

THE CARDUS INSTITUTE >

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**consolidated  
financial statements**  
>YEAR ENDED DECEMBER 31, 2019

THE CARDUS INSTITUTE>

# consolidated financial statements

>YEAR ENDED DECEMBER 31, 2019

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## index

Independent auditor's report.....	1 - 2
Consolidated statement of financial position.....	3
Consolidated statement of changes in net assets.....	4
Consolidated statement of operations .....	5
Consolidated statement of cash flows.....	6
Notes to consolidated financial statements.....	7 - 11



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## INDEPENDENT AUDITOR'S REPORT

To the Members of The Cardus Institute:

### Opinion

We have audited the consolidated financial statements of The Cardus Institute and subsidiaries, the "Group", which comprise the consolidated balance sheet as at December 31, 2019, and the consolidated statements of operations, and cash flows 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 Group as at December 31, 2019, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### 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 Group 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 accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of consolidated 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 Group'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 Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group'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 consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated 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 Group'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 Group'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 Group 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.

*MAC LLP.*

Waterloo, Ontario  
June 1, 2020

LICENSED PUBLIC ACCOUNTANTS  
CHARTERED PROFESSIONAL ACCOUNTANTS

THE CARDUS INSTITUTE>  
**consolidated statement  
of financial position**

>DECEMBER 31, 2019

	2019	2018
<b><i>assets</i></b>		
<b>current</b>		
Cash	\$ 3,214,845	\$ 766,690
Accounts receivable	158,373	208,599
Government remittances recoverable	34,005	22,673
Prepaid expenses	<u>105,642</u>	<u>30,724</u>
	3,512,865	1,028,686
<b>capital assets (Note 3)</b>	<u>1,066,949</u>	<u>1,091,524</u>
	<u>\$ 4,579,814</u>	<u>\$ 2,120,210</u>
<b><i>liabilities</i></b>		
<b>current</b>		
Accounts payable and accrued liabilities	\$ 96,750	\$ 280,418
Deferred revenue (Note 5)	2,668,498	121,065
Current portion of long term debt	<u>17,979</u>	<u>67,066</u>
	2,783,227	468,549
<b>long term debt (Note 6)</b>	<u>371,403</u>	<u>388,198</u>
	<u>3,154,630</u>	<u>856,747</u>
<b>commitments (Note 7)</b>		
<b><i>net assets</i></b>		
Net invested in capital assets	677,567	636,260
Unrestricted net assets	<u>747,617</u>	<u>627,203</u>
	<u>1,425,184</u>	<u>1,263,463</u>
	<u>\$ 4,579,814</u>	<u>\$ 2,120,210</u>

Approved on behalf of the board:

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

THE CARDUS INSTITUTE>

# consolidated statement of changes in net assets

>YEAR ENDED DECEMBER 31, 2019

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	invested in		2019	2018
	capital assets	unrestricted	total	total
<b>balance, beginning of year</b>	\$ 636,260	\$ 627,203	\$ 1,263,463	\$ 949,139
Excess of revenue over expense for year	(97,106)	258,827	161,721	314,324
Investment in capital assets	<u>138,413</u>	<u>(138,413)</u>	<u>-</u>	<u>-</u>
<b>balance, end of year</b>	<u>\$ 677,567</u>	<u>\$ 747,617</u>	<u>\$ 1,425,184</u>	<u>\$ 1,263,463</u>

THE CARDUS INSTITUTE>

# consolidated statement of operations

>YEAR ENDED DECEMBER 31, 2019

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	2019	2018
<b>revenue</b>		
Donations	\$ 4,165,974	\$ 4,278,470
Activity income	539,790	531,149
Reimbursements	8,007	7,355
Rental income	55,581	51,652
Foreign exchange loss	<u>(18,117)</u>	<u>7,936</u>
	<u>4,751,235</u>	<u>4,876,562</u>
<b>expenses</b>		
Amortization	97,106	99,546
Bank charges and interest	48,101	53,542
Event Expenses	170,818	123,192
Human resources	2,754,548	2,605,322
Interest on long term debt	16,402	17,837
Marketing and promotion	173,321	219,745
Meals and entertainment	52,163	47,129
Meeting expenses	12,035	9,771
Office expenses and miscellaneous	188,802	215,144
Professional fees	24,306	18,399
Project costs	418,481	598,667
Rent and utilities	305,649	279,743
Telecommunications	30,165	25,315
Travel	<u>297,617</u>	<u>248,886</u>
	<u>4,589,514</u>	<u>4,562,238</u>
<b>excess of revenue over expenses for year</b>	<u>\$ 161,721</u>	<u>\$ 314,324</u>

THE CARDUS INSTITUTE>

# consolidated statement of cash flows

>YEAR ENDED DECEMBER 31, 2019

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	2019	2018
<b>operating activities</b>		
Excess of revenue over expenses for year	\$ 161,721	\$ 314,324
Adjustments for:		
Amortization	<u>97,106</u>	<u>99,546</u>
	258,827	413,870
Changes in non-cash working capital:		
Decrease in accounts receivable	50,226	(67,500)
Increase in prepaid expenses	(74,918)	14,404
Decrease in accounts payable and accrued liabilities	(183,670)	127,172
Increase in deferred revenue	2,547,433	(243,865)
Increase in government remittances receivable	<u>(11,332)</u>	<u>8,466</u>
	2,586,566	252,547
<b>financing activities</b>		
Repayment of long term debt	(65,882)	(133,632)
<b>investing activities</b>		
Purchase of capital assets	<u>(72,529)</u>	<u>(11,771)</u>
Net change in cash for the year	2,448,155	107,144
Cash Balance, beginning of year	<u>766,690</u>	<u>659,546</u>
<b>cash balance, end of year</b>	<b><u>\$ 3,214,845</u></b>	<b><u>\$ 766,690</u></b>



# notes to consolidated financial statements

>DECEMBER 31, 2019

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## 1. purpose of organization

Drawing on more than 2,000 years of Christian social thought, the mission of the “Group”, is to perform research and education in the renewal of North American social architecture; to, for the common good, enrich and challenge public debate through research, events and publications.

## 2. significant accounting policies

**Basis of Accounting** - These consolidated financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. In addition, the Group also issues non-consolidated financial statements.

**Principles of Consolidation** - The consolidated financial statements include the accounts of The Cardus Institute, Cardus, Inc. US, formerly Work Research Foundation US, a controlled US-based non-profit organization, as well as Work Research Supporters Inc. (WRS), a controlled Canadian-based not-for-profit corporation and its subsidiary Big Road Partners Inc, a Canadian-based for-profit corporation. Cardus, Inc. and WRS are both controlled by virtue of a common Board of Directors. Inter-company accounts and transactions have been eliminated.

**Revenue Recognition** - The Group follows the deferral method of accounting for revenue. Unrestricted contributions are recognized as revenue when received. Restricted contributions are recognized as revenue when the related expense is incurred.

Activity income is recognized as project milestones are achieved. The unearned portion of retainers received are classified as deferred revenue.

Service fees and reimbursements are recognized as they are earned.

Rental income is recognized on a monthly basis as the rent becomes due.

### **Financial Instruments**

**Measurement** - The Group initially measures its financial assets and liabilities at fair value. The Group subsequently measures all its financial assets and financial liabilities at amortized cost. Changes in fair value are recognized in the statement of operations.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and long term debt.

The Group has not designated any financial asset or financial liability to be measured at fair value.

# notes to consolidated financial statements

&gt;DECEMBER 31, 2019

*Impairment* - Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized as operating cost. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized as income from operations.

**Capital Assets and Amortization** - Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Amortization is provided in the accounts using the following methods and annual rates:

Asset	Method	Period
Building	Straight line	25 years
Leasehold improvements	Straight line	10 years
Computer equipment	Straight line	3 years
Furniture and fixtures	Straight line	5 years

Capital assets acquired during the year are amortized at one half the above annual rates.

**Contributed Materials and Services** - Volunteers contribute their time to assist the Group in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the consolidated financial statements.

The Group receives contributed materials, the fair value of which may or may not be reasonably determinable. Contributed materials are recognized as donations when fair value can be determined. During the year, \$Nil (2018 - \$5,291) was recognized as donations in-kind.

**Disclosure and Use of Estimates** - The preparation of consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and reported amounts of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary, they are reported in earnings in the period in which they become known.

Estimates are used when accounting for certain items such as revenues, allowance for doubtful accounts, useful lives of capital assets and asset impairments.

# notes to consolidated financial statements

&gt;DECEMBER 31, 2019

## 3. capital assets

	cost	accumulated amortization	net 2019	net 2018
Land	\$ 150,000	\$ -	\$ 150,000	\$ 150,000
Building	711,117	149,722	561,395	534,421
Leasehold improvements	466,442	152,684	313,758	335,550
Computer equipment	69,090	63,811	5,279	6,100
Furniture and fixtures	<u>174,748</u>	<u>138,231</u>	<u>36,517</u>	<u>65,453</u>
	<u>\$ 1,571,397</u>	<u>\$ 504,448</u>	<u>\$ 1,066,949</u>	<u>\$ 1,091,524</u>

## 4. credit facilities

The Group has a \$850,000 operating line of credit bearing interest at prime plus 1.75%, of which \$Nil (2018 - \$Nil) was used at year end. As collateral for the operating facility, the Group has provided a general security agreement, guarantee by Big Road Partners Inc. and a collateral mortgage on the land and building with a carrying value of \$711,395.

## 5. deferred revenue

During the year, the Group received funds from interested parties which are restricted to a specific time period or to support specific projects. The following reflects the continuity of the funds received and the amounts deferred to future periods:

	2019	2018
Balance, beginning of year	\$ 121,065	\$ 364,930
Amounts received designated for specific projects	2,988,070	558,710
Amounts recognized as revenue in the year	<u>(440,637)</u>	<u>(802,575)</u>
Balance, end of year	<u>\$ 2,668,498</u>	<u>\$ 121,065</u>

# notes to consolidated financial statements

&gt;DECEMBER 31, 2019

## 6. long term debt

	2019	2018
4.70% bank term loan payable in monthly instalments of \$2,980 including interest, secured by land and building with a carrying value of 711,395, due January 2024.	\$ 389,382	\$ 405,620
3.75% bank term loan payable in monthly instalments of \$9,970 including interest, paid in full at maturity.	<u>-</u>	<u>49,644</u>
	389,382	455,264
Less portion due within one year.	<u>17,979</u>	<u>67,066</u>
	<u>\$ 371,403</u>	<u>\$ 388,198</u>

The aggregate amount of principal payments required on the long term debt in each of the next five years is as follows:

2020	\$ 17,979
2021	\$ 18,893
2022	\$ 19,731
2023	\$ 20,599
2024	\$ 313,238

## 7. commitments

The Group is obligated under a leasing contracts for the premises from which it operates. The leases expire between June 2021 and March 2025 and the future minimum lease payments in each of the next five years are as follows:

2020	\$ 296,860
2021	\$ 261,812
2022	\$ 181,846
2023	\$ 184,454
2024	\$ 187,063

# notes to consolidated financial statements

>DECEMBER 31, 2019

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## 8. financial instruments

**Risk management** - The significant risks to which the Group is exposed are credit risk, interest rate risk, currency risk and liquidity risk. There has been no change to risk from the prior year.

**Credit risk** - The Group provides credit in the normal course of operations. Credit risk is minimized through progress billings and the use of retainers.

**Interest rate risk** - The Group's interest-bearing liabilities include operating line of credit and long-term debt.

The Group's operating line of credit bears interest at a variable rate. Changes in the bank's prime lending rate can cause fluctuations in interest payments and future cash flows associated with the principal portion of the operating line of credit. The Group has fixed interest rates on the long term debt. Consequently, the exposure to fluctuations in future cash flows, with respect to these instrument, as a result of changes in market interest rates, is limited.

**Currency Risk** - Some assets, liabilities, revenues and expenses are exposed to foreign exchange fluctuations. As at December 31, 2019, cash, accounts receivable, accounts payable and accrued liabilities of \$218,079, \$1,123, and \$5,759 respectively (2018 - \$368,548, \$14,483, and \$154,453) are denominated in US dollars.

**Liquidity Risk** - Liquidity risk is the risk that the Group will not be able to meet its obligations associated with financial liabilities. Cash flow from operations provides a substantial portion of the Group's cash requirements. Additional cash requirements are met with the use of the available operating line of credit and bank borrowings under long term credit arrangements. The available operating line of credit provides flexibility in the short term to meet operational needs and bridge long term financing. The Group's borrowing arrangements are concentrated with a single Canadian financial institution.

## 9. subsequent events

As a result of the spread of the COVID-19 coronavirus subsequent to year end, economic uncertainties have arisen which are likely to have an effect on daily operations. Financial impact could occur although such potential impact is unknown at this time.