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**WALTER AND DUNCAN GORDON  
CHARITABLE FOUNDATION**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2016**

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**INDEPENDENT AUDITOR'S REPORT**

To the Members,  
Walter and Duncan Gordon Charitable Foundation

We have audited the accompanying financial statements of Walter and Duncan Gordon Charitable Foundation which comprise the statement of financial position as at December 31, 2016, and the statements of operations and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*

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

*Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Walter and Duncan Gordon Charitable Foundation as at December 31, 2016, and the results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Cowperthwaite Mehta

Chartered Accountants  
Licensed Public Accountants

March 27, 2017  
Toronto, Ontario

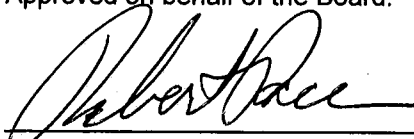
**WALTER AND DUNCAN GORDON CHARITABLE FOUNDATION**

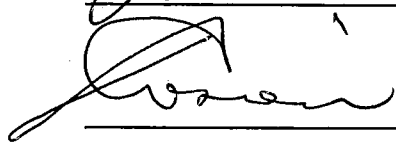
**STATEMENT OF FINANCIAL POSITION**

**AS AT DECEMBER 31, 2016**

	<u>2016</u>	<u>2015</u>
<b>ASSETS</b>		
<b>Current assets</b>		
Cash	\$ 615,283	\$ 688,820
Short-term investment (note 2)	228,889	227,305
Sales taxes recoverable	73,801	107,240
Other assets	<u>59,150</u>	<u>29,968</u>
	977,123	1,053,333
<b>Property and equipment (note 3)</b>	14,680	15,667
<b>Long-term investments (note 5)</b>	<u>62,759,566</u>	<u>59,658,417</u>
	<u>\$ 63,751,369</u>	<u>\$ 60,727,417</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	\$ 110,862	\$ 197,233
Deferred program revenue (note 6)	<u>199,710</u>	<u>49,794</u>
	<u>310,572</u>	<u>247,027</u>
<b>Net assets</b>		
Unrestricted	<u>63,440,797</u>	<u>60,480,390</u>
	<u>\$ 63,751,369</u>	<u>\$ 60,727,417</u>

Approved on behalf of the Board:

  
\_\_\_\_\_, Trustee

  
\_\_\_\_\_, Trustee

see accompanying notes

**WALTER AND DUNCAN GORDON CHARITABLE FOUNDATION**

**STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS**

**FOR THE YEAR ENDED DECEMBER 31, 2016**

	<u>2016</u>	<u>2015</u>
<b>REVENUE</b>		
Net gains on investments (note 7)	\$ 3,412,796	\$ 1,412,445
Dividends	1,032,106	957,703
Interest	660,886	766,516
Program grants and sponsorships	<u>339,584</u>	<u>52,904</u>
	<u>5,445,372</u>	<u>3,189,568</u>
<b>EXPENSES</b>		
Program (note 8)	1,900,716	2,914,617
Operating	364,894	462,763
Investment management and custodial fees	<u>219,355</u>	<u>272,236</u>
	<u>2,484,965</u>	<u>3,649,616</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR</b>	2,960,407	(460,048)
Net assets, beginning of year	<u>60,480,390</u>	<u>60,940,438</u>
<b>NET ASSETS, END OF YEAR</b>	<u>\$ 63,440,797</u>	<u>\$ 60,480,390</u>

see accompanying notes

# WALTER AND DUNCAN GORDON CHARITABLE FOUNDATION

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2016

	2016	2015
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses for the year	\$ 2,960,407	\$ (460,048)
Add non cash items:		
Change in unrealized (gains) losses in the year	(611,744)	2,672,277
Amortization	9,735	10,122
Net change in non-cash working capital items	<u>67,802</u>	<u>70,875</u>
Cash generated from operating activities	<u>2,426,200</u>	<u>2,293,226</u>
<b>INVESTING ACTIVITIES</b>		
Increase in short-term investment	(1,584)	(2,102)
Increase in long-term investments	(2,489,405)	(2,302,983)
Purchase of property and equipment	<u>(8,748)</u>	<u>          </u>
Cash used for investing activities	<u>(2,499,737)</u>	<u>(2,305,085)</u>
<b>NET DECREASE IN CASH FOR THE YEAR</b>	(73,537)	(11,859)
Cash, beginning of year	<u>688,820</u>	<u>700,679</u>
<b>CASH, END OF YEAR</b>	<u>\$ 615,283</u>	<u>\$ 688,820</u>
Net change in non-cash working capital items:		
Decrease (increase) in current assets-		
Sales taxes recoverable	33,439	39,572
Other assets	(29,182)	(18,049)
Increase (decrease) in current liabilities-		
Accounts payable and accrued liabilities	(86,371)	52,256
Deferred program revenue	<u>149,916</u>	<u>(2,904)</u>
	<u>\$ 67,802</u>	<u>\$ 70,875</u>

see accompanying notes

# WALTER AND DUNCAN GORDON CHARITABLE FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2016

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Walter and Duncan Gordon Charitable Foundation was incorporated as a not-for-profit organization without share capital under the laws of the Province of Ontario on November 25, 1965. The Foundation is registered as a private Foundation under the Income Tax Act (Canada) and while registered is exempt from income taxes. As part of maintaining its registration, the Foundation must meet a disbursement quota set by Canada Revenue Agency regulations. The Foundation has met this requirement in 2016.

The Foundation undertakes research, leadership development and public dialogue so that public policies in Canada reflect a commitment to collaborative stewardship of our water resources and to a people-driven, equitable and evolving North.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Management is responsible for the preparation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations. Outlined below are those policies considered particularly significant:

#### **Basis of accounting**

The Foundation follows the deferral method of accounting for contributions. Restricted contributions related to expenses of future periods are deferred and recognized as revenue in the period in which the related expenses are incurred.

#### **Financial instruments**

Financial instruments include cash, investments, accounts receivable and accounts payable and accrued liabilities. Cash is measured at fair value. Equity securities, fixed income securities and mutual funds that are quoted in an active market are measured at fair value. All other financial instruments are recorded at cost, which approximates their amortized cost using the effective interest rate method.

#### **Investments**

Realized and unrealized gains and losses are recognized as investment income when they arise. Transaction costs related to financial instruments are expensed as incurred.

Cash and cash equivalents denominated in foreign currencies are translated into Canadian dollars at the exchange rate in effect at the statement of financial position date.

Foreign currency investments are translated into Canadian dollars to reflect the exchange rate in effect at the statement of financial position date. Investment income received is translated at the month-end exchange rate in effect in the month the funds are received.

#### **Capital assets**

Capital assets are recorded at cost in the year of acquisition. Capital assets are amortized to operations over their expected useful lives. Furniture and equipment is amortized over 5 years on a straight line basis. Leasehold improvements are amortized over the length of the lease.

#### **Use of estimates**

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported amount of assets, liabilities, revenues and expenses. Estimates and assumptions have been made in the areas of accounting for grant and program commitments. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in the period in which they become known.

# WALTER AND DUNCAN GORDON CHARITABLE FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2016

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### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### Revenue recognition

The principal sources of revenue and recognition of these revenues for financial statement purposes are as follows:

- i) Gains and losses realized on the disposition of investments are recognized in revenue at the settlement date. Unrealized gains and losses from changes in fair value of investments are recognized in income at the reporting date. Dividends and interest earned are recorded when earned.
- ii) Grants and restricted program funding related to current expenditures are reflected in the accounts as a revenue item in the current year. Grants and fees for services received in the year for expenses to be incurred in the following fiscal year are recorded as deferred program revenue.
- iii) Fees for service are recognized when services are performed.
- iv) Donations are recognized when received. Donated materials and services which are normally purchased by the Foundation are not recorded in the accounts.

#### Disbursements

Grants are recorded when funds are disbursed. Fellowships are recorded when approved and recipients have met their obligations required under the terms of the agreements. Expenses are recorded when incurred.

### 2. SHORT-TERM INVESTMENT

The Foundation's short-term investment is a variable rate Guaranteed Investment Certificate from a chartered bank with an annualized rate of return of prime less 2.10% and a maturity date of September 5, 2017.

### 3. PROPERTY AND EQUIPMENT

Property and equipment consists of the following:

	Cost	Accumulated Amortization	2016 Net	2015 Net
Computer equipment	\$ 35,815	\$ (23,490)	\$ 12,325	\$ 8,603
Furniture and equipment	16,015	(14,413)	1,602	4,805
Leasehold improvements	<u>7,530</u>	<u>(6,777)</u>	<u>753</u>	<u>2,259</u>
	<u>\$ 59,360</u>	<u>\$ (44,680)</u>	<u>\$ 14,680</u>	<u>\$ 15,667</u>

Office and program expenses include amortization of \$9,735 (\$10,122 in 2015).

# WALTER AND DUNCAN GORDON CHARITABLE FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2016

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### 4. INVESTMENTS AND RISK MANAGEMENT

The cost of short-term securities, treasury bills and term deposits maturing within a year, plus accrued interest income, approximates the fair value of these instruments.

The fair value of bonds and equities denominated in foreign currencies is translated into Canadian dollars at the exchange rate in effect at the statement of financial position date. Pooled fund investments are valued at the unit values supplied by the pooled fund administrators. These values represent the Foundation's proportionate share of the underlying net assets at fair values determined using closing market rates.

The Foundation's investments are exposed to credit risk and market risk. Credit risk represents the financial loss the Foundation would experience if a counterparty to a financial instrument failed to meet its obligations in accordance with the terms and conditions of the contract. The carrying amount of financial assets represents the maximum exposure. Market risk is the risk that changes in market prices would affect the Foundation's income or the value of its financial instruments.

Credit and market risk are managed through a stated investment policy and the Foundation limits the amount which is invested with any one broker. In addition, the Foundation performs quarterly reviews of its investment portfolio and brokers to evaluate their performance.

The Foundation manages its liquidity risk by monitoring actual and projected cash flows to ensure that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses.

### 5. LONG-TERM INVESTMENTS

Long-term investments are composed of all assets held in brokerage accounts.

	2016		2015	
	Cost	Market Value	Cost	Market Value
Cash and cash equivalents	\$ 5,091	\$ 4,934	\$ 3,225	\$ 3,111
Canadian bonds	22,342,440	23,260,180	26,610,553	28,332,916
Canadian equity investments	11,453,027	13,141,026	10,795,355	11,558,114
Foreign bonds	120,496	116,753	119,358	115,105
Foreign equity investments	24,377,114	25,835,439	17,891,124	18,874,546
Real estate fund	<u>414,098</u>	<u>401,234</u>	<u>803,246</u>	<u>774,625</u>
Total long-term investments	<u>\$ 58,712,266</u>	<u>\$ 62,759,566</u>	<u>\$ 56,222,861</u>	<u>\$ 59,658,417</u>



# WALTER AND DUNCAN GORDON CHARITABLE FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2016

### 6. DEFERRED PROGRAM REVENUE

Deferred program revenue is composed of the following:

	2016	2015
Program grants	<u>\$ 199,710</u>	<u>\$ 49,794</u>

Continuity of deferred program revenue for the year is as follows:

Deferred program revenue, beginning of year	\$ 49,794	\$ 52,698
Add program grants received in the year	489,500	50,000
Less grants recognized in revenue in the year	<u>(339,584)</u>	<u>(52,904)</u>
Deferred program revenue, end of year	<u>\$ 199,710</u>	<u>\$ 49,794</u>

### 7. NET GAINS ON INVESTMENTS

The net realized gains and losses and the change in net unrealized gains and losses recorded in revenue are as follows:

	2016	2015
Realized gains on sales of investments	\$ 2,801,052	\$ 4,084,722
Change in unrealized gains (losses) from prior year	<u>611,744</u>	<u>(2,672,277)</u>
	<u>\$ 3,412,796</u>	<u>\$ 1,412,445</u>

### 8. PROGRAM GRANTS AND EXPENSES

The Foundation funds the following program areas:

	Grants	Direct Expenses	Allocated Expenses	2016 Total	2015 Total
Water Programs	\$ 77,000	\$ 350,120	\$ 342,530	\$ 769,650	\$ 965,531
Canadian North	83,685	291,308	318,154	693,147	763,090
Arctic Security	5,000			5,000	742,652
Trustee directed and other	<u>155,400</u>	<u>18,500</u>	<u>259,019</u>	<u>432,919</u>	<u>443,344</u>
	<u>\$ 321,085</u>	<u>\$ 659,928</u>	<u>\$ 919,703</u>	<u>\$ 1,900,716</u>	<u>\$ 2,914,617</u>

Expenses allocated among program areas include salaries and benefits of \$665,463 (\$711,903 in 2015) and general and administrative expenses of \$254,240 (\$448,902 in 2015). Expenses are allocated based on the estimated percentage of time spent and use of resources for each program area.

# WALTER AND DUNCAN GORDON CHARITABLE FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS

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### 9. COMMITMENTS

The Foundation has committed to disbursing grants to certain organizations in subsequent years. Payment will be made upon compliance by the recipient with certain conditions specified by the Foundation.

The Foundation leases office premises under an operating lease which expires in 2017. The Foundation shares its premises with another organization and is responsible for approximately 70% of the annual lease payments. The future minimum payments as at December 31 are as follows:

	Grants	Rent	Total
2017	<u>\$ 58,800</u>	<u>\$ 87,800</u>	<u>\$ 146,600</u>