638,054	–	1,114,279
	\$ 75,330,829	\$ 238,113	\$ 638,054	\$ –	\$ 76,206,996

As at March 31, 2021	Within 6 months	6 – 12 months	1 – 5 years	5+ years	Total
Accounts payable	\$ 50,546,804	\$ –	\$ –	\$ –	\$ 50,546,804
Lease commitments	238,112	238,112	638,055	–	1,114,279
	\$ 50,784,916	\$ 238,112	\$ 638,055	\$ –	\$ 51,661,083

### (d) Other risk:

The College's main sources of revenue are tuition fees and government operating grants. In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus. The College halted all in-person activity and closed its facilities to staff and students and moved to an online education format in March 2020 based on recommendations from Public Health Ontario. In spring 2020, the College allowed for essential staff to return to campus and practical training to be completed in person. The College will continue to operate in this hybrid model with online program delivery and practical training until government and Ministry regulations allow a full return to campus.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

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## 16. Risk management (continued):

### (d) Other risk (continued):

In response to the adverse impact the pandemic has had on domestic and international tuition fee revenue, as well as ancillary revenue including residence and parking fees, the College has undertaken certain cost cutting measures. The Provincial government has provided financial relief in the form of grants totaling \$871,600 (2021 - \$924,528) which has been included in revenue in the statement of operations.

The impact of COVID-19 is expected to negatively impact operations for a duration that cannot be reasonably predicted. The further overall operational and financial impact is highly dependent on the duration of COVID-19, including the potential occurrence of additional waves of the pandemic, and could be affected by other factors that are currently not known at this time. Management is actively monitoring the effect of the pandemic on its financial condition, liquidity, operations, suppliers, and workforce. Given the daily evolution of the pandemic and the global responses to curb its spread, the College is not able to fully estimate the effects of the pandemic on its results of operations, financial condition, or liquidity at this time.

## 17. Capital disclosures:

The College considers its operating capital to consist of net assets invested in capital assets, internally restricted net assets and unrestricted net assets. The College's overall objective for its capital is to fund capital assets, future projects and ongoing operations. The College manages its capital by appropriating amounts to internally restricted net assets for anticipated future projects, contingencies and other capital requirements.

The College also considers its endowments, as part of its capital. The College's objective with regards to endowments is to grow the endowment principal and maximize investment income to increase funding for student aid.

The College may not incur a deficit without the approval of the Minister of Colleges and Universities of Ontario. The College would be required to eliminate any accumulated deficit within a prescribed period of time.

The College is not subject to any other externally imposed capital requirements and its approach to capital management remains unchanged from the prior year.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Schedule of Continuity of Restricted and Endowment Funds

Year ended March 31, 2022

### Restricted Funds

	Balance, March 31, 2021	Additions, transfers and Investment Income	Bursaries and other disbursements	Balance, March 31, 2022
Leaders of Tomorrow	\$ 291,275	\$ 149,219	\$ 22,000	\$ 418,494
Endowment income	2,684,263	1,550,600	777,660	3,457,203
Expendable funds	2,975,538	1,699,819	799,660	3,875,697
J.H. Drysdale Award	128,898	31,830	21,000	139,728
Other	8,954,876	8,439,255	187,296	17,206,835
Ancillary	7,462,230	774,000	306,925	7,929,305
Capital projects and operational initiatives	33,666,003	4,000,000	620,127	37,045,876
	<b>\$ 53,187,545</b>	<b>\$ 14,944,904</b>	<b>\$ 1,935,008</b>	<b>\$ 66,197,441</b>

### Endowment Funds

	Balance, March 31, 2021	Additions	Transfers	Balance, March 31, 2022
OSOTF I	\$ 2,752,800	-	-	\$ 2,752,800
OSOTF II	592,475	-	-	592,475
OTSS	1,041,122	5,000	-	1,046,122
Other	1,329,487	71,280	-	1,400,767
	<b>\$ 5,715,884</b>	<b>\$ 76,280</b>	<b>\$ -</b>	<b>\$ 5,792,164</b>

<b>Total restricted and endowment funds</b>	<b>\$ 58,903,429</b>	<b>15,021,184</b>	<b>1,935,008</b>	<b>\$ 71,989,605</b>
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# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Schedule of Operating Fund Revenues

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Grants:		
Post secondary:		
General operating grant	\$ 4,493,101	\$ 5,571,161
International student recovery	(278,625)	(441,375)
Special support grants	8,285,620	8,251,474
Second Career / WSIB grants	72,306	165,521
Grant for municipal taxation	51,675	55,125
Premise rental grant	151,679	151,679
	12,775,756	13,753,585
Employment and literacy:		
Apprenticeship	1,301,827	715,966
Literacy and Basic Skills	2,400,129	2,416,669
Employment programs	3,099,119	3,000,281
	6,801,075	6,132,916
Special purpose grants:		
Indigenous projects	547,750	476,030
Capital support grants	245,802	185,340
Accessibility grants	383,639	210,913
Daycare	489,985	437,512
OSAP bursaries	111,028	82,779
Other	3,429,170	944,216
	5,207,374	2,336,790
	\$ 24,784,205	\$ 22,223,291
International programs and other:		
Daycare fees	\$ 102,437	\$ 62,417
Rents	199,992	199,992
Contract training	5,268,617	682,452
International programs	21,538,751	26,267,193
Other fees	755,051	678,881
Miscellaneous	848,466	1,101,067
	\$ 28,713,314	\$ 28,992,002

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Expenses by Cost Object

Year ended March 31, 2022, with comparative information for 2021

	Academic	Administration	Student Services	Plant and Property	Community Services	Employment Training Programs	Total 2022	Total 2021
Academic salaries	\$ 13,715,657	\$ -	\$ 11,510	\$ -	\$ -	\$ -	\$ 13,727,167	\$ 12,756,939
Administration salaries	1,452,843	1,843,606	567,189	95,049	-	260,772	4,219,459	3,968,133
Support salaries	3,509,842	1,512,504	2,926,200	803,765	383,626	1,337,632	10,473,569	9,280,360
Stipends and allowances	691,896	-	154,016	-	-	463,867	1,309,779	478,245
Fringe benefits	3,887,988	863,899	945,745	215,545	85,530	424,708	6,423,415	5,824,078
Instructional supplies	2,191,075	11,432	275,700	-	6,382	34,874	2,519,463	2,234,946
Field work	19,620	-	-	-	18,337	-	37,957	15,799
Staff employment	-	35,488	-	-	-	-	35,488	33,907
Professional development	255	41,016	8,776	-	-	9,332	59,379	47,909
Travel	62,936	33,092	65,130	7,704	-	5,645	174,507	131,731
Promotion and advertising	55,962	91,882	863,670	-	-	39,504	1,051,018	1,396,151
Equipment maintenance	22,567	-	-	83,368	-	-	105,935	145,483
Telecommunications	185,375	56,670	147	28	-	28,918	271,138	263,626
Office supplies	69,175	115,120	83,529	1,224	-	10,076	279,124	273,619
Janitorial	-	528,183	-	30,553	102	-	558,838	290,999
Facilities maintenance	-	-	-	250,293	-	-	250,293	194,809
Vehicle	-	-	-	1,790	-	-	1,790	1,236
Insurance	-	560,688	-	-	-	-	560,688	313,907
Bank charges and bad debts	205,319	386,885	83,543	-	-	-	675,747	252,720
Professional fees	19,131	315,288	111,848	-	2,000	1,000	449,267	418,603
Contracted services	2,522,886	365,352	649,637	88,932	-	-	3,626,807	2,150,794
Utilities	15,624	-	-	834,596	-	-	850,220	854,653
Municipal taxation	-	-	-	88,200	-	-	88,200	109,500
Rentals	386,970	29,638	40,347	-	30,000	215,000	701,955	647,189
	\$ 29,015,121	6,790,743	6,786,987	2,501,047	525,977	2,831,328	48,451,203	42,085,336
Ancillary expense							2,244,765	2,100,334
<b>Total expenses</b>							\$ 50,695,968	\$ 44,185,670

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Ancillary Revenue and Expenses

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
<b>Bookstore Operations</b>		
Revenue	\$ 44,709	\$ 71,849
Operating expense	39,024	14,699
<b>Excess of revenue over expense</b>	<b>\$ 5,685</b>	<b>\$ 57,150</b>
<b>Student Residence Operations</b>		
Revenue:		
Rent	\$ 266,430	\$ 311,035
Service charges	29,872	22,455
	296,302	333,490
Expense:		
Operating	443,382	414,169
<b>Deficiency of revenue over expense</b>	<b>\$ (147,080)</b>	<b>\$ (80,679)</b>
<b>Parking Grounds Operations</b>		
Revenue	\$ 683	\$ -
Operating expense	110,943	79,904
<b>Deficiency of revenue over expense</b>	<b>\$ (110,260)</b>	<b>\$ (79,904)</b>
<b>Ancillary Facilities Operations</b>		
Revenue	\$ 1,826,742	\$ 1,766,661
Operating expense	1,651,416	1,591,562
<b>Excess of revenue over expense</b>	<b>\$ 175,326</b>	<b>\$ 175,099</b>