

Quarterly Financial Statements of:

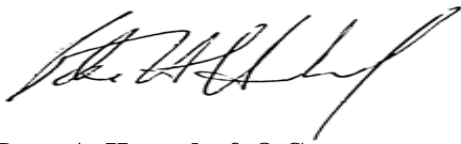
NATIONAL ARTS CENTRE CORPORATION

For the 9 months ended May 31, 2017

Management Responsibilities

Management is responsible for the preparation and fair presentation of these quarterly financial statements in accordance with the Treasury Board of Canada Standard on Quarterly Financial Reports for Crown Corporations, and for such internal controls as management determines is necessary to enable the preparation of quarterly financial statements that are free from material misstatement. Management is also responsible for ensuring all other information in this quarterly financial report is consistent, where appropriate, with the quarterly financial statements.

Based on my knowledge, the unaudited quarterly financial report presents fairly, in all material respects, the financial position, results of operations and cash flows of the Corporation, as at the date of and for the periods presented in the quarterly financial report.



Peter A. Herrndorf, O.C.
President and Chief Executive Officer



Daniel Senyk, CA
Chief Financial Officer

July 31, 2017

NATIONAL ARTS CENTRE CORPORATION

Statement of Financial Position

As at May 31, 2017

(Unaudited)

<i>(in thousands of dollars)</i>	May 31 2017	August 31 2016
ASSETS		
Current		
Cash and cash equivalents	\$ (4,350)	\$ 6,627
Restricted cash held for specified capital projects (Note 4)	57,626	53,752
Investments	475	109
Accounts receivable	11,280	2,766
Inventories	123	93
Prepaid expenses	2,832	2,093
	<u>67,986</u>	<u>65,440</u>
Investments	8,573	8,796
Capital assets	<u>142,557</u>	<u>81,287</u>
	<u>\$ 219,116</u>	<u>\$ 155,523</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 35,745	\$ 20,956
Deferred parliamentary appropriations (Note 5)	2,767	5,181
Deferred revenue	5,971	5,291
Deferred parliamentary appropriations, specified capital projects (Note 4)	32,435	41,993
	<u>76,918</u>	<u>73,421</u>
Deferred capital funding	142,557	81,287
Long-term portion of provision for employee future benefits	<u>2,287</u>	<u>2,197</u>
	<u>221,762</u>	<u>156,905</u>
ACCUMULATED DEFICIT		
Unrestricted	<u>(2,647)</u>	<u>(1,382)</u>
	<u>\$ 219,116</u>	<u>\$ 155,523</u>

The accompanying notes and schedules form an integral part of the financial statements.

NATIONAL ARTS CENTRE CORPORATION

Statement of Operations

For the 9 months ended May 31, 2017

(Unaudited)

	Three month period ended		Nine month period ended	
	May 31 2017	May 31 2016	May 31 2017	May 31 2016
<i>(in thousands of dollars)</i>				
REVENUES				
Commercial operations (Schedule 1)	\$ 2,578	\$ 2,540	\$ 6,910	\$ 8,564
Programming (Schedule 2)	2,567	3,227	9,482	9,448
Grant from the National Arts Centre Foundation	2,294	1,995	5,471	5,069
Other income	420	363	1,255	1,080
Investment income	68	66	196	192
	<u>7,928</u>	<u>8,192</u>	<u>23,315</u>	<u>24,353</u>
Parliamentary appropriations (Note 6)	10,582	11,788	30,880	31,729
	<u>18,510</u>	<u>19,980</u>	<u>54,195</u>	<u>56,081</u>
EXPENSES (Schedule 3)				
Commercial operations (Schedule 1)	1,720	1,568	4,367	5,245
Programming (Schedule 2)	11,154	11,313	32,760	31,978
Building operations	4,931	6,087	13,831	14,512
Administration and technology	1,437	1,375	4,502	4,860
	<u>19,242</u>	<u>20,343</u>	<u>55,460</u>	<u>56,596</u>
NET RESULTS OF OPERATIONS	<u>\$ (732)</u>	<u>\$ (363)</u>	<u>\$ (1,265)</u>	<u>\$ (514)</u>

The accompanying notes and schedules form an integral part of the financial statements.

Statement of Changes in Accumulated Deficit

For the 9 months ended May 31, 2017

(Unaudited)

	Three month period ended		Nine month period ended	
	May 31 2017	May 31 2016	May 31 2017	May 31 2016
<i>(in thousands of dollars)</i>				
Unrestricted, beginning of the period	\$ (1,915)	\$ (1,326)	\$ (1,382)	\$ (1,175)
Net results of operations	<u>(732)</u>	<u>(363)</u>	<u>(1,265)</u>	<u>(514)</u>
Unrestricted, end of the period	<u>\$ (2,647)</u>	<u>\$ (1,689)</u>	<u>\$ (2,647)</u>	<u>\$ (1,689)</u>

The accompanying notes and schedules form an integral part of the financial statements.

NATIONAL ARTS CENTRE CORPORATION

Statement of Cash Flows

For the 9 months ended May 31, 2017

(Unaudited)

<i>(in thousands of dollars)</i>	May 31	May 31
	2017	2016
Operating Activities		
Net results of operations	\$ (1,265)	\$ (514)
Items not affecting cash		
Amortization and write-down of capital assets	4,364	5,503
Amortization of deferred capital funding	(4,364)	(5,503)
	<u>(1,265)</u>	<u>(514)</u>
Change in non-cash operating assets and liabilities	3,773	812
Change in long-term portion of provision for employee future benefits	90	(61)
Cash flow from (used for) operating activities	<u>2,598</u>	<u>237</u>
Capital Activities		
Additions to capital assets	(65,634)	(17,975)
Cash flow used for capital activities	<u>(65,634)</u>	<u>(17,975)</u>
Investing Activities		
Sale (purchase) of investments	(144)	(142)
Cash flow from investment activities	<u>(144)</u>	<u>(142)</u>
Financing Activities		
Transfer - restricted cash held for specified capital projects	(3,874)	(9,522)
Parliamentary appropriations received for the acquisition of capital assets	56,077	27,497
Cash flow from financing activities	<u>52,203</u>	<u>17,975</u>
Increase (decrease) in cash position	(10,977)	95
Cash and cash equivalents at beginning of period	<u>6,627</u>	<u>5,989</u>
Cash and cash equivalents at end of period	<u>\$ (4,350)</u>	<u>\$ 6,084</u>

The accompanying notes and schedules form an integral part of the financial statements.

NATIONAL ARTS CENTRE CORPORATION

Schedule 1

Schedule of revenues and expenses - Commercial Operations

For the 9 months ended May 31, 2017

(Unaudited)

For the 3 months ended February 28, 2017

<i>(in thousands of dollars)</i>	2017		
	Revenues	Expenses	Net
Food and Beverage Services	\$ 675	\$ 868	\$ (192)
Parking Services	1,066	238	828
Rental of Halls	836	615	221
	<u>\$ 2,578</u>	<u>\$ 1,720</u>	<u>\$ 857</u>

<i>(in thousands of dollars)</i>	2016		
	Revenues	Expenses	Net
Food and Beverage Services	\$ 906	\$ 998	\$ (92)
Parking Services	1,160	247	\$ 913
Rental of Halls	474	323	151
	<u>\$ 2,540</u>	<u>\$ 1,568</u>	<u>\$ 972</u>

For the 9 months ended May 31, 2017

<i>(in thousands of dollars)</i>	2017		
	Revenues	Expenses	Net
Food and Beverage Services	\$ 2,154	\$ 2,525	\$ (371)
Parking Services	3,153	713	2,439
Rental of Halls	1,604	1,129	475
	<u>\$ 6,910</u>	<u>\$ 4,367</u>	<u>\$ 2,543</u>

<i>(in thousands of dollars)</i>	2016		
	Revenues	Expenses	Net
Food and Beverage Services	\$ 3,247	\$ 3,408	\$ (161)
Parking Services	3,592	692	2,900
Rental of Halls	1,725	1,145	580
	<u>\$ 8,564</u>	<u>\$ 5,245</u>	<u>\$ 3,318</u>

NATIONAL ARTS CENTRE CORPORATION
Schedule 2
Schedule of revenues and expenses - Programming

For the 9 months ended May 31, 2017

(Unaudited)

	Three month period ended		Nine month period ended	
	May 31 2017	May 31 2016	May 31 2017	May 31 2016
<i>(in thousands of dollars)</i>				
REVENUES				
Music	\$ 1,110	\$ 1,014	\$ 3,262	\$ 3,352
English Theatre	386	610	1,675	1,718
Dance	433	790	2,003	2,033
Other Programming	269	293	1,490	1,088
Programming Support	234	252	747	823
French Theatre	136	268	306	433
	<u>2,567</u>	<u>3,227</u>	<u>9,482</u>	<u>9,448</u>
EXPENSES				
Music	5,098	5,121	13,679	13,528
English Theatre	801	972	3,246	3,742
Dance	1,094	1,102	3,023	2,640
Other Programming	1,041	839	3,695	3,166
Programming Support	2,449	2,323	7,411	6,899
French Theatre	671	957	1,707	2,003
	<u>11,154</u>	<u>11,313</u>	<u>32,760</u>	<u>31,978</u>
EXCESS OF EXPENSES OVER REVENUES	<u>\$ 8,586</u>	<u>\$ 8,086</u>	<u>\$ 23,278</u>	<u>\$ 22,531</u>

NATIONAL ARTS CENTRE CORPORATION

Schedule 3

Schedule of Expenses

For the 9 months ended May 31, 2017

(Unaudited)

	Three month period ended		Nine month period ended	
	May 31	May 31	May 31	May 31
	2017	2016	2017	2016
<i>(in thousands of dollars)</i>				
Salaries and benefits	\$ 7,819	\$ 7,323	\$ 22,282	\$ 21,916
Artistic fees	2,804	3,157	8,953	9,055
National Arts Centre Orchestra fees	2,270	1,874	5,931	5,438
Amortization	1,612	2,608	4,364	5,503
Advertising	1,047	1,353	3,120	3,306
Maintenance and repairs	517	761	1,401	1,990
Utilities	750	632	2,064	1,932
Payments to municipalities	510	510	1,531	1,531
Professional fees	414	339	1,233	931
Cost of sales	236	281	746	1,061
Production	202	414	647	857
In-kind contributions of goods and services	15	11	192	71
Financial charges and bad debts	152	151	471	715
Promotion	103	153	323	399
Staff travel	125	95	359	289
Rental of facilities	136	151	399	258
Equipment	41	68	217	245
Insurance	65	68	201	208
Telecommunications	70	86	212	203
Education and training	66	102	139	162
Office	49	48	204	160
Supplies	34	100	170	181
Board	25	37	66	90
Miscellaneous	174	24	234	97
	\$ 19,242	\$ 20,343	\$ 55,460	\$ 56,596

NATIONAL ARTS CENTRE CORPORATION

Notes to the Quarterly Financial Statements

As at May 31, 2017

1. Authority, objectives and operations

The National Arts Centre Corporation (the “Corporation”) was established in 1966 pursuant to the *National Arts Centre Act* and began operating the National Arts Centre (the “Centre”) in 1969. The Corporation is not subject to the provisions of the *Income Tax Act*. In accordance with Section 85 (1.1) of Part X of the *Financial Administration Act*, Divisions I to IV of the *Act* do not apply to the Corporation, except for sections 89.8 to 89.92, subsection 105(2) and sections 113.1, 119, 131 to 148 and section 154.01, which do apply to the Corporation. The Corporation is deemed, under Section 15 of the *National Arts Centre Act*, to be a registered charity within the meaning of that expression in the *Income Tax Act*. The Corporation is not an agent of Her Majesty. Except for the purposes of the *Public Service Superannuation Act* and the *Government Employees Compensation Act*, employees of the Corporation are not part of the federal public administration.

The objectives of the Corporation are to operate and maintain the Centre, to develop the performing arts in the National Capital Region, and to assist the Canada Council for the Arts in the development of the performing arts elsewhere in Canada.

In furtherance of its objectives, the Corporation may arrange for and sponsor performing arts activities at the Centre; encourage and assist in the development of performing arts companies resident at the Centre; arrange for or sponsor radio and television broadcasts and the screening of films in the Centre; provide accommodation at the Centre, on such terms and conditions as the Corporation may fix, for national and local organizations whose objectives include the development and encouragement of the performing arts in Canada and, at the request of the Government of Canada or the Canada Council for the Arts, arrange for performances elsewhere in Canada by performing arts companies, whether resident or non-resident in Canada, and arrange for performances outside Canada by performing arts companies resident in Canada.

2. Notice to reader

These quarterly financial statements have not been audited and must be read in conjunction with the accompanying Narrative Discussion, and the most recent audited annual financial statements.

3. Basis of presentation

These unaudited financial statements have been prepared in accordance with Canadian public sector accounting standards (PSAS) including series 4200 accounting standards for government not-for-profit organizations (GNFPO).

The standard on quarterly financial reports for crown corporations requires that the statement of financial position include the ending balances of the most current quarter, and the balances at the end of the immediately preceding fiscal year as the comparative. The statement of operations must include the current quarterly results as well as the year to date results, along with comparable quarterly and year to date results from the previous fiscal year.

4. Restricted cash held for Specified Capital Projects

In 2015, the Treasury Board of Canada approved funding of \$110,500,000 for Architectural Rejuvenation to improve the public spaces of the Centre. In 2016 an additional \$114,900,000 was approved for Production Renewal to modernize performance facilities. Progress payments are being received on a monthly basis to match the construction schedule.

(in thousands of dollars)

Restricted cash at beginning of period	\$ 53,752
Appropriations received to fund specified capital projects	56,979
Appropriations invested in specified capital projects	(53,105)
Restricted cash at end of period	\$ 57,626
Project related accounts payable	(25,191)
Deferred parliamentary appropriations, specified capital projects	\$ 32,435

5. Deferred parliamentary appropriations

Deferred appropriations represent approved parliamentary appropriations received for work to be completed in a future period. Information on deferred appropriations is as follows:

(in thousands of dollars)

	Beginning	Received	Used	Ending
Building refurbishment	\$ 2,927	\$ 5,250	\$ (5,910)	\$ 2,267
Programming and Operations	2,254	20,285	(22,539)	-
Specific programs	-	500	-	\$ 500
Total	\$ 5,181	\$ 26,035	\$ (28,449)	\$ 2,767

6. Parliamentary appropriations

The Corporation receives parliamentary appropriations from the Government of Canada to support its operating and capital activities. The table below illustrates the parliamentary appropriations received during the fiscal year, and the accounting adjustments required to arrive at the calculation of revenue that conforms to public sector accounting standards.

(in thousands of dollars)

Main estimates amount provided for operating and capital expenditures	\$ 26,035
Supplementary estimates	56,979
Appropriations approved	83,014
Portion of parliamentary appropriations used (deferred) for specific projects	9,136
Appropriation used to purchase depreciable property, plant and equipment	(65,634)
Amortization of deferred capital funding	4,364
Parliamentary appropriations	\$ 30,880

Narrative Discussion

General

These quarterly financial statements have not been audited and must be read in conjunction with the most recent annual audited financial statements.

Strategic Goals

The Corporation remains committed to the fulfillment of its strategic goals published in *Canada is our Stage*:

CREATION: Helping artists and arts organizations across Canada create ambitious new work for national and international audiences

PERFORMANCE: Developing a new Department of Indigenous Theatre, and strengthening the NAC's national performance role

LEARNING: Extending the *Music Alive Program* to Atlantic Canada, and our education activities across the country

ARCHITECTURAL REJUVENATION: Shepherding the architectural rejuvenation of the NAC
A NATIONAL, FRANCOPHONE ORGANIZATION: Becoming just as national in French as we are in English by renewing our commitment to Francophone artists, arts organizations and audiences

INCREASING OUR EARNED REVENUES: Increasing our earned revenues to support our national initiatives

AUDIENCES AT THE CENTRE: Building relationships with our audiences

These strategic goals support the Corporation's legislative mandates, which are to maintain and operate the National Arts Centre (the "Centre"), to develop the performing arts in the national capital region, and to assist the Canada Council for the Arts in developing the performing arts elsewhere in Canada.

Analysis

The Corporation presents programming in many of the performing art disciplines. The type of program, the availability of performances on specific dates, the number of performers, the scale of the program, and the complexity of the technical elements are different for each performance. In addition, each season is different from the previous one. For instance, one season's first quarter may include a full scale ballet with orchestra, while the same quarter the next season may include a small modern dance duet with recorded music and minimal sets. The Corporation's Food and Beverage Services and Parking Services are also influenced by the level of programming because of the number of patrons that the performances bring to the National Arts Centre.

The Corporation manages this normal business variability through detailed budgeting and scheduling and by the careful analysis of expenditures. For that reason, variances between quarters are to be expected, as are operating deficits early in the season. The Corporation relies on comparisons to expected revenues and expenditures to manage its financial performance.

Financial Highlights

For the nine months ending May 31, 2017 the NAC realized revenues of \$54,195,000 and expenses of \$55,460,000, resulting in a deficit from operations of \$1,265,000. This is consistent with the planned deficit for this fiscal year which is partly the result of dislocation costs associated with the Architectural Rejuvenation Project.

Risks

The NAC relies on parliamentary appropriations, ticket sales, commercial revenue, donations and sponsorships to fund its programming and to maintain the Centre. These sources of revenue may fluctuate with economic conditions, and programming choices. Additionally, the Centre is approaching 50 years of age and some building systems will require replacement in the coming years.

Physical construction of the Architectural Rejuvenation Project is underway. As with all large construction projects, there are inherent financial and operational risks. The Centre will remain open for business throughout the majority of the construction period. This will bring scheduling and logistical risks to the project beyond the scope of typical construction.