

CARDUS | 2014–2015
ANNUAL REPORT



Cardus Headquarters
185 Young Street
Hamilton, ON L8N 1V9

A photograph of Michael Van Pelt, President of Cardus, speaking at a podium. He is wearing a dark suit, a white shirt, and a patterned tie. He has his hands raised in a gesture of emphasis. The background shows a room with wood-paneled walls and a microphone on the podium. The image is partially obscured by a dark horizontal band at the bottom.

“Cardus is committed to the counter-cultural idea that **a flourishing society is one with healthy institutions** that balance their place in our social architecture and are committed to their own renewal.”

-Michael Van Pelt,
President

MESSAGE FROM THE PRESIDENT

RENEWING SOCIAL ARCHITECTURE

Thank you for the part you play in building Cardus. We are an uncommon institution making big picture arguments with the belief that 2,000 years of Christian social thought has much to offer how we shape the organization of the world around us. From our big vision, we jump into the finer details of urban planning, of education reform, of labour markets, and of legal judgments.

Why do we do this?

At Cardus we know that beliefs are realized in the more mundane aspects of culture: municipal zoning laws, curriculum development guidelines, or the Banking Act. And to see **a culture that flourishes**, we know that our big vision must be constantly, and consistently, translated into the finer—albeit less glamorous—particulars of our culture. This is what we are trying to show in our annual report, and this is what members of Cardus actually do when they get up each morning.

As you look over the work we have done this year, I hope you start to see the **big picture emerging out of all the details**. This picture draws on where we have been, but it also points to where we still need to go, and the work that still needs to be done.

Respectfully,

A handwritten signature in cursive script that reads "Michael Van Pelt".

Michael Van Pelt
President, Cardus

CARDUS PUBLICATIONS

Convivium, *Comment*, our studies and surveys, online content—all of these publications exist to draw the public into our work. By presenting ideas and issues in engaging prose in multiple forums, **we set the stage for thoughtful debate about ideas that matter.**

“We need an approach in which faith, reason, and difference are brought together in a room and engaged with passion steeped in the virtues of prudence and charity.”

—Peter Stockland
Senior Director, Publications & Media





“If you care about the common good, you need to care about the social architecture of North American society. And if you care about that, you should be reading *Comment* magazine... **We’re not just publishing a magazine; we’re building a movement.**”



COMMENT MAGAZINE

James K.A. Smith, Editor

PUBLIC THEOLOGY FOR THE COMMON GOOD

Comment is a quarterly journal that explores public theology for the common good.

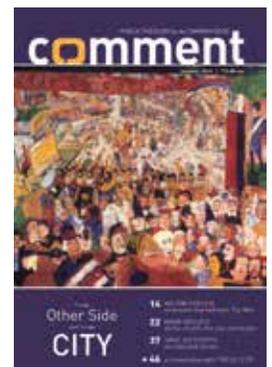
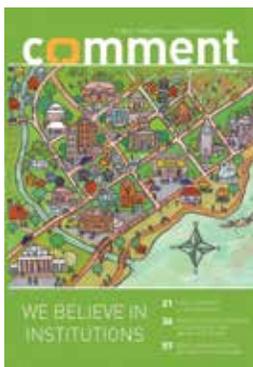
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PRINT CIRCULATION

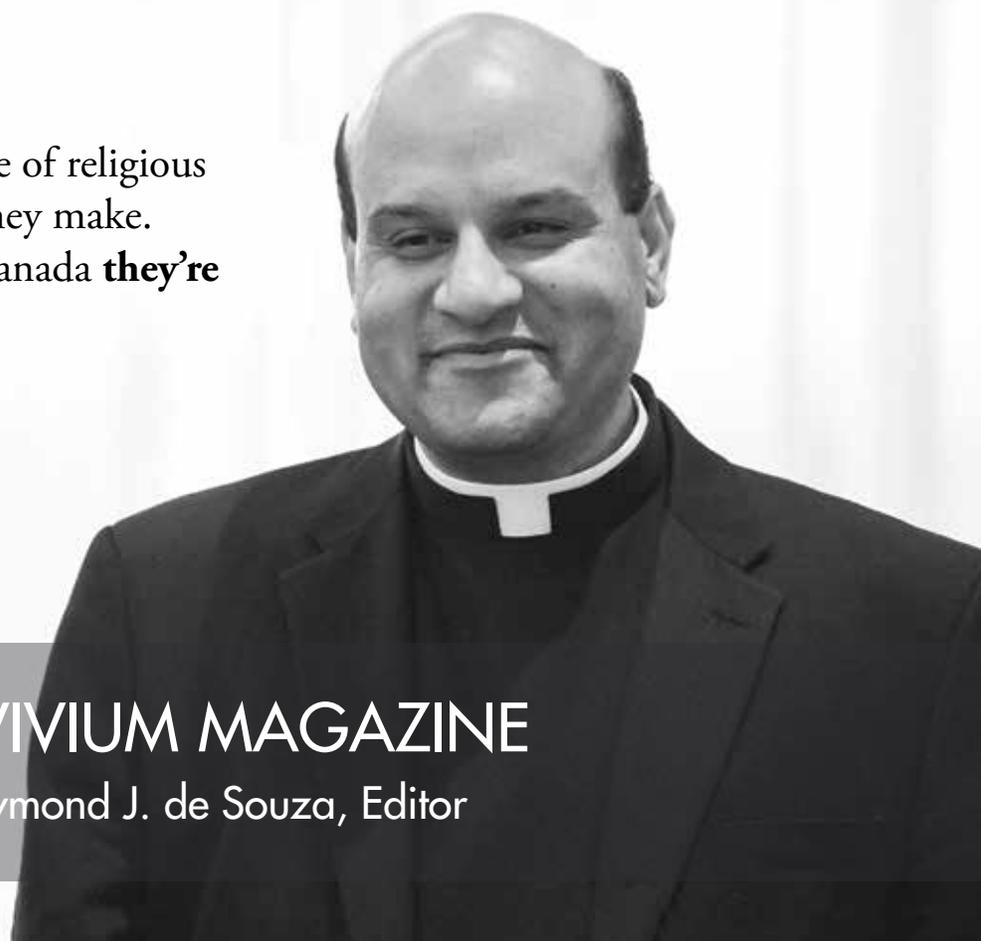
92

ARTICLES PUBLISHED THIS YEAR

CONTRIBUTORS INCLUDE: Anne Snyder, Timothy Keller, James Davison Hunter, Emily Rose Gum, Gideon Strauss, Davey Henreckson, Makoto Fujimura, Paul Brink, Don Flow, Roberta Green Ahmanson, Fred Smith, Marilyn McEntyre, Han Dongfang, Eric Miller, David Greusel, and Charles Taylor



“I’m here to illuminate people of religious faith and the contributions they make. They’re everywhere, and in Canada **they’re not talked about enough.**”



CONVIVIAM MAGAZINE

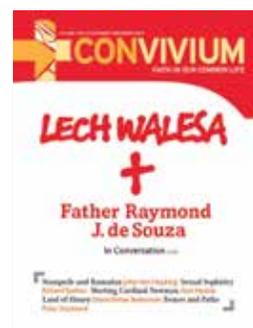
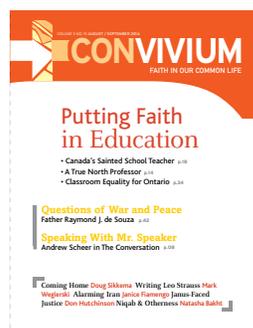
Fr. Raymond J. de Souza, Editor

FAITH IN OUR COMMON LIFE

The *Convivium* Project seeks to provide a forum to discuss faith in our common life in the dual sense of the place of religion in the public square, but also faith that we *have* a common life.

Convivium’s bimonthly magazine features a strong Catholic voice, while publishing a variety of authors to reflect the breadth of thought that’s out there.

conviviummagazine.ca





INTRODUCING CONVIVIUM'S NEW ONLINE HOME

conviviummagazine.ca

CONVIVIUM LAUNCHES NEW WEBSITE

In the Spring of 2014, the *Convivium* website was officially launched. On this new website, visitors can find out the latest about the print magazine, read Fr. Raymond de Souza's articles from around the web, watch *Convivium*-related video, subscribe, and more.

conviviummagazine.ca



THE NFL'S IMMORAL GAME

Like the gladiators of old, the National Football



SIGNS OF HOPE IN THE ARAB WORLD



IN SO MANY WAYS, DETROIT SYMBOLIZES MODERN



THE CARDUS DAILY

Tackling the issues that matter most to North Americans today.

THE CARDUS DAILY

Our blog is the most active page on the Cardus website. With regular articles on politics, culture, law, and more, we aim to keep our audience informed on current news with influential voices providing timely commentary.

This year, we published an unprecedented variety of authors and subjects at *The Cardus Daily*, including:

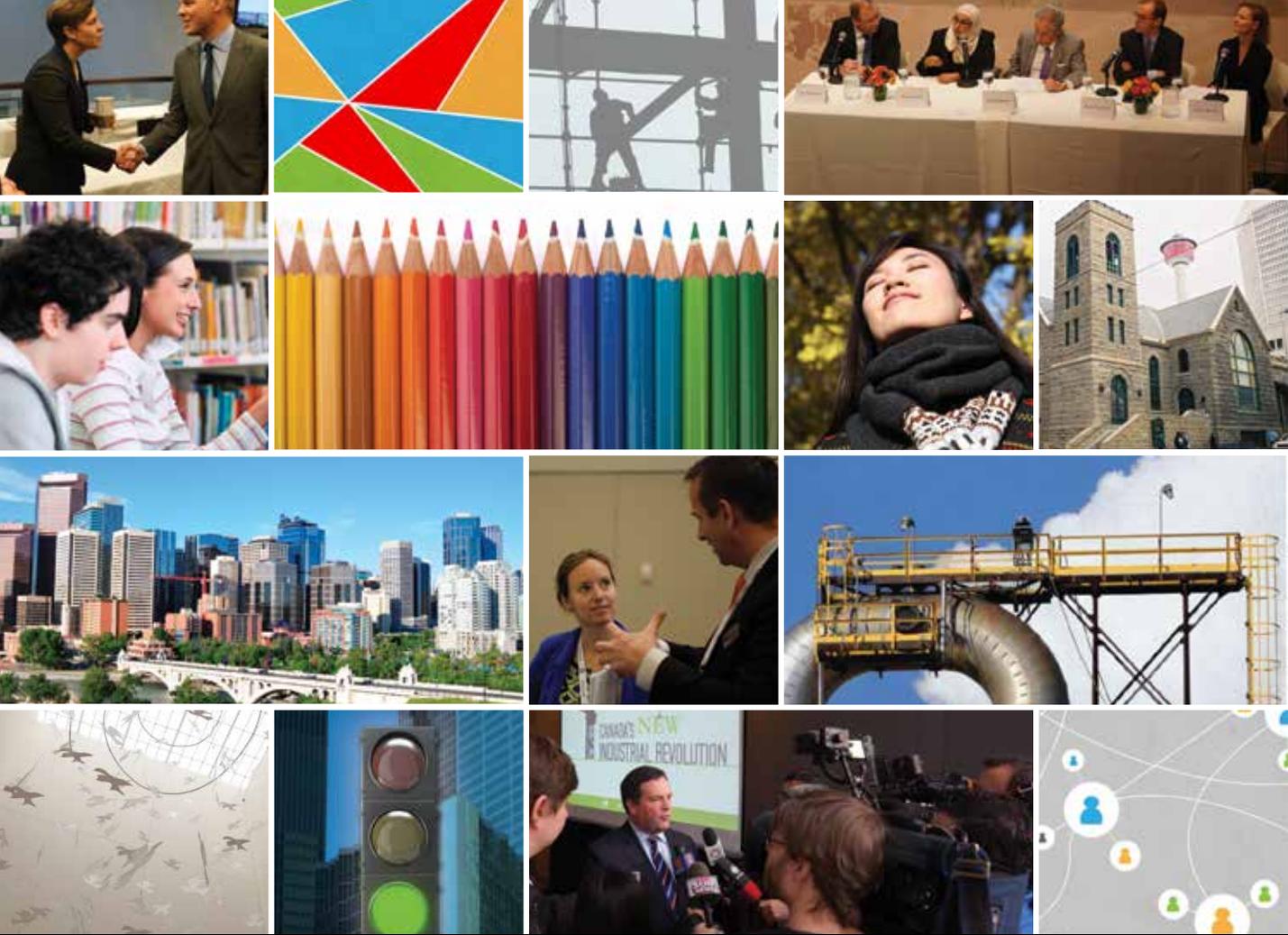
“Do Canadian Christians Have the Right to Practice Law?” by [ALBERTOS POLIZOGOPOULOS](#)

“What’s All the Fuss About Trinity Western University?” by [JANET EPP BUCKINGHAM](#)

“God’s Preferential Option for Public Schools? Some Questions” by [JAMES K.A. SMITH](#)

“Beyond ‘Beyond “Engagement”” by [JONATHAN CHAPLIN](#)

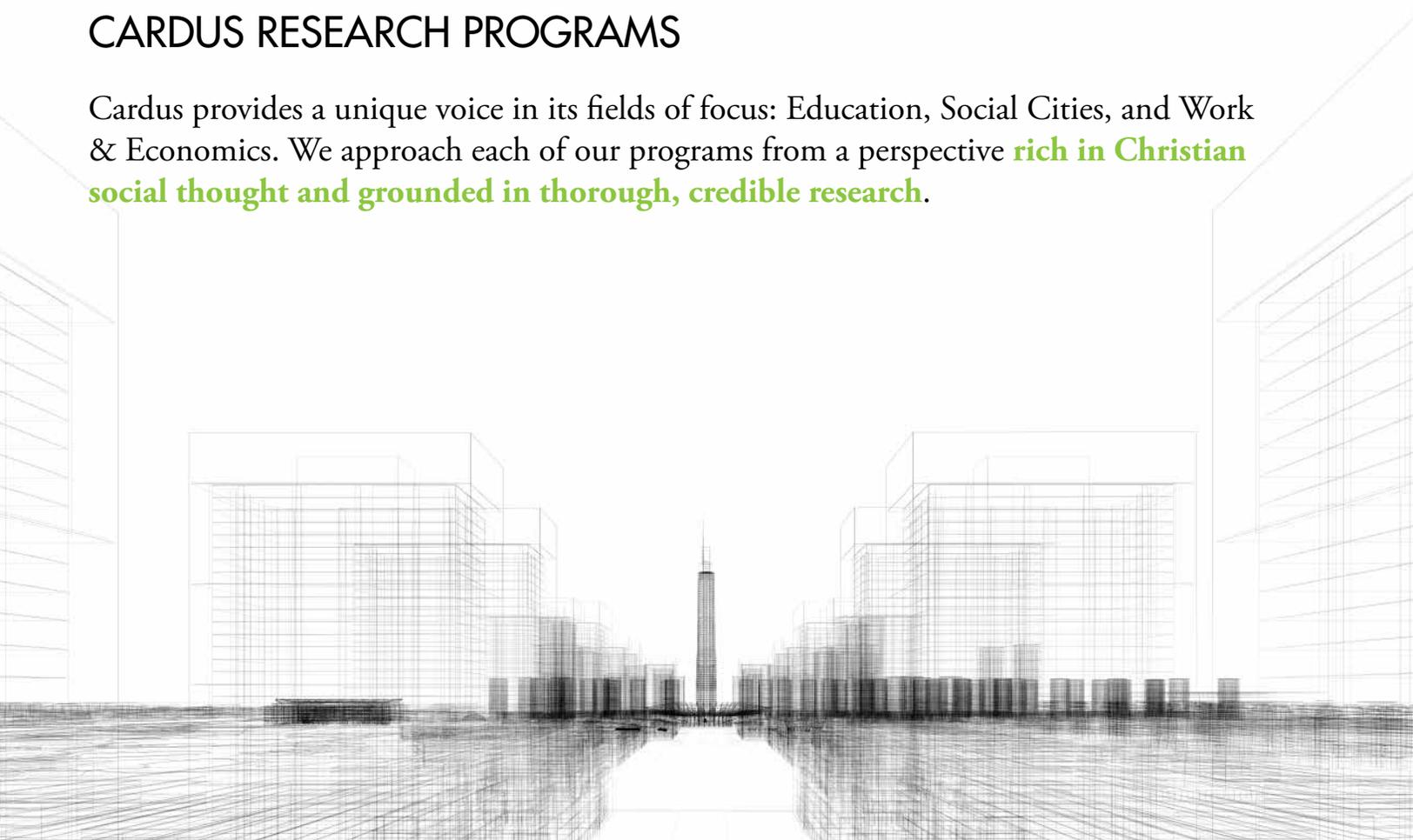
“A Culture Breaking Bad” by [DOUG SIKKEMA](#)



RESEARCH

CARDUS RESEARCH PROGRAMS

Cardus provides a unique voice in its fields of focus: Education, Social Cities, and Work & Economics. We approach each of our programs from a perspective **rich in Christian social thought and grounded in thorough, credible research.**



RESEARCH LEADERSHIP: RAY PENNINGS



“Cardus’s mandate is not just to study and learn,
but to go somewhere with the best available research.”

-Ray Pennings, Executive Vice President

RESEARCH LEADERSHIP

Ray Pennings is the co-founder and executive vice president of Cardus. Out of his vast experience in Canadian public policy, political activism, industrial relations, and political affairs generally, he has headed several of Cardus’ largest research projects over the years, including a monumental education survey which led to the Cardus Religious Schools Initiative in association with the University of Notre Dame.

Ray is a respected voice in Canadian politics as well, having held senior positions on campaign teams at municipal, provincial, and federal levels. He completed his under-graduate degree at McMaster University and holds a Masters of Arts from Puritan Theological Seminary.

“Institutions are important for social flourishing and their renewal and reform is something that needs to proceed with diligence and care.”

-Ray Pennings



RESEARCH PROGRAM: **WORK & ECONOMICS**



“One of the real challenges of our program is to introduce ideas that typically don’t get talked about in the economic sphere.”

-Brian Dijkema, Program Director

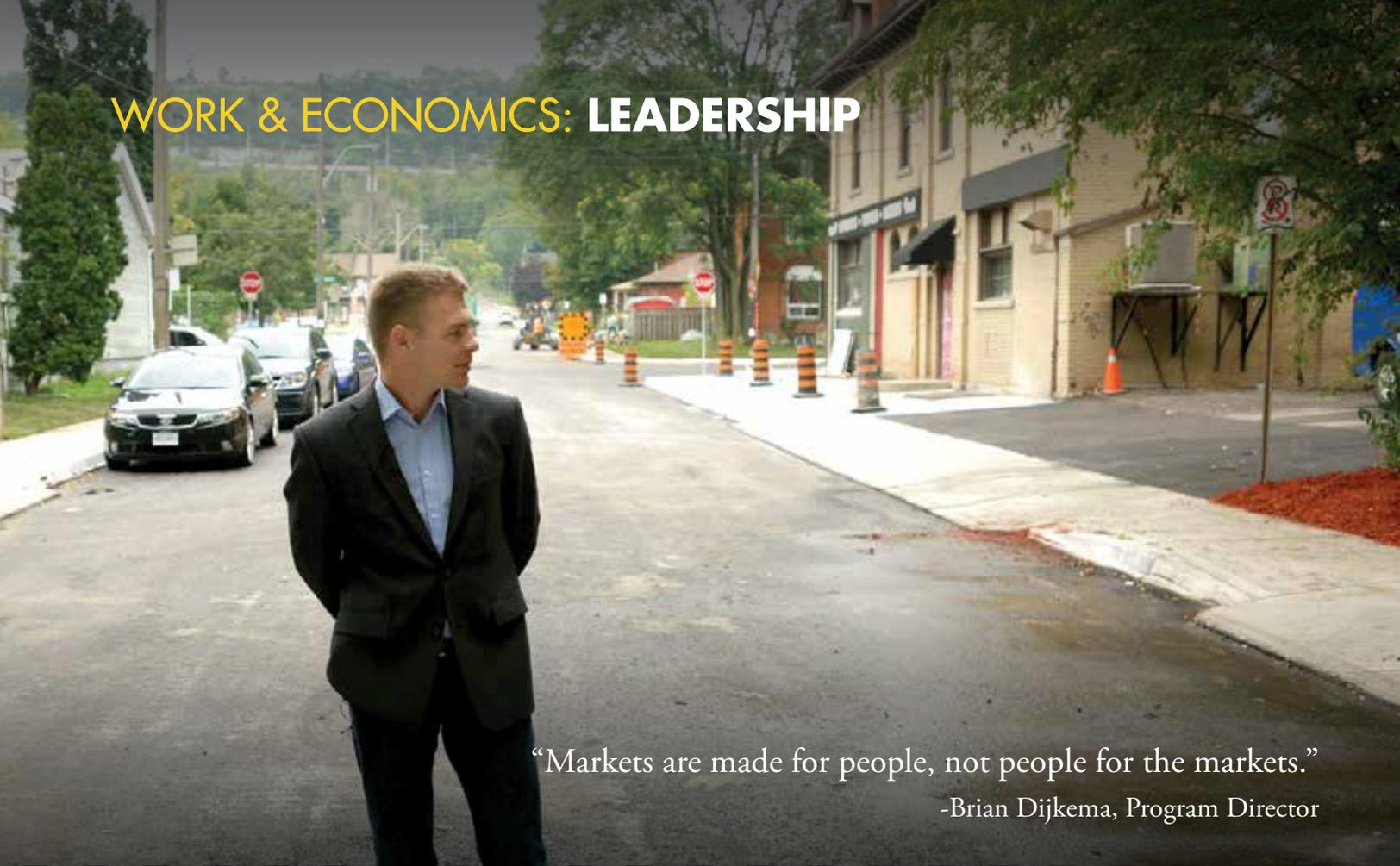
WORK & ECONOMICS

Economics is not just about numbers. It is made up of a complex array of relationships between institutions and people, fueled by competing visions of the role of money, work, and the common good.

Cardus is unique in Canada in its emphasis on the links between the economy, belief, behaviour, and a wide variety of institutions. And we do more than observe. We engage these competing visions of the economy. We recommend and craft policy intended to further a particular view of the economy—a view centered on a particular understanding of what it means to be human, derived from 2,000 years of Christian social thought.

Through publications, marquee events, and ongoing contributions to the national conversation, **Cardus is a unique voice in the Canadian economic dialogue.**

WORK & ECONOMICS: LEADERSHIP



“Markets are made for people, not people for the markets.”

-Brian Dijkema, Program Director

PROGRAM DIRECTOR: BRIAN DIJKEMA

Prior to joining Cardus, Brian worked for almost a decade in labour relations in Canada after completing his master's degree with Cardus Senior Fellow Jonathan Chaplin. He has also done work on international human rights, with a focus on labour, economic, and social rights in Latin America and China.

Dijkema can often be found making presentations on Parliament Hill, contributing to newspapers and periodicals across Canada, and speaking to industry and professional associations on labour, competitiveness, and economic trends.

His primary research interests at Cardus are the institutional and policy relationships between government, civil society, and the markets, with a particular view to exploring how a diverse civil society contributes to a vital and thriving market economy and stable government.

This year, one of his main concerns has been the Building Meaning Project, which seeks to reframe our understanding of the trades and make the connection between the dignity of working with one's hands, good jobs, and a healthy Canadian economy.

EVENT: CANADA'S NEW INDUSTRIAL REVOLUTION



January 23, 2014 | Toronto Board of Trade

CANADA'S NEW INDUSTRIAL REVOLUTION

Canada's New Industrial Revolution was a one-day marquee conference featuring a unique blend of industry stakeholders and policy-makers. The conference situated Canada's resource extraction sector as a platform of opportunity for Canadians from coast to coast but also discussed how this sector is changing the face and nature of the Canadian workforce and its economy—for good and ill. The ideas sparked at this conference are **playing a key role in shaping public dialogue** about the importance of resources and construction for Canadian industry, workers, and government.

SPEAKERS INCLUDED:

Hon. Jason Kenney, Minister of Employment and Social Development
and Minister for Multiculturalism

Hon. Kellie Leitch, Minister of Labour and Minister of Status of Women

Robert Blakely, Director of Canadian Affairs for the Canadian Building Trades

Carlo Dade, Director of the Centre on Trade and Investment Policy at
the Canada West Foundation

Dr. George F. Jergeas, Professor of Project Management within the
Schulich School of Engineering at the University of Calgary



WORK & ECONOMICS: PUBLICATIONS

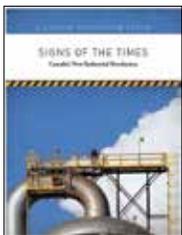


WORK & ECONOMICS: PUBLICATIONS



HIDING IN PLAIN SIGHT: EVALUATING CLOSED TENDERING IN CONSTRUCTION MARKETS

Published in September 2014



SIGNS OF THE TIMES: CANADA'S NEW INDUSTRIAL REVOLUTION

Published in February 2014



COMPETITION AND COOPERATION: SMALL STEPS TOWARDS REFORMING CANADIAN LABOUR RELATIONS

Published in December 2013

Download free at cardus.ca/research/workandeconomics

WORK & ECONOMICS: **MEDIA PRESENCE**

“The reason that directives and laws like these are in place in all OECD countries is that there is a consensus that competition creates the best value for the government, and minimizes the possibility of corruption.”

—Brian Dijkema,

“Get rid of Ontario’s closed union shop” published in the *National Post*, June 2014

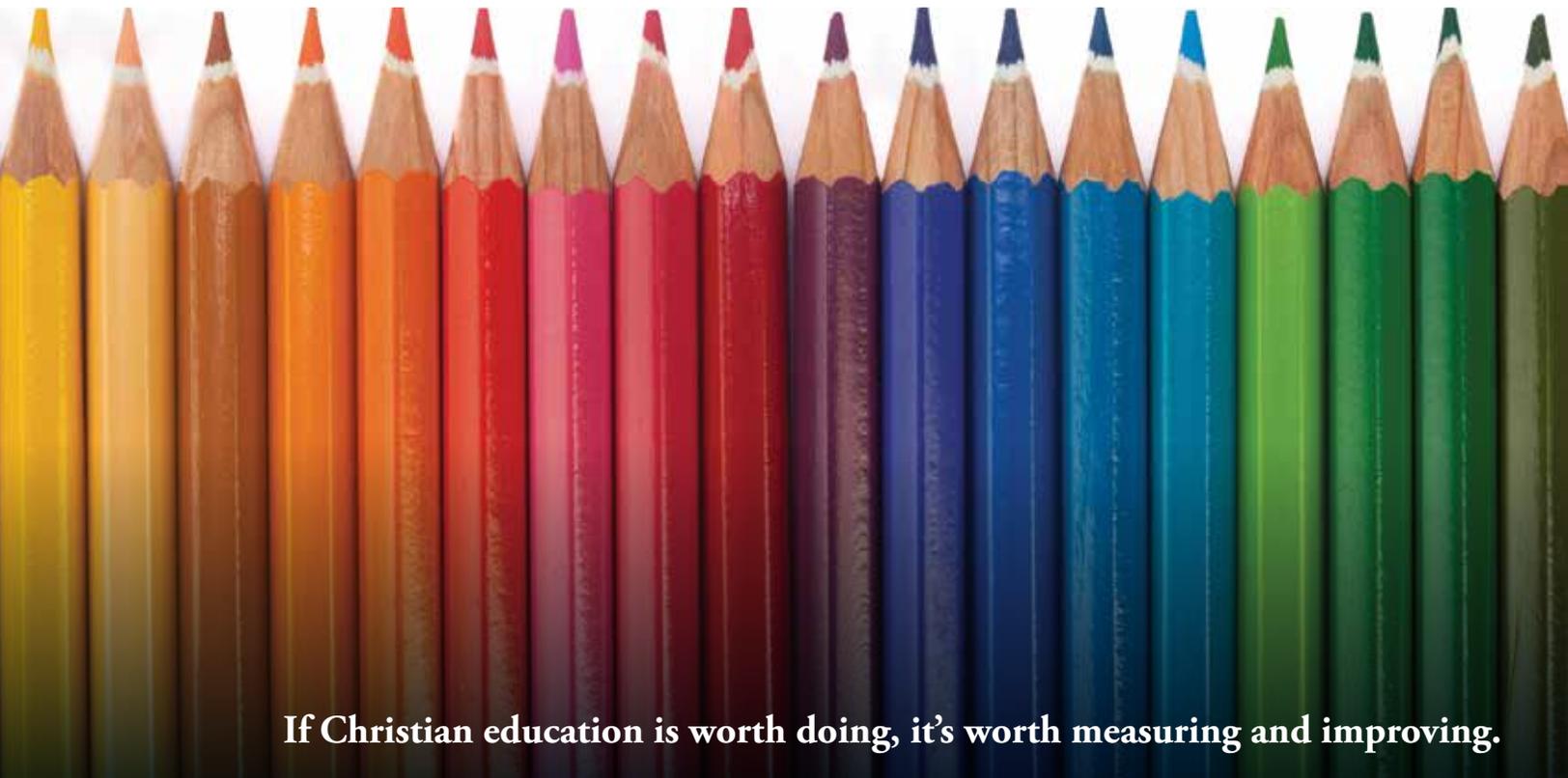
WORK & ECONOMICS IN THE NEWS

The Work and Economics program has contributed significantly to the national conversation about labour and industry this year in the following publications.

- Program director Brian Dijkema has been published in the *National Post*, *Inside Policy*, and the *Edmonton Journal*
- The Canada’s New Industrial Revolution’s conference and related research were mentioned in *Maclean’s*, *The Walrus*, and *Daily Commercial News*
- An October 2013 report on the Ontario College of Trades released by the Ontario Chamber of Commerce cites a 2011 Cardus research paper



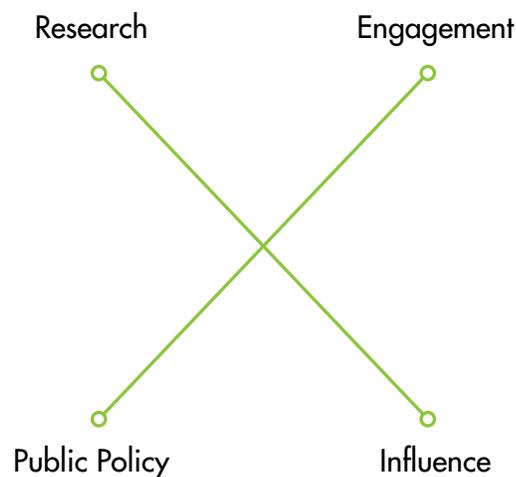
RESEARCH PROGRAM: **EDUCATION**



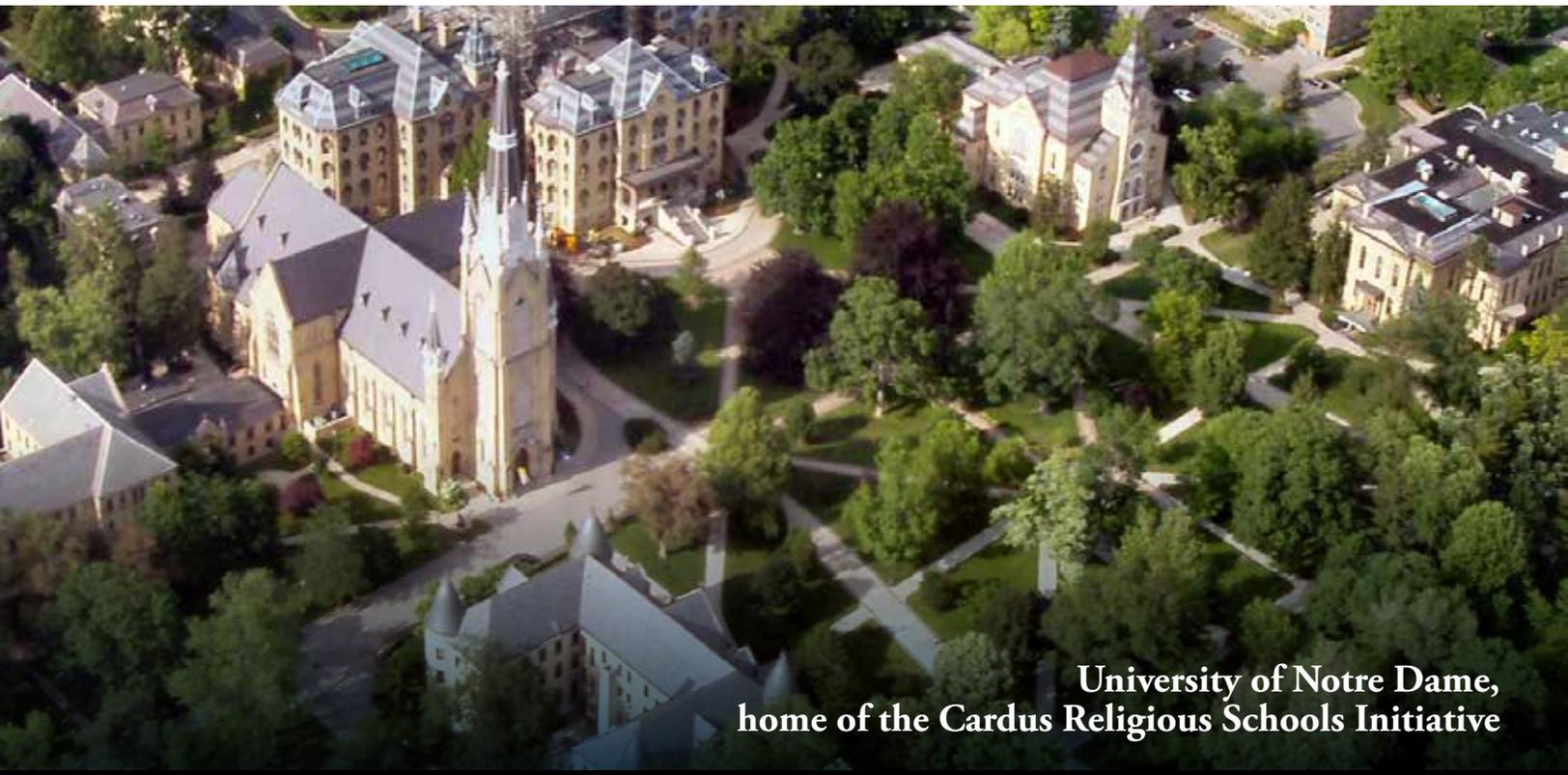
If Christian education is worth doing, it's worth measuring and improving.

EDUCATION

The Education research project explores the deep connections between education and cultural formation. Cardus works through research, school engagement, and public policy to contribute to a more robust social architecture. In fact, we are changing the North American conversation about education by proving that diversity of school choice makes us all better.



EDUCATION: **RESEARCH**



University of Notre Dame,
home of the Cardus Religious Schools Initiative

CARDUS RELIGIOUS SCHOOLS INITIATIVE (CRSI)

The Cardus Religious Schools Initiative (CRSI) seeks to generate new theoretical and empirical tools for understanding religious schools. CRSI conducts research which aims to **appreciate the uniqueness** of religious schools' mission and organization, to **reveal the extent** that religious schools improve outcomes for students, families, churches, and communities, and to **show the links** between school mission and organization and student and family outcomes.



Dr. David Sikkink,
Director

“... A cultural ethos that emphasizes avoiding the vain pursuit of things valued by the ‘world’—whether money, power, or educational credentials—may affect student choice of colleges, majors, and occupations.”

—David Sikkink, Director of CRSI

 Cardus Religious
Schools Initiative

 UNIVERSITY OF
NOTRE DAME

crsi.nd.edu

EDUCATION: **ENGAGEMENT**



A resource for schools in North America

ENGAGEMENT

Why does education matter to Cardus? We believe that as we measure the results of different types of education, we are uniquely equipped to improve education for those who come down this road after us. We also believe that our findings on Christian education make us able to defend it to a general public that is less and less convinced of the worth of what we're doing.

To those ends, we are involved with consultation with school associations such as the Prairie Centre for Christian Education. Over the last year, Ray Pennings spoke at the International School Choice Conference in Fort Lauderdale, Florida, and gave the keynote address at the launch of the Center for the Advancement of Christian Education in Iowa.

We are using our expertise to help North American schools improve.

EDUCATION: PUBLIC POLICY



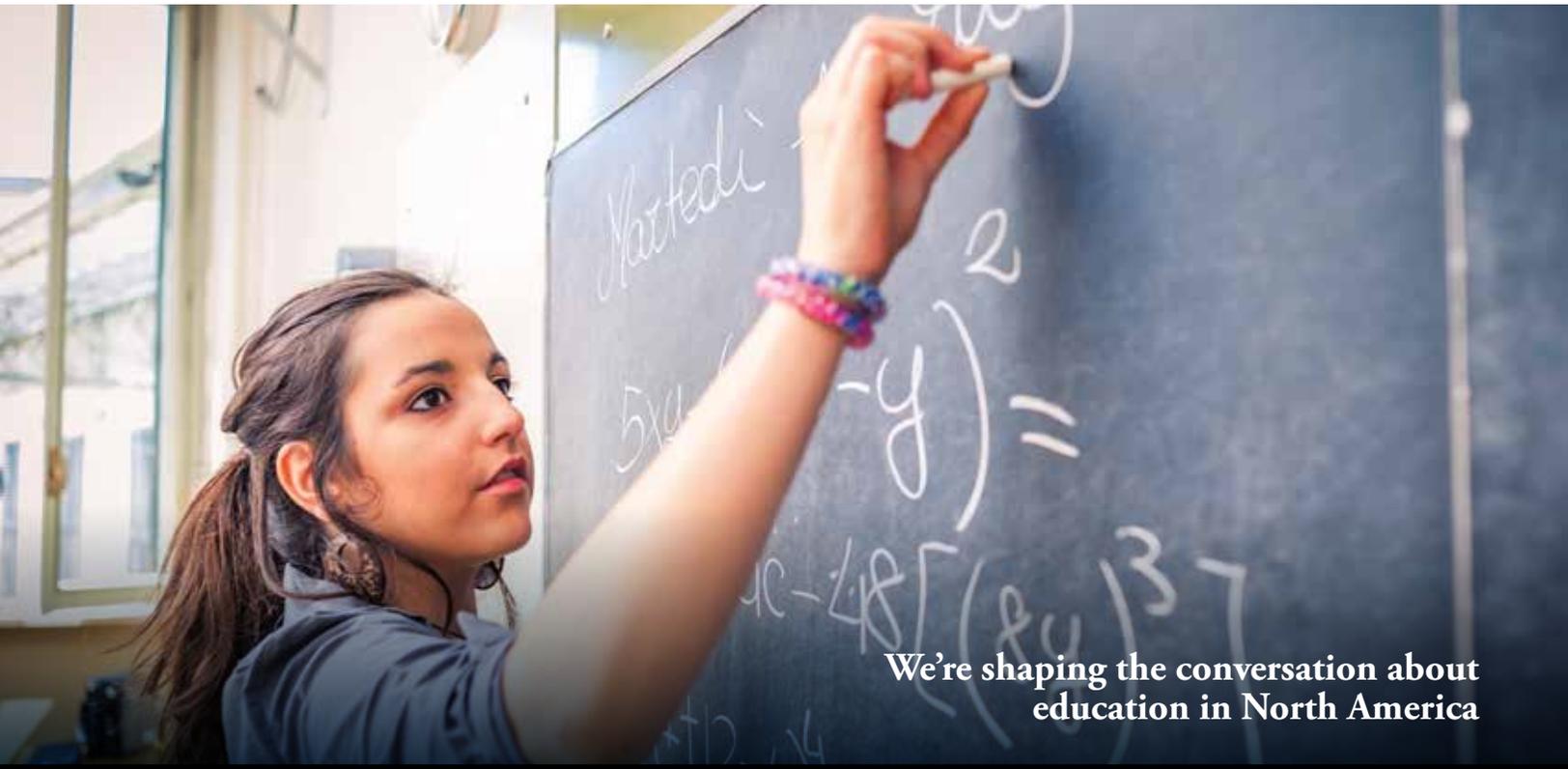
A Voice for Education Options

PUBLIC POLICY

A variety of organizations are turning to Cardus for a credible voice in the conversation about public policy as it relates to private education. We have been involved in informing public policy this year in a variety of ways:

- Cardus published *Toward a Warmer Climate for Ontario's Private Schools*, a paper written by Dr. Derek J. Allison, Professor Emeritus at Western University. This publication focuses on encouraging a more supportive government policy toward Ontario's non-public schools, informed by a reappraisal of their contributions to modern society.
- Ray Pennings was invited to participate in a Speakers Corner debate in Calgary, Alberta, with Liberal Party MLA Kent Hehr, on the resolution: *Be it resolved that all funding be cancelled to private and chartered schools*. Not only was the event well-attended with excellent engagement, but a follow-up column in the *Calgary Herald* shows just how well Pennings's arguments were presented: "Hehr's opinions appeared to conflict with the facts and data provided by Pennings. His answer to exclusivity seemed to be more exclusivity."
- At the Manning Networking Conference in Ottawa this year, Ray Pennings spoke on a panel about school choice. Drawing on data from the Cardus Education Surveys, Ray suggested that **our greatest challenge is overcoming the monopoly mindset or worldview that has premised our understanding of education.**

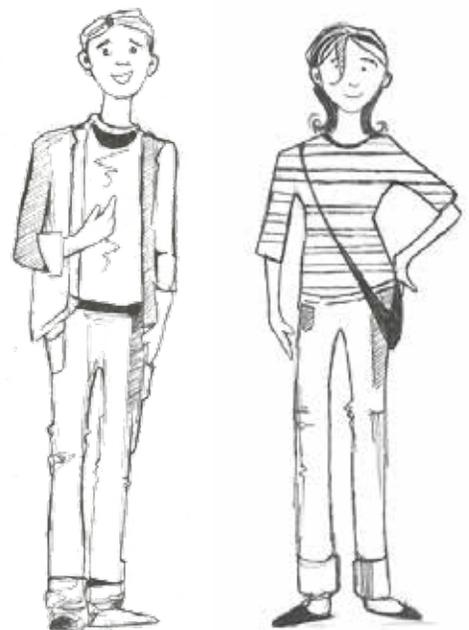
EDUCATION: **INFLUENCING THE CONVERSATION**



We're shaping the conversation about education in North America

INFLUENCE

Cardus is creating a new narrative of education—one that values character development, community involvement and awareness, and spiritual formation just as much as academic excellence. One that reminds us why diversity makes us all better. And one that is so inspiring that organizations like the Society of Christian Schools, the Association of Christian Schools International, and others are using this framework to **develop and improve their standards for Christian education.**



EDUCATION: **LEADERSHIP**



LEADERSHIP

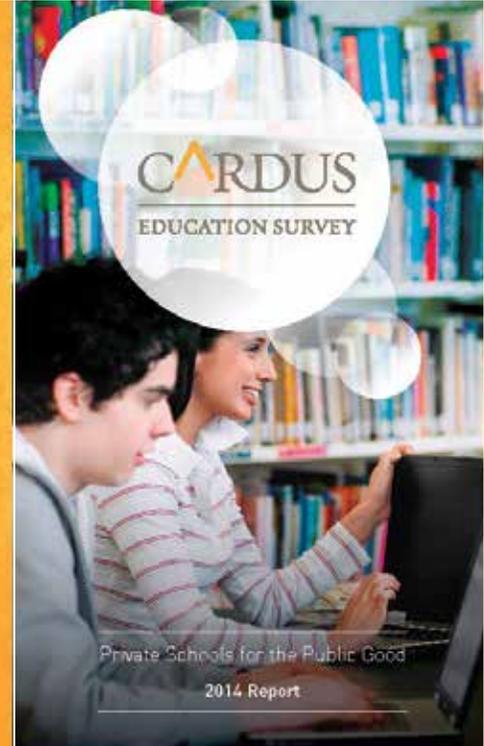
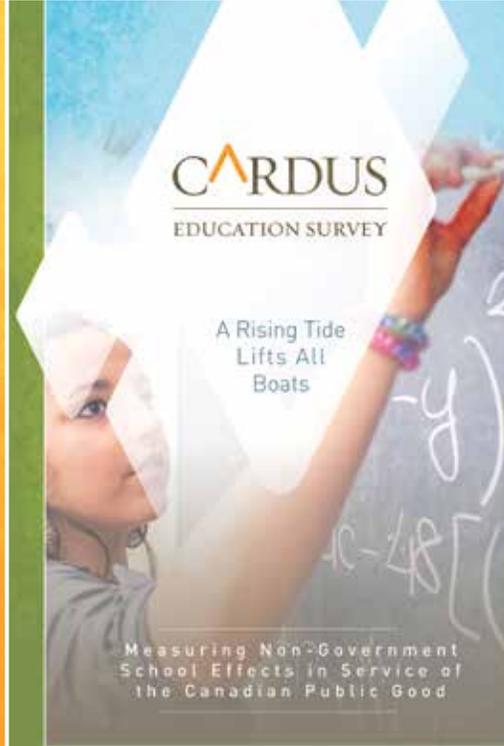
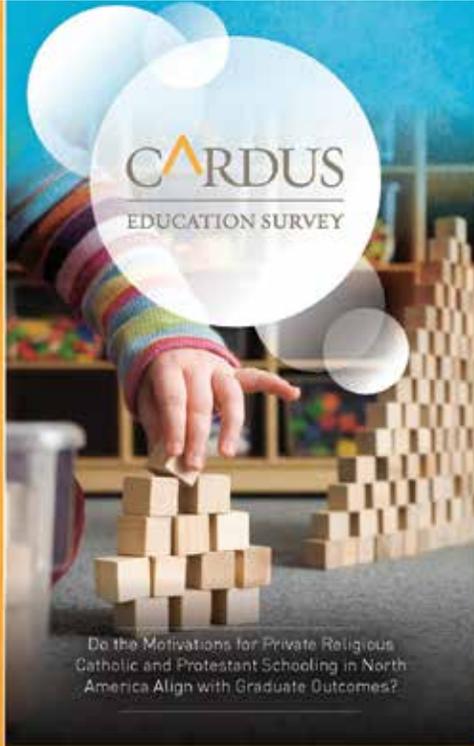
Dr. Elizabeth Green comes to Cardus from the U.K., where, after obtaining her Ph.D. from Oxford, she was a lecturer in Education at Liverpool Hope University and the director of the National Centre for Christian Education. A prize winning scholar with an international reputation for her expertise in Christian school ethos; leadership and management; teaching and learning; and social theory in education, she has never believed that the purpose of research is to fill dusty library shelves but rather to **engage with and shape the lives of practitioners, policy makers, and students.**

“There are three interconnected areas in education which urgently require reflection and critique: imagination, learning and teaching, and the contribution education makes to the public good.”

-Elizabeth Green



EDUCATION: **CARDUS EDUCATION SURVEY**



CARDUS EDUCATION SURVEY

A lot of people have been supporting private schools for years, based on a gut instinct that told them it was worth doing. At Cardus, we believe that **if Christian education is worth doing, then it's worth measuring.** And when accurate, credible data exist, we're able to improve and adjust our education systems to ensure that they contribute positively to the common good of society.



2014

That's why Cardus was so proud to release a brand new survey of U.S. data in the fall of 2014. The 2014 Cardus Education Survey examined high school graduate outcomes across a variety of school systems and found trends that show exactly why **providing excellent private school options is also providing a public service.**



2012

How do Canadian students rate their education? How do they fare—decades later—in their cultural and civic lives? The 2012 first Cardus Education Survey of Canadian data **gave unprecedented insight into how Canadian school outcomes compare.**



2011

Do Christian schools deliver on their promises? The inaugural Cardus Education Survey of U.S. data in 2011 reported—for the first time ever—on the largest-ever sample of Christian school graduates and administrators in North America, focusing on students' **spiritual formation, cultural engagement, and academic development.**

What makes a **GOOD CITY**?

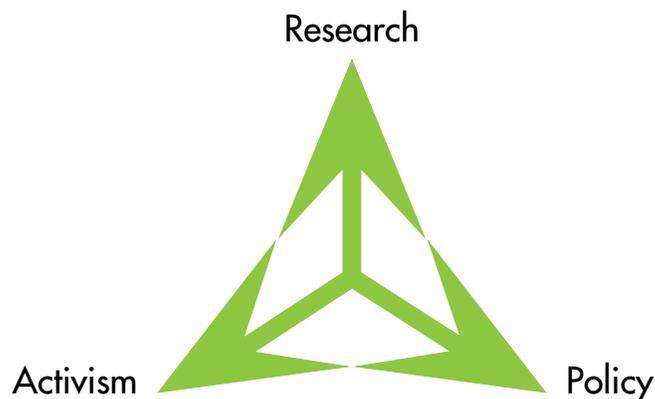
How do we get there?



RESEARCH PROGRAM: SOCIAL CITIES

The Social Cities Program is dedicated to exploring the social and institutional structures of our cities and communities. The purpose of that exploration is to deepen our understanding of what the common good is, what contributes to or detracts from it, and what we might do to increase the common good in our communities. We believe that a continuous interaction between **research** (understanding), **policy** (ideas for common action), and **activism** (direct engagement in the change process) can foster the growth of good cities.

Each of the project areas in the Social Cities program represent changing emphases of these three orienting themes. These emphases are indicated by a blue dot on future cards.



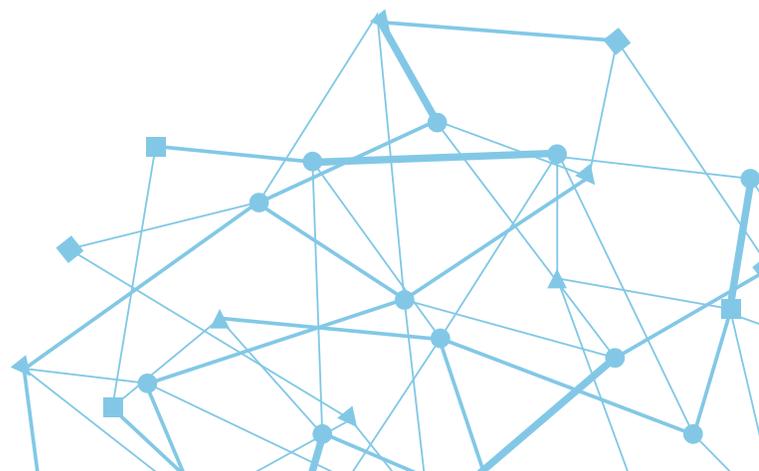
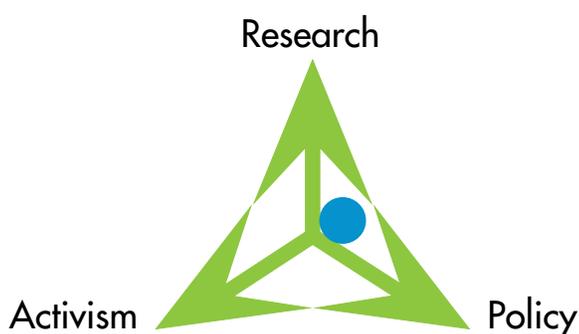
How do **SOCIAL CONNECTIONS** impact quality of life in cities?

SOCIAL
CITIES

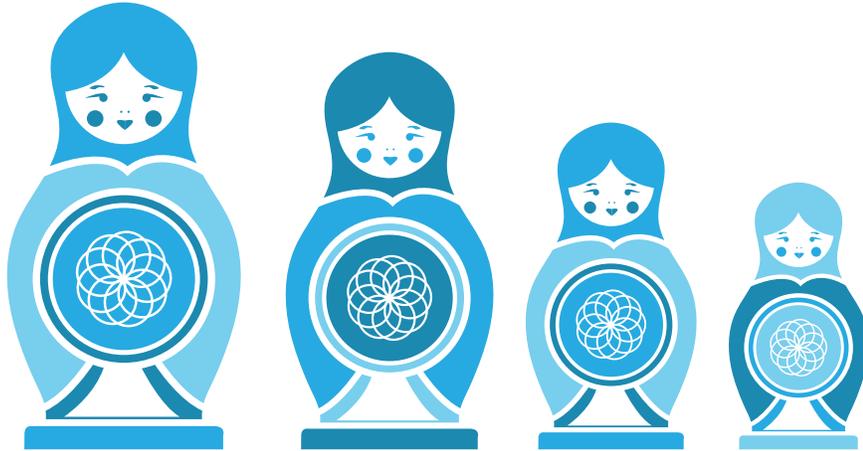
SOCIAL CITIES: **SOCIAL CAPITAL**

Our work on social capital is intended to travel deeper into the relational web of connections that comprise the social landscapes of our cities. Our primary focus balances the state of policy interest in the phenomena of social capital—how the invisible network of social relationships enable or impair individuals to work in common with others.

Our initial work has been oriented toward re-activating policy interest in social capital while at the same time contributing to new research on measuring social capital. We hope that this will improve our ability to understand the complex nature of social impact.



Are there ways of thinking about and living out our common life that **GO BEYOND** right, centre, left, or other political labels?

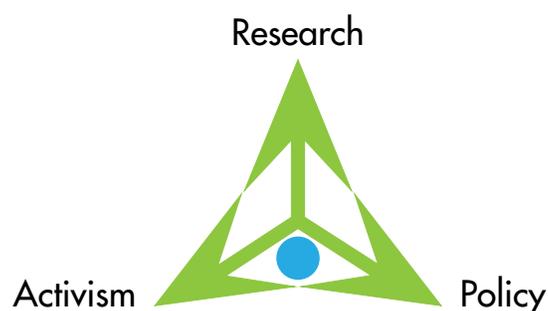


SOCIAL 
CITIES

SOCIAL CITIES: **SUBSIDIARITY**

An important indicator of flourishing societies is the extent to which different social units are able to interact and cooperate—families, workplaces, community groups, faith communities, local governments, regional and provincial governments and so on. If each level is able to fully live out what it is best designed to do, there will be greater overall health across the scales. In a simple way, subsidiarity is like a set of matryoshka dolls where each is a complete doll but they fit together harmoniously.

Subsidiarity compliments many other ideas about how complex entities like human society actually work best. We think it could help us engage in political and common direction discussions that don't start with partisan pre-commitments but allow for robust discussion about how to balance freedom and responsibility in contemporary society.





How can the full range of institutions in our cities **WORK TOGETHER** more effectively?



SOCIAL CITIES: CHARITABLE INSTITUTIONS

One of the critical players in the social landscapes of cities and communities is the charitable sector. While we tend to consider charitable acts as expressions of individual decision making, registered charities make up a significantly institutional landscape.



\$212,000,000,000
REVENUES

\$301,000,000,000
ASSET BASE

86,000
OF REGISTERED CHARITIES

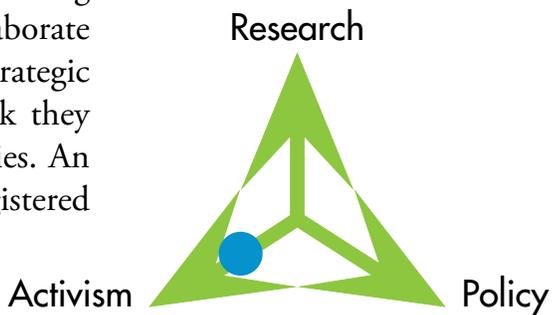


\$1,510,000,000,000
REVENUES

\$2,710,000,000,000
ASSET BASE

979,901
OF REGISTERED CHARITIES

Note all those zeroes—the landscape is vast. Cardus is exploring how one subset, registered religious charities, could collaborate more effectively to engage in long-term urban planning and strategic development to supplement the extensive service level work they are already engaged in throughout our cities and communities. An example would be the development of a Chamber of Registered Religious Charities.



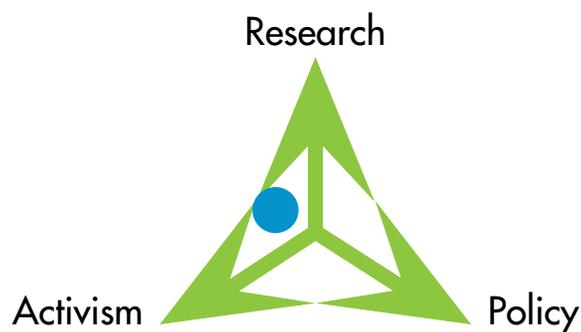
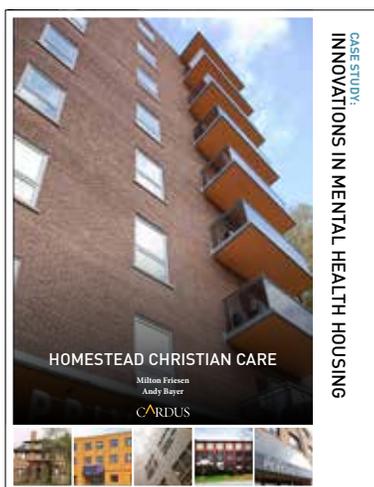
Who are the leading **SOCIAL ARCHITECTS** in our communities?



SOCIAL
CITIES

SOCIAL CITIES: **CASE STUDIES**

Good ideas, the kind with boots on that actually solve tough challenges, are not evenly distributed and are often unknown to others who could benefit from those ideas. There is a slow adoption curve for new insights because they are often different than what we know. Social Cities Case Studies aim to unearth the insights and tell the stories of good, working ideas so that others can learn about them and make use of them to sort through their own challenges in their cities and neighbourhoods.



Download this report and read more about the Social Cities Case Studies online: go.cardus.ca/casestudies

Social Cities: **LEADERSHIP**



SOCIAL
CITIES

PROGRAM DIRECTOR: **MILTON FRIESEN**

Milton's project work has included creative team leadership, undergraduate teaching, marketing communications, editing, writing, interviewing, political campaign development, web strategies and content development. He has served a three-year term as an elected municipal councillor and his research development themes include the pursuit of a Ph.D. at the University of Waterloo School of Planning, where he is researching new ways to measure the social fabric of neighbourhoods.

Core ideas that orient a significant amount of Milton's work include the exploration of complexity science by means of various network approaches. Network dynamics are a persistent feature of our human interactions including the organizations, institutions, and societies that Cardus is working to support and make sense of. He is very interested in how organizations adapt to change (or fail to adapt) including the cities where most of the global population lives.

Milton's work has recently been published in the *Municipal Information Network*, *Municipal World*, *The Hedgehog Review* blog, and the *Stanford Social Innovation Review*.





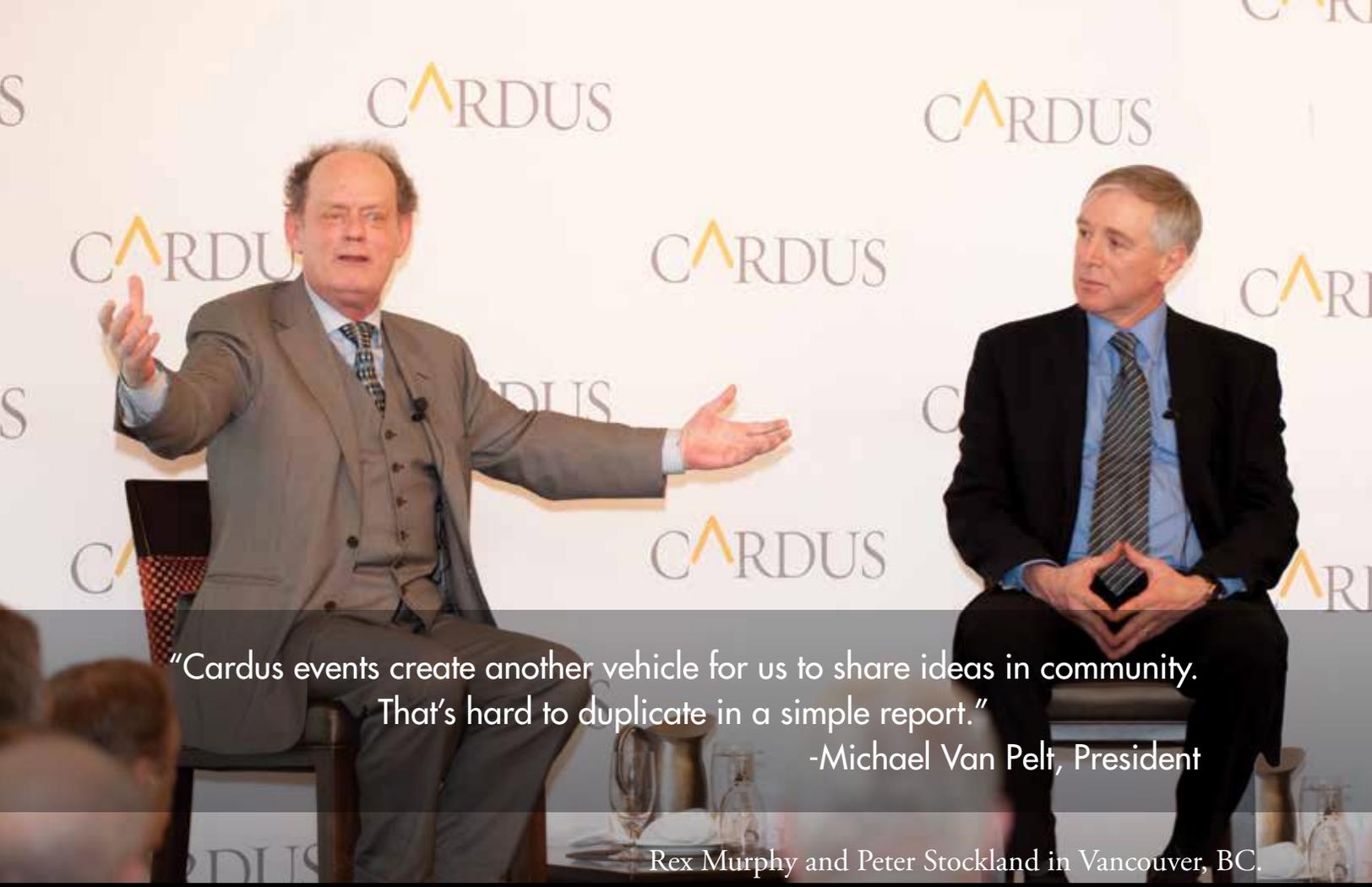
NETWORKING

Connecting the next generation of cultural leaders with key influencers and gatekeepers is key to Cardus's vision of renewing the social architecture of North America.

Here's how we do it:

- Hosting events that feature today's **guiding voices**
- Getting behind projects that are **meaningful and worth notice**
- **Broadening the scope of the conversation** through social media





“Cardus events create another vehicle for us to share ideas in community. That’s hard to duplicate in a simple report.”

-Michael Van Pelt, President

Rex Murphy and Peter Stockland in Vancouver, BC.

LECTURES & CONVERSATIONS

Public lectures place the ideas that Cardus engages with front-and-centre. These events provide a broad audience with access to the work we undertake and the thinking we pursue.

In 2014, the Hill Family Lecture Series included:

- An evening in Ottawa with **Ross Douthat**, the leading young voice of social conservatism, *New York Times* columnist, and author of *Bad Religion: How We Became a Nation of Heretics*.
- Lunch in Vancouver with **Rex Murphy**, iconic Canadian journalist who appears weekly on the CBC and national newspapers.
- In collaboration with our Work & Economics program, the *Building Meaning Project* will feature an evening in Ottawa with Matthew Crawford, author of *New York Times*’ Bestseller *Shop Class as Soulcraft*.

The **HILL** Family
LECTURE
—Series—

In previous years, Hill Lecture speakers have included Governor of the Bank of Canada **Mark Carney**, *National Post* columnist **Barbara Kay**, and publisher **Conrad Black**.



THE CARDUS EXECUTIVE PROGRAM: Bringing together Canadian business leaders who are committed to articulating a Christian worldview in the public square.

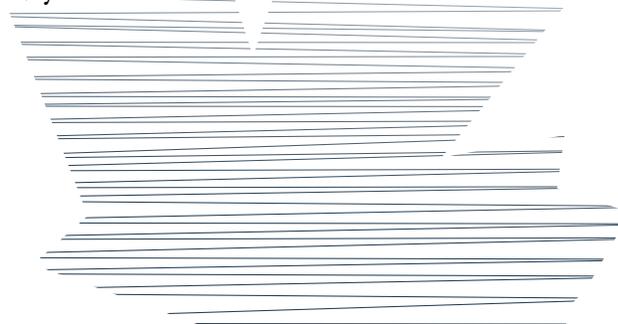
Hon. Jason Kenney and Ross Douthat at the Cardus Executive Program

THE CARDUS EXECUTIVE PROGRAM

@ THE MANNING NETWORKING CONFERENCE

In tandem with the annual Manning Networking Conference, the Cardus Executive Program draws community and business leaders from across Canada together to **discuss matters of nation-wide importance that matter to people of faith**. The program introduces business leaders from across the country to each other, and facilitates time spent with leading public figures and key Canadian intellectual and policy leaders.

“We need business people to utilize their influence in broader spaces. This helps them do that. It helps them realize that their leadership roles in society can be stewarded beyond their own businesses,” says Michael Van Pelt. “If you don’t have robust dialogue about important ideas that have day-to-day consequences with substantial thinkers, you will not have a successful conversation.”





LAW: LOYOLA HIGH SCHOOL

“We need to help, in the evolution and constructing of our society, to recognize the value that religions have.”

—Paul Donovan, principal of Loyola High School in Montreal, QC

INTERVENING

LOYOLA HIGH SCHOOL AT THE SUPREME COURT OF CANADA

Every high school student in the province of Quebec is required to take an Ethics and Religious Culture class that requires teachers to present all religions, including Christianity, Judaism, Native spirituality, Islam, Buddhism, and Hinduism, as “neutral.” Montreal’s Loyola High School principal, Paul Donovan, felt that it was unrealistic and unnecessary for him to put his school’s clear religious affiliation aside for a religion class, of all things. Cardus joined Donovan on a **cross-Canada tour to help promote awareness and offer interviews to media outlets regarding this issue.**

In preparation for the Supreme Court hearing in March 2014, Cardus helped to mobilize a group of organizations who were allowed to present arguments and concerns regarding potential resolutions before the court. This group of “interveners” included the Evangelical Fellowship of Canada, the Catholic Civil Rights League, the World Sikh Organization of Canada, the Canadian Civil Liberties Association, and several others. **Cardus worked with these organizations to help consider which concepts and arguments could best bolster the case.**

A decision from the Court is expected in late 2014.



VISUAL & SOCIAL MEDIA

“We want the ideas and issues that Cardus cares about to be **presented as conversations**, not lectures.”

-Naomi Biesheuvel,
Communications Coordinator

SOCIAL MEDIA

We address the topics that matter today through more platforms than ever before. By establishing a growing presence on Twitter, Facebook, LinkedIn, and YouTube, **we are engaging in new, informative ways with a wider variety of people from disparate viewpoints**. Not only do these media help us spread the word about Cardus, they also inform our work by showing us what matters most to our audience and giving us fresh thoughts and questions to consider.

477

POSTS

40%

FACEBOOK GROWTH

855

TWEETS

82%

TWITTER GROWTH

In 2014 launched two brand new YouTube channels for Cardus and *Convivium*. Timely, relevant, and beautiful, these clips provide fresh perspectives and updates, helpful overviews, and interviews with guests like Andrew Scheer, Os Guinness, and Cardinal Timothy Dolan.





CARDUS

To help build a flourishing public square, **Cardus requires a nimble work crew with remarkable skills, dedication, and vision.**



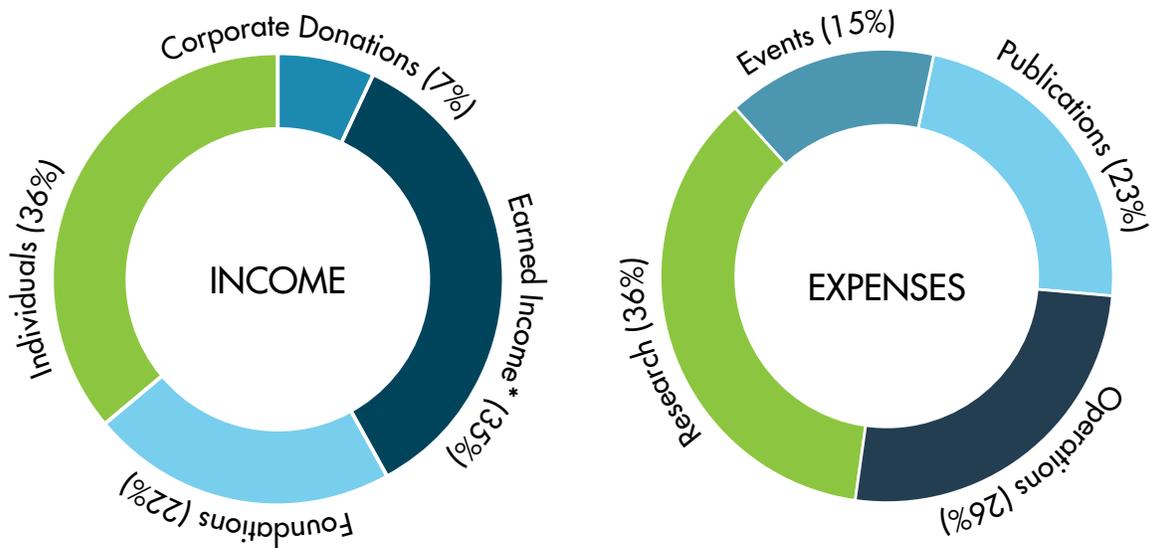


FINANCIALS

“Cardus is creating a product that is motivating for people of faith, but is **benefitting a broader constituency.**”

-Brian Harskamp,
Senior Director, Philanthropy & Finance

INCOME & EXPENSES



For full audited statements, visit go.cardus.ca/donorinfo

*Earned income includes income from events, contract research, and subscriptions

Cardus is a Canadian charity (no. 11892 9207 RR 0001) headquartered in Hamilton, Ontario. In the United States, Cardus is a designated Exempt organization under section 501(c)(3), classified as a Public Charity (ID no. 20-2324150) in the State of California.

AUDITED FINANCIAL STATEMENTS

THE CARDUS INSTITUTE >

consolidated statement of financial position

> DECEMBER 31, 2012

assets

	2013	2012
current		
Cash	\$ 370,113	\$ 485,951
Accounts receivable	31,938	39,739
Government remittances recoverable	-	14,035
Prepaid expenses	47,431	3,567
	<u>449,482</u>	<u>543,292</u>
capital assets	<u>612,931</u>	<u>593,347</u>
	\$ <u>1,062,413</u>	\$ <u>1,136,639</u>

liabilities

	2013	2012
current		
Accounts payable and accrued liabilities	\$ 132,817	\$ 35,910
Deferred contributions	453	-
Deferred revenue	149,875	330,000
Current portion of long term debt	<u>309,000</u>	<u>309,000</u>
	<u>592,145</u>	<u>674,910</u>

net assets

Invested in capital assets	303,932	284,348
Unrestricted net assets	<u>166,336</u>	<u>177,381</u>
	<u>470,268</u>	<u>461,729</u>
	\$ <u>1,062,413</u>	\$ <u>1,136,639</u>

AUDITED FINANCIAL STATEMENTS

THE CARDUS INSTITUTE >

consolidated statement of operations

>YEAR ENDED DECEMBER 31, 2012

	2013	2012
revenue		
Donations	\$ 1,446,465	\$ 1,756,592
Activity income	683,165	514,032
Reimbursements	7,947	26,204
Rental income	58,189	57,412
Foreign Exchange gain (loss)	(7,472)	72
	<u>2,188,294</u>	<u>2,354,312</u>
expenses	2013	2012
Amortization	18,086	15,868
Bank charges and interest	23,732	19,440
Event Expenses	131,374	73,653
Human resources	1,472,030	1,431,936
Interest on long term debt	9,270	24,705
Marketing and promotion	157,036	152,989
Meals and entertainment	23,218	19,993
Meeting expenses	7,940	2,969
Office expenses and miscellaneous	71,992	110,308
Professional fees	20,918	20,394
Rent and utilities	51,715	53,169
Telecommunications	16,992	16,356
Travel	175,452	159,693
	<u>2,179,755</u>	<u>2,101,473</u>
excess of revenue over expenses for year	<u>\$ 8,539</u>	<u>\$ 252,839</u>

cardus u

Cardus U is an intense, 8-month, project-driven experience that seeks to provide structured space for outstanding candidates to act on their ideas and dreams.

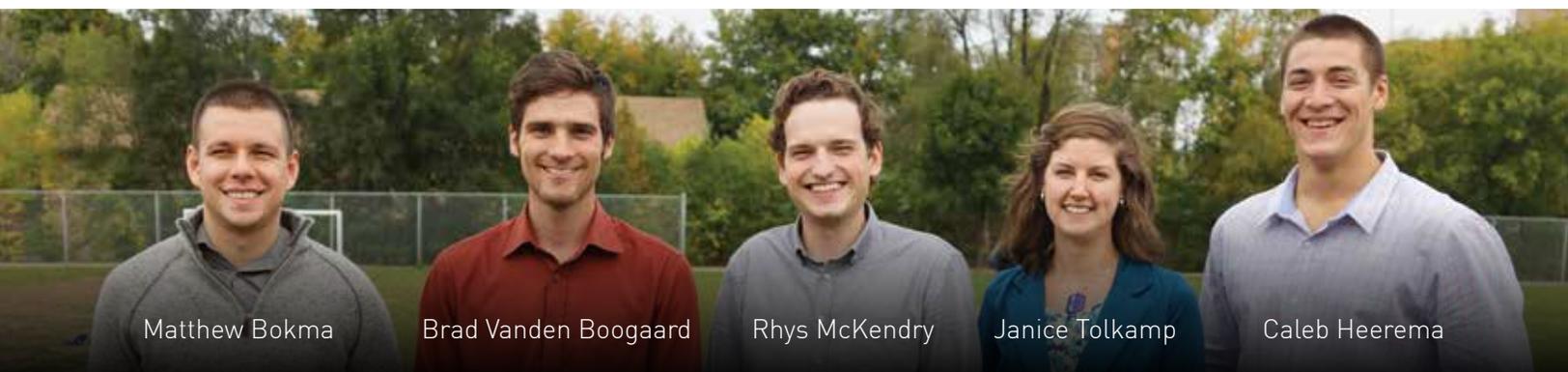
2014-2015 COHORT

Starting in Fall 2014, Cardus U opened with a group of people who are ready to **grow, learn, and create** with the support and resources of the Cardus team.

Through this unique experience, we expect the members of the Cardus U cohort to:

- Intensify their vocational impact
- Deepen their practical skills
- Elevate the caliber of their networks
- Develop their ideas
- Acquire a new way of learning
- Engage the cohort beyond Cardus U
- Develop strong profiles within the Cardus team and network

The program is led by Milton Friesen and coordinated by Mark DeVos, an entrepreneur, university chaplain, and sought-after speaker.





CARDUS TEAM

TEAM

“The nature of our work requires an investment in our people. The day-to-day work Cardus is engaged in requires creative insight, asking big questions, and a desire to listen and learn. Cardus invests in individuals but also in a team. We need a diversity of gifts and perspectives to complement each other in service of a common mission. **We aspire for excellence and diligence in all that we do, recognizing that the cause we serve deserves no less.**”

-Michael Van Pelt

Michael Van Pelt | President

Ray Pennings | Executive Vice President

Brian Harskamp | Senior Director, Philanthropy & Finance

Peter Stockland | Senior Director, Publications & Media

Brian Dijkema | Program Director, Work & Economics

Milton Friesen | Program Director, Social Cities

Fr. Raymond J. de Souza | Editor-in-Chief, Convivium

James K.A. Smith | Editor-in-Chief, Comment

Dan Postma | Operations Manager

Ray Sawatsky | Director of Stakeholder Relations

Almut Sweet | Controller

Mark DeVos | Project Coordinator, Cardus*U

Mary-Anne Van Slingerland | Events Coordinator

Naomi Biesheuvel | Communications Coordinator

Doug Sikkema | Editorial Assistant

Kathryn de Ruijter | Graphic Designer

Julia Nethersole | Administrative Assistant

Danielle Burgsma | Administrative Assistant



SENIOR FELLOWS

FELLOWS

The Cardus Senior Fellows are a network of recognized experts in a wide range of disciplines. Our Senior Fellows are part of our advance scouting team; pioneers and leaders in their fields. **They bring specialized expertise and capacity to our research projects, networks and events.** Cardus provides the benefits of an institutional framework within which they can write about and speak on key topics within their specialty.

Paul Bates | Hamilton, ON
Stanley Carlson-Thies | Annapolis, MD
Jonathan Chaplin | Cambridgeshire, UK
Eleanor Clitheroe | St. Catharines, ON
Raymond J. de Souza | Kingston, ON
Janet Epp Buckingham | Ottawa, ON
Milton Friesen | Hamilton, ON
Ray Pennings | Calgary, AB
John Seel | Philadelphia, PA
David Sikkink | Notre Dame, IN
James K.A. Smith | Grand Rapids, MI
Peter Stockland | Lachine, QC
Deani Van Pelt | Ancaster, ON
Jonathan Wellum | Burlington, ON
Paul Williams | Vancouver, BC



BOARD OF DIRECTORS

BOARD OF DIRECTORS

Accountability is important to Cardus. The members of our independent board of directors have a vast range of expertise and experience that qualify them to help guide this organization to make wise decisions. **Their guidance and wisdom ensures that Cardus uses its resources to best further the goals that have been established.**

Marilyn Dykstra, Chair | Calgary, AB

Floyd Babcock | Pickering, ON

Roy Botma | Petrolia, ON

Mark Cameron | Ottawa, ON

Duncan Dee | New York, NY

Ian deWaard | Lynden, ON

Bob Morgan | Calgary, AB

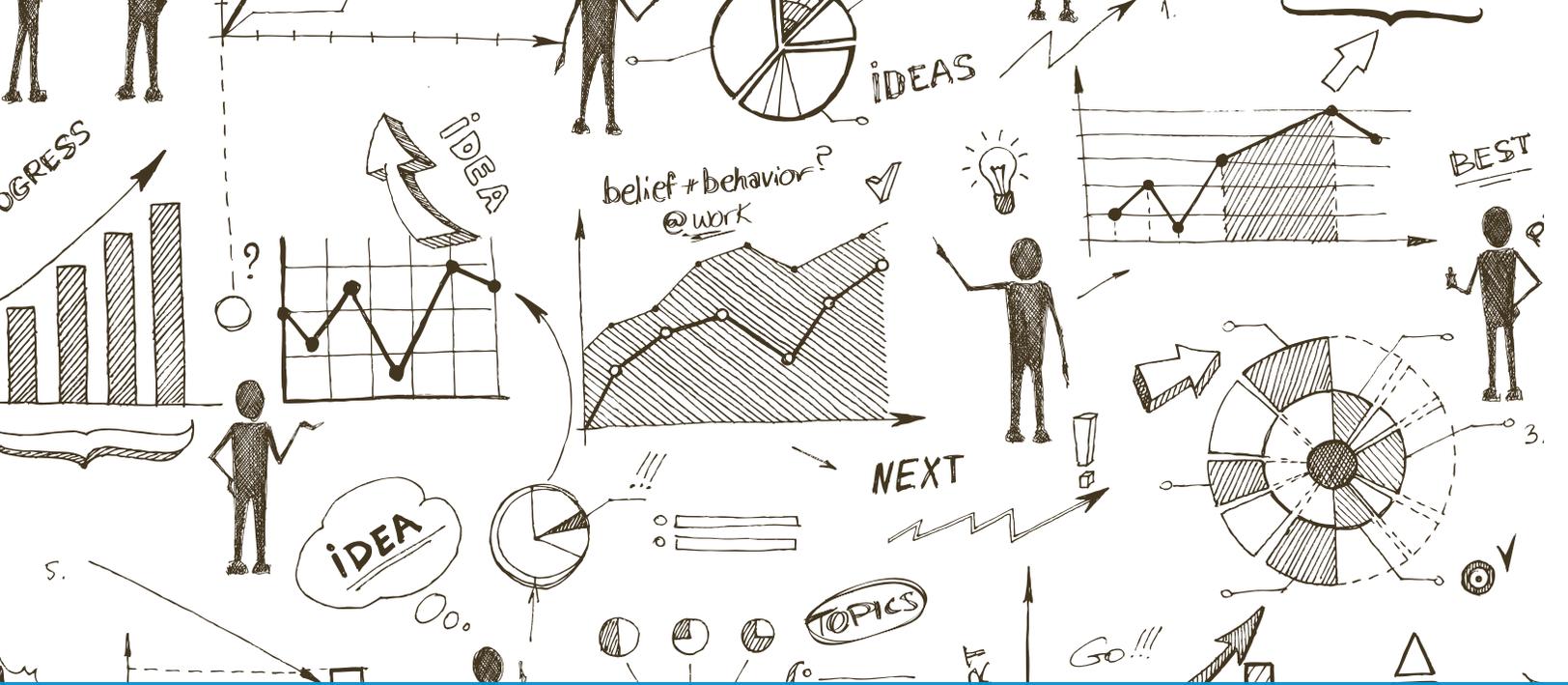
Diane Stronks | Guelph, ON

John Voortman | Chino, CA

John Kolk | Picture Butte, AB

John Van Hierden | Lethbridge, AB

Rob Wildeboer | Burlington, ON



THANK YOU FOR SUPPORTING CARDUS



THANK YOU TO OUR DONORS

Cardus exists because of people like you who believe in what we do.

We work hard to use your dollars to effectively make a difference in our society.
For full financial statements and previous annual reports, please visit our website:

www.cardus.ca/organization/donors



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905.528.8866 | 888.339.8866 toll free



www.cardus.ca/donate