



Photo: Erik Pinkerton

2019–2020

ANNUAL REPORT



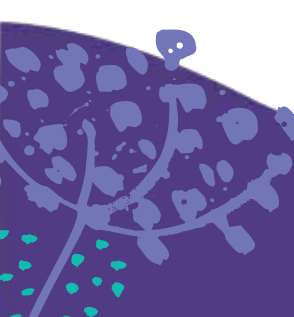
**Yukon
University**
(as of May 2020)



YukonCollege

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**Message
from Chair,
Board
of Governors
David Morrison**

On May 19, 2020, Yukon University was born.

Every member of the Yukon Legislative Assembly supported the legislation that created YukonU, culminating years of work by countless students, staff and Yukoners. We may not have been able to gather and mark this historic moment in May, but our achievement was celebrated across our territory, country and the circumpolar North.

Of course, passing the legislation and bringing YukonU into existence is only the beginning. Now, the real work begins as we map out our future, and it is work well worth doing as we set the stage for all Northerners to lead and inform national debates and dialogues.

Having a truly Northern university expands opportunities for students and faculty to learn, contribute and lead on issues vital to all Canadians, like climate change, Indigenous self-government and responsible resource management.

The Yukon University Act enshrines the university as a hybrid institution that offers a wide range of programming and pathways for students. As an institution rooted in Yukon's history and culture, we are committed to working with Yukon First Nations and communities to meet the diverse education and research needs of Yukon. The Act also commits the university to include, respect and honour Yukon First Nations knowledge, worldviews and educational priorities in its programming and operations – something we are proud to lead the country on.

The Act established a shared model of governance for the institution—a Senate and a Board of Governors—and expanded the Board to 17 members from 12, increasing representation for Yukoners and faculty. As Board Chair, I am excited by the diversity, experience and passion of the board and I look forward to working on setting the university's first strategic plan, which will be developed in the coming year.

The next year will be full of opportunities, from collaboratively developing a strong accountability framework to planning for the new Science building. We look forward to working with students, staff, faculty, governments and all Yukoners as we shape the future of Canada's only university North of 60.

David Morrison



**Message from
Interim
President and
Vice Chancellor,
Yukon University
Dr. Maggie Matear**

This has been a year of tremendous accomplishment for Yukon University, not only because we made history with our transition to the first University north of 60. We also welcomed students to our second homegrown degree program, earned national recognition for our reconciliation and research expertise, and demonstrated our resilience during a global pandemic.

Our new programs—Bachelor of Business Administration, Bachelor of Arts in Indigenous Governance, Yukon First Nations Art Certificate, Climate Change Policy post-degree certificate and Millwright Pre-Apprentice—are not only attracting students from Yukon, but from across Canada and across the globe.

We continue to demonstrate our leadership and commitment to reconciliation. Working with our partners at Vancouver Island University and the McConnell Foundation, we hosted a summer institute in 2019 that attracted leaders from 31 colleges and universities. Delegates met in Dawson City, Carcross and Whitehorse to learn from our relationships with Yukon First Nations, share best practices and chart a meaningful path forward on Reconciliation.

Our research programs are gaining increasing attention. For example, Dr. Michael Ross and the Northern Energy Innovation team won an award from the Institute of Electrical and Electronics Engineers for pioneering renewable energy work in Nunavut. Dr. Guillaume Nielsen was awarded the NSERC Industrial Research Chair for Colleges in Northern Mine Remediation, reinforcing the importance of the work being done here. And we made the list of Canada's Top 50 Research Colleges again, earning the top spot for number of paid student researchers compared to similarly sized institutions.

The last quarter of 2019–20 was dominated by COVID-19. We pivoted online for most classes, and developed safety protocols for necessary in-person labs and trades teaching. Dr. Janet Welch and her Student Success team created the Connect2YukonU service to improve response times and access to services for students adapting to a new on-line reality. I'm proud to work with the dedicated faculty, staff and students who rose to meet the COVID challenges with patience, grace and good humour.

Finally, I'd like to thank the Board, staff, faculty, researchers, students, and supporters who helped to make 2019/20 a historic year for YukonU. Together, we've developed a new understanding of our potential and the contributions we can make to Yukon, Canada and the world.

Maggie Matear

YukonU campuses

YukonU has thirteen campuses spread throughout the Yukon, with each campus providing academic and vocational programming specifically aimed to serve those living and working within that region.



YukonU Alice Frost (Old Crow) resides in a fly-in community within the Traditional Territory of the Vuntut Gwitchin Government.

YukonU Tr'odëk Hätr'unohtän Zho (Dawson City) is within the Traditional Territory of the Tr'ondëk Hwëch'in.

YukonU Hets'edän Kú' (Pelly Crossing) is within the Traditional Territory of the Selkirk First Nation.

YukonU in Carmacks is within the Traditional Territory of the Little Salmon/Carmacks First Nation.

YukonU Dakwäkäda Dän Kenädän Yū (Haines Junction) is within the Traditional Territory of the Champagne and Aishihik First Nations.

YukonU Ayamdigut (Whitehorse) is within the Traditional Territory of the Ta'an Kwäch'än Council and Kwanlin Dün First Nation.

YukonU also has a small campus within the Whitehorse Correctional Centre.

YukonU in Carcross is within the Traditional Territory of the Carcross/Tagish First Nation.

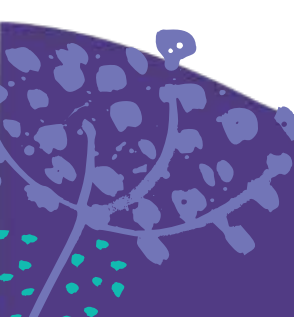
YukonU in Teslin is within the Traditional Territory of the Teslin Tlingit Council.

YukonU in Watson Lake is within the Traditional Territory of the Kaska Dena people.

YukonU in Mayo is within the Traditional Territory of the First Nation of Na-Cho Nyak Dun.

YukonU in Faro is within the Traditional Territory of the Kaska Dena people.

YukonU Dena Cho Kê'endj (Ross River) is within the Traditional Territory of the Kaska Dena people.



Yukon University Board of Governors *(November 2020)*

David Morrison (Chair)
 Carol Geddes (Vice Chair)
 Vera Holmes (Vice-Chair)
 James Allen (Chancellor)
 Jason Bilsky
 Erica Bourdon

Pearl Callaghan
 Joel Cubley
 Jocelyn Curteanu
 Judy Gingell
 Jennifer Harkes
 Jun Hyeok (Eric) Kim

Chris Mahar
 Maggie Matear (Interim President)
 Chris Milner
 Tom Ulyett
 Kathleen Van Bibber
 Mark Wedge

Yukon University Foundation

The Yukon University Foundation's board of directors collaborates with the YukonU Development team to inspire donor's investment in northern potential and build a legacy for our students. Student success is rooted in our partnerships.

Our fundraising "roots of success" priorities:

Inspiring Northern Potential: *Empowering the leaders of tomorrow to build a vibrant, healthy, and prosperous North.*

- The McConnell Foundation's \$100,000 donation brought the "Summer Institute: Perspectives in Reconciliation" to life. 31 presidents and leaders from Canadian colleges and universities came together to identify and advance pathways to reconciliation.

Research and Innovation: *Creating knowledge for students, researchers and communities to shape a better future.*

- BMO's \$400,000 pledge will establish Yukon University's Permafrost Institute. This institute has been designed to lead climate change research, solving northern issues with a unique approach that engages communities through every step.

Infrastructure and Technology: *Building our backbone of spaces and tools to support student success.*

SOS (Support Our Students) North Campaign

On May 5, the Yukon University Foundation launched a community giving circle, which raised \$15,900 to support students and recent graduates through a time of unprecedented need as a result of the COVID-19 pandemic.

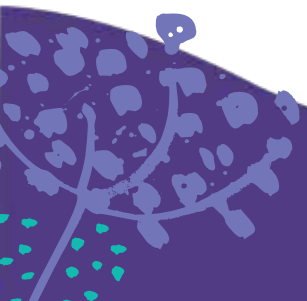
Student Awards

\$36,250 in donor-funded scholarships and bursaries was distributed to 41 students this year.

- Joe Novak donated \$150,000 in memory of his son, Peter Novak. Peter was a well-known broadcaster and storyteller on CBC and CHON-FM. The endowment will support student awards in the Heritage and Culture and Multimedia programs.
- Friends and family, alongside Bell and NorthwesTel, came together to honour the memory of Paul Flaherty, former Chair of the Yukon College Board of Governors. Their generous donations increased the endowment supporting the Paul Flaherty Bursary nine-fold, making six awards available to YukonU students annually.



Former Yukon College instructor Esther Chasse (left) and Yukon College Dean Emerita Hazel Fekete (right) congratulate Jodi Binns (Office Administration Certificates – Administrative Assistant, 2019 and Accounting Clerk, 2020) on her student award at an Inspire Student Celebration.



Mission

Yukon College is a leader in education, rooted in our diverse cultures and northern environment, where everyone is inspired to dream, learn and achieve.

Vision

Grounded in northern expertise and strong partnerships, we will build a healthy and prosperous north through unique, relevant and inclusive education and research.

Strategic Directions

2016-21

- Offer exceptional student experiences
- Become a northern-focused university
- Collaborate with First Nations
- Expand research and innovation
- Engage with Yukon rural communities

Northern identity

Inclusiveness and diversity

Integrity and academic freedom

Achievement and excellence

Innovation and discovery

Leadership and accountability

Health and wellness

Values

STRATEGIC DIRECTION #1

Offer exceptional student experiences

5-year goals

(2016–21)

- Promote a welcoming and culturally inclusive environment.
- Provide exceptional student experiences through innovation in programs, instruction, research and support.
- Inspire and support student potential through experiential learning.
- Work with public schools to provide professional development opportunities that support the new vision for education.

2019–20 accomplishments

We developed a streamlined student admission process:

- Enabling an entirely remote student admission process for degree, diploma and certificate programs by adding online registration to our already available online payment and online application abilities.
- Accepting fall applications in October instead of January (aligning with other Canadian universities) and fall registrations in April instead of June.

We launched cutting-edge new programs:

- Our first cohort of *Bachelor of Business Administration* students leveraged remarkable experiential learning, where multiple night land-based Quest course sessions introduced them to northern outdoor, leadership and teamwork skills, as well as Yukon First Nations traditions and worldviews.
- Our *Yukon First Nations Arts certificate* students gained practical skills in contemporary and traditional Indigenous visual arts and crafts, and entrepreneurial skills to manage and promote their art career.

Our *Science Building Steering Committee* completed:

- A values and principles document that prioritizes flexibility of use, the student experience, reconciliation and the integration of research and teaching.
- A *Functional Plan* offering several construction scenarios.

Our *Annual Student Survey* helped reveal student's satisfaction with their YukonU experience:

- 94% of students were satisfied with the quality of instruction.
- 90% were satisfied with the quality of course content.
- 92% with the quality of support services.
- 96% of Indigenous students agreed that we provide an environment of cultural sensitivity for all.

We prepared the *Vision 2030 Report* in order to describe major trends and changes anticipated between 2020 and 2030, and inform YukonU's future academic, research and strategic plans.

STRATEGIC DIRECTION #2

Become a northern-focused university

5-year goals

(2016–21)

- Ensure the Yukon University Act is enacted.
- Become a hybrid university that offers a full range of programming, including trades, academic readiness, certificates, diplomas and degrees.
- Offer future-focused, diverse and integrated programming.
- Develop and implement a plan to retain, support and attract faculty and staff in order to enrich the institution.

2019–20 accomplishments

In November, the Yukon Legislative Assembly unanimously passed the *Yukon University Act*. The Act enshrines YukonU as a hybrid institution that offers university- and college-level programming, including trades apprenticeships and university prep, and is guided by Yukon communities and First Nations. We became a university in May 2020.

- While COVID-19 side-tracked our planned celebrations, our new identity, including name, logo and colours were introduced to the world.
- National media, including CBC, CTV, Global, the Globe and Mail, PostMedia and Maclean's magazine celebrated us as Canada's first territorial university.
- The Act established bi-cameral governance in keeping with the majority of Canadian universities. A faculty Senate was created and the Board of Governors expanded from 12 to 17 members.

Our new programs are proving popular, with solid enrolments:

- 27 in *Bachelor of Business Administration*
- 35 in *Bachelor of Arts in Indigenous Governance*
- 14 in *Yukon First Nations Arts certificate*
- 8 in *Climate Change Policy post-degree certificate*
- 5 in *Pre-apprentice Millwright*
- 6 in *Community Education and Employment Support certificate*



STRATEGIC DIRECTION #3

Collaborate with First Nations**5-year goals***(2016–21)*

- Collaborate with First Nations to identify and respond to their educational needs and priorities.
- Collaborate with First Nations on the development of college programs.
- Partner with First Nations to develop and establish an institute of Indigenous self-determination.

2019–20 accomplishments

- We hosted the first summer institute *Perspectives on Reconciliation*, attended by 31 post-secondary leaders across Canada. This event was co-created with the McConnell Foundation and Vancouver Island University with support from Universities Canada and Colleges and Institutes Canada.
- We launched the *Community Education and Employment Support certificate*, preparing students for roles such as front-line First Nations education workers. Extensive community engagement included input from the President's Advisory Council on First Nations Initiatives and a working group featuring representatives from Vuntut Gwichin, Champagne and Aishihik First Nations, Ta'an Kwäch'än Council and Kwanlin Dün First Nation.
- Six Champagne and Aishihik First Nations' citizens completed a 21-week *Interpretive Guiding* course called *Dän Dákeyi Uyenji* (Southern Tutchone for 'that person knows our country').
- We piloted our new *Housing Maintainer program* with Kwanlin Dün First Nation and Liard First Nation. 20 students gained key skills to effectively maintain housing stock in rural communities.
- The Northern Institute of Social Justice delivered one *Residential School Awareness* session to 27 Government of Yukon employees (a second delivery was cancelled due to COVID-19).
- We completed nine consultations with Yukon First Nation government partners supporting the development of the *Institute of Indigenous Self-Determination* partnership and structure, also launching two initiatives. Leveraging the pillars of research and training, the Institute supports capacity building for Indigenous leaders of today and tomorrow.
- First Nations were key stakeholders in the developing seventeen courses within the *Bachelor of Business Administration, Housing Maintainer, and Bachelor of Arts in Indigenous Governance* programs.

STRATEGIC DIRECTION #4

Engage with Yukon rural communities

5-year goals

(2016–21)

- Identify and respond to rural community needs by offering relevant programs.
- Identify, provide and support innovative delivery models for education in rural communities.
- Ensure campuses enrich educational opportunities and services by connecting and engaging with each other.

2019–20 accomplishments

- In Ross River, seven Kaska Dena women completed a Haul Truck Driver program created in partnership with Ross River Dena Council's Dena Nezziddi Development Corporation (DNDC) and Pelly Construction Ltd.
- In Pelly Crossing, 10 students completed a CNIM Mine Workforce Readiness program at Minto Mine in partnership with Selkirk First Nation and Pembridge Resources.
- The Water and Wastewater Operator Program delivered three courses in Mayo and Old Crow and 19 courses online, enabling 28 students to train without leaving their community.
- The Northern Institute of Social Justice (NISJ) delivered nine wellness courses to 95 people living in Dawson City, Watson Lake and Tagish. Topics included Mental Health First Aid for Northern People, Suicide Intervention, Practical Intervention Strategies for Anxiety and Depression, Challenging Behaviours in Youth, Conscious Aging, Survival Skills for the First Responder and their spouses.

As a rapid-response to COVID-19, Innovation and Entrepreneurship launched PIVOT, a program which helps both seasoned businesses and early start-ups maximize their business potential.

- 72% of the businesses were women entrepreneurs and 25 per cent were based in rural Yukon.
- 44 coaches and experts were hired to support 66 Yukon businesses.
- \$255,000 was added to the local economy.



STRATEGIC DIRECTION #5

Expand research and innovation

5-year goals

(2016–21)

- Conduct, implement and share research on northern topics.
- Partner with First Nations in identifying, coordinating and implementing research priorities.
- Increase student and faculty capacity to conduct research throughout the institution, its campuses and the North.
- Become Yukon's hub for creative and balanced dialogue, innovation and entrepreneurship.

2019–20 accomplishments

- We initiated a review of our research policies, developed YukonU's first *Research and Scholarly Activity Plan*, and wrote and released a *Research Marketing and Communications Plan*.
- We continued to administer YukonU's Scholarly Activity Grants.
- We established a new Research Chair in Permafrost and Geoscience, secured new funding to support an increase in research capacity, and saw partnerships between researchers and faculty members result in fruitful research activities.
- In the list of Canada's Top 50 Research Colleges, we were recognized for cultivating student researchers. In 2018–19, we were in the top spot for employing 43 student researchers, and in 2019–20 we employed 46.



Photo: Cyrielle Laurent

Our snapshot of innovation and research accomplishments:

- 37 research projects and 19 publications produced by YukonU Research Centre and faculty researchers (11 of these research projects involved First Nations as partners).
- 25 talks and poster presentations by researchers, faculty members, and students at conferences and other invited venues.
- 16 funded faculty research projects.
- 16 industry partners supported through YukonU Research Centre.
- 44 innovators and 37 businesses supported through our Innovation & Entrepreneurship department.

Application Data

TOTAL Application, acceptances for admission, and yield rate

We received 1,246 applications for Yukon University programs in 2019/20, of which 879 (or 72%) were accepted for admission. 552 accepted students registered in their courses, for a yield ratio of 62% of acceptances, and 44% of all applications.

Overall applications, acceptances, and yield						
APPLICATIONS		ACCEPTANCES		NEW REGISTERED STUDENTS		
Year	Applications	Number	Percent	Number	% of accepted	% of applied
2019-20	1246	879	72%	552	62%	44%
2018-19	1208	797	66%	555	70%	46%
2017-18	1495	959	64%	595	62%	40%

FIRST NATIONS Application, acceptances for admission, and yield rate

First Nations applicants accounted for 29% of applications in 2019/20. This group had an acceptance rate of 67%. The yield ratio of newly registered students in this group was 68% of acceptances, and 46% of applications.

First Nations applications, acceptances, and yield							
YEAR	APPLICATIONS		ACCEPTANCES		NEW REGISTERED STUDENTS		
	Number	Applications	Number	Percent	Number	% of accepted	% of applied
2019-20	359	29%	240	67%	164	68%	46%
2018-19	379	31%	246	65%	174	71%	46%
2017-18	457	31%	293	64%	161	55%	35%

DIRECT ENTRANTS FROM YUKON HIGH SCHOOLS application, acceptances for admission, and yield rate

Direct entrants from Yukon high schools accounted for 4% of applications in 2019/20. This group had an acceptance rate of 90%. The yield ratio of newly registered students in this group was 70% of acceptances, and 63% of applications.

Direct entrants from Yukon high schools: applications, acceptances, and yield							
YEAR	APPLICATIONS		ACCEPTANCES		NEW REGISTERED STUDENTS		
	Number	Applications	Number	Percent	Number	% of accepted	% of applied
2019-20	52	4%	47	90%	33	70%	63%
2018-19	76	6%	63	83%	48	76%	63%
2017-18	121	8%	109	90%	72	66%	60%

Enrolment Data

NEW AND RETURNING STUDENTS | FULL-TIME AND PART-TIME STUDENT HEADCOUNTS

(For academic year Sept. 1, 2019 to Aug. 31, 2020)

In 2019/20, Yukon University had 744 full-time and 494 part-time students enrolled in credited programming for a total of 1,238 students. This includes 542 students who took courses offered online (not including courses that transitioned to online delivery in March 2020 due to COVID-19), down 11% from 607 in 2018–19. Students taking two courses or fewer without a formal application to a program are now shown in the Open Studies cluster.

Also in 2019/20, Yukon University had 3,055 students enrolled in non-credited programming. This number is significantly lower than 2018/19 due to COVID-19 pausing our programming.

Enrolment of students by program area						
PROGRAM CLUSTER*	2019/20			2018/19		
	Full-time	Part-time	TOTAL	Full-time	Part-time	TOTAL
University transfer	327	63	390	284	196	480
Degree and post-graduate programs	108	60	168	106	70	176
Career and technical	142	59	201	157	176	333
Trades	46	0	46	43	11	54
Academic and skill development	114	28	142	109	100	209
Open studies	7	284	291			
TOTAL credit programming	744	494	1,238	699	553	1,252
TOTAL Non-credit programming	56	2,999	3,055	40	4,738	4,778
TOTAL	800	3,493	4,293	739	5,291	6,030

*Note: Program clusters do not necessarily reflect the organizational structure of Yukon University.

SOURCE: Data Warehouse as of October 21, 2020

Student Demographics

(For academic year Sept. 1, 2019 to Aug. 31, 2020)

Demographic characteristics of students								
DEMOGRAPHIC	2019/20				2018/19			
	Credit programming			Non-credit	Credit programming			Non-credit
	Full-time	Part-time	All		Full-time	Part-time	All	
Female	59%	58%	59%	45%	58%	66%	62%	41%
Male	38%	21%	31%	33%	39%	22%	31%	37%
Non-binary or unspecified	3%	21%	10%	22%	3%	12%	7%	22%
Indigenous*	27%	21%	25%	17%	30%	25%	28%	17%
Average age	27.4	33.1	29.6	39.9	26.9	32.1	29.2	38.9
Median age	24	30	27	39	25	29	26	38

*Note: Indigenous data is based on self-identification and funder information, and should therefore be taken as a minimum percentage.

SOURCE: Data Warehouse as of October 21, 2020

Student Outcomes

CREDENTIALS AWARDED

(For academic year Sept. 1, 2019 to Aug. 31, 2020)

Yukon University students earned 108 certificates, 65 diplomas, and 29 degrees for the academic year ending in August 2020.

Number of certificates, diplomas and degrees by type of program								
CREDENTIAL	2019/2020				2018/19			
	Certificates	Diplomas	Degrees	TOTAL	Certificates	Diplomas	Degrees	TOTAL
University level	50	47	29	126	54	31	28	113
Career and technical	49	17	0	66	57	13	0	70
Trades	7	1	0	8	17	0	0	17
Academic and skill development	2	0	0	2	0	0	0	0
Yukon Native Language Centre	0	0	0	0	6	0	0	6
TOTAL	108	65	29	202	134	44	28	206

*Note: Program clusters do not necessarily reflect the organizational structure of Yukon University.

SOURCE: Data Warehouse as of October 21, 2020



Photo: Archbould.com



Community Campus Students

In 2019/20, 837 students took credit and non-credit courses at one of Yukon University's 12 community campuses. This is down 50% from 1,665 in 2018/19, as a result of COVID-19 pausing our non-credit programming.

International Student Enrolment

In 2019/20, 179 full-time international students and 26 students were enrolled for short-term study tours. In the previous year of 2018/19, there were 173 full-time international students and 22 students were enrolled for short-term study tours.

Employment Outcomes

Sixty-eight percent of former students from career and trades/technical programs in 2018/19 were working in paid jobs that were "somewhat" or "directly" related to their studies at Yukon College, as of the time when they were surveyed early in 2020. (Note: the survey took place prior to the impacts of COVID-19 on the local labour market). This is up eighteen percentage points from the year before.

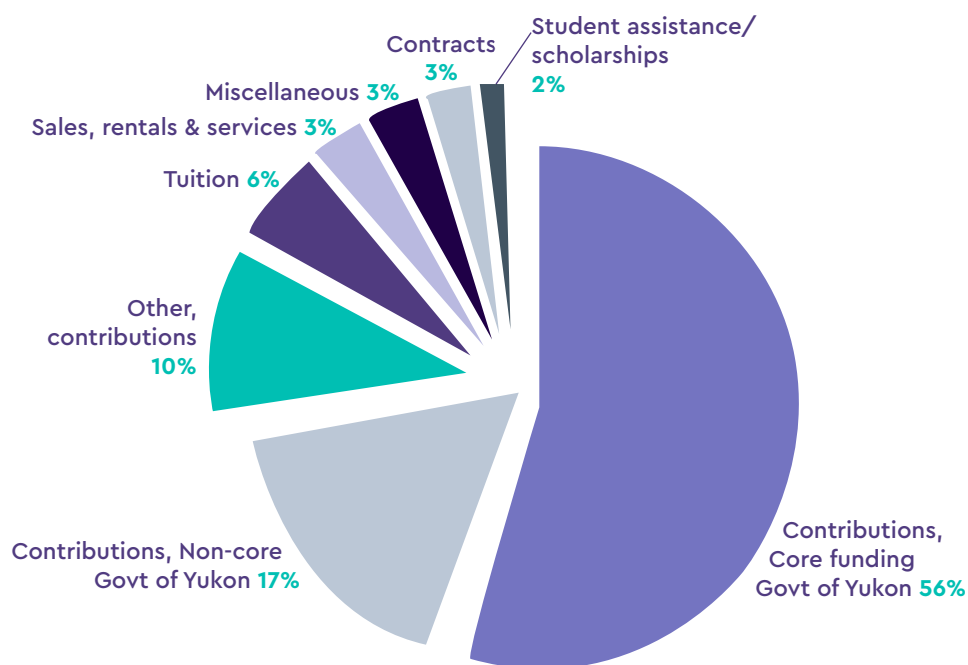
Employee Data

As of June 30, 2020, there were 298 regular or term staff and 341 casual employees. This number reflects term contracts ending early or not being extended due to COVID-19.

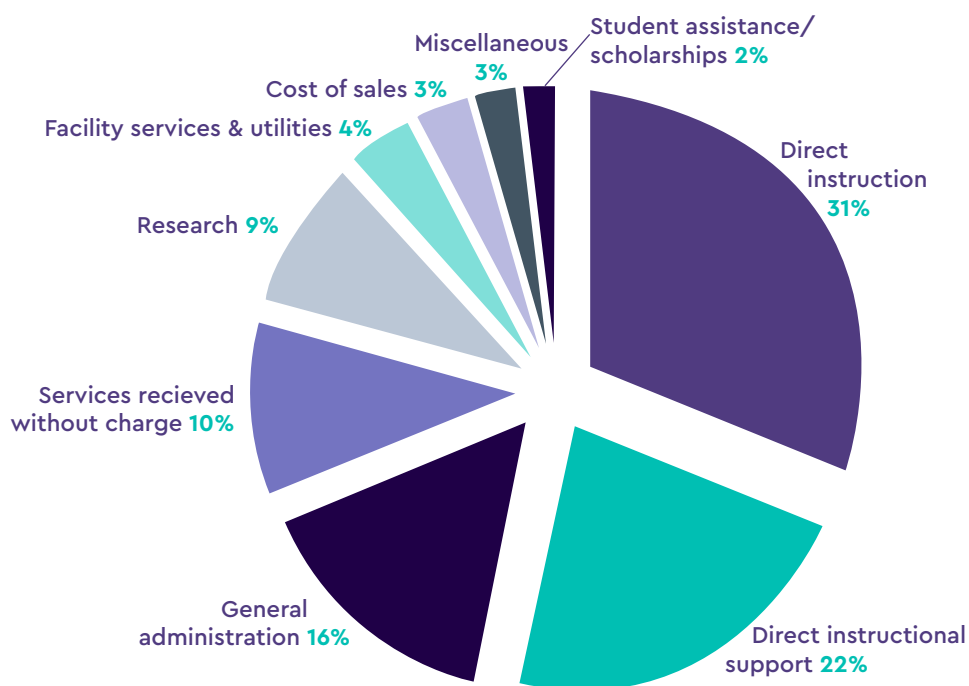
The previous year, there were 309 regular or term staff and 350 casual or contract staff as of June 30, 2019.

FINANCIAL REPORTS

Revenues 2019-20



Expenses 2019-20



SUMMARY FINANCIAL RESULTS (UNAUDITED) FOR THE YEAR ENDED JUNE 30, 2020*

Revenues	2020	2019
Contributions, Government of Yukon, core funding	\$26,963,817	\$26,618,839
Contributions, Government of Yukon, non-core	8,279,438	8,680,872
Other, contributions	4,868,472	6,266,009
Tuition	2,801,975	2,547,290
Sales, rentals and services	1,467,104	1,583,449
Miscellaneous	1,742,444	2,615,593
Contracts	1,370,252	1,593,175
Student assistance/scholarships	915,984	836,724
	\$48,409,486	\$50,741,951
Expenses	2020	2019
Direct instruction	\$ 14,697,283	\$ 16,731,248
Direct instructional support	10,485,924	10,231,084
General administration	7,297,018	8,444,764
Services received without charge	4,879,075	4,466,331
Research	4,270,063	4,471,071
Facility services and utilities	1,870,907	2,776,330
Cost of sales	1,575,918	1,654,561
Miscellaneous	1,176,201	1,261,532
Student assistance/scholarships	908,181	569,463
	\$ 47,160,570	\$ 50,606,384
Total surplus of revenue over expenses	\$ 1,248,916	\$ 135,567
Changes in net assets	2020	2019
Total surplus of revenue over expenses	\$ 1,248,916	\$ 135,567
Endowment contributions	306,715	7,527
Remeasurement losses	(328,637)	(128,594)
Net gain on investments	173,138	142,198
Net assets, beginning of year	21,775,780	21,619,082
Net assets, end of year	\$ 23,175,912	\$ 21,775,780
Net assets	2020	2019
Capital	\$ 3,459,086	\$ 3,705,176
Endowments	3,202,406	2,722,553
Pension	19,888,200	18,275,800
Unrestricted	(2,916,549)	(2,799,155)
	\$ 23,633,143	\$ 21,904,374
Accumulated remeasurement losses	(457,231)	(128,594)
Total Net Assets	\$ 23,175,912	\$ 21,775,780

*An unmodified audit opinion was expressed by the Auditor General of Canada. A copy of the full financial statements, including the audit opinion, is available at yukonu.ca/about-us/publications-plans-reports.