FINANCIAL STATEMENTS

DECEMBER 31, 2013

FINANCIAL STATEMENTS

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Shannon & Buffett, LLP

Chartered Accountants

HAL C. BUFFETT, B.A., C.A. GARRY L. ARMSTRONG, B.SC., C.A. CLAUDE LEGER, B.B.A., C.G.A., C.A. RON W. SAUNTRY, B.B.A., C.A.

April 1, 2014

Independent Auditors' Report

To the members of: Beaverbrook Art Gallery

We have audited the accompanying financial statements of Beaverbrook Art Gallery, which comprise the statement of financial position as at December 31, 2013 and the statement of operations, statement of fund balances and statement 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 misstatements, 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 that 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 auditors' 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 Beaverbrook Art Gallery as at December 31, 2013, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Accountants

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STATEMENT OF FINANCIAL POSITION - DECEMBER 31, 2013

Total 2012 2012 384,581 8,922,738 45,620 43,933 24,083	9,420,955 327,798 100,000 6,348,606	\$ 16,197,360		\$ 8,106 2,000,000 569,582 813,642	3,391,330 327,798 5,699,499	9,418,627		2,498,216 649,107 3,631,410	6,778,733	\$ 16,197,360
Total 2013 2013 \$ 590,243 9,605,308 54,612 31,744	10.291,006 226,867 100,000 6,240,796	\$ 16,858,670		\$ 2,000,000 317,519 1,402,496	3,720,015 226,867 5,464,136	9,411,018		2,546,739 776,660 4,124,25 <u>3</u>	7,447,652	\$ 16,858,670
Capital Campaign \$ 503,165 - 7,808	510,973 - 224,402	\$ 735,375		\$ - 21,139 1,122,331	1,143,470	1,323,394		(812,421) 224,402	(588,019)	\$ 735,375
Endowment 2012 (Unrestricted) \$ 1,434,622	1,434,622	\$ 1,454,041	SS	1,268	1,268	1,268	ICES	1,452,773	1,452,773	\$ 1,454,041
ASSETS Senator Richard Hatfield Memorial Fund (Restricted) \$ 3,980,354	3.980.354 48,673 -	\$ 4,029,027	LIABILITIES	4,774	4,774	4,774	FUND BALANCES	4,024,253	4,024,253	\$ 4,029,027
Endowment Fund [Unrestricted] \$ 2,344,211	2,344,211	\$ 2,344,211		1,544	1,544	1,544		2,342,667	2,342,667	\$ 2,344,211
Lord Beaverbrook Fund (Unrestricted) \$ 1,846,121	1,846,121	\$ 1,846,121		2,375	2,375 46,943	49,318		1,796,803	1,796,803	\$ 1,846,121
Operating Fund \$ 87,078 - 46,804 31,744 9,099	174,725 158,775 100,000 6,016,394	\$ 6,449,895		2,000,000 286,419 280,165	2,566,584	8,030,720		(2,233,083) 552,258 100,000	(1,580,825)	\$ 6,449,895
Current: Cash and cash equivalents Investments Receivables Inventory Prepaid expenses	Interfund receivable Restricted cash (note 2) Capital assets (note 3) Paintings and works of art (note 4)		S	Demand loan (note 5) Payables and accruals Deferred revenue (note 6)	pa & Interfund payables Deferred contributions (note 7)	f fet	t, L	Unvestricted Invested in capital assets Externally restricted (note 2)		On behalf of the Board:

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED DECEMBER 31, 2013

Total 2012	\$ 454,452 647,353 2,041,717 291,597	3,435,119	271,437 162,788 48,080 375,071	28,578 38,262 73,842 1,128,776	292,239	2,734,834	700,285 (177,220) 10.455	533,520	533,520	\$ 6.778,733
Total 2013	\$ 720,663 1,278,576 967,456 291,162	3,257,857	306,475 253,703 210 173,745	30,120 41,400 87,036 967,870	292,023	2,495,223	762,634	668,919	668,919	\$.778,733 \$.7,447,652
Capital Campaign	\$ 87,091	87,091	1 (1)		342,641	343,502	(256,411)	(256,411)	(256,411)	(331,608)
Endowment 2012	\$ 156,437 258,361	414,798	1 3 1 4	5,000	'	5.000	409,798	409,798	368,408	\$\frac{1,084,365}{1,452,773}
Restricted Senator Richard Haffield Memorial	\$ 509,753	509,753	t 1 t 1	16,910		16,910	492,843	492,843	492,843	\$,531,410 \$,4,024,253
Se Unrestricted Endowment <u>Fund</u>	306,300	. 306,300	; I I I	10,036		10.036	296,264	296,264	(161,042)	\$ 2,342,667
Lord Beaverbrook <u>Fund</u>	284,357	284,357	\$ t 1 \$	9,454		9,454	274,903	274,903	(336,347)	\$ 1.796,803
Operating Fund)) \$ 633,572 21,729 709,095 291,162	1,655,558	306,475 253,703 210 173,745	30,120 37,036 967,870	291,162	에	(93,715)	(548,478)	265,204	(1,846,029) \$(1,580,825)
Вечения	Fees, sales, donations and other revenue (note 8) \$ Investment income (note 19) Grants and contributions (note 9) Deferred contributions	Купепсос	Administration (note 10) Building maintenance (note 11) Collections Exhibitions	Programming and outreach Management fees Marketing and promotion Salary and benefits Canitel Committee (12)	Amortization	टर Excess revenue (expenses) before litigation and	settlement proceeds Litigation (note 16) Settlement proceeds (note 17)	Excess revenue (expenses)	Interfund transfers Increase (decrease) in funds	rund balances, beginning ot year Fund balances, end of year

Chartered Accountants

STATEMENT OF CASH FLOWS - OPERATING FUND

FOR THE YEAR ENDED DECEMBER 31, 2013

•	<u>2013</u>	<u>2012</u>
Cash generated from (used in):		
Operating activities: Excess (expenses over revenue) - operating fund	\$ (548,478)	\$ (919,025)
Amortization of capital assets Amortization of deferred contributions	291,162 (291,162)	291,162 (291,597)
Net change in non-cash working capital (note 13)	(548,478) (225,820)	(919,460) 502,025
	(774,298)	(417,435)
Financing activities: Interfund transfers Increase in (repayment of) loans - net	813,682 	300,803 (5,600,000) (5,299,197)
Investing activities: Receipt of deferred contributions	55,800	MARKANINA TANDAN TA
Increase (decrease) in cash position	95,184	(5,716,632)
Cash position, beginning of year	(8,106)	5,708,526
Cash position, end of year	\$ <u>87,078</u>	(8,106)

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2013

Nature of operations:

The Beaverbrook Art Gallery (the Gallery) operates and manages the Beaverbrook Art Gallery in Fredericton, New Brunswick. These operations include various cultural activities primarily centered around, but not limited to, the exhibition of works of art. The Gallery is a registered charity for income tax purposes and is therefore exempt from income tax under the Income Tax Act of Canada.

1. Significant accounting policies:

(a) Fund accounting:

The financial statements have been prepared in accordance with the accounting standards for not-for-profit organizations published by the Canadian Institute of Chartered Accountants (CICA) using the deferral method of reporting revenues. The financial position and operations of the Gallery are presented using the Fund Method.

The specific funds in use are as follows:

Operating fund

These funds consist of all amounts not internally or externally restricted and primarily relate to the day to day operations of the Gallery and the related assets and liabilities.

Lord Beaverbrook Fund

The assets of this fund grew from a gift to the gallery from the Right Hon. William Maxwell Baron Beaverbrook in 1957. The primary purpose of this fund is to generate investment income to assist in supporting the operations of the Gallery.

Unrestricted Endowment Fund

The assets the Endowment Fund accumulated over many years from various contributions to the Gallery. The primary purpose of this fund is to generate contributions and investment income to assist in supporting the operations of the Gallery.

Senator Richard Hatfield Memorial Fund

The assets of this externally restricted fund grew from an initial contribution of \$2,000,000 during 1992 - 1994 from the Federal Government Ministry of Communication. This contribution is to be used to fund acquisitions of Canadian works of art, for the establishment and operation of exhibitions and education extension programs. A percentage of the investment income may also be used to fund certain administrative expenses upon approval of the Government of Canada.

Unrestricted Endowment Fund 2012

The assets the Endowment Fund 2012 are being accumulated from funds contributed through the capital campaign that is currently underway. The primary purpose of this fund is to generate contributions and investment income to assist in supporting the operations of the Gallery.

Capital Campaign

The capital campaign is a temporary fund the purpose of which is to generate contributions to support proposed infrastructure projects and to provide capital for the Endowment Fund - 2012.

All balances due amongst funds are non-interest bearing and have no set terms of repayment.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2013

1. Significant accounting policies (continued):

(b) Revenue recognition

Restricted contributions are recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue of the appropriate fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(c) Inventory

Inventory is recorded at the lower of cost and net realizable value. Cost is determined on the average cost basis.

(d) Capital assets

Land and buildings acquired before 1970 are recorded at their replacement cost as at December 31, 1970. Additions since that date have been capitalized at cost. Amortization of the building is provided for on a straight line basis over 40 years. No amortization is recorded for assets under construction.

All purchases of equipment, furniture and fixtures are capitalized and amortized at 20% per year on a declining balance basis.

(e) Paintings and other works of art

The Gallery's collection of works of art is recorded at a nominal amount. Costs relating to the acquisition of works of art for the collection are included in expenses in the period in which they are incurred.

(f) Investments

Investments are recorded at fair value using quoted market prices with changes in fair value recognized as unrealized gains or losses in net income. Transaction costs related to the purchase of investments are charged to income in the period they occur.

(g) Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks.

(h) Use of estimates

In preparing the Gallery'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 at the date of the financial statements and reported amounts of revenue and expenses during the period. Actual amounts could differ from these estimates.

2. Restricted funds:

Restricted funds reflected under the operating fund column relate to a working capital reserve funded by the NB Foundation for the Arts.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2013

3. Capital assets - operating fund:

	~~~			2013				2012
		Cost		cumulated nortization		Net Book Value		Net Book Value
Building:					đ).	0.50.050	œ.	270 (0)
Original building	\$	1,185,493	\$	935,435	\$	250,058	\$	279,696
East wing		3,298,550		2,588,776		709,774		792,238
North and south wall reconstruction		389,583		262,970		126,613		136,353
Marion McCain Atlanti	C							777
Gallery		1,368,092		649,845		718,247		752,449
Building retrofit		1,278,551		500,157		778,394		810,358
Phase 1 renovations	_	3,787,404	_	378,921		3,408,483		3,503,169
Equipment	****	11,307,673 209,530		5,316,104 184,705		5,991,569 24,825		6,274,263 33,295
	\$_	11,517,203	\$	5,500,809	\$_	6,016,394	\$	6,307,558

### Capital assets - development fund:

Oupling nobels arres	M		2012				
		Cost	Accumulated Amortization		Net Book Value		 Net Book Value
Projects in progress	\$	220,960	\$	-	\$	220,960	\$ 36,745
Equipment		10,091	6,649		3,442		 4,303
	\$	231,051	\$	6,649	\$	224,402	\$ 41,048

### NOTES TO THE FINANCIAL STATEMENTS

### **DECEMBER 31, 2013**

### 4. Paintings and works of art:

As at December 31, 2013, the permanent collection consisted of approximately 3,500 works of art. During the fiscal year ended December 31, 2013 there were no significant changes to the collection. Subsequent to the end of the fiscal year a dispute was settled, as described in note 16, which resulted in the gallery releasing its claim to 43 works that were previously included in the collection.

### 5. Demand loan:

	<u>2013</u>	<u>2012</u>
Province of New Brunswick, Regional Development		
Corporation, demand loan. The debt is secured by the assets of		
the gallery with the exception of the assets of the endowment		
fund and is non-interest bearing.	\$ 2,000,000	\$ 2,000,000

Scheduled principal repayments within the next year are as follows:

2014 \$ 2,000,000

### NOTES TO THE FINANCIAL STATEMENTS

### **DECEMBER 31, 2013**

### 6. Deferred revenue:

Deterred revenue.	<u>2012</u>	Funds <u>Received</u>	Funds <u>Expended</u>	<u>2013</u>
Nellie Alberta Peacock Taylor Fund	\$ 55,572	\$ -	\$ -	\$ 55,572
Sabat Memorial	6,099	-	3,970	2,129
Mary Hashey	29,824	-	-	29,824
Various funders - BAG				
Masterworks travelling exhibition	60,975	212,916	231,255	42,636
McCain Family	60,000	-	-	60,000
Toronto Dominion Bank - Capital				
Maintenance fund	-	55,800	13,950	41,850
Funds related to various exhibitions	124,315	28,094	104,255	<u>48,154</u>
Total deferred operating fund revenue	336,785	296,810	353,430	<u>280,165</u>
Capital Campaign - funds deferred for:				
Infrastructure projects	162,750	341,364	-	504,114
Programs	260,400	339,450	186,000	413,850
Unrestricted	53,707	150,660		204,367
Total deferred Capital Campaign revenue	476,857	831,474	186,000	1,122,331
	\$ 813,642	\$ <u>1,128,284</u>	\$ <u>539,430</u>	\$ <u>1,402,496</u>

### 7. Deferred contributions:

The Gallery has received donations for the acquisition of building facilities and improvements as follows:

<u>Assets</u>	Sources	Value (Year of acquisition)	Year <u>Acquired</u>
Original building	Lord Beaverbrook	890,000	1970
East Wing	Beaverbrook Canadian Foundation City of Fredericton Government of Canada Province of New Brunswick Vaughan Foundation Friends of the Beaverbrook Art Gallery	1,074,877 20,000 750,000 300,000 1,084,414 10,000	1983
North and South Wall Reconstruction	Endowment Fund	389,583	1987
Marion McCain Atlantic Gallery	Harrison McCain Shannon & Ruffett IIP	1,368,092	1995

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### NOTES TO THE FINANCIAL STATEMENTS

### **DECEMBER 31, 2013**

### 7. Deferred contributions (continued):

Retrofit	Endowment Fund	1,255,000	1998
Various	Various	103,861	2001 to 2008
Building Fund	Joseph and Fanny Oppenheimer Foundation	200,000	2003 and 2004
Revitalization project -	phase I		
, ,	Atlantic Canada Opportunities Agency	1,872,448	2010
	Canadian Heritage	1,500,000	2010
	TD Bank	55,800	2013
Total Phase I Revitaliza	ition	3,428,248	
		\$ <u>10,874,075</u>	

These donations have been recorded as deferred contributions and are recognized as revenue at the same rate as the related building facilities and improvements are amortized.

	<u>2013</u>	<u>2012</u>
Balance of deferred contributions, beginning of year Add: contributions received Less: amortization (transfer to operating revenue)	\$ 5,699,499 55,799 (291,162)	\$ 5,991,095 - (291,596)
Balance of deferred contributions, end of year	\$ 5,464,136	\$ 5,699,499

### NOTES TO THE FINANCIAL STATEMENTS

### **DECEMBER 31, 2013**

8.	Revenue -	fees.	sales.	donations	and	other	revenue:
***	~ ~ · · · · · · · · · · · · · · · · · ·	,	.,,	***************************************			

	, ,		<u>2013</u>		<u> 2012</u>
	General fund:				
	Admissions	\$	41,765	\$	35,248
	Annual appeal		21,475		27,580
	Catalogues and book sales		51,396		5,978
	Education programme		85,653		86,861
	Fundraising and special events		135,479		94,355
	Gift shop (net of cost of sales - \$9,497, 2012 - \$6,829)		6,663		8,401
	Loan fees		231,255		8,000
	Memberships and donations		42,020		45,479
	Miscellaneous		3,145		5,856
	Photography		3,600		3,079
	Rentals	-	11,121	PARAMETER STATE OF THE STATE OF	19,077
	Total operating fund fees, sales, donations and other revenue		633,572		339,914
	Capital Campaign:				
	Donations for programs and infrastructure		87,031		114,538
	Other		60	<del></del>	
		\$	720,663	\$	454,452
9.	Revenue - grants and contributions:				
	_		<u>2013</u>		<u>2012</u>
	C.E Baker Trust	\$	9,215	\$	10,434
	Program grants, donations and fundraising		268,084		386,122
	Province of New Brunswick		316,796		504,306
	Canada Council		45,000		40,500
	City of Fredericton		30,000		30,500
	The Tecolote Foundation		25,000		25,000
	Federal grants	***************************************	15,000		<del>-</del>
	Total operating fund grants and contributions		709,095		996,862
	Endowment 2012:				
	Capital Campaign contributions	·····	258,361		1,044,855
		\$	967,456	\$	2,041,717

**Chartered Accountants** 

### NOTES TO THE FINANCIAL STATEMENTS

### **DECEMBER 31, 2013**

	DISCISITIBLE OF	1, 2015		
10.	Expenses - administration:		<u>2013</u>	<u>2012</u>
	Information technology Insurance Interest and bank charges Miscellaneous Off-site storage Office Postage Printing and translation Professional fees Purchases - special events Telephone Travel and conferences	\$\$	6,931 184,344 10,651 1,249 7,943 15,607 8,931 10,624 20,641 4,848 30,022 4,684 306,475	\$  12,747 90,870 10,583 11,793 15,389 19,361 10,591 17,115 24,643 10,329 32,653 15,363
11.	Expenses - building maintenance and repairs:			
			<u>2013</u>	<u>2012</u>
	Building and equipment repairs Electricity Security system Steam heat	\$	127,260 112,657 1,786 12,000	\$ 47,694 99,949 2,479 12,666
		\$	253,703	\$ 162,788
12.	Expenses - Capital Campaign:		2013	<u>2012</u>
	Consulting - Capital Campaign Marketing and promotion Miscellaneous Office supplies and postage Professional fees Rent Telephone Travel Salary & benefits	\$	13,950 13,397 5,086 3,305 4,045 30,000 5,019 15,350 252,489	\$  34,571 23,286 5,338 8,592 999 30,000 6,419 13,836 191,820
		\$ <u></u>	<u>342,641</u>	\$ 314,861

### NOTES TO THE FINANCIAL STATEMENTS

### **DECEMBER 31, 2013**

### 13. Net change in non-cash working capital:

	<u>2013</u>		<u>2012</u>
Decrease (increase) in accounts receivable	\$ (1,282)	\$	561,302
Decrease (increase) in inventory Decrease (increase) in prepaid expenses	12,189 12,857		9,456 142,430
Decrease (increase) in interfund accounts Increase (decrease) in accounts payable and accrued liabilities	76,829 (269,794)		(107,452) 32,401
Increase (decrease) in deferred revenue	 (56,619)	_	(136,112)
	\$ (225,820)	\$_	502,025

### 14. Employee future benefits:

The Gallery has a defined contribution pension plan for qualifying full time employees. Under the plan the Gallery contributes 5% of employee's earnings, not exceeding the limits set under the Income Tax Act of Canada. The amounts contributed in 2013 related to the pension plan was \$36,690 (2012 - \$38,653). The amount contributed is approximately the same as the expense included in the statement of operations and changes in fund balances.

### 15. Capital management:

Management considers capital to be the Gallery's fund balances. The Gallery's objective when managing capital is to maintain financial strength to sustain long-term delivery of its core services.

### 16. Subsequent events and contingencies:

### Legal dispute over ownership of works of art:

In 2004, legal actions were commenced by the Beaverbrook Canadian Foundation regarding disputes over ownership of certain works of art in the possession of the Gallery. Subsequent to the fiscal year ended December 31, 2013 a tentative settlement was reached resulting in no financial compensation either received or paid by the Gallery. The terms of settlement result in the both parties releasing their claims on some of the works that were in dispute.

No further action is expected to be taken with regard to this matter from either party.

### NOTES TO THE FINANCIAL STATEMENTS

### **DECEMBER 31, 2013**

### 17. Settlement proceeds:

Proceeds from the settlement for costs of the Beaverbrook UK Foundation dispute which was settled during 2011 and which was reflected in the financial statements for the year ended December 31, 2010. The proceeds of the settlement have been segregated from other funds of the gallery and the interest earned on these funds are included in the settlement proceeds amount.

	<u>2013</u>	<u>2012</u>
Interest earned	\$	\$ 10,455
	\$	\$ <u>10,455</u>

### 18. Financial instruments:

The Gallery's financial instruments consist of cash, accounts receivable or payable, short-term and long-term investments. Unless otherwise noted it is management's opinion that the Gallery is not exposed to significant interest, currency or credit risk arising from these financial instruments. The fair value of these financial instruments are approximately equal to their carrying values, unless otherwise noted.

## NOTES TO THE FINANCIAL STATEMENTS

### **DECEMBER 31, 2013**

19. Funds - investments and investment revenue:

Investments are presented at fair market value based on publicly available quotations.

Lord Beaverbrook	Kund	2013	\$ 1,846,121	Total investments and cash \$ 1,846,121 \$	Operating & Bund	2013	Interest - net of accruals \$ - \$  Dividends 852  Gains 20.877	Total investment income \$\ \frac{21.729}{}\$
700k		2012	\$ 2,183,505	\$ 2,183,505	ıting ıd	2012		
Ur		2013	\$ 2,344,211	\$ 2,344,211	Lord Beaverbrook Fund	2013	\$ - \$	\$ 284,357
Unrestricted Endowment	Fund	2012	\$ 2.210,137	\$ 2,210,137	1 00k	2012	\$ 782 \$ 7,238 180.947	188.967
Sens Hatfi		2013	\$ 3,980,354	\$ 3.980,354	Unrestricted Endowment Fund	2013	306,300	\$ <u>306,300</u> \$ <u>207,324</u> \$ <u>5</u> 1
Restricted Senator Richard Hatfield Memorial	Fund	2012	3,488,318	3,488,318	ted t	2012	\$ - \$ 8,261 199,063	
2012		2013	<u>18</u> \$ 1,434,622	18 \$ 1,434,622	Senator Richard Hatfield Memorial Fund	2013	- - 509.753	\$ 509,753 \$ 2
2012 Endowment	Endowment Fund 2012	\$ 1,040,778	\$ 1,040,778		2012 2013	10,579	\$ <u>207.820</u> \$ <u>156.437</u>	
	Totals	2013	\$ 9,605,308	\$ 9.605,308	2012 Endowment Fund	2012	\$ - 437 43.242	437 \$ 43,242
	als	2012	\$ 8,922,738	\$ 8,922,738	Totals	2013	s - 1.256.847	\$1,256,847
	,				ds.	2012	\$ 782 26,078 620,493	\$ 647,353

**Chartered Accountants** 

Investment income was generated within the operating fund during the year but all operating fund investments have been liquidated as at December 31, 2013.

### NOTES TO THE FINANCIAL STATEMENTS

### **DECEMBER 31, 2013**

### 19. Funds - investments and investment revenue (continued):

The Gallery has established policies for the management of its investments. All of the Gallery's investments are managed by independent external investment managers. The compliance of these managers with the investment policies is monitored on a regular basis. The investment balances do not include investment cash balances which are shown separately in the individual funds within these financial statements.

The Gallery is exposed to market risk, credit risk and interest rate risk relating to its portfolio investments. These risks are managed by investing in balanced pooled funds which contain investments that have been diversified by type, industry and geographic region.