# PEMBINA INSTITUTE FOR APPROPRIATE DEVELOPMENT

## Financial Statements

## December 31, 2021

**PEMBINA INSTITUTE FOR APPROPRIATE DEVELOPMENT**
**Index to Financial Statements**
**For the Year Ended December 31, 2021**

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# INDEPENDENT AUDITOR'S REPORT

To the Directors of Pembina Institute for Appropriate Development:

**Opinion**

We have audited the financial statements of Pembina Institute for Appropriate Development (the 'Institute'), which comprise the statement of financial position as at December 31, 2021, and the statement 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 Institute as at December 31, 2021, and its results of 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 Institute 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 those 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 these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Institute'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 Institute or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Institute's financial reporting process.

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Independent Auditor's Report to the Directors of Pembina Institute for Appropriate Development
*(continued)*

**Auditor's Responsibilities for the Audit of 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 Institute'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 Institute'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 Institute 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.

BDO Canada LLP

Chartered Professional Accountants

Calgary, Alberta
June 15, 2022

**PEMBINA INSTITUTE FOR APPROPRIATE DEVELOPMENT**
**Statement of Financial Position**
**As at December 31**

| | **2021** | 2020 |
|---|---|---|
| **Assets** | | |
| Current | | |
| Cash | **$ 1,266,622** | $ 1,389,103 |
| Accounts receivable | **1,045,574** | 1,082,649 |
| Goods and services tax recoverable | **24,402** | 18,218 |
| Prepaid expenses | **113,198** | 124,829 |
| Assets held for sale *(Note 3)* | **1,357,788** | - |
| | **3,807,584** | 2,614,799 |
| Property and equipment *(Note 3)* | **23,944** | 1,434,061 |
| | **$ 3,831,528** | $ 4,048,860 |
| **Liabilities and Net assets** | | |
| Current | | |
| Accounts payable and accrued liabilities | **$ 363,134** | $ 404,666 |
| Deferred revenue *(Note 4)* | **1,156,777** | 1,304,506 |
| Mortgages payable *(Note 5)* | **785,313** | 856,094 |
| | **2,305,224** | 2,565,266 |
| Net Assets | | |
| Invested in property and equipment | **596,419** | 577,967 |
| Unrestricted | **929,885** | 905,627 |
| | **1,526,304** | 1,483,594 |
| | **$ 3,831,528** | $ 4,048,860 |

**On behalf of the Board**

DocuSigned by:
0438D92A1BB6456... *Director*

DocuSigned by:
Anne Giardini
F77F154167924A7... *Director*

**PEMBINA INSTITUTE FOR APPROPRIATE DEVELOPMENT**

**Statement of Operations**

**For the Year Ended December 31**

| | 2021 | 2020 |
|---|---|---|
| **Revenue** | | |
| Grants | **$ 3,718,510** | $ 4,137,375 |
| Consulting fees | **903,767** | 517,877 |
| Donations | **616,819** | 746,398 |
| Other income *(Note 7)* | **579,671** | 886,469 |
| Event sponsorships | **482,380** | 270,611 |
| | **6,301,147** | 6,558,730 |
| **Expenses** | | |
| Salaries and wages | **4,664,482** | 4,298,171 |
| Project costs | **535,872** | 737,449 |
| Information technology | **239,658** | 277,745 |
| Occupancy costs | **238,490** | 226,139 |
| Office and administrative | **231,774** | 160,874 |
| Contractor services | **133,998** | 90,073 |
| Amortization | **61,703** | 74,981 |
| Professional fees | **57,885** | 81,372 |
| Insurance | **50,331** | 50,175 |
| Mortgage interest | **26,780** | 31,841 |
| Interest and bank charges | **10,591** | 11,745 |
| Fundraising and event hosting | **4,158** | 7,977 |
| Meetings and professional development | **2,715** | 145,537 |
| | **6,258,437** | 6,194,079 |
| **Excess of revenue over expenses** | **$ 42,710** | $ 364,651 |

The accompanying notes are an integral part of these financial statements.

**PEMBINA INSTITUTE FOR APPROPRIATE DEVELOPMENT**
**Statement of Changes in Net Assets**
**For the Year Ended December 31**

| | Invested in property and equipment | Unrestricted | **2021** | 2020 |
|---|---|---|---|---|
| **Net assets-beginning of year** | $ 577,967 | $ 905,627 | **$ 1,483,594** | $ 1,118,943 |
| Excess (deficiency) of revenue over expenses | (61,703) | 104,413 | **42,710** | 364,651 |
| Additions to property and equipment | 9,374 | (9,374) | **-** | - |
| Repayment of mortgages | 70,781 | (70,781) | **-** | - |
| **Net assets - end of year** | $ 596,419 | $ 929,885 | **$ 1,526,304** | $ 1,483,594 |

The accompanying notes are an integral part of these financial statements.

**PEMBINA INSTITUTE FOR APPROPRIATE DEVELOPMENT**

**Statement of Cash Flows**

**For the Year Ended December 31**

| | 2021 | 2020 |
|---|---|---|
| **Operating activities** | | |
| Excess of revenue over expenses | $ **42,710** | $ 364,651 |
| Items not affecting cash: | | |
| Amortization of property and equipment | **61,703** | 74,981 |
| Foreign exchange loss | **3,790** | 8,007 |
| | **108,203** | 447,639 |
| Changes in non-cash working capital: | | |
| Accounts receivable | **37,075** | (294,340) |
| Goods and services tax receivable | **(6,184)** | 19,630 |
| Prepaid expenses | **11,631** | 84,230 |
| Accounts payable and accrued liability | **(41,532)** | 65,989 |
| Deferred revenue | **(147,729)** | 306,179 |
| | **(146,739)** | 181,688 |
| Cash flows from (used in) operating activities | **(38,536)** | 629,327 |
| **Investing activity** | | |
| Purchase of property and equipment | **(9,374)** | (23,764) |
| **Financing activity** | | |
| Repayment of mortgages | **(70,781)** | (65,719) |
| **Other cash flow item** | | |
| Foreign exchange loss on cash held in foreign currency | **(3,790)** | (8,007) |
| **Increase (decrease) in cash flows** | **(122,481)** | 531,837 |
| Cash - beginning of year | **1,389,103** | 857,266 |
| **Cash - end of year** | **$ 1,266,622** | $ 1,389,103 |

The accompanying notes are an integral part of these financial statements.

## 1. Purpose of the organization

Pembina Institute for Appropriate Development (the "Institute") was incorporated on January 14, 1986, and was subsequently continued under the Federal Canada Not-for-profit Corporations Act. On January 1, 2019, the Pembina Foundation for Environment Research and Education (the "Foundation") amalgamated with the Institute. Management has determined that they are exempt from payment of income tax under Section 149(1) of the Income Tax Act as a registered charity.

The Institute is a registered charitable organization based in Calgary with operations in Edmonton, Vancouver, Toronto and Ottawa. It works to support the transition to an energy system that is clean, safe and sustains a high quality of life through a science-based approach to policy, regulation, environmental protection and energy development.

## 2. Summary of significant accounting policies

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO) in Part III of the CPA Canada Handbook, and, in management's opinion, with consideration of materiality and within the framework of the following accounting policies:

Revenue recognition

The Institute follows the deferral method of accounting for contributions.

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

Event sponsorship fees are recognized as revenue when the events are held.

Consulting fees are recognized in the period in which the services are provided.

Other income including speaking honoraria and rents are recognized in the period when the services have been provided or when revenue is due.

Cash

Cash includes cash on hand and in banks.

Foreign currency translation

Accounts in foreign currencies have been translated into Canadian dollars using the temporal method. Under this method, monetary assets and liabilities have been translated at the year end exchange rate. Revenue and expenses have been translated at the spot rates of exchange during the year.

Foreign exchange gains and losses on monetary assets and liabilities are included in the determination of earnings.

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## 2. Summary of significant accounting policies *(continued)*

Donated services and materials

Donated stock is recorded as its fair market value at the time of the donation. During the year, the Institute received donated corporate shares and immediately liquidated them for a total of $243,742 (2020: $334,415).

The operations of the Institute include contribution of time by volunteers. The fair value of donated services cannot be reasonably determined and are not reflected in these financial statements.

Property and equipment

Property and equipment is stated at cost or deemed cost less accumulated amortization and is amortized over its estimated useful life on a straight-line basis at the following rates and methods:

| | |
|---|---|
| Buildings | 20 years |
| Computer equipment | 3 years |
| Electronic equipment | 3 years |
| Office furniture | 5 years |
| Leasehold improvements | 3 years |
| Website | 5 years |

The Institute regularly reviews its property and equipment to eliminate obsolete items, and determine if there are conditions that indicate an asset value is impaired. If property or equipment are determined to be impaired the net carrying amount of the asset is written down to the asset's fair value. Write-downs are recorded as expenses in the statement of operations in the year they are identified.

Property and equipment acquired during the year but not placed into use are not amortized until they are placed into use.

Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred. The financial instruments are tested for impairment at each reporting date.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and mortgages payable.

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## 2. Summary of significant accounting policies *(continued)*

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Significant estimates included in the financial statements are the estimated useful lives of property and equipment.

## 3. Property and equipment

| | Cost | Accumulated amortization | 2021 Net book value | 2020 Net book value |
|---|---|---|---|---|
| Land | **$ 750,955** | **$ -** | **$ 750,955** | $ 750,955 |
| Buildings | **1,008,571** | **401,738** | **606,833** | 647,215 |
| Computer equipment | **76,592** | **53,750** | **22,842** | 33,342 |
| Electronic equipment | **750** | **500** | **250** | 500 |
| Office furniture | **6,745** | **5,893** | **852** | 2,049 |
| Leasehold improvements | **28,297** | **28,297** | **-** | - |
| Website | **62,936** | **62,936** | **-** | - |
| | **$ 1,934,846** | **$ 553,114** | **$ 1,381,732** | $ 1,434,061 |

During 2021, management entered into an agreement with a third party to act as agent for the disposition of the Institute's property. Accordingly, the property consisting of land and building are reclassified from property and equipment to assets held for sale without further amortization and accounted for at the lower of their carrying value of fair value less costs to sell at $1,660,000. The property has been sold subsequent to year end (Note 12).

## 4. Deferred revenue

External revenues received by the Institute such as restricted contributions, fee for service and event registrations which are related to project expenditures in the future are deferred and recognized in the year the expenditures are incurred. During the last fiscal year external revenues added, recognized and deferred by the Institute were as follows:

| | Opening balance | Additions | Recognized | Ending balance |
|---|---|---|---|---|
| Restricted contributions | $ 1,203,728 | **$ 3,578,229** | **$ 3,690,180** | **$ 1,091,777** |
| Fee for service | 100,778 | **-** | **100,778** | **-** |
| Event registration | - | **547,380** | **482,380** | **65,000** |
| | $ 1,304,506 | **$ 4,125,609** | **$ 4,273,338** | **$ 1,156,777** |

## 5. Mortgages payable

| | | 2021 | | 2020 |
|---|---|---|---|---|
| Servus Credit Union mortgage facility with payment due on demand, bearing interest at Credit Union's prime rate plus 0.65%, (2020 - 0.65%), repayable in monthly principal and interest payment of $7,390. The mortgage is secured against land and building with a carrying value of $1,357,788 (2020 - $1,398,170), a general assignment of rent and lease and a general security agreement. The mortgage was repaid in May, 2022 (Note 12). | **$** | **728,643** | $ | 792,478 |
| Servus Credit Union mortgage facility with payment due on demand, bearing interest at Credit Union's prime rate plus 0.65%, (2020 - 0.65%), repayable in monthly principal and interest payment of $740. The mortgage is secured against land and building with a carrying value of $1,357,788 (2020 - $1,398,170), a general assignment of rent and lease and a general security agreement. The mortgage was repaid in May, 2022 (Note 12). | | **56,671** | | 63,616 |
| | **$** | **785,314** | $ | 856,094 |

## 6. Bank indebtedness

The Institute has two mortgage credit facilities as described in Note 5 and a revolving overdraft agreement bearing interest at Credit Union's prime lending rate plus 1.00% (2020 - Credit Union's prime plus 1.00%). The revolving overdraft facility is authorised to a maximum of $350,000. At December 31, 2021 the balance outstanding on the facility was $Nil (2020 - $Nil). All credit facilities and mortgages are due on demand.

The Institute's credit facilities are secured by a general security agreement representing a continuing collateral mortgage for $1,300,000 which is a first fixed charge over buildings, land and improvements, general assignment of leases and rents and a general security agreement providing a first charge and security interest in all the organization's present and after-acquired personal property and real estate.

The Institute's borrowing facility agreement requires that the organization meet certain financial covenants including debt to equity ratio that will not exceed 3:1, a current ratio of no less than 1.25:1 and a debt service coverage ratio of no less than 1.25:1. As at December 31, 2021, the Institute is not in compliance with its covenants.

## 7. Other income

| | 2021 | 2020 |
|---|---|---|
| Canada Emergency Wage Subsidy | **$ 437,536** | $ 789,237 |
| Rent | **85,459** | 70,130 |
| Miscellaneous | **52,966** | 33,075 |
| Speaking engagement honoraria | **7,500** | 625 |
| Interest | **-** | 1,409 |
| Foreign currency exchange loss | **(3,790)** | (8,007) |
| | **$ 579,671** | $ 886,469 |

## 8. Alberta reporting requirements

The Alberta Charitable Fundraising Act requires charitable organizations to disclose the remuneration paid to their Alberta employees whose principal duties involve fundraising. The Institute received gross contributions of $616,818 (2020: $513,849) and paid $43,000 (2020: $43,000) to Alberta fundraising employees.

## 9. Lease commitments

The Institute has entered into long-term lease agreements for its premises in Edmonton, Vancouver, Ottawa and Toronto. Future minimum lease payments as at December 31, 2021, are as follows:

| | |
|---|---|
| 2022 | $ 109,294 |
| 2023 | 49,456 |
| 2024 | 3,151 |
| | $ 161,901 |

## 10. Financial instruments

The Institute is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Institute's risk exposure and concentration as of December 31, 2021.

***(a) Credit risk***

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Institute's financial assets that are exposed to credit risk consist primarily of accounts receivable. The Institute is not subject to significant concentration of credit risk with respect to its funders, sponsors and customers.

***(b) Liquidity risk***

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Institute is exposed to this risk mainly in respect of its receipt of funds from its funders, sponsors and customers, mortgages payable and accounts payable.

*(continues)*

## 10. Financial instruments *(continued)*

### *(c) Currency risk*

Currency risk is the risk to the Institute's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The Institute is exposed to foreign currency exchange risk on cash and accounts receivable held in U.S. dollars. The Institute does not use derivative instruments to reduce its exposure to foreign currency risk.

### *(d) Interest rate risk*

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Institute manages exposure through its normal operating and financing activities. The Institute is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities.

Unless otherwise noted, it is management’s opinion that the Institute is not exposed to significant other price risks arising from these financial instruments.

## 11. COVID-19 Pandemic

The impact of COVID-19 in Canada and on global economy increased significantly. As the impacts of COVID-19 continue, there could be further impact on the Institute, its funders and donors. Management is actively monitoring the affect on its financial condition, liquidity, operations, suppliers, industry and workforce. Given the daily evolution of the COVID-19 outbreak and the global responses to curb its spread, the Institute is not able to fully estimate the effects of the COVID-19 outbreak on its results of operations, financial condition, or liquidity at this time. The Institute's ability to continue to service debt and meet lease and other obligations as they come due is dependent on the continued ability to generate earnings and cash flows, including the use of existing credit facilities. Management will continue to monitor and respond to any changes that may occur.

## 12. Subsequent events

The building and land held for sale (Note 3) were sold on May 2, 2022 for $1,660,000. $755,876 of the proceeds is used to repay mortgages as disclosed in Note 5.

## 13. Comparative figures

Some of the comparative figures have been reclassified to conform to the current year's presentation. This reclassification has no effect on prior year's excess of revenue over expenses from operations.