



## Financial Statements

The National Ballet of Canada,  
Endowment Foundation

June 30, 2022

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# Independent auditor's report

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**To the Members of  
The National Ballet of Canada, Endowment Foundation**

## Opinion

We have audited the financial statements of The National Ballet of Canada, Endowment Foundation (the "Foundation"), which comprise the statement of financial position as at June 30, 2022, and the statements of operations and changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as at June 30, 2022, and its results of operations and its 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 Financial Statements* section of our report. We are independent of the Foundation in accordance with the ethical requirements that are relevant to our audit of the 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 Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these 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 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 Foundation'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 Foundation'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 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 Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Grant Thornton LLP*

Toronto, Canada  
November 1, 2022

Chartered Professional Accountants  
Licensed Public Accountants

# The National Ballet of Canada, Endowment Foundation

## Statement of Financial Position

(Dollars in thousands)

June 30

	2022			2021	
	General Fund	Restricted Funds		Total	Total
	Fund	Expendable Fund	Endowment Fund	Total	Total
<b>Assets</b>					
Current					
Cash and cash equivalents (note 3)	\$ 3,123	\$ 3,396	\$ 130	<b>\$ 6,649</b>	\$ 8,335
Accounts receivable	-	53	-	<b>53</b>	28
	3,123	3,449	130	6,702	8,363
Investments, at fair value (note 4)	-	27,655	51,834	<b>79,489</b>	90,008
	<b>\$ 3,123</b>	<b>\$ 31,104</b>	<b>\$ 51,964</b>	<b>\$ 86,191</b>	<b>\$ 98,371</b>
<b>Liabilities</b>					
Current					
Accounts payable and accrued liabilities	\$ 3	\$ 81	-	<b>\$ 84</b>	\$ 74
<b>Fund balances</b>					
Unrestricted	3,120	-	-	<b>3,120</b>	3,112
Restricted (note 5)					
Internally	-	26,224	-	<b>26,224</b>	32,194
Externally	-	4,799	-	<b>4,799</b>	7,569
Endowment (note 6)	-	-	51,964	<b>51,964</b>	55,422
	3,120	31,023	51,964	<b>86,107</b>	98,297
	<b>\$ 3,123</b>	<b>\$ 31,104</b>	<b>\$ 51,964</b>	<b>\$ 86,191</b>	<b>\$ 98,371</b>

On behalf of the Board:

 Director

 Director

See accompanying notes to financial statements.

# The National Ballet of Canada, Endowment Foundation

## Statement of Operations and Changes in Fund Balances

(Dollars in thousands)

Year ended June 30

	<u>2022</u>				<u>2021</u>
	<u>General</u>	<u>Restricted Funds</u>		<u>Total</u>	<u>Total</u>
		<u>Fund</u>	<u>Expendable</u>		
	<u>Fund</u>	<u>Fund</u>	<u>Fund</u>	<u>Total</u>	<u>Total</u>
Revenue					
Contributions	\$ 2	\$ 50	\$ 2,992	\$ 3,044	\$ 3,529
Investment income (loss) - unrealized		(3,983)	(6,330)	(10,313)	20,666
Investment income - realized	10	58	60	128	105
	<u>12</u>	<u>(3,875)</u>	<u>(3,278)</u>	<u>(7,141)</u>	<u>24,300</u>
Expenditures					
Administrative fees	4	12	18	34	29
Investment management fees	-	105	162	267	200
Donation to The National Ballet of Canada	-	4,748	-	4,748	2,684
	<u>4</u>	<u>4,865</u>	<u>180</u>	<u>5,049</u>	<u>2,913</u>
Excess (deficiency) of revenue over expenditures	8	(8,740)	(3,458)	(12,190)	21,387
Fund balances, beginning of year	<u>3,112</u>	<u>39,763</u>	<u>55,422</u>	<u>98,297</u>	<u>76,910</u>
Fund balances, end of year	<u>\$ 3,120</u>	<u>\$ 31,023</u>	<u>\$ 51,964</u>	<u>\$ 86,107</u>	<u>\$ 98,297</u>

See accompanying notes to financial statements.

# The National Ballet of Canada, Endowment Foundation

## Statement of Cash Flows

(Dollars in thousands)

Year ended June 30

**2022**

**2021**

Cash and cash equivalents provided by (used in):

### Operating activities

Excess (deficiency) of revenue over expenditures	\$ (12,190)	\$ 21,387
Investment loss (income) - unrealized	10,313	(20,666)
Investment income - realized	<u>(128)</u>	<u>(105)</u>
	<b>(2,005)</b>	616

Change in non-cash operating working capital

Accounts receivable	(25)	33
Accounts payable and accrued liabilities	<u>10</u>	<u>24</u>
	<b>(2,020)</b>	673

### Investing activities

Proceeds on sale of investments	<u>334</u>	<u>255</u>
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(Decrease) increase in cash and cash equivalents (1,686) 928

Cash and cash equivalents, beginning of year 8,335 7,407

Cash and cash equivalents, end of year **\$ 6,649** **\$ 8,335**

Cash and cash equivalents consist of:

Cash	\$ 6,126	\$ 7,813
Cash equivalents	<u>523</u>	<u>522</u>
	<b><u>\$ 6,649</u></b>	<b><u>\$ 8,335</u></b>

See accompanying notes to financial statements.

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# The National Ballet of Canada, Endowment Foundation

## Notes to the Financial Statements

(Dollars in thousands)  
June 30, 2022

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### 1. Purpose of the Foundation

The National Ballet of Canada, Endowment Foundation (the "Foundation") was incorporated, without share capital, on September 28, 1999 under the Canada Corporations Act and is a registered charity designated as a Public Foundation under the Income Tax Act (Canada). The Foundation continued under the Canada Not-for-profit Corporations Act in 2014. The purpose of the Foundation is to acquire, hold in trust and donate funds to The National Ballet of Canada, which is a related entity by virtue of common management.

The Foundation is exempt from income taxes under Section 149(1) (l) of the Income Tax Act (Canada).

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### 2. Significant accounting policies

#### Basis of presentation

The Foundation has prepared these financial statements in accordance with Canadian accounting standards for not-for-profit organizations. The following is a summary of significant accounting policies adopted by the Foundation in the preparation of the financial statements.

#### Fund accounting

The Foundation follows the restricted fund method of accounting. Accordingly, the following funds have been established to account for the activities described below.

The **General Fund** represents resources that are not required to be maintained by the Foundation in perpetuity and are not purpose restricted.

The **Expendable Fund** (note 5) comprises internally and externally restricted funds:

- (a) Internally restricted expendable funds represent (i) current and accumulated undistributed investment income from endowment funds that the Board of Directors have internally restricted for a specific purpose and (ii) principal amounts and related accumulated undistributed investment income that are internally restricted ("Karen Kain Financial Resiliency"). As an internal restriction, these amounts can be unrestricted by the Board of Directors at any time.
- (b) Externally restricted expendable funds represent (i) current and accumulated undistributed investment income from endowment funds that are externally restricted and (ii) principal amounts and related accumulated undistributed investment income that are externally restricted ("Spend Down Funds").



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# The National Ballet of Canada, Endowment Foundation

## Notes to the Financial Statements

(Dollars in thousands)  
June 30, 2022

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### 2. Significant accounting policies (continued)

The **Endowment Fund** (note 6) represents the lesser of:

- (a) The fair market value of all of the endowment funds comprising the Endowment Fund, and
- (b) The aggregate of:
  - i. The historic dollar value of gifts made to the Foundation, where the donor has stipulated that the gift amount is required to be maintained by the Foundation in perpetuity (externally endowed);
  - ii. The historic value of amounts which have been permanently restricted under the terms of matching government grant agreements, and
  - iii. The current and accumulated undistributed net income earned on funds that are not permitted under applicable donor agreements or law to be allocated to a related Expendable Fund.

If the fair market value of the Endowment Fund is in excess of its book value, the excess will be allocated to the Expendable Fund.

If the fair market value of the Endowment Fund is less than its book value, no allocation will be made from the Endowment Fund until the fair market value of the Endowment Fund has been restored to its book value as defined in (b) above.

### Revenue recognition

Contributions for all funds are recognized as revenue in the appropriate fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Investment income earned for all funds is recognized as revenue in the year received or receivable.

Investment income (loss) consists of interest, dividends, income distributions from pooled funds and realized and unrealized capital gains and losses.

### Donation to The National Ballet of Canada

Donation to The National Ballet of Canada comprise: (i) an amount approved by the Board for disbursement in accordance with the Foundation's disbursement policy and (ii) Spend Down Fund amounts stipulated to be granted in the year under the applicable donor agreement.

### Contributed services

Contributed services are not recognized in the financial statements.

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# The National Ballet of Canada, Endowment Foundation

## Notes to the Financial Statements

(Dollars in thousands)  
June 30, 2022

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### 2. Significant accounting policies (continued)

#### Financial instruments

The Foundation's financial instruments are measured at fair value when issued or acquired. For financial instruments subsequently measured at cost or amortized cost, fair value is adjusted by the amount of the related financing fees and transaction costs. Transaction costs and financing fees relating to financial instruments that are measured subsequently at fair value are recognized in operations in the year in which they are incurred.

At each reporting date, the Foundation measures its financial assets and liabilities at cost or amortized cost (less impairment in the case of financial assets). The Foundation has elected to measure its investments in pooled funds at fair value. All changes in fair value of the Foundation's investments in pooled funds are recorded in the statement of operations. All other financial instruments are measured at amortized cost.

For financial assets measured at cost or amortized cost, the Foundation regularly assesses whether there are any indications of impairment. If there is an indication of impairment, and the Foundation determines that there is a significant adverse change in the expected timing or amount of future cash flows from the financial asset, it recognizes an impairment loss in the statement of operations. Any reversals of previously recognized impairment losses are recognized in operations in the year the reversal occurs.

#### Cash and cash equivalents

Cash and cash equivalents include short term deposits with a maturity period of three months or less from the date of acquisition, or readily convertible into cash without significant penalty.

#### Use of estimates

In preparing the Foundation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported amounts of revenue and expenditures. Actual results could differ from these estimates.

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### 3. Cash and cash equivalents

Cash and cash equivalents include redeemable term deposits which bear interest at rates ranging from 0.28% to 1.04%.

# The National Ballet of Canada, Endowment Foundation

## Notes to the Financial Statements

(Dollars in thousands)  
June 30, 2022

### 4. Investments, at fair value

	<u>2022</u>	<u>2021</u>
Burgundy Balanced Foundation Fund	\$ 26,565	\$ 29,021
Burgundy Foundation Trust Fund	<u>33,341</u>	<u>36,732</u>
	<b>59,906</b>	65,753
 Turtle Creek Equity Fund	 <u>19,583</u>	 <u>24,255</u>
	<b>\$ 79,489</b>	<b>\$ 90,008</b>

The Foundation's investments in pooled funds with Burgundy Asset Management Limited are allocated as follows:

	<u>2022</u>	<u>2021</u>
Cash and short-term investments	2%	2%
Bonds	30%	27%
Canadian equities	25%	26%
US equities	23%	24%
International equities	20%	21%

The Foundation's investments in pooled funds with Turtle Creek Asset Management Incorporated are not publicly disclosed. The pooled funds are invested in Canadian and US equities, and money market funds.

### 5. Expendable Fund

	<u>Internally restricted</u>	<u>Externally Restricted</u>		<u>2022 Total</u>	<u>2021 Total</u>
		<u>Purpose restricted</u>	<u>Spend Down</u>		
Dancer	\$ 1,844	\$ 859	\$ -	\$ 2,703	\$ 3,307
Touring	-	943	-	943	1,188
Education and outreach	-	643	-	643	827
New creations	-	2,208	-	2,208	3,286
General	9,409	-	-	9,409	11,675
National Ballet Arts Endowment Fund	4,133	-	-	4,133	5,021
The Canadian Arts and Heritage Sustainability Program	8,165	-	-	8,165	10,280
The Orchestra Fund	-	146	-	146	223
Walter Carsen Centre Fund	718	-	-	718	885
Walter Carsen New Creations Fund	-	-	-	-	980
Karen Kain Financial Resiliency Fund	1,757	-	-	1,757	1,749
Karen Kain Artistic Innovation Fund	<u>198</u>	<u>-</u>	<u>-</u>	<u>198</u>	<u>342</u>
	<b>\$ 26,224</b>	<b>\$ 4,799</b>	<b>\$ -</b>	<b>\$ 31,023</b>	<b>\$ 39,763</b>

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# The National Ballet of Canada, Endowment Foundation

## Notes to the Financial Statements

(Dollars in thousands)  
June 30, 2022

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### 5. Expendable Fund (continued)

An annual grant of \$438 for purpose-restricted funds related to new productions and touring in 2021 was available for carry forward distribution in 2022 due to the 2021 reduction in spending from COVID-19 cancellations. \$386 was disbursed in 2022 and the remaining \$52 will be available to be disbursed to the Ballet as part of the fiscal 2023 distribution.

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### 6. Endowment Fund

The Endowment Fund consists of the following:

	<u>2022</u>	<u>2021</u>
Dancer	\$ 4,585	\$ 4,817
Touring	955	1,073
Education and outreach	1,486	1,669
New creations	6,896	6,674
General	14,231	15,782
National Ballet Arts Endowment Fund	4,319	4,850
The Canadian Arts and Heritage Sustainability Program	14,963	16,262
The Orchestra Fund	1,021	1,047
Walter Carsen Centre Fund	890	1,000
Director Fund	443	-
Karen Kain Artistic Innovation Fund	2,175	2,248
	<u>\$ 51,964</u>	<u>\$ 55,422</u>

During the year, a Director Fund group was created. Consistent with other funds within the Endowment Fund, named funds in this category are subject to the Endowment Fund policy per note 2.

As at June 30, 2022, due to market volatility, the fair market value of the Endowment Fund was below its historical book value. In accordance with the Foundation's policy, no allocation will be made from the Endowment Fund to the Expendable Fund until the fair market value of the Endowment Fund has been restored to its book value.

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### 7. Financial instruments risk

Transactions in financial instruments may result in the Foundation assuming or transferring to another party one or more of the financial risks described below. This required disclosure provides information that assists users of the financial statements in assessing the extent of risk related to financial instruments. There have been no changes in these risks over the prior year.

#### Credit risk

Credit risk arises from cash and cash equivalents, credit exposures on outstanding accounts receivable and bonds. Cash and cash equivalents are held at major financial institutions, minimizing any potential exposure to credit risk. It is management's opinion that the risk related to accounts receivable is minimal since the Foundation only deals with what management

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# The National Ballet of Canada, Endowment Foundation

## Notes to the Financial Statements

(Dollars in thousands)  
June 30, 2022

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### 7. Financial instruments risk (continued)

believes to be financially sound counterparties, and accordingly does not anticipate significant loss for non-performance. Credit risk is also minimized by investing surplus funds in financial institutions that maintain a high credit rating or in entities that are considered as being financially sound.

#### Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: other price risk, currency risk and interest rate risk.

##### i. Other price risk

The Foundation is subject to other price risk on the investments carried at fair value. These investments are subject to market risk such that the fair value of these investments may change as a result of factors specific to a particular investment or as a result of factors affecting all instruments trading in the market. The Foundation manages this risk by using professional portfolio managers and maintaining a diversified portfolio with a mix of bonds and equity funds.

##### ii. Currency risk

Foreign currency exposure arises from the Foundation's holdings of foreign currency denominated investments. Fluctuations in the relative value of foreign currencies against the Canadian dollar can result in a positive or negative effect on the fair value of investments. The Foundation manages this risk by using professional portfolio managers and maintaining a diversified portfolio.

##### iii. Interest rate risk

The Foundation's earnings are exposed to the interest rate risk that arises from fluctuations in interest rates and the degree of volatility of these rates. The Foundation does not use derivative instruments to reduce its exposure to interest rate risk. The Foundation manages this risk by using professional portfolio managers and maintaining a diversified portfolio.

#### Liquidity risk

The Foundation manages its liquidity risk by forecasting cash flows from operations, investing and financing activities to ensure that it has sufficient funds available to meet current and foreseeable financial obligations. As a result, it is management's opinion that the Foundation is not exposed to significant liquidity risk arising from its financial instruments.