

**FINANCIAL STATEMENTS**  
**For**  
**CANADIAN AUDIT AND ACCOUNTABILITY FOUNDATION/  
FONDATION CANADIENNE POUR L'AUDIT ET LA RESPONSABILISATION**  
**For year ended**  
**MARCH 31, 2021**

**INDEPENDENT AUDITOR'S REPORT**

To the members of

**CANADIAN AUDIT AND ACCOUNTABILITY FOUNDATION/  
FONDATION CANADIENNE POUR L'AUDIT ET LA RESPONSABILISATION**

*Opinion*

We have audited the financial statements of Canadian Audit and Accountability Foundation/Fondation canadienne pour l'audit et la responsabilisation (the Foundation), which comprise the statement of financial position as at March 31, 2021, and the statements of operations and changes in net assets 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 March 31, 2021 and the results of its 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 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 the 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.

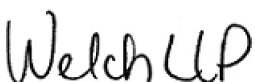
## *Auditor's Responsibilities for the Audit of the Financial Statements*

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.



Chartered Professional Accountants  
Licensed Public Accountants

Ottawa, Ontario  
June 29, 2021.

**CANADIAN AUDIT AND ACCOUNTABILITY FOUNDATION/  
FONDATION CANADIENNE POUR L'AUDIT ET LA RESPONSABILISATION**

**STATEMENT OF FINANCIAL POSITION**

**MARCH 31, 2021**

	<u>2021</u>	<u>2020</u>
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 986,854	\$ 1,000,358
Short-term investments (note 4)	500,000	-
Accounts receivable (note 5)	424,488	291,568
HST receivable	7,045	19,204
Prepaid expenses	<u>45,376</u>	<u>48,673</u>
	1,963,763	1,359,803
<b>TANGIBLE CAPITAL ASSETS (note 6)</b>	<u>6,135</u>	<u>24,425</u>
	<u>\$ 1,969,898</u>	<u>\$ 1,384,228</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 475,619	\$ 207,741
Deferred international program funds (note 7)	670,174	635,345
Deferred membership and training revenue (note 8)	77,322	11,704
Lease inducements	<u>35,308</u>	<u>40,604</u>
	1,258,423	895,394
<b>NET ASSETS</b>		
Unrestricted	<u>711,475</u>	<u>488,834</u>
	<u>\$ 1,969,898</u>	<u>\$ 1,384,228</u>

Approved by the Board:

..... *Twangelina Colman-Sadd* ..... Director

..... *Steve Martin* ..... Director

(See accompanying notes)

**CANADIAN AUDIT AND ACCOUNTABILITY FOUNDATION/  
FONDATION CANADIENNE POUR L'AUDIT ET LA RESPONSABILISATION**

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

**YEAR ENDED MARCH 31, 2021**

	<u>2021</u>	<u>2020</u>
<b>Revenue</b>		
Membership fees and contributions	\$ 1,330,241	\$ 1,284,717
International program funds (note 7)	1,371,053	2,090,238
Professional development	279,570	452,474
Government contributions (note 5)	327,616	-
Other programs	48,750	-
Interest and other	<u>3,961</u>	<u>20,871</u>
	<u>3,361,191</u>	<u>3,848,300</u>
<b>Expenses</b>		
<b>Direct program expenses</b>		
Research, methodology and information products	469,232	420,254
Education and professional development	463,576	572,752
Knowledge sharing and networking	55,671	167,327
International program	<u>1,258,293</u>	<u>1,866,279</u>
	<u>2,246,772</u>	<u>3,026,612</u>
<b>General expenses</b>		
Sustainability and accountability	170,033	679,689
Operations and other support	701,200	408,497
Amortization	<u>20,545</u>	<u>37,611</u>
	<u>891,778</u>	<u>1,125,797</u>
<b>Total expenses</b>	<u>3,138,550</u>	<u>4,152,409</u>
<b>Excess (deficiency) of revenue over expenses</b>	222,641	(304,109)
<b>Unrestricted net assets, beginning of year</b>	<u>488,834</u>	<u>792,943</u>
<b>Unrestricted net assets, end of year</b>	<u>\$ 711,475</u>	<u>\$ 488,834</u>

(See accompanying notes)

**CANADIAN AUDIT AND ACCOUNTABILITY FOUNDATION/  
FONDATION CANADIENNE POUR L'AUDIT ET LA RESPONSABILISATION**

**STATEMENT OF CASH FLOWS**

**YEAR ENDED MARCH 31, 2021**

	<u>2021</u>	<u>2020</u>
<b>CASH FLOWS FROM (USED IN)</b>		
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenses	\$ 222,641	\$ (304,109)
Adjustments for:		
Amortization	<u>20,545</u>	<u>37,611</u>
	243,186	(266,498)
Changes in non-cash working capital components:		
Accounts receivable	(132,920)	91,820
HST receivable	12,159	(21,187)
Prepaid expenses	3,297	35,303
Accounts payable and accrued liabilities	267,878	(543,048)
Deferred international program funds	34,829	381,319
Lease inducements	(5,296)	(5,296)
Deferred membership and training revenue	<u>65,618</u>	<u>6,641</u>
	<u>488,751</u>	<u>(320,946)</u>
<b>INVESTING ACTIVITIES</b>		
Tangible capital asset additions	(2,255)	(13,332)
Purchase of investments	<u>(500,000)</u>	<u>-</u>
	<u>(502,255)</u>	<u>(13,332)</u>
<b>DECREASE IN CASH</b>	(13,504)	(334,278)
<b>CASH, BEGINNING OF YEAR</b>	<u>1,000,358</u>	<u>1,334,636</u>
<b>CASH, END OF YEAR</b>	<u>\$ 986,854</u>	<u>\$ 1,000,358</u>

(See accompanying notes)

**CANADIAN AUDIT AND ACCOUNTABILITY FOUNDATION/  
FONDATION CANADIENNE POUR L'AUDIT ET LA RESPONSABILISATION**

**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED MARCH 31, 2021**

**1. NATURE OF OPERATIONS**

Canadian Audit and Accountability Foundation/Fondation canadienne pour l'audit et la responsabilisation was established in 1980 by letters patent under the provisions of Part II of the Canada Corporations Act. The Foundation continued under the Canada Not-for-profit Corporations Act (the "Act") effective September 9, 2014.

In accordance with the Foundation's Articles of Continuance under the Act, the purpose of the Foundation is to promote and strengthen public sector auditing, oversight, and accountability in Canada and abroad. The Foundation provides education, research and capacity development for public sector auditors and oversight committees, helping them to work with other public officials for accountable government. The Foundation's products and services are widely respected, referenced and applied by auditors, legislators and other public officials in Canada and abroad.

Significant portions of the Foundation's revenue, including a contribution to general expenses, are derived from Global Affairs Canada ("GAC") as set out in Note 8 to these financial statements. In addition, the Foundation derives approximately 60% of its membership fees and contributions from one member. The Foundation's current level of operations depends on the continuation of these revenue sources.

The Foundation was organized and is operated for the purposes outlined above and as such is not taxable under the Income Tax Act of Canada.

**2. SIGNIFICANT ACCOUNTING POLICIES**

*Basis of accounting*

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

*Revenue recognition*

The Foundation uses the deferral method of accounting for contributions. Externally restricted funds are recognized as revenue in the year in which the related expenses are incurred. Unrestricted funds are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted interest revenue is recognized as revenue when it is earned. Externally restricted interest revenue, if any, is initially deferred and is recognized as revenue in the year in which the related expenses are incurred.

The Foundation sets its membership fees on an annual basis, and they are recognized as revenue in the year to which the memberships relate.

Professional development revenue is recognized in the year in which the goods and services are rendered or sold.

*Development costs*

The Foundation develops educational products and research publications for the purposes outlined in note 1. Fees charged for the use of these items are generally set such that direct costs are recovered. Related development costs are expensed in the year incurred.

**2. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.**

*Allocation of expenses*

The Foundation's expenses are presented in the statement of operations and changes in net assets on a functional basis. Expenses attributed to a particular function are directly related to the output of that functional category and are therefore not considered indirect allocated expenses. The Foundation does not allocate its general expenses to other functional expense categories.

*Financial instruments*

The Foundation initially measures its financial assets and liabilities at fair value adjusted by transaction costs. Financial instruments consist of cash, accounts receivable and accounts payable and accrued liabilities. Cash is subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost.

The Foundation recognizes its transaction costs in operations in the period incurred. However, the financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

*Contributions in kind*

Members and other contributors provide a significant amount of time and absorb costs related to certain activities of the Foundation. These services are in the normal course of the Foundation's operations but in certain instances their fair value and completeness are not reasonably determinable. Some of these contributed services are volunteer services which would not otherwise be purchased by the Foundation so they are not recognized in the financial statements. Other in-kind contributions of services would however be otherwise purchased by the Foundation if they had not been contributed, and their fair value and completeness are reasonably determinable such that they are recognized in the financial statements. The benefit of the contribution is included in revenue and there is an offsetting expense with no resulting impact on the Foundation's net results of operations.

*Tangible capital assets*

Tangible capital assets are recorded at cost. Tangible capital assets consist of furniture, office equipment and IT equipment. Amortization of furniture, office equipment and IT equipment is provided on a straight-line basis over a three-year period. When a tangible capital asset no longer has any long-term benefit to the Foundation, its carrying amount is written down to its residual value.

Intangible assets are capitalized in the year the asset is put in use and amortized on a straight-line basis over three years.

*Lease inducements*

Lease inducements, such as free rent, are deferred and amortized over the term of the lease. Annual amortization is recorded as a credit to rent expense.



**2. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.**

*Use of estimates*

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organization 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 financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates. These estimates are reviewed annually and as adjustments become necessary, they are recognized in the financial statements in the period in which they become known.

Significant estimates include assumptions used in estimating the initial fair value of financial instruments, the collectibility of accounts receivable, the useful life of tangible capital assets, provisions for accrued liabilities, the salaries and benefits allocated to various operational areas, the amount of contributions earned, other funding agreements and contributions in-kind recognized in the financial statements.

**3. FINANCIAL INSTRUMENTS**

The Foundation is exposed to various risks through its financial instruments. The following analysis provides a measure of the Foundation's risk exposure and concentrations.

The Foundation does not use derivative financial instruments to manage its risks.

*Credit risk*

The Foundation is exposed to credit risk resulting from the possibility that parties may default on their financial obligations. The Foundation's maximum exposure to credit risk is the sum of the carrying value of its cash, investments and accounts receivable. The Foundation's cash and investments are deposited with a Canadian chartered bank and as a result, management believes the risk of loss to be remote. Accounts receivable balances are managed and analyzed on an ongoing basis and accordingly, management believes all amounts receivable will be collected and has determined that a provision for bad debts is not required.

*Liquidity risk*

Liquidity risk is the risk that the Foundation cannot meet a demand for cash or fund its obligations as they become due. The Foundation meets its liquidity requirements by establishing budgets and cash estimates to ensure it has funds necessary to fulfill its obligations.

*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 is comprised of currency risk, interest rate risk and other price risk.

i) *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 Foundation's financial instruments are in Canadian currency. Consequently, the Foundation is not exposed to foreign exchange fluctuations on its financial instruments. However, the Foundation does incur expenses in foreign currencies related to its international activities, and is therefore exposed to foreign exchange fluctuations on its future expenses. Included in cash is \$95,465 (2020 - \$10,493) originally denominated in US dollars.

**CANADIAN AUDIT AND ACCOUNTABILITY FOUNDATION/  
FONDATION CANADIENNE POUR L'AUDIT ET LA RESPONSABILISATION**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED MARCH 31, 2021**

**3. FINANCIAL INSTRUMENTS - Cont'd.**

*Market risk - Cont'd.*

ii) *Interest rate risk*

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the financial instruments will fluctuate due to changes in market interest rates.

The Foundation believes it is not exposed to significant interest rate risk on its fixed interest rate risk financial instruments. However, the Foundation holds cash at the floating rate which is subject to interest rate risk.

iii) *Other price risk*

Other price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the financial instruments will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting similar instruments traded in the market. The Foundation does not have investments in publicly traded securities and therefore is not exposed to other price risk.

*Changes in risk*

There have been no significant changes in the Foundation's risk exposure from the prior year.

**4. SHORT-TERM INVESTMENTS**

A 90-day cashable GIC for \$500,000 was purchased in March 2021. The GIC earns interest at a rate of 0.4% annually and matures on June 14, 2021.

**5. GOVERNMENT CONTRIBUTIONS**

In March of 2020, the Government of Canada announced that they would be providing emergency funding in response to measures various businesses were required to take because of the COVID-19 pandemic.

The amount of subsidies attributable to the Foundation's March 31, 2021 fiscal year are reported below:

	<u>2021</u>	<u>2020</u>
Canada Emergency Wage Subsidy (CEWS) program	\$ 255,982	\$ -
Canada Temporary Wage Subsidy (TWS) program	14,076	-
Canada Emergency Rent Subsidy (CERS) program	37,558	-
Canada Emergency Business Account (CEBA) - forgivable portion	<u>20,000</u>	<u>-</u>
	327,616	-
Amounts received during the year	<u>(262,241)</u>	<u>-</u>
Net amount due from the Government of Canada	<u>\$ 65,375</u>	<u>\$ -</u>

**CANADIAN AUDIT AND ACCOUNTABILITY FOUNDATION/  
FONDATION CANADIENNE POUR L'AUDIT ET LA RESPONSABILISATION**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED MARCH 31, 2021**

**6. TANGIBLE CAPITAL ASSETS**

Tangible capital assets consist of the following:

	<u>2021</u>	<u>2020</u>
Furniture, office equipment and IT equipment	\$ 62,199	\$ 112,834
Accumulated amortization	<u>(56,064)</u>	<u>(88,409)</u>
	<u>\$ 6,135</u>	<u>\$ 24,425</u>

**7. DEFERRED INTERNATIONAL PROGRAM FUNDS**

International program costs are funded by Global Affairs Canada ("GAC") with in-kind contributions from Canadian experts at the Office of the Auditor General of Canada, participating provincial audit offices, the Foundation, municipal audit offices, parliamentarians and individual Canadians. GAC pays direct costs associated with the program and makes a contribution to the Foundation's general expenses.

	<u>2021</u>	<u>2020</u>
Deferred program funds, beginning of year	\$ 635,345	\$ 254,026
Advances from GAC	<u>1,405,882</u>	<u>2,471,557</u>
	2,041,227	2,725,583
Revenue recognized representing direct expenses for the year including contributions to general expenses	<u>(1,371,053)</u>	<u>(2,090,238)</u>
Deferred program funds, end of year	<u>\$ 670,174</u>	<u>\$ 635,345</u>

An agreement with GAC was signed on March 29, 2018 and provides total funding of \$14,950,000 until March 31, 2025.

**8. DEFERRED MEMBERSHIPS, TRAINING AND OTHER REVENUE**

Deferred memberships, training and other revenue consists of the following:

	<u>Training</u>	<u>Memberships</u>	<u>Other</u>	<u>2021 Total</u>	<u>2020 Total</u>
Balance, beginning of year	\$ 6,704	\$ 5,000	\$ -	\$ 11,704	\$ 5,063
Advances received	38,255	29,313	20,000	87,568	1,743,832
Revenue recognized	<u>(4,500)</u>	<u>(5,000)</u>	<u>(12,450)</u>	<u>(21,950)</u>	<u>(1,737,191)</u>
Balance, end of year	<u>\$ 40,459</u>	<u>\$ 29,313</u>	<u>\$ 7,550</u>	<u>\$ 77,322</u>	<u>\$ 11,704</u>

**CANADIAN AUDIT AND ACCOUNTABILITY FOUNDATION/  
FONDATION CANADIENNE POUR L'AUDIT ET LA RESPONSABILISATION**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED MARCH 31, 2021**

**9. SALARIES AND BENEFITS**

The total amount of salaries and benefits for the 2021 fiscal year is \$2,218,185 (2020 - \$2,137,153). Salaries and benefits are allocated to various operational areas based on management's estimate of resource utilization as outlined in the following table.

	<u>2021</u>	<u>2020</u>
Research, methodology and information products	\$ 430,193	\$ 393,007
Education and professional development	343,607	278,865
Knowledge sharing and networking	53,965	128,184
International program	742,815	690,084
Sustainability and accountability	147,853	528,325
Operations and other support	<u>499,752</u>	<u>118,688</u>
	<u>\$ 2,218,185</u>	<u>\$ 2,137,153</u>

Included in salaries and benefits are in-kind contributions of services of \$351,121 (2020 - \$285,298) which are also included in membership fees and contributions revenue, resulting in no net impact in the Foundation's net results of operations.

**10. COMMITMENTS**

The Foundation is committed to payments under an operating lease for office space which expires November 30, 2027. The minimum aggregate rent payable to the expiry date is as follows:

2022	\$ 70,928
2023	70,928
2024	70,928
2025	72,406
2026 and beyond	200,963

**11. SUBSEQUENT EVENTS**

Subsequent to year-end, a consortia of the Foundation's members indicated their intention to withdraw, over a period beginning April 2022 and concluding March 2025, from a memorandum of understanding, which sets out the general terms and conditions of the membership dues and in-kind support provided by the participating members for the products and activities provided by the Foundation. Nothing in the notice of withdrawal limits the ability of any individual member to establish directly with the Foundation a new model of payment at any time during the wind-down period. At the time of issuance of these financial statements the full effect on the Foundation's operations are not yet known.

**12. COVID-19**

In March 2020, the Government of Canada instituted emergency measure in response to the public health concerns originating from the spread of COVID-19. Since that date, the Foundation has halted both international and domestic travel. This has required all programs, including the International Program, to be delivered virtually.

Though the Government of Canada continues to provide financial assistance, and the health concerns related to COVID-19 are being addressed, there is still a degree of uncertainty surrounding the full economic impact of the situation. Accordingly, it is difficult to determine the length of time the Foundation's operations will be impacted and at the time of issuance of these financial statements, the full effect on the Foundation's operations are not yet known.