The work of the Pembina Institute is made possible by the dedication and generosity of our donors.

We are deeply grateful for the support of individuals, organizations and charitable foundations that enables us to develop and advance pragmatic and environmentally responsible solutions to meet our energy needs.

The economic downturn of the past several years is making it more difficult for us, like most not-for-profit organizations, to continue carrying out this role effectively. As evident in this report, 2010 represented one of the toughest financial years in our organization’s history. We are now seeking additional sources of support from visionary philanthropists, innovative partners and new charitable foundations to enable us to continue serving as Canada’s leading sustainable energy authority and change agent, at a time when we are needed more than ever.

What makes the Pembina Institute uniquely qualified to play this role?

We tell it like it is, but we don’t stop there — we also bring solutions to the table. And we’ve got the credibility and proven track record to back us up.

We have mastered the art of
• getting solid analysis of both problems and solutions into the hands of influential people at the right time,
• convening dialogues with diverging key players and negotiating solutions to tough problems, and
• rapidly responding in a tough but fair manner to policy announcements and actions made by government and industry.

And we’ve been able to do this because we’ve built unprecedented credibility amongst opinion leaders, key decision makers and media, and we’ve demonstrated an ability to work collaboratively with industry and other environmental groups to advocate for sustainable energy solutions.

The attached report contains our audited financial statements and our 2010 donor list.

Should you have any questions about the contents of this report, please contact Devika Shah, Director of Strategic Relationships, at 416-206-3863 or devikas@pembina.org.

The mission of the Pembina Institute is to advance sustainable energy solutions through innovative research, education, consulting and advocacy.
Our supporters

The Pembina Institute is extremely grateful to these supporters for helping to advance sustainable energy solutions in 2010.

**$50,000-$99,999**
- Natural Resources Defense Council
- Alberta Energy Research Institute
- British High Commission Government of the Northwest Territories
- INMAG Energy Corporation
- Real Estate Foundation of British Columbia

**$20,000-$49,999**
- Alberta Agriculture and Rural Development
- Calgary Economic Development
- Environment Canada
- Mistaya Engineering Inc.
- ENMAX Energy Corporation
- Energy Futures (Canada) Ltd.
- IHS Energy (Canada) Ltd.
- Hal Retzer Consulting Ltd.
- Hal Retzer Consulting Ltd.
- Mountain Equipment Co-op
- Intelligence Systems LLC

**$10,000-$19,999**
- Alberta Wind Energy Corporation
- Calgary Economic Development
- Energy North
- ENMAX Energy Corporation
- Enrgy Power Corp.
- Natural Resources Canada
- R.I. Oilands Inc.
- Shell Canada Energy
- SNC-Lavalin

**$5,000-$9,999**
- Alberta Wind Energy Corporation
- Canadian Energy Association
- Calgary Economic Development
- Ecology North
- Greenpeace Energy Corporation
- GroundPower Corporation
- John Wyllie Power Inc.
- Natural Resources Canada
- R.I. Oilands Inc.
- Shell Canada Energy
- SNC-Lavalin
- $500-$999
- Cameron Baughen
- John Ingram
- Intelligent Energy Systems LLC
- Michael Kreeft
- Ken Lertzman
- Christopher Power and Joan Sametz
- David and Olga Rigby
- Rundle Projects
- Anonymous monthly donor (1)
- Judy Anderson
- Elizabeth Asseltine
- Marie Auger-Methe
- Aumur Lodge
- Gillian Bailey
- Joan M. Baker
- Henry and Elizabeth Benson
- Heather Bestley
- Ms. Suzanne Bond
- Mrs. Helen Brink
- David and Florence Carr
- Kristy Chan
- D Cherunshenko and M O Junker
- Wes and Mary Cragg
- Leanna Darling
- Dorothy Dickson
- Timothy and Patricia Dutcher Wals
- Stewart Elgie
- Giles and Viki Fecteau
- Hardy Firla
- Stuart Fox
- Jean Fulton
- Catherine Garvey
- John S. Gaul
- Allison Gentry
- Robert Gibbs
- Jack Girrigh
- Christopher Gosselin
- Sunnyride Natural Market
- Karen Hache
- Joel Hagen and Nadine Fletcher
- Florence A. Harf
- Bruce Hanson
- Jim Harris
- Douglas Hay
- Judith Hayman
- Philip Herman and Heather Mscean
- Christopher Higgins
- Dr. Greg Holloway
- Dr. Geoffrey L. Holroyd
- Sally Isserman
- Barbara A Kaiser
- Jane Kilhei
- Don Kivil
- Peter Lemieux
- Barbara Levine
- Greg and Leslie Lindsay
- Valerie A. Lowe
- Barb Macintob
- Mr. Bruno Masquillier
- Michael Mauws
- Ed Wojcynski and Diane Mcgifford
- Lesley McKenzie
- James McMillan
- Steve Meadows
- Peter Miller and Carolyn Garlich
- Mistaya Engineering Inc.
- Glen Morton
- Nobuko Okawa
- Brice Peressini
- David Pritchard
- Lynn Richards
- Craig Ryan
- Gary Sarkissian
- George B. Shand
- Cyndy Smith
- Allan Stauffer
- Douglas Stewart
- Ryan Sultcliffe
- Nigel Swytink-Binemena
- Ms. Nick and Mrs. Margaret Taylor
- Brenda Tempest
- Ms. Doris Toep
- Elaine Ward
- Michael Weinfeld and Erica Bullwinkle
- Frank White
- Barbara Wiebe
- Katherine Wilson
- Jeremy Wilson
- Ms. Mary Wilson
- Michael Wolfson
- Gerard and Mary Ev Wyatt
- Anonymous monthly donor (1)

**under $100**
- Liliane Albert
- Leila and William Anderson
- David Baine
- Mary E. Baldwin and Hugh Casdoun
- Mary L. Baltgailis
- Bill Baram and Janet Batram-Thomas
- David Baugh
- James G. Baster
- Barbara R. Beatson
- Larry A. Benge
- Eric Betteridge and Jennifer Adams
- Dan Beveridge
- Bicieve and George Booman
- Sam Boskey
- Doris Bradley
- Bruce Brandhorst
- Cheryl Brown
- Dr. C. Kirk Brown
- Ruth Bryan
- Canadian Heavy Oil Association
- Silvia Chiarlamello and Italo Ferrari
- Jean Clleland
- Richard Collier
- Margaret L. Condie
- Patsy J. Cotterill
- Joan M. Cracknell
- Phyllis Crighton
- John and Stamatia Darbyshire
- Ms. Judith F. Davis
- Miriam Diamond
- Barbara Dransch
- Dr. Erwin Dreesen
- Lucien Duigou
- Charlene Dunn
- Shirley Farlinger
- Juan Fernandez
- Dorothy Gant
- Maryelle C. Gaudeau
- Kenneth Goodwin
- Jordan Grant and Meg Floyd
- Richard Guttmorsen
- Paul Hanley
- Elizabeth Hanley
- Helen B. Hanna
- Manfred Harpe
- Elaine Harrison
- John and Margot Henderson
- Mrs. Patricia Henry and Dr. David Jackson
- Barbara Heron
- Marshall Hoke and Barbara Prescott
- Jonathon Holmes
- Daniel Howard
- Dr. David G. Hughes
- International Factors Corporation
- Cal Johnson
- Janette Johnston
- Thom Keary
- Anthony Ketchum
- Dieter and Christina Kirsch
t- Ken Klaat
- Jo-An Kolmes
- Drs. George and Susanah Kurian
- Robert Labelle and Larissa Lutjen
- Lucene and Wayne Lafrance
- Fred Lerner
- Judy Lewis
- Raphael Lopudokhine
- Dave Lovsin
- Katherine MacPhee
- William and Ann Malychuk
- Mr. J. E. Mathison
- Richard Mfridlane
- Pegasus Maquayli
- Gold McGee
- Gordon McHarmy
- Stefan Mendiakzi
- Michelle Mey)r
- Elizabeth Miller
- Peggy Mitchell
- Peter Mix
- Dr. Gerald E. Morgan
- Marilyn Morton and Brian Zimmermann
- Charles Neill
- Patricia and Edward Oakes
- Beverley A. Page
- Gary Palmer
- Sheila Pennington
- Peter and Margaret Peters
- D. L. Petherbridge
- David Petrik
- Laura Porcher
- Aaron Quanm
- Kitty and James Raymond
- Geoffrey D. Richards
- Diane Rogers
- E.F. and June Roots
- St. Paul Veterinary Clinic
- John Sargent
- Christiaan Schag
- George Shon
- Susan Shand and Tony Takata
- Adeline Shoup
- Sisters of Instruction of the Child Jesus
- Helena Siikrow
- Harry Smaller
- Dr. Graham Smart
- Donald and Margaret Smith
- Marjorie and Brian Staples
- Ms. Judith Stockdale
- William and Muriel Stollery
- Dr. Geoff S. Strong
- Fred Tarillon
- Mr. Maurice and Mrs. Mary Tebo
- Cecile M Tempary
- D. Edward and D. Anne Toole
- Kathleen Tripp
- Gordon F. Vlckruck
- Barrie and Phyllis Webster
- Dr. Joel Weinstein
- John and Nora Wheeler
- Mr. Gordon Wiegele
- Dale Winder
- Mr. R.E. Wolf
- Agnes and Albert Wurlef
- Anonymous (28)

Thanks to the contributions of the following supporters, The Pembina Foundation for Environmental Research and Education established agreements with the Pembina Institute to deliver on specific sustainable energy research and education projects in 2010:
- Alberta Ecotrust Foundation
- The Brainerd Foundation
- The Bullitt Foundation
- glasswaters foundation
- Walter & Duncan Gordon Foundation
- The William and Flora Hewlett Foundation
- Luna Trust
- The J.W. McConnell Family Foundation
- Toronto Community Foundation
Financial data

Revenue 2010
(from the audited financial statements)

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee for Service</td>
<td>$2,324,964</td>
<td>50.0%</td>
</tr>
<tr>
<td>Project Grants</td>
<td>1,969,613</td>
<td>42.4%</td>
</tr>
<tr>
<td>Event Sponsorships, Event Fees and Wind Power Referrals</td>
<td>229,377</td>
<td>4.9%</td>
</tr>
<tr>
<td>Rental and Interest Income</td>
<td>66,883</td>
<td>1.4%</td>
</tr>
<tr>
<td>Unrestricted Individual Donations</td>
<td>54,745</td>
<td>1.2%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$4,645,582</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Expenses 2010
(from the audited financial statements)

<table>
<thead>
<tr>
<th>Expense Type</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>$3,913,889</td>
<td>81.0%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>154,873</td>
<td>3.2%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>764,063</td>
<td>15.8%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$4,832,825</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$4,645,582</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>$(187,243)</td>
<td></td>
</tr>
</tbody>
</table>
### Statement of Operations

The Pembina Institute year ending December 31, 2010

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting fees</td>
<td>$2,126,348</td>
<td>$1,749,669</td>
</tr>
<tr>
<td>Program cost recovery under contractual agreements</td>
<td>1,611,838</td>
<td>1,914,030</td>
</tr>
<tr>
<td>Grants</td>
<td>357,775</td>
<td>953,018</td>
</tr>
<tr>
<td>Reimbursed expenses</td>
<td>148,971</td>
<td>158,314</td>
</tr>
<tr>
<td>Windpower referral and event fees</td>
<td>144,844</td>
<td>187,964</td>
</tr>
<tr>
<td>Event sponsorship</td>
<td>84,533</td>
<td>115,531</td>
</tr>
<tr>
<td>Rental</td>
<td>62,280</td>
<td>52,731</td>
</tr>
<tr>
<td>Unrestricted individual donations</td>
<td>54,745</td>
<td>9,977</td>
</tr>
<tr>
<td>Speaking and board honoraria</td>
<td>49,645</td>
<td>51,294</td>
</tr>
<tr>
<td>Interest</td>
<td>4,603</td>
<td>10,439</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$4,645,582</strong></td>
<td><strong>$5,202,967</strong></td>
</tr>
</tbody>
</table>

### Statement of Financial Position

The Pembina Institute year ending December 31, 2010

<table>
<thead>
<tr>
<th>Assets</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$158,319</td>
<td>$524,080</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>827,028</td>
<td>624,939</td>
</tr>
<tr>
<td>Program cost recovery amounts receivable</td>
<td>175,139</td>
<td>218,540</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>26,540</td>
<td>22,690</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$1,187,026</strong></td>
<td><strong>$1,390,249</strong></td>
</tr>
<tr>
<td>Restricted cash</td>
<td>73,860</td>
<td>39,530</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>1,552,313</td>
<td>1,557,565</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,813,199</strong></td>
<td><strong>$2,987,344</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$187,593</td>
<td>$238,317</td>
</tr>
<tr>
<td>Deferred salaries</td>
<td>73,860</td>
<td>39,530</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>277,641</td>
<td>192,483</td>
</tr>
<tr>
<td>Mortgage payable within one year</td>
<td>52,981</td>
<td>58,057</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>$592,075</strong></td>
<td><strong>$528,387</strong></td>
</tr>
<tr>
<td>Mortgage payable after one year</td>
<td>807,940</td>
<td>858,530</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$1,400,015</strong></td>
<td><strong>$1,386,917</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment in property, plant and equipment</td>
<td>$691,392</td>
<td>$640,978</td>
</tr>
<tr>
<td>Reserve fund</td>
<td>377,000</td>
<td>416,000</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>344,792</td>
<td>543,449</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$1,413,184</strong></td>
<td><strong>$1,600,427</strong></td>
</tr>
</tbody>
</table>

| Excess (Deficiency) of revenue over expenses | (187,243) | (84,721) |

These statements are excerpts from the audited financial statements prepared for the organization and exclude the audit report, other pertinent statements and notes to the financial statements. Users are cautioned that these statements alone may be inappropriate for their purposes.
Calgary
219 19 St NW Calgary AB T2N 2H9

Drayton Valley
PO Box 7558 Drayton Valley AB T7A 1S7

Edmonton
Suite 602, 10025-106 St. Edmonton AB T5J 1G4

Ottawa
Suite 910, 130 Albert St. Ottawa ON K1P 5G4

Toronto
Suite 302, 720 Bathurst Street Toronto ON M5S 2R4

Vancouver
Suite 610, 55 Water St Vancouver BC V6B 1A1

Yellowknife
4807 49th St Yellowknife NT X1A 3T5

www.pembina.org