Financial Statements **December 31, 2020**



Independent auditor's report

To the Members of Heritage Park Society

Our opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Heritage Park Society (the Society) as at December 31, 2020 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

What we have audited

The Society's financial statements comprise:

- the balance sheet as at December 31, 2020;
- the statement of revenue and expenses and changes in fund balances for the year then ended;
- · the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include significant accounting policies and other explanatory information.

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the 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.

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

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

Auditor's responsibilities for the audit of the 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 Society'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 Society'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 Society 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.

Chartered Professional Accountants

Pricewaterhouse Coopers LLP

Calgary, Alberta May 6, 2021

Balance Sheet

As at December 31, 2020

			2020	2019
	Operating Fund \$	Capital and Preservation Fund \$	Total \$	Total \$
Assets				
Current assets Cash Short-term investments Accounts receivable (notes 8 and 13) Prepaid expenses Inventory	4,586,554 1,000,970 1,281,167 78,692 606,039	1,070,006 700	4,586,554 1,000,970 2,351,173 79,392 606,039	5,657,345 1,003,910 760,392 115,701 584,425
	7,553,422	1,070,706	8,624,128	8,121,773
Long-term assets Accounts receivable (note 13) Collection assets (note 4) Capital assets (note 5)	168,657 - -	29,377,463 42,291,862	168,657 29,377,463 42,291,862	256,990 28,881,100 39,891,424
	7,722,079	72,740,031	80,462,110	77,151,287
Liabilities				
Current liabilities Accounts payable and accrued liabilities (note 12) Due to/from other funds Deferred revenue Deposits on account	1,366,740 1,274,685 313,170 277,228	832,248 (1,274,685) - -	2,198,988 - 313,170 277,228	1,723,772 - 599,100 257,536
	3,231,823	(442,437)	2,789,386	2,580,408
Deferred contributions (note 6)	1,509,833	-	1,509,833	1,900,890
	4,741,656	(442,437)	4,299,219	4,481,298
Fund Balances Unrestricted Internally restricted (note 7(a)) Externally restricted (note 7(b)) Internally restricted – net investment in collection assets Internally restricted – net investment in capital assets	2,980,423	826,820 1,331,704 29,377,463 41,646,481	2,980,423 826,820 1,331,704 29,377,463 41,646,481	1,371,674 478,159 2,711,975 29,595,882 38,512,299
	2,980,423	73,182,468	76,162,891	72,669,989
	7,722,079	72,740,031	80,462,110	77,151,287

Approved by the Board of Directors

_____Trustee ______Trustee

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

Statement of Revenue and Expenses and Changes in Fund Balances

For the year ended December 31, 2020

			2020	2019
	Operating Fund \$	Capital and Preservation Fund \$	Total \$	Total \$
Revenue Food services (note 8) Admissions Grants (note 10) Retail Donations and sponsorships Other revenue Heritage Park Foundation contribution (note 8) Interest (Loss) gain on disposal of capital assets	1,545,559 1,185,561 7,907,083 490,361 2,129,279 346,224 302,670 81,139	2,816,181 - 2,145,449 - 11,570 (17,672)	1,545,559 1,185,561 10,723,264 490,361 4,274,728 346,224 302,670 92,709 (17,672)	6,746,157 4,516,812 5,499,730 1,299,450 3,523,387 956,468 261,396 104,512 11,889
	13,987,876	4,955,528	18,943,404	22,919,801
Expenses Operating and maintenance (note 4) Selling, general and administrative (note 8) Product costs – food Product costs – retail Amortization expenses Reduction in collection assets	7,593,172 3,119,430 585,961 280,564 - - 11,579,127	619,763 93,499 - - 2,975,457 182,656 3,871,375	8,212,935 3,212,929 585,961 280,564 2,975,457 182,656	11,956,170 4,670,711 2,062,729 737,067 3,042,565 52,657 22,521,899
Excess of revenue over expenses	2,408,749	1,084,153	3,492,902	397,902
Interfund transfer (note 7(a))	(800,000)	800,000	-	-
Fund balances – Beginning of year	1,371,674	71,298,315	72,669,989	72,272,087
Fund balances – End of year	2,980,423	73,182,468	76,162,891	72,669,989

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

Statement of Cash Flows

For the year ended December 31, 2020

	2020 \$	2019 \$
Cash provided by (used in)		
Operating activities Excess of revenue over expenses of the Operating Fund Description of the Operating Fund related to appreciate and	2,408,749	619,798
Revenue of the Capital and Preservation Fund related to operating and maintenance Expenses of the Capital and Preservation Fund related to operating and	619,763	580,508
maintenance	(619,763)	(580,508)
Net change in non-cash working capital items	2,408,749 (1,663,355)	619,798 1,291,957
	745,394	1,911,755
Investing activities Additions to collection assets	(666,424)	(171,366) (1,476,533)
Additions to capital assets Net decrease in short-term investments	(5,394,857) 2,940	(1,476,533) 892
Proceeds on disposal of capital assets Net change in non-cash working capital items related to investing activities	1,290 755,802	46,840 (109,480)
	(5,301,249)	(1,709,647)
Financing activities Revenue of the Capital and Preservation Fund restricted for capital asset		
additions Fundraising expenses for capital activities	4,340,841 (93,499)	2,796,613 (178,300)
Net change in non-cash working capital items related to financing activities	(762,278)	95,942
	3,485,064	2,714,255
(Decrease) increase in cash during the year	(1,070,791)	2,916,363
Cash – Beginning of year	5,657,345	2,740,982
Cash – End of year	4,586,554	5,657,345
Supplemental information Interest received	92,709	104,512

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

Notes to Financial Statements **December 31, 2020**

1 Basis of operations

Heritage Park Society (the Society) operates the Heritage Park Historical Village and has a mission to connect people with the settlement of Western Canada by preserving and sharing Western Canadian heritage. The Society was incorporated in 1963 under the Societies Act of Alberta and has operated under a multi-year lease agreement with the City of Calgary (the City) since 1964. Provisions under the agreement include an annual operating grant, the amount of which is set by the City. The agreement is in effect through to July 31, 2022, with renewal opportunity before that date or termination by either party with one year's notice.

Under the terms of the agreement with the City, the Society is to maintain and improve the land on which the Park is located. The Society does not pay taxes for use of the land. The agreement also stipulates that title to all lands and improvements is vested with the City. The Society may encumber its capital and collection assets within the guidelines of the Society bylaws, and the land with the approval of the City.

The Society, as a registered charity, is exempt from income tax and may issue tax receipts to donors for qualified donations.

2 COVID-19

In March 2020, due to the outbreak of the novel strain of the coronavirus, specifically identified as COVID-19, the World Health Organization declared a global pandemic. The pandemic has caused significant financial market volatility and social dislocation. This has resulted in governments worldwide enacting emergency measures, including travel bans and closure of non-essential businesses, to combat the spread of the virus.

The Society has assessed the financial impact of COVID-19 as at December 31, 2020, including valuation of assets, receivables, decline in revenues and impact on funding agreements. Management did not identify any significant impact to its financial statements at December 31, 2020.

The long-term impact of the pandemic on the Society and the economy is not yet known and information surrounding the global economic impact of COVID-19 and the estimated length of the pandemic continues to evolve. Future impacts of the pandemic may have a financial effect on the Society's future revenues, expenses and assets. It is not possible to estimate any results of future financial impacts of COVID-19 on the Society subsequent to December 31, 2020.

3 Summary of significant accounting policies

Basis of accounting

The Society prepares its financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Notes to Financial Statements

December 31, 2020

Fund accounting

The Society follows the restricted fund method of accounting for contributions. The Society maintains the following funds:

- i) The Operating Fund contains the assets, liabilities, revenues and expenses related to the Park's operating activities.
- ii) The Capital and Preservation Fund contains the assets, liabilities, revenues and expenses related to the Society's collection and capital assets.

Amounts due to/from funds are non-interest bearing, unsecured and have no fixed terms of repayment.

Revenue recognition

Restricted contributions are recognized as revenue of the appropriate restricted fund or, if no appropriate restricted fund exists, they are recognized as revenue in the Operating Fund as the related expenditures are incurred. Unrestricted contributions are recognized as revenue in the Operating Fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted investment income is recognized as revenue in the fund in which it is earned. Unrestricted investment income is recognized as revenue in the Operating Fund.

The Organization may receive government subsidies that provide immediate financial assistance as compensation for costs or expenditures to be incurred. The Organization recognizes government subsidies as revenue when received or receivable and when there is reasonable assurance that conditions attached to the subsidies are met.

Food services, admissions, retail and other revenue are recognized when services are provided or goods sold and collection is reasonably assured.

Capital assets

Purchased and donated capital assets are recorded in the Capital and Preservation Fund at cost or at their estimated fair value at the date of contribution for donated capital assets. The cost of capital assets made up of significant separable component parts is allocated to the component parts when practicable and when estimates can be made of the estimated useful lives of the separate components. Amortization is computed using the declining balance method as follows:

Infrastructure	5 – 15%
Buildings and components	5 – 20%
Equipment and furnishings	20 – 45%
Computer hardware and software	45%
Construction-in-progress	nil%

Amortization expense is reported in the Capital and Preservation Fund.

Notes to Financial Statements

December 31, 2020

• Impairment of long-lived assets

Capital assets are tested for impairment when conditions indicate that a tangible capital asset no longer has any long-term service potential to the Society. When conditions indicate that a capital asset is impaired, the net carrying amount of the capital asset is written down to the asset's fair value or replacement cost. Writedowns are not subsequently reversed.

Collection assets

Collection assets held for exhibit are recorded in the Capital and Preservation Fund at cost, if purchased or at their estimated fair value at the date of contribution for donated collection assets. No amortization is charged on these assets. Collection assets are disposed of in accordance with the Society's deaccessioning policy. Proceeds from the sale of any items in the collection are recorded in the Capital and Preservation Fund and earmarked for the care of the collection. The Society cannot monetize collection assets to meet financial obligations.

Capitalized labour

Labour costs associated with the construction of collection and capital assets are capitalized.

Investments

Short-term investments, comprised entirely of guaranteed investment certificates having a maturity greater than 30 days but less than one year from the date of purchase, are carried at market value with realized and unrealized gains or losses recognized directly in the statement of revenue and expenses and changes in fund balances.

Inventory

Inventory comprised primarily of food and supplies is valued at average cost. Inventory comprised of goods purchased and held for resale is valued at the lower of average cost and net realizable value.

Pension plan

The Society maintains a voluntary defined contribution pension plan for its full-time and part-time continuous employees. The Society matches employees' contributions up to a maximum 5% of their gross salary.

The 2020 pension cost of \$263,561 (2019 – \$259,410) was expensed in operating and maintenance, and selling, general and administrative in the statement of revenue and expenses and changes in fund balances of the Operating Fund during the year.

Notes to Financial Statements

December 31, 2020

Gifts in kind

Gifts in kind include donated goods and services and donated investments.

Donated goods and services are recorded as revenue and expenses when the fair market value is reasonably determinable and when they would normally be purchased and paid for by the Society, if not donated. During 2020, \$37,052 (2019 - \$321,341) of donated goods and services was recorded in the financial statements.

The Society maintains records of volunteer hours for statistical reporting purposes. Services donated to the Society through volunteer work are not reflected in the financial statements since objective measurement or valuation is indeterminable.

During the year, the Society received \$172,665 (2019 – \$401,614) of donated investments, which were immediately liquidated for cash proceeds and recorded in the financial statements.

Financial instruments

The Society initially measures financial assets and liabilities at their fair value. It subsequently measures its financial assets and liabilities at amortized cost, other than short-term investments and long-term receivables that are reported at fair value. The financial assets subsequently measured at amortized cost include cash and short-term accounts receivable. The financial liabilities subsequently measured at amortized cost include the line of credit deposits on account and accounts payable and accrued liabilities.

It is management's opinion that the Society's exposure to risk on its financial instruments did not change from the prior period and is as follows:

a) Credit risk

The Society's credit risk exposure relates primarily to its cash and accounts receivable. Cash balances are denominated in local currency and held with reputable Canadian financial institutions and accounts receivable are not concentrated with any one party and management considers them fully collectible. Management does not consider the Society to be exposed to significant credit risk, even in light of COVID-19.

b) Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulties in meeting its financial obligations. The Society manages its liquidity risk through cash and investment management. Management does not consider the Society to be exposed to significant liquidity risk, even in light of COVID-19.

c) Interest rate, currency and other price risk

Short-term investments are limited to Guaranteed Investment Certificates held with a reputable Canadian financial institution. Cash balances, short-term investments and accounts receivable are denominated in local currency. Management does not consider the Society to be exposed to significant interest rate, currency and other price risk.

Notes to Financial Statements

December 31, 2020

Use of estimates

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities as at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates.

Comparative figures

Certain of the prior year figures have been reclassified where necessary to conform to the current year's financial statement presentation.

4 Collection assets

The Society owns a collection of historical buildings, rolling stock, furnishings and equipment that are held for public exhibition and education. These assets are protected, cared for and preserved on an ongoing basis. The change in collection assets during 2020 was as follows:

	2019 \$	Additions \$	Reductions \$	2020 \$
Food and retail buildings	5,402,927	105,133	31,618	5,476,442
Exhibit buildings	7,759,415	107,566	27,755	7,839,226
Railway and streetcars	4,393,198	117,702	54,861	4,456,039
Midway assets	1,999,005	101,040	18,195	2,081,850
Other period structures	1,738,128	209,132	49,204	1,898,056
Artifacts	5,849,248	11,029	347	5,859,930
Marine	984,885	23,934	-	1,008,819
Period buses	364,090	-	-	364,090
Buggies and wagons	222,119	3,483	676	224,926
Period vehicles	168,085	-	-	168,085
	28,881,100	679,019	182,656	29,377,463

During 2020, collection assets were donated to the Society in the amount of \$12,596 (2019 – \$246,744). Reductions of collection assets reflect the book value of collection assets that were reconstructed, replaced or disposed during the year. Proceeds arising from disposals of collection assets in the year were \$nil (2019 – \$nil). The Society uses the proceeds for the direct care and maintenance of the collection assets.

During 2020, \$225,164 (2019 – \$191,103) of maintenance expenses related to the collection assets were incurred and are included in operating and maintenance expense.

Notes to Financial Statements

December 31, 2020

5 Capital assets

			2020	2019
	Cost \$	Accumulated amortization \$	Net \$	Net \$
Infrastructure	32,315,463	18,365,591	13,949,872	13,964,729
Service buildings, components and				
improvements	46,925,866	23,264,121	23,661,745	24,218,790
Equipment and furnishings	7,293,632	6,840,129	453,503	518,644
Computer hardware and software	3,999,581	3,811,704	187,877	166,158
Construction-in-progress	4,038,865	-	4,038,865	1,023,103
	94,573,407	52,281,545	42,291,862	39,891,424

Assets under construction having a value of \$4,038,865 (2019 – \$1,023,103) have not been amortized. Amortization of these assets will commence when the asset is put into service.

During 2020, \$714,783 in completed construction costs were moved out of construction-in-progress to infrastructure (\$38,760) and service buildings, components and improvements (\$676,023). \$3,730,545 of new costs were added to construction-in-progress, which relate to Innovation Crossing (Natural Resource Centre).

During 2020, equipment and furnishings were donated to the Society in the amount of \$nil (2019 - \$400).

6 Deferred contributions

Deferred contributions represent externally restricted amounts received that have not been spent. These amounts are restricted as follows:

	2019	Additions	Releases	2020
	\$	\$	\$	\$
Program donations and grants	1,900,890	832,618	1,223,675	1,509,833

7 Fund balances

a) Internally restricted

Capital and Preservation Fund

Internally restricted funds of \$826,820 (2019 – \$478,159) represent amounts approved by the Board for projects not funded by external parties or to meet matching requirements of grantors as needed.

	2020 \$	2019 \$
Balance – Beginning of year	478,159	951,323
Utilized in year Interfund transfer (Loss) gain on disposal of capital assets	(433,667) 800,000 (17,672)	(485,053) - 11,889
Balance – End of year	826,820	478,159

b) Externally restricted

Capital and Preservation Fund

Externally restricted funds of \$1,331,704 (2019 - \$2,711,975) remain restricted by contributors for capital expenditures.

	2020 \$	2019 \$
Balance – Beginning of year	2,711,975	1,256,506
Donations and grants Utilized during the year	4,973,200 (6,353,471)	3,620,245 (2,164,776)
Balance – End of year	1,331,704	2,711,975

8 Related party transactions

The Society received a contribution of \$302,670 (2019 – \$261,396) from the Heritage Park Foundation (the Foundation), a related not-for-profit organization whose purpose is to carry out fundraising and investment activities for the benefit of the Society, but operates under an independent Board of Directors.

The Society provided management and administrative services to the Foundation in the amount of \$188,400 (2019 - \$195,224), which are reimbursed to the Society by the Foundation and are recorded as a reduction of selling, general and administrative expenses. In addition, the Society provided catering and other services to the Foundation for fundraising events totalling \$8,272 (2019 - \$61,440) and are recorded in food services revenue.

Accounts receivable include \$491,350 (2019 – \$114,694) due from the Foundation. These balances are non-interest bearing with no fixed terms of repayment.

Notes to Financial Statements

December 31, 2020

Fundraising expenses

As required under Section 7(2) of the Charitable Fundraising Regulation in Alberta, the following amounts are disclosed.

\$

55,211

Amounts paid as remuneration to employees whose principal duties involve fundraising 224,632 Direct expenses incurred for the purpose of soliciting contributions including grants and donations

10 Grants awarded

a) City of Calgary Lifecycle & Maintenance Grant (CPRiiP)

The City provides the Society with an annual grant to support the ongoing maintenance of assets. In 2020, the Society received \$2,080,402 (2019 – \$1,456,157) from the City for lifecycle maintenance expenses.

b) City of Calgary Operating Grant

The City provides funding to cover a portion of the operating and capital expenditures of the Society. Funding is determined annually at the discretion of City Council. In 2020, total operating support was \$3,614,787 (2019 - \$3,494,787).

c) City of Calgary Emergency Resiliency Fund

In 2020, the City offered a COVID-19 relief grant for civic and community partners. The Society was awarded \$490,000 to offset any operating deficit. At December 31, 2020, the balance of the grant was deferred for use in 2021, and is included in deferred contributions on the balance sheet.

d) Government of Alberta Natural Resources Project

In 2018, the Society received a \$1,500,000 grant from the Government of Alberta Minister of Culture and Tourism. The grant is to be used exclusively for the Natural Resources Project. During the year, \$nil (2019 - \$361,731) was recorded as grant revenue of the Capital and Preservation Fund. During the year, \$11,570 (2019 - \$31,988) was accrued in interest. As of December 2020, the total grant amount and all accrued interest has been fully utilized for the purpose of the grant.

Canada-Alberta Integrated Bilateral Agreement Natural Resources Project

In 2019, the Society entered into a grant agreement with the Government of Alberta under the Canada-Alberta Integrated Bilateral Agreement for the Investing in Canada Infrastructure Program. The grant is to be used exclusively for construction of the Natural Resources Interpretive Centre based on reimbursement of 40% of eligible expenditures to a maximum grant contribution of \$2,045,605. During the year, \$735,779 (2019 – \$nil) was recorded as grant revenue of the Capital and Preservation Fund.

Notes to Financial Statements

December 31, 2020

f) Government of Canada Emergency Wage Subsidy (CEWS)

In 2020, the Government of Canada introduced a COVID-19 relief emergency wage subsidy. The subsidy is paid to employers who meet eligibility requirements each period of the subsidy, based on a reduction in revenue compared to prior periods. In 2020, the Society was eligible to claim the subsidy in every period offered, and accessed \$4,118,857 of relief, which was recognized as grant revenue. As at December 31, 2020, \$504,694 of this amount was recorded as a receivable.

11 Line of credit

The Society has a \$1,000,000 revolving demand facility. It is secured by the Society's investment account with National Bank Financial Group. The balance outstanding at December 31, 2020 is \$nil (2019 – \$nil). This line of credit bears interest at rate of BMO prime plus 0.25% per annum and is payable on a monthly basis.

12 Government remittances

Accounts payable and accrued liabilities include government remittances payable of \$38,302 (2019 - \$213).

13 Accounts receivable

In 2017, the Society entered into a sponsorship agreement with BMO Financial Group for an amount of \$1,000,000 to support the Colonist Car National Pride Tour. The agreement allowed the sponsorship amount to be paid over time. As of December 31, 2020, the Society has received \$700,000 (2019 – \$600,000). The remaining receivable balance was discounted to net present value with amounts due in 2020 of \$88,333 (2019 – \$91,116) classified as current accounts receivable, and amounts due in future years of \$168,657 (2019 – \$256,990) classified as long-term accounts receivable.