

Huron University College

Financial Statements
April 30, 2018



June 27, 2018

Independent Auditor's Report

To the Executive Board of Huron University College

We have audited the accompanying financial statements of Huron University College, which comprise the statement of financial position as at April 30, 2018 and the statements of operations, changes in net assets and cash flows for the year then ended, and the related notes, which comprise 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 accounting standards for not-for-profit organizations, 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.

Auditor's 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 the auditor's 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, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

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"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Huron University College as at April 30, 2018 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

PricewaterhouseCoopers LLP

Chartered Professional Accountants, Licensed Public Accountants

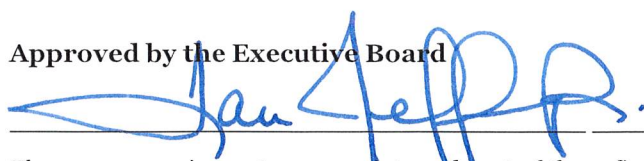
Huron University College

Statement of Financial Position

As at April 30, 2018

	2018 \$	2017 \$
Assets (note 6)		
Current assets		
Cash	2,989,895	5,202,710
Short-term investments	103,247	954,398
Accounts receivable (net of allowance of \$293,548 (2017 - \$248,177))	435,556	561,867
Prepaid expenses	31,398	44,093
Due from Huron University College Foundation	272,175	159,864
	<u>3,832,271</u>	<u>6,922,932</u>
Intangible assets (note 3)	164,722	102,839
Capital assets (note 4)	<u>15,694,710</u>	<u>14,829,678</u>
	<u>19,691,703</u>	<u>21,855,449</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	1,163,459	1,750,581
Advanced tuition and residence deposits	380,423	58,597
Current portion of employee future benefits (note 7)	85,978	63,338
Deferred contributions	858,717	194,122
	<u>2,488,577</u>	<u>2,066,638</u>
Deferred capital contributions (note 5)	4,253,184	3,724,997
Employee future benefits (note 7)	<u>2,151,320</u>	<u>2,089,060</u>
	<u>8,893,081</u>	<u>7,880,695</u>
Net Assets		
Invested in capital and intangible assets	12,334,621	11,517,473
Unrestricted	<u>(1,535,999)</u>	<u>2,457,281</u>
	<u>10,798,622</u>	<u>13,974,754</u>
	<u>19,691,703</u>	<u>21,855,449</u>

Approved by the Executive Board



The accompanying notes are an integral part of these financial statements.

Huron University College

Statement of Operations

For the year ended April 30, 2018

	2018 \$	2017 \$
Revenue		
Student fees	8,394,232	8,679,995
Government grants	4,970,616	3,981,129
	<u>13,364,848</u>	<u>12,661,124</u>
Ancillary revenue (note 8)	2,246,439	2,544,886
External trust	37,065	41,993
Research fund	100,808	86,786
Foundation transfer (note 9)	1,190,214	1,578,628
	<u>3,574,526</u>	<u>4,252,293</u>
Other revenue (note 10)	1,764,839	1,578,789
	<u>18,704,213</u>	<u>18,492,206</u>
Expenditures		
Salaries and benefits - faculty	8,355,671	7,652,269
Salaries and benefits - staff	4,144,354	3,941,497
Registrarial	569,512	379,307
Academic instructional	743,534	716,001
UWO fees	1,612,511	1,704,859
	<u>15,425,582</u>	<u>14,393,933</u>
Ancillary expenditures (note 8)	1,734,156	1,834,016
Scholarship and bursaries	1,394,151	1,466,796
Building costs - academic	557,842	1,379,020
General administration	1,272,921	941,613
Research grant expenditures	100,863	86,786
Alumni development	336,960	252,431
Amortization of capital and intangible assets	1,152,117	1,145,904
	<u>6,549,010</u>	<u>7,106,566</u>
	<u>21,974,592</u>	<u>21,500,499</u>
Deficiency of revenue over expenditures	<u>(3,270,379)</u>	<u>(3,008,293)</u>

The accompanying notes are an integral part of these financial statements.

Huron University College

Statement of Changes in Net Assets
For the year ended April 30, 2018

	2018			2017		
	Invested in capital and intangible assets \$	Unrestricted \$	Total \$	Invested in capital and intangible assets \$	Unrestricted \$	Total \$
Balance - Beginning of year	11,517,473	2,457,281	13,974,754	11,283,900	6,346,258	17,630,158
Deficiency of revenue over expenditures	(914,752)	(2,355,627)	(3,270,379)	(925,734)	(2,082,559)	(3,008,293)
Capital and intangible assets acquired from own funds	1,731,900	(1,731,900)	-	1,159,307	(1,159,307)	-
Remeasurements on employee future benefits (note 7)	-	94,247	94,247	-	(647,111)	(647,111)
	817,148	(3,993,280)	(3,176,132)	233,573	(3,888,977)	(3,655,404)
Balance - End of year	12,334,621	(1,535,999)	10,798,622	11,517,473	2,457,281	13,974,754

The accompanying notes are an integral part of these financial statements.

Huron University College

Statement of Cash Flows

For the year ended April 30, 2018

	2018 \$	2017 \$
Cash provided by (used in)		
Cash flows from operating activities		
Deficiency of revenue over expenditures	(3,270,379)	(3,008,293)
Items not involving cash		
Amortization of capital and intangible assets	1,152,117	1,145,904
Amortization of deferred capital contributions	(237,365)	(220,170)
Change in employee future benefits, net of remeasurements	179,147	(749,746)
	<u>(2,176,480)</u>	<u>(2,832,305)</u>
Change in non-cash working capital items (note 11)	425,994	(414,444)
	<u>(1,750,486)</u>	<u>(3,246,749)</u>
Cash flows from investing activities		
Purchase of capital and intangible assets	(2,079,032)	(1,316,811)
Sale (purchase) of short-term investments	851,151	(14,842)
Deferred capital contributions received	765,552	211,018
	<u>(462,329)</u>	<u>(1,120,635)</u>
Change in net cash for the year	(2,212,815)	(4,367,384)
Cash - Beginning of year	5,202,710	9,570,094
Cash - End of year	<u>2,989,895</u>	<u>5,202,710</u>

The accompanying notes are an integral part of these financial statements.

Huron University College

Notes to Financial Statements

April 30, 2018

1 Purpose of the organization

Huron University College (the university) is a university institution with undergraduate programs in Arts and Social Sciences, and graduate programs in theology. The university is affiliated with the University of Western Ontario (UWO) and associated with the Anglican Church of Canada. The university is incorporated under the statutes of the Province of Ontario. The university is a not-for-profit organization under the Income Tax Act.

2 Summary of significant accounting policies

Basis of presentation

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO) as issued by the Canadian Accounting Standards Board and include the following significant accounting policies.

Revenue recognition

The university follows the deferral method of accounting for contributions. Restricted contributions are deferred and recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount received can be reasonably estimated and collection is reasonably assured.

Grants approved but not yet received at the end of an accounting period are accrued if the amount to be received can be reasonably estimated and collection is reasonably assured. Where a portion of a grant relates to a future period, it is deferred and recognized in the subsequent period. Grants are received for the purposes of funding student education.

Intangible assets

Finite useful life intangible assets are accounted for at cost less amortization and are comprised of computer software that is amortized on a straight line basis over three years. Amortization on intangible assets commences when the asset is put in use.

Capital assets

Capital assets are carried at cost. When an asset is sold or otherwise disposed of, the related cost and accumulated amortization are removed from the respective accounts and any gain or loss on disposition is recognized in the statement of operations for the year.

The carrying amount of a capital asset not being amortized because it is under construction or development is classified as construction-in-progress. Amortization of capital assets is calculated upon completion of construction and allocation of the asset to its appropriate capital asset account.

Huron University College

Notes to Financial Statements

April 30, 2018

Amortization of capital assets is calculated on all amortizable assets based on the following methods, utilizing estimated lives according to Canadian Association of University Business Officers guidelines for Canadian colleges and universities as follows:

Buildings	5% declining balance
Equipment and furniture	10 years straight line
Computer equipment	4 years straight line
Library books	5 years straight line
Food court	5% declining balance

Deferred capital contributions

Contributions received for capital assets are deferred and amortized over the same term and on the same basis as the related capital assets.

Employee future benefits

The university provides a Retirement Gratuity Plan (the DB plan), which is a defined benefit type plan. Benefits from the DB plan are provided only to participants who had benefits under the London Life and/or Standard Life Group or Group Annuity plan as of December 31, 1986, only if the participant invests his/her defined contribution account in accordance with plan provisions and meets all other conditions necessary for receiving such benefits. The service cost and accrued benefit obligation of the DB plan is actuarially determined using a modified form of the projected unit credit actuarial cost method pro-rated on services. The employees of the university are also eligible to be members of the UWO Academic and Staff/Management Pension Plan (the DC plan), which is a defined contribution plan. The university also provides an administrative leave to its principal and another faculty member to be taken at the end of the respective terms.

Use of estimates

The preparation of financial statements in conformity with ASNPO 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 date of the financial statements and the reported amounts of revenue and expenditures during the reporting period. Actual results could differ from those estimates.

Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments in the form of financial assets and financial liabilities are generally presented separately. Financial instruments are recognized as soon as the university becomes a party to the contractual provisions of the financial instrument. Upon initial recognition financial instruments are measured at fair value. The fair value of a financial instrument is the estimated amount that the university would receive or pay to terminate the instrument agreement at the reporting date. The following methods and assumptions were used to estimate the fair value of each type of financial instrument by reference to various market value data and other valuation techniques as appropriate.

Huron University College

Notes to Financial Statements

April 30, 2018

Cash and short-term investments

Cash and short-term investments consist primarily of cash on hand and certificates of deposits with an original term of up to twelve months. These instruments have been accounted for at fair value. Carrying values approximate fair values for these instruments due to their short-term maturity.

Loans and receivables

Loans and receivables are non-derivative financial assets that represent amounts due from others with fixed or determinable payments that are not quoted in an active market including accounts receivable and due from Huron University College Foundation. After initial recognition, loans and receivables are subsequently carried at amortized cost using the effective interest method less any impairment losses, if necessary. Gains and losses are recognized in the statement of operations when the loans and receivables are derecognized or impaired. Interest effects on the application of the effective interest method are also recognized in the statement of operations.

The carrying value of accounts receivable and due from Huron University College Foundation approximates their fair values due to the short-term maturity of these financial instruments.

Other financial liabilities

Other financial liabilities are non-derivative financial liabilities with fixed payments or determinable payments that are not quoted in an active market including accounts payable and accrued liabilities. After initial recognition, other financial liabilities are subsequently carried at amortized cost using the effective interest method. Gains and losses are recognized in the statement of operations when other financial liabilities are derecognized or impaired. Interest effects on the application of the effective interest method are also recognized in the statement of operations.

The carrying value of accounts payable and accrued liabilities approximates their fair values due to the short-term maturity of these financial instruments.

Interest rate risk

The university's exposure to interest rate risk relates to its cash and short-term investments.

Credit risk

Management monitors its credit risk related to its accounts receivable balances which are primarily from student and government sources.

Foreign exchange risk

The university has no significant exposure to fluctuations in the value of foreign currencies.

Huron University College

Notes to Financial Statements

April 30, 2018

3 Intangible assets

Included in intangible assets is \$164,722 (2017 - \$102,839) of work in progress related to computer software that has yet to be put in use. Amortization of these amounts will commence once the work is complete and the software is put into use.

4 Capital assets

			2018
	Cost	Accumulated	Net book
	\$	amortization	value
	\$	\$	\$
Land	325,459	-	325,459
Buildings	28,333,814	15,881,709	12,452,105
Equipment and furniture	7,196,265	5,881,707	1,314,558
Computer equipment	1,428,105	1,330,132	97,973
Library books	2,877,412	2,561,444	315,968
Food court	2,818,445	1,629,798	1,188,647
	<u>42,979,500</u>	<u>27,284,790</u>	<u>15,694,710</u>
			2017
	Cost	Accumulated	Net book
	\$	amortization	value
	\$	\$	\$
Land	325,459	-	325,459
Buildings	26,675,855	15,276,974	11,398,881
Equipment and furniture	6,962,317	5,565,298	1,397,019
Computer equipment	1,401,885	1,271,569	130,316
Library books	2,778,390	2,451,594	326,796
Food court	2,818,445	1,567,238	1,251,207
	<u>40,962,351</u>	<u>26,132,673</u>	<u>14,829,678</u>

Included in buildings is \$962,134 (2017 - \$316,058) of construction in progress that has yet to commence amortization. Amortization of these amounts will commence once the construction is complete and the item is put into use.

Huron University College

Notes to Financial Statements

April 30, 2018

5 Deferred capital contributions

	2018	2017
	\$	\$
Deferred capital contributions		
Balance - Beginning of year	2,494,704	2,508,931
Facility renewal/infrastructure capital grant	108,647	146,153
Huron University College Foundation capital contribution	8,560	11,351
Other capital contributions	229,925	-
Total contributions received	347,132	157,504
Amortized to operations (note 10)	(191,347)	(171,731)
Balance - End of year	2,650,489	2,494,704
	2018	2017
	\$	\$
Unapplied deferred capital contributions		
Balance - Beginning of year	309,952	256,438
Huron University College Foundation capital contribution	602,018	3,613
Library renewal student contribution	-	49,901
Contributions expended during year	(183,598)	-
Balance - End of year	728,372	309,952
	2018	2017
	\$	\$
Deferred Superbuild capital contributions		
Balance - Beginning of year	920,341	968,780
Amortized to operations (note 10)	(46,018)	(48,439)
Balance - End of year	874,323	920,341
Total deferred capital contributions	4,253,184	3,724,997

Deferred contributions related to capital assets represent restricted contributions to fund capital projects. As at April 30, 2018, \$728,372 (2017 - \$309,952) of total deferred capital contribution are unspent.

Huron University College

Notes to Financial Statements

April 30, 2018

6 Credit facility

The university has a credit facility in the amount of \$1,800,000 from Scotiabank. All borrowings are payable on demand and bear interest at a rate of prime minus 0.25% per annum interest payable monthly. The credit facility is secured by a general security agreement constituting a first ranking security interest in all personal property of the university. As at April 30, 2018 and 2017, no amounts were drawn on this credit facility.

7 Employee future benefits

The university operates a retirement gratuity plan and participates in a defined contribution pension plan operated by UWO. The university does not provide any other material post retirement non-pension benefits or post-employment benefits to its employees, aside from the administrative leave compensation that will be provided to the university's principal at the end of his term on June 30, 2021 and another faculty member whose leave is currently ongoing.

Employer contributions made to the DC plan during the year amounted to \$617,683 (2017 - \$581,765).

Retirement Gratuity Plan

Benefits under the DB plan are not funded in advance, but are paid from operating revenues as benefits come due. Benefit payments are disbursed if a shortfall exists between the pension benefit received by a member from the DC plan and that which is required by the DB plan.

On January 1, 1987, the university commenced the DC plan and all employees hired after this date were not eligible to participate in the DB plan. As at April 30, 2018, the DB plan has five participants (2017 - five).

The DB plan has no assets. The accrued benefit obligation as at April 30, 2018 is \$2,042,599 (2017 - \$2,040,310). Benefit payments of \$nil (2017 - \$688,100) were paid during the year by the university.

Information about the DB plan which was measured as at April 30 is as follows:

	2018	2017
	\$	\$
Change in accrued benefit obligation		
Accrued benefit obligation - May 1	2,040,310	1,979,487
Current service cost	43,488	45,397
Interest cost	53,048	56,415
Benefit payments	-	(688,100)
Actuarial (gain) loss	(94,247)	711,443
Gain on settlements	-	(64,332)
	<hr/>	<hr/>
Accrued benefit obligation - April 30	2,042,599	2,040,310

Huron University College

Notes to Financial Statements

April 30, 2018

The university's net benefit plan expense includes the following components:

	2018 \$	2017 \$
Current service cost	43,488	45,397
Interest cost	53,048	56,415
	<hr/>	<hr/>
Net pension costs recognized	96,536	101,812

The significant assumptions used are as follows:

	2018 %	2017 %
Accrued benefit obligation as at April 30		
Discount rate	3.05	2.60
Rate of compensation increase	3.00	3.00
Benefit costs for the year ended April 30		
Discount rate	2.60	2.85
Rate of compensation increase	3.00	3.00

Administrative Leave

Upon completion of the current principal's term on June 30, 2021, the university's principal is entitled to an earned administrative leave of one year to be taken at the end of the term as partial compensation for the services rendered to the university during the term. By mutual agreement of the university and the principal, the administrative leave for completion of the principal's term may be deferred and taken by the principal at such other time as the parties may agree. No such agreements to defer the administrative leave were made during the year. During the period of administrative leave, which commences on July 1, 2021, the principal will be paid an amount equal to the compensation and benefits that he would have been paid had he not been on leave. Included in employee future benefits is \$108,721 (2017 - \$48,750) relating to earned future post-employment benefits. As at year end, the amount included in employee future benefits is \$nil (2017 - \$63,338) for the past principal.

The other faculty member has a similar agreement to that of the principal. The other faculty member's term ends on June 30, 2018, however a separate agreement was made to begin the administrative leave effective January 1, 2018. Included in employee future benefits is \$85,978 (2017 - \$nil) relating to earned future post-employment benefits.

Huron University College

Notes to Financial Statements

April 30, 2018

8 Ancillary operations

Ancillary operations include the operations of residence, conference facilities and parking facilities. The operations of these facilities are included in the statement of operations and are summarized as follows. The summary below does not include amortization of capital and intangible assets related to ancillary operations.

	2018 \$	2017 \$
Ancillary revenue		
Residence fees and rentals	1,668,921	1,957,802
Conference	201,132	165,196
Parking	367,911	413,413
Food court	8,475	8,475
	<u>2,246,439</u>	<u>2,544,886</u>
Ancillary expenditures		
Residence salary and benefits	339,150	337,013
Conference salary and benefits	22,240	22,420
Building costs	1,178,659	1,306,941
Conference food costs	28,517	11,736
Other costs	165,590	155,906
	<u>1,734,156</u>	<u>1,834,016</u>
Excess of revenue over expenditures for ancillary operations	<u>512,283</u>	<u>710,870</u>

9 Related party transactions

a) Huron University College Foundation

The purpose of Huron University College Foundation (the foundation) is to administer money received for the benefit of the university. The foundation was incorporated in Ontario on June 12, 1979 as a not-for-profit organization and is a registered charity under the Income Tax Act. The foundation administers certain trust and endowment funds on behalf of the university for the purposes of pooling investment funds to maximize return and minimize costs. The decision-making as to the use of the university trust and endowment income rests with the Executive Board of the university.

During the foundation's fiscal year ended December 31, 2017, the Board of Directors of the foundation approved the transfer to the university of \$1,675,000 (2017 - \$1,495,000). Of the amounts approved for transfer, the university has received the following during the university's fiscal year ended April 30:

	2018 \$	2017 \$
Trust and Endowment Fund	151,381	146,835
Foundation Fund	1,038,833	1,431,793
Capital contributions	610,578	14,964
	<u>1,800,792</u>	<u>1,593,592</u>
Deferred capital contributions	<u>(610,578)</u>	<u>(14,964)</u>
	<u>1,190,214</u>	<u>1,578,628</u>

Huron University College

Notes to Financial Statements

April 30, 2018

The foundation has not been combined in the university's financial statements. A financial summary of the foundation as at December 31, 2017 and December 31, 2016 and for the years then ended is as follows:

	2017	2016
	\$	\$
Balance sheet		
Assets		
Investments, at market	21,107,585	20,454,644
Other assets	646,623	420,311
	<u>21,754,208</u>	<u>20,874,955</u>
Liabilities	<u>435,343</u>	<u>193,096</u>
Fund balances		
Huron University College Trust and Endowment	3,190,896	3,135,027
Foundation	18,127,969	17,546,832
	<u>21,318,865</u>	<u>20,681,859</u>
	<u>21,754,208</u>	<u>20,874,955</u>
Statement of operations		
Donations and investment income	1,707,974	1,387,403
Expenditures	(144,151)	(94,365)
	<u>1,563,823</u>	<u>1,293,038</u>
Excess of revenue over expenditures	1,563,823	1,293,038
Disbursed to Huron University College	(1,976,993)	(1,590,252)
Net realized and unrealized capital gain	1,050,176	560,174
	<u>637,006</u>	<u>262,960</u>

b) Huron University College Foundation U.S.A.

The purpose of the Huron University College Foundation U.S.A. (the U.S.A. foundation) is to administer money received for the benefit of the university. The U.S.A. foundation was incorporated in New York on August 1, 2006 as a not-for-profit organization and is a registered charity under 501(c)(3) of the Internal Revenue Code. There has been no funding related activity since inception.

Huron University College

Notes to Financial Statements

April 30, 2018

10 Other revenue

	2018 \$	2017 \$
Amortization of deferred capital contributions (note 5)	237,365	220,170
Diocesan grant	116,596	81,102
Other academic revenue	251,979	309,475
Miscellaneous revenue	158,899	158,042
Summer course revenue	1,000,000	810,000
	<hr/> 1,764,839	<hr/> 1,578,789

11 Working Capital

	2018 \$	2017 \$
(Increase) decrease in:		
Accounts receivable	126,311	(241,457)
Prepaid expenses	12,695	(5,653)
Due from Huron University College Foundation	(112,311)	(120,659)
Increase (decrease) in:		
Accounts payable and accrued liabilities	(587,122)	138,801
Advance tuition and residence deposits	321,826	(214,384)
Deferred contributions	664,595	28,908
	<hr/> 425,994	<hr/> (414,444)

12 Trust Funds

The university is the beneficiary of the income from certain trusts administered on its behalf. The university equally shares the beneficiary of the Colonel Leonard Trust with Upper Canada College. The amounts below have not been recorded in the financial statements of the university.

	2018		2017	
	Cost \$	Market value \$	Cost \$	Market value \$
Colonel Leonard	638,839	680,226	646,888	697,632
Sarah Leonard	815,291	854,048	829,794	881,784
Diocese of Huron	170,696	278,903	170,696	270,678
Trusts administered on behalf of the university	<hr/> 1,624,826	<hr/> 1,813,177	<hr/> 1,647,378	<hr/> 1,850,094

Huron University College

Notes to Financial Statements

April 30, 2018

13 Ontario Student Opportunity Trust Funds

The Ontario Student Opportunity Trust Funds (OSOTF) program was established by the Government of Ontario during 1997 to encourage companies and individuals to contribute funds for Ontario's college and university students. Prior to March 31, 2000, all eligible donations made to the university were matched by the Province on a dollar for dollar basis as cash was received. The matching donations ceased as of March 31, 2000. The foundation allocates investment income to the fund based on its annual opening balance. Activity in this fund is included in the foundation

The Ministry of Training, Colleges and Universities no longer requires institutions to submit a separate audit report with respect to the OSOTF program, however, it requires that the year-end OSOTF Report must be included in the institution's financial statements. Therefore, these OSOTF schedules for the years ended December 31, 2016 and 2015 have been included with the university's financial statements.

Schedule of Changes in Endowment Fund Balance	20187	20176
For the year ended December 31	\$	\$
Fund balance - Beginning of year and end of year	491,900	491,900
Schedule of Changes in Expendable Funds Available for Awards		
For the year ended December 31	\$	\$
Balance - Beginning of year	(22,245)	(24,985)
Net return on investment	26,845	20,435
Bursaries awarded	(18,000)	(17,695)
Balance - End of year	(13,400)	(22,245)
Number of awards	11	11

14 Capital management

The university's objectives, when managing capital, are to safeguard the university's ability to continue as a going concern in order to pursue the delivery of a variety of services. In the definition of capital, the university includes the net assets, as well as the cash and restricted cash. The university manages the capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the university may consider raising additional funds or reducing expenses. In order to facilitate the management of its capital requirements, the university prepares annual and multi-year expenditure budgets that are updated as necessary depending on various factors, including fundraising campaigns and general governmental conditions. The annual and multi-year budgets are approved by the Board of Directors. The university has not changed its approach to capital management during the current year. The university is not subject to any external capital restrictions.

15 Comparative figures

Certain comparative figures have been adjusted to conform to the current year presentation.