Consolidated financial statements of

The Algonquin College of Applied Arts and Technology

March 31, 2021

The Algonquin College of Applied Arts and Technology

March 31, 2021

Table of contents

Tel: 289 881 1111
Fax: 905 845 8615
www.bdo.ca

BDO Canada LLP
360 Oakville Place Drive, Suite 500
Oakville ON L6H 6K8 Canada

Independent Auditor's Report

To the Board of Governors of The Algonquin College of Applied Arts and Technology

Opinion

We have audited the consolidated financial statements of The Algonquin College of Applied Arts and Technology (the "College"), which comprise the consolidated statement of financial position as at March 31, 2021, and the consolidated statements of operations, the consolidated statement of changes in net assets, the consolidated statement of cash flows and the consolidated statement of remeasurement gains and losses for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the College as at March 31, 2021, and its consolidated results of operations, its consolidated cash flows, and its consolidated remeasurement gains and losses for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

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

In preparing the consolidated financial statements, management is responsible for assessing the College'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 College or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated 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 these financial statements.

Independent Auditor’s Report (continued)

Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements (continued)

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the consolidated 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 auditor’s report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario
June 7, 2021

The Algonquin College of Applied Arts and Technology

Consolidated statement of financial position
as at March 31, 2021

	2021	2020
	$	$
Assets		
Current assets		
Cash	**56,850,772**	59,675,325
Short-term investments (Note 3)	**39,176,375**	30,058,132
Accounts receivable (Note 4)	**45,533,147**	28,955,553
Inventory (Note 5)	**1,995,344**	2,044,066
Prepaid expenses	**4,864,474**	4,588,422
	148,420,112	125,321,498
Investments (Note 3)	**25,348,583**	33,104,861
Long-term prepaid expense - Students' Association	**5,500,000**	5,500,000
Endowment investments (Note 7a)	**34,137,171**	26,943,483
Capital assets (Note 8)	**289,121,869**	295,526,547
	502,527,735	486,396,389
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	**28,656,348**	20,622,040
Accrued salaries and employee deductions payable	**9,923,513**	8,342,754
Algonquin College - Saudi Arabia (Note 6a)	**-**	257,032
Deferred revenue (Note 9)	**52,622,355**	45,091,799
Current portion of long-term debt (Note 10a)	**3,621,957**	3,501,708
	94,824,173	77,815,333
Long-term debt (Note 10a)	**36,184,267**	38,367,852
Interest rate swaps (Note 10b)	**4,203,280**	5,199,705
Vacation, sick leave and post-employment benefits (Note 11)	**18,225,361**	20,247,712
Deferred capital contributions (Note 12)	**152,517,241**	159,717,061
	305,954,322	301,347,662
Commitments and guarantees and contingencies (Note 13)		
Net assets (deficiency)		
Unrestricted	**1,000,000**	1,000,000
Investment in capital assets (Note 14)	**96,798,404**	93,939,926
Vacation, sick leave and post-employment benefits (Note 11)	**(18,225,361)**	(20,247,712)
Internally restricted (Note 15)	**86,834,670**	88,821,096
Endowment fund (Note 7b)	**34,137,171**	26,943,485
	200,544,884	190,456,795
Accumulated remeasurement losses	**(3,971,470)**	(5,408,068)
	196,573,414	185,048,727
	502,527,735	486,396,389

Approved by the Board

Jay McLaren ____________ Chairman

Claude B ____________ Member

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of operations
as at March 31, 2021

	2021	2020
	$	$
Revenue (Schedule A)		
Grants and reimbursements	**117,229,389**	108,410,486
Student tuition fees	**135,804,391**	160,690,254
Contract educational services	**48,526,468**	42,995,124
Campus Services (Schedule B)	**12,112,045**	33,175,277
Other	**18,541,406**	26,004,512
Amortization of deferred capital contributions (Note 12)	**7,638,474**	7,720,677
	339,852,173	378,996,330
Expenses		
Salaries and benefits	**207,233,991**	205,575,759
Building maintenance and utilities	**15,437,960**	23,521,785
Instructional supplies and equipment	**5,027,365**	6,064,986
Bursaries and other student aid	**8,077,388**	7,909,629
Interest	**698,527**	724,278
Amortization and write off of capital assets (Note 14)	**16,320,502**	15,975,181
Campus Services (Schedule B) (Note 5)	**14,144,244**	26,443,277
Other	**72,040,144**	79,434,861
	338,980,121	365,649,756
Change in vacation, sick leave and post-employment benefits liabilities (Note 11)	**(2,022,351)**	1,009,911
Total Expenses	**336,957,770**	366,659,667
Excess of revenue over expenses from operations before the undernoted item	**2,894,403**	12,336,663
Gain on sale of March Road land in Kanata	**-**	2,403,372
Excess of revenue over expenses	**2,894,403**	14,740,035

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of changes in net assets
as at March 31, 2021

	Unrestricted	Investment in capital assets	Vacation, sick leave and post-employment benefits	Internally restricted	Endowment fund	**2021**	**2020**
	$	$ (Note 14)	$ (Note 11)	$ (Note 15)	$ (Note 7)	**$**	$
Net assets (deficiency), beginning of year	**1,000,000**	**93,939,926**	**(20,247,712)**	**88,821,096**	**26,943,484**	**190,456,794**	176,243,197
Excess of revenue over expenses	**2,894,403**	**-**	**-**	**-**	**-**	**2,894,403**	14,740,035
Change in vacation, sick leave and post-employment benefits liabilities (Note 11)	**(2,022,351)**	**-**	**2,022,351**	**-**	**-**	**-**	-
Internally imposed restrictions	**1,986,426**	**-**	**-**	**(1,986,426)**	**-**	**-**	-
Net change in investment in capital assets (Note 14)	**(2,858,478)**	**2,858,478**	**-**	**-**	**-**	**-**	-
Endowment contributions and investment income (losses), net (Note 7)	**-**	**-**	**-**	**-**	**7,193,687**	**7,193,687**	(526,437)
Net assets (deficiency), end of year	**1,000,000**	**96,798,404**	**(18,225,361)**	**86,834,670**	**34,137,171**	**200,544,884**	190,456,795

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of remeasurement gains and losses
as at March 31, 2021

	2021	2020
	$	$
Accumulated remeasurement losses, beginning of year	**(5,408,068)**	(5,806,384)
Unrealized gains (losses) attributable to:		
Fair value (appreciation)/decline of investments	**231,810**	(208,363)
Interest rate swaps	**996,425**	80,002
	1,228,235	(128,361)
Realization of prior year unrealized losses	**208,363**	526,676
	1,436,598	398,315
Accumulated remeasurement losses, end of year	**(3,971,470)**	(5,408,068)

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of cash flow
as at March 31, 2021

	2021	2020
	$	$
Operating activities		
Excess of revenue over expenses	**2,894,403**	14,740,035
Items not affecting cash		
Amortization of capital assets	**16,320,502**	15,975,181
Adjustment to capital assets	**12,000**	1,524,659
Write off of Investment (liability) in Algonquin College - Saudi Arabia	**(257,032)**	-
Fair value (appreciation)/decline of investments	**231,810**	(208,363)
Realization of prior year unrealized losses	**208,363**	526,676
Amortization of deferred capital contributions	**(7,638,474)**	(7,720,677)
Change in vacation, sick leave and post-employment benefits liabilities (Note 11)	**(2,022,351)**	1,009,911
	9,749,221	25,847,422
Changes in non-cash operating working capital items (Note 17)	**340,696**	(31,816,623)
	10,089,917	(5,969,201)
Financing activities		
Principal repayments of long-term debt	**(2,063,336)**	(3,298,244)
Change in long-term prepaid expense with Students' Association	**-**	(5,500,000)
	(2,063,336)	(8,798,244)
Capital activities		
Capital asset additions (Note 14)	**(9,927,824)**	(8,518,031)
Capital contributions received (Note 12)	**438,654**	2,120,038
	(9,489,170)	(6,397,993)
Investing activities		
Proceeds on disposal of investments	**39,983,307**	37,843,057
Purchases of investments	**(41,345,271)**	(39,240,076)
	(1,361,964)	(1,397,019)
Decrease in cash and cash equivalents	**(2,824,553)**	(22,562,457)
Cash and cash equivalents, beginning of year	**59,675,325**	82,237,782
Cash and cash equivalents, end of year	**56,850,772**	59,675,325
Interest paid in the year	**2,419,739**	2,576,665

See accompanying notes to the financial statements.

1. Description of the College

The Algonquin College of Applied Arts and Technology (the “College”) was incorporated as a College in 1966 under the laws of the Province of Ontario. The College is dedicated to providing post-secondary education.

The College is a registered charity and therefore is exempt, under Section 149 of the Income Tax Act, from payment of income taxes.

2. Significant accounting policies

The consolidated financial statements of the College have been prepared by management in accordance with Canadian public sector accounting standards for Government Not-for-Profit Organizations (NPOs), including the 4200 series of standards, as issued by the Public Sector Accounting Board (“PSAB for Government NPOs ”) and include the following significant accounting policies:

a) Basis of presentation

These consolidated financial statements include the accounts of the College and its controlled for-profit entities:

- 2364193 Ontario Inc., which is fully consolidated in these consolidated financial statements, and
- Algonquin College - Saudi Arabia, which is accounted for on a modified equity basis. Information concerning this entity is presented in the notes to these financial statements.

These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at the College, as these Organizations are not controlled by the College.

b) Revenue

The College uses the deferral method of accounting for contributions for government not-for-profit organizations.

i. Unrestricted contributions are recognized as revenue when received or receivable. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the period in which the related expenses are recognized. Contributions to endowment funds are recognized as direct increases in net assets in the period received.

   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 or deferred.

ii. Contributions received for capital assets are deferred and amortized into revenue over the same term and on the same basis as the related capital asset. Contributions of land are recognized as direct increases in investment in capital assets in the period received.

iii. Student tuition fees are recorded in the accounts based on the academic period of the specific courses. Tuition fees are deferred to the extent that the courses extend beyond the fiscal year of the College.

iv. Contract educational services are recorded in the accounts based on the services provided in the College’s fiscal year on a percentage-of-completion basis.

v. Unrestricted investment income is recognized as revenue on an accrual basis. All unrealized gains or losses in the fair value of unrestricted investments are recognized in the consolidated statement of remeasurement gains and losses; once realized, these gains and losses are recognized in the consolidated statement of operations.

2. Significant accounting policies (continued)

c) *Employee benefit plans*

The College accrues its obligations for employee benefit plans. The cost of non-pension post-retirement and post-employment benefits earned by employees is actuarially determined using the projected benefit method pro-rated on services and management's best estimate of retirement ages of employees and expected health care costs.

The College is an employer member of the Colleges of Applied Arts and Technology Pension Plan, which is a multi-employer, defined benefit pension plan. The College has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles.

d) *Financial instruments*

All financial instruments reported on the consolidated statement of financial position of the College are classified as follows:

Cash	Fair value
Short-term investments	Fair value
Accounts receivable	Amortized cost
Investments	Fair value
Endowment investments	Fair value
Accounts payable and accrued liabilities	Amortized cost
Accrued salaries and employee deductions payable	Amortized cost
Long-term debt	Amortized cost
Interest rate swaps	Fair value

Fair value for investments is determined using quoted market prices. The College has designated its fixed income securities that would otherwise be classified into the amortized cost category at fair value as the College manages and reports the performance on a fair value basis.

i. *Cash*

Cash is comprised of the net amount of: cash on hand and short-term investments, if any, which are highly liquid, subject to insignificant risk of changes in value and have a short maturity term of less than 90 days from the date of acquisition.

ii. *Investments*

Purchases of investments are recorded on the settlement date. Transaction costs related to the acquisition of investments are expensed. Short-term investments are fixed-term investments maturing within the next fiscal year.

Unrealized gains or losses on investments, including the related foreign exchange gains or losses are recorded in the consolidated statement of remeasurement gains and losses; once realized, they are derecognized from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of operations.

iii. *Endowed investments*

Realized investment income and unrealized gains or losses from the change in fair value are recorded in the consolidated statement of changes in net assets. Sales and purchases of endowed investments are recorded on the settlement date. Transaction costs related to the acquisition of endowed investments are recorded against the realized investment income of the Endowment Fund.

2. Significant accounting policies (continued)

d) Financial instruments (continued)

iv. Foreign currency

Investments denominated in foreign currencies are translated using rates of exchange in effect at the consolidated statement of financial position date.

v. Interest rate swaps

The College is party to interest rate swap agreements used to manage the exposure to market risks from changing interest rates. The College's policy is not to utilize derivative financial instruments for trading or speculative purposes.

Unrealized gains or losses on interest rate swaps are recorded in the consolidated statement of remeasurement gains and losses; once realized, they are derecognized from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of operations.

e) Other financial instruments

The College records accounts receivable, accounts payable and accrued liabilities, accrued salaries and employee deductions payable and long-term debt at amortized cost using the effective interest method.

f) Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined on a first in, first out basis.

g) Capital assets

Purchased capital assets are recorded at cost less accumulated amortization. Contributed 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. Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. When a capital asset no longer contributes to the College's ability to provide services, or the value of the future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

i. Furniture and library holdings are charged to expenses in the year of acquisition.

ii. Land originally acquired at the Ottawa campus is recorded at a nominal value of $1 with subsequent additions recorded at cost. Land is not amortized due to its infinite life.

iii. Works of Art are recorded at a fair market value appraisal. These capital assets are not subject to amortization as it is assumed that they will retain their value over time.

iv. Donated capital assets are recorded at the value of the receipt issued to the donor, which reflects estimated fair value of the capital asset at the time of the donation.

v. Construction in progress is not amortized until the project is complete and the facilities are available for use.

vi. Assets under development are not amortized until the asset is complete and ready for use.

2. Significant accounting policies (continued)

g) Capital assets (continued)

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

Buildings	40 years
Site improvements	10-20 years
Parking lots	10 years
Equipment, and computers	5 years
Automotive equipment	5 years
Software	3-10 years

h) Expenses

In the consolidated statement of operations, the College presents its expenses by object, except for Campus services which are presented by function.

Expenses are recognized in the year incurred and are recorded in the applicable function to which they are directly related. The College does not allocate expenses among functions after initial recognition.

i) Contributed services

Volunteers contribute an indeterminable number of hours per year to assist the College in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in these consolidated financial statements.

j) Taxes

The College uses the taxes payable method to account for all income taxes related to its controlled for-profit entities.

k) Use of estimates

The preparation of these consolidated 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 date of the consolidated financial statements, as well as the reported amounts of revenues and expenses during the period. Actual results could differ from these estimates. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the periods in which they become known. The most significant estimates used in preparing these consolidated financial statements include assumptions used in determining the fair value of investments and interest rate swaps, the allowance for doubtful accounts, the amount of certain accrued liabilities, the estimated useful lives of tangible capital assets and the assumptions underlying the post-employment benefit liabilities calculations.

3. Investments

Short-term investments of $39,176,375 (2020 - $30,058,132) consist entirely of fixed income securities that will be matuting within a year. Long-term investments consist of the following:

	2021	2020
	$	$
Fixed income securities	**25,195,352**	32,068,604
Equity instruments	**153,231**	1,036,257
	25,348,583	33,104,861

The College's fixed income securities have effective interest rates ranging from 0.75% to 4.25% and maturity dates ranging from April 2021 to June 2027 (2020 - 0.75% to 4.25% and maturity dates ranging from April 2020 to June 2027).

4. Accounts receivable

	2021	2020
	$	$
Government of Ontario	**10,985,767**	4,038,008
Harmonized Sales Tax receivable	**1,065,091**	1,112,129
Trade	**13,889,634**	5,647,867
Students	**7,037,034**	8,735,125
Other	**15,184,998**	12,397,593
Allowance for doubtful accounts	**(2,629,377)**	(2,975,169)
	45,533,147	28,955,553

Details on due dates for receivables are as follows:

4. Accounts receivable (continued)

					2021
	0-30 days	**31-60 days**	**61-90 days**	**Over 90 days**	**Total**
	$	**$**	**$**	**$**	**$**
Government of Ontario	**10,985,767**	**-**	**-**	**-**	**10,985,767**
Harmonized Sales Tax receivable	**1,065,091**	**-**	**-**	**-**	**1,065,091**
Trade	**13,575,784**	**97,585**	**60,530**	**155,735**	**13,889,634**
Students	**189,107**	**3,937,183**	**-**	**2,910,744**	**7,037,034**
Other	**15,176,619**	**-**	**-**	**8,379**	**15,184,998**
Allowance for doubtful accounts	**-**	**(708,693)**	**-**	**(1,920,684)**	**(2,629,377)**
	40,992,368	**3,326,075**	**60,530**	**1,154,174**	**45,533,147**

					2020
	0-30 days	31-60 days	61-90 days	Over 90 days	Total
	$	$	$	$	$
Government of Ontario	4,038,008	-	-	-	4,038,008
Harmonized Sales Tax receivable	1,112,129	-	-	-	1,112,129
Trade	2,708,504	2,538,506	39,604	361,253	5,647,867
Students	76,147	5,715,144	-	2,943,834	8,735,125
Other	12,386,844	3,561	1,247	5,941	12,397,593
Allowance for doubtful accounts	-	(1,143,029)	-	(1,832,140)	(2,975,169)
	20,321,632	7,114,182	40,851	1,478,888	28,955,553

5. Inventory

	2021	2020
	$	$
Bookstore	**1,653,124**	1,747,295
Food services	**145,418**	253,119
Publishing centre	**21,314**	22,106
Hospitality	**20,674**	21,546
Personal Protective Equipment	**154,814**	-
	1,995,344	2,044,066

Included in Campus Services is inventory expensed during the year in the amount of $5,880,997 (2020 - $12,840,579).

6. Controlled entities

a) *Investment in Algonquin College - Saudi Arabia*

Algonquin College - Saudi Arabia is a limited liability company, incorporated on June 26, 2013 under the laws of the Kingdom of Saudi Arabia, as a for-profit entity with an August 31 year-end. It is a subsidiary of Algonquin College of Applied Arts and Technology. The due from Algonquin College - Saudi Arabia is without defined terms of repayment and is non-interest bearing.

	2021	2020
	$	$
Due to Algonquin College - Saudi Arabia as at March 31	-	(257,032)
Net liability, end of year	-	(257,032)

As at August 31, 2016, Algonquin College - Saudi Arabia terminated the relationship with the Colleges of Excellence in Saudi Arabia. A final settlement agreement was reached in February 2018, and the amount due to Algonquin College - Saudi Arabia represents the remaining value due to the Colleges of Excellence in Saudi Arabia. In the current year, it was determined that the amount due to Algonquin College – Saudi Arabia was no longer payable and the balance was written-off.

The financial position of Algonquin College - Saudi Arabia and the results of its operations and its cash flows as at and for the year ended March 31, 2021 is as follows:

	2021	2020
	$	$
Financial position		
Assets	-	257,032
Liabilities	-	257,032
Deficit		
Foreign currency translation adjustment	-	-
Shareholders' equity (deficiency)	-	-
	-	-
	-	257,032
Results of operations		
Revenue	-	-
Expenses	-	-
Net loss	-	-

7. Endowment investments

a) Endowment investments represent funds held or receivable by the College which have been permanently endowed. The carrying value of endowed investments is recorded at fair value.

The endowment investments consist of the following:

Fair value

	2021	2020
	$	$
Endowed Investments		
Cash Equivalents	1,694,869	2,127,426
Fixed Income Securities	-	8,851,991
Pooled Funds - Bonds	10,488,100	-
Equities	21,954,202	15,964,066
	34,137,171	26,943,483

Cost

	2021	2020
	$	$
Endowed Investments		
Cash Equivalents	1,684,472	2,126,451
Fixed Income Securities	-	8,525,201
Pooled Funds - Bonds	11,130,668	-
Equities	17,943,282	14,500,782
	30,758,422	25,152,434

Endowed investments are managed by investment managers under an investment policy approved by the Board of Governors. The investment policy limits investments to Canadian and foreign equities traded on a public market, Canadian and the United States government bonds, corporate bonds with a minimum credit rating of BBB, and cash equivalents.

In the prior year, the fixed income securities had effective interest rates of 0.75% to 7.35% and maturity dates ranging from June 2021 to December 2043. In the current year, these amounts are now invested in a pooled fixed-income fund.

7. Endowment investments (continued)

The College regularly reviews endowed investments to determine whether unrealized losses represent temporary changes in fair value or are a result of other than temporary impairments. The consideration of whether an investment is other than temporarily impaired is based on a number of factors which include, but are not limited to, the financial condition of the issuer and the length and magnitude of the unrealized loss and specific credit events.

The College also considers its intent and ability to hold an investment for a sufficient period of time for the value of the unrealized loss to recover.

b) Endowed funds consist of external contributions that either the donor or the College has designated as a permanent endowment. The endowed funds cannot be expended by the College. The annual income earned on the endowed funds may be expended only for the externally restricted purpose specified by the donor or the College. The changes during the year in the Endowment Fund / Assets are as follows:

	2021	2020
	$	$
Opening balance	**26,943,484**	27,469,921
Contributions	**330,933**	1,225,007
Realized investment income	**6,311,622**	1,665,864
Distributions	**(1,036,565)**	(1,833,977)
Net contribution to Endowment Fund	**5,605,990**	1,056,893
Change in unrealized gains (losses) due to changes in fair value of endowment assets	**1,587,697**	(1,583,330)
Net change in Endowment Fund	**7,193,687**	(526,437)
Ending balance	**34,137,171**	26,943,484

The College's endowment policy is to annually distribute investment income equal to 5% of the Endowment Fund's book value at the end of the preceding fiscal year. The policy requires 4% to be distributed as student financial aid and 1% to cover a portion of fundraising expenses. The purpose of this policy is to allow the College to distribute a consistent amount of income from the endowed funds on an annual basis regardless of the investment income actually earned in the fiscal year.

As at March 31, 2021, the Endowment Fund assets included a balance of $8,862,764 (2020 - $3,587,707) which represents the cumulative realized investment income in excess of amounts distributed. The changes during the year are as follows:

	2021	2020
	$	$
Amount available for future distribution, beginning of year	**3,587,707**	3,755,820
Realized investment income	**6,311,622**	1,665,864
Amount distributed	**(1,036,565)**	(1,833,977)
Amount available for future distribution, end of year	**8,862,764**	3,587,707

8. Capital assets

			2021
	Cost	Accumulated amortization	Net book value
	$	$	$
Land	**5,370,626**	**-**	**5,370,626**
Buildings	**365,398,519**	**132,838,089**	**232,560,430**
Assets under development	**10,620,989**	**-**	**10,620,989**
Site improvements	**50,853,296**	**26,262,155**	**24,591,141**
Parking lots	**926,213**	**926,213**	**-**
Computers and equipment	**40,302,105**	**35,132,761**	**5,169,344**
Automotive equipment	**337,990**	**275,573**	**62,417**
Software	**14,160,503**	**3,477,081**	**10,683,422**
Works of Art	**63,500**	**-**	**63,500**
	488,033,741	**198,911,872**	**289,121,869**

			2020
	Cost	Accumulated amortization	Net book value
	$	$	$
Land	5,370,626	-	5,370,626
Buildings	365,398,526	124,240,914	241,157,612
Assets under development	1,946,357	-	1,946,357
Site improvements	50,564,053	22,633,161	27,930,892
Parking lots	926,213	858,773	67,440
Computers and equipment	39,674,750	32,956,288	6,718,462
Automotive equipment	364,511	260,999	103,512
Software	14,115,847	1,947,701	12,168,146
Works of Art	63,500	-	63,500
	478,424,383	182,897,836	295,526,547

Assets under development are comprised of construction in progress and software under development.

9. Deferred revenue

Details of the year-end balance are as follows:

	2021	2020
	$	$
Student tuition fees	**39,749,108**	34,530,286
Grant and reimbursements	**2,159,888**	1,839,615
Contract education services	**3,519,870**	974,340
Student aid	**1,877,741**	1,734,728
Miscellaneous projects	**5,315,748**	6,012,830
	52,622,355	45,091,799

Student tuition fees are for academic courses which extend beyond the fiscal year of the College.

Grants and reimbursements are unexpended externally restricted grants to be spent on future specific projects, including improvements and investments in the College's campus facilities, equipment and programs.

Contract education services represent prepayments for courses to be held in future years.

Student aid represents the unexpended donations and interest to be spent on student scholarships and bursaries in future years.

Miscellaneous projects include contributions, deposits and prepayments related to small, miscellaneous activities of the College.

10. Long-term debt and interest rate swaps

a) Long-term debt

The College has entered into the following long-term debt agreements to finance the construction of student residences, the Police and Public Safety Institute, and the Student Commons:

	2021	2020
	$	$
Residence I building loan, bearing interest at prime plus 1.10% maturing in 2025, with average monthly payments of $64,113	**4,737,361**	5,112,654
Residence II building loan, bearing interest at prime plus 1.10% maturing in 2027, with average monthly payments of $85,373	**7,612,022**	8,073,576
Residence III building loan, bearing interest at prime plus 1.10% maturing in 2029, with monthly payment of $88,885	**9,093,500**	9,508,666
Police and Public Safety Institute loan, bearing interest at prime plus 1.10%, maturing in 2025, with average monthly payments of $23,355	**1,756,093**	1,896,662
Student Commons loan, bearing interest at 4.008%, maturing in 2037, with semi-annual payments of $678,301	**16,607,248**	17,278,002
	39,806,224	41,869,560
Less: current portion	**(3,621,957)**	(3,501,708)
	36,184,267	38,367,852

Interest is payable on a monthly basis. The principal of the loans is payable as follows:

	$
2022	3,621,957
2023	3,845,715
2024	4,083,732
2025	4,336,936
2026	4,001,072
Thereafter	19,916,812
	39,806,224

For the residence building loans and Police and Public Safety Institute loan, the College made arrangements to defer principal payments of $988,373 that were due for the six month period between June 1, 2020 and November 1, 2020 due to COVID-19. Principal payments due during this period were rescheduled to be due on the maturity date of the loans while all interest payments continued to be made on the originally scheduled dates between June 1, 2020 and November 1, 2020.

10. Long-term debt and interest rate swaps (continued)

b) Interest rate swaps

The College has interest rate swap agreements to manage the volatility of interest rates. The College converted a net notional $59.0 million of floating rate long-term debt relating to the three phases of the Residence and the Police and Public Safety Institute. The fixed rates received under the interest rate swaps range from 5.97% to 6.95%. The maturity dates of the interest rate swaps are the same as the maturity dates of the associated long-term debt, ranging from 2025 to 2029.

The fair value of the interest rate swaps at March 31, 2021 is $4,203,280 (2020 - $5,199,705).

11. Employee benefits plans

a) Pension plan

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. Plan members will receive benefits based on the length of service and on the average of annualized earnings during the highest five consecutive years prior to retirement, termination, or death. 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. Since the Plan is a multi-employer plan, the College’s contributions are accounted for as if the plan were a defined contribution plan with the College’s contributions being expensed in the period they come due.

Pension assets consist of investment grade securities. Market and credit risk on these securities are managed by the Plan by placing Plan assets in trust and through the Plan investment policy.

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 assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2020 indicated an actuarial surplus of $3.27 billion (2020 - $2.86 billion).

Contributions to the Plan and its associated retirement compensation arrangement made during the year by the College on behalf of its employees amounted to $17,011,278 (2020 - $16,384,622) and are included in salaries and benefits in the consolidated statement of operations.

b) Post-employment 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 post-employment benefits was completed by the Plan’s Actuary as at January 1, 2017 and was extrapolated for accounting purposes to March 31, 2021.

11. Employee benefits plans (continued)

b) Post-employment benefits (continued)

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

	2021	2020
	%	%
Discount rate	**1.7%**	1.6%
Dental cost and premium increase for post employment benefits	**4.0%**	4.0%
Medical premium escalation	**6.42% in 2020 decreasing to 4.0% by 2040**	6.55% in 2020 decreasing to 4.0% by 2040
Expected return on assets	**0.85%**	2.2% per annum

The composition of the vacation, sick leave and post-employment net asset deficiency is as follows:

	2021	2020
	$	$
Post-employment benefits	**2,538,440**	2,624,806
Vacation	**10,320,921**	12,270,906
Sick leave	**5,366,000**	5,352,000
	18,225,361	20,247,712

The employee future benefit liability change for the year ended March 31, 2021 is a decrease of ($2,022,351) (2020 - increase of $1,009,911). This amount is comprised of:

	2021	2020
	$	$
Current year service cost	**886,000**	364,000
Interest expense on accrued benefit obligation	**127,000**	149,000
Amortization of actuarial (gain) loss	**153,000**	(51,000)
Benefit payments made by the College during the year	**(3,188,351)**	547,911
	(2,022,351)	1,009,911

12. Deferred capital contributions

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase and construction of capital assets. Investment income earned on government contributions received is also included in deferred capital contributions. The amortization of the deferred capital contributions is recorded as revenue in the consolidated statement of operations.

The changes in the deferred capital contributions balance are as follows:

	2021	2020
	$	$
Balance, beginning of year	**159,717,061**	165,222,307
Less amortization of deferred capital contributions	**(7,638,474)**	(7,720,677)
	152,078,587	157,501,630
Add capital contributions received:		
Industry and Individual contributions:		
DARE District	**-**	47,441
Government contributions:		
Other capital projects	**172,550**	1,555,335
Apprenticeship Enhancement Fund	**144,780**	217,265
Post Secondary Institutions Strategic Investment Fund	**121,324**	-
Contributions from the Students' Association	**-**	300,000
Contributions received before donated equipment	**438,654**	2,120,041
Donated equipment	**-**	95,390
	438,654	2,215,431
Balance, end of year	**152,517,241**	159,717,061

13. Commitments, guarantees and contingencies

Commitments

The College has committed to make the following minimum payments under various vehicle, premises rental, equipment and energy savings asset leases as well as subscription agreements. Under the energy savings asset leases, the College has entered into tri-party agreements with Siemens and Manulife in which the College pays monthly amounts, based on the estimated energy savings derived from the use of the related leased asset.

The anticipated payments in each of the next five years and thereafter in aggregate under the above arrangements are as follows:

	$
2022	3,020,306
2023	3,147,152
2024	3,258,852
2025	2,173,391
2026	2,376,384
Thereafter	33,662,511
	47,638,596

Letters of credit

The College is contingently liable under letters of credit amounting to 2,007,944 (2020 - $2,155,107), which have been issued in the normal course of business.

Guarantees

In the normal course of business, the College has entered into lease agreements for premises and equipment. It is common in such commercial lease transactions for the College, as the lessee, to agree to indemnify the lessor’s liabilities that may arise from the use of the leased assets. The maximum amount potentially payable under the foregoing indemnities cannot be reasonably estimated. The College has liability insurance that relates to the indemnifications described above.

Contingencies

The College is involved with pending litigation and claims which arise in the normal course of operations. In the opinion of the administration, any liability that may arise from such contingencies would not have a significant adverse effect on the consolidated financial statements of the College.

14. Investment in capital assets

The investment in capital assets consists of the following:

	2021	2020
	$	$
Capital assets	**289,121,869**	295,526,547
Less amounts financed by		
Deferred capital contributions - used (Note 12)	**(152,517,241)**	(159,717,061)
Long term debt	**(39,806,224)**	(41,869,560)
	96,798,404	93,939,926

14. Investment in capital assets (continued)

The net change in investment in capital assets is calculated as follows:

	2021	2020
	$	$
Capital asset additions		
Total additions	**9,927,824**	8,613,421
Less		
Donated equipment	**-**	(95,390)
Additions net of donated equipment	**9,927,824**	8,518,031
Less		
Building/construction in progress financed with donations	**-**	(47,441)
Building/construction in progress financed with contributions from the Students' Association	**-**	(300,000)
Other capital assets financed with capital contributions	**(438,654)**	(1,772,596)
Capital assets purchased with College funds	**9,489,170**	6,397,994
External financing and other		
Repayment of long-term debt	**2,063,336**	3,298,243
Amortization of defered capital contributions	**7,638,474**	7,720,677
Amortization of capital assets	**(16,320,502)**	(15,975,181)
Write-off of capital assets	**(12,000)**	-
Net book value of March Road Land in Kanata sold in 2019-20	**-**	(1,524,659)
Net change in investment in capital assets	**2,858,478**	(82,926)

15. Capital disclosures

Capital

The College considers its operating capital to consist of long-term debt including the interest rate swaps, 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 as disclosed below.

The College also considers its endowments, as disclosed in Note 7 as part of its capital. The College's objective with regard to endowments is to grow the endowment principal and maximize investment income to increase funding for student aid.

The College may not incur an accumulated 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.

15. Capital disclosures (continued)

Internally restricted net assets

Internally restricted net assets are funds restricted by the College for future projects to improve and invest in the College's campus facilities, information systems, equipment, programs, student aid, and employee retraining.

Internally restricted net assets consist of the following:

	2021	2020
	$	$
Specific reserves:		
Other projects and initiatives	**46,552,121**	46,580,549
Ancillary services reserve fund	**659,334**	4,459,891
Contingency reserve fund	**8,873,000**	10,383,118
Employment stabilization funds	**595,121**	588,915
Reserve fund:		
Future capital expansion	**27,731,293**	24,405,251
Gain on sale of March Road land	**2,423,801**	2,403,372
Balance, end of year	**86,834,670**	88,821,096

During the year the Board of Governors approved the net transfer of $1,986,426 from internally restricted net assets to the unrestricted fund (2020 – net transfer of $15,832,871 from the unrestricted fund to internally restricted net assets)

16. Financial instruments

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College is exposed to interest rate risk with respect to its interest-bearing investments and its long-term debt. The College mitigates interest rate risk on certain long-term debt through derivative interest-rate swap agreements which exchange the variable rate inherent in the loan for a fixed rate (Note 10b). As a result, fluctuations in market interest rates would not impact the future cash flows relating to these loans.

As at March 31, 2021, a 1% increase in nominal interest rates would result in a decline of investments of approximately $930,308 (2020 - $1,043,692) and an appreciation of the fair value of the interest-rate swap of approximately $915,897 (2020 - $1,039,402). Conversely, a 1% decrease in nominal interest rates would result in an increase of investments of approximately $930,308 (2020 - $1,021,663), and a decrease of the interest rate swap's fair value of approximately $964,129 (2020 - $1,097,654). These amounts do not include other variables such as convexity.

16. Financial instruments (continued)

Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The College is exposed to price risk with respect to its investments held in equity instruments.

As at March 31, 2021, a 5% increase in price would result in an increase to equity investments of approximately $1,105,372 (2020 - $1,472,000).

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College believes that it is not exposed to significant currency risks arising from its financial instruments.

Credit risk

Credit risk arises from the potential that a counterparty to an investment will fail to perform its obligations. The College is exposed to credit risk on its accounts receivable and its fixed-income investments. The maximum exposure to credit risk is the carrying value reported in the consolidated statement of financial position. Credit exposure is minimized by dealing mostly with creditworthy counterparties such as government agencies and public companies. The College also enforces approved collection policies for student accounts.

Concentrations of accounts receivable are described in Note 4. Primary credit portfolio concentrations on investments are detailed in Notes 3 and 7.

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet all cash flow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and cash flow analysis. The College has the following financial liabilities as at March 31, 2020:

	Net book value	2022	2023	2024 and after
	$	$	$	$
Accounts payable and accrued liabilities	27,896,434	27,896,434		
Accrued salaries and employee deductions payable	9,923,513	9,923,515		
Long-term debt	39,806,224	3,845,715	4,083,732	31,866,777
Interest rate swaps	4,203,280			4,203,280
	81,829,451	41,665,664	4,083,732	36,070,057

Fair values

The carrying values of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, accrued salaries and employee deductions payable, approximate their fair value due to the relatively short periods to maturity of the instruments.

The carrying value of long-term debt including the interest rate swaps approximates fair value.

16. Financial instruments (continued)

Fair value hierarchy

Financial instruments are grouped into Levels 1 to 3 based on the degree to which fair value is observable:

- 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 inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- 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).

The fair value hierarchy requires the use of observable market inputs whenever such inputs exist. A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

The following table presents the financial instruments recorded at fair value in the consolidated statement of financial position, classified using the fair value hierarchy described above:

				2021
	Level 1	**Level 2**	**Level 3**	**Total**
	$	**$**	**$**	**$**
Cash and cash equivalents	**56,850,772**	**-**	**-**	**56,850,772**
Short-term investments	**-**	**39,176,375**	**-**	**39,176,375**
Long-term investments	**153,231**	**25,195,352**	**-**	**25,348,583**
Endowment assets	**21,895,659**	**12,241,510**	**-**	**34,137,169**
Interest rate swaps	**-**	**4,203,280**	**-**	**4,203,280**
	78,899,662	**80,816,517**	**-**	**159,716,179**
	83,282,843	71,698,663	-	154,981,506

17. Changes in non-cash operating working capital items

	2021	2020
	$	$
Increase in accounts receivable	**(16,577,594)**	(5,976,510)
Decrease (increase) in inventory	**48,722**	(496,259)
Increase in prepaid expenses	**(276,052)**	(2,125,225)
Increase (decrease) in accounts payable and accrued liabilities	**8,034,305**	(16,452,982)
Increase (decrease) in accrued salaries and employee deduction payable	**1,580,759**	(1,423,962)
Increase (decrease) in deferred revenue	**7,530,556**	(5,341,680)
	340,696	(31,816,619)

18. COVID-19 Impact

On January 30, 2020, the World Health Organization (“WHO”) announced a global health emergency because of a new strain of coronavirus, the “COVID-19 outbreak”. In March 2020, the WHO classified the COVID-19 outbreak as a pandemic, based on the rapid increase in exposure globally. On March 24, 2020 the College made the announcement to limit the access to its campuses and learning sites due to Public Health guidance. The College has continued to deliver its curriculum online following this announcement, and plans to continue to deliver its curriculum remotely until provincial regulations are eased. The limited access to the College’s campus during the fiscal year had a negative impact on all revenue streams with the exception of grants and reimbursements. The decrease in tuition revenue was mainly derived from the decrease in international student enrolment caused by travel restrictions imposed by the Canadian government, while the decrease in other revenue streams such as ancillary operations and rental income were directly related to the campus closure. Grants and reimbursements increased due to one-time funding of $8,347,500 received from the Ministry of Colleges and Universities through a Support Fund for Postsecondary Institutions as a result of COVID-19. With access to the College campuses limited, this resulted in reductions in certain operating expenses, including salaries and benefits, utilities, maintenance and taxes and supplies and other expenses. On an overall basis, the financial performance has been negatively impacted by the COVID-10 pandemic.

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

19. Comparative Information

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

The Algonquin College of Applied Arts and Technology

Supplementary information - Revenue - Schedule A
as at March 31, 2021

	2021	2020
	$	$
Grants and reimbursements:		
Post secondary activity	**113,389,967**	101,425,411
Apprentice programs	**2,189,330**	5,292,698
Special bursaries	**1,650,092**	1,692,377
	117,229,389	108,410,486
Student tuition fees:		
Full-time post secondary	**115,622,583**	137,959,260
Full-time non-funded	**282,472**	845,174
Part-time	**11,997,418**	12,357,734
Adult training	**454,850**	1,005,115
Student information technology fees	**7,447,068**	8,522,971
	135,804,391	160,690,254
Contract educational services:		
Provincially funded programs	**30,275,117**	23,455,879
International programs	**312,497**	2,246,374
Corporate and other programs	**17,938,854**	17,292,871
	48,526,468	42,995,124
Campus Services (Schedule B)	**12,112,045**	33,175,277
Other:		
Early Learning Centre	**522,223**	1,110,247
Student ancillary fees	**5,743,064**	6,929,582
Investment income	**789,431**	3,471,711
Miscellaneous	**11,486,688**	14,492,972
	18,541,406	26,004,512
Amortization of deferred capital contributions (Note 12)	**7,638,474**	7,720,677
Total revenue	**339,852,173**	378,996,330

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Supplementary information - Campus Services operations summary - Schedule B
as at March 31, 2021

2021

	Gross revenue	**Internal revenue**	**Net revenue**	**Expenses**	**Internal expenses**	**Net expenses**	**Contribution including internal transactions**	**Contribution net of internal transactions**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Food services	**970,540**	**(26,571)**	**943,969**	**2,004,705**	**(26,571)**	**1,978,134**	**(1,034,165)**	**(1,034,165)**
Bookstore	**8,325,791**	**(1,935,038)**	**6,390,753**	**8,119,344**	**(1,887,057)**	**6,232,287**	**206,447**	**158,465**
Parking and lockers	**942,516**	**(18,132)**	**924,384**	**690,116**	**(13,276)**	**676,840**	**252,400**	**247,544**
Publishing centre	**476,364**	**(454,773)**	**21,591**	**853,647**	**(814,954)**	**38,693**	**(377,282)**	**(17,101)**
Residence	**3,706,584**	**-**	**3,706,584**	**4,761,708**	**-**	**4,761,708**	**(1,055,124)**	**(1,055,124)**
Director's office	**124,764**	**-**	**124,764**	**671,862**	**-**	**671,862**	**(547,099)**	**(547,099)**
Overhead allocation	**-**	**-**	**-**	**-**	**(215,280)**	**(215,280)**	**-**	**215,280**
Total	**14,546,559**	**(2,434,514)**	**12,112,045**	**17,101,382**	**(2,957,138)**	**14,144,244**	**(2,554,823)**	**(2,032,199)**

2020

	Gross revenue	Internal revenue	Net revenue	Expenses	Internal expenses	Net expenses	Contribution including internal transactions	Contribution net of internal transactions
	$	$	$	$	$	$	$	$
Food services	9,621,855	(562,356)	9,059,499	9,749,018	(562,356)	9,186,661	(127,163)	(127,163)
Bookstore	11,845,752	(3,734,179)	8,111,573	11,486,751	(3,621,010)	7,865,741	359,001	245,832
Parking and lockers	5,313,863	(97,869)	5,215,993	1,863,977	(34,330)	1,829,646	3,449,886	3,386,347
Publishing centre	1,902,259	(1,814,635)	87,624	1,334,749	(1,273,266)	61,483	567,510	26,141
Residence	10,504,245	-	10,504,245	8,555,708	-	8,555,708	1,948,537	1,948,537
Director's office	196,343	-	196,343	806,523	-	806,523	(610,180)	(610,180)
Overhead allocation	-	-	-	-	(1,862,486)	(1,862,486)	-	1,862,486
Total	39,384,317	(6,209,040)	33,175,277	33,796,725	(7,353,449)	26,443,277	5,587,591	6,732,000

See accompanying notes to the financial statements.