



MULTICULTURAL ASSOCIATION
OF WOOD BUFFALO

Dango Gogo – President
Therese Greenwood – Executive Director
November 27, 2019

MCA Mandate

Foster an environment in which individuals and groups contribute to the cultural heritage of Alberta, share cultures and grow harmoniously in our community's life:

- Promote cultural diversity in the RMWB;
- Encourage ethno-cultural groups to develop and preserve their individual cultures and communities;
- Promote ethno-cultural sharing between individuals, groups, industry, businesses and government;
- Promote equality, social justice, inclusion and institutional change.

What We Do: Community Impacts

- As the multicultural community continues to grow, there has been an increased demand for programs, services and events.
- Rural and multicultural community outreach.
- Indigenous relations.
- Social Enterprise Pilot: Interpretation and Translation Unit (Newcomers).
- Use of Regional Recreation Corporation (MacDonald Island) facilities.

Strategic Alignments

The MCA's 2020 Business Plan - submitted in support of this application - details the many alignments between our priorities/goals and the RMWB's own strategic plans, resulting in maximum community impact.

MCA Priorities			
	Priority 1: Fiscal sustainability	Priority 2: Relationships and partnerships	Priority 3: Indigenous relationship building
RMWB Strategic Plan			
Initiative 1J: Implement lessons learned (2016 Wildfire Review)	✓	✓	✓
Initiative 1I: Partnerships with social profits	✓	✓	✓
RMWB Culture Plan			
Priority 1: Foster healthy environment for culture, arts and heritage	✓	✓	✓
Priority 2: Further develop cultural facilities and resources	✓	✓	✓
RMWB Social Sustainability Plan			
Priority 1: Strengthening social infrastructure	✓	✓	✓
Priority 2: Align and support community capacity	✓	✓	✓

2020 Grant Request

2020 Grant Request	
Revenue	\$348,714
Expense	\$965,335
Subsidy Requested	\$616,621
Subsidy represents 64% of total expenses	
Previous Year's Financial Information	
Last Fiscal Year End Date	March 31, 2019
Total expenses from previous year	\$664,497
Unrestricted Net Assets	\$120,053

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (7 full time, 3 part time)	\$614,521	\$438,171
Program Costs	\$190,864	\$53,500
Overhead (utilities, insurance, etc.)	\$159,950	\$124,950
TOTAL	\$965,335	\$616,621

Community Investment History

2020 Request	2019	2018
\$616,621	\$296,000	\$260,000

Increase in 2020 of \$320,621 is due to meeting objectives of:

- RMWB Strategic Plan
- RMWB Culture Plan
- RMWB Social Sustainability Plan

Multicultural Association of Wood Buffalo
2020 Sustaining Grant Analysis

CIP Grant Summary:

2017	2018	2019	2020 Request	2020 Recommended by CIP	Variance * Recommended vs. Requested
207,000	260,000	296,000	616,621	401,500	(215,121)

Fiscal Year End	Total Expenses	Unrestricted Net Assets
March 31, 2019	664,497	120,053

Notes:

Recommended increase is to support the ongoing programs (venue rental), employee retention and general increase in overhead. New programs are not recommend at this time.

Budget Line Description	2020 Total Budget	2020 Grant Request	2020 Recommended
Revenues			
RMWB Sustaining Grant	616,621	616,621	401,500
GOA	26,990	-	-
United Way	143,350	-	-
Casino	12,220	-	-
Community Foundation	20,000	-	-
Donations	11,710	-	-
MCA Event Generated	5,328	-	-
Sponsorships	129,116	-	-
Total Revenues	\$ 965,335	\$ 616,621	\$ 401,500
Expenses			
Employee Expenses	265,712	265,712	234,400
Operations	137,170	124,950	53,100
Outreach	71,704	71,704	-
Program Development	76,454	12,449	-
Programming	85,798	-	-
Welcome Centre	81,187	21,602	8,500
Financial Literacy Program	7,000	5,500	-
Events (Canada Day, Human Right's Day)	102,606	48,000	-
Interpretation & Translation	137,704	66,704	-
Event Venue Cost (MIP)	-	-	35,000
Addition of Employee Benefits	-	-	25,000
Increase of Overhead Cost	-	-	45,500
Total Expenses	\$ 965,335	\$ 616,621	\$ 401,500
Total Surplus (Deficit)	\$ -	\$ -	\$ -



2020 Sustaining Grant Application for Grant Funding

The grant program under which your organization is applying has specific eligibility requirements. The Application Form should clearly show how the proposed event meets these requirements. The Application Form, including all required attachments, must be received by the closing date. **Late or incomplete applications will not be processed (Community Investment Program Policy FIN-220, Section 3.1.5).**

In order to complete this application for funding, please read the following thoroughly:

- 2020 Sustaining Grant Guidelines

If you have reviewed the 2020 Sustaining Grant Guidelines and have any questions regarding this application form or eligibility, please contact CIP@rmwb.ca.

Organization Name: Multicultural Association of Wood Buffalo

Declaration: In making this application, we, the undersigned, confirm:

- that we have read the Sustaining Grant Guidelines;
- that we understand that this application form and all attachments shall be part of the **public** Council agenda and accessible through all methods that the Council agenda is available;
- that we understand that this application form and all required attachments must be completed in full and received before 4:30 p.m. MT on Monday, September 23, 2019;
- that we understand the term of the Sustaining Grant is January 1 to December 31, 2020 and that all expenditures must happen during this term; and
- that we are authorized by the applicant organization to complete the application and hereby represent to the Regional Municipality of Wood Buffalo's Community Investment Program and declare that to the best of our knowledge and belief, the information provided is truthful and accurate, and the application is made on behalf of the above-named organization and with the Board of Directors' full knowledge and consent.

Board Member(s) and/or
Executive Director Initials:

DG TG

DG TG

DG TG

DG TG

DG TG

Signature of Board Member
(must have signing authority)

Dango Gogo, President
Print Name

2019-09-20
Date: (YYYY-MM-DD)

Signature of Board Member or Executive Director
(must have signing authority)

Therese Greenwood, Executive Director
Print Name

2019-09-20
Date: (YYYY-MM-DD)

Sustaining Grant Part A - Organization Summary

1. Organization Details

Organization Name:	Multicultural Association of Wood Buffalo
Street Address:	8015 Franklin Avenue
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 2H7
Phone Number:	780 791 8982
Email Address:	executivedirector@mcawb.org
Act Registered Under:	Societies Act (Alberta)
Registration Number:	120260187 RR 0001

Note: Organization must be in good standing to receive funding.

2. Main Contact

Title:	MCA Executive Director
Name:	Therese Greenwood
Daytime Phone:	780-791-8982
Email Address:	executivedirector@mcawb.org

3. Executive Director

Name:	Therese Greenwood
Daytime Phone:	780-791-8982
Email Address:	executivedirector@mcawb.org

4. Board Chair / President

Name:	Dango Gogo
Daytime Phone:	s.17 (1)
Email Address:	s.17 (1)

Note: Should any of the contact details in Questions 2 to 4 change before December 31, 2020, please advise the Community Investment Program at CIP@rmwb.ca

The maximum number of Board members is 11 and the minimum number is 5, serving staggered two-year terms. The Executive Director and Board are currently reviewing a skills matrix for future Board recruitment. In addition, the bylaws require recruitment from a variety of the ethno-cultural groups that make up the Wood Buffalo region.

Part B - Board Questionnaire

9. Are any board members being paid, or receiving an honorarium, for being on the Board or for other positions in the organization outside of their role on the Board? Yes ☐ No ☒

If yes, complete the following table:

Board member name	Paid role on the board / organization	Amount received

10. What are the restrictions (if any) on becoming a member of your organization or participating in programs or services?

There are no restrictions. All efforts are made to recruit Board members from a wide range of global ethno-cultural groups to ensure the broadest possible multicultural representation. Our board includes representation from the Indigenous community and the newcomer community.

11. How often does the Board review the financial position of the agency? What efforts have been made in the past fiscal year to increase the number and types of financial support for your organization?

The Board reviews the financial statements of the agency each month. It also reviews the annual audit and reports the results of the audit at the publicly attended Annual General Meeting. In addition, the MCA is an accredited member of Imagine Canada and recently received re-accreditation for following its Board reporting standards, including financial reporting.

New funding source: From June to August 2019, MCA completed an extensive application and RFP proposal submitted to the Community Foundation of Wood Buffalo (CFWB) with regard to funding business costs related to transitioning our Translation and Interpretation Unit to a social enterprise model. In this Sustaining Grant application, we are seeking RMWB funding in partnership with CFWB and an industry partner to fund a pilot project for transitioning MCA's Interpretation and Translation Unit, which is the sole provider of certified translators and interpreters in Wood Buffalo, to a social enterprise model. This model not only develops a sustainable income stream for MCA, it also creates contract employment for newcomers to our community. The CFWB has agreed to contribute \$20,000 towards the work that needs to be done to transition to a social enterprise model. This is the first time MCA has received financial support from the CFWB. An application to an industry partner is also underway in further support of the transition expenses.

The personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Manager, Community Investment Program, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 743-7918.

Part C - Strategic Plan

The Regional Municipality of Wood Buffalo 2018-2021 Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. It identifies four key strategic priorities to achieve this goal: Responsible Government, Downtown Revitalization, Regional Economic Development, and Rural and Indigenous Communities and Partnerships. The Community Investment Program aims to assist non-profit agencies to achieve the goals and objectives outlined in the Municipal Strategic Plan.

The Sustaining Grant subsidizes organizations to operate and maintain Municipally-owned assets and/or contribute toward the key strategic priorities identified above. Please indicate which category that is applicable to the organization.

- ☐ Operator of a Municipally-owned asset (Please continue to Part E on page 8)
- ☐ Provide programs and services related to the collection, preservation and display of regional heritage and culture in a museum setting (Strategy & Initiatives #1a and #1c)
- ☒ a) the development of the arts community (Strategy & Initiative #1f);
b) progression of interests of the social profit sector (Strategy & Initiative #1i);
c) advancement of cultural diversity (Strategy & Initiative #3f); or
d) promotion of the economic diversification of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

12. What year did the organization complete its last business plan or strategic plan?

2019

13. Provide a brief overview of the organization's strategic priorities:

2020 STRATEGIC PRIORITIES: The Strategic Priorities for MCA's 2020 Business Plan and Budget, as outlined in the one-page MCA-RMWB Strategic Alignment Checklist and detailed Logic Model accompanying this application, have been guided by the strategies and objectives of:

- RMWB Strategic Plan
- RMWB Culture Plan
- RMWB Social Sustainability Plan

2020 Strategic Priority One is FINANCIAL SUSTAINABILITY: Ensuring the long-term financial sustainability of MCA.

2020 Strategic Priority Two is COMMUNITY RELATIONSHIP BUILDING: Developing and enhancing relationships and partnerships that advance MCA's ability to serve the Wood Buffalo community through collaboration without duplication of services, programs and events.

2020 Strategic Priority Three is BUILDING INDIGENOUS RELATIONSHIPS: Build and enhance relationships with Indigenous partners while consulting and collaborating on issues of diversity and in keeping with recommendations of the Truth and Reconciliation Commission of Canada.

Part D - Organization Questionnaire

14. Describe the elements, activities, or events that the organization is seeking this funding for:

In addition to operating and administrative costs as outlined in previous years' applications, the MCA is seeking funding to further its ability to meet the strategic goals of the RMWB, promote both organizational and community growth, and accommodate an increasing local demand for multicultural services, programs and events as outlined in the attached MCA Business Plan 2020 and accompanying Logic Model. This additional funding includes:

- \$71,704 for salary for an Outreach Coordinator to fulfill additional responsibilities of outreach into rural and indigenous communities, deeper integration with urban multicultural groups and enhanced newcomer relationships. This expansion of services will also require additional administrative costs including \$5,000 for travel throughout the region, \$4,000 for increased office expenses, \$3500 for office supplies, and an increase of \$13,500 for related marketing and communications. This also includes \$3,000 for Indigenous training for all staff and Board members, \$4,000 in printing expenses and \$15,000 in related professional fees for consultation purposes. This position is directly related to working with Indigenous communities and the RMWB with regard to Truth and Reconciliation Calls to Action # 43, to fully adopt and implement the UN Declaration on the Rights of Indigenous People (Article 11.1, 13.1 and 15.2)
- \$35,000 to pay Regional Recreation Corporation (Mac Island) fees as venue for Multicultural Expo, Human Rights Day, and Speak Up Against Racism Day.
- \$66,706 for a salary and benefits for the Translation and Interpretation Social Enterprise Pilot Project as one of three sponsors of our transition to the social enterprise model, as outlined in Section 11.
- The following events are currently NOT supported by municipal CIP funding but require enhancements and growth planning due to increased demand which has these events at full capacity:
 - \$8,000 for Canada Day Bannock and Pancake Breakfast
 - \$5,000 for Human Rights Day, with expanded focus on Truth and Reconciliation Calls to Action
 - \$5,000 for Speak Up Against Racism Day, including identifying discriminatory barriers being experienced by cultural minorities and, with respectful consultation, working with Indigenous communities with regard to Truth and Reconciliation Calls to Action #57
 - \$5,500 for expansion of Financial Literacy for Newcomers
 - \$5,000 for increased insurance premiums related to event insurance as well as to overall increase in insurance levels.
- MCA is also seeking \$25,200 to offer a health and wellness benefit package to our staff. Staff currently do not have any health benefits and this is contributing to a high rate of staff turnover as staff move on to other organizations which offer benefits.
- The remaining \$45,511 is related to hard cost increases in rent, utilities, auditing, bank charges, equipment rental, IT support and maintenance, as well as a COLA increase for staff wages. These increases have not been requested from RMWB since 2017.

Highlights of existing programs are included in Section 21. The majority of our programs, such as Cultural Cookery, Financial Literacy, and Cultural Awareness Training are operating at full capacity with wait lists and in 2019 received no direct programming funding from the RMWB.

15. Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 5:

2020-21 STRATEGIC PRIORITIES: The Strategic Priorities for MCA's 2020-21 Business Plan and Budget, as outlined in the detailed Logic Model accompanying this application and in the one-page MCA-RMWB Strategic Alignment Checklist, have been guided by the strategies and objectives of:

- RMWB Strategic Plan
- RMWB Culture Plan
- RMWB Social Sustainability Plan

The following three council motions formed the basis for the use of these plans as guiding documents in this process. (Please see complete motion wording in attached MCA 2019-2020 Business Plan:

- 1) Wood Buffalo Culture Plan Motion adopted unanimously at the May 14, 2019 meeting of Regional Municipality of Wood Buffalo Council;
- 2) Wood Buffalo Culture Plan Supplemental Motion adopted unanimously at the May 14, 2019 meeting of Regional Municipality of Wood Buffalo Council;
- 3) Wood Buffalo Social Sustainability Plan Motion: Adopted unanimously at the June 26, 2018 meeting of Regional Municipality of Wood Buffalo Council.

Attached please find:

1) One-page chart titled MCA-RMWB Strategic Alignment Checklist for overview of alignment of MCA 2020 operations with the RMWB Strategic Plan.

2) An in-depth Logic Model aligning MCA operations with RMWB Strategic priorities. The detailed Logic Model is guided by the strategies and objectives of:

- RMWB Culture Plan
- RMWB Social Sustainability Plan
- RMWB Strategic Plan, including
 - Diversity & Inclusion Community Plan
 - Wildfire Review Implementation

Part D - Organization Questionnaire

16. Describe any other funding initiatives the organization has taken or is planning to implement to further support this request for Sustaining Grant funding:

The United Way has contributed \$143,350 annually for program development, English Language Learner's Assistance, Cross-Cultural Parenting, and MCA's Cultural Awareness Training for the workplace.

Suncor Foundation has made an annual contribution of \$50,000 to Welcome Centre Operations.

The MCA's AGLC Casino account for 2020 is \$12,220.

The Community Foundation Wood Buffalo grant for Translation and Interpretation Pilot Project is \$20,000.

The Alberta Human Rights Commission has contributed \$26,991 for Cultural Equity Building.

Annual individual in donations are \$11,710.

Funding from local sponsors for events and programs is \$79,116 annually.

Cultural Cookery, which operates at full capacity, generates \$5,328.

17. Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	400	380
Fundraising Volunteers	20	20
Committee Volunteers	5-11	9
Administrative Volunteers	0	0
Total Organization Volunteers (Count each only once)	400	380

Part E - Financial Information, Budget Request & Cash Flow

18. Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	6	4
Part Time Positions	3	3

19. Please explain any cost savings initiatives the organization has, or is planning, to implement:

2019-2020 Strategic Priority One

Financial Sustainability: Ensuring the long-term financial sustainability of MCA

1. Review all expenses and revenues with a view to ensuring MCA remains deficit-free while continuing to provide high-quality community events and programs that promote unity in diversity.
2. Explore benefit packages, pension alternatives, and staffing incentives to reduce costs associated with staff turnover and ensure consistent operational levels.
3. Develop a Social Enterprise business development model for Interpretation and Translation Unit to ensure ongoing operational success.

RELATIONSHIP BUILDING: Develop and enhance relationships and partnerships that enhance MCA's ability to serve the Wood Buffalo community through collaboration without duplication of services, programs and events.

- 1) Partnering with local agencies such as Arts Council Wood Buffalo and Heritage Society Fort McMurray to ensure program dollars are maximized and services not duplicated.

20. 2020 Grant Request:

Total 2020 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$	348,714.00
Total 2020 Budgeted Expenses	\$	965,335.00
Surplus* / (Deficit)	\$	(616,621.00)

2020 Sustaining Grant Request Amount:

\$ 616,621.00

* If in a surplus position, organization is not eligible for a Sustaining Grant.

Please Indicate Preferred Cash Flow, if approved:**

January/February \$ 154,155.25

April \$ 154,155.25

(no more than 75% of request)

August \$ 154,155.25

October \$ 154,155.25

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as six-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

21. Provide any additional information that may assist in developing a better understanding of your organization or its services/programs during the grant review.

The following are highlights of some of the many events and programs provided by MCA in 2019, which we will deliver again in 2020:

THE MULTICULTURAL EXPO 2019 — More than 2150 participants experienced 57 different cultures displayed through dance, food, fashion and music. This year's EXPO began with a Parade of Nations: A flag ceremony representing 33 nations, with the Canadian anthem playing in the background. There were a total of 386 volunteers who dedicated 2491.5 hours from start to finish of the event. The EXPO displayed 38 booths, nine of which displayed cultural cuisines, 5 cultural activities, 11 cultural display or handcraft booths, 13 social profits or local organizations. The event included a two-hour youth talent show.

FINANCIAL LITERACY PROGRAM — Designed for newcomers to Canada, who gained knowledge in banking, budgeting, credit, debt, taxes, insurance, government support programs, avoiding fraud, and investing, etc. The sessions were highly interactive and provided newcomers with the tools to help them and their families understand the Canadian financial system. Participants were provided with workshop material that served as a great resource and reference document.

MULTICULTURAL COOKERY PROGRAM — tapped into Wood Buffalo's generous and diverse population by recruiting 13 volunteers from different cultures to teach their home country's cuisine. The program ran monthly cooking lessons featuring 5 different types of cuisine. Over 132 attendees learned to cook traditional foods, interact with diverse groups, and share delicious meals around one table.

CULTURAL AWARENESS TRAINING — program provided 5 workshops to 76 individuals and 5 different agencies including social profits, Municipal departments, volunteer committees, and educational institutions. The workshops were tailored to each group and addressed cross-cultural differences, and potential causes of misunderstanding and conflict.

Part F - Required Attachments for Application

22. The following attachment **MUST accompany your application. Failure to submit the following will result in your application being deemed incomplete.**

- ☒ A detailed budget showing projected 2020 revenue and expenses
- ☒ 2020 Business Plan or Strategic Plan
- ☒ Logic Model (if available)
- ☒ Financial Statements of the most recent fiscal year

In Person or By Mail:

Community Investment Program
Community Services
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9K 2K4

OR

By Email: CIP@rmwb.ca

LATE or INCOMPLETE applications will not be processed
(Community Investment Program Policy FIN-220, Section 3.1.5)



MULTICULTURAL ASSOCIATION
OF WOOD BUFFALO

Business Plan 2020

"Unity in Diversity"

Executive Summary

The Multicultural Association of Wood Buffalo (MCA) is a non-profit organization that supports cultural groups in the Wood Buffalo region and fosters cross-cultural awareness and understanding. MCA was established to encourage cultural groups to celebrate their individual cultures and communities within the Canadian context and to promote cultural diversity in the Regional Municipality of Wood Buffalo.

Established in 1985, the MCA's mission, vision and values are as follows:

Vision

Unity in Diversity

Mission

To foster an environment in which individuals and groups may contribute to the cultural heritage of Alberta, encouraging communities to share their cultures, build bridges, and grow harmoniously in Canadian life.

Values

Our values define how we serve and build relationships with our multicultural community, as well as our workplace:

Diversity: MCA values the diversity and differences among persons from all over the world who live and work in RMWB. All programs and activities celebrate and educate the multicultural contributions from our citizens.

Integrity: MCA values integrity. All its programs and activities are distinguished by a commitment to honesty, accountability, and transparency.

Inclusivity: MCA values the inclusion of all persons in our community. All programs and activities ensure that every culture feels at home in Wood Buffalo and supports integration to ensure our cultural community members have the skills and resources necessary to be successful in our community.

Mutual Respect: MCA values mutual respect. All programs and activities promote a welcoming environment for all cultures, and people from around the world.

Mandate

To foster an environment in which individuals and groups may contribute to the cultural heritage of Alberta encouraging communities to share their cultures and grow harmoniously in Canadian life.

Objectives

- To promote and encourage cultural diversity in the Regional Municipality of Wood Buffalo.
- To encourage ethno-cultural groups to develop and preserve their individual cultures and communities.

- To coordinate and facilitate communication between individuals, groups, industry, businesses and government with respect to ethno-cultural groups and their heritage for the Regional Municipality of Wood Buffalo.
- To promote equality, social justice, inclusion and institutional change.

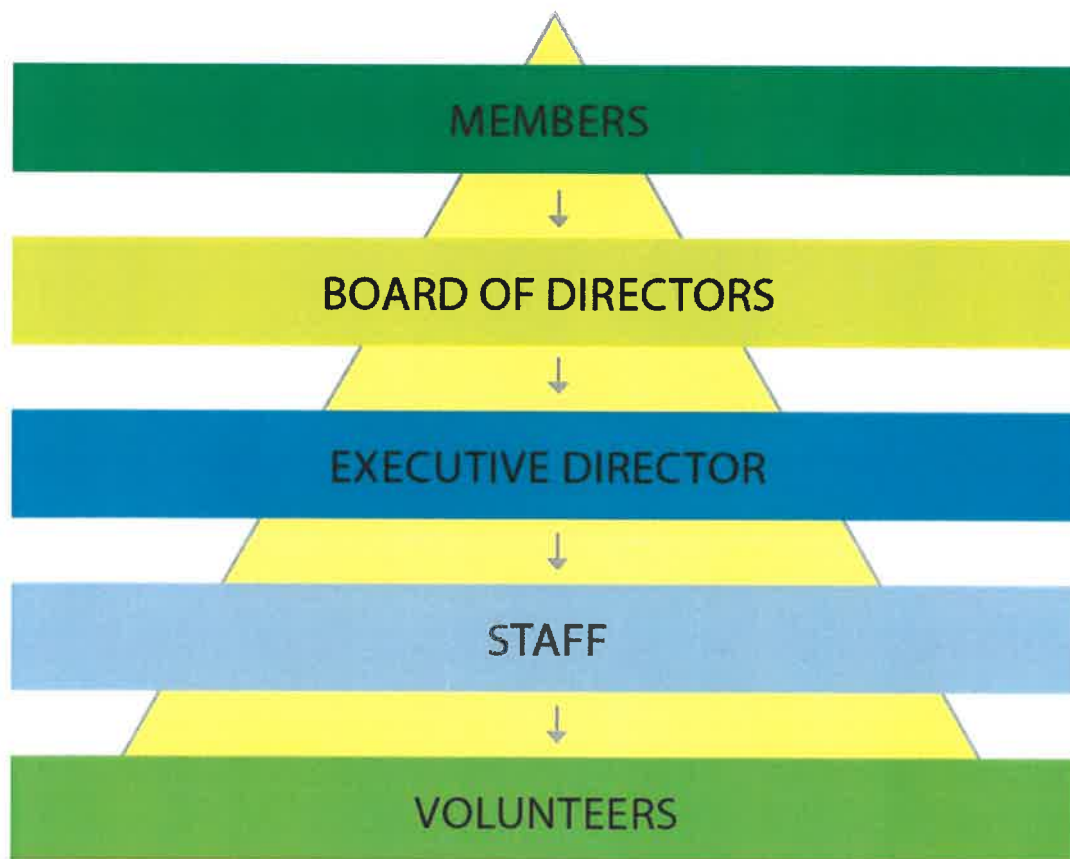
MCA provides services to individuals and organizations, hosts events to celebrate multiculturalism and facilitates workshops that focus promoting inclusive diversity within our region.

Membership/Volunteers

MCA membership is open to organizations and individuals. MCA has an ever-growing member and volunteer base.

Organizational Structure

Figure 1 outlines MCA organizational structure. The MCA membership elects a Board of Directors. The current membership of this Board is presented in Figure 2. The Board is responsible to the membership for the operations of the MCA managed by the Executive Director.



2020-21 STRATEGIC PRIORITIES:

The Strategic Priorities for MCA's 2020-21 Business Plan and Budget have been guided by the strategies and objectives of:

- RMWB Strategic Plan.
- Regional Municipality of Wood Buffalo (RMWB) Culture Plan.
- RMWB Social Sustainability Plan.

The following three RMWB Council motions formed the basis for the use of these municipal plans as guiding documents in the formation of this business plan:

Wood Buffalo Culture Plan Motion adopted unanimously at the May 14, 2019, meeting of Regional Municipality of Wood Buffalo Council —

THAT the Wood Buffalo Culture Plan, dated April 2019, be adopted as a guiding document to support and enhance arts and heritage initiatives in the Regional Municipality of Wood Buffalo over the next ten years;

THAT Administration work with the established community based advisory committee to transition from development to implementation and evaluation of the Wood Buffalo Culture Plan; and

THAT Administration report back to Council Meetings bi-annually on progress.

Wood Buffalo Culture Plan Supplemental Motion adopted unanimously at the May 14, 2019, meeting of Regional Municipality of Wood Buffalo Council —

THAT Administration proceed with taking the necessary actions in keeping with preparations for the 2020 municipal Budget to review support of operations, programming and other long-term financial considerations by community cultural organizations with a view to sustainably resource and deliver on the vision and goals of the Wood Buffalo Cultural Plan.

Wood Buffalo Social Sustainability Plan Motion: Adopted unanimously at the June 26, 2018, meeting of Regional Municipality of Wood Buffalo Council —

THAT the Wood Buffalo Social Sustainability Plan, dated June 2018, be approved as a guiding document to help the Municipality and community partners anticipate and respond to current and future social needs in the region.

Strategic Priority One

Financial Sustainability: Ensuring the long-term financial sustainability of MCA.

Strategic Priority Initiatives:

- Review all expenses and revenues with a view to ensuring MCA remains deficit-free while continuing to provide high-quality community events and programs that promote unity in diversity.
- Explore benefit packages, pension alternatives, and staffing incentives to reduce costs associated with staff turnover and ensure consistent operational levels.
- Develop Social Enterprise business development model for Interpretation and Translation Unit to ensure ongoing operational success and fiscal sustainability while creating economic opportunities for newcomers to our region, enhancing unity in our community's diversity.

Strategic Priority Two

Relationship Building: Develop and enhance relationships and partnerships that advance MCA's ability to serve the Wood Buffalo community through collaboration without duplication of services, programs and events.

Strategic Priority Initiatives:

- Participate in implementation of Regional Municipality of Wood Buffalo's Social Sustainability Plan. MCA benchmarks will be in conjunction with those under development by committee while championing multiculturalism, diversity and inclusion.
- Participate in implementation of Regional Municipality of Wood Buffalo's Social Sustainability Plan. MCA benchmarks will be in conjunction with those under development by committee while championing multiculturalism, diversity and inclusion.
- Officialise partnerships with other groups through MOUs and other agreements and expand joint events and programming with a view to promoting multiculturalism and unity in diversity.

Strategic Priority Three

Indigenous Partnerships: Build and enhance relationships with Indigenous partners while consulting and collaborating on issues of diversity, in keeping with recommendations of the Truth and Reconciliation Commission.

Strategic Priority Initiatives:

- Work with our Elder Board member to ensure proper protocols and respectful approaches are observed at all times.
- Ensure MCA events and programming have appropriate Indigenous consultation and outcomes.
- Respectfully invite and celebrate Indigenous participation in all aspects of MCA programming and events, such as Expo, Human Rights Day, Anti-racism Day, etc.
- Where appropriate and with appropriate consultation, officialise partnerships with Indigenous groups.

Expected Outcomes and Benchmarks

Expected Outcomes and Benchmarks are in alignment with Regional Municipality of Wood Buffalo Strategic Plan, Culture Plan, and Social Sustainability Plan and reflected in the MCA's Logic Models.

Appendix A:

2019-20 Environmental Scan: In early 2019, MCA's new executive director undertook a local environmental scan that was reported to Board members at the January 28, 2019, Board meeting. The environmental scan included both formal and informal meetings held in a conversational format, involving wide-ranging comments and input and exploring the potential for partnerships. Meetings were held with the following groups:

Internal

- Staff and Board members

External

- RMWB planning committee for Culture Plan and Social Prosperity Plan, and associated member groups.
- Arts Council of Wood Buffalo
- Fort McMurray Heritage Society
- United Way Fort McMurray and Wood Buffalo
- Fuse Social
- YMCA of Northern Alberta
- Wood Buffalo Regional Recreation Corporation
- RMWB staff and politicians
- Rotary Club of Fort McMurray District 5370
- Wood Buffalo Regional Library
- Fort McMurray Métis Local 1935
- Athabasca Tribal Council
- Northeastern Alberta Aboriginal Business Association (NAABA)
- Offices of Provincial MLAs
- Wood Buffalo Economic Development Corp
- Fort McMurray Tourism

Key Findings:

Strengths: Consistently positive feedback about organization and operations.

- MCA has a major role to play in building regional culture and social prosperity.
- Cultural awareness training, and translation and interpretation services are key to community growth and well-being.
- Wood Buffalo sees itself as a diverse region and multiculturalism and diversity are essential to the wellbeing of the community.
- MCA has a major role to play in celebration and education with regard to diversity.
- MCA offers valuable services to business, industry and government.
- Strong local reputation for diversity, organization perceived as honest and accountable
- MCA's Board reflects community diversity.
- Good relationships with key funders.
- Committed to mission and vision.
- Strong focus on celebration, integration, and education in events such as Multicultural EXPO, Human Rights Day, Canada Day, etc.
- Strong performance in program such as financial literacy, Multicultural Cookery, English Language Learners Assistance (ELLA).

Opportunities: Positive reactions to opportunities to partner on events, programs, and issues related to Multiculturalism.

- Large appetite for enhanced partnerships from funders, government and agencies.
- Various groups expressed openness to:
 - Developing Memorandum of Understanding (MOU) to increase collaboration and decrease risk of service duplication.
 - Further developing joint services.
 - Increase working together at all levels of organizations.
 - Exploring joint events such volunteer recognition.
 - Reducing costs by sharing joint projects/services.

MCA has obvious areas which would benefit from a social enterprise model, such as Cultural Awareness Training and Translation and Interpretation Services

- Non-profit groups, funders and industry partners have expressed interest in assisting in exploration of not-for-profit business model for translation and interpretation.
- Businesses, government and non-profits expressed a need for translation and interpretation services to meet growing demands in the community.

Threats/Uncertainties: (External/common themes for local non-profit sector)

- High cost of venues for events. (For example, Macdonald Island and the Regional Recreation Corporation are particularly expensive.)
- Need more marketing of services, especially translation.
- Uncertainty of local economic environment.
- Destabilized funding from other levels of government.
- Community move in and move outs means competition for qualified board members, volunteers and staff.
- Fire recovery, entering fourth year of a five-year cycle, is a time of community fatigue and burnout yet also a time when cultural groups can have highest impact in terms of resilience and wellness.

Resource Challenges:

- Poor benefit and remuneration packages mean high staff turnover; consistently losing staff to organizations such as Regional Recreation Corporation.
- Lack of staff training opportunities.

Alignments: 2020 Municipal Strategic Priorities and the MCA

	MCA Priorities		
	Priority 1: Fiscal sustainability	Priority 2: Relationships and partnerships	Priority 3: Indigenous relationship building
RMWB Strategic Plan			
Initiative 1F: Foster equality, diversity and inclusion in the region		✓	✓
Initiative 1I: Partnerships with social profits	✓	✓	✓
Initiative 3B: Promotion of the economic diversification of the Municipality.	✓	✓	✓
Initiative 3F: Support arts and culture	✓	✓	✓
Initiative 4A: Truth and Reconciliation Commission calls to action		✓	✓
Initiative 4G: Advocate for rural and Indigenous communities support		✓	✓
Initiative 1J: Implement lessons learned (2016 Wildfire Review)	✓	✓	✓
RMWB Culture Plan			
Priority 1: Foster healthy environment for culture, arts and heritage	✓	✓	✓
Priority 2: Further develop cultural facilities and resources	✓	✓	✓
Priority 3: Support collaboration and innovation	✓	✓	✓
Priority 4: Encourage diversity, inclusivity and accessibility	✓	✓	✓
Priority 5: Improve awareness of the value of culture	✓	✓	✓
RMWB Social Sustainability Plan			
Priority 1: Strengthening social infrastructure	✓	✓	✓
Priority 2: Align and support community capacity	✓	✓	✓
Priority 3: Support to families and individuals		✓	✓
Priority 4: Further develop culture and the arts	✓	✓	✓
Priority 5: Support diversity in the region		✓	✓

Logic Model: MCA/Wood Buffalo Strategic Plan Alignment

Initiative 1F: Foster equality, diversity and inclusion in the region

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions
Celebrate and support regional equality, diversity and inclusion.	Support the implementation of the Diversity & Inclusion Community Plan. Effective communication of information within the community, including: - Awareness of diversity and inclusion initiatives. - Awareness of existing programs and services. - Inclusive communication Increase understanding through education, including: - Employer/employee diversity and inclusion competency training and resources. - Knowledge about safety, human rights and individual responsibilities. - Public education and awareness. Reduce barriers to resources and services, including: - Accessible job, language, healthcare, recreation, and transportation services. - Physically accessible infrastructure. - Inclusive spaces and services.

MCA Outputs	MCA Outcomes	MCA Measures
- Hire Translation and Interpretation Coordinator to enhance I&T services and reduce barriers to resources and services through service marketing and communications, as well as service provision for local government, non-profits and business. - Establish funding partnerships to assist in transitioning of Translation and Interpretation to social enterprise model.	- Contribute to effective communication of information within the community. Raise awareness of: - Diversity and inclusion initiatives. - Existing programs and services. - Inclusive communication - Reduce barriers to resources and services, including accessible job, language, healthcare, recreation, and transportation services through such means as effective signage, marketing and communications material, application forms, etc. - Expand translation and interpretation unit services and transition to social enterprise business model to provide sustainable local provision of interpretation and translation services. - Promote the diversity of our community while ensuring access to services in a variety of languages - Assist newcomers with their transition to the local community.	- Increased number of requests for translation and interpretation. - Increase number of clients for translation and interpretation. - Stable and sustainable revenue stream for MCA while providing a necessary service to government, industry, and educational and cultural sectors that would otherwise have to be brought in from outside the community. - Development of a business strategy that includes business development, marketing, external stakeholder relations, and the development of milestones and benchmarks to measure the generation of both social value (measurable impact) and economic value (revenue).

Initiative 3E: Promotion of the economic diversification of the Municipality

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions
• “Shop Local” Policy	• Develop a “shop local” marketing campaign and establish workshops within the business community to increase acumen and creation of a strong local brand. • Review procurement policy. • Key Performance Indicators • Completed Business Satisfaction Survey. Increased local business start-ups. Growth of local businesses. • More opportunities for the Municipality to obtain goods and services locally.
MCA Outputs	MCA Outcomes
• Train and hire newcomers/entrepreneurs as local translators.	MCA Measures • Create opportunities for government, business and non-profits to “shop locally” when hiring translators and interpreters. • Increased number of residents, particularly newcomers, have opportunity to do work and to do more work, while also working to their strengths • Promote the economic diversity of our community by creating opportunities for newcomers/entrepreneurs while recusing barriers to services. • Contributing to our community resilience by increasing demand for valuable skills unique to newcomers. MCA Measures • Increase in number of local contract translators • Increase in amount of work available to contract translators.

Initiative 1I: Partnerships with Social Profits

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions
Develop and Implement a Social Sustainability Plan through collaborative community partnerships that will outline social sustainability priorities which each community partner and key stakeholder, including the Municipality, can use to align policies, strategies, and actions. This will support decision making and resource allocation to maintain quality of life for current and future residents.	- Review existing documents and analyze data. - Engage community and create a Social sustainability plan, then implement and evaluate progress. - Lead Community Investment Program.
MCA Outputs	MCA Outcomes
Participation in SSP implementation committee.	Participation in implementation of SSP as member of committee.
	MCA Measures
	- Participation in evaluation of progress as member of SSP implementation committee. - Creation of MCA-SSP Logic model.

Initiative 3F: Support arts and culture

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	
- Develop and implement an Arts and Culture Plan through collaborative partnerships that will outline priorities that each community partner and key stakeholder, including the Municipality, can use to align policies, strategies, and actions to support decision making and resource allocation to maintain a vibrant, sustainable community and quality of life for current and future residents. - Host and attract major multi-sport and cultural events that support arts and culture development, contribute to increased tourism and generate prosperity for the region along with improved reputation and branding.	Develop a scope of work and establish a community based advisory committee, including partners such as the Arts Council Wood Buffalo, to guide the development process for an Arts and Culture Master Plan from project start to implementation and evaluation.	
MCA Outputs	MCA Outcomes	MCA Measures
Participation in Culture Plan implementation committee.	Please see Logic Model re Culture Plan Alignment.	Please see Logic Model re Culture Plan Alignment.

Initiative 4A: Truth and Conciliation Commission calls to action

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	MCA Outcomes	MCA Measures
Implement the calls to action that the Municipality has the jurisdiction to influence.	Collaborate with Indigenous and rural communities on areas of concerns in rural and Indigenous communities and meet with Indigenous and rural communities to gain understanding of these areas. Develop strategy on behalf of CAO to advocate for areas of concern and support CAO in implementation of plan with ongoing updating to ensure plan and issues remain relevant.		
MCA Outputs - Hire full-time Outreach Coordinator to expand services, events, programming into indigenous, rural and newcomer communities to encourage cross-cultural exchange and engagement. - Be respectfully inclusive of local Indigenous communities in MCA's programming, events and services. - Expand Human Rights Day and Speak Up against Racism Day to reflect Truth and Reconciliation Commission Call to Action #57, open to government as well as community at large. - Where appropriate and with appropriate consultation, officialise partnerships with Indigenous groups in MOUs and Letters of Intent, etc.		MCA Outcomes - With thorough and respectful consultation, work with Indigenous communities and municipality with regard to Truth and Reconciliation Calls to Action # 43, to fully adopt and implement the UN Declaration on the Rights of Indigenous People (Article 11.1, 13.1 and 15.2) - With thorough and respectful consultation, work with Indigenous communities and municipality with regard to Truth and Reconciliation Calls to Action # 57 "We call upon federal, provincial, territorial and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism."	MCA Measures Develop measurement model in respectful consultation with local Indigenous communities and in keeping with the UN Declaration on the Rights of Indigenous People: - Article 11.1 states: Indigenous peoples have the right to practice and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures. - Article 13.1 states: Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons. - Article 15.2 states shall take effective measures, in consultation and cooperation with the indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among indigenous peoples and all other segments of society.

Initiative 4G: Advocate for rural and Indigenous communities support

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	MCA Outcomes	MCA Measures
Support the CAO in strategy development for Regional rural and Indigenous-communities advocacy.	- Collaborate with Indigenous and rural communities on areas of concerns in rural and Indigenous communities and meet with Indigenous and rural communities to gain understanding of these areas. - Develop strategy on behalf of CAO to advocate for areas of concern and support CAO in implementation of plan with ongoing updating to ensure plan and issues remain relevant.		
MCA Outputs - Be inclusive of and in consultation with local Indigenous communities in MCA programming, events and services. - Hire full-time Outreach Coordinator to expand services, events, programming into indigenous, rural, and newcomer communities to encourage cross-cultural exchange and engagement. - Where appropriate and with appropriate consultation, officialise partnerships with Indigenous groups in MOUs and Letters of Intent, etc.	- work with Indigenous communities and municipality with regard to Truth and Reconciliation Calls to Action # 43, to fully adopt and implement the UN Declaration on the Rights of Indigenous People (Article 11.1, 13.1 and 15.2) - With thorough and respectful consultation, work with Indigenous communities and municipality with regard to Truth and Reconciliation Calls to Action # 57 "We call upon federal, provincial, territorial and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism."	MCA Outcomes - work with Indigenous communities and municipality with regard to Truth and Reconciliation Calls to Action # 43, to fully adopt and implement the UN Declaration on the Rights of Indigenous People (Article 11.1, 13.1 and 15.2) - With thorough and respectful consultation, work with Indigenous communities and municipality with regard to Truth and Reconciliation Calls to Action # 57 "We call upon federal, provincial, territorial and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism."	MCA Measures Develop measurement model in respectful consultation with local Indigenous communities and in keeping with the UN Declaration on the Rights of Indigenous People: - Article 11.1 states: Indigenous peoples have the right to practice and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures. - Article 13.1 states: Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons. - Article 15.2 states: Shall take effective measures, in consultation and cooperation with the indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among indigenous peoples and all other segments of society.

Initiative 1J: Implement lessons learned (2016 Wildfire Review)

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions
Implement recommendations from the 2016 Horse River Wildfire Lessons Learned Report.	From 2016 Horse River Wildfire Lessons Learned Report: Appendix F Recovery supplements, #3: - Provide opportunities for the region to gather and celebrate our spirit, pride, and resilience through arts, culture and spiritual activities. - Support Art Community Projects and Plans: Foster interagency collaboration and plans to increase agency capacity and meet needs of the Wood Buffalo arts community.
MCA Outputs	MCA Outcomes
Provide opportunities for the region to gather and celebrate our spirit, pride, and resilience through arts, culture and spiritual activities.	- Continue to provide and enhance on gathering opportunities such as Wildfire writing workshops to allow community opportunities - Work with other community groups to explore role that culture and the arts play in community resilience as we transition from year 3 to year 4 of disaster recovery cycle. - Working with groups like ACWB and municipality of Lac-Mégantic to explore options for healing and resilience through arts and culture.
MCA Outputs	MCA Measures
Provide opportunities for the region to gather and celebrate our spirit, pride, and resilience through arts, culture and spiritual activities.	- Attendance at workshops and events reflects cross-cultural community and urban and rural parts of region. - Attendance at cultural events such as upcoming conference with municipality of Lac-Mégantic to explore options for healing and resilience through arts and culture.

Logic Model: MCA/Wood Buffalo Culture Plan Alignment

Priority 1: Foster healthy environment for culture, arts and heritage

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	MCA Outcomes	MCA Measures
Develop capacity of cultural organizations as well as individual artists and heritage practitioners	- Benchmark success of individuals and organizations. - Strengthen learning opportunities in the region. - Increase capacity of cultural organizations by increasing budgets, staff, and improving their skills and experience. - Raise the profile of arts and heritage. - Continue focus on "Vocal About Local" public awareness campaign.	- Multiculturalism and diversity are celebrated as an integral to a remarkable quality of life. - Multiculturalism and diversity are recognized as essential in creating a balanced community; - MCA sets the standard for how multiculturalism and diversity are valued our region; - MCA celebrates individual cultures while promoting cultural diversity and fostering cross-cultural awareness and understanding. - The multicultural community is connected and has the resources needed to thrive.	- Increased participant attendance at events such as Multicultural EXPO, Canada Day Bannock and Pancake Breakfast, Human Rights Day. - Increased participation in programming such as Newcomer Financial Literacy, Multicultural Cookery, Free Immigrant Notary Clinic, Alberta Culture Days. - Increased volunteer participation in events and programming. - Increase in opportunities for Multicultural artists and performers to share their art; increased opportunities for paid work/performance.
- Continue fiscally responsible, sustainable schedule of community multicultural events such as Multicultural Expo to provide ongoing opportunities to celebrate community diversity and inclusion. - Expand and facilitate opportunities for cultural groups to participate in both MCA and other community events and programming. - Hire full-time Outreach Coordinator to expand services, events, programming into rural, indigenous, and newcomer communities and create opportunities for cross-cultural engagement.			

Time frame: Medium, long term			
RMWB Plan Strategies		RMWB Plan Actions	
Explore opportunity to develop multi-year agreements between the Municipality and education institutions, cultural organizations, and Indigenous governments and organizations.		- Implementation Advisory Committee to identify organizations to receive multiyear funding. - Develop agreements.	
MCA Outputs		MCA Outcomes	MCA Measures
- Expand MCA/ACWB MOU to include Heritage Society. - Strategically align programs to complement and support each agency. - Support First Nation and Metis in their programs/planning as requested. - Where appropriate and with appropriate consultation, officialise partnerships with Indigenous groups.		- Development and enhancement of relationships and partnerships that advance MCA's ability to serve the Wood Buffalo community through collaboration without duplication of services, programs and events. - Elimination of duplication in programs and services.	- Increase in number of creative collaborations. - Increase in number of events supported by pooling resources. - Increase in opportunities for Multicultural artists and performers to share their art; increased opportunities for paid work/performance - Increased volunteer participation in events and programming.

Priority 2: Further develop cultural facilities and resources

Time frame: Medium, long term (in progress)

RMWB Plan Strategies		RMWB Plan Actions	
MCA Outputs	• Increase support for existing cultural facilities.	• Identify funding requirements and sources. • Update business plan. • Establish stronger links between arts organizations and educational organizations.	
	• Work with regional municipality to explore funding plan for integration of Regional Recreation Corporation facilities and resources into celebration and integration of diversity and multicultural programs and events. • Finalise joint MOU with Arts Council Wood Buffalo and Fort McMurray Heritage Society to ensure integrating of FMHS facilities and resources into celebration and integration of diversity and multicultural programs and events.	MCA Outcomes • Stabilized funding and elimination of cost barrier for usage of RRC facilities. • Deeper reflection of community heritage and cultural heritage sites in MCA programming and events. • Stronger links with AVWB, FMHS and a variety of local multicultural groups. • Increased awareness of community heritage by multicultural groups and newcomers.	MCA Measures • Increased use of existing community cultural facilities such as RRC facilities and Heritage Park as measured by year over year level of volunteers, participants, and performers. • Increased number of multicultural performers showcased at local facilities. • Increased number of partnerships and joint programming with HSFM and RRC. • Increased number of locations for MCA events and programming. • Lower cost per event with higher participant and volunteer numbers, and increased volunteer and participant satisfaction.

Priority 3: Support collaboration and innovation

Time frame: Medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions		
Provide opportunities for professional artists in all disciplines as well as heritage practitioners and cultural leaders.	- Benchmark number of professional artists and heritage practitioners currently working in the region. - Benchmark the amount of funding currently designated for artists and heritage practitioners in the region. - Municipal government to increase funding opportunities for individual artists, and artists' calls which will enable them to develop the professionalism necessary to access funding from provincial and federal sources.		
MCA Outputs	MCA Outcomes	MCA Measures	
- Continue to engage in discussions with RMWB administration regarding funding streams and accessibility for rural, Indigenous, and Multicultural residents. - Further support Truth & Reconciliation Calls for Action by working toward launching cultural funding for newcomer groups and Indigenous groups.	With thorough and respectful consultation, work with Indigenous communities and municipality with regard to Truth and Reconciliation Calls to Action # 43, to fully adopt and implement the UN Declaration on the Rights of Indigenous People (Article 11.1, 13.1 and 15.2) as an advocate with regard to the amount of funding currently designated for artists and heritage practitioners in the region.	- Increase in number of newcomer and multicultural groups applying for grants, artist calls, and other opportunities. - Increase in number of Indigenous groups assisted in applying for cultural grants, artist calls, and other opportunities.	

Priority 4: Encourage diversity, inclusivity, and accessibility

Time frame: Short term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	
Support cultural programming in rural areas.		
MCA Outputs	MCA Outcomes	MCA Measures
- Work with Elder Board member to build relationships with rural and Indigenous communities. - Hire Outreach coordinator to work with rural and Indigenous communities on exploring options for events and programming in rural region, with linkages to newcomer programming and increasing cross-cultural engagement.	- Removal of barriers for rural and Indigenous performers and cultural carriers to participate in more services, events, and programming. - Introduce newcomers to rural cultural opportunities. - Explore opportunities for joint programming with newcomer, rural, Indigenous communities and cross-cultural exchange. - Enhanced integration of newcomer and urban multicultural groups with rural cultural groups.	- Wider variety of multicultural elements added to Canada Day and other cultural celebrations, both paid and volunteer. - Increased number of cultural carriers participating in services, events, and programs. - Increased number of services, events and programs in rural areas. - Increased partnership with cultural groups in rural areas. - Increased access for newcomers to rural cultural opportunities. - Increased number of urban volunteers introduced to rural region.

Time frame: Short term and ongoing

RMWB Plan Strategies	RMWB Plan Actions
Support cultural programming that is accessible to all residents of the region.	- Increased awareness about barriers to participation. - Programming available in spaces that are physically accessible to all (including deaf, blind, wheelchair, seniors, etc.), culturally accessible, and accessible to shift workers. - Programming accessible to seniors, adults, children, youth.
MCA Outputs	MCA Outcomes
- Hire Translation and Interpretation services co-ordinator to work with local businesses and non-profits about important of language accessibility and reduction of communications barriers. - Increase regional awareness about barriers to community participation and integration, particularly language barriers and cultural barriers for newcomers. - MCA Board and Staff participate in Equity, Diversity, and Inclusivity training (partner with ACWB, Heritage, and Suncor Energy Centre for the Performing Arts). - Ensure that rural residents, particularly those with barriers to travel, have access to multicultural events and programming.	MCA Measures - Increased requests from government, local businesses and non-profits for translation and interpretation services for promotion of their services to wider clientele. - Increased interaction among various community cultural groups in the rural and urban regions. - Increased number of services, events and programs marketed and offered in wider variety of languages

Priority 5: Improve awareness of the value of culture

Time frame: Short term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	MCA Outcomes	MCA Measures
- Promote through workshops, social profit board presentations, cultural community, Council and the broader community - Improve communications of events are they are being planned.	Work together to improve understanding of both cultural activities in the region and the value of these activities.	- Increased cross-cultural pollination of cultural groups, increased opportunities for sharing, learning, and cultural exchange. - Increased awareness in multicultural communities of community-wide events, services and programs. - Facilitation of awareness through Welcome Centre, in particular linking newcomers to existing resources, including cultural and heritage resources.	- Increased marketing of multicultural services, programs and events in greater number of languages throughout community. - Increase cultural capacity of MCA member groups to participate in community events on a larger scale. - Increased number of cultural carriers participating in services, events, and programs. - Increased number of services, events and programs offered in both rural and urban areas. - Increase number of cultural groups working jointly on community projects.
MCA Outputs - Outreach coordinator to reach out to larger community and subgroups such as business community, service organizations to find linkages to bring different cultures together in celebration and recognition of the diversity and inclusion in our region. Facilitate cross-cultural pollination with these groups and rural, Indigenous, and newcomer communities. - Translation and interpretation services coordinator works with service groups, businesses and non-profits to ensure cultural information is communicated effectively and broadly transmitted.			

Logic Model: MCA/Wood Buffalo Social Sustainability Plan Alignment

Priority 1: Strengthening social infrastructure

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	
	Engage community resources to provide financial management awareness and skill development.	
MCA Outputs	MCA Outcomes	MCA Measures
- Hire Translation and Interpretation Coordinator to increase I&T services and reduce barriers to resources and services through service marketing and communications, as well as service provision for local government, non-profits and business. - Hire newcomers/entrepreneurs as local translators.	- Create opportunities for government, business and non-profits to "shop locally" when hiring translators and interpreters. - Increased number of residents, particularly newcomers, have opportunity to do work and to do more work, while also working to their strengths - Promote the economic diversity of our community by creating opportunities for newcomers/entrepreneurs while recusing barriers to services. - Contributing to our community resilience by increasing demand for valuable skills unique to newcomers.	- Increase in number of local contract translators - Increase in amount of work available to contract translators.

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions
	• Increase ease of access to public spaces for community gatherings and events.
MCA Outputs	MCA Outcomes
• Work with regional municipality to explore funding plan for integration of Regional Recreation Corporation facilities and resources into celebration and integration of diversity and multicultural programs and events. • Finalise joint MOU with Arts Council Wood Buffalo and Fort McMurray Heritage Society to ensure integrating of FMHS facilities and resources into celebration and integration of diversity and multicultural programs and events.	MCA Measures • Increased use of existing community cultural facilities such as RRC facilities and Heritage Park as measured by year over year level of volunteers, participants, and performers. • Increased number of multicultural performers showcased at local facilities. • Increased number of partnerships and joint programming with HSFM and RRC. • Increased number of locations for MCA events and programming. • Lower cost per event with higher participant and volunteer numbers, and increased volunteer and participant satisfaction.

Priority 2: Align and support community capacity

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	
Align community capacity.	Collaboration with and between community and neighbourhood associations, cultural associations and community agencies and organizations.	
MCA Outputs	MCA Outcomes	MCA Measures
- Expand MCA/ACWB MOU to include Heritage Society. - Strategically align programs to complement and support each agency - Where appropriate and with appropriate consultation, officialise partnerships with Indigenous groups in MOUs and Letters of Intent, etc. - Hire Outreach Coordinator to expand services, events, programming into rural, indigenous, and newcomer communities and create opportunities for cross-cultural engagement.	- Development and enhancement of relationships and partnerships that advance MCA's ability to serve the Wood Buffalo community through collaboration without duplication of services, programs and events. - Elimination of duplication in programs and services. - MCA celebrates individual cultures while promoting cultural diversity and fostering cross-cultural awareness and understanding. - The multicultural community is connected and has the resources needed to thrive.	- Increase in number of creative collaborations. - Increase in number of events supported by pooling resources. - Increase in opportunities for Multicultural artists and performers to share their art; increased opportunities for paid work/performance - Increased volunteer participation in events and programming.

Priority 3: Support to families and individuals

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	MCA Measures
Increasing access to parenting programs and supports particularly in rural areas.	Enhance parenting education and support.	
MCA Outputs	MCA Outcomes	MCA Measures
Continuation of English Language Learner Assistance (ELLA) program in partnerships with local school boards and financially supported by United Way.	Provide more than 2500 hours of language tutoring support to more than 15 students in an academic year.	- Teachers report more in-class participation, improvement in academic results. - Increase in number of students enrolled in program.

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	MCA Measures
Personal skill and interest development opportunities.	Opportunities for personal development including financial management, continuing education, personal interest courses and arts and culture opportunities.	
MCA Outputs	MCA Outcomes	MCA Measures
Enhancement of Financial Literacy for Newcomers Program.	- Expand to include more options for those on waiting list; - Empower even more community members with financial literacy knowledge to enhance their ability to navigate the Canadian financial system and provide for their families.	- Class attendance remains consistent throughout program. - Evaluation feedback remains high. - Waiting list transferred to enrollment.

Priority 4: Further develop culture and arts

Time frame: Short term and ongoing

RMWB Plan Strategies	RMWB Plan Actions
Ensuring that there are broad opportunities for cultural expression and appreciation across the region.	Work collectively to identify and promote the culture and art resources in each of the communities in the region.
MCA Outputs	MCA Measures
Please see Logic Model re Culture Plan Alignment.	Please see Logic Model re Culture Plan Alignment.

Time frame: Short term and ongoing

RMWB Plan Strategies	RMWB Plan Actions
Creation of gathering places to support expression and celebration of arts and culture.	Create opportunities for artisans and artists to exhibit and sell their works as well as provide information and training.
MCA Outputs	MCA Measures
- Provide Interpretation and Translation services as needed for facilities and artisans for marketing and awareness - Work as part of the Culture Plan Implementation Advisory Committee and supply input. - Develop partnerships and build relationships with other cultural groups to create opportunities for multicultural artisans to sell their work.	- MCA and ACWB become more sustainable and support each other with shared services and stronger programming. - Multicultural artists and cultural groups are supported and have an accessible location to network, learn, and share. - Business, industry, government, social profit, and the community-at-large are connected with the arts. - Artists are strong contributors to the local economy.

Time frame: Short term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	
• Increase the opportunities for arts and culture learning and sharing experiences in the region.	• Develop programs and courses of culture and art enrichment and skill development. • Engaging youth in identifying and developing non-organized recreation and active living activities and opportunities in arts and culture.	
MCA Outputs	MCA Outcomes	MCA Measures
• Expand MCA programs with addition/maintenance of staff to allow for enhanced community enrichment and skill development. • Expand performance opportunities such as Youth Talent Show at Multicultural Expo. • Support other artistic and cultural groups in creating opportunities for engagement. • Support Indigenous communities in creating opportunities for engagement.	• Expand opportunities for multicultural groups and individuals to share cultural learning at MCA events. • Expand opportunities for multicultural groups to share their cultural traditions with rural residents. • Expand opportunities for multicultural performers and artisans at MCA events. • Provide training and capacity building opportunities for MCA Member Multicultural groups and their youth.	• Increased number of partnerships and joint programming with local Indigenous, cultural and heritage groups. • Increased participation in MCA events and programming, as measured by year over year level of volunteers, participants, and performers. • Continued provision of community events at lower cost with higher participant and volunteer numbers, and increased volunteer and participant satisfaction. .

Time frame: Completed

RMWB Plan Strategies	RMWB Plan Actions		
Consider the SSP findings in the development of the Wood Buffalo Arts and Culture Master Plan.	See further details in SSP section.		
MCA Outputs	MCA Outcomes	MCA Measures	
- Hire full-time translation and interpretation support and launch social enterprise model. - Transition Translation and interpretation Services to Social enterprise model in partnership with Industry, United Way, and Community Foundation of Wood Buffalo.	See further details in SSP section.	MCA develops social enterprise model for translation and interpretation services, with phased-in business model.	

Priority 5: Support diversity in the region

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	
Support regional diversity.	- Connecting new residents from other cultures to the community. - Ensuring that a wide range of opportunities for immigrants to be welcomed and to become engaged in collectively contributing to the creation of social wellness and increasing quality of life across Wood Buffalo.	
MCA Outputs	MCA Outcomes	MCA Measures
- Enhance events such as Multicultural EXPO, Canada Day Bannock and Pancake Breakfast, Human Rights Day and Speak Up Against Racism, all of which are currently at capacity. - Continue programming such as Cultural Cookery, Financial Literacy for Newcomers, English Language Learner's Assistance, and Free Immigrant Notary Clinic, Alberta Culture Days, all of which are currently at capacity. - Hire Outreach coordinator to work with rural, Indigenous, and newcomer communities on exploring options for events and programming in rural region, with linkages to newcomer programming. - Hire Translation and Interpretation Coordinator to enhance I&T services and reduce barriers to resources and services through service marketing and communications, as well as service provision for local government, non-profits and business.	- Assist newcomers with their transition to the local community. - Enhanced integration of newcomer and urban multicultural groups with rural cultural groups. - Provide opportunities for a wide variety of local cultures to engage and share; facilitate cross-cultural pollination. - Connect new residents from other cultures to the community; connect new residents to community heritage. - Ensure a wide range of opportunities for immigrants to be welcomed and to become engaged in collectively contributing to the creation of social wellness and increasing quality of life across Wood Buffalo. - Promote the diversity of our community while ensuring access to services in a variety of languages	- Increased participant attendance at events such as Multicultural EXPO, Canada Day Bannock and Pancake Breakfast, Human Rights Day. - Increased participation in programming such as Newcomer Financial Literacy, Multicultural Cookery, Free Immigrant Notary Clinic, Alberta Culture Days. - Increased volunteer participation in events and programming. - Increase in opportunities for Multicultural artists and performers to share their art; increased opportunities for paid work/performance. - Increased number of clients for translation and interpretation.

Time frame: Short, medium term and ongoing

RMWB Plan Strategies		RMWB Plan Actions	
Support regional diversity.		Engage multicultural perspectives in planning and implementing events, programs and services.	
MCA Outputs	MCA Outcomes	MCA Measures	
- Hire Outreach coordinator to work with rural and Indigenous communities on exploring options for events and programming in rural region, with linkages to newcomer programming. - Hire Translation and Interpretation Coordinator to enhance I&T services and reduce barriers to resources and services through service marketing and communications, as well as service provision for local government, non-profits and business.	- Assist newcomers with their integration into the community. - Enhanced integration of newcomer and urban multicultural groups with rural cultural groups. - Create opportunities for government, business and non-profits to "shop locally" when hiring translators and interpreters. - Increased number of residents, particularly newcomers, have opportunity to do work and to do more work, while also working to their strengths	- Increased participant attendance at events such as Multicultural EXPO, Canada Day Bannock and Pancake Breakfast, Human Rights Day. - Increased participation in programming such as Newcomer Financial Literacy, Multicultural Cookery, Free Immigrant Notary Clinic, Alberta Culture Days. - Increased volunteer participation in events and programming. - Increase in opportunities for Multicultural artists and performers to share their art; increased opportunities for paid work/performance.	

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	
Support the implementation of the Truth and Reconciliation Commission (TRC) Calls to Action.	Indigenous persons living in Wood Buffalo have a wealth of knowledge and experience living in the region and about how to connect the various communities in working collaboratively. People with different personal backgrounds have a diversity of experience and knowledge to share and contribute to the social fabric of the community.	
MCA Outputs	MCA Outcomes	MCA Measures
- Where appropriate and with appropriate consultation, officialise partnerships with Indigenous groups in MOUs and Letters of Intent, etc. - Be respectfully inclusive of local Indigenous communities in MCA's programming, events and services. - Expand Human Rights Day and Speak Up against Racism Day to reflect Truth and Reconciliation Commission Call to Action #57, open to government as well as community at large. - Hire full-time Outreach Coordinator to expand services, events, programming into rural, indigenous, and newcomer communities to encourage cross-cultural exchange and engagement.	- Reconciliation Calls to Action # 43, to fully adopt and implement the UN Declaration on the Rights of Indigenous People (Article 11.1, 13.1 and 15.2) - Reconciliation Calls to Action #57 We call upon federal, provincial, territorial and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism.	Develop measurement model in respectful consultation with local Indigenous communities and in keeping with the UN Declaration on the Rights of Indigenous People: - Article 11.1 states: Indigenous peoples have the right to practice and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, ceremonies performing arts and literature. - Article 13.1 states: Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons. - Article 15.2 states shall take effective measures, in consultation and cooperation with the indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations.

Time frame: Short, medium term and ongoing

RMWB Plan Strategies	RMWB Plan Actions	
Support regional diversity.	Explore designing visible features in all communities that express the region's values around diversity and inclusion.	
MCA Outputs	MCA Outcomes	MCA Measures
Hire Translation and Interpretation Coordinator to enhance I&T services and reduce barriers to resources and services through service marketing and communications, as well as service provision for local government, non-profits and business.	- Support the development of community signage, marketing, and communications that reflect the community's values around diversity and inclusion. - Community support of diversity is visible and concrete.	- Increased number of languages used in community signage, marketing, and communications. - Increased requests to Translation and Interpretation unit from community for visible signage and communications reflecting community diversity.

Multicultural Association of Wood Buffalo
Financial Statements
For the year ended March 31, 2019

Management's Responsibility

To the Members of Multicultural Association of Wood Buffalo:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed primarily of Directors who are neither management nor employees of the Association. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Association's external auditors.

MNP LLP is appointed by the Board of Directors to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

August 26, 2019

signed "Therese Greenwood"

Executive Director

Independent Auditor's Report

To the Members of Multicultural Association of Wood Buffalo:

Qualified Opinion

We have audited the financial statements of Multicultural Association of Wood Buffalo (the "Association"), which comprise the statement of financial position as at March 31, 2019, and the statements of revenue and expenses, 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, except for the possible effect of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2019, 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.

Basis for Qualified Opinion

As is common with many charitable organizations, Multicultural Association of Wood Buffalo derives revenue from donations and fundraising, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Association. Therefore, we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenses, and cash flows from operations for the years ended March 31, 2019 and 2018, current assets as at March 31, 2019 and 2018, and net assets as at April 1 and March 31 for both the 2019 and 2018 years. Our audit opinion on the financial statements for the year ended March 31, 2018 was modified accordingly because of the possible effects of this limitation in scope.

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 Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Other Information

Management is responsible for the other information. The other information comprises the Association's annual report. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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.

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

Those charged with governance are responsible for overseeing the Association'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 Association'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 Association'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 Association 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.

Fort McMurray, Alberta

August 26, 2019

MNP LLP

Chartered Professional Accountants

MNP

Multicultural Association of Wood Buffalo

Statement of Financial Position

As at March 31, 2019

	2019	2018
Assets		
Current		
Cash	249,053	276,588
Restricted cash (Note 3)	5,327	34,607
Accounts receivable	2,420	3,114
Goods and Services Tax receivable	3,886	4,400
Prepaid expenses and deposits	-	1,800
	260,686	320,509
Capital assets (Note 4)	10,802	9,151
	271,488	329,660
Liabilities		
Current		
Accounts payable and accruals	31,638	31,404
Deferred contributions (Note 5)	90,323	174,140
	121,961	205,544
Commitments (Note 6)		
Net Assets		
General fund	120,053	98,503
Capital fund	10,802	9,151
Internally restricted fund (Note 7)	18,672	16,462
	149,527	124,116
	271,488	329,660

Approved on behalf of the Board

signed "Robert Skulsky"
Director

signed "Douglas Nichols"
Director

The accompanying notes are an integral part of these financial statements

Multicultural Association of Wood Buffalo
Statement of Revenue and Expenses
For the year ended March 31, 2019

	2019	2018
Revenue		
Municipal grant funding (Note 5)	282,250	267,156
United Way funding (Note 5)	137,500	109,000
Sponsorship and fundraising	101,056	99,402
Fire recovery	85,794	87,727
Casino revenue (Note 5)	29,292	49,540
Cultural performance, translation and interpretation services revenue	22,278	14,607
Provincial and federal grant funding (Note 5)	13,880	37,898
Program revenue	13,119	13,414
Memberships	2,575	2,269
Donations	2,164	3,624
Total revenue	689,908	684,637
Expenses		
Advertising	17,949	18,429
Amortization	3,486	1,719
Bank charges and interest	330	2,095
Donations	2,015	1,065
Equipment rental	2,871	2,948
Events expense	61,821	68,328
Facilitation fee	-	2,705
Insurance	5,291	685
Meals and refreshments	19,406	15,475
Office supplies	20,013	40,150
Pro networking/staff development	-	153
Professional fees	22,562	26,532
Programming costs	26,701	36,950
Rent	25,834	22,036
Salaries and benefits	450,196	395,123
Telephone	3,869	4,468
Training	1,316	5,112
Travel	837	-
Total expenses	664,497	643,973
Excess of revenue over expenses	25,411	40,664

The accompanying notes are an integral part of these financial statements

Multicultural Association of Wood Buffalo
Statement of Changes in Net Assets
For the year ended March 31, 2019

	<i>General fund</i>	<i>Capital Fund</i>	<i>Internally restricted fund</i>	2019	2018
Net assets, beginning of year	98,503	9,151	16,462	124,116	83,452
Excess of revenue over expenses	25,411	-	-	25,411	40,664
Capital asset purchases	(5,137)	5,137	-	-	-
Interfund transfers (Note 7)	(2,210)	-	2,210	-	-
Amortization of capital assets	3,486	(3,486)	-	-	-
Net assets, end of year	120,053	10,802	18,672	149,527	124,116

The accompanying notes are an integral part of these financial statements

Multicultural Association of Wood Buffalo
Statement of Cash Flows
For the year ended March 31, 2019

	2019	2018
Cash provided by (used for) the following activities		
Operating		
Cash receipts from operations	606,785	716,506
Cash paid for program service expenses	(196,428)	(271,405)
Cash paid for salaries and benefits	(461,705)	(399,886)
Cash paid for interest	(330)	(2,095)
	(51,678)	43,120
Investing		
Purchase of capital asset	(5,137)	(10,104)
Increase (decrease) in cash resources	(56,815)	33,016
Cash resources, beginning of year	311,195	278,179
Cash resources, end of year	254,380	311,195
Cash resources are composed of:		
Cash	249,053	276,588
Restricted cash	5,327	34,607
	254,380	311,195

The accompanying notes are an integral part of these financial statements

Multicultural Association of Wood Buffalo

Notes to the Financial Statements

For the year ended March 31, 2019

1. Incorporation and nature of the association

Multicultural Association of Wood Buffalo (the "Association") was incorporated under the authority of the Societies Act of Alberta. The Association has a mandate to foster and promote equality, social justice and institutional change. It encourages communities to share their cultures and grow together in Canadian life.

The Association is a registered charity and thus is exempt from income taxes under the Income Tax Act (the "Act"). In order to maintain its status as a registered not-for-profit organization under the Act, the Association must meet certain requirements within the Act. In the opinion of management these requirements have been met.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations as issued by the Accounting Standards Board in Canada using the following significant accounting policies:

Revenue recognition

The Association follows the deferral method of accounting for contributions paid. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Sponsorships revenue is recognized based on the term of the sponsorship contract. Product sales, program revenue and services revenue are recognized when the products or services are delivered to the customer.

Cash and cash equivalents

Cash and cash equivalents include balances with banks and cash on hand. Cash subject to restrictions that prevents its use for current purposes is included in restricted cash.

Capital assets

Purchased capital assets are recorded at cost. The policy of the Association is to capitalize assets when the useful life is greater than one year and the acquisition cost meets the capitalization threshold of \$500. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization is provided using the declining balance method at rates intended to amortize the cost of assets over their estimated useful lives.

	Method	Rate
Computer equipment	declining balance	30 %
Office equipment	declining balance	20 %

Financial instruments

The Association recognizes its financial instruments when the Association becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with *CPA 3840 Related Party Transactions*.

The Association subsequently measures all of its financial assets and liabilities at cost or amortized cost, except for equity instruments that are quoted in an active market which are measured at fair value. Fair value is determined by published price quotations. Changes in fair value of these financial instruments are recognized in excess of revenue over expenses.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in net earnings. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

The Association assesses impairment of all of its financial assets measured at cost or amortized cost when there are indicators of impairment. Any impairment, which is not considered temporary, is included in current year of excess of revenue over expenses.

Multicultural Association of Wood Buffalo
Notes to the Financial Statements
For the year ended March 31, 2019

2. Significant accounting policies *(Continued from previous page)*

Measurement uncertainty (use of estimates)

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 amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenue over expenses in the periods in which they become known.

Contributed materials and services

Contributions of materials and services are recognized both as contributions and expenses in the statement of operations when a fair value can be reasonably estimated and when the materials are used in the normal course of the Association's operations and would otherwise have been purchased.

Volunteers have made significant contributions of their time to the Association's program and supporting services. Because of the difficulty in determining and supporting their fair value, services provided by volunteers are not recognized in the financial statements.

3. Restricted cash

Restricted cash may not be used for purposes other than those approved by the Alberta Gaming and Liquor Commission.

4. Capital assets

	Cost	Accumulated amortization	2019 Net book value	2018 Net book value
Computer equipment	28,289	17,726	10,563	8,852
Office equipment	14,486	14,247	239	299
	42,775	31,973	10,802	9,151

Multicultural Association of Wood Buffalo
Notes to the Financial Statements
For the year ended March 31, 2019

5. Deferred contributions

Deferred contributions consist of unspent contributions which are externally restricted. Recognition of these amounts as revenue is deferred to periods when the specified expenditures are made. Changes in the deferred contribution balance are as follows:

	<i>Municipal grant</i>	<i>Casino</i>	<i>Provincial and federal grants</i>	<i>United Way</i>	<i>Other funds</i>	2019	2018
Balance, beginning of year	-	34,607	-	-	139,533	174,140	141,698
Funds received during the year	282,250	12	27,444	150,000	124,487	584,193	670,338
Revenue recognized during the year	(282,250)	(29,292)	(13,880)	(137,500)	(192,588)	(655,510)	(637,896)
Contributions repaid during the year	-	-	-	(12,500)	-	(12,500)	-
Balance, end of year	-	5,327	13,564	-	71,432	90,323	174,140

6. Commitments

The Association has entered into rental lease and equipment lease agreements with estimated minimum annual payments as follows:

2020	42,215
2021	35,570
2022	26,582
2023	4,430
	<u>108,797</u>

7. Internally restricted fund

During the year, the Board of Directors approved the use of \$13,103 (2018 - \$nil) of internally restricted funds for the Expo event.

In addition, the Board of Directors approved the transfer of \$15,313 (2018 - \$16,462) from the general fund to the internally restricted fund. This amount includes \$12,496 (2018 - \$13,103) for the Expo event, \$2,817 (2018 - \$nil) for the Financial Literacy Conference, and \$nil (2018 - \$3,359) for Interpretation and Translation programming.

8. Financial instruments

The Association, as part of its operations, carries a number of financial instruments. It is management's opinion that the Association is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.