



Special Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray, AB T9H 2K4

Wednesday, November 28, 2018
9:00 AM

Agenda

Please Note:

- **2019 Budget Meetings will be held 9:00 a.m. – 4:30 p.m. daily from November 28, 2018 to December 1, 2018.****
- **Members of the public will have the opportunity to speak during a 30-minute public delegation session at the beginning of each budget meeting day and after each motion of Council is put on the floor for consideration during budget deliberations.**

****Meeting dates or times may be amended throughout this process, and if all budget matters are accommodated during the November 28th to 30th meeting dates, there will be no requirement for the December 1st meeting.**

1. **Call to Order**
2. **Motion to Move into Committee of the Whole**
3. **Public Delegations**

Members of the public will have the opportunity to speak during this 30-minute public delegation session.

4. **2019 Budget Proceedings**
 - 4.1. 2019 Proposed Budget, 2020 – 2023 Financial Plan
5. **2019 Community Investment Program Sustaining Grants Overview**
6. **2019 Community Investment Program Sustaining Grants Presentations**

2019 Community Investment Program Sustaining Grants Summary

- 6.1. Arts Council Wood Buffalo
- 6.2. Fort Chipewyan Historical Society
- 6.3. Fort McMurray Heritage Society
- 6.4. Fort McMurray Minor Baseball Association

- 6.5. Fort McMurray Minor Hockey (1981) Association
- 6.6. Fort McMurray Tourism
- 6.7. Justin Slade Youth Foundation
- 6.8. Keyano Foundation
- 6.9. Local HERO Foundation
- 6.10. McMurray Sno-Drifters Association
- 6.11. Multicultural Association of Wood Buffalo
- 6.12. Northern Alberta Athletic Association
- 6.13. Ptarmigan Nordic Ski Club
- 6.14. Regional Municipality of Wood Buffalo Regional Library
- 6.15. Regional Recreation Corporation of Wood Buffalo
- 6.16. Vista Ridge Recreational Association
- 6.17. Wood Buffalo Economic Development Corporation
- 6.18. YMCA of Northern Alberta, Wood Buffalo Region
- 7. **Motion to Reconvene Special Council Meeting**
- 8. **2019 Community Investment Program Sustaining Grants Budget Deliberations**

Delegations - Members of the public will have the opportunity to speak after each motion of Council is put on the floor for consideration during budget deliberations.

Adjournment



Subject: 2019 Proposed Budget, 2020 – 2023 Financial Plan

APPROVALS:

Annette Antoniak

Director

Chief Administrative Officer

Recommended Motion:

The following summary of the 2019 Proposed Operating Budget, 2020-2021 Financial Plan, 2019 Proposed Capital Budget and 2020-2023 Capital Plan is provided as information to inform the budget workshop discussion therefore no motion of Council is required.

Summary:

The *Municipal Government Act* (MGA) requires that every Alberta municipality approve a budget prior to passing a property tax bylaw.

Background:

Administration has continued with a zero-based budget approach in developing the proposed budget. The proposed budget is based on the allocation of funding aimed at maintaining assets, providing quality core services and capital assets to support municipal operations. In addition, the Undrawn Debt Reduction Plan that was introduced as part of the 2018 Budget is continuing, to ensure the transition to a Pay-As-You-Go philosophy for capital projects. This reduction plan will allow the Municipality to eliminate future debt service (interest and principal payments) on undrawn committed debt.

In advance of the budget workshops, a Budget Primer and video were released. The Budget Primer and video are tools to enhance public understanding of the budget process.

Residents are invited to attend the budget workshops in person, by participating in the delegation process or via the live stream video. Rural residents will also have the opportunity to watch the budget workshops at their local contact office by booking in advance.

Proposed Community Investment Program grant recipients will make presentations to

Council followed by detailed departmental operation budgets and capital project presentations.

Budget/Financial Implications:

The budget philosophy for 2019 is a continuation of the efforts of staff from all levels of the organization seeking efficiencies and savings. The 2019 Proposed Operating Budget is \$29M less than the 2018 Operating Budget and includes a \$60M budgeted allocation to reduce undrawn committed debt. The undrawn debt reduction strategy proposed would allow for the elimination of undrawn debt by the end of 2021.

The 2019 Proposed Capital Budget is \$276M, this amount includes funding allocations for capital projects in progress and/or required to maintain existing assets and life-cycle requirements.

Rationale for Recommendation:

The presentation of the 2019 Proposed Budget, 2020 - 2023 Financial Plan represents Administration's recommendation. The next steps in the budget process include incorporating changes as identified by Council during the proposed four-day budget review workshops followed by a presentation of the final budget and financial plan on December 11, 2018 for Council approval.

Strategic Priorities:

Responsible Government

Attachments:

- 1. 2019 Proposed Operating Budget and Plan**
- 2. 2019 Proposed Capital Budget, 2020 – 2023 Capital Plan**
- 3. 2019 Proposed Budget - Corporate Summary**

REGIONAL MUNICIPALITY OF WOOD BUFFALO
2019 Proposed Operating Budget, 2020 and 2021 Financial Plan

	2019 Budget	2020 Plan	2021 Plan	2019 to 2020 Change	2020 to 2021 Change
REVENUE					
Net Taxes Available for Municipal Purposes	643,332,400	622,930,231	602,455,231	(20,402,169)	(20,475,000)
Government Transfers	16,466,234	16,466,234	16,466,234	-	-
Sales and User Charges	47,686,150	49,686,150	49,686,150	2,000,000	-
Sales to Other Governments	2,441,500	2,441,500	2,441,500	-	-
Penalties and Costs on Taxes	4,182,000	4,182,000	4,182,000	-	-
Licenses and Permits	2,193,108	2,193,108	2,193,108	-	-
Fines	3,048,145	3,048,145	3,048,145	-	-
Franchise and Concessions	8,300,000	8,300,000	8,300,000	-	-
Returns on Investments	23,432,000	23,432,000	23,432,000	-	-
Rentals	1,552,400	1,552,400	1,552,400	-	-
Other Revenue	160,996	160,996	160,996	-	-
Total Revenue	752,794,933	734,392,764	713,917,764	(18,402,169)	(20,475,000)
EXPENSES					
Salaries, Wages & Benefits	224,776,794	226,260,871	228,365,788	1,484,077	2,104,917
Contracted & General Services	69,791,072	73,237,072	75,697,072	3,446,000	2,460,000
Purchases from Other Governments	25,266,500	25,266,500	25,266,500	-	-
Materials, Goods,Supplies & Utilities	33,874,566	34,198,420	34,525,513	323,854	327,093
Provision for Allowances	774,000	774,000	774,000	-	-
Transfers to Local Board & Agencies	443,000	443,000	443,000	-	-
Transfers to Individuals & Organizations	31,866,400	31,866,400	31,866,400	-	-
Bank Charges & Short Term Interest	211,500	211,500	211,500	-	-
Interest on Long Term Debt	11,840,000	11,116,260	10,311,916	(723,740)	(804,344)
Other Expenses	15,000	15,000	15,000	-	-
Debt Repayment	17,526,000	17,890,273	16,568,799	364,273	(1,321,474)
Total Expenses	416,384,832	421,279,296	424,045,488	4,894,464	2,766,192
Excess Revenue over Expenses	336,410,101	313,113,468	289,872,276	(23,296,633)	(23,241,192)
Transfer for Capital Purposes	276,410,101	278,113,468	274,872,276	1,703,367	(3,241,192)
Transfers to Emerging Issues Reserve	-	-	-	-	-
Undrawn Debt Reduction	60,000,000	35,000,000	15,000,000	(25,000,000)	(20,000,000)
Net Change - Surplus / (Deficit)	-	-	-	-	-

Attachment: 1. 2019 Proposed Operating Budget and Plan (2019 Proposed Budget and Plan)

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Legend
Other than first year of a multi-year project
First year of a multi-year project
Single year project
Equipment Project

Ref #	Project Name	2018 & Prior Approved	Actual (September 2018)	Commitments (September 2018)	Total Costs to Date (September 2018)	Available (September 2018)	2019 Request	Public Art Reserve	2019 Request (including Public Art)	2020 Request	2021 Request	2022 Request	Thereafter (2023+)	Total Budget All years (Incl. Public Art)
5	Building Life Cycle - 2017-2021	4,762,000	938,079	755,677	1,693,757	3,068,243	2,412,960		2,412,960	2,412,960	2,412,960	2,510,000	-	9,748,880
6	Building Security Infrastructure Upgrades	2,994,280	466,480	558,210	1,024,690	1,969,590	1,793,023		1,793,023	1,243,024	-	-	-	3,036,047
7	Flood Mitigation - Design (readdd)	552,908	552,908	-	552,908	-	2,500,000		2,500,000	3,373,546	3,373,546			9,247,092
9	Flood Mitigation - Construction	18,094,129	3,078,368	1,772,221	4,850,589	13,243,540	-		-	25,000,000	25,000,000	28,352,963	46,847,037	125,200,000
10	Clearwater Drive (Previously Prairie Loop Boulevard)	96,701,567	59,798,544	25,753,066	85,551,610	11,149,957	-		-	27,500,000	27,500,000	-	-	55,000,000
11	Rural Infrastructure Rehabilitation 2015-2017 - Construction	55,200,000	18,108,776	64,684,777	82,793,553	(27,593,553)	39,000,000		39,000,000	9,800,000	6,000,000	-	-	54,800,000
13	Building Access and Roof System - Design/Build	605,178	-	-	-	605,178	605,178		605,178	-	-	-	-	605,178
15	Jubilee Center Renovations - Construction	1,866,563	-	-	-	1,866,563	7,566,336		7,566,336	2,022,120		-	-	9,588,456
23	Rural Water and Sewer Servicing - Construction	94,100,000	46,124,520	47,948,120	94,072,640	27,360	51,000,000		51,000,000	50,000,000	24,900,000	-	-	125,900,000
27	Saunderson Pressure Reducing Valve (PRV) Station - Construction	7,000,000	-	-	-	7,000,000	-		-	10,800,000	8,724,000	-	-	19,524,000
29	Beacon Hill Outfall and Pipeline Upgrades -Construction	9,673,858	9,357,708	316,150	9,673,858	-	-		-	13,326,142	-	-	-	13,326,142
31	Confederation Way Sanitary Sewer Phase 2 - Construction	22,700,000	7,856,279	11,273,640	19,129,919	3,570,081	8,000,000		8,000,000	6,800,000	-	-	-	14,800,000
34	Fort McMurray WWTP Process Improvements - Construction	7,000,000	-	6,753,193	6,753,193	246,807	6,000,000		6,000,000	-	-	-	-	6,000,000
39	Thickwood Perimeter Sewer - Construction	12,500,000	195,139	3,646,250	3,841,389	8,658,611	7,500,000		7,500,000	13,525,000	12,775,500	15,255,000	-	49,055,500
44	Fort Chipewyan Lift Station Upgrades - Construction	6,000,000	-	5,909,729	5,909,729	90,271	14,000,000		14,000,000	-	-	-	-	14,000,000
47	Storm/Sewer/Water Upgrades in Mackenzie/Beacon Hill - Construction	3,000,000	-	-	-	3,000,000	4,000,000		4,000,000	12,000,000	14,000,000	17,000,000	-	47,000,000
56	Conklin Sewage Lagoon - Design and Construction	750,000	-	683,196	683,196	66,804	4,000,000		4,000,000	11,000,000	-	-	-	15,000,000
85	Pea Gravel Upgrades - Design Build	1,265,000	-	464,857	1,265,000	-	1,265,000		1,265,000	-	-	-	-	1,265,000
91	Spray Park Replacement Program - Design Build	1,276,000	-	1,276,000	1,276,000	-	1,276,000		1,276,000	500,000	-	-	-	1,776,000
93	Fort Chipewyan Mamawi Hall/Arena - Playground	123,000	-	123,000	123,000	-	100,000		100,000	-	-	-	-	100,000
109	Fort McKay Fire Hall - Construction	10,124,000	132,446	-	132,446	9,991,554	-		-	4,000,000	-	-	-	4,000,000
142	Transit Facility (Green TRIP) - Construction	17,450,000	209,450	15,719,919	15,929,369	1,520,631	7,550,000		7,550,000	-	-	-	-	7,550,000
149	Fort Chipewyan Sewer Services Extension	500,000	-	71,161	71,161	428,839	500,000		500,000	-	-	-	-	500,000
		374,238,483	146,818,696	187,709,168	335,328,008	38,910,475	159,068,497	-	159,068,497	193,302,792	124,686,006	63,117,963	46,847,037	587,022,295
67	Landfill Storm Pond 2 - Design/Build	-	-	-	-	-	-		-	400,000	-	3,140,000.00	-	3,540,000
150	2019 Snow Disposal Site - Construction						8,000,000	150,000	8,150,000	15,000,000	7,000,000	-	-	30,150,000
151	A Frame Road Paving, Lift Station and Sanitary Forcemain Installation						2,000,000	40,000	2,040,000	6,000,000				8,040,000
152	Rural Egress Road Design						900,000	7,500	907,500	600,000				1,507,500
153	Fort McMurray Filter 1-4 Efficiency Improvements						200,000	7,500	207,500	1,300,000				1,507,500
154	Fort Chipewyan 6 Bay Garage & Animal Control Facility						100,000	35,500	135,500	6,000,000	1,000,000			7,135,500
155	Timberline Sewage Chamber - Design and Construction						250,000		250,000	75,000				325,000
156	Urban Infrastructure Rehabilitation Design 2019 -2021						1,250,000	17,500	1,267,500	1,250,000	1,000,000			3,517,500
157	Fort McMurray Landfill Closure Cells 1,2,3 Lateral Expansion and Old Landfill						3,500,000	32,500	3,532,500	3,000,000				6,532,500
158	Memorial Park - Construction						500,000	7,500	507,500	500,000	500,000			1,507,500
159	Urban Infrastructure Rehabilitation Construction 2019						17,200,000	136,000	17,336,000	10,000,000	-			27,336,000
160	Urban Infrastructure Rehabilitation Street Improvement 2019						10,000,000	75,000	10,075,000	5,000,000	-			15,075,000
161	Rural Roads and Parking Lots Paving - Fort Chipewyan - Design and Construction						1,000,000	25,500	1,025,500	4,100,000				5,125,500
162	Off Highway Vehicle Fencing						637,875		637,875	1,131,250				1,769,125
166	Vista Ridge Capital Grant 2019 - 2021						1,873,500		1,873,500	700,500	995,000			3,569,000
169	Customer Relationship Management System 311						1,200,000		1,200,000	100,000				1,300,000
183	Fort McKay Pavilion						2,100,000	30,000	2,130,000	4,100,000				6,230,000
184	Saprae Creek Community Hall - Construction						2,000,000	25,000	2,025,000	3,000,000				5,025,000
187	Abasand Reservoir Water Supply Main - Construction						-		-		1,400,000	1,000,000		2,400,000
188	Fort Chipewyan Surface Drainage Improvements - Construction						-		-	1,500,000	1,500,000	1,300,000		4,300,000
198	Fort Chipewyan Water & Sanitary Sewer - Construction						-		-		4,750,000	5,900,000	7,000,000	17,650,000
201	Secondary Egress Road - Construction						-		-	5,000,000	15,000,000	20,000,000	50,000,000	90,000,000
		-	-	-	-	-	52,711,375	589,500	53,300,875	68,756,750	33,145,000	31,340,000	57,000,000	243,542,625
66	Recycle Chamber						75,000		75,000	-	-	-	-	75,000
163	Fort Chipewyan Surface Drainage Improvements - Preliminary Engineering & Design						600,000		600,000	-	-			600,000
164	Fort McKay Sewage Lagoon and Lift Station Upgrade - Preliminary Engineering						250,000		250,000		-			250,000
165	Fort McKay Water Supply Infrastructure Rehabilitation - Preliminary Engineering						300,000		300,000		-			300,000
167	Four Lanings Franklin Avenue - Morrison to Hardin Street						1,500,000	7,500	1,507,500					1,507,500
168	Franklin Avenue Sidewalks opposite Jubilee Centre - Construction						900,000		900,000					900,000
170	Satellite Yard Lights						250,000		250,000					250,000
171	7th Floor Technology Replacement						165,000		165,000					165,000
172	Facility Capital						750,000		750,000					750,000
173	Jubilee Major Maintenance						1,500,000	7,500	1,507,500					1,507,500
174	Timberlea PRV Station #2 - Design and Construction						330,000		330,000					330,000
175	Beacon Hill Trail Bridge Replacement						250,000		250,000					250,000

2019 Proposed Capital Budget, 2020 - 2023 Capital Plan
By Type

Ref #	Project Name	2018 & Prior Approved	Actual (September 2018)	Commitments (September 2018)	Total Costs to Date (September 2018)	Available (September 2018)		2019 Request	Public Art Reserve	2019 Request (including Public Art)	2020 Request	2021 Request	2022 Request	Thereafter (2023+)	Total Budget All years (Incl. Public Art)
176	Casman Centre Arena Roof Top Units							1,140,000	5,700	1,145,700					1,145,700
177	Fort McMurray WTP - Crossflow Clarifier Life Cycling							500,000		500,000					500,000
178	Community Playground Replacements(St. Paul, Cree Road, Prairie Creek)							650,000		650,000					650,000
179	Confederation Way Reslope - Abrams Landing to Dickinsfield Snow Dump							440,000		440,000					440,000
180	Council Chambers Technology Replacement							1,400,000		1,400,000					1,400,000
181	Cricket Practice Pitch							180,000		180,000					180,000
182	Fort Chipewyan Sidewalk to Doghead							872,000		872,000					872,000
185	Draper Community Gathering Place - Design							300,000		300,000					300,000
186	Chip Seal Highway 48 Fort Fitzgerald to Fort Smith							1,600,000		1,600,000					1,600,000
189	Janvier School Field - Design Build							250,000		250,000					250,000
190	Lions Park Upgrade							100,000		100,000					100,000
191	McMurray Experience Technology Replacement							950,000		950,000					950,000
192	Moberly Park Playground							150,000		150,000					150,000
193	Parking Lot Upgrades (Various Parks)							1,350,000	6,750	1,356,750					1,356,750
194	REOC Technology Replacement							400,000		400,000					400,000
195	Riverfront Park Development - Trails and Docks							2,000,000	10,000	2,010,000					2,010,000
196	Ron Morgan/Ross Hennigar Park Upgrades							1,100,000	5,500	1,105,500					1,105,500
197	Salt and Sand Storage Shed - Fort Chipewyan							250,000		250,000					250,000
199	Syncrude Athletic Park - Infield Irrigation							275,000		275,000					275,000
200	Tennis Court Fence Replacements							500,000		500,000					500,000
202	Waterways Tennis Court Replacement							675,000		675,000					675,000
203	Wood Buffalo Spray Park Washroom							400,000		400,000					400,000
204	Fire Training Multi-Use Tower							1,500,000		1,500,000					1,500,000
205	FireSmart Interpretive Trail - Design and Construction							1,300,000	6,500	1,306,500					1,306,500
206	New Corporate Website - rmwb.ca							153,000		153,000					153,000
207	Abasand Reservoir Water Supply Line - Predesign & Design									-	300,000				300,000
208	MacDonald Island Park Sustaining Capital Grant							2,355,000		2,355,000					2,355,000
236	Southwest Water Supply Line Phase 2 - Construction							-		-		8,000,000			8,000,000
237	Land Acquisition 2019							1,500,000		1,500,000					1,500,000
		-	-	-	-	-		29,160,000	49,450	29,209,450	300,000	8,000,000	-	-	37,509,450
209	Overhead Crane Modifications 1A Lift Station							500,000		500,000					500,000
210	Casman Centre Arena Security Access System							130,000		130,000					130,000
211	Heavy Equipment Additions 2019							1,490,000		1,490,000					1,490,000
212	Heavy Equipment Replacements 2019							4,980,000		4,980,000					4,980,000
213	IT Infrastructure Upgrades 2019							1,712,000		1,712,000					1,712,000
214	Light Equipment Additions 2019							60,000		60,000					60,000
215	Light Equipment Replacements 2019							1,390,000		1,390,000					1,390,000
216	9-1-1 Business Continuity Project(Back Up Center)							598,577		598,577					598,577
217	Vehicle Fire Training Prop							65,000		65,000					65,000
218	Ambulance Replacement (2)							500,000		500,000					500,000
219	Exterior Fire Training Prop							65,000		65,000					65,000
220	Replacement of Pumper Trucks 310 & 311(Urban)							2,200,000		2,200,000					2,200,000
221	2020 Ambulance Fleet Replacement									-	250,000				250,000
222	2020 Boat Replacement									-	120,000				120,000
223	2020 Ladder Truck Mid-Life Rebuild (Bronto)									-	300,000				300,000
224	2020 Ladder Truck Replacement									-	2,000,000				2,000,000
225	2020 RES Light Fleet Replacement (5)									-	250,000				250,000
226	2020 Replacement of Pumper Truck 309 (Janvier)									-	800,000				800,000
227	2020 Replacement of Pumper Truck 312 (Urban)									-	1,100,000				1,100,000
228	2020 Rescue Truck Replacement (Rural)									-	500,000				500,000
229	2021 Ambulance Fleet Replacement									-		250,000			250,000
230	2021 RES Light Fleet Replacement									-		250,000			250,000
231	2021 Rural Pumper Replacement									-		800,000			800,000
232	2021 Tanker Replacement (Rural)									-		500,000			500,000
233	Pumper Truck for Fire Station #6									-		200,000	900,000		1,100,000
234	2022 Ambulance Fleet Replacement									-			250,000		250,000
235	2023 Ambulance Fleet Replacement									-				250,000	250,000
238	Quonset for Salt Shed - Anzac							500,000		500,000					500,000
		-	-	-	-	-		14,190,577	-	14,190,577	5,320,000	2,000,000	1,150,000	250,000	22,910,577

374,238,483	146,818,696	187,709,168	335,328,008	38,910,475	255,130,449	638,950	255,769,399	267,679,542	167,831,006	95,607,963	104,097,037	890,984,947
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Other than first year of a multi-year project	374,238,483	146,818,696	187,709,168	335,328,008	38,910,475	159,068,497	-	159,068,497	193,302,792	124,686,006	63,117,963	46,847,037	587,022,295
First year of a multi-year project	-	-	-	-	-	52,711,375	589,500	53,300,875	68,756,750	33,145,000	31,340,000	57,000,000	243,542,625
Single year project	-	-	-	-	-	29,160,000	49,450	29,209,450	300,000	8,000,000	-	-	37,509,450
Equipment Project	-	-	-	-	-	14,190,577	-	14,190,577	5,320,000	2,000,000	1,150,000	250,000	22,910,577
	374,238,483	146,818,696	187,709,168	335,328,008	38,910,475	255,130,449	638,950	255,769,399	267,679,542	167,831,006	95,607,963	104,097,037	890,984,947

Attachment: 2. 2019 Proposed Capital Budget, 2020 – 2023 Capital Plan (2019 Proposed Budget and Plan)

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Legend														
Other than first year of a multi-year project														
First year of a multi-year project														
Single year project														
Equipment Project														
Ref #	Project Name	2018 & Prior Approved	Actual (September 2018)	Commitments (September 2018)	Total Costs to Date (September 2018)	Available (September 2018)	2019 Request	Public Art Reserve	2019 Request (Including Public Art)	2020 Request	2021 Request	2022 Request	Thereafter (2023+)	Total Budget All years (Incl. Public Art)
27	Saunderson Pressure Reducing Valve (PRV) Station - Construction	7,000,000	-	-	-	7,000,000	-		-	10,800,000	8,724,000	-	-	19,524,000
29	Beacon Hill Outfall and Pipeline Upgrades -Construction	9,673,858	9,357,708	316,150	9,673,858	-	-		-	13,326,142	-	-	-	13,326,142
34	Fort McMurray WWTP Process Improvements - Construction	7,000,000	-	6,753,193	6,753,193	246,807	6,000,000		6,000,000	-	-	-	-	6,000,000
44	Fort Chipewyan Lift Station Upgrades - Construction	6,000,000	-	5,909,729	5,909,729	90,271	14,000,000		14,000,000	-	-	-	-	14,000,000
67	Landfill Storm Pond 2 - Design/Build	-	-	-	-	-	-	-	-	400,000	-	3,140,000.00	-	3,540,000
153	Fort McMurray Filter 1-4 Efficiency Improvements						200,000	7,500	207,500	1,300,000				1,507,500
157	Fort McMurray Landfill Closure Cells 1,2,3 Lateral Expansion and Old Landfill						3,500,000	32,500	3,532,500	3,000,000				6,532,500
66	Recycle Chamber						75,000	-	75,000	-	-	-	-	75,000
177	Fort McMurray WTP - Crossflow Clarifier Life Cycling						500,000	-	500,000					500,000
209	Overhead Crane Modifications 1A Lift Station	-					500,000	-	500,000					500,000
	TOTAL - PUBLIC WORKS - ENVIRONMENTAL	29,673,858	9,357,708	12,979,072	22,336,780	7,337,078	24,775,000	40,000	24,815,000	28,826,142	8,724,000	3,140,000	-	65,505,142
85	Pea Gravel Upgrades - Design Build	1,265,000	-	464,857	1,265,000	-	1,265,000		1,265,000	-	-	-	-	1,265,000
91	Spray Park Replacement Program - Design Build	1,276,000	-	1,276,000	1,276,000	-	1,276,000		1,276,000	500,000	-	-	-	1,776,000
93	Fort Chipewyan Mamawi Hall/Arena - Playground	123,000	-	123,000	123,000	-	100,000		100,000	-	-	-	-	100,000
150	2019 Snow Disposal Site - Construction						8,000,000	150,000	8,150,000	15,000,000	7,000,000	-	-	30,150,000
158	Memorial Park - Construction						500,000	7,500	507,500	500,000	500,000			1,507,500
162	Off Highway Vehicle Fencing						637,875	-	637,875	1,131,250				1,769,125
166	Vista Ridge Capital Grant 2019 - 2021						1,873,500	-	1,873,500	700,500	995,000			3,569,000
170	Satellite Yard Lights						250,000	-	250,000					250,000
175	Beacon Hill Trail Bridge Replacement						250,000	-	250,000					250,000
178	Community Playground Replacements(St. Paul, Cree Road, Prairie Creek)						650,000	-	650,000					650,000
179	Confederation Way Reslope - Abrams Landing to Dickinsfield Snow Dump						440,000	-	440,000					440,000
181	Cricket Practice Pitch						180,000	-	180,000					180,000
182	Fort Chipewyan Sidewalk to Doghead						872,000	-	872,000	-	-	-	-	872,000
186	Chip Seal Highway 48 Fort Fitzgerald to Fort Smith						1,600,000	-	1,600,000					1,600,000
189	Janvier School Field - Design Build						250,000	-	250,000					250,000
190	Lions Park Upgrade						100,000	-	100,000					100,000
192	Moberly Park Playground						150,000	-	150,000					150,000
193	Parking Lot Upgrades (Various Parks)						1,350,000	6,750	1,356,750					1,356,750
195	Riverfront Park Development - Trails and Docks						2,000,000	10,000	2,010,000					2,010,000
196	Ron Morgan/Ross Hennigar Park Upgrades						1,100,000	5,500	1,105,500					1,105,500
197	Salt and Sand Storage Shed - For Chipewyan						250,000	-	250,000					250,000
199	Syncrude Athletic Park - Infield Irrigation						275,000	-	275,000	-	-	-	-	275,000
200	Tennis Court Fence Replacements						500,000	-	500,000					500,000
202	Waterways Tennis Court Replacement						675,000	-	675,000					675,000
203	Wood Buffalo Spray Park Washroom						400,000	-	400,000					400,000
210	Casman Centre Arena Security Access System						130,000	-	130,000					130,000
238	Quonset for Salt Shed - Anzac						500,000	-	500,000					500,000
	TOTAL - PUBLIC WORKS - PARKS, ROAD, AND RURAL OPS	2,664,000	-	1,863,857	2,664,000	-	25,574,375	179,750	25,754,125	17,831,750	8,495,000	-	-	52,080,875
5	Building Life Cycle - 2017-2021	4,762,000	938,079	755,677	1,693,757	3,068,243	2,412,960		2,412,960	2,412,960	2,412,960	2,510,000	-	9,748,880
6	Building Security Infrastructure Upgrades	2,994,280	466,480	558,210	1,024,690	1,969,590	1,793,023		1,793,023	1,243,024	-	-	-	3,036,047
13	Building Access and Roof System - Design/Build	605,178	-	-	-	605,178	605,178		605,178	-	-	-	-	605,178
15	Jubilee Center Renovations - Construction	1,866,563	-	-	-	1,866,563	7,566,336		7,566,336	2,022,120		-	-	9,588,456
142	Transit Facility (Green TRIP) - Construction	17,450,000	209,450	15,719,919	15,929,369	1,520,631	7,550,000		7,550,000	-	-	-	-	7,550,000
154	Fort Chipewyan 6 Bay Garage & Animal Control Facility						100,000	35,500	135,500	6,000,000	1,000,000			7,135,500
172	Facility Capital						750,000	-	750,000					750,000
173	Jubilee Major Maintenance						1,500,000	7,500	1,507,500					1,507,500
176	Casman Centre Arena Roof Top Units						1,140,000	5,700	1,145,700					1,145,700
211	Heavy Equipment Additions 2019						1,490,000	-	1,490,000					1,490,000
212	Heavy Equipment Replacements 2019						4,980,000	-	4,980,000					4,980,000
214	Light Equipment Additions 2019						60,000	-	60,000					60,000
215	Light Equipment Replacements 2019						1,390,000	-	1,390,000					1,390,000
	TOTAL - PUBLIC WORKS - TRANSPORTATION & FACILITIES	27,678,021	1,614,010	17,033,807	18,647,816	9,030,205	31,337,497	48,700	31,386,197	11,678,104	3,412,960	2,510,000	-	48,987,261
	Public Works Total	60,015,879	10,971,717	31,876,736	43,648,596	16,367,282	81,686,872	268,450	81,955,322	58,335,996	20,631,960	5,650,000	-	166,573,278
109	Fort McKay Fire Hall - Construction	10,124,000	132,446	-	132,446	9,991,554	-	-	-	4,000,000	-	-	-	4,000,000
204	Fire Training Multi-Use Tower						1,500,000	-	1,500,000					1,500,000
205	FireSmart Interpretive Trail - Design and Construction						1,300,000	6,500	1,306,500					1,306,500
216	9-1-1 Business Continuity Project(Back Up Center)						598,577	-	598,577					598,577
217	Vehicle Fire Training Prop						65,000	-	65,000					65,000
218	Ambulance Replacement (2)						500,000	-	500,000					500,000
219	Exterior Fire Training Prop						65,000	-	65,000					65,000
220	Replacement of Pumper Trucks 310 & 311(Urban)						2,200,000	-	2,200,000					2,200,000
221	2020 Ambulance Fleet Replacement							-	-	250,000				250,000
222	2020 Boat Replacement							-	-	120,000				120,000
223	2020 Ladder Truck Mid-Life Rebuild (Bronto)							-	-	300,000				300,000
224	2020 Ladder Truck Replacement							-	-	2,000,000				2,000,000
225	2020 RES Light Fleet Replacement (5)							-	-	250,000				250,000
226	2020 Replacement of Pumper Truck 309 (Janvier)							-	-	800,000				800,000
227	2020 Replacement of Pumper Truck 312 (Urban)							-	-	1,100,000				1,100,000
228	2020 Rescue Truck Replacement (Rural)							-	-	500,000				500,000
229	2021 Ambulance Fleet Replacement							-	-		250,000			250,000
230	2021 RES Light Fleet Replacement							-	-		250,000			250,000
231	2021 Rural Pumper Replacement							-	-		800,000			800,000

Attachment: 2. 2019 Proposed Capital Budget, 2020 – 2023 Capital Plan (2019 Proposed Budget and Plan)

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Legend														
Other than first year of a multi-year project														
First year of a multi-year project														
Single year project														
Equipment Project														
Ref #	Project Name	2018 & Prior Approved	Actual (September 2018)	Commitments (September 2018)	Total Costs to Date (September 2018)	Available (September 2018)	2019 Request	Public Art Reserve	2019 Request (Including Public Art)	2020 Request	2021 Request	2022 Request	Thereafter (2023+)	Total Budget All years (Incl. Public Art)
232	2021 Tanker Replacement (Rural)							-	-		500,000			500,000
233	Pumper Truck for Fire Station #6							-	-		200,000	900,000		1,100,000
234	2022 Ambulance Fleet Replacement							-	-			250,000		250,000
235	2023 Ambulance Fleet Replacement							-	-				250,000	250,000
	Regional Emergency Services Total	10,124,000	132,446	-	132,446	9,991,554	6,228,577	6,500	6,235,077	9,320,000	2,000,000	1,150,000	250,000	18,955,077
7	Flood Mitigation - Design (readed)	552,908	552,908	-	552,908	-	2,500,000	-	2,500,000	3,373,546	3,373,546			9,247,092
9	Flood Mitigation - Construction	18,094,129	3,078,368	1,772,221	4,850,589	13,243,540	-	-	-	25,000,000	25,000,000	28,352,963	46,847,037	125,200,000
10	Clearwater Drive (Previously Prairie Loop Boulevard)	96,701,567	59,798,544	25,753,066	85,551,610	11,149,957	-	-	-	27,500,000	27,500,000	-	-	55,000,000
11	Rural Infrastructure Rehabilitation 2015-2017 - Construction	55,200,000	18,108,776	64,684,777	82,793,553	(27,593,553)	39,000,000	-	39,000,000	9,800,000	6,000,000	-	-	54,800,000
23	Rural Water and Sewer Servicing - Construction	94,100,000	46,124,520	47,948,120	94,072,640	27,360	51,000,000	-	51,000,000	50,000,000	24,900,000	-	-	125,900,000
31	Confederation Way Sanitary Sewer Phase 2 - Construction	22,700,000	7,856,279	11,273,640	19,129,919	3,570,081	8,000,000	-	8,000,000	6,800,000	-	-	-	14,800,000
39	Thickwood Perimeter Sewer - Construction	12,500,000	195,139	3,646,250	3,841,389	8,658,611	7,500,000	-	7,500,000	13,525,000	12,775,500	15,255,000	-	49,055,500
47	Storm/Sewer/Water Upgrades in Mackenzie/Beacon Hill - Construction	3,000,000	-	-	-	3,000,000	4,000,000	-	4,000,000	12,000,000	14,000,000	17,000,000	-	47,000,000
56	Conklin Sewage Lagoon - Design and Construction	750,000	-	683,196	683,196	66,804	4,000,000	-	4,000,000	11,000,000	-	-	-	15,000,000
149	Fort Chipewyan Sewer Services Extension	500,000	-	71,161	71,161	428,839	500,000	-	500,000	-	-	-	-	500,000
151	A Frame Road Paving, Lift Station and Sanitary Forcemain Installation						2,000,000	40,000	2,040,000	6,000,000				8,040,000
152	Rural Egress Road Design						900,000	7,500	907,500	600,000				1,507,500
155	Timberline Sewage Chamber - Design and Construction						250,000	-	250,000	75,000				325,000
156	Urban Infrastructure Rehabilitation Design 2019 -2021						1,250,000	17,500	1,267,500	1,250,000	1,000,000			3,517,500
159	Urban Infrastructure Rehabilitation Construction 2019						17,200,000	136,000	17,336,000	10,000,000	-			27,336,000
160	Urban Infrastructure Rehabilitation Street Improvement 2019						10,000,000	75,000	10,075,000	5,000,000	-			15,075,000
161	Rural Roads and Parking Lots Paving - Fort Chipewyan - Design and Construction						1,000,000	25,500	1,025,500	4,100,000				5,125,500
183	Fort McKay Pavilion						2,100,000	30,000	2,130,000	4,100,000				6,230,000
184	Saprae Creek Community Hall - Construction						2,000,000	25,000	2,025,000	3,000,000				5,025,000
187	Abasand Reservoir Water Supply Main - Construction							-	-		1,400,000	1,000,000		2,400,000
188	Fort Chipewyan Surface Drainage Improvements - Construction						-	-	-	1,500,000	1,500,000	1,300,000		4,300,000
198	Fort Chipewyan Water & Sanitary Sewer - Construction						-	-	-		4,750,000	5,900,000	7,000,000	17,650,000
201	Secondary Egress Road - Construction						-	-	-	5,000,000	15,000,000	20,000,000	50,000,000	90,000,000
163	Fort Chipewyan Surface Drainage Improvements - Preliminary Engineering & Design						600,000	-	600,000	-	-			600,000
164	Fort McKay Sewage Lagoon and Lift Station Upgrade - Preliminary Engineering						250,000	-	250,000		-			250,000
165	Fort McKay Water Supply Infrastructure Rehabilitation - Preliminary Engineering						300,000	-	300,000		-			300,000
167	Four Lanings Franklin Avenue - Morrison to Hardin Street						1,500,000	7,500	1,507,500					1,507,500
168	Franklin Avenue Sidewalks opposite Jubilee Centre - Construction						900,000	-	900,000					900,000
174	Timberlea PRV Station #2 - Design and Construction						330,000	-	330,000					330,000
185	Draper Community Gathering Place - Design						300,000	-	300,000					300,000
207	Abasand Reservoir Water Supply Line - Predesign & Design							-	-	300,000				300,000
236	Southwest Water Supply Line Phase 2 - Construction						-	-	-		8,000,000			8,000,000
	Engineering Total	304,098,604	135,714,533	155,832,432	291,546,965	12,551,639	157,380,000	364,000	157,744,000	199,923,546	145,199,046	88,807,963	103,847,037	695,521,592
237	Land Acquisition 2019						1,500,000	-	1,500,000					1,500,000
	Planning and Development Total	-	-	-	-	-	1,500,000	-	1,500,000	-	-	-	-	1,500,000
169	Customer Relationship Management System 311						1,200,000	-	1,200,000	100,000				1,300,000
206	New Corporate Website - rmwb.ca						153,000	-	153,000					153,000
	Communications, Stakeholder, Indigenous and Rural Relations	-	-	-	-	-	1,353,000	-	1,353,000	100,000	-	-	-	1,453,000
171	7th Floor Technology Replacement						165,000	-	165,000					165,000
180	Council Chambers Technology Replacement						1,400,000	-	1,400,000					1,400,000
191	McMurray Experience Technology Replacement						950,000	-	950,000					950,000
194	REOC Technology Replacement						400,000	-	400,000					400,000
208	MacDonald Island Park Sustaining Capital Grant						2,355,000	-	2,355,000					2,355,000
213	IT Infrastructure Upgrades 2019						1,712,000	-	1,712,000					1,712,000
		-	-	-	-	-	6,982,000	-	6,982,000	-	-	-	-	6,982,000
		374,238,483	146,818,696	187,709,168	335,328,008	38,910,475	255,130,449	638,950	255,769,399	267,679,542	167,831,006	95,607,963	104,097,037	890,984,947
	Other than first year of a multi-year project	374,238,483	146,818,696	187,709,168	335,328,008	38,910,475	159,068,497	0	159,068,497	193,302,792	124,686,006	63,117,963	46,847,037	587,022,295
	First year of a multi-year project	-	-	-	-	-	52,711,375	589,500	53,300,875	68,756,750	33,145,000	31,340,000	57,000,000	243,542,625
	Single year project	-	-	-	-	-	29,160,000	49,450	29,209,450	300,000	8,000,000	-	-	37,509,450
	Equipment Project	-	-	-	-	-	14,190,577	-	14,190,577	5,320,000	2,000,000	1,150,000	250,000	22,910,577
		374,238,483	146,818,696	187,709,168	335,328,008	38,910,475	255,130,449	638,950	255,769,399	267,679,542	167,831,006	95,607,963	104,097,037	890,984,947

Attachment: 2. 2019 Proposed Capital Budget, 2020 – 2023 Capital Plan (2019 Proposed Budget and Plan)

REGIONAL MUNICIPALITY OF WOOD BUFFALO

Project Name	2018 & Prior Approved	Actual	Commitments (September 2018)	Total Costs to Date (September 2018)	Available (September 2018)	Total Budget
Anzac WWTP & Effluent Pipeline - Construction	51,500,000	46,234,378	1,084,526	47,318,903	4,181,097	51,500,000
Enterprise Resource Planning	35,039,679	23,971,865	305,126	24,276,990	10,762,689	35,039,679
Abram's Land - Servicing and Site Preparation	25,700,000	23,651,978	1,984,990	25,636,968	63,032	25,700,000
Rural Water & Sewer Servicing - Predesign & Design	9,750,000	6,096,763	322,577	6,419,339	3,330,661	9,750,000
Rural Community Placemaking - Fort Chipewyan	4,853,690	4,320,470	100,000	4,420,470	433,220	4,853,690
Confederation Way Sanitary Sewer Bypass (aka phase 1)	25,222,541	22,471,558	1,264,076	23,735,634	1,486,906	25,222,541
Conklin Multiplex - Pre-Design & Design	3,900,000	2,434,956	644,462	3,079,418	820,582	3,900,000
Abram's Parcel 3 Development	5,000,000	2,786,963	547,053	3,334,016	1,665,984	5,000,000
Regional Scada Wan - Design	625,000	507,443	117,557	625,000	-	625,000
Green Plan Initiative - Regional Landfill	4,000,000	1,594,284	111,639	1,705,923	2,294,077	4,000,000
Fort Chipewyan WTP Upgrade-Design	2,500,000	2,181,347	306,522	2,487,869	12,131	2,500,000
Rural Community Placemaking-Gregoire Lake Estates	800,000	648,491	89,185	737,676	62,324	800,000
South East 881 Water Supply Line - Predesign & Design	4,500,000	3,125,582	845,188	3,970,770	529,230	4,500,000
Conklin Multiplex - Construction	51,500,000	42,822,745	4,996,954	47,819,699	3,680,301	51,500,000
Active Transportation Trail Phase 1 Construction	3,500,000	2,304,916	939,099	3,244,015	255,985	3,500,000
Urban Infrastructure Rehabilitation 2014-2016 - Construction	155,000,000	140,380,109	13,624,677	154,004,786	995,214	155,000,000
Fort MacKay Fire Hall - Design	800,000	733,076	54,848	787,925	12,075	800,000
Parson's Creek Fire Hall 6 - Pre-Design and Design	1,620,000	1,134,204	21,529	1,155,733	464,267	1,620,000
Building Life Cycle 2014-2016	8,418,400	7,286,295	211,896	7,498,191	920,209	8,418,400
Jubilee Center Reno/Construction 2014 - 2016	9,110,466	7,156,350	118,309	7,274,659	1,835,807	9,110,466
Fort McMurray WWTP Process Improvements - Predesign	2,830,000	2,438,304	277,853	2,716,157	113,843	2,830,000
Regional Scada Wan - Construction	3,500,000	2,050,197	1,166,685	3,216,882	283,118	3,500,000
Community Playground Replacements (Eagle Ridge and Others)	1,794,289	1,243,222	141,878	1,385,100	409,189	1,794,289
Fort McMurray Animal Control Centre	2,736,000	124,598	116,841	241,439	2,494,561	2,736,000
Intelligent Bus Transit System (IBTS)	6,150,000	979,802	-	979,802	5,170,198	6,150,000
Fort Chipewyan WTP Expansion - Construction	44,500,000	33,367,032	3,488,740	36,855,772	7,644,228	44,500,000
Southwest Water Supply Line Phase 1 - Construction	35,000,000	29,952,432	3,137,442	33,089,874	1,910,126	35,000,000
Clearwater Park System (Riverside Park System) - Remediation	4,407,639	2,250,222	32,210	2,282,432	2,125,207	4,407,639
Anzac Community Centre Upgrade	1,850,000	338,085	1,030,739	1,368,824	481,176	1,850,000
Anzac Fire Hall - Construction	12,000,000	9,785,454	1,282,524	11,067,978	932,022	12,000,000
Rural Infrastru Rehab. 2015-2017-Design	1,300,000	1,133,395	95,058	1,228,453	71,547	1,300,000
MacKenzie Blvd Lift Station Diversion & Sewer Upgrade - Construction	18,300,000	13,750,547	3,270,038	17,020,585	1,279,415	18,300,000
Regional Landfill Cell 4 - Construction	7,400,000	5,578,004	1,480,784	7,058,788	341,212	7,400,000
Confed Way Sanitary Sewer Phase 2 - Design	1,400,000	795,153	102,808	897,961	502,039	1,400,000
Saprae Creek Community Hall - PreDesign/Design	500,000	156,706	115,294	272,000	228,000	500,000
King Street Bridge Rehabilitation	3,240,000	2,092,949	125,474	2,218,424	1,021,576	3,240,000
Snow Disposal Site - PreDesign	700,000	437,121	80,189	517,310	182,690	700,000
Saprae Creek Fire Hall Expansion	3,945,600	3,421,446	100,614	3,522,060	423,540	3,945,600
Jubilee Condominium Capital Upgrades 2016	915,052	281,813	318,603	600,416	314,636	915,052

Attachment: 2. 2019 Proposed Capital Budget, 2020 – 2023 Capital Plan (2019 Proposed Budget and Plan)

2019 Proposed Capital Budget, 2020 - 2023 Capital Plan
2018 Funded Carry Forward Projects

Project Name	2018 & Prior Approved	Actual	Commitments (September 2018)	Total Costs to Date (September 2018)	Available (September 2018)	Total Budget
Thickwood Reservoir Replacement - Design	700,000	235,901	121,560	357,461	342,539	700,000
Stonecreek Drainage - Design	300,000	45,140	71,223	116,363	183,637	300,000
Stonecreek Drainage - Construction	1,886,730	-	50,000	50,000	1,836,730	1,886,730
		239,420	338,261			
IAS Infrastructure Upgrades	762,962			577,682	185,280	762,962
Legislative Management System Replacement	264,000	112,317	-	112,317	151,683	264,000
2016 Heavy Equipment Replacements	2,450,000	1,524,183	-	1,524,183	925,817	2,450,000
Warehouse Equipment	126,950	5,596	-	5,596	121,354	126,950
Doug Barnes Cabin Expansion - Construction	3,647,133	295,651	3,292,611	3,588,262	58,871	3,647,133
Urban Infrastructure Rehabilitation 2016-2018 - Design	4,500,000	1,601,418	2,708,119	4,309,538	190,462	4,500,000
Mills Avenue Stormwater Management - Construction	2,900,000	1,046,518	1,245,691	2,292,209	607,791	2,900,000
Storm/Sewer/Water Upgrades in Mackenzie/Beacon Hill - Design	3,420,000	26,149	879,463	905,612	2,514,388	3,420,000
Emergency Access Roads - Construction (Connection B,D,E)	900,000	486,406	179,485	665,891	234,109	900,000
Emergency Access Roads - Design (Connection B,D,E)	270,000	130,136	22,256	152,393	117,607	270,000
Saline Creek Parkway Phase 2 - Design (Connection F)	2,700,000	38,161	2,387,985	2,426,146	273,854	2,700,000
Urban Infrastructure Rehab 2017 - Construction	42,379,000	30,351,038	11,824,577	42,175,614	203,386	42,379,000
Thickwood Blvd - Abasand Drive Erosion Remediation	2,700,000	1,444,469	1,064,282	2,508,751	191,249	2,700,000
911 Dispatch Upgrades	409,000	28,984	379,335	408,319	681	409,000
Transit Facility (Green TRIP) - Design	500,000	342,702	142,067	484,769	15,231	500,000
East Clearwater Highway - Predesign	5,000,000	-	-	-	5,000,000	5,000,000
Jubilee Center Renovation - Design	767,000	-	767,000	767,000	-	767,000
Fort Chipewyan Water and Sanitary Sewer - Pre & design	900,000	-	-	-	900,000	900,000
Conklin WTP Upgrade Phase 2 - Construction	2,400,000	847,901	1,552,099	2,400,000	-	2,400,000
Thickwood Reservoir Replacement - Construction	6,300,000	4,815,122	1,286,597	6,101,718	198,282	6,300,000
Timberline Storm Water Upgrade - Construction	1,060,000	715,957	97,960	813,917	246,083	1,060,000
Timberline Storm Water Upgrade - Design	81,000	60,351	15,149	75,500	5,500	81,000
Christina Gordon School Playground	300,000	215,000	85,000	300,000	-	300,000
		35,108	-			
Fort Chipewyan - Airport Structure - Repair Airport Existing Sprung Structure Storage Membrane	36,000			35,108	892	36,000
		41,220	2,280,066			
Fort Chipewyan New Cemetery - Design Build	2,333,000			2,321,286	11,714	2,333,000
Rural Pump and Roll Pumper Truck	596,500	-	569,016	569,016	27,484	596,500
Ft McKay - Pump and Roll Tanker Truck	396,500	-	357,745	357,745	38,755	396,500
Computer Assisted Mass Appraisal (CAMA) System Review-Construction		-	-			
	1,968,000			-	1,968,000	1,968,000
Fort Chipewyan Lift Station Upgrades - Design	631,000	529,151	23,187	552,338	78,662	631,000
Saunderson Pressure Reducing Valve (PRV) Station - Design	450,000	-	259,880	259,880	190,120	450,000
Fort McMurray WTP PACL Tank Design/Build	4,300,000	183,219	316,392	499,611	3,800,390	4,300,000
Firebreak Rehabilitation and Trail Restoration	9,000,000	-	-	-	9,000,000	9,000,000
Fort Chip Winter Rd Culvert(BF85226) Replacement	800,000	61,369	586,076	647,445	152,555	800,000
Urban Arterial Boulevard Improvements & Beautification	14,000,000	1,933,787	1,540,915	3,474,702	10,525,298	14,000,000
Bus Bay Turnout & Transit Shelters - Thickwood and Timberlea - Design	1,000,000	196,777	207,488	404,265	595,735	1,000,000
Thickwood Perimeter Sewer - Design	5,850,000	1,011,058	344,541	1,355,599	4,494,402	5,850,000
	684,793,130	500,620,463	79,050,014	579,670,477	105,122,653	684,793,130
2018 MacDonald Island Park Sustaining Capital Grant	1,503,000	1,503,000	-	1,503,000	-	1,503,000
Egress Roads - Saprae Creek, Janvier, Conklin, Draper & Fort McKay Preliminary Engineering		-	300,000	300,000		
	300,000				-	300,000
Urban Infrastructure Rehab 2018 - Construction	30,000,000	4,189,378	25,716,938	29,906,316	93,684	30,000,000
Fort McMurray WTP Road Rehab & Security Improvements	1,500,000	9,459	991,956	1,001,415	498,585	1,500,000

Attachment: 2. 2019 Proposed Capital Budget, 2020 – 2023 Capital Plan (2019 Proposed Budget and Plan)

2019 Proposed Capital Budget, 2020 - 2023 Capital Plan
2018 Funded Carry Forward Projects

Project Name	2018 & Prior Approved	Actual	Commitments (September 2018)	Total Costs to Date (September 2018)	Available (September 2018)	Total Budget
King Street Booster Rehabilitation - Construction	1,300,000	13,256	661,164	674,420	625,580	1,300,000
IT Infrastructure Upgrades	1,161,000	-	1,055,704	1,055,704	105,296	1,161,000
WTP Cell Booster	600,000	-	-	-	600,000	600,000
2018 South Side Fueling Station	250,000	21,374	228,626	250,000	-	250,000
Athabasca Café Front Street Rehabilitation	84,000	-	-	-	84,000	84,000
Fort Chipewyan Lake Front Washroom	270,000	-	-	-	270,000	270,000
Snow Disposal Site - Design	675,000	-	568,979	568,979	106,021	675,000
Fire Suppression System - Fire Hall #2	36,000	-	6,000	6,000	30,000	36,000
Migration of RES to AFRRCS	2,400,000	2,968	1,093,623	1,096,590	1,303,410	2,400,000
Bus Bay Turnout & Transit Shelters - Thickwood and Timberlea - Construction	8,500,000	405,101	282,700	687,801	7,812,199	8,500,000
Taiga Nova/Abasand Lift Station Wetwell Platforms	300,000	23,075	21,024	44,099	255,901	300,000
Ryan/Hodgson Memorial Park	150,000	-	150,000	150,000	-	150,000
Envelope Stuffer	15,000	-	-	-	15,000	15,000
Crane for North Highlift (Lower Level)	85,000	-	-	-	85,000	85,000
Fort McKay Telemetry to Ells River Intake	23,500	-	-	-	23,500	23,500
Fort McMurray WTP Climate Control for UPS Batteries	125,000	-	-	-	125,000	125,000
RMWB Storm Outfall Monitoring Program	100,000	-	-	-	100,000	100,000
Water Tank and Pipe Cleaner	50,000	-	-	-	50,000	50,000
Migration of Bylaw Services to AFRRCS Radio Communication	240,000	-	162,303	162,303	77,697	240,000
2018 Heavy Equipment Additions	645,000	-	-	-	645,000	645,000
2018 Heavy Equipment Replacements	3,935,000	-	1,691,710	1,691,710	2,243,290	3,935,000
2018 Light Equipment Replacements	1,050,000	-	-	-	1,050,000	1,050,000
Playground Impact Tester	17,000	16,910	-	16,910	90	17,000
Ambulance Fleet Replacement 2018	350,000	-	216,970	216,970	133,030	350,000
Replacement of SCBA Air Pak Cylinders	47,000	44,520	-	44,520	2,480	47,000
Armoury Weapon Storage	50,000	41,959	3,800	45,759	4,241	50,000
Fire Training Area and Site Preparation	900,000	41,916	858,084	900,000	-	900,000
	56,661,500	6,312,915	34,009,581	40,322,496	16,339,004	56,661,500
TOTAL EXCLUDING LAND ACQUISITION	741,454,630	506,933,379	113,059,595	619,992,974	121,461,657	741,454,630
Land Acquisition 2018	10,000,000	-	-	-	10,000,000	10,000,000
Land Acquisition 2017	5,468,000	-	-	-	5,468,000	5,468,000
Land Acquisition 2016	9,843,000	4,250,124	-	4,250,124	5,592,876	9,843,000
Land Acquistion 2013-2014	52,480,000	16,401,284	3,978	16,405,262	36,074,738	52,480,000
TOTAL INCLUDING LAND ACQUISITION	819,245,630	527,584,786	113,063,573	640,648,359	178,597,271	819,245,630

Attachment: 2. 2019 Proposed Capital Budget, 2020 – 2023 Capital Plan (2019 Proposed Budget and Plan)

2019 Proposed Budget - Corporate Summary

Cost Elements Group	2018 Budget	2018 Projection	2019 Proposed Budget	Change	2020 Plan	2021 Plan
Net Taxes Available for Muni Purposes	672,728,941	679,636,515	643,332,400	(36,304,115)	622,930,231	602,455,23
Government Transfers	16,537,075	16,652,560	16,466,234	(186,326)	16,466,234	16,466,23
Sales and User Charges	44,994,740	47,186,540	47,686,150	499,610	49,686,150	49,686,15
Sales to Other Governments	2,596,471	2,443,571	2,441,500	(2,071)	2,441,500	2,441,50
Penalties and Costs on Taxes	4,312,300	5,716,000	4,182,000	(1,534,000)	4,182,000	4,182,00
Licenses and Permits	3,470,400	4,725,100	2,193,108	(2,531,992)	2,193,108	2,193,10
Fines	3,040,000	3,133,500	3,048,145	(85,355)	3,048,145	3,048,14
Franchise and Concession Contracts	7,919,000	7,954,000	8,300,000	346,000	8,300,000	8,300,00
Returns on Investments	17,396,000	19,416,000	23,432,000	4,016,000	23,432,000	23,432,00
Rentals	1,475,300	1,984,100	1,552,400	(431,700)	1,552,400	1,552,40
Other Revenue	185,500	3,335,500	160,996	(3,174,504)	160,996	160,99
REVENUES	774,655,727	792,183,386	752,794,933	(39,388,453)	734,392,764	713,917,76
Salaries Wages and Benefits	228,541,215	218,883,245	224,776,794	5,893,550	226,260,871	228,365,78
Contracted and General Services	78,295,569	67,465,453	69,791,072	2,325,618	73,237,072	75,697,07
Purchases from Other Governments	27,113,700	25,147,800	25,266,500	118,700	25,266,500	25,266,50
Materials Goods Supplies and Utilities	37,269,136	33,225,597	33,874,566	648,969	34,198,420	34,525,51
Provision for Allowances	512,000	(1,844,800)	774,000	2,618,800	774,000	774,00
Transfers to Local Boards and Agencies	743,000	143,000	443,000	300,000	443,000	443,00
Transfers to Individuals & Organizations	30,290,410	30,213,410	31,866,400	1,652,990	31,866,400	31,866,40
Bank Charges and Short-Term Interest	228,600	217,800	211,500	(6,300)	211,500	211,50
Interest on Long-Term Debt	12,734,000	13,651,000	11,840,000	(1,811,000)	11,116,260	10,311,91
Other Expenditures	95,150	64,000	15,000	(49,000)	15,000	15,00
Debenture Repayment	17,301,000	17,301,000	17,526,000	225,000	17,890,273	16,568,79
EXPENSES	433,123,780	404,467,505	416,384,832	11,917,328	421,279,296	424,045,48
EXCESS REVENUE OVER EXPENSES	341,531,947	387,715,881	336,410,100	(51,305,781)	313,113,468	289,872,27
Transfer for Capital Purposes	275,931,947	275,931,947	276,410,100	478,153	278,113,468	274,872,27
Transfer to Reserves - Emerging Issues	600,000	-	-	-	-	-
Undrawn Debt Reduction	65,000,000	65,000,000	60,000,000	(5,000,000)	35,000,000	15,000,00
SURPLUS (DEFICIT)	-	46,783,934	-	46,783,934	-	-

2019 Proposed Budget - Corporate Summary

Divisions	2018 Budget	2018 Projection	2019 Proposed Budget	Change	2020 Plan	2021 Plan
Corporate and Community Services	(56,905,989)	(54,007,220)	(56,427,676)	2,898,769	(56,605,129)	(56,784,35
Financial Services	(15,471,100)	(10,238,696)	(15,282,003)	5,232,404	(15,386,423)	(15,491,88
Communication Stkhlder Indig & Rural Rel	(7,267,790)	(7,101,840)	(8,257,807)	165,950	(8,325,168)	(8,393,20
Executive Offices	(7,298,550)	(1,525,805)	(7,777,350)	5,772,745	(7,824,533)	(7,872,18
Engineering	(8,107,768)	(8,148,568)	(8,145,575)	(40,800)	(8,211,666)	(8,278,41
Human Resources	(10,056,263)	(10,554,852)	(10,499,610)	(498,589)	(10,584,492)	(10,670,22
Planning & Development	(57,426,947)	(51,574,727)	(51,972,996)	5,852,220	(52,260,081)	(52,550,03
Public Works & Transit Services	(128,273,256)	(114,230,697)	(116,501,573)	14,042,559	(119,198,465)	(122,921,86
Regional Emergency Services	(29,778,217)	(27,208,750)	(29,130,509)	2,569,467	(29,453,074)	(29,778,86
Corporate Finance	320,585,879	331,375,088	303,995,099	10,789,209	307,849,030	312,741,04
SURPLUS (DEFICIT)	-	46,783,934	-	46,783,934	-	-

Attachment: 3. 2019 Proposed Budget - Corporate Summary (2019 Proposed Budget and Plan)

**REGIONAL MUNICIPALITY OF WOOD BUFFALO
COMMUNITY INVESTMENT PROGRAM PROPOSED 2019 BUDGET**

Agenda #	Sustaining Grant Applicant	2019 Requested*	2019 Proposed Budget	2018 Budget	2017 Budget	2016 Budget
6.1	Arts Council Wood Buffalo	350,000	325,000	325,000	325,000	325,000
6.2	Fort Chipewyan Historical Society	141,000	143,000	143,000	143,000	143,000
6.3	Fort McMurray Heritage Society	380,000	300,000	-	-	700,000
6.4	Fort McMurray Minor Baseball Association	90,000	90,000	90,000	90,000	90,000
6.5	Fort McMurray Minor Hockey (1981) Association	460,000	443,000	443,000	443,000	443,000
6.6	Fort McMurray Tourism	629,800	629,800	629,800	629,800	670,000
6.7	Justin Slade Youth Foundation	310,000	310,000	310,000	310,000	310,000
6.8	Keyano Foundation	449,500	-	-	-	-
6.9	Local HERO Foundation	1,000,000	1,500,000	750,000	1,500,000	1,500,000
6.10	McMurray Sno-Drifters Association	99,500	110,000	110,000	110,000	110,000
6.11	Multicultural Association of Wood Buffalo	296,000	260,000	260,000	207,000	207,000
6.12	Northern Alberta Athletic Association	1,100,000	1,100,000	1,100,000	1,034,000	1,100,000
6.13	Ptarmigan Nordic Ski Club	30,000	35,000	35,000	35,000	30,000
6.14	Regional Municipality of Wood Buffalo Library Board	4,210,500	4,210,500	4,410,500	4,794,000	5,100,000
6.15	Regional Recreation Corporation of Wood Buffalo	16,271,000	16,437,550	14,637,850	16,094,700	17,267,200
6.16	Vista Ridge Recreational Association	195,000	195,000	195,000	185,000	185,000
6.17	Wood Buffalo Economic Development Corporation **	2,200,000	-	-	-	-
6.18	YMCA of Northern Alberta, Wood Buffalo Region	729,500	437,000	606,300	606,300	645,000
	SUBTOTAL, SUSTAINING GRANTS	28,941,800	26,525,850	24,045,450	26,506,800	28,825,200

* CIP Recommends the Funding, as requested. The 2019 Requested will be included in the December 11, 2018 proposed budget, subject to Council changes during the Workshops.

** Council has already committed funds for the Wood Buffalo Economic Development Corporation, currently held in Reserve; the request will not impact the 2019 Proposed Budget.

Other Grants

	2019 Requested	2019 Proposed Budget	2018 Budget	2017 Budget	2016 Budget
Community Development (FCSS) Grant (moved to Community Impact)	-	-	300,000	300,000	300,000
Community Plan on Homelessness (Provincial/Federal Funding)	3,703,260	3,703,260	3,703,260	3,997,700	3,997,700
Games Legacy Grant (Partially Funded by Games Legacy Reserve)	50,000	50,000	40,000	40,000	30,000
Joint Initiatives Grant (moved to Community Impact)	-	-	250,000	250,000	250,000
Community Impact Grant	2,000,000	2,000,000	-	-	-
SUBTOTAL, OTHER GRANTS	5,753,260	5,753,260	4,293,260	4,587,700	4,577,700
TOTAL 2019 PROPOSED COMMUNITY INVESTMENT	34,695,060	32,279,110	28,338,710	31,094,500	33,402,900



Arts Council Wood Buffalo

Liana Wheeldon, Executive Director
Dave Boutilier, Board Chair & Director - Theatre

November 28, 2019

Organization Mandate

MANDATE: To champion investment in the arts in our region and support our vision that the arts are valuable and integral to a remarkable quality of life.

ACWB STRATEGIC PRIORITIES:

- The arts community is connected and has the resources needed to thrive;
- The arts are recognized as essential in creating a balanced community;
- The Arts Council is an influential voice for the arts.

Organization Mandate

SERVING: We serve the arts community, and community at large, in Wood Buffalo.

2019 GOALS: To continue expanding our Business of the Arts program to include discipline specific learning, engaging youth as well as adults; To leverage existing, and create new, partnerships enabling more outreach to rural communities; To maintain our availability to meet the high demand for our consultative services; and operationalization of the Arts Recovery Strategic Plan.

Organization Mandate

FUNDED PROGRAMS INCLUDE:

- **Learning Programs** such as: Business of the Arts Workshop Series; Artistic Practice Development Series; Consultative Services
- **Profile Building:** Wood Buffalo Excellence in Arts Awards & Showcase; On-line Artist Directory; Arts Tours
- **Art Production Projects:** Suncor Student Art Awards / Kim Jenkins Student Art Scholarship; Arts Recovery Project
- **Community Collaborations:** ACWB works with a number of local community groups including: Alberta Culture Days; Social Sustainability Plan Stewardship Committee; 2018 Alberta Winter Games; Wood Buffalo Food Bank; Urban Market; and Fuse Social.

Community Impact

Since incorporating in 2012, ACWB has followed a path of sustainable growth, consistently responding to increased demands for its services from the community. Part of that demand is because our services are not offered by any other organization in the community.

- ACWB membership has seen steady growth, and includes artists, non-profit organizations, and businesses.
- ACWB is often called upon by government and industry to represent our region's arts community.
- 48% of artists living in the region would now be defined as “professional” by the Canadian Artist Code directly resulting from the Business of the Arts workshop series, Master Classes, and individual consultations provided by Arts Council Wood Buffalo.

Community Impact

“The Fort McMurray Airport Authority reached out to the Arts Council Wood Buffalo for guidance and assistance in creating our Arts & Culture Program Strategy which is a 5-year plan to incorporate arts and culture into the airport experience for the benefit of visitors and community members. The Arts Council’s guidance was valuable in assisting the Authority in creating a plan that is achievable, sustainable and supportive of the community as a whole. Beyond the assistance with the development of the strategy, the Authority frequently reaches out to the Arts Council for advice on the implementation of our Arts & Culture Program to ensure we are strengthening and supporting the arts community with each stage of our strategy. The Fort McMurray Airport Authority gladly recommends the Arts Council Wood Buffalo to any organization looking for insight into the local arts community.”

Joanne Meredith, Manager of Marketing, Communications & Experience
Fort McMurray Airport Authority



Community Impact

6.1.a

“The Arts Council Wood Buffalo (ACWB) has been an important partner to the Wood Buffalo Food Bank (WBFB), most importantly with the inception and continual partnership on our Empty Bowls Festival over the past three years. With this partnership we are able to create a sustainable fundraiser for the WBFB, which has helped spread awareness about food insecurity in the region, as well as bringing the Arts community together in unique way. As well, the ACWB helped the WBFB with their project to create a mural on the property by engaging local artists to beautify the space and showcase their talent, and also in creating book covers for our history projects also done by local artists. Our partnership with the ACWB has been beneficial in creating another link between the non-profit and art sectors in our region.”

Anna Noble

Communications & Development Manager

Wood Buffalo Food Bank Association



Community Impact

“The Arts Council is incredibly valuable to the community, as well as being a personal and professional resource. Their mentorship and guidance has helped my growth as an artist in Fort McMurray. In the last 2 years I have gone from an enthusiast to full-time professional artist.

They have helped me build strategies and develop my art and I couldn't have done it without them. ”

Liam Renner, Artist

2019 Grant Request

2019 Grant Request	
Revenue	\$245,394
Expense	\$595,394
Subsidy Requested	\$350,000
Subsidy represents 58.8 % of total expenses.	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$351,233
Unrestricted Net Assets	\$76,378

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (3 full time, 1 part time)	\$301,626	\$280,000
Program Costs	\$240,083 <i>(Includes the Arts Recovery Coordinator and Project funded by the Canadian Red Cross)</i>	\$20,000
Overhead (utilities, insurance, etc.)	\$53,685	\$50,000
TOTAL	\$595,394	\$350,000

Community Investment History

2019 Request	2018	2017
\$350,000	\$325,000	\$325,000

We are asking for a slight increase in funding for 2019 in order to meet the increasing demand for our programs and services from community partners, artists, and the municipality. We continue to seek alternate funding streams and fee for service projects to supplement this operating grant.



Arts Council Wood Buffalo
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
325,000	325,000	325,000	350,000	350,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	351,233	76,378

Notes:

Recommended grant represents approximately 59% subsidy. This is a reduction from the 72% subsidy in 2018, as the Organization has broadened both its programming and revenue. The increase in the 2019 grant request is mainly in Payroll Expenses category.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	350,000	350,000
Donations and Sponsorships	20,000	-
Other Grants/Partnerships	88,000	-
Sales, Fees, Memberships	4,500	-
Ticket Sales	4,500	-
Arts Recovery / Red Cross	128,244	-
Other Revenue	150	-
Total Revenues	595,394	350,000
Expenses		
Payroll Expenses	301,626	280,000
Administration Costs	53,685	50,000
Costs of Good Sold	142,544	
Business of the Arts	36,000	10,000
Arts Awards	61,539	10,000
Total Expenses	595,394	350,000
Total Surplus (Deficit)	\$ -	\$ -

Attachment: Arts Council Wood Buffalo (Arts Council Wood Buffalo)

Sustaining Grant

Part A - Organization Summary

Organization Name:	Arts Council Wood Buffalo
Street Address:	AC100 - 8115 Franklin Avenue
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 2H7
Phone Number:	587-675-1625
Website:	www.artscouncilwb.ca
Fiscal Year End:	December 31
Act Registered Under:	Societies Act (Alberta)
Registration Number:	5016572751

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

Main Contact	
Title:	Ms.
Name:	Liana Wheeldon
Daytime Phone:	587-674-1625
Email Address:	liana.wheeldon@artscouncilwb.ca
Executive Director	
Name:	Liana Wheeldon
Daytime Phone:	587-674-1625
Email Address:	liana.wheeldon@artscouncilwb.ca
Board Chair / President	
Name:	Dave Boutilier
Daytime Phone:	17(1)
Email Address:	17(1)

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.	
 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
Dave Boutilier Print Name	Liana Wheeldon Print Name
2018-10-19 Date: (Year-Month-Day)	2018-10-19 Date: (Year-Month-Day)



Part B - Board Questionnaire

How often does the Board of Directors meet?

10 times per year

Minimum number of board members according to bylaws:

11

Number of board members:

Currently: 11

2017:

10

2016:

11

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

--

Please list your current Board of Directors:

[illegible]

Part B - Board Questionnaire

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

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

Anyone can become a member of Arts Council Wood Buffalo (ACWB) by submitting the appropriate fee. Although there are exclusive benefits for members (discounts on programming, profile on artist directory, access to consultative services), membership is not required to access most of ACWB's programs and services.

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 position on a monthly basis along with quarterly variance report analysis and approval. The Annual Budget for the following year is also presented to, and approved by, the Board in the last quarter of every year.

ACWB continues to work diligently to diversify its revenues to become less reliant on the RMWB funding. In 2018, ACWB will receive approximately \$52,000 in additional grant revenue, a 16% increase over 2017.

Every program and project undertaken by ACWB is assessed annually for appropriate revenue streams including: registration fees, sponsorship, and grant funding. When an alternate source of funding is identified, it is pursued by ACWB staff to ensure the sustainability of our programs and services. ACWB also takes on fee for service contracts when time and capacity allows. In these scenarios, ACWB is paid a fee by businesses, industry, and other non-profits to administer various programs (such as the Suncor Student Art Awards).

Finally, ACWB is able to leverage the operational funding it receives from the RMWB to receive operational support from the Alberta Foundation for the Arts (AFA). AFA funding is based on a percentage of ACWB's operating budget - as ACWB grows, so does the support from the AFA.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☒ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

2018

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

The arts community is connected and has the resources needed to thrive:

- provide opportunities for collaboration, skill development, and innovation
- provide resources, tools, and investment to cultivate the arts

The arts are recognized as essential in creating a balanced community:

- demonstrate the value of the arts so that government and the community increase their awareness of, participation in, and commitment to the arts
- the arts community is an influential voice when discussing the health and well-being of Wood Buffalo

Arts Council Wood Buffalo is an influential voice for the arts:

- raise the organizational profile of ACWB
- Board development



Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

In addition to support for office space, insurance, and other general operating expenses, ACWB is seeking support of the following programs, services, and events (full program summary attached).

Learning programs:

- Business of the Arts Workshop Series
- Discipline-specific workshops
- Artist Practice Development Program
- Consultative services

Profile Building:

- Wood Buffalo Excellence in Arts Awards and Showcase
- Wood Buffalo Artist Directory
- Purposeful communication
- Arts tours

Art Production Projects:

- Suncor Student Art Awards / Kim Jenkins Art Scholarship
- Arts Recovery Project

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Please see attached document explaining how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4.

Summary of ACWB Programs, Services, and Events

Learning Programs:

- Business of the Arts Workshop Series: 6 BOA workshops will be conducted in 2019. These workshops focus specifically on how artists can make a living from their work and arts organizations can deepen their impact.
- Discipline-specific workshops: In 2019, ACWB will further develop the Artist Practice Development Series. These workshops will provide advanced arts training that would otherwise not be available in our region. In the past, ACWB has partnered with local artists and arts organization to present music master classes, obtaining gallery representation workshops, theatre script development workshops, and a puppetry/set design workshop.
- Consultative Services: Arts Council staff and Directors provide one on one support to members of ACWB and non-members on topics ranging from grant applications to portfolio development. In 2016, ACWB provided 37 separate consultations; in 2017, over 217 separate consultations were completed; in 2018, the demand for this service continues to grow with over 260 consultations accessed by members and non-members as of October, demonstrating that ACWB is recognized as an influential voice for the arts.

Profile Building:

- Wood Buffalo Excellence in Arts Awards and Showcase: seeks to recognize those that have contributed to a remarkable quality of life in our region through the arts, and provides a platform for the top artists in our region to share their talents with the community.
- Wood Buffalo Artist Directory: Provides profiles on individual artists and arts organizations in Wood Buffalo. In 2019, ACWB proposes to expand its website in order to better serve rural and Indigenous artists and artisans.
- Purposeful Communication: ACWB reaches a diverse audience from art galleries to school boards and from professional artists to community members. In order to create meaningful connections, ACWB employs a variety of methods to reach its diverse audiences. These include a website, a monthly electronic member newsletter, social media platforms, and advertisements. ACWB also provides monthly arts columns through the *Fort McMurray Today* and *Snapd*.
- Arts Tours: Customized to fit the interests (and time) of visiting artists and stakeholders these tours showcase the people, venues, and events that create a culture of creativity here in Wood Buffalo. In 2019, working in conjunction with Fort McMurray Tourism, ACWB will look to leverage this service to assist in promoting cultural tourism.

Art Production Projects:

- Suncor Student Art Awards / Kim Jenkins Student Art Scholarship: The purpose of the program is to increase the reach and impact of artwork created within the school system and to build the confidence of emerging artists to exhibit their work.
- ACWB will partner with a variety of stakeholders to create opportunities for artists and arts organizations to collaborate and showcase their work as part of the execution of the Post-Wildfire Arts Recovery Strategic Plan. This plan also includes creating events for the community at large to interact with the arts.

Community Collaborations:

- Arts Council Wood Buffalo works with a number of local community groups to demonstrate that the arts are essential in creating a balanced community. Some of the groups, committees, and initiatives the Arts Council is involved in are: Social Recovery Interagency Meetings; Social Sustainability Stewardship Committee; Wood Buffalo Community Foundation Grants Committee; Alberta Culture Days; Arctic Winter Games Bid Committee; Arts Sector Recovery Working Group; Wood Buffalo Food Bank Association's Empty Bowls; RMWB Arts and Culture Master Plan Committee, and Fuse Social's Timeraiser.

Achieving the objectives of the Municipal Strategic Plan

The Regional Municipality of Wood Buffalo (RMWB) and Arts Council Wood Buffalo (ACWB) share a vision of using the arts to create an attractive and liveable community. Through financial support of ACWB, the Municipality is investing in this shared vision and an organization that is working towards the RMWB's goals as outlined in the Regional Municipality of Wood Buffalo 2018-2021 Strategic Plan. Specifically:

- Strategy & Initiative #3c – Small Business Incubator
- Strategy & Initiative #3d – Economic Gardening and Pop Up Stores
- Strategy & Initiative #3e – Shop Local Program
- Strategy & Initiative #3f – Support Arts and Culture

ACWB's Business of the Arts Workshops (BOA), Artistic Practice Development Series (APD), and Consultative Services all serve to build the capacity and business acumen of our local artists and arts administrators to support the institutions and programming the Municipality wishes to attract while encouraging "increased small business start-up".

The Municipal Strategic Plan calls for establishing "Market Places to promote local crafts and entrepreneurs and artisans". The Arts Council will work in tandem with the municipality to ensure that artists have the skills required to establish viable businesses and will be a catalyst for creating a thriving arts scene in Wood Buffalo that will be attractive to current and future residents. By promoting collaboration, engaging partnership projects, and building the capacity of our local artists, we can increase the profile and viability of arts in our region.

The Profile Building services ACWB provides: the Wood Buffalo Excellence in Arts Awards and Showcase, the on-line Artist Directory, communication tools, and Arts Tours, which continue to raise the profile of the arts amongst the community, government, and industry. This will result in collaboration amongst sectors to help strengthen our arts and cultural offerings. The arts council is also promoting province-wide collaboration by connecting members with organizations such as Visual Arts Alberta, Theatre Alberta, and the Alberta Foundation for the Arts. The arts council has promoted a Shop Local marketing strategy throughout 2018 in our organization's communications, and was an early adopter of the "Has the artist been paid" call to action implemented by Visual Arts Alberta/CARFAC.

ACWB will continue to work with the Municipality, Fort McMurray International Airport, Keyano College, and Tourism Fort McMurray to enhance the creative economy and encourage tourism as well as retention of residents. By leveraging Community Collaborations and Art Production Projects, Arts Council Wood Buffalo will continue to work toward one of its long-term goals of fostering a creative community through the creation of "creative spaces for artists, in addition to places where community-based art works can be displayed".

ACWB believes that public art is truly accessible to all in the region, expresses our collective identity, and enriches our quality of life. The Arts Council will assist the Municipality to ensure that public art in Wood Buffalo meets standards of best practice, is integrated into the community, and invests in the local arts economy.

Arts Council Wood Buffalo will continue to be a key resource to the Municipality and other organizations on best practices with regard to arts policy and incorporating the arts into other sectors such as education, tourism, and social services. The Arts Council will also continue to

connect the region's diverse arts community and provide opportunities for partnerships that "support arts and culture development, contribute to increased tourism and generate prosperity for the region along with improved reputation and branding".

Arts Council Wood Buffalo supports the Municipal strategic plan in a number of other areas including:

- Strategy & Initiative #1i – Partnerships with Social Profits
 "...align policies, strategies, and actions (to) support decision making and resource allocation to maintain quality of life for current and future residents" by engaging in the Social Sustainability Plan creation and stewardship committee.
- Strategy & Initiative #1m – Youth
 "Create opportunities for youth and encourage youth engagement" through our ongoing participation in MACOY; and our goal to expand our Business of the Arts Program to include youth-specific learning opportunities
- Strategy & Initiative #2e – Riverfront Master Planning & Revitalization
 "Create opportunities for small business development, arts, culture, and recreation" through our Learning Programs and Arts District branding initiative.

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

Arts Council Wood Buffalo leverages the RMWB Sustaining Grant to obtain funding from other government agencies and foundations. Alberta Foundation for the Arts bases their funding on the grant amount provided by the municipality.

ACWB applies for Alberta Foundation for the Arts operating and project grants and has registered with the Canada Council for the Arts to pursue funding for enhancing the Business of the Arts series, Artist Directory improvements, and multi-year program funding.

The Arts Council receives sponsorship from local business and industry supporters in order to host the Wood Buffalo Excellence in Arts Awards and Arts Showcase. In 2018, ACWB participated in the ArtsVest Program, a sponsorship matching initiative run by Calgary Arts Development, in support of this event.

ACWB is receiving funding from Canadian Red Cross in support of the Arts Recovery Project, covering this initiative from August 2018 through July 2020.

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	50	
Fundraising Volunteers		
Committee Volunteers		
Administrative Volunteers	1	
Total Organization Volunteers (Count each only once)	51	



Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	4	4
Part Time Positions	1	1

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

ACWB has moved their offices into Keyano College, reducing our rent expense by just over 50% for the first twelve-month term, and providing an 8% savings for each year thereafter.

Arts Council Wood Buffalo operates to a zero-balanced budget and strives to be a low-cost operator while maintaining high quality service to its stakeholders. We continue to look for the best value when purchasing items for the organization and utilize 'webinars' and other local agency offerings for professional development opportunities.

The Executive Director, Programs & Partnerships Manager, Communications & Engagement Manager, Communications Coordinator, and Arts Recovery Project Coordinator share the administrative workload where possible and engage a professional bookkeeper and accountant to maintain financial records.

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$	245,394.00
Total 2019 Budgeted Expenses	\$	595,394.00
Surplus* / (Deficit)	\$	-350,000.00

2019 Sustaining Grant Request Amount:

\$ 350,000.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February \$262,500.00 April

(no more than 75% of request)

August \$87,500.00 October

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years



REVENUE

Budget 2019

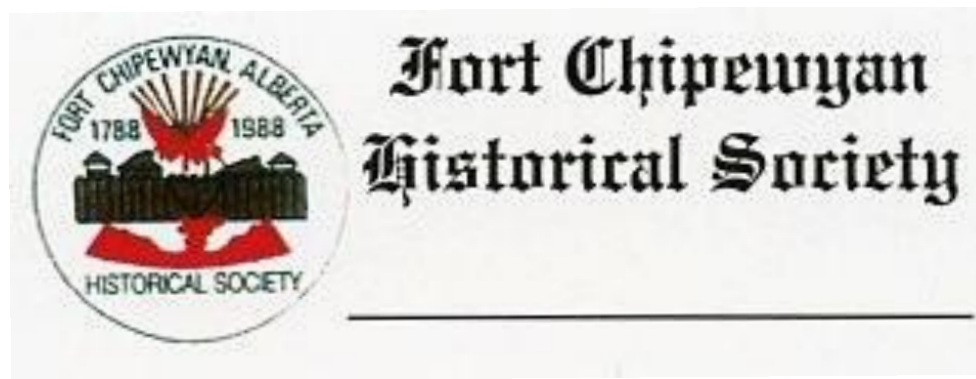
Contributions		
Membership Fees	3000	
Fundraising & Donations	0	
Registration Fees	1500	Business of the Arts Workshop tickets
RMWB Operating Grant	350,000	
Sponsorships	20,000	Wood Buffalo Excellence in Arts Awards
Government Grant - Canada Council	40,000	Artistic Practice Development Series pending application
Government Grant - AFA Operating	40,000	(AFA granting cover April 1, 2017 to March 31, 2018)
Industry Grant - Suncor	8000	Suncor Student Art Awards / Kim Jenkins Scholarship
Fees for Services / Partnership Projects	0	
Ticket Sales	4500	WBEEA Tickets
Arts Recovery / Red Cross	128,244	Year one of a two-year project 2019
Total Contributions	595244	
Other Revenue		
Interest Revenue	150	
Miscellaneous Revenue	0	
Total Other Revenue	150	

TOTAL REVENUE **595394**

EXPENSE

Cost of Goods Sold		
Artist Fees	2000	Annual Report artwork / misc arts calls
Business of the Arts Workshop Series	3500	Accommodation/food/flights for instructors
Arts Recovery / Red Cross	128,244	Arts Recovery Working Group Project 2018
Scholarships & Awards	7,800	Buffys & SSAA / Kim Jenkins
Venue Rental	\$1,000	BOA at Keyano
Total Cost of Goods Sold	142544	
Business of the Arts		
Contractors	32,000	BOA plus AIR/APD series
Advertising and Promotion	3000	Rebranding/addition of AIR/APD
Hospitality	1000	BOA plus AIR/APD series
Total Business of the Arts	36000	
Arts Awards		
Advertising and Promotion	2000	
Artist Fees	15600	
Hospitality	19000	Food service
Office Supplies	139	
Professional Development	300	
Printed Material	2000	
Reception	13000	Arts Awards Décor
Venue Rental	9500	
Total Arts Awards	61539	
Payroll Expenses		
Contractors	\$0	
Wages & Salaries	281000	Permanent part time staff member hired 2018 / COL Increases

El Expense	3072	
CPP Expense	9094	
WCB Expense	570	
Employee Benefits	7890	
Total Payroll Expense	301626	
General & Administrative Expenses		
Accounting & Legal	10000	
Printed Material	1750	Annual Report - digital only
Advertising & Promotion	3500	
Board of Directors / AGM	2000	
Tech subscriptions and licences	1200	
Hospitality	1700	
Insurance	1185	
Interest & Bank Charges	1000	
PayPal Service Fees	300	
Office Supplies	1000	
Courier and Postage	200	
Photocopying & Printing	1500	
Professional Development	1500	
Professional Memberships	600	
Motor Vehicle Expenses	1000	
Gifts	250	
Rent	11,900	
Parking	600	
Utilities	\$1,500	
Telephone	3,500	
Mileage and Travel	2500	
Website	5000	Website needs upgrading
Total General & Admin. Expenses	53685	
TOTAL EXPENSE	595394	
NET INCOME	\$0	



Maureen Clarke
Director

November 28, 2018

Organization Mandate

- To maintain and operate the Bicentennial Museum
- To keep Museum open to the public, residents of Fort Chipewyan, and visitors, throughout the year

Organization Mandate

Community Served

- Fort Chipewyan, Alberta
- Residents and visitors

Organization Mandate

Goals for 2019

- Update maintenance on museum building
- Update fluorescent lighting and wiring
- To preserve and maintain artifacts pertaining to Fort Chipewyan and environs
- To keep museum open year-round

Organization Mandate

Programs/services to be funded by the grant

- To keep Bicentennial Museum open throughout the year
- Utilities, operating supplies, etc.
- To keep maintenance on the museum building up-to-date
- To maintain staff and wage costs

Community Impact

- To help keep traditional crafts alive
- To co-ordinate the Remembrance Day Ceremony on Nov.11
- To promote cultural awareness and pride of heritage within the community
- To focus on displays illustrating life in the past
- To provide feelings of positive self-satisfaction and well-being in those who participate in cultural activities
- To develop positive word-of-mouth advertising for the museum
- To deliver cultural activities within the museum setting
 - Workshops to promote retention of traditional skills
 - Beading, sewing (beaver hat, mitts, moccasins, etc.)

2019 Grant Request

2019 Grant Request	
Revenue	\$29,478
Expense	\$170,400
Subsidy Requested	\$140,922
Subsidy represents 82.7 % of total expenses.	

Previous Year's Financial Information	
Last Fiscal Year End Date	31 December 2017
Total expenses from previous year	\$220,947
Unrestricted Net Assets	\$111,893

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (2 full time, 2 part time)	\$99,084	\$99,084
Program Costs	\$83,493	\$13,456
Overhead (utilities, insurance, etc.)	\$14,447	\$14,447
TOTAL	\$197,025	\$126,988

Community Investment History

2019 Request	2018	2017
\$140,900	\$143,000	\$143,000

Increase in 2019 of \$18,632 is due to being behind in receiving grant checks for the last three years. The board has been hesitant to spend money we have not received. The result is that the society is behind in doing repairs and upgrades to the museum. Also, the museum has been short-staffed for 1½ years. On 1 Nov, 2018 we received the last grant check which completed the 2016 grant year. Prior to this the last grant check for \$71,500 was received 23 Jan 2018 and on 9 Aug 2017 another \$71,500.

Fort Chipewyan Historical Society
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance * Recommended vs. Requested
143,000	143,000	143,000	140,922	141,000	78

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	197,026	111,894

Notes:

* Variance is due to rounding.

Financial reporting is draft statements as at December 31, 2017.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB 2019	140,922	141,000
Sales of Souvenirs/crafts	26,000	-
Donations	2,000	-
Other Revenue	1,478	-
Total Revenues	170,400	141,000
Expenses		
Salaries/Wages/MERC	99,300	99,300
Souvenir/Craft Supplies	24,000	-
Utilities	13,500	13,500
Office Supplies/Administrative Expenses	2,600	2,600
Insurance	9,200	4,300
Maintenance & Repairs	11,300	11,300
Donations	500	-
Training / Travel	5,000	5,000
Auditor	5,000	5,000
Total Expenses	170,400	141,000
Total Surplus (Deficit)	\$ -	\$ -



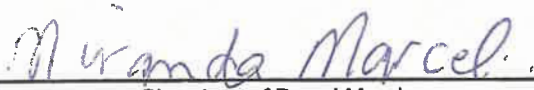
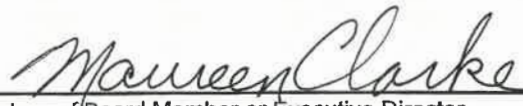
Community Operating Grant Part A - Organization Summary

Organization Name:	Fort Chipewyan Historical Society
Street Address:	109 Mackenzie Avenue Box 203
City/Hamlet:	Fort Chipewyan
Province:	Alberta
Postal Code:	T0P1B0
Phone Number:	(780) 697-3844
Website:	N/A
Fiscal Year End:	31 December 2019
Act Registered Under:	Societies Act (Alberta)
Registration Number:	503581654

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

Main Contact	
Title:	Director, Bicentennial Museum
Name:	Maureen Clarke
Daytime Phone:	(780) 697-3844
Email Address:	fortchipmuseum@telus.net
Executive Director	
Name:	
Daytime Phone:	
Email Address:	
Board Chair / President	
Name:	Miranda Marcel, Vice-President
Daytime Phone:	(780) 697-3844
Email Address:	

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
Miranda Marcel Print Name	Maureen Clarke Print Name
2018-11-07 Date: (Year-Month-Day)	2018-11-07 Date: (Year-Month-Day)

Attachment: Fort Chipewyan Historical Society (Fort Chipewyan Historical Society)

Part B - Board Questionnaire

How often does the Board of Directors meet?

Bimonthly or as required

Minimum number of board members according to bylaws:

5

Number of board members:

Currently: 7

2017: 6

2016:	6
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6

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

Posters are put up in the community asking for names of people who are interested in sitting on the board. They are then asked to attend a meeting and then a motion is passed to accept them onto the board.

Please list your current Board of Directors:

[illegible]

Part B - Board Questionnaire

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

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

All residents of Fort Chipewyan, 18 years of age or older, are eligible to become a Fort Chipewyan Historical Society board member.

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?

A financial statement-to-date is presented at every board meeting, discussed and questioned. As well, board members often come in to the museum and ask questions concerning the finances. Just recently the Historical Society has received a \$10,000 donation from the Mikisew Cree Band in conjunction with the RBC Foundation. We are still considering a casino license but we have had to do an eligibility questionnaire in order to proceed.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.



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 7)
- ☒ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

2017 but some planning for the future is discussed at nearly every board meeting.

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

The Historical Society's main priority continues to be the operation and maintenance of the Bicentennial Museum. The museum is a neutral location within the community in which local artifacts are stored and displayed; it also acts as a distribution center for tourism information and events in the community. The museum has been short a full-time staff member since the middle of 2017, operating with one full-time staff, one part-time staff and one very casual staff to call upon. Only recently has a part-time person been hired and hopefully this will become a second full-time position. This will provide better delivery of completing tasks, adding displays in the museum and generally completing all activities in a timely manner. Another priority is to search out other funding sources that are applicable to museums. Space is now a big problem and we continually discuss what can be done. Staff training is another item of concern, especially in trying to digitize our photo collection and the books, tapes, videos, etc. in the Oliver Glanfield Resource Center. Staff training in computer programs, power point presentations, etc. would be a real boon for staff.



Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

The main activity of the society is to maintain and operate the Bicentennial Museum, keeping it open to the public throughout the year. Thus far in 2018 the museum has only been closed for 3 days - New Year's Day, Good Friday, and July 1. Regular hours of business are 9:00-12:00 noon and 1:00-5:00 Monday through Friday and 1:00-5:00 Saturdays and Sundays. Staff always accommodate out-of-town visitors and have extended the hours until 6:00 or have been open in the evenings for 2-3 hours. The funding applied for, therefore, goes primarily to wages and wage costs, utilities, and maintenance of the building. As funding was so short during the past year and a half very little maintenance was done and a bare minimum of supplies for the office, general cleaning supplies and so on were purchased. The building needs new lighting and some wiring to be installed, floors need some repair as well as repairs outside the building.

The museum is an active coordinator and participant in the annual Remembrance Day ceremony held in the Mamawi Community Hall on November 11. Museum tours are provided for school groups and other groups who request them. The museum also has the "Quarry of the Ancestors" kit that teachers may have access to and stimulate their classes with hands-on activities. The museum grounds have been and may be used again by Heritage Day activities and other cultural activities. The museum does also contribute to the Winter Carnival, July 1 activities, Safe Halloween and so on.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

The society will continue to keep the museum open to the public. Museum displays illustrate life in the past and how it has evolved into today's lifestyle. Cultural grants and donations allow the museum to offer cultural classes in sewing such items as fur mitts of varying styles, clothing, knitting, beaver hats, beading, etc. These activities are well supported by the community. For example, a beaver hat course to be offered later in November is full with 11 students and a second course is set to follow with ten more students. Participants include men, woman and teenagers. Several more courses to be offered will help in the progression of cultural awareness and retention of "long ago" traditional skills that provide individuals with much self-satisfaction. This strengthening and understanding of the extra ordinarily rich cultural history of Fort Chipewyan enriches the community's pride of history. The result is very positive word-of-mouth advertising for the museum.



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

The society completed an eligibility review in order to apply for a casino license. It is not an immediate solution for funding as there is now a 16 month or longer waiting time to get the casino date. The new Provincial Museum is now open in Edmonton and the Director will be contacting them about any possible training programs for the staff. Perhaps they can also suggest some leads for funding opportunities that can be followed up on.

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	16	16
Fundraising Volunteers	0	0
Committee Volunteers	7	7
Administrative Volunteers	0	0
Total Organization Volunteers (Count each only once)	23	23



Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	2	1
Part Time Positions	2	2

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

Our cost savings initiatives are very minuscule. We do things like turning off the lights when no one is touring the museum and turn down the furnace at night. If we could replace the windows with more energy saving glass such as double glazing we would save on fuel costs.

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$	29,478.00
Total 2019 Budgeted Expenses	\$	170,400.00
Surplus* / (Deficit)	\$	(140,922.00)

2019 Sustaining Grant Request Amount:

\$ 140,922.00

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

Please Indicate Preferred Cash Flow, if approved:**

January/February \$ 35,230.50 April \$ 35,230.50

(no more than 75% of request)

August \$ 35,230.50 October \$ 35,230.50

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment MUST accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☐ Financial Statements of two (2) most recent fiscal years

FORT CHIPEWYAN HISTORICAL SOCIETY
2019 PROPOSED FINANCIAL BUDGET
EXPENSES

Wages	\$95000
Wage Costs	4300
Gift Shop Supplies	24000
Power	2900
Fuel	8000
Phone	1400
Fax	1200
Insurance	9200
Office Supplies	1600
Repairs and Maintenance (Lights, wiring, shakes, floor)	11300
Advertising	500
Fees and Licenses	400
Donations	500
Auditor	5000
Bank Expenses	100
Training/Travel	5000

TOTAL EXPENSES	170400
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REVENUE

Gift Shop Sales	26000
Donations to Museum	2000
Bank Interest	40
GST Rebate	700
Fuel Rebate	738

TOTAL REVENUE	29478
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Fort McMurray Heritage Society

Roseann Davidson - Executive Director
Tammy Plowman - Office/Program Manager

November 28, 2018

Organization Mandate



- “The Fort McMurray Heritage Society exists so that the people of Fort McMurray, Alberta, the Municipality of Wood Buffalo, visitors from Alberta and Canada and international visitors learn about history and culture in ways that enhance their lives socially, intellectually and economically.”
- Fort McMurray Heritage Society Board Policy.
- Our geographic mandate is Fort McMurray and all regions within a 100 km radius.

Organization Mandate



Community served are residents of Fort McMurray, the urban communities, schools, national & international visitors young and old.

Goals for 2019

- Continue with the rebuild of the grounds at Heritage Village; development the Indigenous Village & Agricultural Barn exhibit; build the Heritage Storage Garage.
- Complete the Collections Assessment, re-housing the collections, PastPerfect upgrades (museum database) for artifact documentation & digitization project for photographs.
- Continue to partner with community organizations & with the RMWB on the Heritage Calendar, plaques & Community in Bloom programs.
- Continue with the rental prospects.
- Maintain standards of excellence in children's programming.

Organization Mandate



Programs/services to be funded by the grant:

The Fort McMurray Heritage Society will primarily to use this funding for staff wages.

- Every element of our operations requires staff. This funding will support all of our activities & events of our general operations in some way.
- Some staff members are partly supported by grants, but all of these grants require that we match some portions of those wages with other funding.
- Staff members work in areas which are revenue generating, such as gift shops or rentals; covering wages with the grant will free that revenue for other expenses.
- Staff work in areas, such as administration, maintenance, events, archives, & collections which are necessary to our general operations & to meeting our mission but are not funded by grants & do not as directly or reliably generate revenue.

Community Impact



- The primary impact of cultural institutions is intangible: we improve the Region's quality of life which creates a sense of community and continuity, and encourages workers & potential citizens to reside in what can sometimes be a challenging place to live.
- Heritage Shipyard and Heritage Village are two key locations that anchor Fort McMurray's Arts & Culture District. In 2018 we had 15,000+ visitors through admissions, school programs, summer camp registrations, FMHS event & private event attendees.
- The benefits we provide to the community are:
 - Producing and implementing summer & theatre camps at Heritage Village.
 - Giving informative and interpretive tours of our museum sites.

Community Impact

- We organize two events each year.
- We host media tours in partnership with Fort McMurray Tourism and other organizations.
- We provide research services.
- We engage with local & Canadian artisans to provide a unique line of giftware at the Heritage Village Gift Shop.
- We attend community events & trade shows to promote the history of our region.
- We enhance the local economy promoting our local businesses and recreational venues.
- We have developed and maintained a website & and continue to engage in social media networking.
- We have established a joint partnership with major groups to host community events at Heritage Village and Heritage Shipyard.



2019 Grant Request



2019 Grant Request	
Revenue	\$1,220,000
Expense	\$1,600,000
Subsidy Requested	\$380,000
Subsidy represents 24% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total operating* expenses from previous year	\$1,278,560
Unrestricted Net Assets	\$1,541,011
<i>* Does not include non-cash transactions and other non-operating expenses.</i>	

Expense Summary



Cost Category	Total Expense	Funded by RMWB
Salary/Wages (10 full time, 3 part time)	\$827,000	\$380,000
Program Costs	\$421,500	-
Overhead (utilities, insurance, etc.)	\$351,500	-
TOTAL	\$1,600,000	\$380,000

Community Investment History



2019 Request	2018	2017
\$380,000	-	-

FMHS last received a RMWB was in 2016 for \$700,000. Decrease in 2019 of \$220,000 is due to a reduction in staff costs.

Additional Information



- The status quo is difficult on our ability to manage the operations of our two museum sites as we are heavily reliant on staffing to operate properly. For the short-term, we have not replaced 2 full-time positions and have reduced 3 full-time positions to part-time. This practice cannot be continued for long as we cannot maintain operations this way.
- Staff have been participating in long distance learning to reduce travel.
- We currently have a skilled volunteer taking care of our maintenance; unfortunately, he is leaving the city at the end of November and will need to be replaced.
- We recruited volunteers to help alleviate some of the workload of all staff.
- We have implemented other cost saving initiatives by becoming more energy efficient & installed a boiler heating system.

Fort McMurray Heritage Society
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
700,000	-	-	380,000	380,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	1,278,560	1,541,011

Notes:

Operating expenses as shown above are the reported (2017 Audited Financial Statements) Total Expenses less non-cash transactions ("Amortization") and other non-operating expenses (investment in "Collections"). Recommended for Sustaining Grant funding pending the outcome of the December 31, 2018 Unrestricted Net Asset balance.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
General Revenue (Admissions, Rentals, etc.)	60,000	-
Donations/Fundraising/Archival Research	48,000	-
Other Grants	75,000	-
Open Minds Heritage School/Other Programs	183,000	-
Reserves	579,000	-
RMWB Sustaining Grant	380,000	380,000
Museum Gift Shop	275,000	-
Total Revenues	1,600,000	380,000
Expenses		
Salaries/Wages/MERC	827,000	380,000
Advertising	30,000	-
Utilities/Waste Management	70,500	-
Training and Development	5,000	-
Programs/Supplies	80,000	-
Special Events	30,000	-
Fundraising	5,500	-
Security	25,000	-
Accounting and Legal Fees	35,000	-
Repairs/Building Maintenance	75,000	-
Gift Shop Expenses	155,000	-
Rentals (Conference Room and Grounds)	20,000	-
All other costs	242,000	-
Total Expenses	1,600,000	380,000
Total Surplus (Deficit)	\$ -	\$ -



Sustaining Grant Part A - Organization Summary

Organization Name:	Fort McMurray Heritage Society
Street Address:	1 Tolen Drive
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 1G7
Phone Number:	780 791 7575
Website:	www.fmheritage.com
Fiscal Year End:	December 31
Act Registered Under:	Companies Act (Alberta)
Registration Number:	5000-78910

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

Main Contact	
Title:	Executive Director
Name:	Roseann Davidson
Daytime Phone:	790 791 7575 x 228
Email Address:	execdirector@fmheritage.com
Executive Director	
Name:	Roseann Davidson
Daytime Phone:	790 791 7575 x 228
Email Address:	execdirector@fmheritage.com
Board Chair / President	
Name:	Carmen Ramstead
Daytime Phone:	17(1)
Email Address:	17(1)

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

	
Signature of Board Member (must have signing authority)	Signature of Board Member or Executive Director (must have signing authority)
	
Print Name	Print Name
	
Date: (Year-Month-Day)	Date: (Year-Month-Day)

How often does the Board of Directors meet?

Minimum number of board members according to bylaws:

6

Currently:	7	2017:	9	2016:	8
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7

2017:

9

2016:

8

The Board is actively seeking board members. We are contacting community partners, local small businesses, corporations and community residents. The Board is always willing to accept new members and encourages members in good standing of the FMHS to apply for a position.

[illegible]



Part B - Board Questionnaire

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

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

There are no restrictions on participating in programs and services. The only restrictions on becoming a member are those entailed by the membership application process: prospective members must pay a membership fee and complete a criminal background check.

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 position of the agency at every board meeting (6 times per year); there is also an executive committee made up of the Chair, Vice Chair, Treasurer, and Secretary which reviews the organization's financial position monthly.

The Heritage Village was closed between June 2013 to July 2017 due to the two local disasters: flood and then fire. For those four years the focus on-site was to salvage, repair, and rebuild. It was challenging to seek funding for operations & think about sustainability when there was no normal operation at our main site. Since re-opening last year, and learning how to operate a very different site, we can begin to look forward and start momentum to gaining sustainability. FMHS has attempted to increase the number and types of financial support this year by exploring new partnerships with locally-invested organizations such as oilsands companies and regional business associations. Many of these partnerships were either initiated or facilitated by Board members; for some of these partnerships the Board forms an action group of a few directors in order to work and negotiate with the new partners. Furthermore, directors are on several mailing lists and send FMHS staff any grant application opportunities they encounter.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.



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 7)
- ☒ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

Our Master Plan is our guiding document. Board Strategic Planning review is scheduled Dec 2018.

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

Our strategic directions, as laid out in the Business Model, are divided into three categories: Market Strategies, Financial Strategies, and Programs and Exhibits Strategies.

Our Market Strategies are to appeal to both adults and families (with a strong emphasis on families), to focus on residents of the region with a secondary focus on tourists, to prioritize school programming and appeal/programming for children outside of school programming, and to prioritize attracting repeat visitation.

Our Financial Strategies are to maintain a high perceived value reflected in high price point (but balancing this with the need to be economically accessible) and to earn a larger proportion of income from programs and events rather than general admission fees.

Our Programs and Exhibits Strategies are to invest in interactive or participatory exhibits and experiences, striking a balance between delivering content and igniting learning, striking a balance between quantity and quality of objects and experiences, and favoring definable marketable components or areas for children. Please note that our Mission Statement could not fit into the space provided. It finishes as follows: "...socially, intellectually, and economically."

Please also note that our Master Plan continues to guide us through construction phases and that our Business Model outlines strategic priorities alongside the Interpretive Master Plan.

In 2019, we aim to complete the Indigenous Village and the Heritage Storage Garage, continue to have the Heritage Village open for all year visitation, develop new interpretive programs, improve our rental performance, and maintain standards of excellence in children's programming. We will continue to focus on our Collections Management and the rehousing of our artifacts and archives. The Board and management is meeting in December to review the 5-year Business Plan and at which time we will update our financial sustainability initiatives.



Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

With two key locations that anchor the Fort McMurray Arts District, Heritage Shipyard and Heritage Village, a main annual expense incurred by the Fort McMurray Heritage Society is for staffing. Every element of what we do requires staff, so this funding supports all of our activities and events and general operations in some way.

Some staff are partly supported by museum, federal or student grants. But each of these grants require that we provide matching funding to some degree. Some of our staff are supported by the revenue that we generate annually, through the gift shop, admissions, rentals, and programs; but there are far more staff required to sustain such large facilities than that revenue can cover.

With this funding we can maintain the staff needed to continue to welcome over 15,000 visitors per year. The heritage sites operated by the Fort McMurray Heritage Society are key locations in the Wood Buffalo region to learn about the rich history Fort McMurray has.

Though the oil industry is vibrant and vital, the history before oil discovery is truly inspiring. The spirit of the people who built and shaped Fort McMurray and their stories are well worth learning. This funding will enable us to continue to not only share these stories with others, but to preserve them forever.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Like the Strategy and Initiatives outlined in the RMWB Strategic Plan, the Fort McMurray Heritage Society has plans to be vibrant and sustainable and will always strive to be a great representative and promoter of our region.

The elements noted in points 1a and 1c of the Strategic Plan focus on Responsible Government and are specifically concerned with Financial Responsibility. This resonates with our planning. We already function conscientiously and take meticulous care with all financial reporting through our board treasurer and hired financial consultants. We spend a great deal of time making financial decisions and planning for the future when assessing organizational needs verses wants and in seeking donations, partners and grant funding.

In the coming years, we plan to increase revenues through various function and programming streams. Being open year-round, after being closed for four years, will add to our visitor numbers, private rentals, programming, and functions. All increasing our revenue generation, but also increasing our public profile. With a great public profile comes the ability to seek sponsorship from corporations and organizations, and other granting entities.

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

Funding initiatives at a not-for-profit is a constant element. We are never not developing ways to continue and improve our funding streams.

Every year we apply for grants and sponsorships from a wide variety of organizations for both operating and capital funding. There are specific non-profit grant opportunities, and specific museum and heritage granting opportunities, municipally, provincially, and federally. We will apply to all and continue to search for other appropriate granting agencies in these areas.

We are in discussions with a variety of organizations for possible funding and/or in-kind donations. We will continue to rent out our two museums site to community groups, for weddings and gatherings.

The school programming and children's camps run by the Heritage Society are a large part of our community engagement and outreach. This has been supported by corporations such as Nexen, Syncrude and Suncor, and we will continue to seek support from them. Chevron Canada is once again supporting the Heritage School Open Minds program; these funds are split between multiple academic years.

We will apply to the Alberta Museums Association and the Canadians Museums Association for staff training and development support.

Considerations that have been tabled for discussion, but have no specific plans in place yet are:

- a specific fund-raising events (ie: an annual benefit event)
- project specific corporate fund seeking (ie: the new visitor centre)
- search for more granting organizations sympathetic to coming projects and developments

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	15	9
Fundraising Volunteers	3	2
Committee Volunteers	9	7
Administrative Volunteers	2	
Total Organization Volunteers (Count each only once)	29	17

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	10	5
Part Time Positions	3	5

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

Staffing is our highest expense, and though we try to reduce staff costs this practice is hard on our ability to function as our site and operation is heavily reliant on staffing to operate properly. For the short-term, we have:

- not replaced 2 full-time position. One is on leave (the Archivist), though this practice cannot be continued for long as the archives needs to be maintained and the other is a Grant Writer.
- reduce three position from full-time to part-time.
- worked to recruit more volunteers to help alleviate some of the workload of all staff.
- a skilled volunteer taking care of our maintenance; unfortunately, he is leaving the city soon and will need to be replaced.

Other cost saving initiatives on-site:

- we have changed light-bulbs to be more energy efficient
- we place shipping orders in bulk to reduce freight fees
- we try some long-distance learning for staff, to reduce travel costs

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$ 640,500.00
Total 2019 Budgeted Expenses	\$ 1,600,000.00
Surplus* / (Deficit)	\$ (959,500.00)

2019 Sustaining Grant Request Amount:

\$ 380,000.00

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

Please Indicate Preferred Cash Flow, if approved:**

January/February	\$ 95,000.00	April	\$ 95,000.00
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(no more than 75% of request)

August	\$ 95,000.00	October	\$ 95,000.00
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** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment MUST accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

**Fort McMurray Heritage Society
Operating Budget 2019**

General Expenses

Advertising	\$30,000.00
Bank Charges	\$6,000.00
Board Meetings/Training	\$3,500.00
Collections /Archival Supplies	\$25,000.00
Collection Contractor	\$55,000.00
Courier and Postage	\$3,000.00
Employee Relations	\$5,000.00
Exhibit Supplies & Maintenance	\$75,000.00
Fuel/Mileage	\$2,500.00
Fundraising	\$5,500.00
Museum Gift Shop	\$155,000.00
Grounds Maintenance	\$15,000.00
Insurance	\$45,000.00
Janitorial/Mat Program	\$15,000.00
Office Equipment Lease	\$7,000.00
Office Supplies	\$30,000.00
Professional Fees	\$35,000.00
Programs	\$50,000.00
Repairs & Maintenance	\$60,000.00
Rentals	\$20,000.00
Security	\$25,000.00
Employee Expenses	\$825,000.00
WCB	\$2,000.00
Special Events	\$30,000.00
Training & Development	\$5,000.00
Utilities	\$65,000.00
Waste Management	\$5,500.00
Total	\$1,600,000.00

Revenue

2019

Admissions/Tours	\$50,000.00
Archival Research	\$3,000.00
Donations	\$10,000.00
Fundraising – Casino	\$35,000.00
Museum Gift Shop	\$275,000.00
Grants	\$75,000.00
Programs	\$45,000.00
Open Minds Heritage School	\$138,000.00
Special Events	\$10,000.00

Estimated Funds End of 2018	\$579,000.00
Other Funding Source	\$380,000.00
Total	\$1,600,000.00

Fort McMurray Minor Baseball Association



Kevin Breen
President, FMMBA

November 28, 2018

Organization Mandate

6.4.a

- **Mandate for Organization** - Promoting a healthy lifestyle, building new friendships and ingraining community spirit in our future leaders. Our goal each year is to provide structure, stability, and support for all players and families in a fun and safe atmosphere.
- **Community served** - FMMBA has had players register from all over the Municipality. Minor Baseball also brings youth and parents from other communities across the province and country to Fort McMurray, which allows FMMBA and the community to showcase how well developed and kept our community and parks are.



Attachment: Fort McMurray Minor Baseball Association (Fort McMurray Minor Baseball

Organization Mandate

Goals for 2019:

- To provide quality recreation and sporting opportunity.
- To provide a forum for athletic skill development, interpersonal skills and active lifestyle.
- To offer coach/umpire training and development and teach respect in sport.
- To ensure our facilities are up to a standard that the community and FMMBA would be proud of when hosting events and upgrade some of the aging infrastructure.
- To promote volunteerism and the positive impact it has.
- To maintain a strong partnership with the Municipality.



6.4.a



Attachment: Fort McMurray Minor Baseball Association (Fort McMurray Minor Baseball

Organization Mandate

6.4.a

- **Programs/services to be funded by the grant** – The grant funds the upkeep and maintenance of 7 baseball diamonds and their surrounding areas. Several of the diamonds are also used by 2 different school boards. The grant funding also supports the hiring of seasonal field maintenance staff.
 - Cutting grass
 - Building and maintaining mounds
 - Prepping diamonds for games
 - Covering graffiti
 - Building maintenance
 - Deep drag diamonds
 - Equipment maintenance
 - Clearing weeds
 - Repairing chain-link
 - Picking up garbage



Attachment: Fort McMurray Minor Baseball Association (Fort McMurray Minor Baseball

Community Impact

- Provides year round youth baseball programming within Fort McMurray.
- Summer Ball Program numbers in 2018 jumped to **662 players** (up 155 players) between the ages of 4 to 18 which was **31% increase** over 2017 registration.
- Baseball Alberta increased its numbers by **1.1%** (up 203 players overall).
- 2018 had roughly 100 players playing within our competitive stream with Baseball Alberta.
- More of our players are getting invited to high level showcase events.
- Introduced pilot project called Double P (player & parent).
- Fall league runs from August to early October, weather permitted.
- Winterball Program runs from November to March.



Community Impact

- **Minor Baseball** brings youth and parents from other communities across the province and country to Fort McMurray, where **we are proud to showcase how well developed** and kept our community and baseball facilities are.
- Building on the success of the 2016 Canada Cup, FMMBA, in partnership with RRC, hosted the **2018 18U Nationals**. It was a **huge success**, bringing nearly **300 players and officials** and their families to the region **from across the country**.
- FMMBA and RRC have already started looking for the next hosting opportunity.



Community Impact



6.4.a

- To support these programs, FMMBA ensures facilities are up to a standard that provides a safe and fun atmosphere for all levels of play. FMMBA hires staff to maintain ball fields to ensure our fields are safe and meet standards that the Community and Association can be proud of.
- Increase accessible recreation and leisure opportunities for all user groups in the Region. By encouraging volunteerism for events, games, fundraising, etc., it allows the cost to be affordable for all players to play ball.



Attachment: Fort McMurray Minor Baseball Association (Fort McMurray Minor Baseball

2019 Grant Request

2019 Grant Request	
Revenue	-
Expense	\$ 90,000
Subsidy Requested	\$ 90,000
Subsidy represents 100% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$641,775
Unrestricted Net Assets	\$135,645
<i>Note: Baseball Programming is separate from Facility Maintenance.</i>	



Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (# part time)	\$30,750	\$30,750
Program Costs	-	-
Overhead (utilities, insurance, etc.)	\$59,250	\$59,250
TOTAL	\$90,000	\$90,000



Community Investment History

2019 Request	2018	2017
\$90,000	\$90,000	\$90,000

No Increase in 2019 is requested.



Fort McMurray Minor Baseball Association
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
90,000	90,000	90,000	90,000	90,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	641,775	135,645

Notes:

FMMBA receives Sustaining Grant funding to maintain the grounds/facility at Ron Morgan Park, and is currently in the process of renewing its operating agreement with the RMWB.

Facility Maintenance is considered separate from Baseball Operations, therefore the financial position of the Organization does not impact the eligibility for the Sustaining Grant.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	90,000	90,000
Baseball Program Revenue	235,000	-
Corporate Sponsorship	15,250	-
Casino/Raffle and Other Revenue	228,550	-
Trust Funding	228,000	-
Canteen Revenue	26,000	-
Total Revenues	822,800	90,000
Expenses		
Wages & Salaries	272,350	30,750
Office & Administration	63,000	-
Facilities	59,250	59,250
Baseball Programs	261,250	-
Special Events	24,900	-
Canteen	17,000	-
Casino/Raffle Expense	33,950	-
Total Expenses	731,700	90,000
Total Surplus (Deficit)	\$ 91,100	\$ -



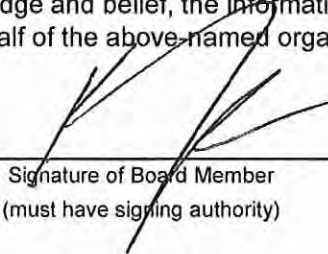
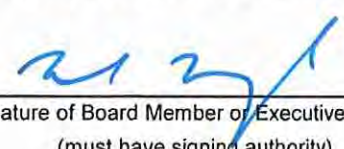
Sustaining Grant Part A - Organization Summary

Organization Name:	Fort McMurray Minor Baseball Association (2009)
Street Address:	Box 5914
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 4V9
Phone Number:	780-215-4928
Website:	www.fmmmba.ca
Fiscal Year End:	December 31
Act Registered Under:	Societies Act (Alberta)
Registration Number:	502976350

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

Main Contact	
Title:	Administrator
Name:	Danylle Breen
Daytime Phone:	780-215-4928
Email Address:	inquiries@fmmmba.ca
Executive Director	
Name:	Andrew Swagers
Daytime Phone:	17(1)
Email Address:	andrew@fmmmba.ca
Board Chair / President	
Name:	Kevin Breen
Daytime Phone:	17(1)
Email Address:	president@fmmmba.ca

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
Kevin Breen	Michael Mayuk
Print Name	Print Name
2018-11-02	2018-11-02
Date: (Year-Month-Day)	Date: (Year-Month-Day)



Part B - Board Questionnaire

How often does the Board of Directors meet?

Twice a month

Minimum number of board members according to bylaws:

7

Number of board members:

Currently: 11

2017: 10

10

2016:

13

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

Please list your current Board of Directors:

[illegible]

Part B - Board Questionnaire

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

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

For the upcoming season players have to be born in 2014 to 1999.

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 employs a bookkeeper who reviews and reports back to the treasure before each Board meeting and the financial are reviewed by the Board of Directors. FMMBA has applied for different types of grants, added a yearly cash raffle and actively recruit sponsorship.

 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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

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



Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:



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

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers		
Fundraising Volunteers		
Committee Volunteers		
Administrative Volunteers		
Total Organization Volunteers (Count each only once)		

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	2	2
Part Time Positions	8	1

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

FMMBA utilizes volunteers to help keep the facilities cleaned and maintained where possible.

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$ 553,569.00
Total 2019 Budgeted Expenses	\$ 643,569.00
Surplus* / (Deficit)	\$ (90,000.00)

2019 Sustaining Grant Request Amount:

\$ 90,000.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February	\$ 22,500.00	April	\$ 22,500.00
(no more than 75% of request)			
August	\$ 22,500.00	October	\$ 22,500.00

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☐ A detailed budget showing projected 2019 revenue and expenses
- ☐ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☐ Financial Statements of two (2) most recent fiscal years

Fort McMurray Minor Baseball Association Comparative Income Statement

2019 Budget

REVENUE

PROGRAM REVENUE

Registration - Summer Ball	\$	120,000.00
Registration - Winter Ball	\$	22,500.00
Registration - Rep Ball	\$	23,500.00
WINTER CAMP	\$	1,000.00
Rep Tryouts	\$	2,000.00
Pitching Catching Camp	\$	500.00
Volunteer Deposit	\$-	
Jersey Deposit	\$-	
Umpire Clinic	\$	1,500.00
Late Fees	\$-	
Winterball Volunteer Deposit	\$-	
Academy	\$-	
Rep Team Apparel	\$-	
Bussing	\$-	
2012 Year end Adj.	\$-	
Bingo	\$-	
Total Program Revenue	\$	171,000.00

Sponsors - House League

Pee - Wee House League	\$	2,250.00
T-Ball House League	\$	4,000.00
Rookie House League	\$	3,000.00
Where Everyone Plays	\$-	
Camp Sponsor	\$-	
Bantam House League	\$	1,500.00
Mosquito House League	\$	3,000.00
Coach Pitch House League	\$	1,500.00
Total House League Sponsors	\$	15,250.00

Rep Baseball

Mosquito Rep AA	\$	9,000.00
Mosquito Rep A	\$	5,000.00
Pee Wee AA Rep	\$	4,000.00
Pee Wee AAA Rep	\$	10,000.00
Bantam AAA Rep	\$	10,000.00
Bantam AA Rep	\$	-
Midget AA Rep	\$	9,000.00
Midget AAA Rep	\$	17,000.00
Total Rep Baseball	\$	64,000.00

Fort McMurray Minor Baseball Association Comparative Income Statement

Casino

Casino Pooling

Total Casino

2019 Budget

\$ 40,000.00

\$ 40,000.00

Other Revenue

Banquet Revenue

\$ 2,500.00

Canada Cup/U18 Nationals**Rotary Club Grant**

Municipal Grant

\$ 90,000.00

Interest

\$ 50.00

Miscellaneous

\$ 1,000.00

Redistribution

\$-

Total Other Revenue

\$ 93,550.00

Trust Funding

Baseball Wood Buffalo Trust

\$ 114,000.00

Baseball Fort McMurray Trust

\$ 114,000.00

Total Trust Funding

\$ 228,000.00

Canteen

Merchandise

\$ 6,000.00

Canteen Revenue

\$ 20,000.00

Canteen Total

\$ 26,000.00

Raffle

Raffle Revenue

\$ 95,000.00

Misc. Raffle Revenue

\$-

Total Raffle Revenue

\$ 95,000.00

Canada Cup

Canada Cup

\$-

total

\$ -

TOTAL REVENUE

\$ 732,800.00

Fort McMurray Minor Baseball Association Comparative Income Statement

2019 Budget

DATE

EXPENSE

Baseball Programs

Winter Ball - Uniforms	\$	7,500.00
Winter Ball - Facility Rental	\$	17,500.00
Winter Ball Expense	\$	250.00
Summer Ball - uniforms	\$	5,000.00
Summer Ball - Uniforms for inventory	\$-	
Summer Ball - field rentals	\$	4,000.00
Canada Cup/U18 Nationals Expense		
Rep Ball - Uniforms	\$	10,000.00
Rep Ball - Bussing	\$	137,500.00
Rep Ball - Special Travel	\$	14,000.00
Rep Ball - Player Development	\$	5,000.00
Rep Ball - BA Registration	\$	4,000.00
Rep Ball - Facility Rental	\$	7,500.00
Rep Ball - Retiring Player	\$	1,500.00
Coaching Clinic	\$	2,500.00
Coaches Expense	\$	5,000.00
Umpire Payments	\$	6,000.00
Umpire clothing and expense	\$	1,500.00
Umpire Clinic	\$	2,500.00
Printing Equipment	\$	12,000.00
Equipment	\$	17,500.00
Summer Ball Refund	\$-	
Volunteer Levy Refund	\$-	
Jersey Refund	\$-	
Late Fee Refund	\$-	
Bank Fees	\$	500.00
Total Baseball Programs	\$	261,250.00

Payroll Expenses

Wages & Salaries	\$	248,000.00
Coaches Honrarium	\$-	
EI Expense	\$	5,250.00
CPP Expense	\$	7,250.00
WCB Expense	\$	1,600.00
Billeting	\$	9,250.00
Employee Benefits	\$	1,000.00
Total Payroll Expense	\$	272,350.00

Fort McMurray Minor Baseball Association Comparative Income Statement

2019 Budget

Office and Administrative Expenses

Accounting & Legal	\$	-
Website	\$	10,000.00
Software & Maintenance	\$	1,000.00
Phone	\$	2,500.00
Insurance	\$	16,000.00
Advertising & Promotions	\$	15,000.00
Bank Charges	\$	3,000.00
Printing	\$	2,000.00
Office Supplies	\$	1,000.00
Travel	\$	1,500.00
Misc	\$	500.00
Online Banking Charges	\$	7,500.00
Office Rent	\$-	
Bad Debt	\$-	
GST Expense	\$-	
Sponsorship costs	\$	3,000.00
Total Office and Administration	\$	63,000.00

Facilities

Electric Gas and Water	\$	6,500.00
Vandalism and Maintenance	\$	29,500.00
Tools, Equipment & Repairs	\$	8,500.00
Fuel	\$	1,000.00
Field Maintenance	\$	7,500.00
Cleaning Supplies	\$	750.00
Waste Disposal	\$	4,000.00
Safety Supplies - Fields	\$	1,500.00
Total Facility Expense	\$	59,250.00

Special Event Expense

Opening Ceremonies	\$	500.00
Year End Banquet & Tournament	\$	9,500.00
Spring Fling	\$	1,500.00
Mid Season Tournament	\$	1,000.00
Volunteer Appreciation	\$	1,000.00
Winter Camp	\$	7,500.00
AABCA American Baseball	\$	1,400.00
Pitching Catching Camp	\$	2,500.00
Total Special Event Expense	\$	24,900.00

Fort McMurray Minor Baseball Association Comparative Income Statement

2019 Budget

Canteen Expense	
Canteen Supplies	\$ 9,500.00
Canteen Equipment	\$ 3,000.00
Merchandise	\$ 4,500.00
Total Canteen Expense	\$ 17,000.00
Raffle Expense	
Raffle License	\$ 150.00
Raffle Expense	\$ 1,500.00
Raffle Prizes	\$ 30,000.00
Total Raffle Expense	\$ 31,650.00
Casino Expense	
Casino Rent	\$ 2,300.00
Casino/Bingo Ex.	\$-
Total Casino Expense	\$ 2,300.00
TOTAL EXPENSE	\$ 731,700.00
NET INCOME	\$1,100.00



Fort McMurray Minor Hockey (1981) Association

Travis Galenzoski – Fort McMurray Minor Hockey President
Craig Organ – Frank Lacroix Arena Facility Operations Manager

November 28, 2018

Organization Mandate



6.5.a

Mandate of organization:

- To provide quality recreation, sport & leisure services to the citizens within our region.
- To promote youth development through participation in sport.

Community Served:

- The services provided are available to all communities within the RMWB
- Minor Hockey Current Membership
 - 1148 registered hockey players
 - 66 Wood Buffalo House League Teams
 - 7 Elite Teams (travel teams representing Fort McMurray provincially)

Goals for 2019:

- Continued growth and success in youth development through sport & active living
- Continued partnership with the RMWB on the operation & management of the Frank Lacroix Arena

Community Impact



Frank Lacroix Arena provides the following services:

- Ice Season (August 15 – June 15 annually)
- Concession Stand (food & beverage service)
- Skate Sharpening/Repair Shop
- Multipurpose Room (private functions, hockey clinics, meetings, etc.)

During the 2017-2018 season:

- 4224 hours of ice time used; 658 hours of room usage
- Host venue for the Alberta Winter Games
- Host venue for the Midget AA Provincial League Playdowns
- Regular community ice user groups at the Frank Lacroix Arena include:

- | | | |
|-------------------------|-----------------------------|----------------------|
| ➤ Minor Hockey | ➤ Fort McMurray Phantoms | ➤ Shift League |
| ➤ McMurray Mountaineers | ➤ Total Athlete Development | ➤ Gentlemen's League |
| ➤ Mitey Barons | ➤ Noralta Skating Club | ➤ Old Timers Hockey |
| ➤ Oil City Hawks | ➤ Ringette | ➤ Club 63 North |
| ➤ Athletic Edge | | |



2019 Grant Request

2019 Grant Request	
Revenue	\$453,500
Expense	\$914,000
Subsidy Requested	\$460,000
Subsidy represents 50% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	May 31, 2018
Total expenses from previous year	\$895,059
Unrestricted Net Assets	\$42,934

Expense Summary



6.5.a

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (6 full time, 2 part time)	\$496,000	\$248,000
Program Cost	-	-
Overhead (utilities, insurance, etc.)	\$401,000	\$195,000
Facility Enhancement (New Score Clocks)	\$17,000	\$17,000
TOTAL	\$914,000	\$460,000



Community Investment History

2019 Request	2018	2017
\$460,000	\$443,000	\$443,000

Increase in 2019 of \$17,000.00 is due to the request for new score clocks.

Fort McMurray Minor Hockey Association
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
443,000	443,000	443,000	460,000	460,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
May 31, 2018	895,059	42,934

Notes:

FMMHA has an Operating Agreement with the RMWB for the operations of Frank Lacroix Arena, effective to September 2021. The increase in the 2019 request is for a new score clock.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB 2018	460,000	460,000
Minor Hockey Ice	135,000	-
Ice Users - Adult	90,000	-
Ice Users - Youth	60,000	-
Concession Revenue	146,000	-
Site Share/Multipurpose Room/Advertising	22,500	-
Total Revenues	913,500	460,000
Expenses		
Wages & Benefits	496,000	248,000
Office Expense	16,000	9,000
Service Expense	28,000	17,000
Repair & Maintenance	50,000	30,000
Utilities	162,000	98,000
Supplies	33,000	20,000
Facility Service Contract	25,000	15,000
GST Non Refundable	10,000	6,000
Concession Supplies	77,000	-
Facility Enhancement (score clock)	17,000	17,000
Total Expenses	914,000	460,000
Total Surplus (Deficit)	\$ (500)	\$ -

Sustaining Grant



Part A - Organization Summary

Organization Name:	The Fort McMurray Minor Hockey (1981) Association
Street Address:	155 Beaconwood Road
City/Hamlet:	Fort McMurray
Province:	AB
Postal Code:	T9H 3R5
Phone Number:	780-743-7974, Ext 2
Website:	www.fmmha.com
Fiscal Year End:	May 31, 2018
Act Registered Under:	Societies Act (Alberta)
Registration Number:	502707011

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

Main Contact	
Title:	Facility Operations Manager
Name:	Craig Organ
Daytime Phone:	17(1)
Email Address:	flarena@telus.net
Executive Director	
Name:	JodyAnn McSkimming (Vice President of Operations)
Daytime Phone:	780-791-7358, Ext 2
Email Address:	vpops@fmmha.com
Board Chair / President	
Name:	Travis Galenzoski (President)
Daytime Phone:	780-791-7358, Ext 2
Email Address:	president@fmmha.com

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
TRAVIS Galenzoski - president. Print Name	Kelly Roberts - Treasurer Print Name
2018-10-25 Date: (Year-Month-Day)	2018-10-24 Date: (Year-Month-Day)

Attachment: Fort McMurray Minor Hockey (1981) Association (Fort McMurray Minor Hockey (1981) Association)

Part B - Board Questionnaire

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

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

There are no restrictions on joining the organization
All returning members must be in good standing
There is a nomination and voting process for board member selection

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?

Semi annually reviews by the board, monthly reviews by employees.
Actively researching and approaching sponsors during the season, increase of fees to members as needed, and looking for and applying for grants and social support.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

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

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

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

--	--

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers		
Fundraising Volunteers		
Committee Volunteers		
Administrative Volunteers		
Total Organization Volunteers (Count each only once)		

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

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

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

Staff Reduction/Control (Objective - Minimal Requirements)

Current Staffing

- (1) Full Time Hockey Operations Manager (reduced from 2 in 2016)
- (1) Full Time Facility Operations Manager
- (3) Full Time Arena Operators (reduced from 4 in 2016)
- (1) Full Time Kitchen Staff/Arena Maintenance
- (1) Part Time Arena Maintenance (seasonal)
- (2) Part Time Kitchen Staff (seasonal)
- (3) Part Time Skate Shop Staff (seasonal)

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$ 453,500.00
Total 2019 Budgeted Expenses	\$ 914,000.00
Surplus* / (Deficit)	\$ (460,500.00)

2019 Sustaining Grant Request Amount:

\$ 460,000.00

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

Please Indicate Preferred Cash Flow, if approved:**

January/February \$ 110,750.00 April \$ 110,750.00

(no more than 75% of request)

August \$ 127,750.00 October \$ 110,750.00

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

REVENUE

ATM Site Share	1,500.00
Multipurpose room	7,000.00
Minor Hockey Ice	135,000.00
Ice Users - Adult	90,000.00
Ice Users - Youth	60,000.00
Ice Users - Public/Shinn	1,000.00
Municipal Operating Grant	460,000.00
Concession Revenue	146,000.00
Signs & Ice Logos	13,000.00

TOTAL REVENUE	913,500.00
----------------------	-------------------

EXPENSE

Office Expense (Accounting, Insurance, Staff Training, Travel, Bank Fees)	16,000.00
Service (Fuel, Security, Garbage Coll, Fire System, Snow Removal)	28,000.00
Wages & Benefits (Arena)	428,000.00
Wages & Benefits (Concession)	68,000.00
Maintenance (General, Ice Plant, Electrical, HVAC, Plumbing, Zamboni)	50,000.00
Utilities (Phone, Gas, Power, Water & Sewer)	162,000.00
Supplies (Freight, Janitorial, Ice Making, Internal Maintenance, Medical)	33,000.00
Facility service contracts (HVAC, Refrigeration, Back-Up Generator)	25,000.00
Concession Supplies	77,000.00
Facility Enhancement (New Score Clocks - One Time Purchase)	17,000.00
GST non refundable	10,000.00

TOTAL Expense	914,000.00
----------------------	-------------------



Jonathan Lambert, Board Chair
Frank Creasey, CEO

November 28, 2018

Organization Mandate

Mandate of Fort McMurray Tourism:

To develop products & experiences representative of the Wood Buffalo region. Attract visitors to the region via marketing, business development, media & travel trade relations while improving the economic impact of the Tourism Sector.

Community served - Wood Buffalo Region:

- Residents & Visiting Friends and Relatives,
- Visitors (Corporate, Leisure, Sport Tourism, M.I.C.E., etc.)

Organization Mandate

Goals/Outcomes for 2019

- Achieve annual Economic Impact (EI) of 3% to \$236.8M
- Achieve Tradeshow Economic Impact of 35% of \$1.776M
- Achieve annual Sport Tourism Economic Impact (EI) of 3% to \$1.25M
- Host a minimum of 8 Sport Tourism Events
- Achieve annual ROI growth of 4% to over 6.1:1 for every Marketing \$

Organization Mandate

- Programs/services to be funded by the grant:
 - Marketing/Promotions/Media/Experience & Business Development
 - Funding for: collateral, marketing, familiarization tours, activity/program deliver wages.
 - Visitor Information Services
 - Funding for: visitor/resident information service program/activity delivery (wages & administration wages), content development, trade show booths.
 - Sport Tourism
 - Funding for: execution of marketing, promotions, business development, activity/program delivery wages.

Community Impact

- **Within the Wood Buffalo Region:**
 - Increased Economic Impact or for region,
 - Improvement & Increase in Visitor Experiences,
 - Increased bid (sport tourism/MICE) successes,
 - Improved data collection, analysis & utilization,
 - Increased collaboration across tourism sector, business, government, etc.

Community Impact

- **On Behalf of the Wood Buffalo Region (external to):**
 - Improve ability to convert marketing & business development/sales investments,
 - Improve consumer oriented marketing campaigns,
 - Strengthen Visitor Information Planning Services,
 - Sport Tourism Event Growth,
 - Grow impact of Travel Trade & Media Partnerships,
 - Increase impact of relationship with Travel Alberta (province's marketing organization).

2019 Grant Request

2019 Grant Request	
Revenue	\$1,321,438
Expense	\$1,951,044
Subsidy Requested	\$629,800
Subsidy represents 32% of total expenses.	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$1,909,297
Unrestricted Net Assets	\$536,260

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (7 full time, 7 part time)	\$1,010,823	\$313,189
Program Costs	\$844,851	\$316,611
Overhead (utilities, insurance, etc.)	\$95,370	-
TOTAL	\$1,951,044	\$629,800

Community Investment History

2019 Request	2018	2017
\$629,800	\$629,800	\$629,800

Our RMWB – Sustaining Grant request respects a \$0 difference year over year for Fort McMurray Tourism between 2018 to 2019.



THANK YOU

Attachment: Fort McMurray Tourism (Fort McMurray Tourism)

Fort McMurray Tourism
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
670,000	629,800	629,800	629,800	629,800	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	1,909,297	536,260

Notes:

The RMWB partners with FMT to promote the tourism potential of the Municipality, including Sport Tourism development.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	629,800	629,800
Other Revenue	1,321,438	-
Total Revenues	1,951,238	629,800
Expenses		
Regional Marketing Collateral (guide, map, etc.)	20,000	20,000
Annual Seasonal Marketing Campaigns, etc.	55,000	55,000
Activity/Program Delivery Wages	30,000	30,000
Nine 10'x10' Trade Show Booths	17,232	17,232
Admin: Core Operating Support	82,271	82,271
Admin: Activity/Program Delivery Wages	150,189	150,189
Sport Tourism: Marketing, Development, etc.	142,108	142,108
Sport Tourism: Activity/Program Wages	133,000	133,000
Other Salaries/Wages	697,634	-
Other Program Costs	528,240	-
Other Overhead	95,370	-
Total Expenses	1,951,044	629,800
Total Surplus (Deficit)	\$ 194	\$ -

Attachment: Fort McMurray Tourism (Fort McMurray Tourism)



Sustaining Grant Part A - Organization Summary


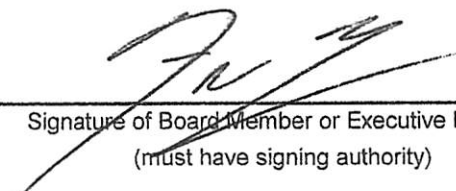
Organization Name:	Fort McMurray Tourism Ltd
Street Address:	515 MacKenzie Blvd.
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 4X3
Phone Number:	780-791-4336
Website:	www.fortmcmurraytourism.com / www.visitfmt.com
Fiscal Year End:	December 31
Act Registered Under:	Companies Act (Alberta)
Registration Number:	5116596940

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

Main Contact	
Title:	CEO
Name:	Frank Creasey
Daytime Phone:	17(1)
Email Address:	frank@visitfmt.com
Executive Director	

Email Address:	frank@visitfmt.com
Board Chair / President	
Name:	Jonathan Lambert
Daytime Phone:	17(1)
Email Address:	jonathan.lambert@keyano.ca

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

	
Signature of Board Member (must have signing authority)	Signature of Board Member or Executive Director (must have signing authority)
Jonathan Lambert	Frank Creasey
Print Name	Print Name
2018-10-25	2018-10-25
Date: (Year-Month-Day)	Date: (Year-Month-Day)



Part B - Board Questionnaire

How often does the Board of Directors meet?

Minimum number of board members according to bylaws: 9

Number of board members:

Currently:	7	2017:	8	2016:	9
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Describe measures being undertaken to fill vacant spots if minimum board members are not met:

- membership call out,
- engaging community leaders & contributing organizations,
- confirming with our appointers,
- applications are in process to be provided to FMT Governance Committee for review.

Please list your current Board of Directors:

[illegible]

Part B - Board Questionnaire

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

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

Becoming a member of the organization: none
 Participation in programs/services: none
 Committees (operational): based on the committee (topic - such as Sport Tourism), these are completely open to the Wood Buffalo community at large.

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?

Frequency with which Board reviews financial position: monthly, quarterly & annually.

Efforts in past fiscal to increase the number/types of financial support for organization:
 Operationally: multiple without success due to the type of organization we are. The investment in the destination management & organization (DMMO) is returned in economic impact (business revenues, taxation). As such, for operations (which then allow the programs, services, activities to be undertaken), the funding of these primary functions largely resides with the municipality.

Programs/services: we undertake program based applications to gain further funding on a project basis for research, provision of visitor/resident information services, marketing, sport tourism. Further to this we undertake trade shows as a means to fund-raise locally to ensure that we are able to partially support both our operations and programs/activities/services.

Result: is that we only request in 32% (35% in 2018) for the 2019 fiscal of total funds as support from the municipality.

 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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☒ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

Strategic Plan: 2011; Sport Strategic Plan: Apr/16; Strategic Review: Nov. 2016-alternate model

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

On behalf of our sector - Tourism and with our community and municipal government we have the following overarching strategic priorities:

- A) to diversify the regional (Wood Buffalo Region) economy through tourism,
- B) to aid in improving the region's quality of life for our residents,
- C) to develop in-demand resident/visitor experiences and stimulate demand via marketing / promotional / media efforts to/within our region,
- D) to grow hosting capacity & ability while attracting events related to Sport Tourism,
- E) continuously evolve our service delivery for resident/visitor information services,
- F) improve our region's image via the development of favourable content, visual assets, market-ready experiences,
- G) Seek out opportunities to strategically plan & research for the region, eg. regional product development plan, Fort Chipewyan Tourism Opportunity Assessment, etc.
- H) enable the local development of the Meetings, Incentive, Conferences, Exhibition (MICE) market for our region across hotels, venues, food & beverage businesses, activities, etc.

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

Destination Management & Marketing Organization (DMMO):

- Marketing/Promotions/Media/Experience & Business Dev: work with EcDev & Communications/region to develop market-ready experiences to externally market to our region. Improve our destination's / region's image, grow our visual assets, improve our campaigns & regional content for on line/social media consumption. Work with the travel trade industry to attend key Canadian & W. Canada trade shows, assist in the development of MICE (mtg, incentive, conference, exhibition), etc.

Funding for: collateral, marketing, FAM tours, activity/program delivery wages.

- Visitor Information Services: to continuously develop and curate an experience that is tailored to both residents (to reduce economic leakage) and visitors (extend trips to increase economic impact). This is labour intensive requiring staff to deliver services in person, mobile (summer & sporting events) and on-line via web/social media.

Funding for: visitor/resident information service program/activity delivery (wages & administration wages), content development, trade show booths.

- Sport Tourism: to improve upon collateral, support on line presence, strengthen the hosting abilities of sport user groups/venues/community, partner/lead on bids, event activation, business development, marketing, event attraction, research and continuously undertake advance & support focused business development activities, etc.

Funding for: execution of marketing, promotions, business development, activity/program delivery wages.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Acts as a collective voice for: c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b).

Tourism is a sector that markets (story, image, brand, content), stimulates & drives demand (business development, sales, etc. across leisure/business/VFR - visiting friends & relatives markets, visitor information services), leverages assets directly via sport tourism and MICE (meetings, incentive, conferences, exhibition). In doing so this presents new opportunities for current & new businesses in collaboration with the region's Economic Development arm. By properly resourcing Fort McMurray Tourism to support the regional tourism sector our operations / programming achieves the following objectives, per the KPIs of the Municipal Strategic Plan:

Across all 3 primary activities noted just above we deliver or partially deliver (aid) on:

#3a: business development & sales via leisure, business, sport, MICE markets,

#3b: aid Economic Development's activities via our regional story, image, brand, MICE activities,

#3c: stimulating business to/within region aids in growing current businesses & offers opportunities for new businesses to consider our starting up in our region,

#3d: increased event frequency allows tourism to both package & activate them to grow events & business,

#3e: improve customer service experience, increase ability for businesses to retain/grow sales,

#3f: arts & culture go a long way to improving our regional story, brand, image and ability to provide tourism experiences to grow this element of our region.

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

Fort McMurray Tourism has the ability to undertake project related funding as in prior years. Core programs are expected to be sustainable via how we undertake activities/programs on behalf of the region to drive economic value to our local businesses and taxes back into the local government. We will look to pursue a few key initiatives to support the tourism sector but respecting the current trajectory, will look to economic development to pursue provincial and federal programs.

At present, our largest stable form of funding comes from the trade shows that we undertake on behalf of the region. It serves to support our local key venue, hotels, businesses in general and generates further economic impact for Fort McMurray.

Further to this, we are always looking to assist local organizations in order to have more activities, events and opportunities for our residents and visitors to enjoy the Wood Buffalo Region! We encourage other organizations who have the ability under culture, arts, community, indigenous and the social profit sector to apply for funds to allow their organizations to deliver on a variety of programs in our region.

Attachment: Fort McMurray Tourism (Fort McMurray Tourism)

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	2	0
Fundraising Volunteers	30	21
Committee Volunteers	28	16
Administrative Volunteers	2	0
Total Organization Volunteers (Count each only once)	62	37



Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	7	6
Part Time Positions	7	7

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

With respect to our organization we endeavor to save on costs on a number of aspects to deliver activities & programs to and on behalf our region.

- looking to expand our reach & create ambassadors: throughout the summer, sporting events, delivery of local tourism activities/programs we are engaging the youth & senior segments of our population to assist.

- Capacity building: across our community we look to strengthen boards & committees with materials and experience. It saves community resources, funds, time and improves our region nad tourism sector.

- Project funding: largely exclude administration, so this we do as part of our normal duties. Projects that we undertake relate to research, planning, engaging the community to set future direction. This secures project funding from normally the GoA to further the tourism sector and our member/community partners/stakeholders.

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$	1,321,438.00
Total 2019 Budgeted Expenses	\$	1,951,044.00
Surplus* / (Deficit)	\$	(629,606.00)

2019 Sustaining Grant Request Amount: \$ 629,800.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February \$ 314,900.00 April

(no more than 75% of request)

August \$ 314,900.00 October

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

Fort McMurray Tourism
2019 RMWB Grant Contract
Program Delivery Summary Budget

<u>Program & Activity Funding</u>	<u>RMWB CIP Grant Composition</u>
Grant - RMWB Funding (*)	\$ 243,461.00
Marketing/Visitor Experience Activities/Program funding (*)	\$ 94,000.00
Trade Shows (*)	\$ 17,232.00
Sport Tourism (*)	\$ 275,107.00
Total Funding	\$ 629,800.00

<u>Expenses Associated with Project & Activity Delivery Costs</u>	<u>RMWB Grant Associated with Program Delivery</u>
Regional Marketing Collateral (guide, map etc)	\$ 20,000.00
Annual Seasonal Marketing Campaigns internal/external & community support	\$ 55,000.00
Activity/Program Delivery Wages	\$ 30,000.00
Trade Shows	
9-10'x10' Trade Show Booths for Various Municipal Departments	\$ 17,232.00
Administration Costs	
Core Operating Support	\$ 82,271.00
Activity/Program Delivery Wages	\$ 150,189.00
Sport Tourism	
Marketing, Development, Promotion, Activation and Execution	\$ 142,108.00
Activity/Program Delivery Wages	\$ 133,000.00
Total Delivery Costs	\$ 629,800.00

Attachment: Fort McMurray Tourism (Fort McMurray Tourism)

Justin Slade Youth Foundation



Mandy MacDonald
Executive Director
November 28, 2018

Organization Mandate

- The Justin Slade Youth Foundation (JSYF) is a registered non-profit organization that provides youth between the ages of 12-17 years with organized programs, community engagement and a casual drop-in center that promotes valuable opportunities for social interaction.
- Since inception 14 years ago, JSYF has proudly served the young people of Fort McMurray by providing them with the tools needed to navigate their own positive journey through life.
- Our mandate is to empower youth.



Organization Mandate

Community Served

- Youth ages 12-17 years residing in the Regional Municipality of Wood Buffalo.

Goals for 2019

- 1) To increase our fundraising efforts through our Fundraising Coordinator/ Fund Development Committee
- 2) Organizational Growth
- 3) Board Development
- 4) Staff Development
- 5) Securing additional venues for programming
- 6) Program Growth



Organization Mandate

Programs and Services funded through the Sustaining Grant

- **The Dugout:** Located in the heart of Borealis Park, The Dugout provides a safe, clean and drug-free environment for youth to access support and have fun while interacting with peers. Our team of Youth Support Workers aim to provide any and all youth who walk through our door with the support they need as individuals to navigate their own positive journey through life. This drop-in center is filled with unstructured activities such as pool, ping pong, gaming, movies, snacks, a reading corner, computer access for homework help and much more, hoping to keep youth away from the negative elements of the streets.



Organization Mandate

Programs and Services funded through the Sustaining Grant (cont'd)

- **JSYF Presents:** Provides free programming, events and activities throughout Fort McMurray. These programs are developed based upon youth input, and are brought to a variety of venues in different neighborhoods throughout Fort McMurray. By bringing free programs to youth, JSYF Presents combats barriers created by a lack of transportation and financial restraints, a key issue identified by local youth in the Foundation's 2009 survey. Youth who take part in extra-curricular activities tend to be more confident, capable and committed to making the positive choices they need to when they move into adulthood.



Community Impact

- Youth centers provide a safe, supervised environment for youth.
- Structured programming provides mentorship, opportunities for social interaction and individual support.
- Our center connects youth with community resources if the support they need is past the scope of JSYF.
- Provide youth with constructive and pro- social activities
- Prevention is KEY!



2019 Grant Request

2019 Grant Request	
Revenue	\$240,000
Expense	\$550,000
Subsidy Requested	\$310,000
Subsidy represents 56.4 % of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$527,438
Unrestricted Net Assets	\$340,796



Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (6 full time, 1 part time)	\$381,950	\$190,700
Program Costs	\$99,500	\$72,800
Overhead (utilities, insurance, etc.)	\$68,550	\$46,500
TOTAL	\$550,000	\$310,000



Community Investment History

2019 Request	2018	2017
\$310,000	\$310,000	\$310,000

- No increase requested for 2019.
- JSYF is currently working towards improved sustainability throughout 2019.



Justin Slade Youth Foundation
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
310,000	310,000	310,000	310,000	310,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	527,438	340,796

Notes:

The Justin Slade Youth Foundation operates a youth drop-in centre at the municipally-owned Haxton Centre, known as "The Dugout".

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	310,000	310,000
Fundraising/Bingo/Etc.	70,000	-
United Way Allocation	150,000	-
Other (GST Rebate)	10,000	-
Other Grants	10,000	-
Total Revenues	550,000	310,000
Expenses		
Salaries/Benefits	381,950	190,700
Building Costs	7,400	7,400
Programs	99,500	72,800
Administration	61,150	39,100
Total Expenses	550,000	310,000
Total Surplus (Deficit)	\$ -	\$ -

Attachment: Justin Slade Youth Foundation (Justin Slade Youth Foundation)

Sustaining Grant


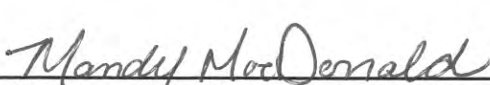
Part A - Organization Summary

Organization Name:	Justin Slade Youth Foundation
Street Address:	P.O BOX 5886
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H4V9
Phone Number:	(780)715-0010
Website:	www.jsyf.ca
Fiscal Year End:	December 31st
Act Registered Under:	Societies Act (Alberta)
Registration Number:	802245076RR0001

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

Main Contact	
Title:	Executive Director
Name:	Mandy MacDonald
Daytime Phone:	(780)715-0010
Email Address:	mandy.macdonald@jsyf.ca
Executive Director	
Name:	Mandy MacDonald
Daytime Phone:	(780)715-0010
Email Address:	mandy.macdonald@jsyf.ca
Board Chair / President	
Name:	Mike Flett
Daytime Phone:	17(1)
Email Address:	mike.flett@bouchier.ca

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

	
Signature of Board Member (must have signing authority)	Signature of Board Member or Executive Director (must have signing authority)
Terrie Noble	Mandy MacDonald
Print Name	Print Name
2018-11-01	2018-11-01
Date: (Year-Month-Day)	Date: (Year-Month-Day)

How often does the Board of Directors meet?	Monthly
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Minimum number of board members according to bylaws: 5

Currently:	8	2017:	11	2016:	8
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N/A

[illegible]

Part B - Board Questionnaire

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

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

- Must be a resident of the Regional Municipality of Wood Buffalo.
- Must be at least 18 years of age.
- It is required to have a Criminal Record Check with the Vulnerability Sector completed and clear of any offenses.
- Individuals will be chosen based on our skills matrix.
- The maximum amount of consecutive years a board member can serve is 6.

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?

Our financial position is reviewed monthly by our Treasurer in our board meetings.

Our Executive Director is currently receiving mentorship with Grant Writing, as well as guidance through the Executive Director Network and the Regional Municipality of Wood Buffalo as to what grants are available in our community/provincially/federally for organizations that deal with youth.

JSYF hosts an annual Golf Tournament and Silent Auction each year to help raise funds for the organization's operations. Unfortunately, this fundraiser was cancelled this fiscal year due to lack of participation. To increase our fundraising efforts, JSYF hired a Fundraising Coordinator in July 2018, who will be focusing on Fund Development throughout this coming year. JSYF is also a United Way member agency, receiving funds towards our operations.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☒ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

2018

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

- 1) Fundraising Committee/ Coordinator:
 - 5 person committee consisting of board chair and vice chair, staff members and community members.
 - Post minutes in online system for easy access.
 - Description of committee roles to be drafted, made available.
 - Application is required to be a part of the committee.
 - Board Chair and Staff Committee member to approve applicants.
 - Any decisions regarding funding needs board approval.
- 2) Board Recruitment
 - Board Chair and ED to drive board recruitment.
 - Build a strong and committed board.
 - Create Recruitment Package.
 - Skills matrix required for all roles on board.
- 3) Staff Development:
 - Training opportunities to build on individual skills.
 - Research different training opportunities.
 - Identifying and reviewing staff training development budget.
- 4) Venue
 - Lighting Improvements.
 - Safety and Security.
 - Mobile Youth Center.
 - Secondary location.

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

The Dugout: Our Drop In facility which is open to youth ages 12-17, 7 days a week. The Dugout provides a safe, clean and drug free environment for the youth of Fort McMurray to interact and have fun. Our team of Youth Support Workers aim to build strong relationships with any and all youth who walk through our doors, and provide them with the support they need as individuals to navigate their own positive journey through life. Activities provided at The Dugout includes: Pool, Ping Pong, Arts, Crafts, gaming, movies, homework help, computer access, Referrals to alternative organizations for further support, resume building, life skills workshops, reading and writing.

JSYF Presents: The organized events/programming component of JSYF with a goal of providing a full schedule of events and activities throughout the different areas of Fort McMurray, addressing and concurring the need of accessibility for our region's youth. While many youth are fortunate enough to be able to travel to the different areas of our community, this is not the reality for many. JSYF Presents is designed to address transportation, cost and youth input as to what they'd like to see and do in our community. With JSYF having a Youth Advisory Committee, we are able to receive input as to what they'd like to see, and gather feedback in regards to past programming, events and activities. This way, JSYF is able to provide youth with a voice. Programming/events/activities included in JSYF Presents includes: Youth Dances, Landmark Cinema Field Trips, Sports and Recreation at MacDonald Island Park, Youth Cooking Program, Teen Mental Health Workshops, Beach Days, Street Writers Graffiti Art Program, Youth Skate Nights, Creative Arts and much more.

No Limits Youth Empowerment Day: Our Annual Grade 8 Youth Conference at Shell Place.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Youth Centers play a valuable role in any community by empowering youth to make positive life choices, provide opportunities for social engagement and support, and promote a strong community based identity. Youth Centers not only provide teens with a safe, supervised environment, but they also connect youth to additional services and community resources. Free programming gives youth the opportunity to engage in constructive and pro-social activities, reducing the risk of delinquent behaviors such as drug/ alcohol usage, sexual activity and self harm. JSYF provides a place for emotional support and helps youth build the self confidence needed to develop into strong, stable citizens who will lead our community in the future. According to TYPS (Town Youth Participation Strategies), a Nationwide Coalition of Youth Associations, the key importance in youth centers is the availability to take part in unstructured activities of play; "Open and unstructured opportunities for youth to interact in a safe environment lessens their conscious stresses and worries in seeking social and personal identity development" (TYPS Best Practices Manual 2006).

Youth who are involved in extra curricular activities are more confident, capable and committed to making better life choices while setting and achieving their goals. JSYF provides programs such as Recreation Leagues, cooking programs and creative art programs throughout different neighborhoods to increase accessibility. By bringing the programs to youth, JSYF combats issues identified in the Assets In Action's 2009 survey which identified transportation as a major issue for youth. By also providing all programming free of charge, JSYF provides equal access to opportunities for youth, regardless of what socio-economic status they may face.



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

Funding Initiatives include:

- Hiring a Fundraising/ Fund Development Coordinator whose main focus is to increase fundraising activities within the organization.
- Implementation of a Fundraising Committee consisting of Board Members, Staff Members and community volunteers.
- Applying for our Casino Eligibility.
- Researching new grant opportunities that support youth organizations.
- Involving youth in fundraising efforts.
- Maximize the benefit of being a member of the "Birdies for Kids", through the Shaw Charity Classic throughout 2019.

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	12	12
Fundraising Volunteers	15	10
Committee Volunteers	5	5
Administrative Volunteers	11	8
Total Organization Volunteers (Count each only once)	20	14

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	6	6
Part Time Positions	1	1

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

JSYF is currently undertaking a 0-based budget approach to our 2019 budgeting, while reviewing programs and expenses, as well as fundraising initiatives in order to maximize the benefit/value of dollars coming into our organization.

Some addition cost saving initiatives include:

- Reviewing what we pay for insurance, reviewing new options.
- Reducing paper/printing weight whenever possible.
- Making maximum use of board members not only in raising money, but also saving it.
- Creating organization "wish lists" to encourage in-kind donations from companies.
- Adopt teamwork, cooperation and collaborative approaches with other organizations to save dollars.
- Make good use of volunteers.

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$ 240,000.00
Total 2019 Budgeted Expenses	\$ 550,000.00
Surplus* / (Deficit)	\$ (310,000.00)

2019 Sustaining Grant Request Amount:

\$ 310,000.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February \$ 155,000.00 April

(no more than 75% of request)

August \$ 155,000.00 October

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☒ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

Budget Sheet

AGENCY: Justin Slade Youth Foundation			FISCAL YEAR: 2019-2020	
	Program 1	Program 2	Total UW	OVERALL AGENCY
	Dugout	Presents	Program Budget	ANNUAL BUDGET
OPERATING REVENUE:				
Grants(municipal)	\$ 155,000.00	\$ 155,000.00		\$310,000.00
Fundraising/Bingo/etc.	35,000.00	35,000.00		\$77,500.00
Other Grants	5,000.00	5,000.00		\$10,000.00
United Way Allocation	75,000.00	75,000.00	\$ 150,000.00	\$150,000.00
United Way Designated Donations				\$0.00
Investment Income				\$0.00
Other (other) (GST rebate)	5,000.00	5,000.00		\$2,500.00
TOTAL REVENUE:	\$ 275,000.00	\$ 275,000.00	\$150,000.00	\$550,000.00
OPERATING EXPENDITURES:				
STAFFING:				
* Salaries (excl Benefits)	184,000.00	\$ 162,000.00	\$85,750.00	\$288,500.00
* Casual Labour/Contractors				\$57,500.00
* Employer Benefits (CPP, UIC, WCB)	14,475.00	14,475.00		\$28,950.00
* Supplementary Benefits (Insurance, RRSP, Car Allowance, etc)	\$3,500.00	3,500.00	4,000.00	\$7,000.00
				-
BUILDING:				-
* Rent/Mortgage				-
* Maintenance/Pest Control	1,000.00	1,000.00	1,000.00	2000
* Utilities				0
* Insurance	2,700.00	2,700.00	3,000.00	5400
* Taxes				-
VEHICLE (Agency owned or Leased):				-
* Lease/Loan Charges				-
* Insurance				
* Maintenance				
* Gas & Oil				
HOUSEHOLD:				-
* Laundry				-
* Bedding & Linen				-
* Crockery & Cutlery				-
PROGRAM:				-
* Dugout Operations	15,500.00		7,750.00	15500
* Dugout Materials	12,000.00		6,000.00	12000
* Dugout Food	7,000.00		3,500.00	7000
* JSYF Presents Materials		20,000.00	15,000.00	20000
* JSYF Presents Food		5,000.00	3,000.00	5000
* JSYF Presents Transportation		3,000.00	1,500.00	3000
* Consultants	1,000.00	1,000.00	2,000.00	2000
* Staff Development	1,000.00	3,000.00	2,000.00	4000
* Insurance	500.00	500.00	500.00	1000
* No Limits Youth Empowerment Day		30,000.00	5,000.00	30000
* Youth Scholarship				
CLIENT:				-
* Dental/Medical				-
* Transportation				0
* Personal Needs				-
ADMINISTRATION:				-
* Office Supplies	1,500.00	1,500.00	2,000.00	3000
* Leased Equipment	250.00	250.00		500
* Freight & Postage	75.00	75.00		150
* Staff Travel/Mileage	750.00	750.00		1500
* Telephone	2,500.00	2,500.00	2,500.00	5000
* Advertising	7,500.00	2,500.00	-	10000
* Professional Fees	6,000.00	6,000.00	-	12000
* Accounting	3,500.00	3,500.00		7000
* Legal				0
* Signage	-			0
* Bank Charges		500.00	500.00	500
* Fundraising Expenses	10,250.00	10,250.00	5,000.00	20500
BOARD EXPENSES:		1,000.00	-	1000
OTHER (SPECIFY): Fundraising Expense				0
TOTAL EXPENSES:	\$ 275,000.00	\$ 275,000.00	\$150,000.00	\$550,000.00
SURPLUS/DEFICIT			\$0.00	\$0.00

Approved by:
JSYF Board Chairperson

Attachment: Justin Slade Youth Foundation (Justin Slade Youth Foundation)

Keyano College Theatre and Arts Centre

Trent Keough (President Keyano College)
Dale Mountain (Interim VP Finance and CFO)
Frederick Russell (VP Community Relations)

November 28, 2018

Organization Mandate

- The Theatre and Arts Centre aims to enrich the lives of the people of Wood Buffalo through providing a venue that allows for artistic expression that ties to educational programming.
- The College's mandate is to Enhance the Student Experience, Pursue Academic Excellence, and Advance Institutional Sustainability.
- Keyano College serves the entire community of Wood Buffalo with campuses in Fort McMurray and Fort Chipewyan, with Learning Centres in Anzac, Gregoire Lake, and Fort McKay.
- The funds will assist the College to sustain the operations of the Theatre and Arts Centre. It will also allow for the development of a concept for an International Art Gallery.
- The request aligns with RMWB's Strategic Plan 2018-2021, Strategy and Initiative 3f.

Community Impact (Theatre)

- RMWB's premier venue for arts, entertainment and engagement.
- Hosts over 35,000 guests each year by offering: a four play community theatre drama season, the Toronto International Film Festival, Professional Touring Artist Concert Series (previously offered dance, piano, guitar, percussion lessons and string, choir, band and jazz band, drama, music and visual arts).
- Largest professionally operated theatre in Northeast Alberta.
- Community asset in 2018 dollars is valued at \$25,421,093. This includes: two theatres (594 seats and 194 seats), five theatre support spaces, 18 studios, many administrative offices, a lobby, and a storage area. The total square footage of the Theatre and Arts Centre is 79,375 square feet.

Community Impact (Professional Art Gallery)

- Maximize on the use of The Keyano Theatre and Arts Centre.
- Become the premium professional art exhibition, and creative artist hub in the RMWB.
- Maximize the opportunity to learn techniques in multiple disciplines in one physical location in a teaching and learning environment with a focus on indigenous, international, and regionally relevant art.
- Enable collaboration between the College, Arts Council Wood Buffalo, RMWB, local schools, and the Arts community.
- Design concept includes a new gallery space, associated storage, loading dock and art studios including a glass art studio and a ceramic studio. Also includes the provision or Order of Magnitude Cost (Class D +/-30%).

2019 Grant Request

2019 Grant Request	
Revenue	\$1,038,012
Expense	\$1,487,525
Subsidy Requested	\$449,513
Subsidy represents 30.2% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	June 30, 2017
Total expenses from previous year	\$65,120,581
Unrestricted Net Assets	\$4,574,958

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (10 full time, 2 part time)	\$984,392	\$267,848
Program Costs	\$441,804	\$120,336
Overhead (utilities, insurance, etc.)	-	-
Art Gallery Concept Design	\$61,329	\$61,329
TOTAL	\$1,487,525	\$449,513

Attachment: Keyano Foundation (Keyano Foundation)

Community Investment History

2019 Request	2018	2017
\$449,513	-	-

- Increase in 2019 of \$ 449,513 is due to the fact that the Theatre and Arts Centre is a valued community asset that Keyano can no longer sustain on its own. Subsidies are required for its ongoing operations. Municipalities typically have a role in Alberta to fund these types of operations.
- There is an identified need for an International Professional Art Gallery within the region. If the study proposed within this presentation is funded, additional investment for the renovations to the International Art Gallery could be in excess of \$10 million, while ongoing operational costs could be in the vicinity of \$1.6 million.

Keyano Foundation
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance * Recommended vs. Requested
			449,514	449,500	(14)

Fiscal Year End	Total Expenses	Unrestricted Net Assets
June 30, 2017	65,120,581	4,574,958

Notes:

* Variance in recommendation is due to rounding.

Keyano College/Keyano Foundation is seeking subsidy for the Keyano College Theatre and Arts Centre. The proposal is in alignment with the Municipal Strategic Plan (notably, Strategy & Initiatives 1f and 3f). The budget below represents the operational costs of this facility, along with a one-time request for an Art Gallery Concept Development and Design (feasibility study).

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	449,514	449,500
Government of Alberta Grant	25,000	-
Federal Grant	30,000	-
Theatre Sales & Memberships	528,952	-
Facility Rental Revenue	243,000	-
Advertising Revenue	2,500	-
Other Revenue	58,560	-
Cash Donations - Keyano Foundation	150,000	-
Total Revenues	1,487,526	449,500
Expenses		
Salaries & Benefits	984,392	267,900
Service Contracts	221,500	120,300
Theatre production & costumes	49,350	-
Conference & meeting costs	23,780	-
Licenses, permits & copyright fees	40,250	-
Software licenses & maintenance fees	19,000	-
Travel expenses/Conferences/Meeting Costs	40,700	-
Costs of Good Sold	23,000	-
Repairs & maintenance	7,650	-
Office print & supplies/Training/Marketing	14,625	-
Volunteer & donor recognition	1,950	-
Art Gallery Concept Dev./Design Support	61,329	61,300
Total Expenses	1,487,526	449,500
Total Surplus (Deficit)	\$ -	\$ -

Attachment: Keyano Foundation (Keyano Foundation)



Sustaining Grant Part A - Organization Summary

Organization Name:	Keyano College
Street Address:	8115 Franklin Avenue
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 2H7
Phone Number:	780-791-8928
Website:	www.keyano.ca
Fiscal Year End:	June 30, 2019
Act Registered Under:	Canada Not-for-Profit Corporations Act
Registration Number:	107566218 RR001

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

Main Contact	
Title:	Vice President Community Relations
Name:	Frederick Russell
Daytime Phone:	17(1)
Email Address:	frederick.russell@keyano.ca
Executive Director	
Name:	Dr. Trent Keough (President)
Daytime Phone:	17(1)
Email Address:	trent.keough@keyano.ca
Board Chair / President	
Name:	Maggie Farrington
Daytime Phone:	17(1)
Email Address:	maggie.farrington@acfn.com

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

Signature of Board Member
(must have signing authority)

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

Dr. Trent Keough, President & CEO

Maggie Farrington, Chair

Print Name

Print Name

2018-11-05

2018-11-05

Date: (Year-Month-Day)

Date: (Year-Month-Day)

**Part B - Board Questionnaire**

How often does the Board of Directors meet? Eight (8) times each year

Minimum number of board members according to bylaws: 11

Number of board members:

Currently: 11 **2017:** 10 **2016:** 7

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

Keyano College works with Agency Governance, part of the Government of Alberta, to do a formal recruitment campaign to fill vacant board positions. These positions are publicly posted.

Please list your current Board of Directors:

Name	Board Position	Years on Board
Maggie Farrington	Chair	1
Brent Davis	Public Member	5
Tyrone Brass	Public Member	1
Brad Callihoo	Public Member	1
Peter Fortna	Public Member	1
Justine Rukeba	Public Member	1
Matthew Creighton	Public Member	1
Nadine Rimmer	Faculty Representative	1
Sahil Bhatt	Student Representative	1
Prasan Naik	Non-Academic Staff	1
Trent Keough	President & CEO	1



Part B - Board Questionnaire

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
Trent Keough	President & CEO	\$ 17(1)
Sahil Bhatt	Student Representative	\$

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

There are no restrictions on becoming a member of Keyano College. People can engage with our organization as a student, employee, or community member. People can further their education, attend the fitness facility or enjoy arts and culture at the Theatre.

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 of Governors meet eight times per year. A standing agenda item is to review the financial position of the College. The Finance and Audit Committee, a sub-committee of the Board, also meets to review the financial position more in depth and make recommendations to the Board.

Keyano College seeks initiatives to maximize revenue generating in opportunities through grants, donations, tuition, and sales of goods and services. The College also practices fiscal restraint in an effort to improve our financial standing.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.



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 7)
- ☐ 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)
- ☒ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

August 2018

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

The Keyano Theatre & Arts Centre sets standards for excellence in arts and arts education in Northern Alberta. The Theatre and Arts Centre values our community with a welcoming, collaborative and inclusive approach to contributing to the quality of life in our region. It provides a safe, nurturing environment for creativity to flourish. Keyano College is a Comprehensive Community College of choice that is committed to excellence in teaching and learning, industry training and applied research through the delivery of relevant and sustainable programs and services that maximize opportunities for our students, staff, and stakeholders, and, that enable Keyano to engage in community leadership. The Theatre and Arts Centre aims to enrich the lives of the people of Wood Buffalo through providing a venue that allows for artistic expression and to tie that creative expression to educational programming at a certificate, diploma and degree level.

Keyano College's overall strategic priorities are to: Goal 1: Enhance the Student Experience
Goal 2: Pursue Academic Excellence, Goal 3: Advance Institutional Sustainability.

This proposal, if funded, will assist with all three priorities listed above and allow the College to continue to operate the Theatre, and also allow for the development of an International Art Gallery.



Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

The Keyano Theatre is Fort McMurray's premier venue for Arts, Entertainment and Engagement. The Theatre hosts over 35,000 guests each year by offering a four play community theatre drama series, the Toronto International Film Festival, and a professional touring artist concert series. The Keyano Theatre & Arts Centre is the largest professionally operated theatre in northeast Alberta and serves as the community hub for the arts where local individuals, groups, businesses and schools frequently rent the theatres, or one of the other many performance studios. Keyano Theatre & Arts Centre is also the venue of choice for other agencies and organizations to present national and international touring artists and events. The value of the existing Theatre and Arts Centre as a community asset in 2018 dollars is \$25,421,093. This includes two theatres (594 seats and 194 seats), five theatre support spaces, 18 studios, many administrative offices, a lobby, and a storage area. The total square footage of the Theatre and Arts Centre is \$79,375 square feet. The current operating deficit for the theatre is \$388 185. The College is seeking support for design and concept development to create an International Art Gallery as well for the amount of \$61,328.20. The College has received a quote from a consulting firm with expertise in Architecture, Structural Engineering, Mechanical Engineering and Electrical Engineering. The quote is to develop a design concept for new gallery space and associated storage, loading dock and art studios (glass and ceramic). The quote also includes the provision or Order of Magnitude Cost (Class D +/-30%). The quote is only the beginning stage of design and concept development but will give an idea of what the project will entail. If the International Art Gallery Concept is approved, an additional amount will be required for renovations and yearly operations.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Keyano College, through the Theatre's live theatre programming, provides a structured, professional environment for our community to be engaged in creative learning opportunities in the disciplines of acting, dance and voice. Alongside live theatre, Keyano presents up to 14 professional touring artists annually from across the country to ensure our community has access to the many genres of world class entertainment; ranging from classical music and dance to emerging and established musical acts. Keyano College is revisiting our expired Joint Usage Agreement to ensure we can continue to be inclusive with our school systems and community and are able to provide affordable access to our facilities and expertise. Our theatres and studios are used by the school boards for recitals and productions as well as three large local dance academies, and many groups for dance, music and drama. For consideration, other municipalities support local arts centres such as: Fort Saskatchewan (Shell Theatre) \$348,175, Camrose (Jeanne and Peter Loughheed Centre) \$250,000, Prince Albert (E.A. Rawlinson Centre) \$367,290. The addition of a professional International Art Gallery to our region will not be limited to national and international touring exhibits, but will also have community based displays throughout all regions of the RMWB. The International Art Gallery will showcase the more than 70 cultures forming the fabric of RMWB's mosaic, while privileging Indigenous artists from around the world. The College would be providing space, project leadership, and continue its administrative role. The College believes that this programming and project plans will assist the Municipality with meeting its strategic mandate. This aligns with Strategy and Initiative 3F of the RMWB 2018 - 2021 Strategic Plan.

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

Keyano Theatre is very active in our community and seeks support from local industry and business, from title sponsorships of touring artists and youth drama programs to in-kind support for artist accommodations, products and services that would otherwise make it cost prohibitive to host the variety and quality of performers and events that are presented. Our programming reflects the need to build our audiences and expose our region to a wide variety of artistic genres. This requires a careful balance of artistic and financial risk that is carefully managed to ensure we not only present popular, in demand artists, but also the next generation of emerging artists.

The Theatre receives grant funding for touring artists from the Alberta Foundation for the Arts as well as Canadian Heritage. The Theatre Angel campaign is an individual donor campaign that receives financial support from our local citizens to support our live theatre initiatives.

Federal and provincial granting opportunities exist to assist with the development and operation of the Art Gallery. With municipal support, funds can be matched to attract grants from the Canada Cultural spaces Fund or the Community Facilities Enhancement Program. It would be important for the RMWB to consider funding the concept design but also to set aside potentially in excess of \$10 million for associated renovations and an additional \$1.6 million for operations. The renovations commitment would be required for the RMWB's new budget year and the operations expenses would be an ongoing commitment. These amounts are not included in the Sustaining Grant Application but are important considerations.

Attachment: Keyano Foundation (Keyano Foundation)

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	75	32
Fundraising Volunteers		
Committee Volunteers		
Administrative Volunteers		
Total Organization Volunteers (Count each only once)	75	32

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	10	9
Part Time Positions	2	2

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

Keyano Theatre strategically balances its workforce in order to be financially responsible while meeting the service and community needs. Replacement of capital equipment will be completed with energy efficient products that meet current industry standards. Several positions are 10 month sessional and off during slow booking periods. Human resources and financial services are shared services. Enhanced marketing strategies are working towards building our audiences and developing relevant programming.

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$	1,038,012.00
Total 2019 Budgeted Expenses	\$	1,487,525.20
Surplus* / (Deficit)	\$	(449,513.20)

2019 Sustaining Grant Request Amount:

\$ 449,513.20

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

Please Indicate Preferred Cash Flow, if approved**:

January/February	\$ 158,374.45	April	\$ 97,046.25
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(no more than 75% of request)

August	\$ 97,046.25	October	\$ 97,046.25
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** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment MUST accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

Keyano College Theatre Operations

	Actuals		
	2017	2018	2019 budget
Revenue:			
Government of Alberta grants	\$ 30,000	\$ 37,517	\$ 25,000
Federal grants	30,000	30,000	30,000
Other grants	6,000	5,000	0
Theatre sales & memberships	499,962	362,046	528,952
Facility rental revenue	265,632	336,185	243,000
Advertising revenue	553	0	2,500
Other revenue	65,172	68,819	58,560
Cash donations through Keyano Foundation	158,923	156,639	150,000
Donations gifts-in-kind	18,744	200	0
Total revenue	1,074,985	996,407	1,038,012
Operating Expenses:			
Salaries & benefits	889,040	928,901	919,592
Casual wages	60,603	39,172	64,800
Total workforce	949,643	968,073	984,392
Service contracts	239,159	182,056	221,500
Theatre production, set and costumes	30,676	48,156	49,350
Marketing, advertising & subscriptions	2,929	4,519	2,890
Special function costs	43,864	12,884	23,780
Conference and meeting costs	2,081	1,449	1,600
Licenses, permits and copyright fees	33,785	36,398	40,250
Software licenses and maintenance fees	20,592	17,400	19,000
Travel expenses	30,676	25,149	35,350
Cost of goods sold	19,157	23,242	23,000
Furniture and equipment < \$5,000	6,996	2,746	1,500
Repairs and maintenance	9,852	9,493	7,650
Office and print supplies	8,243	10,114	8,600
Training, PD and dues	741	3,705	3,135
Postage and courier	962	2,840	250
Volunteer and donor recognition	683	1,428	1,950
Custodial	3,620	3,410	0
Equipment rental	266	0	2,000
Bank charges	448	(64)	0
Total contracts, materials and supplies	454,728	384,925	441,805
Total expenditures	1,404,371	1,352,998	1,426,197
Deficit from Theatre operations	\$ (329,385)	\$ (356,591)	\$ (388,185)
Proportional allocation of facilities operating, maintenance and utility costs	883,785	901,461	912,278
Corporate Marketing supports for Theatre	259,094	254,014	169,820
Theatre deficit	\$ (1,472,264)	\$ (1,512,066)	\$ (1,470,283)
Total direct Theatre operating costs	\$ 1,404,371	\$ 1,352,998	\$ 1,426,197
Proportional share of facility operating costs	883,785	901,461	912,278
Corporate Marketing supports for Theatre	259,094	254,014	169,820
Total cost for Theatre ^{Note (1)}	\$ 2,547,250	\$ 2,508,473	\$ 2,508,295

Note (1): Excludes capital and depreciation expense.

Art Gallery Concept Development and Design Support \$ 64,395.00

Local HERO Foundation



Paul Spring
Board Chair and CEO

Andrea Montgomery Spring
Director, Stakeholder and Community Relations

November 28, 2018

Organization Mandate

- **Mandate:** The Foundation supports dedicated 24/7 helicopter emergency medical services (HEMS).
- **Service area and demographics:** The residents, workers and visitors in the Regional Municipality of Wood Buffalo.
- **Goals for 2019:** Maintain availability of the helicopter and crew; meet the full cost of the program; continue to grow community awareness and charitable support; hold 3rd major fund raiser
- **The grant:** Will cover one-third of the fixed base cost of the HEMS program.

Community Impact

HERO 1 is the **Region's sole provider** of HEMS, helping save lives and improve health outcomes since 2013. The well-equipped EC135 carries a crew of 2 pilots and **2 Fort McMurray Fire Department paramedics**. **Vital life or death drugs** for pain, heart attacks, drug overdoses, asthma etc. can be administered on scene. Patients may require extrication from a vehicle. Night flight capability using **night vision goggles** (NVG) is crucial, especially during the long winter nights when missions are flown to **remote, inaccessible** backcountry sites, highways or industrial camps after sunset.

As of October 31, 2018, **61** life-saving missions have been flown, at **no cost to the patient**.

2019 Grant Request

2019 Grant Request	
Revenue	\$3,599,100
Expense	\$3,816,040
Subsidy Requested	\$1,000,000
Subsidy represents 26% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$3,402,855
Unrestricted Net Assets	\$(1,441,874)

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (9 full time, 7 part time)	\$1,335,940	\$400,000
Program Costs	\$1,810,500	\$300,000
Overhead (utilities, insurance, etc.)	\$669,600	\$300,000
TOTAL	\$3,816,040	\$1,000,000

Community Investment History

2019 Request	2018	2017
\$1,000,000	\$1,500,000	\$1,500,000

The decrease in 2019 of \$500,000 is due to the Foundation’s success in attracting support from other sources and transitioning Alberta Health Services from a fee-for-service funding agreement to stable monthly payments.



Local HERO Foundation
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
1,500,000	1,500,000	750,000	1,000,000	1,000,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	3,402,855	(1,441,874)

Notes:

In 2018, Local HERO Foundation received half-year funding, in order to change its RMWB grant cycle from July-June annually, to January to December annually. Therefore, the 2019 request represents a \$500,000 reduction from the prior years' funding.

Recommendation is that RMWB Sustaining Grant be used to support salaries and other operating costs, while other funding sources be used to finance the capital lease payments.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
Industry Partners	1,000,000	-
Alberta Health Services	1,000,000	-
RMWB Sustaining Grant	1,000,000	1,000,000
United Way	300,000	-
Fundraising/Other Donations	299,100	-
Total Revenues	3,599,100	1,000,000
Expenses		
Staffing	1,335,940	400,000
Building	108,520	50,000
Helicopter Payments	1,167,500	-
Other Program Costs	643,000	300,000
Administration	284,155	128,000
Other Expenses	276,925	122,000
Total Expenses	3,816,040	1,000,000
Total Surplus (Deficit)	\$ (216,940)	\$ -

Attachment: Local HERO Foundation (Local HERO Foundation)

Sustaining Grant

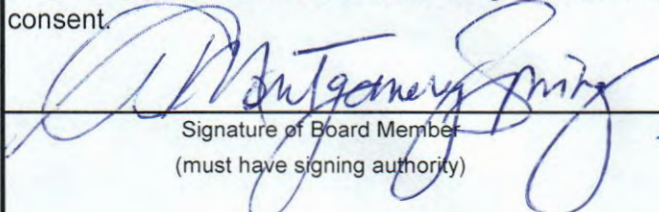

Part A - Organization Summary

Organization Name:	Local HERO (Helicopter Emergency Response Organization) Foundation
Street Address:	1001 Saline Creek Parkway
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 0H8
Phone Number:	780 799-0141
Website:	www.localheroofoundation.com
Fiscal Year End:	December 31
Act Registered Under:	Societies Act (Alberta)
Registration Number:	81810 3566 RR0001

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

Main Contact	
Title:	Director, Stakeholder and Community Relations
Name:	Andrea Montgomery Spring
Daytime Phone:	17(1)
Email Address:	ams@ymmhero.com
Executive Director	
Name:	Paul Spring
Daytime Phone:	17(1)
Email Address:	p.spring@ymmhero.com
Board Chair / President	
Name:	Paul Spring
Daytime Phone:	17(1)
Email Address:	p.spring@ymmhero.com

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
Andrea Montgomery Spring Print Name	Paul Spring Print Name
2018-10-17 Date: (Year-Month-Day)	2018-10-17 Date: (Year-Month-Day)

Attachment: Local HERO Foundation (Local HERO Foundation)

Part B - Board Questionnaire

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
Andrea Montgomery Spring	Director	17(1)

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

Unable to participate in the delivery of Local HERO Foundation's services unless properly trained and certified.

There are no restrictions to becoming a member.

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 financial position is reviewed quarterly and shared with the board. The Foundation accountant is also a board member. Application was made to three new grant sources. Two were successful. New potential grant sources shared by OSCA staff are being followed up on. This was Local HERO's first year as a United Way agency. It has been a great learning and networking opportunity, in addition to the funds. A new campaign called 'Speed of Life' was launched at our major annual fundraising event. Most of HERO's life saving missions are about an hour; this costs approximately \$1,200.00. Attendees were encouraged to pledge the cost of an hour flight, with the affordable option of paying \$100 monthly, in order to save a life. It was preceded by a moving testimonial video about a particular mission. The response was tremendous with 100 hours being pledged that night. Agreements for multi-year donations were made with two new entities who may require a medevac flight in the course of doing business remotely. A letter has been sent to the provincial Minister of Health regarding non-payment of flight invoices from 2016 during the fire, when other efforts to obtain payment were unsuccessful. Radio, print and social media program promotion happens regularly all year. There were five speaking engagements to further awareness of the program and advocate for support.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☒ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

2013

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

To continue our development as an exceptional service provider we will:

- Maintain a state-of-the-art helicopter and an experienced, well trained, engaged team committed to providing best practice service.
- Collaborate with our board, the community, government and industry to inform and seek support.
- Maximize the power of social media and re-vamp existing website.
- Sustain existing key partner and financial relationships with consistent and clear communications.
- Strategically develop diversified sources of stable funding.
- Continue holding an annual major fund-raiser to promote awareness and support.
- Plan for the future acquisition of an advanced helicopter with increased capacity for passengers, speed and distance. Procure once funding is stabilized.

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

This funding request is for the delivery of 24/7 helicopter emergency medical services (HEMS) for the people of Northeastern Alberta.
Major program expenditures include staff and their training, the helicopter and its maintenance, facilities, fuel and equipment costs.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

As the sole provider of helicopter emergency medical services in the Region, the Local HERO Foundation partners with the Fort McMurray Fire Department to ensure a safer and healthier environment for everyone. This life-saving service is 24/7 and particularly critical in such a large territory, where people often work and play in remote locations.

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

An application to the United Way for their next funding cycle (2019-2020) is in progress.

The new Speed of Life campaign introduced at the annual fund-raiser will be ongoing. It provides an affordable option for individuals and small business to pledge support for the program. Buying a life-saving hour of flight is something donors perceive as a tangible benefit, in addition to the tax receipt.

Talks are under way with Canadian Brewhouse management about collaborating on some fundraising for Local HERO. Provincially, they had previously been directed to support STARS; following a tour of the facilities and learning about the Foundation and its mandate they have agreed to assist us locally.

Companies working remotely in northeastern Alberta that are not currently donors will be approached to learn about the charity and encouraged to donate, after an employee benefits from a helicopter medevac.

We are developing a plan to approach the Federal government regarding support for services provided to indigenous patients. Collaboration on this with the RMWB is desirable in order to be more effective.

Attachment: Local HERO Foundation (Local HERO Foundation)

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	0	0
Fundraising Volunteers	15	12
Committee Volunteers	4	2
Administrative Volunteers	0	0
Total Organization Volunteers (Count each only once)	19	14

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	9	9
Part Time Positions	7	7

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

The current AHS contract specifies that there must be two pilots on board for missions. In order to grant time-off requests for medevac pilots without a gap in service, a new strategy was employed. The hiring and training of a casual standby pilot is not feasible due to cost (over \$90,000 for the training alone; standby costs would be additional). Instead, two pilots from Phoenix Heli-Flight were trained as Safety Pilots. The training was done by the medevac pilots and the chief pilot. It consisted of ground school, simulator practice time and actual flight-time, both day and night. Instruction on the use of night vision goggles was included. On a shift when there is only one medevac pilot, the Safety Pilot acts as an extra set of eyes, ears and hands, monitoring radios, the medevac phone, navigation instruments and the external environment to ensure a successful mission.

The medevac program start-up costs were the lowest possible 5 years ago and have been kept stable. For reasons of safety, there is little can be done to reduce costs. Cost savings can't be realized until start-up debt has been retired.

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$ 2,599,100.00
Total 2019 Budgeted Expenses	\$ 3,816,040.00
Surplus* / (Deficit)	\$ (1,216,940.00)
2019 Sustaining Grant Request Amount:	\$ 1,000,000.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February	April	\$ 750,000.00
------------------	-------	---------------

(no more than 75% of request)

August	October	\$ 250,000.00
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** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☒ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

Local HERO Foundation 2019 Operating Budget

OPERATING REVENUE:		
GRANTS:		
*RMWB Community Investment Program	\$1,000,000.00	Sustaining Grant
*OSCA Members	\$1,000,000.00	
*Alberta Health Services	\$1,000,000.00	Included in RMWB Ground Ambulance contract
Fundraising/Bingo/etc.:		
*Major Annual Fundraiser	\$175,000.00	
*Community Donations	\$20,000.00	PayPal on website and Facebook plus individual cheques or cash
*Coldwell Banker donation	\$10,000.00	Multi year commitment post 2016 fundraiser
*SIPEM	\$13,000.00	Strengthening Indigenous Participation in Environmental Monitoring' program
*LIUNA! Local 92 donation	\$50,000.00	
*Aluma/Safway donation	\$12,500.00	Multi year commitment post 2016 fundraiser
Sale of Product or Fee for Services	\$15,000.00	Agreement with Nuna Logistics
United Way Allocation	\$300,000.00	Notification of actual allocation amount will be March 2019
United Way Designated Donations	\$0.00	
Payroll Donations	\$3,600.00	
TOTAL REVENUE:	\$3,599,100.00	
OPERATING EXPENDITURES:		
STAFFING:		
* Salary (incl Benefits) of Admin Staff	\$110,000.00	20% of office and Safety, 100% Director; no salary for President
* Salaries of Pilots	\$977,200.00	8 IFR Pilots
* Salary of Chief Pilot: 50%	\$95,400.00	Phoenix Heli-flight Chief Pilot- shared 50% with HERO
* Salaries of Maintenance Crew	\$115,940.00	20% of Director of Maintenance, 50% of 2 maintenance engineers
* Employer Benefits (CPP, UIC, WCB)	\$0.00	Included in salaries line
* Supplementary Benefits	\$37,400.00	Housing allowance if local, portion of gym memberships, add'l medical insurance
BUILDING:		
* Facilities Rent, Utilities, Taxes	\$107,000.00	
* Janitor/Maintenance	\$470.00	
* Insurance	\$1,050.00	1/10th of building insurance
VEHICLE (Agency Leased):		
* Lease Charges	\$7,875.00	2 vehicles, 1 per shift; fuel, winter tires, insurance, maintenance included
* Insurance	\$0.00	
* Maintenance	\$0.00	
* Gas & Oil	\$0.00	
Night Shift Crew Quarters:		
* Laundry	\$50.00	On-site trailer for rapid crew deployment
* Bedding & Linen	\$200.00	
* Other	\$100.00	Incidentals

PROGRAM:		
* Helicopter payments	\$1,167,500.00	With capital improvements covered by annual escalation
* Insurance- Hull	\$59,000.00	Helicopter
* Insurance- Liability	\$10,550.00	Helicopter
* Fuel for Helicopter	\$36,800.00	Cost varies directly with number of annual missions
* Scheduled Inspections	\$18,300.00	
* Dynamic components	\$88,700.00	
* Engines	\$47,650.00	
* Avionics	\$17,320.00	
* Medical Supplies	\$1,500.00	
* Housing	\$59,940.00	2 - two bedroom condos for day and night shifts
* Staff Development	\$3,400.00	Air Medical Transport Convention (held in US annually); for 2 participants
* Crew Uniforms	\$3,780.00	3 year amortization
* Maintenance Crew Training	\$15,000.00	
* Pilot Training	\$90,800.00	
* Initial Pilot Training	\$66,280.00	Provision for cost of training new pilot
* Night Vision Goggles	\$18,600.00	Maintenance for certification; 5 year amortization of purchase
*Transport Canada Check Pilot - Simulator PPC	\$6,750.00	Travel, meals, hotel and fees associated with Transport Canada inspector
*NVG Trainer Certification Annual Training	\$20,430.00	Train-the-trainer in Waco, TX at Night Flight Concepts Inc.
* Insurance for Board of Directors	\$1,045.00	
*Special Event Landing Permits	\$2,000.00	Cost of 4; required by Transport Canada for landings in city limits
* Dues & Subscriptions	\$155.00	Foreflight- software for flight planning
*Annual Fundraising Event	\$75,000.00	Expenses related to holding event, not covered by gifts in kind
ADMINISTRATION:		
* Office Supplies	\$6,800.00	
* Freight & Postage	\$600.00	
* Staff Travel/Mileage	\$42,300.00	Training and shift change airfare for pilots
* Telephone	\$780.00	Medevac cell phone and Satellite phone
* Advertising	\$18,695.00	RMWB billboard rental and promotional materials
* Professional Fees	\$33,330.00	Annual audit, legal and accounting fees; social media development
* PayPal charges	\$150.00	
* Bank Charges	\$6,500.00	
* GST	\$175,000.00	
BOARD EXPENSES:		
*Meetings & AGM	\$700.00	
*D & O Insurance	\$2,000.00	
OTHER (SPECIFY):		
Legacy Debt Repayment	\$266,000.00	
TOTAL EXPENSES:	\$3,816,040.00	
SURPLUS/DEFICIT	(\$216,940.00)	

McMurray Sno Drifters

“Rising Out of the Ashes”



Scott Neale
President

November 28, 2018

Organization Mandate

To promote and provide safe and enjoyable snowmobiling for all residents of the Regional Municipality of Wood Buffalo.

- Communities served:
 - Fort McMurray, Anzac and Sapræe Creek
- Goals for 2019:
 - Increase volunteer base +20% to continue to support of RMWB community activities (3,000 – 4,000 hours of volunteer work)
 - Increase Trail Membership +10% (385 Member in 2017)
 - Change Club Fiscal Year End to match Sustaining Grant Term

Organization Mandate



- Programs/services to be funded by the grant:
 - Maintain 270+kms of marked and groomed trails with 8 Warm Up Shelters
 - Maintain Drifter garage and 4 Staging Areas at Trail heads
 - Club Monthly Meeting venues
 - Administration of Club financials and reporting

Community Impact



Events:

- Sno Drifters lead parade marshalling at the Santa Claus & Canada Day Parades
- Participate in WinterPLAY each year with activities and warm up shelter on the ice
- Safe Ride every year to teach the public about snowmobiling safety
- Sno Drifter Annual Sled Rally attracts both local and out of town riders

Volunteer Support:

- We utilize over 40 volunteers minimum a year to clear trails and run events
 - Volunteer hours run between 3,000 - 4,000 hours a season depending on snowfall, weather, etc.
- Support Food Drive for local Food Bank
- Winter Clothing Drive for Centre of Hope

Community Impact



Recognition

- The Sno-Drifters received the National Excellence Award for best Snowmobile Club from the CCSO (Canadian Council of Snowmobile Organization) for the 2016 season

2019 Grant Request



2019 Grant Request	
Revenue	\$36,000
Expense	\$135,550
Subsidy Requested	\$99,550
Subsidy represents 73% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	August 31, 2018
Total expenses from previous year	\$179,026
Unrestricted Net Assets	\$92,802

Expense Summary



Cost Category	Total Expense	Funded by RMWB
Salary/Wages (1 part time)	\$24,000	-
Program Costs	\$103,650	\$91,650
Overhead (utilities, insurance, etc.)	\$7,900	\$7,900
TOTAL	\$135,550	\$99,550

Community Investment History

2019 Request	2018	2017
99,500	110,000	170,000

Decrease in 2019 of \$10,450 is due to:

- Improved Groomer transportation logistics – reduced \$3K
- Reduced Groomer costs (members that groom will volunteer their hours) - reduced \$5K
- Reduced advertising options by 30% to raise sponsorships
- Grant amount <\$100K does not require Engagement Review - reduced \$5K

McMurray Sno Drifters Association
2019 Sustaining Grant Analysis

CIP Grant Summary:

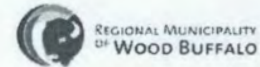
2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
110,000	110,000	110,000	99,550	99,550	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
August 31, 2017	179,026	92,802

Notes:

The recommendation for 2019 is continued support for the McMurray Sno-Drifters. This organization enhances the winter lifestyle in the RMWB through its trail grooming activities.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	99,550	99,550
Memberships	12,500	-
Donations / Sponsors	22,000	-
Merchandise Sales	1,500	-
Total Revenues	135,550	99,550
Expenses		
Trail Grooming	80,000	80,000
Office Supplies	1,900	1,900
Insurance	6,000	6,000
Repairs and Service to Groomer & Drag	13,000	8,000
Trail Maintenance Contractor	1,450	1,450
Parades, Volunteer Expenses, etc.	6,500	2,200
Wages (Admin & Bookkeeper)	26,700	-
Total Expenses	135,550	99,550
Total Surplus (Deficit)	\$ -	\$ -



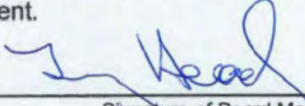
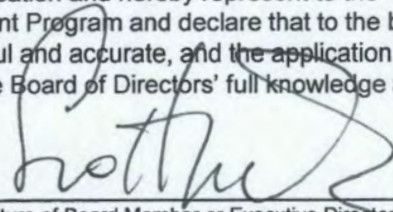
Sustaining Grant Part A - Organization Summary

Organization Name:	McMurray Sno Drifters
Street Address:	300-19 Riedel St
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H5P8
Phone Number:	780-792-7603
Website:	www.snodrifters.ca
Fiscal Year End:	August 31- Changing to December 31 in 2018
Act Registered Under:	Canada Not-for-Profit Corporations Act
Registration Number:	505909655

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

Main Contact	
Title:	Executive Admin
Name:	Terri Windover
Daytime Phone:	780-792-7603
Email Address:	mcmurray.snodrifters@hotmail.com
Executive Director	
Name:	
Daytime Phone:	
Email Address:	
Board Chair / President	
Name:	Scott Neale
Daytime Phone:	17(1)
Email Address:	president.mcmurray.snodrifters@hotmail.com

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

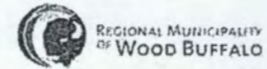
 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
TERRY HEAD Print Name	Scott Neale Print Name
2018-11-02 Date: (Year-Month-Day)	2018-11-02 Date: (Year-Month-Day)

How often does the Board of Directors meet?	Monthly during September- April
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Minimum number of board members according to bylaws: 4

Currently:	4	2017:	4	2016:	4
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[illegible]



Part B - Board Questionnaire

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:

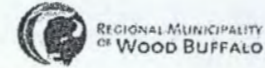
Board member name	Paid role on the board / organization	Amount received

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

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 for approval of the Club Annual Budget once a year (July - August) Every month at the Club General meeting the Treasurer produces report on Actual vs. Budget variances.
This 2018-2019 season, the Club Execs are reviewing for approval to adjusted Sponsorship rates for advertising, financial support and Event Support from vendors and companies all over Alberta.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.



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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☒ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

2017- 5 Year Plan

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

*Maintain a safe, harassment free organization for volunteers, Club Members, citizens of RMWB and ASA members.

*Promote organized Snowmobiling, the McMurray Sno Drifters and the Alberta Snowmobile Association within the RMWB

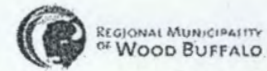
*Maintain and safely operate existing assets:

- 270 km of groomed trails with 8 Warm Up Shelters
- Trail Groomer and Drag
- Drifter Garage and 4 - Trail Access Staging Areas

* Support RMWB Events:

- Santa's Parade Marshalling
- Canada Day Parade Marshalling
- WinterPlay Supporter
- Safe Ride - local RCMP, Search and Rescue, citizens of RMWB and RMWB officials are invited

*Promote growth that is sustainable within the limits of resources - volunteers, fiscal responsibility and ASA sanctions



Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

- * Promote safe and organized Snowmobiling within the RMWB
- Maintain current Club and Trail Information supported by Social Media and websites
- Monthly Club meetings - meeting rooms and media materials
- * Maintain and safely operate assets:
 - 270 km of groomed trails with 8 Warm Up Shelters
 - Signage - Safety and Trail Information
 - Trail Groomer and Drag maintenance and transportation logistics
 - Drifter Garage and 4 - Trail Access Staging Areas
- * Support RMWB Events:
 - Sno Drifters Annual Rally
 - Sno Drifter Safe Ride

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Events:

- Sno Drifters lead Parade Marshalling at Santa Parade and Canada Day Parade
- Participate in Winter Play every year with activities and warm up shelter on the ice.
- Sno Drifter's host:
 - Safe Ride every year to teach the public about snowmobiling safety.
 - Annual rally which attracts both local and out of town riders
 - Food drive on for the local Food bank
 - Winter Clothing Drive for Centre of Hope

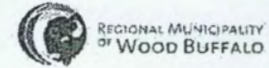
Volunteer Info:

- We utilize over 40 volunteers minimum a year to clear trails and run events.
- Volunteer hours run between 3000-5000 hours a season depending on snowfall, weather etc.

Trails:

- Members in good Standing with the Alberta Snowmobile Association
- Our groomed trail systems are over 270 km in 5 different trails with 8 fire pits/warming which we provide fire wood.

The Sno-Drifters received the National Excellence Award for best Snowmobile Club from the CCSO (Canadian Council of Snowmobile Organization) for the 2016 season

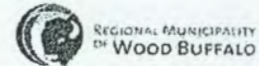


Describe any other funding initiatives the organization has taken or is planning to implement to further support this request for Sustaining Grant funding:

The Sno Drifter's currently maintain files on approx 20 sponsors/advertisers on our Warm Up Sheds, Sno Drifter's trailer and merchandise provider for Door Prizes at our events. The funding is raised from local business and corporate partners that are involved in the RWMB area resource development and construction. The Club would like to host the ASA Jamboree in the near future, but after the 2016 Fires, some of the great RMWB winter activities hosting, has put a huge draw on volunteer resources for everyone. The Club Executives is reviewing to approve an adjusted sponsor program to raise funds to pay for the costs above the CIP Grant provided by RMWB by Nov 15, 2018.

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	85	60
Fundraising Volunteers	2	2
Committee Volunteers	10	8
Administrative Volunteers	2	2
Total Organization Volunteers (Count each only once)	99	72



Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions		
Part Time Positions	1	1

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

*2017-2018 - Grooming Schedule and Logistics is reviewed and approved by Vice President prior to releasing schedules - Cost Savings 5 Groomer Moves @ \$600/move= \$3000.00
 * 2018-2019 - Solicited an Escape Sled for the Groomer from an Edmonton Snowmobile vendor for the Club promotion and the Vendor Advertising- Initial Cost savings- \$12000.00 not having to purchase a new sled
 *2018 - 2019 - Reduced Exec Admin Contract from \$2500/month to \$2000/month
 *2018 - 2019 - Execs approved a motion for all Club members being paid by the Groomer Contractor will forfeit the hourly rate paid when Grooming. \$80/hour grooming reduced to \$35/hour when Club member grooms.

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$	36,000.00
Total 2019 Budgeted Expenses	\$	135,550.00
Surplus* / (Deficit)	\$	(99,550.00)

2019 Sustaining Grant Request Amount: \$ 99,550.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February	\$ 70,000.00	April
(no more than 75% of request)		
August	\$ 29,550.00	October

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment MUST accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☐ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

2019 Deposits												
Drifters Fiscal Year												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Deposit RMWB	\$70,000.00							\$29,550.00				
Deposit Sponsors/Donations	\$3,500.00	\$1,000.00					\$500.00	\$2,000.00	\$2,500.00	\$2,500.00	\$5,000.00	\$5,000.00
Deposit ASA ²	\$5,000.00	\$3,000.00	\$2,000.00									\$2,500.00
Deposits Merchandise Sales ⁵	\$500.00	\$500.00										\$500.00
	\$79,000.00	\$4,500.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$500.00	\$31,550.00	\$2,500.00	\$2,500.00	\$5,000.00	\$8,000.00
												\$135,550.00

2019 Expense															
Drifters Fiscal Year															
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	CIP Budget	Donations & Fees
Trail Grooming Exp	\$15,000.00	\$20,000.00	\$25,000.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000.00	<u>\$80,000.00</u>	<u>\$68,000.00</u>	
Repairs and Service - Groomer	\$500.00	\$1,000.00	\$500.00	\$500.00	\$2,500.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$500.00	\$2,000.00	\$500.00	<u>\$13,000.00</u>	<u>\$13,000.00</u>	
Trail Maintenance - Contractor	\$250.00	\$250.00	\$150.00	\$100.00	\$100.00	\$0.00	\$0.00	\$0.00	\$100.00	\$100.00	\$150.00	\$250.00	<u>\$1,450.00</u>	<u>\$1,450.00</u>	
Insurance											\$6,000.00		<u>\$6,000.00</u>	<u>\$6,000.00</u>	
Office Supplies	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$250.00	<u>\$1,900.00</u>	<u>\$1,900.00</u>	
Contract Admin Exp	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	<u>\$24,000.00</u>		
Parade, Volunteers, Exp	\$500.00	\$1,000.00	\$1,000.00	\$500.00	\$250.00	\$0.00	\$0.00	\$2,000.00	\$500.00	\$250.00	\$250.00	\$250.00	<u>\$6,500.00</u>	<u>\$6,500.00</u>	
Book Keeping	\$350.00	\$200.00	\$200.00	\$200.00	\$200.00	\$350.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	<u>\$2,700.00</u>	<u>\$2,700.00</u>	<u>\$22,000.00</u>
ASA Trail Pass Purchase ¹													<u>\$0.00</u>	<u>\$0.00</u>	<u>\$12,500.00</u>
													<u>\$0.00</u>	<u>\$0.00</u>	<u>\$1,500.00</u>
Merchandise ⁴													<u>\$0.00</u>	<u>\$0.00</u>	
													<u>\$135,550.00</u>	<u>\$99,550.00</u>	<u>\$36,000.00</u>

Assumptions:
Groomer Costs \$20 hour for Fuel
Based on 2017-2018 Spend profile
CIP Budget as sent and Approved for 2018-2019

Attachment: McMurray Sno-Drifters Association (McMurray Sno-Drifters Association)



MULTICULTURAL ASSOCIATION
OF WOOD BUFFALO

Multicultural Association of Wood Buffalo
Dango Gogo and Rodas Asres
Board President and Acting Executive Director

November 28, 2018

Organization Mandate

- **Mission:** Promote and encourage inclusive multiculturalism at all levels under our three-core principles: Celebrate, Educate, Integrate
- The MCA services all residents of the Wood Buffalo region with focus on Newcomers to the community
- Strategic Goals for 2019: **(1)** Strengthening MCA culture
(2) Embracing Sustainability **(3)** Meeting Stakeholders' Needs
(4) Creating Community Connections
- Programs/services to be funded by the grant: Sustaining Grant supports: **5** Programs, **9** Events, **3** Services, **2** Initiatives, and **2** New Projects

Community Impact

- MCA works with **14** Schools (Public and Catholic schools)
- We reached **159** Students (2017/2018 Academic year) in English Language Learner Assistance (ELLA) Program
- **160** students are enrolled in our language club (Walter and Gladys Hill)
- MCA runs **5** Programs, **9** Events, **3** Services, **2** Initiatives, and **2** New Projects
- We reached **6314** RMWB residents from January 2018 to date
- **54** unique countries of origin represented in the residents we have served through our programs, events & services
- We have Language capacity of **29** languages in interpretation and **50** languages of translation through)
- **442** documents notarized from April 2018 to present

2019 Grant Request

2019 Grant Request	
Revenue	\$509,357
Expense	\$805,391
Subsidy Requested	\$296,034
Subsidy represents 37% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	March 31, 2018
Total expenses from previous year	\$643,973
Unrestricted Net Assets	\$98,503

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (6 full time, 3 part time)	\$508,222	\$234,400
Program Costs	\$88,536	\$8,500
Overhead (utilities, insurance, etc.)	\$208,633	\$53,100
TOTAL	\$805,391	\$296,000

Community Investment History

2019 Request	2018	2017
\$296,000	\$260,000	\$207,000

Increase in 2019 of \$36,000 is due to:

- **Executive Director (ED) Wage Increase:** The MCA Board is in the process of recruiting an ED for our organization. In light of the findings from recent interviews, the board treasurer proposed an increase in the ED Salary and Benefits package.
- **Inclusion of 25% of Welcome Centre (WC) Coordinator's Wage:** The WC has been running full time since re-entry (post 2016 wildfires), with exceptions of few closures due to lack of funding. There is **55%** increase in # of appointments made at the centre comparing 2017 year to 2018 (YTD) with an anticipated climb by the end of the year. The need to have the WC manned at all times is apparent.

Multicultural Association of Wood Buffalo
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance * Recommended vs. Requested
207,000	207,000	260,000	296,035	296,000	(35)

Fiscal Year End	Total Expenses	Unrestricted Net Assets
March 31, 2018	643,973	98,503

Notes:

* Variance is due to rounding.

The MCA has recently experienced difficulty in recruitment and retention of an executive director; the increase is mainly to enhance its ability to recruit for this position.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	296,035	296,000
GOA	52,028	-
United Way	143,356	-
Casino	22,000	-
Community Foundation	73,890	-
Donations	32,520	-
Miscellaneous revenue & Donations	23,818	-
MCA Event Generated	19,000	-
Sponsorships	142,744	-
Total Revenues	805,391	296,000
Expenses		
Staff Related Expenses	508,222	234,400
Office Expenses	208,633	53,100
Project Direct Expenses	88,536	8,500
Total Expenses	805,391	296,000
Total Surplus (Deficit)	\$ -	\$ -

Attachment: Multicultural Association of Wood Buffalo (Multicultural Association of Wood Buffalo)





Sustaining Grant Part A - Organization Summary

Organization Name:	Multicultural Association of Wood Buffalo (MCA)
Street Address:	8015 Franklin Avenue
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 2H7
Phone Number:	780-791-5186
Website:	www.mcawb.org
Fiscal Year End:	March 31
Act Registered Under:	Societies Act (Alberta)
Registration Number:	503282733

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

Main Contact	
Title:	Acting Executive Director
Name:	Rodas Asres
Daytime Phone:	780-791-5186
Email Address:	executivedirector@mcawb.org
Executive Director	
Name:	Rodas Asres
Daytime Phone:	780-791-5186
Email Address:	executivedirector@mcawb.org
Board Chair / President	
Name:	Dango Gogo
Daytime Phone:	780-750-9888
Email Address:	dango@donscottlaw.ca

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
Dango Gogo Print Name	Rodas Asres (Acting Executive Director) Print Name
2018-10-29 Date: (Year-Month-Day)	2018-10-29 Date: (Year-Month-Day)



Part B - Board Questionnaire

How often does the Board of Directors meet?

Once a month

Minimum number of board members according to bylaws:

7

Number of board members:

Currently: 10

2017: 10

2016: 11

11

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

The MCA Leadership prefers to keep the number of board of directors between 10 and 12 (the maximum allowed). The MCA is not looking for additional board members currently.

Please list your current Board of Directors:

[illegible]



Part B - Board Questionnaire

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

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

There are no restrictions to becoming a member or taking part in programs and services. There is however an annual membership fee of \$10 and \$100 for individuals and community groups respectively. Moreover, all of our programs, except for Multicultural Cookery which has admission fees per class offered, are free of charge and open to the public. The Interpretation and Translation unit offers paid services that varies case by case. The MCA is able to provide discounts depending on the clients ability to pay. Lastly, the Multicultural EXPO has minimal entrance fees that are charged to the public and vendor fees to groups as a way of fundraising for the following year's event.

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 position of the organization monthly. In addition, the board reviews the financial status of the organization, more in depth, with the external bookkeeper twice a year.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☒ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

2017

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

The MCA has identified four strategic directions that will bring focus to the work the organization undertakes. The 4 priority areas are as follows:

1. Strengthening MCA Culture: MCA understands that people are at the centre of our organization's mission. It is essential that MCA benefits from talented people who feel valued and can see how they play meaningful roles in making a difference with newcomers, cultural groups and the Fort McMurray community.
2. Embracing Sustainability: As a longstanding organization in the RMWB, the MCA is responsible for our financial outlook. We understand that people in the community depend on us for community support, education, and integration, and we recognize the importance of being there for people over the long term. We strive to be a financially strong and sustainable organization.
3. Meeting Stakeholders' Needs: MCA realizes that it takes more than one organization to initiate transformational change in a community. By engaging our Stakeholders in "meaningful" purposed work we can achieve great things. When a multitude of community interests and groups can find common ground and synergy, no challenge (large or small) cannot be conquered. MCA has a vested interest in making sure that our Stakeholders are also working at their highest level.
4. Creating Community Connections: The mission and programming services of MCA are integral to the success of the Fort McMurray community and region of Wood Buffalo. As such, we recognize the importance of being connected with multiple parts of the community and having excellent relationships with our partners, stakeholders, the municipality and community. MCA strives to be recognized as a highly visible and dynamic organization that works hard to support the quality of life for citizens of the RMWB – newcomers, established residents and community organizations.

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

The MCA gets majority of its operational funding through the Sustaining Grant (formerly Community Operating Grant). The general operations that are covered through this grant are as follows:

- 1) Wages and Salaries of the Executive Director, Admin and Finance Officer, Events and Volunteer Coordinator, and 25% of the Welcome Centre Coordinator.
- 2) Office Expenses
- 3) Office Supplies
- 4) Other: Such as Volunteer Expenses, AGM, General Advertising for MCA, etc.

Some of the directly supported Events, Services, and Programs are:

- 1) Programs: Financial Literacy, Welcome Centre, and Cross Cultural Parenting Program
- 2) Events: Multicultural EXPO, Speak Up Against Racism, Community Block Party Alberta Culture Days - World Meets in Wood Buffalo, and Human Rights Day Conference
- 3) Services: Notary Clinics

However, by the virtue of providing operational funding, the Sustaining Grant will directly or indirectly support everything the MCA undertakes.

Please see attached an additional document with more details.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

The MCA, through its operations and programming, aligns with 2 of Municipal Strategic Priorities that are #1f Fostering equality, diversity, and inclusion in the region and #3f - Support Arts and Culture. The MCA achieves these strategic objectives by:

1. Promoting art, culture, diversity, and advocacy for inclusiveness through various programs, events, services, and initiatives.
2. By sitting on community committees such as the Arts and Culture Master Plan Advisory Committee and Alberta Culture Days Committee the MCA continues to support Arts and Culture in a wider scope.



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

The MCA continuously seeks new avenues of funding for on going as well as new initiatives. Some of the New Grants that are pending approval are as follows:

1. Alberta Human Rights Commission , Human Rights Education and Multiculturalism Fund Grant for Cultural Equity Building Training Program - \$26,991.06
2. Anti - Racism Grant for Anti -Racism Workshops - \$22,537

Other grants applied Pending Approval:

1. Wood Buffalo Community Foundations for Interpretation and Translation Unit and Welcome Centre - \$73,890 and \$68,000 respectively
2. Suncor Energy Foundations for Welcome Centre - \$50,000
3. United Way of Fort McMurray and Wood Buffalo for Program Manager Wage and 3 programs - \$143,612.5

New or Returning Sponsorships Pending Approval:

1. SMS - \$3,000
2. CNRL - \$2,500
3. ATB - \$5,000

As well, we are awaiting the 2019 schedule for Casino Gaming Fundraising which will further support MCA's operations.

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	200	171
Fundraising Volunteers	24	0
Committee Volunteers	10	10
Administrative Volunteers	10	0
Total Organization Volunteers (Count each only once)	244	181

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

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

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

The MCA has been employing few cost saving practices to ensure all core programs, events, and services continue whilst maintaining or decreasing the allotted budgets. Some of these initiatives are as follows:

1. Collaborative Approach: The MCA has taken the collaborative approach in planning and implementing events and programs as a cost saving initiative. A great example was the National Indigenous People's Day 2018 event. The MCA partnered with 9 other organizations bringing down our financial contribution to 31% whilst achieving one of our strategic priorities (#4 - Creating Community Connections).
2. In-Kind Contributions: The MCA has been approaching a wide range of organizations that have not have not traditionally been our Funders/Sponsors due to the nature of the work they do. The MCA has been able to leverage their support and incorporate it in various programs and events as in-kind donations hence reducing programming costs.

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$	509,357.11
Total 2019 Budgeted Expenses	\$	805,391.86
Surplus* / (Deficit)	\$	(296,034.75)

2019 Sustaining Grant Request Amount:

\$ 296,034.75

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

Please Indicate Preferred Cash Flow, if approved**:

January/February	\$ 74,008.69	April	\$ 74,008.69
(no more than 75% of request)			
August	\$ 74,008.69	October	\$ 74,008.69

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☒ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years



Part 1: Explanation to variation in wages covered by Sustaining Grant 2019

- **Executive Director Wage Increase:** The MCA Executive Board is in the process of recruiting an Executive Director (ED) for our organization. In light of the findings from recent interviews, the board treasurer proposed an increase in the ED Salary and Benefits package. The proposed increases are as follows:
 - o Salary increase of \$8,000 a year
 - o Fuel allowance increase from \$50 to \$100 a month
 - o Increase in health coverage from 50% to 100%, which amounts to a change of \$50/month to \$100/month respectively
- **Inclusion of 25% of Welcome Centre Coordinator's Wage:** The Welcome Centre (WC) has been running full time since re-entry to the region post 2016 wildfires. However, there were times when the centre was not able to be open for full time hours due to funding running out. The number of appointments booked at the WC in 2017 was 120 whilst the 2018 number, to-date, sits at 170. This captures a growth of 41.7% and we anticipate more of an increase before the end of this year. The WC has seen a spike in the number of returning clients this year which we think correlates with the continued need for supporting newcomers. In effect, we want to secure 25% through the sustaining grant to ensure that the WC would have a paid staff member while we continue to fundraise for the 75% of the funding to cover the coordinator wage as well other expenses.

Part 2: All MCA Programs, Events, Services, and Initiatives

New Projects Starting in 2019:

- Cultural Equity & Capacity Building Training Program

The Multicultural Association of Wood Buffalo (MCA)'s upcoming initiative, Cultural Equity and Capacity Building, is intended to develop knowledge and skills for new and established cultural groups in the region. The knowledge and skills gained through the program will enable the cultural groups to build their organizational capacity, and proactively engage with their own community and with the community at large to respond to and reduce cultural and religious discriminatory barriers.

In May 2017, The Newcomer Interagency Network conducted a Newcomer Needs Assessment (IRCC funded). Recommendations included: engagement with organizations, institutions and programs across the region to dialogue and address issues of discrimination or racism, and to





strengthen community awareness and build strategies to combat these concerns as they emerge.

The Collaboration for Religious Inclusion (CRI) conducted a survey in April 2017 (AHRC funded) to collect data on faith-related issues. Two key findings in this survey were: underreporting of hate crime incidents, and prevalent negative perceptions and discrimination towards certain groups. Some of the CRI recommendations relevant to this program were to “provide workshops on hate crime prevention, rights, and responsibilities”, “Increase opportunities for interfaith interactions, events, and gatherings”, and “promote awareness and understanding through public campaigns.” Through this program, various cultural groups within the Wood Buffalo region will learn how to build organizational capacity, educate the community about their culture, network with other cultural groups, and gain education and training on human rights and how to prevent and respond to hate crimes and discrimination. This program will require a commitment from a leader of each cultural group to attend a workshop once a month for 9 months, and to disseminate their knowledge to their corresponding cultural group in order to complete skill building assignments. Upon graduation of the program, all participants will be invited to attend monthly networking meetings to learn from each other and to support each other in their own initiatives.

We have decided to divide our project into two phases: I. Cultural Equity Building II. Cultural Capacity Building. We are asking the Alberta Human Rights Commission to fund the “Cultural Equity Building” phase of this project. This phase will expose our participants to several of the protected grounds as identified within the Alberta Human Rights Act, and will encourage them to put these into context within their own cultural groups. These will include workshops on Mental Health, Gender Identity, Culture (race, religion, tradition etc.), LGBTQ+, Mental/Physical Disabilities, and how the Alberta Human Rights Commission protects each of these grounds. The participants will also be given the opportunity to attend our annual Human Rights Day Conference in December to strengthen their understanding of contemporary conversations around human rights.

Through the workshops and assignments, the groups will create individualized strategies to address and prevent discriminatory barriers in a way that is culturally acceptable. With the MCA as the overarching organization in this project, we will be able to support them in building connections with the community and facilitate their planning processes, as well as utilize our professional connections to bring in experts in each workshop field.

Bob Lamb Industry Education Centre, Keyano College
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- **Conversation Café: Anti Racism, Discrimination, and Hate Crimes**

This project will be a collaboration between the Multicultural Association of Wood Buffalo (MCA), the Collaboration for Religious Inclusion (CRI), Wood Buffalo Equity Coalition (WBEC), and the Regional Advisory Committee for Inclusion, Diversity, and Equality (RACIDE). The project will be a series of workshops allowing the victims of racism, discrimination and hate-crimes to speak about their experiences to influential community members, such as: RCMP, Mayor and Council, teachers, Bylaw, etc. The series will be divided into 5 parts: indigenous discrimination and racism, inter-faith discrimination and racism, LGBTQ+ with an intersectionality on race and religion, youth discrimination and racism, and finally, a platform for community leaders to develop a recommendation for policy to present to Council.

Influential community members will be informed of contemporary issues within the region based on the consultation of victims, community members and organizations that will be part of each workshop (which is identified as a municipal priority in the Diversity and Inclusion Plan 2017-2022). With the collected information, CRI will develop a report to share with the community leaders who will be able to utilize it to create a recommendation for municipal policy against racism, discrimination and hate-crimes.

The first four workshops will provide a space for speakers to share their stories with authority figures, followed by roundtable discussions for community leaders and community members to reflect on the topics addressed by each speaker. The last workshop will be a platform for authorities to develop their recommendations to address the racism, discrimination, and hate-crimes within Wood Buffalo.

Programs:

- **English Language Learners Assistance (ELLA)**

The English Language Learner Program (ELLA), formerly known as After-School Tutoring Program (ASTP), builds confidence in newcomer students so that they can actively participate in class, and school activities. It helps English Language Learner (ELL) children with their reading, writing, speaking and listening skills. Newcomer students often struggle in school, when they arrive in Wood Buffalo due to the language barrier, and frequently do not have sufficient homework support at home, as their parents may also be just learning English. ELLA provides free support for these children throughout the school year. ELLA helps develop interpersonal relationships between peers and strengthens family dynamics by eliminating the

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stress of developmental language skills on parents and their children.

This program is offered in elementary, junior high and senior high schools during school hours at a 2:1 students-to-tutor ratio for 30-minute intervals.

- **Multicultural Cookery**

The Multicultural Cookery Program brings diverse cultural groups together and promotes cross-cultural understanding and appreciation. The program runs monthly cooking lessons during the academic calendar year, featuring a different region's cuisine every month. Attendees learn to cook traditional foods, interact with diverse groups, and share delicious meals around one table.

- **Financial Literacy Programs**

The Financial Literacy Program is intended to help make the financial transition of newcomers moving to Wood Buffalo a little smoother. Over several sessions, the participant gains knowledge about topics such as banking, credit, debt, taxes, loans, insurance, government support programs, and avoiding fraud and scams. The sessions are highly interactive and provide newcomers with the tools to help them and their families understand the Canadian financial system. Participants are provided with workshop material that serves as a great resource and reference document. Participants in the second level of financial literacy continue on from the level one program, gaining more knowledge and advanced skills in the areas of investing, real estate, and multiple streams of income.

In addition, Fort McMurray real estate is down more than 25% since the peak of 2014. Recent national surveys show that 67% of Canadians are not confident in their abilities to handle their financial planning. In effect, some Alumni from the Financial Literacy program formed a volunteer committee and planned the first Financial Literacy Conference in 2018. This one-day conference featured keynote speakers, breakout sessions, and networking opportunities. Free child-minding, breakfast, and lunch were made available to participants at the conference.

- **Cross Cultural Parenting Program**

The Cross-Cultural Parenting Program helps immigrant, refugee, and Canadian parents with practical knowledge, skills, and resources for parenting in a multicultural context. Throughout the ten-week program, we explore parent-child relationships, and the benefits and challenges of living and parenting in a multicultural society. Childcare is provided free of charge to reduce barriers for parents attending. Parents develop a support network and build confidence, when

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interacting with other participants who are experiencing similar life challenges. Our trained facilitators are experienced in child development, parenting styles, and facilitating workshops.

- **Cultural Awareness Training**

The Cultural Awareness Training (CAT) provides tailored workshops based on local research and covers a variety of cultural challenges and how to address them. The goal of this program is to strengthen the community through a better understanding of diversity and cultural differences. This developed understanding would in-turn strengthen services being provided in the community.

Despite the incredible need for this training, both non-profit and for-profit organizations often do not consider this training, when creating their budget, or if they do have a budget, cultural awareness is often not a priority or is covered very minimally by in-house staff with limited training. The United Way funding previously covered the development of new materials for various target populations and the implementation of the sessions.

Events:

- **Multicultural EXPO**

The Multicultural EXPO is MCA's annual flagship event. This event celebrates and embraces the vibrant diversity in the Regional Municipality of Wood Buffalo (RMWB). The EXPO provides an opportunity to culture groups, residing in Wood Buffalo, an opportunity to display as well as educate the public on their culture. This event features various multicultural cuisines, traditional crafts, cultural music and performances, traditional fashion and attires. In addition, the event will showcase a Youth Talent Show to help empower youth by providing a platform to display their talents.

- **Speak Up Against Racism**

The "Speak Up Against Racism" workshop is a program created by the MCA to commemorate the International Day for the Elimination of Racial Discrimination, which falls on March 21st of every year. This workshop aims to engage young generations to speak up against racism, promote diversity, integration, and unity within the school and among students. Hence, equipping students to prevent, eliminate, and speak up against racism in their communities. Students will be given information as well as opportunity to apply what they learned in the workshop through follow up programs within their schools.

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- **Community Block Party**

The Multicultural Association, in Partnership with the McMurray Experience, has been putting on the Community Block Party annually since 2016. The Community Block Party offers food vendors, performances, photo booth, face painting, henna tattoos, and balloon animals. This event is free to all community members with activities and food available for cash payment/purchase.

- **National Indigenous Peoples' Day**

The National Indigenous Peoples' Day is a day recognizing and celebrating the cultures and contributions of the First Nations, Inuit and Métis Indigenous peoples in Canada on June 21 of each year. In line with embracing multicultural diversity, MCA, in partnership with local Indigenous peoples' groups, will host an all-day event featuring traditional activities. Some of these activities will include, a speech from an Elder, presentations on Indigenous cultures, and performance by traditional dancers and drummers. Local schools will be invited for youth to teach and learn from one another.

- **Canadian Multiculturalism**

The Canadian Multiculturalism Day on June 27 is an opportunity to celebrate our diversity and our commitment to democracy, equality and mutual respect and to appreciate the contributions of the various multicultural groups and communities to the Canadian society. The MCA hosts a social media campaign encouraging students and employees to wear their cultural attires to school and work on June 27th of every year. The MCA reminds people that "cultural attire" is not limited to traditional clothing that exists outside of Canada: there are many beautiful cultures represented within the Canadian borders that we look forward to celebrating, as well. We encourage people to think about what it is that makes up their cultural identity, and to wear and share their attires all day on June 27.

- **Canada Day Pancake Breakfast and Parade**

The MCA hosts an annual Pancake Breakfast event on Canada Day. The Pancake Breakfast brings together our diverse community with food, music, and activities that celebrate our incredible multiculturalism and the Canadian heritage. This event is traditionally held at the Curling Rink at MacDonald Island park from 8:00 am - 10:00 am. Following the breakfast, the MCA takes part in the city-wide parade by organizing a multicultural float with volunteers from various countries dressed in their cultural attires.

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- **The World Meets in Wood Buffalo**

The World Meets in Wood Buffalo is a performing-arts showcase that aims to engage local citizens, artists and performers. It generates an awareness of diverse cultures within the region of Wood Buffalo. Through this event, the MCA continues to work towards fostering an environment that encourages cultural inclusion and the sharing of traditions.

- **Annual General Meeting**

The MCA holds its Annual General Meeting after the completion of the fiscal year and year end audit. This meeting is open to the general public and is where members may vote in and out board directors and executives, pass motions on upcoming organizational decisions, and become updated on the organizations finances and activities in the previous fiscal year.

- **Human Rights Day**

December 10th marks the anniversary of the Universal Declaration of Human Rights developed in 1948. The MCA celebrates this day as a practical approach to increase awareness on human rights in our community. The event brings together leaders from government, community members, local committees, and social profit agencies as a way of recommitting to the cause, sharing resources, and educating the general public on local human rights issues and mitigating remedies.

Services:

- **Free Notary Clinic**

In partnership with Don Scott McMurray Law Office, the Multicultural Association of Wood Buffalo has started offering Free Notary Services. The Notary Services are aimed at supporting immigrants in Wood Buffalo region. Some of the notarizations are for travel documents, power of attorney, certified copies, proofs of life, and more. This service is offered out of the MCA's board room every last Saturday of the month.

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- Interpretation and Translation Unit

This service facilitates equitable access to health, legal, social, educational and other services through certified interpretation and translation in Wood Buffalo. The Multicultural Association (MCA) offers certified translation services in over 45 languages for individuals and service providers who need documents translated into one or more languages. In addition to the translation services, the MCA offers interpretation services by qualified local community interpreters who have had their language proficiency assessed and have been trained in Community Interpretation. The Community Interpretation course is a 70- hour program, designed by Cultural Interpretation Services for Our Communities (CISOC), that trains the participant on the proper procedures and code of ethics for professional interpreters. This program is available at the MCA through in-class training and will soon be available as an online course. Through this program, individuals are educated and empowered to work within the community. The MCA is dedicated to celebrating, educating and integrating our diverse community by providing the highest quality interpretation and translation services for anyone who needs them.

- The Welcome Centre

The Welcome Centre is a space on the second floor of the Wood Buffalo Regional Library that streamlines the newcomer settlement process within the community. It functions as a free, one-stop-shop location that links newcomers with services that meet their needs within the community. The Centre is equipped to provide support in-person, over the phone, or by email and eliminates the frustrations newcomers often feel when being bounced around from organization to organization, due to eligibility limitations.

The Welcome Centre also gathers anonymous data from client interactions to help support newcomer serving organisations in the community. We record statistics, such as Country of Origin, Languages Spoken, and Landing City, and use this to discover newcomer trends in the region. We also identify and record experienced gaps in service (i.e. needs that have no supports in Fort McMurray), as well as duplications in service that may exist in the community. This data can then be used to deepen our understanding of the needs and challenges that newcomers to the region face, and improve service delivery to newcomers in the region.

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Initiatives:

- The Newcomer Interagency Network

The Newcomer Interagency Network (NIN) is a forum to share expertise, enhance collaboration between agencies, and support projects and initiatives to better meet the needs of newcomers to the region. The purpose of the network is to:

- Facilitate an awareness of existing community services and improve referral processes
- Identify gaps, needs, and duplications in newcomer services, skills, & employment
- Support & implement projects and initiatives to address those gaps where possible
- Provide consultation to government, businesses, and organizations on matters relating to newcomers

- Collaboration for Religious Inclusion (CRI)


The Collaboration for Religious Inclusion (CRI) brings together organizations located in the RMWB to promote unity through religious inclusion and understanding. The group aims to engage and educate the public through workshops, forums, media, and collaborative initiatives. The CRI champions inclusivity with the goal of making the community a more welcoming place for those of all faiths. The CRI launched an inclusivity survey in Wood Buffalo in the spring of 2016.

The survey polled 375 residents after it was relaunched in early 2017 in response to the 2016 wildfires, with new questions to reflect the post-fire reality in Wood Buffalo. Of those who responded, 51 percent were Christian, 18 percent Muslim, 5 percent Traditional Aboriginal Spirituality, 3 percent Sikh, and 17 percent said they had no religious affiliation. The full CRI project report along with infographics, in 9 different languages, with summary of findings and recommendations can be found on the MCA's website.



<div><div></div><div>Multicultural Association of Wood Buffalo</div></div>	MULTICULTURAL ASSOCIATION OF WOOD BUFFALO - BUDGET 2019-20 (FINAL)																											
	REVENUES/EXPENSES	Board/ Volunteer/ Funder Relations	Sana's Tribute	Flexible Spending	ED Wage	Admin Wage	Events & Volunteer Coordinator Wage	Program Development Wage	Cultural Equity Building (New)	Anti - Racism Project (New)	CRI (New)	Interpretation and Translation Operations	Welcome Centre	Notary Services	ELLA	CCPP	Cooking	Cultural Awareness	Financial Literacy	Community Block Party	Indigenous People's Day	Canadian Multiculturalism Day	Canada Day	Alberta Culture Days (ABCD)	Human Rights Day	Multicultural EXPO	Speak Up Against Racism	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(12)	(13)	(14)	(9)	(10)	(11)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)	
REVENUES																												
Grants																												
Grant - GOA - Culture and Tourism									\$ 15,423.89	\$ 4,030.00														\$ 2,500.00			\$ 3,083.40	\$ 25,037.28
Grant - GOA - HREMF								\$ 26,991.06																				\$ 26,991.06
Grant - Government of Canada																					\$ 500.00							\$ 500.00
Grant - United Way - General							\$ 64,005.00							\$ 69,401.56	\$ 4,950.00		\$ 5,000.00										\$ 143,356.56	
Grant - RMWB - CIP - Operations											\$ 14,363.87	\$ 8,351.09	\$ 200.43	\$ 10,537.80	\$ 2,922.88	\$ 835.11	\$ 835.11	\$ 334.04	\$ 250.53	\$ 1,586.71	\$ 501.07	\$ 2,338.30	\$ 1,670.22	\$ 1,169.15	\$ 6,179.81	\$ 1,085.64	\$ 53,161.75	
Grant - RMWB - CIP - Project	\$ 5,000.00			\$ 93,138.00	\$ 64,005.00	\$ 59,822.00	\$ 4,184.00					\$ 13,224.00							\$ 500.00						\$ 3,000.00		\$ 242,873.00	
Grant - Other - Mutart Foundation																												\$ -
Grant - Rotary - Fire Recovery																												\$ -
Grant - United Way - Fire Recovery																												\$ -
Grant - Other - Community Foundation											\$ 73,890.00																\$ 73,890.00	
Grant - Other - JIF																						\$ 3,000.00					\$ 3,000.00	
Grant - Other								\$ 6,261.36	\$ 2,732.33		\$ 7,778.00																\$ 16,771.69	
Total Grants	\$ 5,000.00	\$ -	\$ -	\$ 93,138.00	\$ 64,005.00	\$ 59,822.00	\$ 68,189.00	\$ 33,252.42	\$ 18,156.21	\$ 4,030.00	\$ 96,031.87	\$ 21,575.09	\$ 200.43	\$ 79,939.35	\$ 7,872.88	\$ 835.11	\$ 5,835.11	\$ 334.04	\$ 750.53	\$ 1,586.71	\$ 1,001.07	\$ 2,338.30	\$ 7,170.22	\$ 4,169.15	\$ 6,179.81	\$ 4,169.04	\$ 585,581.33	
																						\$ 53,161.76						
Donations																												
Donations - Financial		\$ 15,200.00																		\$ 70.00			\$ 1,000.00					\$ 16,270.00
Donations - In-Kind										\$ 3,295.00		\$ 9,585.00			\$ 1,125.00											\$ 2,245.00		\$ 16,250.00
Total Donations	\$ -	\$ 15,200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,295.00	\$ -	\$ 9,585.00	\$ -	\$ -	\$ 1,125.00	\$ -	\$ -	\$ -	\$ 70.00	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ 2,245.00	\$ 32,520.00	
Fundraising																												
Fundraising - Other												\$ -																\$ -
Fundraising - Casino				\$ 22,000.00																								\$ 22,000.00
Total Fundraising	\$ -	\$ -	\$ -	\$ 22,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000.00
MCA Generated Revenues																												
Revenue - Program/Event Generated																	\$ 5,000.00	\$ 1,000.00								\$ 13,000.00	\$ 19,000.00	
Total MCA Generated Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,000.00	\$ -	\$ 19,000.00
Sponsorships																												
Sponsorship - In-Kind																												\$ -
Sponsorship - CNRL																							\$ 1,500.00	\$ 1,000.00	\$ 1,000.00		\$ 3,500.00	
Sponsorship - MLA																						\$ 4,000.00					\$ 4,000.00	
Sponsorship - Nexen																				\$ 3,000.00					\$ 5,000.00	\$ 3,000.00	\$ 11,000.00	
Sponsorship - RBC																		\$ 2,000.00	\$ 1,000.00								\$ 3,000.00	
Sponsorship - Syncrude																												\$ -
Sponsorship - Conoco Phillips																												\$ -
Sponsorship - Service Credit Union																			\$ 1,000.00						\$ 2,500.00		\$ 4,500.00	
Sponsorship - Suncor												\$ 50,000.00									\$ 1,000.00		\$ 5,000.00				\$ 56,000.00	
Sponsorship - Other	\$ 500.00			\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00				\$ 12,778.00	\$ 5,261.91	\$ 1,200.00	\$ 1,204.62				\$ 3,000.00		\$ 4,500.00	\$ 2,500.00	\$ 5,000.00	\$ 4,000.00	\$ 3,000.00	\$ 15,500.00	\$ 1,500.00	\$ 60,744.53	
Total Sponsorships	\$ 500.00	\$ -		\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	\$ -	\$ -	\$ 12,778.00	\$ 55,261.91	\$ 1,200.00	\$ 1,204.62	\$ -	\$ -	\$ -	\$ 6,000.00	\$ 1,000.00	\$ 9,500.00	\$ 2,500.00	\$ 14,000.00	\$ 5,500.00	\$ 4,000.00	\$ 24,000.00	\$ 4,500.00	\$ 142,744.53	
Flexible Funds																												
Revenue - Interest Income			\$ 127.00							\$ -	\$ 34.31	\$ 19.95	\$ 0.48	\$ 25.17	\$ 6.98	\$ 2.00	\$ 2.00	\$ 0.80	\$ 0.60	\$ 3.79	\$ 1.20	\$ 5.59	\$ 3.99	\$ 2.79	\$ 14.76	\$ 2.59	\$ 127.00	
Revenue - MCA Memberships			\$ 1,000.00							\$ -	\$ 270.19	\$ 157.09	\$ 3.77	\$ 198.22	\$ 54.98	\$ 15.71	\$ 15.71	\$ 6.28	\$ 4.71	\$ 29.85	\$ 9.43	\$ 43.98	\$ 31.42	\$ 21.99	\$ 116.25	\$ 20.42	\$ 1,000.00	
Revenue - Other (Insurance, Sales, Tax)			\$ 1,419.00							\$ -	\$ 383.40	\$ 222.91	\$ 5.35	\$ 281.28	\$ 78.02	\$ 22.29	\$ 22.29	\$ 8.92	\$ 6.69	\$ 42.35	\$ 13.37	\$ 62.41	\$ 44.58	\$ 31.21	\$ 164.95	\$ 28.98	\$ 1,419.00	
Revenues - Unrestricted Donations			\$ 1,000.00							\$ -	\$ 270.19	\$ 157.09	\$ 3.77	\$ 198.22	\$ 54.98	\$ 15.71	\$ 15.71	\$ 6.28	\$ 4.71	\$ 29.85	\$ 9.43	\$ 43.98	\$ 31.42	\$ 21.99	\$ 116.25	\$ 20.42	\$ 1,000.00	
Total Flexible Funds								\$ -	\$ -	\$ -	\$ 958.10	\$ 557.03	\$ 13.37	\$ 702.89	\$ 194.96	\$ 55.70	\$ 55.70	\$ 22.28	\$ 16.71	\$ 105.84	\$ 33.42	\$ 155.97	\$ 111.41	\$ 77.98	\$ 412.21	\$ 72.41	\$ 3,546.00	
Revenue Grand Total	\$ 5,500.00	\$ 15,200.00		\$ 115,338.00	\$ 64,205.00	\$ 60,022.00	\$ 68,389.00	\$ 33,252.42	\$ 18,156.21	\$ 7,325.00	\$ 109,767.97	\$ 86,979.03	\$ 1,413.79	\$ 81,846.87	\$ 9,192.84	\$ 5,890.81	\$ 6,890.81	\$ 6,356.32	\$ 1,837.24	\$ 11,192.54	\$ 3,534.49	\$ 16,494.27	\$ 13,781.62	\$ 8,247.14	\$ 43,592.01	\$ 10,986.45	\$ 805,391.86	

Attachment: Multicultural Association of Wood Buffalo (Multicultural Association of Wood Buffalo)

	MULTICULTURAL ASSOCIATION OF WOOD BUFFALO - BUDGET 2019-20 (FINAL)																										
REVENUES/EXPENSES	Board/ Volunteer/ Funder Relations	Sana's Tribute	Flexible Spending	ED Wage	Admin Wage	Events & Volunteer Coordinator Wage	Program Development Wage	Cultural Equity Building (New)	Anti - Racism Project (New)	CRI (New)	Interpretation and Translation Operations	Welcome Centre	Notary Services	ELLA	CCPP	Cooking	Cultural Awareness	Financial Literacy	Community Block Party	Indigenous People's Day	Canadian Multiculturalism Day	Canada Day	Alberta Culture Days (ABCD)	Human Rights Day	Multicultural EXPO	Speak Up Against Racism	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(12)	(13)	(14)	(9)	(10)	(11)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)
EXPENSES																											
Employee Expenses				17(1)																							
Wages & Salary Expense								\$ 14,100.00			\$ 62,400.00	\$ 48,750.00		\$ 56,700.00													\$ 462,450.00
Employee Benefits (CPP & EI)								\$ 1,026.00			\$ 4,539.00	\$ 3,546.00		\$ 4,125.00													\$ 33,640.00
Supplementary Benefits (Vac, Health, & Fuel)								\$ 564.00			\$ 1,250.00	\$ 600.00		\$ 2,268.00													\$ 10,932.00
Pro Networking/Staff Development											\$ 200.00	\$ 200.00															\$ 1,200.00
Total Employee Expenses								\$ 15,690.00	\$ -	\$ -	\$ 68,389.00	\$ 53,096.00	\$ -	\$ 63,093.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 508,222.00
Departmental Expenses																											
Contractor/Casual Labour/Facilitator								\$ 750.00	\$ 3,850.00	\$ 3,645.00					\$ 2,700.00		\$ 500.00									\$ 2,594.00	\$ 14,039.00
Training Expense											\$ 5,880.00																\$ 5,880.00
Transportation									\$ 3,090.00																	\$ 450.00	\$ 3,540.00
Travel & Accomodation Expense																											\$ -
Venue Rental								\$ 8,217.15	\$ 2,199.79	\$ 350.00		\$ 9,585.00			\$ 1,125.00	\$ 2,268.00				\$ 1,042.65	\$ 1,000.00		\$ 650.00	\$ 2,091.29	\$ 8,065.11	\$ 1,500.00	\$ 38,093.99
Casion Expense																											\$ -
Materials & Supply Expense	\$ 2,000.00								\$ 1,300.00	\$ 650.00	\$ 1,240.00	\$ 600.00	\$ 360.00	\$ 1,203.94		\$ 2,232.00	\$ 4,500.00						\$ 450.00		\$ 581.00	\$ 650.00	\$ 15,766.94
Meals & Refreshments Expense								\$ 600.00	\$ 6,197.62	\$ 1,945.60	\$ 2,400.00		\$ 720.00		\$ 500.00		\$ 500.00	\$ 1,800.00		\$ 2,407.35	\$ 700.00	\$ 8,900.00	\$ 1,200.00	\$ 2,623.07	\$ 424.59	\$ 2,483.00	\$ 33,401.23
I and T Subsidy																											\$ -
Events Expense	\$ 3,500.00																	\$ 4,000.00	\$ 1,420.00	\$ 2,500.00	\$ 1,000.00	\$ 2,500.00	\$ 6,900.00	\$ 461.25	\$ 11,297.50	\$ 700.00	\$ 34,278.75
Donations		\$ 15,200.00																									\$ 15,200.00
Board Expense																											\$ -
Advertising & Promotion								\$ 4,995.27	\$ 1,518.80	\$ 734.40	\$ 7,937.00	\$ 4,206.00								\$ 2,600.00		\$ 1,200.00	\$ 1,800.00	\$ 1,124.39	\$ 12,901.05	\$ 801.39	\$ 39,818.30
Business Licenses & Fees																											\$ -
Insurance Expense																											\$ -
Postage & Freight																									\$ 30.75		\$ 30.75
EXPENSES (Other)*								\$ 3,000.00				\$ 5,583.91															\$ 8,583.91
Total Departmental Expenses	\$ 5,500.00	\$ 15,200.00		\$ -	\$ -	\$ -	\$ -	\$ 17,562.42	\$ 18,156.21	\$ 7,325.00	\$ 17,457.00	\$ 19,974.91	\$ 1,080.00	\$ 1,203.94	\$ 4,325.00	\$ 4,500.00	\$ 5,500.00	\$ 5,800.00	\$ 1,420.00	\$ 8,550.00	\$ 2,700.00	\$ 12,600.00	\$ 11,000.00	\$ 6,300.00	\$ 33,300.00	\$ 9,178.39	\$ 208,632.87
Total Program Specific Expenses	\$ 5,500.00	\$ 15,200.00	\$ -	\$ 115,338.00	\$ 64,205.00	\$ 60,022.00	\$ 68,389.00	\$ 33,252.42	\$ 18,156.21	\$ 7,325.00	\$ 85,846.00	\$ 73,070.91	\$ 1,080.00	\$ 64,296.94	\$ 4,325.00	\$ 4,500.00	\$ 5,500.00	\$ 5,800.00	\$ 1,420.00	\$ 8,550.00	\$ 2,700.00	\$ 12,600.00	\$ 11,000.00	\$ 6,300.00	\$ 33,300.00	\$ 9,178.39	\$ 716,854.87
Operational Allocations																											
Operational - Professional Fees (Accounting & Legal)											\$ 7,430.27	\$ 4,319.93	\$ 103.68	\$ 5,451.09	\$ 1,511.97	\$ 431.99	\$ 431.99	\$ 172.80	\$ 129.60	\$ 820.79	\$ 259.20	\$ 1,209.58	\$ 863.99	\$ 604.79	\$ 3,196.75	\$ 561.59	\$ 27,500.00
Operational - Bank Charges & Interest											\$ 675.48	\$ 392.72	\$ 9.43	\$ 495.55	\$ 137.45	\$ 39.27	\$ 39.27	\$ 15.71	\$ 11.78	\$ 74.62	\$ 23.56	\$ 109.96	\$ 78.54	\$ 54.98	\$ 290.61	\$ 51.05	\$ 2,500.00
Operational - Equipment Rental & Lease											\$ 810.58	\$ 471.26	\$ 11.31	\$ 594.66	\$ 164.94	\$ 47.13	\$ 47.13	\$ 18.85	\$ 14.14	\$ 89.54	\$ 28.28	\$ 131.95	\$ 94.25	\$ 65.98	\$ 348.74	\$ 61.26	\$ 3,000.00
Operational - Infrastructure & Moving Costs											\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operational - IT support and maintenance											\$ 1,459.04	\$ 848.28	\$ 20.36	\$ 1,070.40	\$ 296.90	\$ 84.83	\$ 84.83	\$ 33.93	\$ 25.45	\$ 161.17	\$ 50.90	\$ 237.52	\$ 169.66	\$ 118.76	\$ 627.72	\$ 110.28	\$ 5,400.00
Operational - Memberships											\$ 270.19	\$ 157.09	\$ 3.77	\$ 198.22	\$ 54.98	\$ 15.71	\$ 15.71	\$ 6.28	\$ 4.71	\$ 29.85	\$ 9.43	\$ 43.98	\$ 31.42	\$ 21.99	\$ 116.25	\$ 20.42	\$ 1,000.00
Operational - Office Expense											\$ 1,350.96	\$ 785.44	\$ 18.85	\$ 991.11	\$ 274.90	\$ 78.54	\$ 78.54	\$ 31.42	\$ 23.56	\$ 149.23	\$ 47.13	\$ 219.92	\$ 157.09	\$ 109.96	\$ 581.23	\$ 102.11	\$ 5,000.00
Operational - Office Supplies											\$ 1,350.96	\$ 785.44	\$ 18.85	\$ 991.11	\$ 274.90	\$ 78.54	\$ 78.54	\$ 31.42	\$ 23.56	\$ 149.23	\$ 47.13	\$ 219.92	\$ 157.09	\$ 109.96	\$ 581.23	\$ 102.11	\$ 5,000.00
Operational - Rent Expense											\$ 7,602.39	\$ 4,419.99	\$ 106.08	\$ 5,577.36	\$ 1,547.00	\$ 442.00	\$ 442.00	\$ 176.80	\$ 132.60	\$ 839.80	\$ 265.20	\$ 1,237.60	\$ 884.00	\$ 618.80	\$ 3,270.79	\$ 574.60	\$ 28,137.00
Operational - Telephone & Communication Expense											\$ 1,350.96	\$ 785.44	\$ 18.85	\$ 991.11	\$ 274.90	\$ 78.54	\$ 78.54	\$ 31.42	\$ 23.56	\$ 149.23	\$ 47.13	\$ 219.92	\$ 157.09	\$ 109.96	\$ 581.23	\$ 102.11	\$ 5,000.00
Operational - Advertising & Promotion											\$ 675.48	\$ 392.72	\$ 9.43	\$ 495.55	\$ 137.45	\$ 39.27	\$ 39.27	\$ 15.71	\$ 11.78	\$ 74.62	\$ 23.56	\$ 109.96	\$ 78.54	\$ 54.98	\$ 290.61	\$ 51.05	\$ 2,500.00
Operational - Business Licenses & Fees											\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operational - Insurance Expense											\$ 675.48	\$ 392.72	\$ 9.43	\$ 495.55	\$ 137.45	\$ 39.27	\$ 39.27	\$ 15.71	\$ 11.78	\$ 74.62	\$ 23.56	\$ 109.96	\$ 78.54	\$ 54.98	\$ 290.61	\$ 51.05	\$ 2,500.00
Operational - Postage & Freight											\$ 270.19	\$ 157.09	\$ 3.77	\$ 198.22	\$ 54.98	\$ 15.71	\$ 15.71	\$ 6.28	\$ 4.71	\$ 29.85	\$ 9.43	\$ 43.98	\$ 31.42	\$ 21.99	\$ 116.25	\$ 20.42	\$ 1,000.00
Total Operational Allocations											\$ 23,921.97	\$ 13,908.12	\$ 333.79	\$ 17,549.93	\$ 4,867.84	\$ 1,390.81	\$ 1,390.81	\$ 556.32	\$ 417.24	\$ 2,642.54	\$ 834.49	\$ 3,894.27	\$ 2,781.62	\$ 1,947.14	\$ 10,292.01	\$ 1,808.06	\$ 88,536.99
Grand Total - Expenses (Program + Operational)	\$ 5,500.00	\$ 15,200.00		\$ 115,338.00	\$ 64,205.00	\$ 60,022.00	\$ 68,389.00	\$ 33,252.42	\$ 18,156.21	\$ 7,325.00	\$ 109,767.97	\$ 86,979.03	\$ 1,413.79	\$ 81,846.87	\$ 9,192.84	\$ 5,890.81	\$ 6,890.81	\$ 6,356.32	\$ 1,837.24	\$ 11,192.54	\$ 3,534.49	\$ 16,494.27	\$ 13,781.62	\$ 8,247.14	\$ 43,592.01	\$ 10,986.45	\$ 805,391.86
Total Revenues	\$ 5,500.00	\$ 15,200.00		\$ 115,338.00	\$ 64,205.00	\$ 60,022.00	\$ 68,389.00	\$ 33,252.42	\$ 18,156.21	\$ 7,325.00	\$ 109,767.97	\$ 86,979.03	\$ 1,413.79	\$ 81,846.87	\$ 9,192.84	\$ 5,890.81	\$ 6,890.81	\$ 6,356.32	\$ 1,837.24	\$ 11,192.54	\$ 3,534.49	\$ 16,494.27	\$ 13,781.62	\$ 8,247.14	\$ 43,592.01	\$ 10,986.45	\$ 805,391.86
Total Expenses	\$ 5,500.00	\$ 15,200.00		\$ 115,338.00	\$ 64,205.00	\$ 60,022.00	\$ 68,389.00	\$ 33,252.42	\$ 18,156.21	\$ 7,325.00	\$ 109,767.97	\$ 86,979.03	\$ 1,413.79	\$ 81,846.87	\$ 9,192.84	\$ 5,890.81	\$ 6,890.81	\$ 6,356.32	\$ 1,837.24	\$ 11,192.54	\$ 3,534.49	\$ 16,494.27	\$ 13,781.62	\$ 8,247.14	\$ 43,592.01	\$ 10,986.45	\$ 805,391.86
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.00	\$ 0.01

Attachment: Multicultural Association of Wood Buffalo (Multicultural Association of Wood Buffalo)



Northern Alberta Athletic Association

David Fitzgerald
NAAA President

Kim Hennessey
NAAA Treasurer

Terry Connors
Director of Operations

November 28, 2018

Organization Mandate

To operate the Casman Centre so as to provide safe and reliable recreational services and facilities to the urban service area and the surrounding communities for Sport, Cultural, Spiritual, Recreation and Education.

Goals for 2019 are as follows:

- Continue to ensure a safe and reliable operation of the Centre
- Make every effort to maximize the use of the facilities/services the Centre offers

Organization Mandate

Programs / Services to be funded by the grant are as follows:

Arena Surface:

- Fort McMurray Oil Barons
- Fort McMurray Minor Hockey
- Fort McMurray Ringette Association
- Independent Minor Hockey Groups
- Total Athletic Development
- Pro Edge
- Catholic School Districts Academies
- Gentlemen's Hockey League
- Old-timers Hockey League
- Shift Hockey League
- Concerts
- Mixed Martial Arts

Pottery Room:

- Fort McMurray Potters Guild

Massage Therapy Clinic:

- Chartrand Body Works

Skate Sharpening:

- Freedom Mobile Bike Service & Skate Sharpening

Organization Mandate

Programs / Services (Con't.)

Multi-Purpose Room:

- Thickwood Heights Preschool
- Church Groups
- Rented to other non-profit groups/general public during summer months & weekends

Amphitheatre:

- Church Groups
- Music Teachers' Association
- General Public Meetings

Parking Lot Rental:

- Driver Education
- Circus

Community Impact

The Casman Center supports our community year around in a number of ways, by serving as a facility that:

- Promotes health, wellness and physical activity
- Serves as a place of gathering for families and community members
- Supports multiculturalism and diversity
- Serves as a place of shelter during emergencies (i.e. flood, fire etc.)

2019 Grant Request

2019 Grant Request	
Revenue	\$1,581,000
Expense	\$1,654,761
Subsidy Requested	\$1,100,000
Subsidy represents 66% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	May 31, 2018
Total expenses from previous year	\$1,652,655
Unrestricted Net Assets	\$(2,879,353)

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (9 full time, 3 part time)	\$930,000	\$560,000
Program Costs	-	-
Overhead (utilities, insurance, etc.)	\$724,761	\$540,000
TOTAL	\$1,654,761	\$1,100,000

Community Investment History

2019 Request	2018	2017
\$1,100,000	\$1,100,000	\$1,034,000

No increase requested in 2019.

Northern Alberta Athletic Association
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
1,100,000	1,034,000	1,100,000	1,100,000	1,100,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
May 31, 2018	1,652,655	(2,879,353)

Notes:

Northern Alberta Athletics Association (NAAA) has an Operating Agreement with the Regional Municipality of Wood Buffalo for the operations of the Casman Centre, effective to September 2019.

NAAA also operates the Oil Barons Hockey Club, and presents financial information separately from Casman Centre Operations; the financial position of the Oil Barons Hockey Club does not impact the eligibility for the Sustaining Grant.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	1,100,000	1,100,000
Amortization Deferred Capital	24,000	-
Ice Surface Rental	290,000	-
Special Event Revenue	19,000	-
Other Revenues	58,000	-
Room Rental	80,000	-
Parking Lot Rental	10,000	-
Total Revenues	1,581,000	1,100,000
Expenses		
Salaries/Benefits/Training	930,000	560,000
Utilities	320,000	240,000
Contract Services	150,000	115,000
Repairs & Maintenance	96,000	90,000
Amortization	35,000	-
Bank Charges and Interest	7,500	6,000
Special Event Expense and Fees	1,700	1,000
Insurance	12,500	10,000
Supplies and Equipment	40,000	30,000
Professional Fees	26,500	20,000
Security/Training/Telephone/Vehicle	22,400	18,000
Office Supplies/Freight/Miscellaneous	13,161	10,000
Total Expenses	1,654,761	1,100,000
Total Surplus (Deficit)	\$ (73,761)	\$ -



Sustaining Grant Part A - Organization Summary

Organization Name:	Northern Alberta Athletic Association
Street Address:	110 Eymundson Road
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 5A5
Phone Number:	780-743-5509
Website:	www.fortmcmurrayoilbarons.ca
Fiscal Year End:	May 31 2018
Act Registered Under:	Societies Act [Alberta]
Registration Number:	50310536

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

Main Contact	
Title:	Director of Operations
Name:	Terry Connors
Daytime Phone:	17(1)
Email Address:	terry@oilbarons.com
Executive Director	
Name:	Kim Hennessey
Daytime Phone:	17(1)
Email Address:	17(1)
Board Chair / President	
Name:	David Fitzgerald
Daytime Phone:	17(1)
Email Address:	17(1)

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

Signature of Board Member
(must have signing authority)

Kim Hennessey

Print Name

Nov 7, 2018

Date: (Year-Month-Day)

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

David Fitzgerald

Print Name

2018-11-07

Date: (Year-Month-Day)

Attachment: Northern Alberta Athletic Association (Northern Alberta Athletic Association)

How often does the Board of Directors meet? Monthly

Minimum number of board members according to bylaws: 9

Number of board members:

Currently: 9

2017: 10

2016: 13

Describe measures being undertaken to fill vacant spots if minimum board members are not met: We are currently canvassing our season ticket holders to fill vacant seats.

--

Please list your current Board of Directors:

[illegible]

Part B - Board Questionnaire

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

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

You must be an Oil Baron season ticket holder in order to be a member of the organization. To be eligible to be voted onto the Board of Directors an individual must be a member of the organization. There are no restrictions on becoming a season ticket holder or participating in programs or services. The restrictions to be part of the Board is that an individual must be a member in good standing and must be 18 years of age or older.

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?

We review the financial statement at every meeting {Monthly}
The following efforts have been made in the past year to increase financial support and/or reduce expenses:

- * Rented space for a Skate Sharpening Shop in the Casman Centre
- * Cut expenses by changing vendors
- * Reviewing all Purchases for need
- * Renegotiated our HVAC and Security contracts to include both PMs and Breakdowns

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.

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.

- ☐ X Operator of a Municipally-owned asset (Please continue to Part E on page 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

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

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

**Part E - Financial Information, Budget Request & Cash Flow****Current Staff Information:**

	Per Organization Chart:	Currently Filled:
Full Time Positions	9	9
Part Time Positions	3	2

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

The following cost saving efforts have been made in the past year to increase financial support and/or reduce expenses:

- * Cut expenses by changing vendors
- * Reviewing all Purchases for need
- * Signing HVAC and Convergent contracts to include both PMs and Breakdowns
- * Rent space for a Skate Sharpening Shop in the Casman Centre
- * Set up a Service Contract with Cimco

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$ 1,581,000.00
Total 2019 Budgeted Expenses	\$ 1,654,761.00
Surplus* / (Deficit)	\$ -73,761.00

2019 Sustaining Grant Request Amount:**\$ 1,100,000.00**

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

Please Indicate Preferred Cash Flow, if approved:**

January/February	\$250,000.00	April	\$250,000.00
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(no more than 75% of request)

August	\$350,000.00	October	\$250,000.00
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** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☐ A detailed budget showing projected 2019 revenue and expenses
- ☐ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☐ Financial Statements of two (2) most recent fiscal years

Attachment "A"

Budgeted 2019 Detailed Revenue

Grant:	\$ 1,100,000	
Amortization Deferred Capital	\$ 24,000	
Ice surface rental:	\$ 290,000	
Special Event Revenue:	\$ 19,000	
Other revenues:	\$ 58,000	
Room rental:	\$ 80,000	
Parking lot rental:	\$ 10,000	
Total:	\$ 1,581,000	1,581,000

Budgeted 2019 Detailed Expenses

Amortization	\$ 35,000	
Bank charges and interest:	\$ 7,500	
Special Event Expense and Fees:	\$ 1,700	
Insurance:	\$ 12,500	
Miscellaneous:	\$ 9,261	
Supplies and Equipment:	\$ 40,000	
Professional fees:	\$ 26,500	
Contract Services:	\$ 150,000	
Repairs and maintenance:	\$ 96,000	
Freight:	\$ 2,200	
Salaries and benefits:	\$ 930,000	
Training:	\$ 1,700	
Security:	\$ 2,700	
Office Supplies/Computer Exp.:	\$ 1,700	
Telephone:	\$ 2,000	
Vehicle:	\$ 16,000	
Utilities:	\$ 320,000	
TOTAL:	\$ 1,654,761	\$1,654,761

Balance: (\$73,761)



Chris Reitz
President

November 28, 2018

Organization Mandate

- *Our Vision:* To be a world-class cross-country ski club creating a culture of excellence in community sport through participation, skill development and fun.
- *Our Mission:* To support healthy, outdoor recreation in the Regional Municipality of Wood Buffalo by promoting cross-country skiing as a life-long sport.
- Last season the club had 396 members including 81 youth.
 - The club offers members adult and youth lessons and supports a youth racing team.
 - Equipment is made available to all members so as not to be a barrier to participation.
 - The club is primarily run by volunteers.

Community Impact

- The club operates out of the Doug Barnes Cabin and the Birchwood Trails (We will be using an alternate location during cabin construction)
- The grant allows the club to operate the cabin, groom trails and loan skis to members for club programs.
- The club rents out the cabin during the off-season to other community groups at an affordable rate.
- Our 2019 goal is to transition into the newly expanded cabin upon completion.
- The grant, along with casino funds, helps support all programs and trail grooming. Membership fees are kept low in order to maintain accessibility to all members of the community.

2019 Grant Request

2019 Grant Request	
Revenue	\$34,500
Expense	\$65,000
Subsidy Requested	\$30,000
Subsidy represents 46% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	September 30, 2017
Total expenses from previous year	\$44,550
Unrestricted Net Assets	\$185,690

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (1 part time)	\$25,000	\$15,000
Program Costs	\$25,000	-
Overhead (utilities, insurance, etc.)	\$15,000	\$15,000
TOTAL	\$65,000	\$30,000

Community Investment History

2019 Request	2018	2017
\$30,000	\$35,000	\$35,000

Decrease in 2019 of \$5,000 is due to carry over of unused funds from 2017 as a result of delays in the cabin expansion.

Ptarmigan Nordic Ski Club
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
30,000	30,000	35,000	30,000	30,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
September 30, 2017	44,550	185,092

Notes:

Trail Maintenance and operations of Doug Barnes Cabin is considered separate from Club Operations, therefore the financial position of the Organization does not impact the eligibility for the Sustaining Grant.

Doug Barnes Cabin Expansion is expected to be operational in time for the 2019-2020 winter season. Administration is currently negotiating an Operating Agreement for this facility with the PNSC.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	30,000	30,000
Cabin Rentals	2,000	-
Zone 4 CCA Membership - 400 Members	5,000	-
Casino Funds	25,000	-
Good Neighbour Grants and Donations	2,500	-
Total Revenues	64,500	30,000
Expenses		
Employee & Admin. costs (incl. bookkeeper)	25,000	15,000
Equipment Maintenance	5,000	5,000
Vehicle Insurance	4,000	4,000
Grooming Fuel and Supplies	3,000	3,000
Cabin Maintenance	3,000	3,000
Casino Funding available for use	25,000	-
Total Expenses	65,000	30,000
Total Surplus (Deficit)	\$ (500)	\$ -

Attachment: Ptarmigan Nordic Ski Club (Ptarmigan Nordic Ski Club)




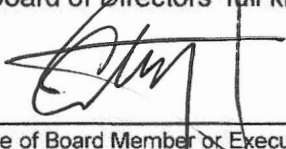
Sustaining Grant Part A - Organization Summary

Organization Name:	Ptarmigan Nordic Ski Club
Street Address:	PO Box 6225
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 4W1
Phone Number:	780-215-1306
Website:	www.ptarmigannordic.org
Fiscal Year End:	December 31st
Act Registered Under:	Societies Act (Alberta)
Registration Number:	500100573

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

Main Contact	
Title:	Treasurer
Name:	Andre LeFebvre
Daytime Phone:	17(1)
Email Address:	asl3@ualberta.ca
Executive Director	
Name:	Chris Reitz
Daytime Phone:	17(1)
Email Address:	chris@kippermanagement.ca
Board Chair / President	
Name:	Chris Reitz
Daytime Phone:	17(1)
Email Address:	chris@kippermanagement.ca

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

	
Signature of Board Member (must have signing authority)	Signature of Board Member or Executive Director (must have signing authority)
André LeFebvre Print Name	Chris Reitz Print Name
2018-10-30 Date: (Year-Month-Day)	2018-11-05 Date: (Year-Month-Day)

Attachment: Ptarmigan Nordic Ski Club (Ptarmigan Nordic Ski Club)



Part B - Board Questionnaire

How often does the Board of Directors meet? Monthly in the Winter/Bi-monthly in the Summer

Minimum number of board members according to bylaws: 4

Number of board members:

Currently: 11 **2017:** 14 **2016:** 15

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

The minimum number of board members has been met. Vacancies are available to any member willing to volunteer.

Please list your current Board of Directors:

Name	Board Position	Years on Board
Chris Reitz	President	4
Jason Vanderzwaag	Vice-President	3
Andre LeFebvre	Treasurer	7
Aimee McGown	Secretary	2
Eric Williams	Cabin Expansion Liason	8
Pedro Escobar	Ski Lesson Director	5
John Kozlowski	Ski Equipment Director	5
Bill Chase	Member at Large	2
Ed Salmon	Grooming Director	5
Phil Meagher	Racing Team Director	7
Greg Brayall	Grooming Equipment Director	4
Inger Kleppe-LeBlanc	Club Coordinator	4

Attachment: Ptarmigan Nordic Ski Club (Ptarmigan Nordic Ski Club)

Part B - Board Questionnaire

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
Inger Kleppe-LeBlanc	Club Coordinator (Admin)	17(1)

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

As per the club bylaws, there are no restrictions on becoming a member of the ski club and anyone wanting to become a member simply has to fill in an online registration form and pay the required dues. For insurance purposes, anyone wanting to participate in club activities need to become a member. Membership dues are intentionally kept low so as not to be a restriction to anyone wanting to become a member and participate in club activities. At \$30 for an individual or \$50 for a family membership, which includes lessons and borrowing of equipment for both youth and adults, cross-country skiing remains one of the most affordable activities in the region. The board is elected annually from the members at large, you must be 18 years of age and an active member

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 financial position of the club is reviewed monthly during the ski season, at each executive meeting as well as annually by the membership at large at the annual general meeting. Over the past year, outside of the previous grant from the RMWB, the club has increased its financial position primarily through casino revenue, the collection of membership dues, rentals of the Doug Barnes Cabin to other community groups and through executive members applying for volunteer grant money provided by Syncrude's Good Neighbour program and Suncor's Community Volunteer program. In 2018, the club also applied and received a CFEP grant from the Province of Alberta for furnishing the new cabin of which the funds were handed over to the RMWB to support. The amount of net income the club earns from the sale of a membership after affiliation fees with Cross Country Alberta/Canada (for insurance purposes) are taken out remains extremely low. This is done on purpose to help keep the sport affordable to all in the community, especially under-privileged youth and families looking for an affordable activity.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

The strategic plan was last updated in 2017

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

PNSC encourages the use of Birchwood Trails and the Doug Barnes Cabin through our Cross Country ski program. Our adult and youth programs engage individuals of all ages to enjoy a recreational ski or build towards a more competitive skill set. The focus of the lessons and programs prepares members for a life-long physical activity that takes advantage of our extensive trail system. The trails are an integral part of our club that the PNSC maintains during the winter by grooming them and removing small debris. These trails are groomed by our volunteers which makes them fully accessible to non-members such as winter bikers and walkers.

PNSC supports the social profit sector by allowing the use of our cabin as rental space. When we are outside of our normal winter ski season, May to October, Community groups have the ability to rent our cabin for \$10 an hour. This offers an affordable alternative to private rental spaces at other facilities. Also, it permits groups that are holding events at the trails to have an indoor space equipped with a kitchen, washroom and lounge space. With the cabin expansion in 2018/2019, we look to expand on the services offered to the community.

In attempt to make our programs an accessible recreational activity we offer very low rates for our membership fees. Fees range from \$30 - \$50 for the base membership. The youth program provides skis for personal use during the entire ski season as part of the fee which allows members to practice outside of the ski lessons and returned at the end of the season. Our adult program loans all the relevant equipment as part of the membership costs for each lesson or event.

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

As per the PNSC's mission, the club helps to promote healthy, outdoor recreation in the city of Fort McMurray through cross-country skiing. It does this through its program in the following key ways:

- Maintenance and grooming of the Birchwood trails provides the community with 35km skiable trails in the winter and is accessible from many locations in Thickwood, Dickinsfield and Timberlea/Eagle Ridge. The trails are not only enjoyed in the winter but year round by walkers, runners and cyclist who may actually out number skiers. The trails are also used in the summer to host events such as running races and cycling events.
- Providing an affordable winter activity to youth and adults of the community. Included as part of a club membership is lessons and access to loaner equipment in order to participate in club programs. This not only encourages community members to get out, try the sport and enjoy the beautiful trails in the winter but also removes the burden of needing to go out and buy equipment prior to participating. It also takes the burden off families to have to constantly buy new equipment each season for their growing children.
- Providing youth an opportunity to develop and get involved in competitive cross-country ski races across the province and around the world. Current cross-country ski Olympian Grahame Killick got his start in PNSC youth lessons and developed through its racing program.
- Providing affordable meeting space for other clubs and organizations in the community through the use of the Doug Barnes Cabin. This is expected to continue with the proposed cabin expansion.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

As per the previous section, the club helps to promote healthy, outdoor recreation in the RMWB through cross-country skiing. It does this through its program in the following key ways:

- Maintenance and grooming of the Birchwood trails provides the community with 35km skiable trails in the winter. The trails are not only enjoyed in the winter but year round by walkers, runners and cyclist who may actually out number skiers. The trails are also used in the summer to host events such as running races and cycling events.
- Providing and affordable winter activity to youth and adults of the community. Included as part of a club membership is lessons and access to loaner equipment in order to participate in club programs. This not only encourages community members to get out, try the sport and enjoy the beautiful trails in the winter but also removes the burden of needing to go out and buy equipment prior to participating. It also takes the burden off families to have to constantly buy new equipment each season for their growing children.
- Providing a venue to host future larger scale ski races as part of events such as Alberta Winter Games/Arctic Winter games. The club is also positioning itself to potentially host stand alone ski races such as Alberta Cup races which would increase sports tourism to the region.
- Providing affordable meeting space for other clubs and organizations in the community through the use of the Doug Barnes Cabin. This is expected to continue with the cabin expansion.

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

The club will continue to pursue its other primary forms of revenue which are: casino funding, membership dues, cabin rentals and corporate donations. The club will also apply for grant money as applicable like the CEFPP grant to help offset as much of the cost of the cabin expansion as possible.

With the new cabin expansion, the club will be exploring new streams of revenue such as renting skis and planning to increase revenue from the cabin rentals.

Attachment: Ptarmigan Nordic Ski Club (Ptarmigan Nordic Ski Club)

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	20	15
Fundraising Volunteers	9	9
Committee Volunteers	10	9
Administrative Volunteers	4	4
Total Organization Volunteers (Count each only once)	43	37



Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	0	
Part Time Positions	1	1

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

In 2019, the club will be going through a major transition as we start operation of the cabin expansion. Currently the club is primarily volunteer based with one part-time paid administrative staff. We are actually planning to increase our cost structure to support our growth in offering more services to our members and will offset as much of these costs as possible with new revenue growth without sacrificing the accessibility of our programs and services.

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$	34,500.00
Total 2019 Budgeted Expenses	\$	65,000.00
Surplus* / (Deficit)	\$	(30,500.00)
2019 Sustaining Grant Request Amount:	\$	30,000.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February April

(no more than 75% of request)

August \$ 30,000.00 October

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

Ptarmigan Nordic Ski Club 2019 Budget			
Description	Credits	Debits	Comments
Income			
Zone 4 CCA Membership - 400 Members	\$5,000.00		
Cabin Rentals	\$2,000.00		
Good Neighbour Grants and Donations	\$2,500.00		Typically received from Syncrude/Suncor/Shell/etc
Expenses			
Employee and Administrative Costs (Including Bookkeeping)		\$25,000.00	
Equipment Maintenance		\$5,000.00	
Vehicle Insurance		\$4,000.00	
Grooming Fuel and Supplies		\$3,000.00	
Cabin Maintenance		\$3,000.00	
Casino Funding Available for Use	\$25,000.00	\$25,000.00	Casino Funds Available for use by 2020, unused funding must be returned.
Totals	\$34,500.00	\$65,000.00	



wood buffalo regional library

Melissa Flett, Director of WBRL
Amanda MacPherson, Chair of RMWB Library Board

November 28, 2018

Wood Buffalo Regional Library



- Regional Municipality of Wood Buffalo Library Board
 - *Created via bylaw passed by Council*
- Libraries Act
 - *Sets the legal framework*
- Libraries Regulation
 - *Sets out sound management practices*
- The Library Board is a governing board and is a corporation with full management and control of the public library.

Organization Mandate



- WBRL provides access to information for knowledge and pleasure for our community through diversity of resources and excellence in service.
- Services throughout the Regional Municipality of Wood Buffalo
- Goals for 2019
 - New Plan of Service 2019 to 2024
 - Know Your Community, Celebrate Diversity, Satisfy Curiosity
- Municipal grant funds library services and programs

Community Impact



Community Impact



Attachment: Regional Municipality of Wood Buffalo Regional Library (Regional

Community Impact



Community Impact



Attachment: Regional Municipality of Wood Buffalo Regional Library (Regional

2019 Grant Request



6.14.a

2019 Grant Request	
Revenue	\$5,181,812
Expense	\$5,479,830
Subsidy Requested	\$4,210,480
Subsidy represents 77% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$5,728,283
Unrestricted Net Assets	\$807,764

Expense Summary



Cost Category	Total Expense	Funded by RMWB
Salary/Wages (30 full time, 12 part time)	\$3,712,700	\$3,060,370
Program Costs	\$365,700	\$298,700
Overhead (utilities, insurance, etc.)	\$1,401,430	\$851,430
Total Budget	\$5,248,820	\$4,210,500

Community Investment History



2019 Request	2018	2017
\$4,210,480	\$4,210,480	\$4,794,000

Request for 2019 remains the same as 2018 funding.

Wood Buffalo Regional Library
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance * Recommended vs. Requested
5,100,000	4,794,000	4,210,500	4,210,480	4,210,500	20

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	5,728,283	807,764

Notes:

* Variance is due to rounding.

Items not funded by RMWB Sustaining Grant are due to restrictions on usage of other revenue sources.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB 2019	4,210,480	4,210,500
Operating Grant - Provincial	706,240	-
Donations and Fundraising	148,600	-
Fines, memberships and fees	51,600	-
Interest Income	25,000	-
Other Income	39,900	-
Total Revenues	5,181,820	4,210,500
Expenses		
Wages & Benefits	3,712,700	3,060,370
Amortization of tangible capital assets	550,000	
Rent, utilities and janitorial	567,630	567,630
Programs & Events	137,000	137,000
Library Services	161,700	161,700
Rural Services	67,000	-
General Operations	283,800	283,800
Total Expenses	5,479,830	4,210,500
Total Surplus (Deficit)	\$ (298,010)	\$ -





Sustaining Grant Part A - Organization Summary

Organization Name:	Regional Municipality of Wood Buffalo Library Board
Street Address:	1 C. A. Knight Way
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 5C5
Phone Number:	780-743-7803
Website:	www.wbri.ca
Fiscal Year End:	December 31
Act Registered Under:	Please Select
Registration Number:	11892 8399 RR0001

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

Main Contact	
Title:	Director
Name:	Melissa Flett
Daytime Phone:	780-743-7803
Email Address:	melissa.flett@wbri.ca
Executive Director	
Name:	Melissa Flett
Daytime Phone:	780-743-7803
Email Address:	melissa.flett@wbri.ca
Board Chair / President	
Name:	Amanda MacPherson
Daytime Phone:	17(1)
Email Address:	BoardChair@wbri.ca

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
Amanda MacPherson Print Name	Melissa Flett Print Name
2018-10-17 Date: (Year-Month-Day)	2018-10-17 Date: (Year-Month-Day)

Attachment: Regional Municipality of Wood Buffalo Regional Library (Regional Municipality of Wood Buffalo Regional Library)

Part B - Board Questionnaire

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

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

No restrictions to access the Library, regular programs or services. For local residents, the cost of a membership is free. To become a member of the Library, the patron must provide government issued identification and proof of local address.

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 Financial Management policy mandates that the Library Board will ensure the Library is managed in a fiscally responsible manner with all aspects of monetary spending accounted for. The Board has full responsibility of financial management of the Library, conducts review of quarterly financial reports, approves the annual audit reports and review and approves the annual budget. The Board's Financial and Legal Committee is responsible for regular review of the actual financial performance against approved budget and is tasked with keeping the Board fully informed of the Library's financial situation and making recommendations regarding the financial policies.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.



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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☒ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

The Library completed a 2016 to 2018 strategic plan in 2015; new plan currently being developed.

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

The Library uses a community led service planning strategy to inform our strategic priorities. Our plan was developed by community members and champions who identify gaps and needs within the community. Through the community led service planning approach, the three selected service responses identified to meet those needs were:

- >Know your Community: Community Resources and Services
- >Celebrate Diversity: Cultural Awareness
- >Satisfy Curiosity: Lifelong Learning

As we developed our three year goals and objectives, we incorporated the following values into each initiative:

Sharing with all
 Empowering the community and each other, by providing a supportive and welcoming environment.
 Collaborating with each other to engage in progressive opportunities.
 Diversity in resources, services and relationships.
 Discovery through curiosity and creativity.
 Our Commitment to building an informed and inclusive community.

Update on the Plan of Service for 2018 is attached.

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

On behalf on the Municipality, the Regional Municipality of Wood Buffalo Library Board operates the Wood Buffalo Regional Library, located at the Suncor Community Centre at MacDonald Island Park. The Library provides Wood Buffalo residents of all ages with access to information services, library collections and a variety of programs and resources.

Our Library collections include books, DVDs, CDs, video games, audio books, fun boxes; eResources including downloadable books, magazines, movies and music; electronic databases such as PressReader (to view magazines and newspapers around the world), Solaro (study and exam prep for grades 3 - 12), plus many more.

We offer programs to all ages including story time programs for Children, arts and crafts for all ages, conversation groups, gaming, movies, French language programs, Aboriginal programs, Senior Socials, puppet shows and much more. We host popular events such as Team Trivia, the Banff Mountain Film Festival, Radical Reels, the Elf Workshop, and Speaker Series.

Our general operations include purchasing and cataloging of our Library collection, providing patrons with information services, providing Library services to off site locations including rural communities, providing a variety of programs/events based on community need, partnerships with organizations in the RMWB, marketing of those services to ensure residents are aware of our services, and administration of the organization to ensure it operates effectively.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:



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

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	4	8
Fundraising Volunteers	50	28
Committee Volunteers		
Administrative Volunteers		
Total Organization Volunteers (Count each only once)	54	44



Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	30	30
Part Time Positions	12	12

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

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$	971,340.00
Total 2019 Budgeted Expenses	\$	5,479,830.00
Surplus* / (Deficit)	\$	(4,508,490.00)

2019 Sustaining Grant Request Amount:

\$ 4,210,480.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February	\$ 1,052,620.00	April	\$ 1,052,620.00
(no more than 75% of request)			
August	\$ 1,052,620.00	October	\$ 1,052,620.00

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☐ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

WBRL by the Numbers

Memberships		
	2018 (January – June)	2017
New Memberships	2,784	5,207
Membership Renewals	1,518	3,153
Total Cardholders	9,623 (June)	9,003 (December)

Visits and Use		
	2018 (January – June)	2017
In Person Visits	123,557	248,821
Virtual Visits	52,551	99,378
Total Visits	176,108	348,199
Circulation (volume of items borrowed by patrons)	106,596	204,216
In-house Use (Item used in library but not circulated)	26,234	56,054
Total Collection Use	132,830	260,270

Circulation of online resources	Calculated at year-end	27,204
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Public computer use (user sessions)	11,877	24,677
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Reference transactions	40,935	62,185
------------------------	--------	--------

Interlibrary loans borrowed from other libraries in AB	543	1,347
Interlibrary loans lent to other libraries in AB	1,015	3,237

Collections		
	2018 (January – June)	2017
Volumes Acquired	8,888	13,876
Volumes Withdrawn	2,408	10,458
Collection Holdings	2018	2017
Print Items	Calculated at year-end	159,903
Print Subscriptions	Calculated at year-end	2,816
Nonprint Items (CDs, DVDs, Audiobooks, Videogames)	Calculated at year-end	30,484
Total Collections	Calculated at year-end	193,203

Programs		
	2018 (January – June)	2017
In Library Programs	1,565	1,222
Program Attendance		
Children's programs	9,955	14,888
YA programs	1,934	3,592
Adult programs	3,250	3,648
Family programs	3,260	5,866
Other programs	0	4,590
Total Attendance	18,399	32,584
Rural Programs	209	545
Rural Program Attendance		
Children's programs	2,360	7,784
YA	497	427
Adult	27	48
Family	77	529
Other	0	14
Total Attendance	2,961	8,802

WBRL Plan of Service 2016-2018

WBRL annually reviews our progress towards meeting the goals and objectives of our current Plan of Service.

Vision

Our patrons are able to pursue and realize lifelong potential.

Mission

Providing lifelong learning to an engaged community through diverse resources and progressive leadership.

The three selected service responses are:

1. Know your Community: Community Resources and Services
2. Celebrate Diversity: Cultural Awareness
3. Satisfy Curiosity: Lifelong Learning

Service Response: Know your Community: Community Resources and Services

Goal: We will be a pillar of the community through the development and promotion of services and resources to confidently meet the evolving needs of our community.

Objective 1: We will engage our patrons to explore and connect with our community

~~Action 1.1: Circulating Museum Pass: The WBRL met with all parties involved and due to budgetary reasons, we will not be able to move forward on the museum pass at this time.~~

Action 1.2: Offsite programs at various locations: Ongoing

Objective 2: We will be a community hub accessible for all

Action 2.1: Central location for promoting community in Library: Achieved

~~Action 2.2: Develop and maintain a Know Your Community webpage: Many community events pages already exist. WBRL resources and time would be better spent researching what already exists and compiling links to existing services.~~

Action 2.3: Increased community awareness and engagement by employees: Ongoing

Action 2.4: Create a partnership program to highlight different agencies and services in the community (a weekly display or promotion): Ongoing

Action 2.5: Support the Welcome Centre through continued partnership with the Newcomer Interagency Network: Ongoing

Objective 3: We will have an increased presence throughout the Region

Action 3.1: Library promotion and advocacy plan: Postponed to 2019

Action 3.2: Better use of Wiley Wordsworth: Ongoing

Action 3.3: Actively partner with new and existing community agencies and participate in public events: Ongoing

Service Response: Celebrate Diversity: Cultural Awareness

Goal: Our community is strengthened through the celebration and respect of culture, language and heritage.

Objective 1: Our collection will reflect the diversity of Wood Buffalo.

Action 1.1: Showcase our growing collection through monthly exhibits and displays: **Achieved and Ongoing**

Action 1.2: Expand and promote our English Language Learners, Adult Literacy and World Language Collections: **Achieved**

Action 1.3: Develop in-depth resource guides to better support English language and adult learners: **Achieved and Ongoing**

Objective 2: We will offer increased programming to enhance awareness of our community

Action 2.1: Highlight community celebrations; **Achieved and Ongoing**

Action 2.2: Host innovative programming that highlights our diverse community: **Achieved and Ongoing**

Action 2.3: Intergenerational programming; **Achieved and Ongoing**

Objective 3: We will increase accessibility through the reduction of barriers

Action 3.1: Reduce barriers to accessing library services: **Achieved and Ongoing**

Action 3.2: Cards that do not expire: **Achieved**

Action 3.3: Accessible cards: **Achieved**

Action 3.4: Establish an online payment method for borrower fees: **Ongoing**

Service Response: Satisfy Curiosity: Lifelong Learning

Goal: We will be essential to the lifelong, formal and informal, learning of the Region.

Objective 1: We will keep pace with emerging trends and changing interests.

Action 1.1: Enhance user-experience and access to technology: **Achieved and Ongoing**

Action 1.2: Be informed of changing and current trends: **Achieved and Ongoing**

Objective 2: We will create an environment that embraces learning together, to provide service excellence.

Action 2.1: Develop an ongoing database promotion and training plan: **Achieved and Ongoing**

Action 2.2: Create enhanced reader's advisory strategies: **Achieved and Ongoing**

Action 2.3: Ongoing support and training for staff: **Achieved and Ongoing**

Action 2.4: Develop a resource sharing strategy with our community: **Achieved and Ongoing**

Objective 3: We will foster personal growth through lifelong leisure learning.

Action 3.1: To liaise with community to pilot a Literary and Arts Festival: **Achieved and Ongoing**

Action 3.2: Create infotainment boxes for patrons: **Achieved and Ongoing**

~~Action 3.3: Human Library: We will not be completing this task due to time limitations, resources and not a core service at this time.~~

Action 3.4: Offer programming that is dynamic and intellectually stimulating: **Achieved and Ongoing**

Action 3.5: We will enhance community collaboration for service delivery: **Achieved and Ongoing**

Measures of Success:

- Annually, management and departments will develop tangible goals and objectives that align with the Plan of Service.
- Bi-annually, the Plan of Service Committee will review progress on implementation.
- Annually in June, the Director and Plan of Service Committee will report on progress to the Library Board as well as provide a communication through the wbrl.ca website.

Tools required to measure success:

- Patron satisfaction survey
- Staff and volunteer satisfaction survey
- Standardized program evaluation
- Partnership agreement and evaluation tool
- Statistics

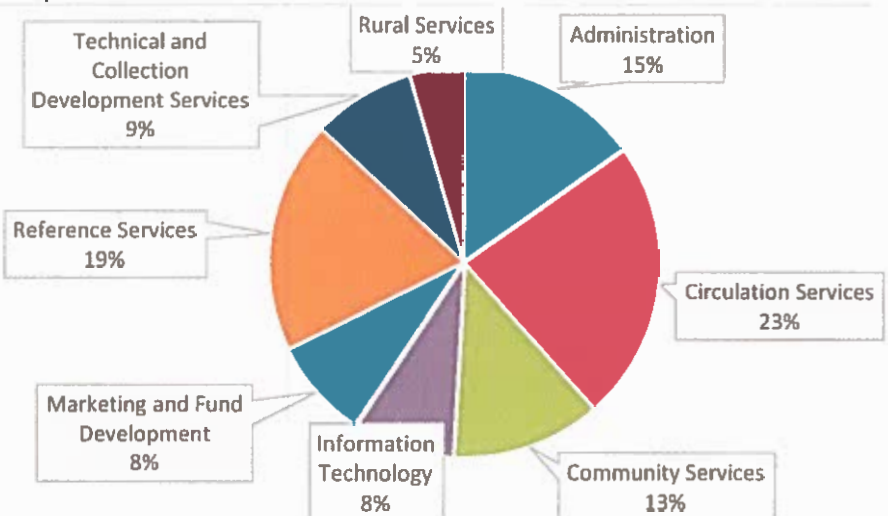
The Regional Municipality of Wood Buffalo Library Board

2019 Approved Budget

Line	DESCRIPTION		BUDGET 2018	BUDGET 2019	Variance		Actual 2017
			\$	\$	\$	%	\$
1	REVENUE						
2	Government transfers						
3	RMWB	81%	4,210,480	4,210,480	0	0%	4,794,000
4	Province Of Alberta	14%	693,928	706,232	12,304	2%	706,232
5	Donations and fundraising	3%	147,600	148,600	1,000	1%	234,682
6	Fines, memberships and fees	1%	60,100	51,600	(8,500)	-16%	35,791
7	Interest income	0%	20,000	25,000	5,000	20%	27,956
8	Other income	1%	32,550	39,900	7,350	18%	24,594
9	Total Revenue	100%	5,164,658	5,181,812	17,154.00	0%	5,823,255
10	EXPENSES						
11	Wages and benefits	68%	3,712,693	3,712,692	(1)	0%	3,804,584
12	Amortization of tangible capital assets	10%	410,000	550,000	140,000	25%	594,451
13	Rent, utilities and janitorial	10%	556,500	567,630	11,130	2%	529,992
14	Programs and Events	3%	166,700	137,000	(29,700)	-22%	242,927
15	Library Services	3%	135,875	161,700	25,825	16%	158,468
16	Rural Services (<i>internally restricted</i>)	1%	62,000	67,000	5,000	7%	
17	General Operations	5%	308,050	283,800	(24,250)	-9%	397,863
18	Total Operating Expense	100%	5,351,818	5,479,822	128,004	0	5,728,285
19	Surplus/Deficit		(187,160)	(298,010)			94,970
20	Less: Library Materials		(347,600)	(318,990)	(28,610)		(374,226)
11	Add: Rural Services Reserve (<i>internally restricted</i>)		62,000	67,000			
22	Add: Amortization of tangible capital assets		410,000	550,000			
23	Impact on Internal Reserves		(62,760)	(0)			

Regional Municipality of Wood Buffalo Library Board

NOTES to 2019 OPERATING BUDGET

Line No.	Description	Note																				
3	Government Transfers – RMWB	No change in request from prior year funding.																				
4	Government Transfers – Province	Includes Operating Grant and On Reserve/On Settlement Grant for 2019. Operating Grant amount same as prior year. Includes On Reserve and On Settlement Grant received in 2017/2018 but no recorded in the 2018 budget.																				
5	Donations and fundraising	Donations and fundraising budget increased \$1,000 or 1%. We are expecting less magazine sponsorship for 2019 and an increase in sponsorship for programs.																				
6	Fines, memberships and fees	Fines, memberships and fees budget reduced by \$8,500 or 16%. While circulation continues to increase, the recover costs associated with late book returns and lost books has not returned to pre-fire numbers (\$41,200 for 2016). The reduction based on figures for 2017/2018.																				
7	Interest income	Interest income will see an increase in 2019.																				
8	Other income	Other income has an increase by 18%. The study/program room fees and the re-introduction of exam proctoring makes up the majority of the increase plus increased revenue brought in from printing at the public computers.																				
9	Total income	Overall, total income is budgeted for an increase of \$17,162.00 over the prior year.																				
11	Wages and benefits	<p>Wages and benefits consists of wages and the employer portion of LAPP, CPP, EI, WCB, and medical, dental and insurance premiums for 30 full time employee portions. Consists of wages, vacation pay and the employer portion of CPP, EI, WCB for part time employees.</p> <p>Total full time equivalents is 42 for 2019.</p>  <table><caption>Wages and Benefits Distribution</caption><thead><tr><th>Service</th><th>Percentage</th></tr></thead><tbody><tr><td>Circulation Services</td><td>23%</td></tr><tr><td>Community Services</td><td>13%</td></tr><tr><td>Administration</td><td>15%</td></tr><tr><td>Reference Services</td><td>19%</td></tr><tr><td>Marketing and Fund Development</td><td>8%</td></tr><tr><td>Information Technology</td><td>8%</td></tr><tr><td>Technical and Collection Development Services</td><td>9%</td></tr><tr><td>Rural Services</td><td>5%</td></tr><tr><td>Other</td><td>8%</td></tr></tbody></table>	Service	Percentage	Circulation Services	23%	Community Services	13%	Administration	15%	Reference Services	19%	Marketing and Fund Development	8%	Information Technology	8%	Technical and Collection Development Services	9%	Rural Services	5%	Other	8%
Service	Percentage																					
Circulation Services	23%																					
Community Services	13%																					
Administration	15%																					
Reference Services	19%																					
Marketing and Fund Development	8%																					
Information Technology	8%																					
Technical and Collection Development Services	9%																					
Rural Services	5%																					
Other	8%																					

13	Rent, utilities and janitorial	As per the agreement with the Regional Recreation Corporation, a 2% increase is budgeted for 2019.
14	Programs and events	Programs and events has a decrease of \$29,700 or 22%. We have a planned reduction in costs for selected events.
15	Library services	Library services has an increase of \$25,825 or 16%. We have increased spending on downloadable content and e-resources.
16	Rural services (internally restricted)	The Library Board has an internally restricted reserve to fund expenses for rural services. This includes costs for travel, vehicle maintenance including the Words On Wheel (mobile library), and community bookshelves.
17	General operations	General operations has a reduction of 9% for 2019. This line item includes legal, insurance, computer maintenance agreements, administrative supplies, facility expenses and marketing/promotions.
18	Total operating expense	Overall, operating expenses has less than a 1% increase over the prior year.
19	Surplus/Deficit	Total deficit for the year is \$298, 010.
20	Library materials	Library materials has a reduction of \$28,610. We have reduced physical materials to reflect the increase in e-content. Materials includes books, audiobooks, DVD's, CD's and videogames.
23	Impact on internal reserves	With the exception of the rural services reserve, the 2019 operating budget will have no budgeted impact on internal reserves.

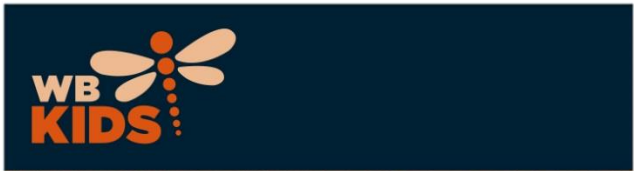
Regional Recreation Corporation of Wood Buffalo

Graig Walsh
CEO

November 28, 2018

Organization Mandate

- To advance, promote and encourage recreational, cultural and social activities and events for the benefit of residents of the Municipality; and
- Operate the recreational and cultural facilities existing at:
 - MacDonald Island Park
 - Anzac Recreation Centre (indoor operations exclusively)
 - Sonny Flett Aquatics Centre (aquatics programming exclusively)
 - Conklin Multiplex (indoor operations exclusively)
- Operate any additional facilities as requested by the Municipality



ENSURING EVERY KID
CAN AFFORD TO HAVE FUN
IN WOOD BUFFALO

Attachment: Regional Recreation Corporation of Wood Buffalo (Regional Recreation

2019 Grant Request

2019 Grant Request	MIP	Anzac	Fort Chipewyan	Conklin	Total
Revenue	\$22,837,480	\$680,171	\$18,600	\$26,556	\$23,562,807
Expense	\$36,355,708	\$1,460,442	\$490,592	\$1,527,059	\$39,833,802
Subsidy Requested	\$13,518,228	\$780,272	\$471,992	\$1,500,503	\$16,270,995
Subsidy represents 41 % of total expenses (Subsidy/Expenses)					

2019 Grant Request

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$36,105,347
Unrestricted Net Assets	\$2,239,454

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (170 full time, 276 part time)	\$23,481,263	\$9,591,440
Program Costs	\$3,554,393	-
Overhead (utilities, insurance, etc.)	\$12,798,146	\$6,679,555
TOTAL	\$39,883,802	\$16,270,995

Community Investment History

2019 Request	2018	2017
16,270,995	14,637,850	16,094,700

- Increase of \$1,633,000 in 2019 request is driven by:
 - \$1,500,000 due to new operating grant for Conklin
 - \$826,000 due to lower hospitality revenues (AB Winter games in 2018)
 - \$356,000 due to reduction/correction of membership revenues for sport/recreation/golf
 - \$254,000 due to higher utilities expenses attributed to carbon taxes
 - \$153,000 due to higher benefits expenses
- Partially offset by
 - \$934,000 decrease in wage expense
 - \$139,000 decrease related to lower travel and accommodation expense at Fort Chipewyan

Memberships & Passes

Year	Number of Members	Budgeted Revenue	Actual Revenue	Variance
2014	9,156	\$5,236,214	\$4,469,266	\$(766,948)
2015	8,233	\$5,258,252	\$4,344,916	\$(913,336)
2016	8,592	\$4,226,209	\$3,647,557	\$(578,652)
2017	NO DATA	\$4,081,696	\$3,677,426	\$(404,270)
2018	7,385	\$4,118,132	\$3,338,705 (forecast)	\$(779,427)
2019	-	\$3,677,603	-	-

Summary

- Focus on maintaining existing service levels
- Very consistent materials/goods/supplies expenses in each department
- Decrease of 14.6 FTE above and beyond the reduction resulting from the contracting out of services to the RMWB
- Actively seeking alternative revenue sources to reduce the municipal operating grant amount

Regional Recreation Corporation of Wood Buffalo
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018 *	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
17,347,200	16,094,700	15,487,850	16,270,995	16,271,000	5

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	36,105,347	2,239,454

Notes:

* Originally approved in 2018 for \$14,637,850, the grant for RRC was amended to include \$850,000 additional grant to operate the Conklin Multiplex for the second half of the year. The increase in 2019 mainly reflects the Conklin Multiplex operations for the full year. The grant requests per facility is as follows:

- MacDonald Island Park	\$ 13,518,227
- Anzac Recreation Centre	\$ 780,272
- Conklin Multiplex	\$ 1,500,503
- Fort Chipewyan Aquatics Programs	\$ 471,993

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	16,270,995	16,271,000
Hospitality (food & beverage)	4,896,556	-
Memberships/User Fees/Admissions	6,257,815	-
Events/Programs	3,371,870	-
Facility & Equipment Rental/Leased Premises	3,328,932	-
Other Revenue	1,910,235	-
Total Revenues	36,036,403	16,271,000
Expenses		
Wages/Benefits	23,481,263	9,591,440
Cost of Good Sold	3,554,393	-
Other Operating Expenses	8,928,746	6,679,560
Total Expenses	35,964,402	16,271,000
Total Surplus (Deficit)	\$ 72,001	\$ -

Sustaining Grant

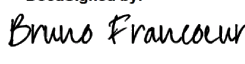
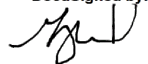
Part A - Organization Summary

Organization Name:	Regional Recreation Corporation of Wood Buffalo
Street Address:	1 C. A. Knight Way
City/Hamlet:	Fort McMurray
Province:	AB
Postal Code:	T9H 5C5
Phone Number:	780-791-0070
Website:	www.rrcwb.ca
Fiscal Year End:	December 31
Act Registered Under:	Canada Not-for-Profit Corporations Act
Registration Number:	5318042107

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

Main Contact	
Title:	Chief Executive Officer
Name:	Graig Walsh
Daytime Phone:	780-791-0070 x 6990
Email Address:	grraig.walsh@rrcwb.ca
Executive Director	
Name:	Sudip Roy (Interim Director, Finance & Supply Chain)
Daytime Phone:	780-791-0070 x 5001
Email Address:	sudip.roy@rrcwb.ca
Board Chair / President	
Name:	Bruno Francoeur
Daytime Phone:	
Email Address:	bfrancoeur@suncor.com

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

<p>DocuSigned by:  <small>E2A30FE50A0644C</small> Signature of Board Member (must have signing authority)</p> <p style="text-align: center;">Bruno Francoeur, Board Chair Print Name</p> <p style="text-align: center;">2018-10-31 Date: (Year-Month-Day)</p>	<p>DocuSigned by:  <small>155667DC39CD447</small> Signature of Board Member or Executive Director (must have signing authority)</p> <p style="text-align: center;">Graig Walsh, Chief Executive Officer Print Name</p> <p style="text-align: center;">2018-10-31 Date: (Year-Month-Day)</p>
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Attachment: Regional Recreation Corporation of Wood Buffalo (Regional Recreation Corporation of Wood Buffalo)

Part B - Board Questionnaire

How often does the Board of Directors meet? Monthly

Minimum number of board members according to bylaws: 11

Number of board members:

Currently: 11 **2017:** 11 **2016:** 11

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

Not applicable at this time.

If vacant spots are available, the RRC will engage the RMWB's Legislative Services. The RRC would use a skills matrix to determine where there are gaps and determine areas of risks. These findings would then be communicated to the RMWB to support engagement of new Board members.

Please list your current Board of Directors:

Name	Board Position	Years on Board
Francoeur, Bruno	Chair	5
Kearney, Colleen	Vice Chair	3
Beaver, Chantal	Secretary	2
Germain, Nicholas		3
Grandison, Allan		3
Hartigan, Colin		2
Pirie, Christopher		3
Tien, David		11
Toner, Brendan		2
Peddle, Jeff		1
Voyageur, Claris		1

Part B - Board Questionnaire

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

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

The only restriction to becoming a member at the RRC or participating in programs or services offered is the fee (either a membership or registration fee).
The WB Kids program administered by the RRC provides financial assistance to support Wood Buffalo youth and families that face barriers to participation in sport, recreation, social and cultural programs and activities.

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 and variances relative to budget on a monthly basis.

Additional Revenue Sources

- * New lease opportunity for a food services operator
- * New grants applied for - Community Facility Enhancement Program (CFEP)
- * New revenue streams in hospitality

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.



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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

2017

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

In May of 2017, the RRC Board of Directors engaged Keldar Leadership to lead them in a Strategic Planning Process. The intent of this strategic plan was to guide the RRC for the next three years.

The strategic plan outlined challenges and opportunities for the RRC. The strategy of the RRC is developed from the commitment of the organization to make a difference in the region through innovation, community engagement and a dedication to the quality of life of the residents of the RMWB.

The strategic plan outline a SWOT analysis performed, as this analysis generated information that is helpful in matching the RRC's goal, programs, and capacities to the environment in which the RRC operates.

Strategic Priorities identified include:

- Maximize Sustainable Revenue;
- Continued Cost Improvement;
- Best Possible People / Talent; and
- Alignment with Stakeholders.

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Attachment: Regional Recreation Corporation of Wood Buffalo (Regional Recreation Corporation of Wood Buffalo)



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

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	0	0
Fundraising Volunteers	0	0
Committee Volunteers	0	0
Administrative Volunteers	0	0
Total Organization Volunteers (Count each only once)	0	0

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	170	160
Part Time Positions	276	224

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

Cost savings and cost control initiatives

- * Elimination of positions deemed surplus
- * Significant improvement accounts receivable and reduction in bad debt expense
- * Significant cost control on travel and accommodations

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$	23,562,807.00
Total 2019 Budgeted Expenses	\$	39,833,802.00
Surplus* / (Deficit)	\$	(16,270,995.00)

2019 Sustaining Grant Request Amount:

\$ 16,270,995.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February	\$ 4,500,000.00	April	\$ 4,500,000.00
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(no more than 75% of request)

August	\$ 4,500,000.00	October	\$ 2,770,995.00
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** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

Regional Recreation Corporation of Wood Buffalo

Consolidated Statement of Operations
For the year ending December 31, 2019

	2019 Budget	2018 Budget	Variance to 2018 Budget \$	Variance to 2018 Budget %	2017 Actual	Variance to 2017 Actual \$	Variance to 2017 Actual %
Hospitality (food and beverage)	4,896,556	5,722,510	(825,955)	-14%	4,607,339	289,217	6%
Memberships	3,454,364	3,837,034	(382,669)	-10%	3,391,771	62,593	2%
User fees and admissions	2,803,451	2,835,302	(31,851)	-1%	2,266,322	537,129	24%
Events	1,368,515	900,978	467,537	52%	1,540,671	(172,156)	-11%
Facility and equipment rental	2,266,116	2,032,900	233,216	11%	2,225,606	40,510	2%
Leased Premises	1,062,816	1,040,820	21,996	2%	1,074,373	(11,557)	-1%
Programs	2,003,355	1,906,390	96,965	5%	1,910,809	92,546	5%
Sponsorships and Advertising	912,600	982,540	(69,940)	-7%	1,050,534	(137,934)	-13%
Other	557,135	535,707	21,428	4%	1,508,928	(951,793)	-63%
Pro-shop merchandise sales	440,500	408,000	32,500	8%	272,845	167,655	61%
Service agreement	0	0	0	**	0	0	**
Operating Revenue	19,765,408	20,202,181	(436,773)	-2%	19,849,199	(83,791)	0%
Events and Hospitality	3,172,964	2,992,600	180,363	6%	3,980,103	(807,139)	-20%
Pro-shop merchandise sales	321,645	282,230	39,415	14%	251,896	69,749	28%
Sponsorship fulfillment	59,784	91,264	(31,480)	-34%	206,801	(147,017)	-71%
Cost of Goods Sold	3,554,393	3,366,094	188,298	6%	4,438,800	(884,407)	-20%
Contribution Margin (Operating Revenue less Cost of Goods Sold)	16,211,015	16,836,087	(625,072)	-4%	15,410,399	800,616	5%
Wages & Benefits	23,481,263	23,801,518	(320,255)	-1%	22,175,521	1,305,742	6%
Utilities	2,927,650	2,406,880	520,770	22%	2,403,783	523,867	22%
Supplies	1,793,391	1,628,653	164,738	10%	1,335,162	458,229	34%
Promotion	91,900	89,508	2,392	3%	45,610	46,290	101%
Security	5,000	0	5,000	**	204,533	(199,533)	-98%
Repairs and maintenance	664,329	527,662	136,667	26%	477,837	186,492	39%
Subcontractors	519,840	398,598	121,242	30%	336,593	183,248	54%
Professional fees	213,000	213,600	(600)	0%	297,715	(84,715)	-28%
Insurance	606,000	606,000	0	**	365,481	240,519	66%
Travel and meals	243,620	322,825	(79,205)	-25%	198,065	45,555	23%
Information technology	383,524	353,736	29,788	8%	451,728	(68,204)	-15%
Office and general	526,418	111,726	414,692	371%	82,364	444,054	539%
Bank charges and penalties	205,700	170,966	34,734	20%	234,989	(29,289)	-12%
Equipment and miscellaneous rentals	166,135	167,571	(1,436)	-1%	127,443	38,692	30%
Advertising	274,278	341,865	(67,587)	-20%	244,860	29,418	12%
Bad debts	60,000	90,000	(30,000)	-33%	204,851	(144,851)	-71%
Training	87,107	90,000	(2,893)	-3%	94,324	(7,217)	-8%
Licenses, fees and permits	39,200	35,445	3,755	11%	40,288	(1,088)	-3%
Entertainers, prizes and trophies	13,350	7,656	5,694	74%	29,351	(16,001)	-55%
Freight	41,155	42,366	(1,211)	-3%	50,550	(9,395)	-19%
Telephone	66,000	52,924	13,076	25%	52,846	13,154	25%
Miscellaneous	1,150	9,436	(8,286)	-88%	31,702	(30,552)	-96%
Inventory adjustments	0	0	0	**	0	0	**
Start-up expenses	0	0	0	**	0	0	**
Interest on capital leases	0	0	0	**	0	0	**
Other Operating Expenses	8,928,746	7,667,416	1,261,330	16%	7,310,075	1,618,671	22%
Operating Expenses (Wages and Benefits plus Other Operating Expenses)	32,410,009	31,468,935	941,075	3%	29,485,596	2,924,413	10%
Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses)	(16,198,994)	(14,632,848)	(1,566,147)	11%	(14,075,197)	(2,123,797)	15%
Contributions from the Regional Municipality of Wood Buffalo (Revenue)	16,270,995	14,637,850	1,633,145	11%	14,190,331	2,080,664	15%
Amortization of deferred capital contributions (Revenue)	3,797,400	6,343,524	(2,546,124)	-40%	6,504,618	(2,707,218)	-42%
Gain (Loss) on disposal of capital assets (Revenue)	0	0	0	**	(100,782)	100,782	**
Amortization of capital assets (Expense)	3,869,400	6,348,528	(2,479,128)	-39%	6,518,970	(2,649,570)	-41%
Non-Operating Revenues and Expenses	16,198,995	14,632,846	1,566,149	11%	14,075,197	2,123,798	15%
Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses)	0	(2)	2	-124%	0	0	**

Attachment: Regional Recreation Corporation of Wood Buffalo (Regional Recreation Corporation of Wood Buffalo)

Regional Recreation Corporation of Wood Buffalo

Profit Centre: MIP

For the year ending December 31, 2019

	2019 Budget	2018 Budget	Variance to 2018 Budget \$	Variance to 2018 Budget %	2017 Actual	Variance to 2017 Actual \$	Variance to 2017 Actual %
Hospitality (food and beverage)	4,896,556	5,722,510	(825,955)	-14%	4,607,339	289,217	6%
Memberships	3,378,886	3,734,434	(355,547)	-10%	3,319,795	59,091	2%
User fees and admissions	2,785,661	2,819,652	(33,991)	-1%	2,254,878	530,783	24%
Events	1,361,915	896,978	464,937	52%	1,540,671	(178,756)	-12%
Facility and equipment rental	2,127,507	1,970,060	157,448	8%	2,164,714	(37,206)	-2%
Leased Premises	942,354	916,020	26,334	3%	946,512	(4,158)	0%
Programs	1,913,855	1,815,100	98,755	5%	1,860,074	53,781	3%
Sponsorships and Advertising	810,912	896,548	(85,636)	-10%	945,149	(134,237)	-14%
Other	525,935	512,407	13,528	3%	1,481,672	(955,738)	-65%
Pro-shop merchandise sales	440,500	408,000	32,500	8%	272,845	167,655	61%
Service agreement	0	0	0	**	0	0	**
Operating Revenue	19,184,081	19,691,709	(507,628)	-3%	19,393,650	(209,569)	-1%
Events and Hospitality	3,163,964	2,986,200	177,763	6%	3,969,494	(805,530)	-20%
Pro-shop merchandise sales	321,645	282,230	39,415	14%	251,896	69,749	28%
Sponsorship fulfillment	59,784	91,264	(31,480)	-34%	206,801	(147,017)	-71%
Cost of Goods Sold	3,545,393	3,359,694	185,698	6%	4,428,191	(882,798)	-20%
Contribution Margin (Operating Revenue less Cost of Goods Sold)	15,638,689	16,332,015	(693,326)	-4%	14,965,459	673,229	4%
Wages & Benefits	21,717,047	22,555,975	(838,928)	-4%	21,060,667	656,380	3%
Utilities	2,373,600	2,155,680	217,920	10%	2,170,585	203,015	9%
Supplies	1,705,801	1,573,150	132,651	8%	1,278,343	427,458	33%
Promotion	91,900	89,508	2,392	3%	44,466	47,434	107%
Security	0	0	0	**	166,545	(166,545)	**
Repairs and maintenance	589,879	499,242	90,637	18%	459,337	130,542	28%
Subcontractors	446,940	358,670	88,270	25%	286,282	160,658	56%
Professional fees	213,000	213,600	(600)	0%	297,715	(84,715)	-28%
Insurance	546,000	546,000	0	**	455,211	90,789	20%
Travel and meals	73,670	73,480	190	0%	41,522	32,148	77%
Information technology	311,724	315,588	(3,864)	-1%	425,908	(114,184)	-27%
Office and general	105,330	105,726	(396)	0%	78,142	27,188	35%
Bank charges and penalties	202,400	165,926	36,474	22%	232,915	(30,515)	-13%
Equipment and miscellaneous rentals	149,835	160,845	(11,011)	-7%	122,355	27,479	22%
Advertising	266,178	337,665	(71,487)	-21%	239,538	26,640	11%
Bad debts	60,000	90,000	(30,000)	-33%	204,851	(144,851)	-71%
Training	87,107	90,000	(2,893)	-3%	94,299	(7,192)	-8%
Licenses, fees and permits	39,150	35,305	3,845	11%	40,238	(1,088)	-3%
Entertainers, prizes and trophies	9,700	6,656	3,044	46%	29,351	(19,651)	-67%
Freight	37,205	38,040	(835)	-2%	49,760	(12,555)	-25%
Telephone	57,300	49,680	7,620	15%	47,936	9,364	20%
Miscellaneous	1,150	9,436	(8,286)	-88%	33,387	(32,237)	-97%
Inventory adjustments	0	0	0	**	0	0	**
Start-up expenses	0	0	0	**	0	0	**
Interest on capital leases	0	0	0	**	0	0	**
Other Operating Expenses	7,367,868	6,914,197	453,671	7%	6,798,689	569,179	8%
Operating Expenses (Wages and Benefits plus Other Operating Expenses)	29,084,916	29,470,172	(385,257)	-1%	27,859,356	1,225,560	4%
Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses)	(13,446,227)	(13,138,158)	(308,069)	2%	(12,893,897)	(552,330)	4%
Contributions from the Regional Municipality of Wood Buffalo (Revenue)	13,518,227	13,143,160	375,067	3%	12,860,015	658,212	5%
Amortization of deferred capital contributions (Revenue)	3,653,400	6,204,324	(2,550,924)	-41%	6,504,618	(2,851,218)	-44%
Gain (Loss) on disposal of capital assets (Revenue)	0	0	0	**	(100,782)	100,782	**
Amortization of capital assets (Expense)	3,725,400	6,209,328	(2,483,928)	-40%	6,369,955	(2,644,555)	-42%
Non-Operating Revenues and Expenses	13,446,227	13,138,156	308,071	2%	12,893,897	552,330	4%
Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses)	0	(2)	2	-126%	0	0	310%

Attachment: Regional Recreation Corporation of Wood Buffalo (Regional Recreation Corporation of Wood Buffalo)

Regional Recreation Corporation of Wood Buffalo

Profit Centre: Anzac
For the year ending December 31, 2019

	2019 Budget	2018 Budget	Variance to 2018 Budget \$	Variance to 2018 Budget %	2017 Actual	Variance to 2017 Actual \$	Variance to 2017 Actual %
Hospitality (food and beverage)	0	0	0	**	0	0	**
Memberships	75,478	102,600	(27,122)	-26%	71,976	3,502	5%
User fees and admissions	17,790	15,650	2,140	14%	11,444	6,346	55%
Events	6,600	4,000	2,600	65%	0	6,600	**
Facility and equipment rental	127,209	62,840	64,369	102%	60,893	66,316	109%
Leased Premises	115,302	124,800	(9,498)	-8%	127,861	(12,559)	-10%
Programs	89,500	61,650	27,850	45%	50,735	38,765	76%
Sponsorships and Advertising	73,092	85,992	(12,900)	-15%	85,033	(11,941)	-14%
Other	31,200	23,300	7,900	34%	27,255	3,945	14%
Pro-shop merchandise sales	0	0	0	**	0	0	**
Service agreement	0	0	0	**	0	0	**
Operating Revenue	536,171	480,832	55,339	12%	435,198	100,973	23%
Events and Hospitality	9,000	6,400	2,600	41%	10,609	(1,609)	-15%
Pro-shop merchandise sales	0	0	0	**	0	0	**
Sponsorship fulfillment	0	0	0	**	0	0	**
Cost of Goods Sold	9,000	6,400	2,600	41%	10,609	(1,609)	-15%
Contribution Margin (Operating Revenue less Cost of Goods Sold)	527,171	474,432	52,739	11%	424,588	102,582	24%
Wages & Benefits	810,222	797,996	12,226	2%	890,562	(80,339)	-9%
Utilities	287,650	251,200	36,450	15%	233,198	54,452	23%
Supplies	34,070	34,460	(390)	-1%	49,883	(15,813)	-32%
Promotion	0	0	0	**	1,144	(1,144)	**
Security	5,000	0	5,000	**	37,988	(32,988)	-87%
Repairs and maintenance	44,210	28,420	15,790	56%	18,500	25,710	139%
Subcontractors	72,900	39,928	32,972	83%	50,310	22,590	45%
Professional fees	0	0	0	**	0	0	**
Insurance	0	60,000	(60,000)	**	(89,730)	89,730	**
Travel and meals	0	700	(700)	**	4,571	(4,571)	**
Information technology	28,800	38,148	(9,348)	-25%	25,819	2,981	12%
Office and general	5,400	5,400	0	**	2,894	2,506	87%
Bank charges and penalties	3,300	5,040	(1,740)	-35%	2,074	1,226	59%
Equipment and miscellaneous rentals	6,100	6,725	(625)	-9%	4,758	1,342	28%
Advertising	3,600	4,200	(600)	-14%	5,322	(1,722)	-32%
Bad debts	0	0	0	**	0	0	**
Training	0	0	0	**	25	(25)	**
Licenses, fees and permits	50	140	(90)	-64%	50	0	**
Entertainers, prizes and trophies	1,650	1,000	650	65%	0	1,650	**
Freight	1,190	1,920	(730)	-38%	349	841	241%
Telephone	3,300	3,244	56	2%	3,198	102	3%
Miscellaneous	0	0	0	**	(1,676)	1,676	**
Inventory adjustments	0	0	0	**	0	0	**
Start-up expenses	0	0	0	**	0	0	**
Interest on capital leases	0	0	0	**	0	0	**
Other Operating Expenses	497,220	480,525	16,695	3%	348,678	148,542	43%
Operating Expenses (Wages and Benefits plus Other Operating Expenses)	1,307,442	1,278,522	28,921	2%	1,239,240	68,203	6%
Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses)	(780,272)	(804,090)	23,818	-3%	(814,651)	34,380	-4%
Contributions from the Regional Municipality of Wood Buffalo (Revenue)	780,272	804,090	(23,818)	-3%	963,667	(183,395)	-19%
Amortization of deferred capital contributions (Revenue)	144,000	139,200	4,800	3%	0	144,000	**
Gain (Loss) on disposal of capital assets (Revenue)	0	0	0	**	0	0	**
Amortization of capital assets (Expense)	144,000	139,200	4,800	3%	149,015	(5,015)	-3%
Non-Operating Revenues and Expenses	780,272	804,090	(23,818)	-3%	814,651	(34,380)	-4%
Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses)	0	0	(0)	**	0	0	**

Attachment: Regional Recreation Corporation of Wood Buffalo (Regional Recreation Corporation of Wood Buffalo)

Regional Recreation Corporation of Wood Buffalo

Profit Centre: Fort Chipewyan
For the year ending December 31, 2019

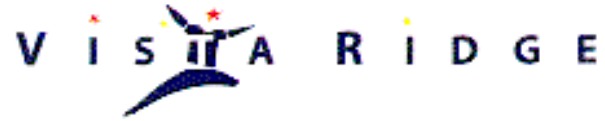
	2019 Budget	2018 Budget	Variance to 2018 Budget \$	Variance to 2018 Budget %	2017 Actual	Variance to 2017 Actual \$	Variance to 2017 Actual %
Hospitality (food and beverage)	0	0	0	**	0	0	**
Memberships	0	0	0	**	0	0	**
User fees and admissions	0	0	0	**	0	0	**
Events	0	0	0	**	0	0	**
Facility and equipment rental	0	0	0	**	0	0	**
Leased Premises	0	0	0	**	0	0	**
Programs	0	29,640	(29,640)	**	0	0	**
Sponsorships and Advertising	18,600	0	18,600	**	20,352	(1,752)	-9%
Other	0	0	0	**	0	0	**
Pro-shop merchandise sales	0	0	0	**	0	0	**
Service agreement	0	0	0	**	0	0	**
Operating Revenue	18,600	29,640	(11,040)	-37%	20,352	(1,752)	-9%
Events and Hospitality	0	0	0	**	0	0	**
Pro-shop merchandise sales	0	0	0	**	0	0	**
Sponsorship fulfillment	0	0	0	**	0	0	**
Cost of Goods Sold	0	0	0	**	0	0	**
Contribution Margin (Operating Revenue less Cost of Goods Sold)	18,600	29,640	(11,040)	-37%	20,352	(1,752)	-9%
Wages & Benefits	363,042	447,547	(84,504)	-19%	224,292	138,750	62%
Utilities	0	0	0	**	0	0	**
Supplies	13,800	21,043	(7,243)	-34%	6,937	6,863	99%
Promotion	0	0	0	**	0	0	**
Security	0	0	0	**	0	0	**
Repairs and maintenance	0	0	0	**	0	0	**
Subcontractors	0	0	0	**	0	0	**
Professional fees	0	0	0	**	0	0	**
Insurance	0	0	0	**	0	0	**
Travel and meals	109,950	248,645	(138,695)	-56%	151,972	(42,022)	-28%
Information technology	0	0	0	**	0	0	**
Office and general	2,000	600	1,400	233%	1,328	672	51%
Bank charges and penalties	0	0	0	**	0	0	**
Equipment and miscellaneous rentals	0	0	0	**	329	(329)	**
Advertising	0	0	0	**	0	0	**
Bad debts	0	0	0	**	0	0	**
Training	0	0	0	**	0	0	**
Licenses, fees and permits	0	0	0	**	0	0	**
Entertainers, prizes and trophies	0	0	0	**	0	0	**
Freight	600	2,406	(1,806)	-75%	441	159	36%
Telephone	1,200	0	1,200	**	1,712	(512)	-30%
Miscellaneous	0	0	0	**	(9)	9	**
Inventory adjustments	0	0	0	**	0	0	**
Start-up expenses	0	0	0	**	0	0	**
Interest on capital leases	0	0	0	**	0	0	**
Other Operating Expenses	127,550	272,694	(145,144)	-53%	162,708	(35,158)	-22%
Operating Expenses (Wages and Benefits plus Other Operating Expenses)	490,592	720,240	(229,648)	-32%	387,000	103,592	27%
Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses)	(471,992)	(690,600)	218,608	-32%	(366,649)	(105,343)	29%
Contributions from the Regional Municipality of Wood Buffalo (Revenue)	471,992	690,600	(218,608)	-32%	366,649	105,343	29%
Amortization of deferred capital contributions (Revenue)	0	0	0	**	0	0	**
Gain (Loss) on disposal of capital assets (Revenue)	0	0	0	**	0	0	**
Amortization of capital assets (Expense)	0	0	0	**	0	0	**
Non-Operating Revenues and Expenses	471,992	690,600	(218,608)	-32%	366,649	105,343	29%
Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses)	0	(0)	0	**	(0)	0	**

Attachment: Regional Recreation Corporation of Wood Buffalo (Regional Recreation Corporation of Wood Buffalo)

Regional Recreation Corporation of Wood Buffalo

Profit Centre: Conklin
For the year ending December 31, 2019

	2019 Budget	2018 Budget	Variance to 2018 Budget \$	Variance to 2018 Budget %	2017 Actual	Variance to 2017 Actual \$	Variance to 2017 Actual %
Hospitality (food and beverage)	0	0	0	**	0	0	**
Memberships	0	0	0	**	0	0	**
User fees and admissions	0	0	0	**	0	0	**
Events	0	0	0	**	0	0	**
Facility and equipment rental	11,400	0	11,400	**	0	11,400	**
Leased Premises	5,160	0	5,160	**	0	5,160	**
Programs	0	0	0	**	0	0	**
Sponsorships and Advertising	9,996	0	9,996	**	0	9,996	**
Other	0	0	0	**	0	0	**
Pro-shop merchandise sales	0	0	0	**	0	0	**
Service agreement	0	0	0	**	0	0	**
Operating Revenue	26,556	0	26,556	**	0	26,556	**
Events and Hospitality	0	0	0	**	0	0	**
Pro-shop merchandise sales	0	0	0	**	0	0	**
Sponsorship fulfillment	0	0	0	**	0	0	**
Cost of Goods Sold	0	0	0	**	0	0	**
Contribution Margin (Operating Revenue less Cost of Goods Sold)	26,556	0	26,556	**	0	26,556	**
Wages & Benefits	590,951	0	590,951	**	0	590,951	**
Utilities	266,400	0	266,400	**	0	266,400	**
Supplies	39,720	0	39,720	**	0	39,720	**
Promotion	0	0	0	**	0	0	**
Security	0	0	0	**	0	0	**
Repairs and maintenance	30,240	0	30,240	**	0	30,240	**
Subcontractors	0	0	0	**	0	0	**
Professional fees	0	0	0	**	0	0	**
Insurance	60,000	0	60,000	**	0	60,000	**
Travel and meals	60,000	0	60,000	**	0	60,000	**
Information technology	43,000	0	43,000	**	0	43,000	**
Office and general	413,688	0	413,688	**	0	413,688	**
Bank charges and penalties	0	0	0	**	0	0	**
Equipment and miscellaneous rentals	10,200	0	10,200	**	0	10,200	**
Advertising	4,500	0	4,500	**	0	4,500	**
Bad debts	0	0	0	**	0	0	**
Training	0	0	0	**	0	0	**
Licenses, fees and permits	0	0	0	**	0	0	**
Entertainers, prizes and trophies	2,000	0	2,000	**	0	2,000	**
Freight	2,160	0	2,160	**	0	2,160	**
Telephone	4,200	0	4,200	**	0	4,200	**
Miscellaneous	0	0	0	**	0	0	**
Inventory adjustments	0	0	0	**	0	0	**
Start-up expenses	0	0	0	**	0	0	**
Interest on capital leases	0	0	0	**	0	0	**
Other Operating Expenses	936,108	0	936,108	**	0	936,108	**
Operating Expenses (Wages and Benefits plus Other Operating Expenses)	1,527,059	0	1,527,059	**	0	1,527,059	**
Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses)	(1,500,503)	0	(1,500,503)	**	0	(1,500,503)	**
Contributions from the Regional Municipality of Wood Buffalo (Revenue)	1,500,503	0	1,500,503	**	0	1,500,503	**
Amortization of deferred capital contributions (Revenue)	0	0	0	**	0	0	**
Gain (Loss) on disposal of capital assets (Revenue)	0	0	0	**	0	0	**
Amortization of capital assets (Expense)	0	0	0	**	0	0	**
Non-Operating Revenues and Expenses	1,500,503	0	1,500,503	**	0	1,500,503	**
Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses)	0	0	0	**	0	0	**



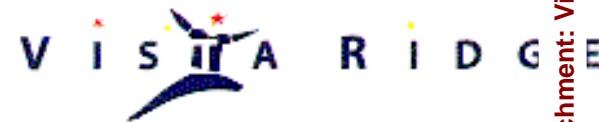
Vista Ridge Recreational Association

Kevin Grogan
General Manager

November 28, 2018

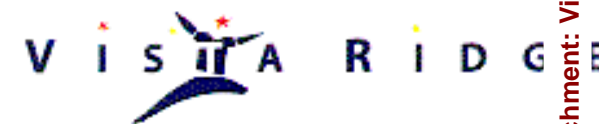
Organization Mandate

- To provide safe, affordable recreation to all the residents of RMWB.
- To be fiscally responsible without compromising our guest experience.
- Continuous improvement through innovation
- Offer excellence in programs.
- Continue developing summer products to become a true “All Seasons Park”



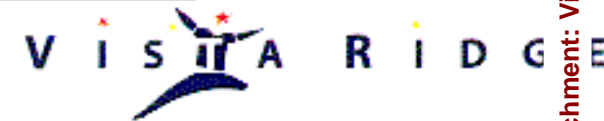
Community Impact

- Over 50,000 winter visits to ski/snowboard and an additional 7,000 tubing.
- 5,500 school visits to ski, another 1,000 to tube.
- 4,000 guests visit the Adventure Park each summer.
- Free skatepark and playscape available for public.
- Further summer development will fill recreational voids in the region and result in 100% cost recovery.
- Multiple synergies with Saprae Creek community.



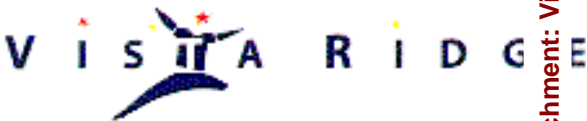
2019 Grant Request

2019 Grant Request	
Revenue	\$1,451,211
Expense	\$1,646,001
Subsidy Requested	\$195,000
Subsidy represents 11% of total expenses	
Previous Year's Financial Information	
Last Fiscal Year End Date	April 30, 2017
Total expenses from previous year	\$1,623,855
Unrestricted Net Assets	\$(67,752)



Expense Summary

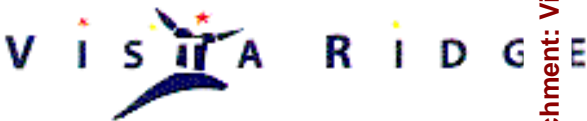
Cost Category	Total Expense	Funded by RMWB
Salary & Wages	\$775,000	-
Program Costs	\$225,000	-
Overhead Costs	\$571,001	\$120,000
Rink and Services	\$75,000	\$75,000
Total	\$1,646,001	\$195,000



Community Investment History

2019 Request	2018	2017
\$195,000	\$195,000	\$185,000

- No increase in 2019 requested.
- Vista Ridge is reducing expenses by closing one chair for the season. The chair has been underutilised for several years and we feel it is a fiscally responsible decision.



Vista Ridge Recreation Association
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
185,000	185,000	195,000	195,000	195,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
April 30, 2017	1,623,855	(67,752)

Notes:

The recommendation for 2019 is continued support for the Vista Ridge Recreational Association.

Vista Ridge Recreational Association has an Operating Agreement with the Regional Municipality of Wood Buffalo for the operations of Vista Ridge All Seasons Park, effective to March 2021.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	195,000	195,000
Other Revenue	1,451,211	-
Total Revenues	1,646,211	195,000
Expenses		
Utilities	70,000	70,000
Rental for Rogers/Telus Towers	15,000	15,000
Lifecycle Maintenance	50,000	50,000
Operating & Maintenance of Rink	60,000	60,000
Salaries and Wages	775,000	-
Other Overhead Expenses	451,001	-
Other Program Expenses	225,000	-
Total Expenses	1,646,001	195,000
Total Surplus (Deficit)	\$ 210	\$ -

Attachment: Vista Ridge Recreational Association (Vista Ridge Recreational Association)

Sustaining Grant

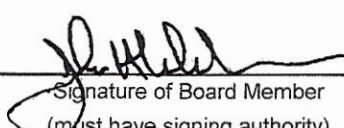
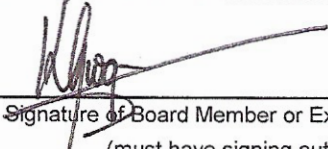
Part A - Organization Summary

Organization Name:	VISTA RIDGE RECREATIONAL ASSOC.
Street Address:	P.O. Box 5252
City/Hamlet:	FORT McMURRAY
Province:	ALBERTA
Postal Code:	T9H 3G3
Phone Number:	780-743-8651
Website:	vistaridge.ab.ca
Fiscal Year End:	APRIL 30 th
Act Registered Under:	SOCIETIES ACT (ALBERTA)
Registration Number:	506865849

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

Main Contact	
Title:	KEVIN GROGAN
Name:	GENERAL MANAGER
Daytime Phone:	780-743-8651 x 4 [REDACTED] CELL
Email Address:	kgrogan@vistaridge.ab.ca
Executive Director	
Name:	AS ABOVE
Daytime Phone:	
Email Address:	
Board Chair / President	
Name:	JOHN WILSON
Daytime Phone:	[REDACTED]
Email Address:	John@hedco group.com

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
John Wilson	KEVIN GROGAN
Print Name	Print Name
2018-11-13	2018-11-02
Date: (Year-Month-Day)	Date: (Year-Month-Day)



Part B - Board Questionnaire

How often does the Board of Directors meet?

QUARTERLY

Minimum number of board members according to bylaws:

8

Number of board members:

Currently: 12 2017: 11 2016: 10

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

NOT APPLICABLE AT THIS TIME

Please list your current Board of Directors:

Name	Board Position	Years on Board
JOHN WILSON	CHAIR	23
MARTY GILES	VICE CHAIR	9
JIM MOORE	SECRETARY	23
DAVE HILL	DIRECTOR	23
GREG MACMILLIAN	"	23
KEVIN FOLEY	"	8
ROGER YOUNG	"	8
TOM POWER	"	7
DAVE WALLACE	"	7
BRENT DAVIS	"	7
KIM RIZZI	"	2
DAN FOUTS	"	1
DOUG SIMMS	"	ONE MONTH



Part B - Board Questionnaire

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
	N/A.	

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

THERE ARE NO RESTRICTIONS ON WHO IS ABLE TO BUY SEASON PASS / MEMBERSHIPS.
PEOPLE CAN ALSO JOIN PROGRAMS WITHOUT A MEMBERSHIP. DAY TICKETS ARE AVAILABLE. THE MEMBERSHIP OPTION IS THE MORE ECONOMICAL CHOICE.

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 APPROVES THE ANNUAL BUDGET FOR THE UPCOMING SEASON AT MAY MEETING. AT THIS MEETING THE BOARD REVIEWS THE ANNUAL REPORT.

BOARD RECEIVES BI-WEEKLY OPERATIONAL REPORTS DURING THE WINTER SEASON. THE REPORTS INCLUDE A YTD ACTUAL TO APPROVED BUDGET.

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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

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



Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:



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

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers		
Fundraising Volunteers		
Committee Volunteers		
Administrative Volunteers		
Total Organization Volunteers (Count each only once)		



Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	36	34 (NOV. 2018)
Part Time Positions	30	25 (DEC 2018)

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

AFTER THE ECONOMIC DOWNTURN IN 2014 AND THE FIRE OF 2016 VISTA RIDGE HAS HAD TWO MONEY LOSING SEASONS. THE REDUCED POPULATION, RECOVERY RATES ON PASSES AND TERRIBLE WEATHER CONTRIBUTING TO THE OUTCOME.

VISTA RIDGE HAS ELECTED NOT TO OPEN THE BISON CHAIR THIS SEASON (2018-19). THERE WAS A NEED TO REDUCE EXPENSES OR REQUEST A GREATER SUSTAINING GRANT. OUR DECISION WAS BASED ON THE REDUCED UTILIZATION OVER RECENT YEARS. WE REMAIN COMMITTED TO THE STANDARDS OF EXCELLENCE IN OUR PARKS AND PROGRAMS.

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$ 1,451,211
Total 2019 Budgeted Expenses	\$ 1,646,001
Surplus* / (Deficit)	\$ (\$194,790)

2019 Sustaining Grant Request Amount: \$ 195,000

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

Please Indicate Preferred Cash Flow, if approved**:

January/February	April	
(no more than 75% of request)		
August	50%	October 50%

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☐ A detailed budget showing projected 2019 revenue and expenses
- ☐ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☐ Financial Statements of two (2) most recent fiscal years

Wood Buffalo Economic Development Corporation

Brad Ferguson, Interim CEO

November 28, 2018

Who We Are

- WBEDC was established in 2018 through unanimous resolution passed by RMWB Council to increase the growth, innovation, prosperity and resilience of the local RMWB economy.
- WBEDC is a wholly-owned entity of the RMWB, governed by an independent Board of Directors and managed by an entrepreneurial team that clearly understands its customers.

What We Do

WBEDC has accountability for the following core functions:

- Attracting investment, business, visitors, conferences/conventions and events.
- Encouraging an environment for industry growth, diversification, entrepreneurialism and innovation.
- Marketing/positioning the RMWB brand and opportunities in target markets.
- Supporting MacDonald Island Park, Keyano College, YMM Airport and other places driving economic growth.
- Enriching the downtown core, the riverfront and other lands with economic potential

We Don't do It Alone

Economic development is a team sport – part of an ecosystem.

We work in partnership with key stakeholders in the economic development system to differentiate our region, generate prosperity, and heighten the standard of living for our residents.



- Public Stewardship
- Selfless Approach
- Make Your Mark
- Amplify Pride

Organization Mandate

WBEDC is responsible for providing leadership to the economic growth strategy for the RMWB, and has specific accountability for the marketing, pursuit and sales functions of the following activities:

- New businesses and investment
- Existing business investment and expansion
- Entrepreneurship and innovation
- Sustainable visitor economy
- Major events to the region
- Marketing and positioning the RMWB brand
- Activating under-developed real estate assets

2019 Priorities

- Over the course of 2019, each of our functional divisions (below) will mature and begin creating an accelerated level of value (Economic Impact) for the RMWB.
 - Brand & Reputation
 - Trade & Investment
 - Tourism & Events
 - StartUps & ScaleUps
 - Corporate Services
- The priorities will be used throughout the calendar year to consistently measure and report on results.

Economic Growth & Impact

- WBEDC's goal is to grow economic impact from \$10 million in 2019 (4.7x Return on Municipal Dollars Invested) to approximately \$27 million in economic impact (12.6x return on Municipal Dollars Invested) in Year Five.
- WBEDC's operating and governance structure is scalable, creating a well-functioning platform for economic development priorities that can be started, matured and exited over a period of time.
- WBEDC provides the governance, leadership and coordinated support for such priorities as part of an efficient economic development system.

2019 Grant Request

2019 Grant Request	
Revenue	\$2,060,000
Expense	\$4,260,000
Subsidy Requested	\$2,200,000
Subsidy represents 51.6% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	N/A
Total expenses from previous year	N/A
Unrestricted Net Assets	N/A

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (11 full time, 4 part time)	\$2,340,000	\$1,500,000
Program Costs	\$1,550,000	\$700,000
Overhead (utilities, insurance, etc.)	\$365,000	-
TOTAL	\$4,260,000	\$2,200,000

Community Investment History

2019 Request	2018	2017
\$2,200,000	N/A	N/A

Given WBEDC is a new entity created by Council in 2018, there is no Community Investment Program history.

We look forward to a strong first full year of operations in 2019.

Wood Buffalo Economic Development Corporation
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
			2,200,000	2,200,000	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
<i>not applicable</i>	<i>not applicable</i>	<i>not applicable</i>

Notes:

Council has already committed funds for the Wood Buffalo Economic Development Corporation, currently held in Reserve; the Sustaining Grant request will be allocated from that Reserve, and not impact the 2019 Proposed Budget.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
Federal Grants	300,000	-
Provincial Grants	350,000	-
RMWB Funding - EcDev	1,500,000	1,500,000
RMWB Funding - Tourism	700,000	700,000
Net Investment Income	360,000	-
Industry/Corporate Revenue	100,000	-
Other Revenue	950,000	-
Total Revenues	4,260,000	2,200,000
Expenses		
Salaries, Wages & Benefits	2,690,000	1,500,000
Professional Fees	160,000	-
Office Management	165,000	-
Direct Programming	1,245,000	700,000
Total Expenses	4,260,000	2,200,000
Total Surplus (Deficit)	\$ -	\$ -



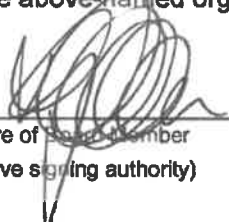

Sustaining Grant Part A - Organization Summary

Organization Name:	Wood Buffalo Economic Development Corp.
Street Address:	9909 Franklin Avenue
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 2K4
Phone Number:	1-855-923-2338
Website:	www.choosewoodbuffalo.ca
Fiscal Year End:	December 31, 2018
Act Registered Under:	Companies Act (Alberta)
Registration Number:	73062 2883

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

Main Contact	
Title:	CEO (Interim)
Name:	Brad Ferguson
Daytime Phone:	17(1)
Email Address:	brad.ferguson@wbedc.ca
Executive Director	
Name:	CEO (Interim)
Daytime Phone:	17(1)
Email Address:	brad.ferguson@wbedc.ca
Board Chair / President	
Name:	Gregg Saretsky
Daytime Phone:	17(1)
Email Address:	17(1)

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

 Signature of Board Member (must have signing authority)	 Signature of Board Member or Executive Director (must have signing authority)
Doug Allen Print Name	Brad Ferguson Print Name
2018-10-31 Date: (Year-Month-Day)	2018-10-31 Date: (Year-Month-Day)

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Part B - Board Questionnaire

How often does the Board of Directors meet?

Minimum Quarterly

Minimum number of board members according to bylaws:

11

Number of board members:

Currently:

11

2017:

0

2016:

0

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

Board was constituted with the unanimous support of RMWB Council and a full slate of Directors was appointed by RMWB Council. No vacancies currently exist.

Please list your current Board of Directors:

Name	Board Position	Years on Board
Gregg Saretsky	Board Chair	<1 yr (2018)
Doug Allen	Director & Chair, Audit Comm	<1 yr (2018)
Annette Antoniak	Director	<1 yr (2018)
Andrew Boutilier	Director	<1 yr (2018)
Doreen Cole	Director	<1 yr (2018)
Dan Fouts	Director & Board Vice Chair	<1 yr (2018)
Timothy Grant	Director & Chair, Gov Comm	<1 yr (2018)
Kristi Hines	Director	<1 yr (2018)
Ron Quintal	Director	<1 yr (2018)
James Rajotte	Director	<1 yr (2018)
RJ Steenstra	Director	<1 yr (2018)

Part B - Board Questionnaire

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
Gregg Saretsky	Board Chair	\$ 120,000.00

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

WBEDC has only two Members: (1) the RMWB Municipality; and (2) the CAO of the RMWB Municipality. However, its programs and services are designed to be open and to serve all businesses, people, institutes and organizations in the RMWB. WBEDC works in partnership with key stakeholders in the economic development system – the RMWB, Fort McMurray International Airport, Keyano College, Government of Alberta, Wood Buffalo Regional Innovation Network, Indigenous and Rural Communities, Adjacent Economic Development Agencies, Community Futures, Federal Government, Fort McMurray Tourism and Tourism Industry Partners, Productivity Alberta and the Fort McMurray Chamber of Commerce – to differentiate our region.

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?

WBEDC is governed by the Board of Directors, which has structured a Finance, Audit & Risk Management ("FARM") subcommittee of the Board to meet with Management on a quarterly basis to review the financial position of the Corporation. The FARM Committee also engages with the appointed external auditor who reviews the financial affairs of the Corporation.

The Board of Directors works with Management to grow non-municipal sources of revenue. Non-municipal sources of revenue are budgeted to grow +44% over the Corporation's first five years, resulting in revenues from the RMWB Municipality shrinking to only 43% of the overall budget. This performance metric will be reported on to Municipal Council on an annual basis and to its Board of Directors on a quarterly basis.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☒ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

2018

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

WBEDC was established in 2018 to increase the growth, innovation, prosperity and resilience of the local RMWB economy. WBEDC is a wholly-owned entity of the Regional Municipality of Wood Buffalo, governed by an independent Board of Directors and managed by an entrepreneurial team that clearly understands its customers. WBEDC is responsible for providing leadership to Municipality of Wood Buffalo economic growth strategy, with specific accountability for the following core functions:

- Attracting Investment, Businesses, Visitors, Conferences, Conventions and Major Events
- Encouraging an Environment for Industry Growth, Diversification, Entrepreneurialism and Innovation
- Marketing and Positioning the Regional Municipality of Wood Buffalo Brand and Opportunities in Target Markets
- Supporting MacDonald Island, Keyano College, Fort McMurray International Airport and Other Places Driving Economic Growth
- Enriching the Downtown Core, Riverfront and Other Lands with Economic Potential

WBEDC maintains responsibility for each of the above activities; however, it works in partnership with key stakeholders in the economic development system – the Regional Municipality of Wood Buffalo, Fort McMurray International Airport, Post-Secondary Institutions, Government of Alberta, Indigenous and Rural Communities, Adjacent Economic Development Agencies, Federal Government, Tourism Industry Partners, Wood Buffalo Regional Innovation Network, GO Productivity (formerly Productivity Alberta), the Fort McMurray Chamber of Commerce – to differentiate our region, generate prosperity, and heighten the standard of living for our residents.

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

WBEDC's divisional approach allows for value to be created between divisions, while paying keen attention to the overhead that is shared between them. Presently, WBEDC is structured with five (5) functional divisions, each with their own expectation of performance and accountability.

- Brand & Reputation
- Trade & Investment
- Tourism & Events
- StartUps & ScaleUps
- Corporate Services

Each division leverages public dollars to generate economic impact (direct expenditures) back in the RMWB community. Economic Impact comes through the attraction of new investment, new business growth, tourists/visitors, conferences/conventions, major events, talent/students and direct flights. WBEDC's operating and governance structure is scalable, creating a well-functioning platform for economic development priorities that can be started, matured and exited over a period of time. WBEDC provides the governance, leadership and coordinated support for such priorities as part of an efficient economic development system.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

The Wood Buffalo Economic Development Corporation was created in Fall 2017 and is responsible for providing leadership to the economic growth strategy for the RMWB. As per our mandate, the Corporation will have specific accountability for the marketing, pursuit and sales functions of the following activities:

- Attracting new businesses and investment to RMWB
- Supporting existing business investment and expansion
- Developing a culture of entrepreneurship and innovation
- Building a sustainable visitor economy
- Attracting a diverse set of major events to the region
- Marketing and positioning the RMWB brand in targeted markets
- Activating under-developed real estate assets
- Encouraging the coordination of policies and strategies among stakeholder organizations

Specifically, the Corporation will contribute significantly to the following strategies from the RMWB's 2018-21 Strategic Plan:

Regional Economic Development, Strategy #3b – Business Attraction and Incentives
 Regional Economic Development, Strategy #3c – Regional Innovation Network
 Downtown Revitalization, Strategy #2a – Encourage Development in the Downtown



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

WBEDC is actively engaged with Provincial and Federal departments and programs that support Integrated economic development and tourism initiatives. Coordinated strategies and operating relationships are being developed between RMWB, Edmonton and Jasper to increase marketing, funding and resource leverage throughout northern Alberta.

It is anticipated that these funding partners will account for 15% of the budget, and approximately 33% of the budget will come from industry-supported or Internally-generated funding. More important than funding is the operating relationships required for Fort McMurray and the Regional Municipality of Wood Buffalo to enhance its brand positioning across the country, which is a key driver of visitation and investment.

Preliminary plans and relationships are in place to grow each of these revenue partnerships, thereby reducing the overall percentage of funding that comes from the RMWB over time. The WBEDC Board of Directors plays an important role in opening up these relationships at fundamentally new levels, paving the way for stronger positioning of the entire region.

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers		
Fundraising Volunteers		
Committee Volunteers		
Administrative Volunteers		
Total Organization Volunteers (Count each only once)		

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	11	5
Part Time Positions	4	0

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

WBEDC is in discussions with Fort McMurray Tourism to merge the two entities together under an Integrated economic development model. This improves marketing leverage and coordination, and reduces overhead costs in ways that will improve the percentage of funding available for external programming. As well, WBEDC has created a unique relationship opportunity with Edmonton Economic Development Corp. to leverage higher quality industry and economic data, Integrated tourism product development programs, digital imagery and brand development platforms and programs in the start-up and scale-up space. This approach allows WBEDC, along with its investment attraction and tourism mandate to operate with extended resources available, as opposed to having to develop 100% of the resources from local funds.

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$	2,060,000.00
Total 2019 Budgeted Expenses	\$	4,260,000.00
Surplus* / (Deficit)	\$	(2,200,000.00)

2019 Sustaining Grant Request Amount: \$ 2,200,000.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February \$ 1,100,000.00 April \$ 550,000.00

(no more than 75% of request)

August \$ 275,000.00 October \$ 275,000.00

** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment MUST accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☐ Financial Statements of two (2) most recent fiscal years

Wood Buffalo Economic Development Corporation

Statement of Intent - 2019 Operating Budget

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Revenues					
Federal Grants	\$300,000	\$330,000	\$363,000	\$399,300	\$439,230
Provincial Grants	\$350,000	\$367,500	\$385,875	\$405,169	\$425,427
Municipal Funding - EcDev	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Municipal Funding - Tourism	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Net Investment Income	\$360,000	\$419,400	\$436,176	\$453,623	\$471,768
Industry/Corporate Revenue	\$100,000	\$125,000	\$156,250	\$195,313	\$244,141
Other Revenue	\$950,000	\$1,045,000	\$1,149,500	\$1,264,450	\$1,390,895
Total Revenue	\$4,260,000	\$4,486,900	\$4,690,801	\$4,917,854	\$5,171,461
Fixed Expenditures					
Salaries, Wages & Benefits	\$2,690,000	\$2,686,800	\$2,634,536	\$2,683,227	\$2,732,891
Professional Fees	\$160,000	\$158,750	\$157,763	\$156,434	\$155,363
Office Management	\$165,000	\$191,350	\$193,402	\$267,891	\$367,599
Direct Programming					
- Brand & Reputation	\$350,000	\$300,000	\$300,000	\$300,000	\$300,000
- Trade & Investment	\$50,000	\$200,000	\$250,000	\$250,000	\$250,000
- Tourism & Events	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
- StartUps & ScaleUps	\$0	\$100,000	\$300,000	\$400,000	\$500,000
- Research & Consulting	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
- Travel & Transportation	\$70,000	\$71,400	\$72,828	\$74,285	\$75,770
- Trade Shows & Programming	\$180,000	\$183,600	\$187,272	\$191,017	\$194,838
- Conferences & Conventions	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
- Hosting & Inbound Visitation	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Total Programming Exp.	\$4,260,000	\$4,486,900	\$4,690,801	\$4,917,854	\$5,171,461
Net Surplus / (Deficit)	\$0	\$0	\$0	\$0	\$0



YMCA of Northern Alberta Wood Buffalo Region

Sonya Earle, Regional Manager
Janet Giles, Vice President

November 28, 2018

Organization Mandate

- **Our Mission:** The YMCA of Northern Alberta creates life-enhancing opportunities for the growth and development of all people in spirit, mind and body
- **Our Vision:** Strong kids, healthy families & thriving communities
- YMCA Wood Buffalo Region: 10 Child Care Centres, 6 Community Outreach Programs, 2 Health, Fitness & Aquatics, Centres
- Serving Wood Buffalo for 43 years, 1976
- Serve people of all ages and abilities



Organization Mandate

- Goals for 2019:
 1. Promoting Health and Well-being
 2. Helping Children, Youth and Families Thrive
 3. Fostering Belonging and Social Connections
 4. Providing Opportunities for All
- Grant Funding will support the program and service delivery at both the Westwood Family YMCA and the Eagle Ridge Community Centre.



Community Impact

Westwood Family YMCA & Eagle Ridge Community Centre

- Serve over 8,327 pass holders annually, with over 125,830 annual visits.
- 2,997 or 36%, are children and youth
- 749 or 9%, receive financial assistance/subsidy
- 1,000 participants in swim lessons & 2,600 recreational swimming accesses a month
- 960 children & youth participated in a week long summer day camp
- Eagle Ridge provides several social outreach programs, Bridging the Gap, & Wellness



Community Impact

Programming consists of:

- A wide variety of Health, Fitness and Aquatic programs – including a focus on skill development, physical literacy activities, swim lessons, as well as individual and group fitness programs
- Children/Youth – Drop-in Centre, Sports and Fitness, Summer and Holiday Day Camps
- Family Programs – Parent and Child ‘Snack & Chat’, Birthday Parties
- Group Fitness classes
- Group Room Rentals
- Wellness Programs and Bridging the Gap
- Early Years and Out of School Licensed Child Care



2019 Grant Request

2019 Grant Request	Westwood YMCA	Eagle Ridge	Total
Revenue	\$2,184,500	\$244,500	\$2,429,000
Expense	\$2,409,000	\$749,500	\$3,158,500
Subsidy Requested	\$225,000	\$505,000	\$730,000
Subsidy represents 23% of total expenses	9%	67%	23%

Attachment: YMCA of Northern Alberta, Wood Buffalo Region (YMCA of Northern Alberta,



2019 Grant Request

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$62,154,312
Unrestricted Net Assets	\$(4,101,043)



Expense Summary

Westwood YMCA

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (16 full time, 86 part time)	\$1,547,500	-
Program Costs	\$170,500	-
Overhead (utilities, insurance, facility operations, refurb, Assoc. overhead 10%, etc.)	\$691,000	\$225,000
TOTAL	\$2,409,000	\$225,000



Expense Summary

Eagle Ridge Community Centre

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (4 full time, 18 part time)	\$403,000	\$206,500
Program Costs	\$67,500	\$19,500
Overhead (utilities, insurance, facility operations, refurb, Assoc. overhead 10%, etc.)	\$279,000	\$279,000
TOTAL	\$749,500	\$505,000



Community Investment History

2019 Request	2018	2017
\$730,000	\$606,300	\$606,300
WW: \$225,000 ER: \$505,000	WW: \$169,300 ER: \$437,000	WW: \$211,500 ER: \$394,000

Increase in 2019 of \$123,700 is largely due to lower than expected revenues at Eagle Ridge and increased maintenance and operating costs due to an aging Westwood facility and general inflationary costs.



YMCA of Northern Alberta
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
645,000	606,300	606,300	729,500	729,500	-

Fiscal Year End *	Total Expenses	Unrestricted Net Assets
December 31, 2017	62,154,312	(4,101,043)

Notes:

YMCA of Northern Alberta has an Operating Agreement with the Regional Municipality of Wood Buffalo for the operations of the Eagle Ridge Community Centre; it also receives a grant to support preventative maintenance at the Westwood Family YMCA.

*Financial Statement information represents all operations of the YMCA of Northern Alberta.

Budget Line Description	Eagle Ridge Operating	Westwood Operating	2019 Recommended
Revenues			
RMWB Sustaining Grant	505,000	224,500	729,500
Membership Subsidy Revenue	9,000	148,500	-
Opportunity Fund - Membership	(10,500)	(96,000)	-
Opportunity Fund	-	(16,000)	-
Membership Revenue	-	1,623,000	-
Purchase of Service - Gov't	4,000	10,000	-
Program Fees	114,000	268,000	-
Rental & Other	80,000	43,000	-
Contributions	10,000	42,000	-
Branch Allocations	38,000	13,000	-
United Way Allocations	-	149,000	-
Total Revenues	749,500	2,409,000	729,500
Expenses			
Salaries/Wages/Benefits	403,000	1,547,500	206,500
Occupancy	133,000	326,500	258,000
Supplies/Training/Travel	50,000	85,000	50,000
Printing and Promotion/Telephone/Postage	19,000	66,500	19,000
Finance/Insurance/Other Expenses	5,000	20,000	5,000
Repairs & Maintenance	59,500	108,500	159,500
Administration Allocation	12,000	3,500	12,000
10% Administration Allocation	68,000	235,000	19,500
Bad Debt Expense/Interest on debt	-	16,500	-
Total Expenses	749,500	2,409,000	729,500
Total Surplus (Deficit)	\$ -	\$ -	\$ -

Sustaining Grant



Part A - Organization Summary

Organization Name:	YMCA of Northern Alberta
Street Address:	10211 105 Street
City/Hamlet:	Edmonton
Province:	Alberta
Postal Code:	T5J 1E3
Phone Number:	780-429-9622
Website:	www.northernalberta.ymca.ca
Fiscal Year End:	December 31
Act Registered Under:	Please Select
Registration Number:	Please see attached Incorporation Memorandum

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

Main Contact	
Title:	Chief Operating Officer
Name:	Jody Kyle
Daytime Phone:	17(1)
Email Address:	jody.kyle@northernalberta.ymca.ca
Executive Director	
Name:	Nick Parkinson
Daytime Phone:	17(1)
Email Address:	Nick.Parkinson@northernalberta.ymca.ca
Board Chair / President	
Name:	Estelle Asselin
Daytime Phone:	17(1)
Email Address:	17(1)

Declaration of Board Members - In making this application, we, the undersigned, confirm 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.

	
Signature of Board Member (must have signing authority)	Signature of Board Member or Executive Director (must have signing authority)
Estelle Asselin	Nick Parkinson
Print Name	Print Name
2018-11-01	2018-11-01
Date: (Year-Month-Day)	Date: (Year-Month-Day)

Part B - Board Questionnaire

How often does the Board of Directors meet? 5 times per year

Minimum number of board members according to bylaws: 9

Number of board members:

Currently: 16 **2017:** 18 **2016:** 18

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

Not applicable. All vacancies are currently filled.

Please list your current Board of Directors:

Name	Board Position	Years on Board
Estelle Asselin	Board Chair	8 Years
Harold Kunas	Director	4 Years
Tim Haak	Vice-Chair	6 Years
Darren Lunt	Director	6 Years
Dale Beesley	Dircetor	8 Years
Lester Shore	Vice-Chair	8 Years
Robyn Eeson	Director	5 Years
John Corlett	Dircetor	5 Years
Shyamala Nagendran	Director	5 Years
Adam Budzinski	Director	3 Years
Curt Clement	Director	3 Years
Andrea Bailer	Director	2 Years
Jeremy Herbert	Dircetor	2 Years
Raphael Bohlmann	Director	2 Years
Robert de Guzman	Director	1 Years
Sherri Wilson	Director	1 Year

Part B - Board Questionnaire

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

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

The YMCA of Northern Alberta specifies the following conditions on becoming a member of the Board:

- Each director must be 18 or more years of age and shall be in sympathy with the purposes and objectives of the Association.
- No employee of the Association may serve as a Director.
- Members of the Board of Directors must demonstrate their support with of purposes and objectives by contributing to our financial campaigns.
- Recruitment to the Board is done on a competency, skill and diversity basis.

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 of Directors and the Audit and Finance Committee review the financial position of our organization four times per year. Additional meetings may be arranged to discuss urgent matters. The YMCA Management Team is responsible for monitoring and managing the operating and financial position on a monthly basis. The Association has the ability to seek additional support in this area through its auditors – Grant Thornton LLP.

YMCA of Northern Alberta has a professional Fund Development Team that leads our Association in a variety of fundraising activities including, the annual campaign, major gifts, planned giving, events, sponsorship and grants from all levels of government, corporations and foundations. YMCA Strong Kids is the annual fundraising campaign for the YMCA. The Associations goal for 2019 is \$2,200,000. The annual goal is achieved through a collective effort of YMCA staff and volunteers who target YMCA members and members of the community for annual giving. Dollars raised through the Strong Kids Campaign go towards the YMCA Opportunity Fund which ensures no one is turned away from the YMCA due to financial limitations.

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 Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

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 7)
- ☐ 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)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☒ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

Our most recent Strategic Plan was approved by the Board of Directors in June 27th, 2017.

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

The YMCA of Northern Alberta's Strategic Plan focuses on responding to urgent challenges facing our communities that require immediate action through our identified "Calls to Actions" which include:

- Promoting health and wellbeing
 - o Children under 12 are active and healthy
 - o Adults experience optimal health as they age
 - o Individuals and families are supported in meeting basic needs such as safe, affordable housing, income and nutritious food
- Helping children, youth and families thrive
 - o Children enter kindergarten ready for school
 - o Individuals and families report and improved quality of life
 - o Youth are healthy and engaged in their community
- Fostering belonging and connection
 - o People are involved in and feel a sense of belonging to their community and each other
 - o Ongoing collaboration between community organization and stakeholders to find effective solutions
- Providing opportunities for all
 - o Individuals who demonstrate an inability to pay the full cost of membership or program are eligible for YMCA financial assistance
 - o Our Y reflects the diversity of the communities we serve

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

YMCA of Northern Alberta is seeking support for general operations of the Westwood Family YMCA and the Eagle Ridge Centre.

Westwood Family YMCA, Health, Fitness and Aquatics

The Westwood Family YMCA is a Health, Fitness and Aquatics facility that has been providing quality programs and services that foster the growth of spirit, mind and body in individuals and families, since 1986.

For the past 32 years, thousands of children, youth and families in the Thickwood, Timberlea and surrounding neighborhoods have participated in and enjoyed the benefits of being a YMCA member or program participant. Individuals of all ages have the opportunity to connect and feel a sense of belonging, make healthy choices and reach their potential by becoming engaged in a wide variety of programs and services including: preschool, child and youth programs, aquatics, youth leadership development, adult fitness and lifestyle programming and many more.

Eagle Ridge Community Centre (ERCC)

The YMCA of Northern Alberta was engaged by the RMWB to operate the ERCC. The ERCC consists of 2 multi-use spaces, a studio, 2 meeting rooms and a dedicated youth centre. The program offerings have focused on providing activities that include family participation, preschool and child activities, fitness classes, child minding, birthday parties, summer day camps and youth programs and activities. In addition to providing quality programs for participants, the YMCA also facilitates the community's access to the centre.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Research strongly supports the positive impact that quality recreation opportunities have on children, youth and families. A paper published by the National Children's Alliance summarizes the following positive benefits: *Participation in recreation and physical activity is a significant influence in reversing the ever-growing trend of childhood obesity. *Youth participation in recreation leads to decreased participation in negative behaviors. *Participating in recreation activities not only improves health but also exposes children to positive role models and develops life-long skills. (<http://www.nationalchildrensalliance.com>)

Both the Westwood Family YMCA and the Eagle Ridge Community Centre provide strategic programs and services that benefit the community. Programs and services offered at both locations are determined based on community interests and needs.

The Westwood Family YMCA averages 460 facility users per day with a total of 8,327 pass holders in 2018 year to date and 125,830 accesses year to date. The facility serves over 711 children per week in swim lessons. In addition to private lessons, the YMCA offers 82 group classes each week for children as young as 6 months through to adults.

The Eagle Ridge Community Centre (ERCC) offers drop-in and registered programs for children, youth and adults. In addition to fitness classes and child and youth programming, the YMCA's Bridging the Gap and Wellness programs provide outreach support at the ERCC. The YMCA also works in collaboration with other community organizations to provide a variety of programs and services to meet the diverse needs of our community. An example is our partnership with the Wood Buffalo Food Bank who is offering a cooking program for seniors out of the ERCC Kitchen.

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

YMCA of Northern Alberta has an annual marketing and communication plan that is focused on attracting new members and increasing member retention. In addition to these efforts, the YMCA Strong Kids Campaign raises dollars for the YMCA Opportunity Fund which ensures no one is turned away from the YMCA due to financial limitations.

The YMCA of Northern Alberta also seeks funding opportunities through all levels of government and corporate and foundation funding programs to support our programs and assets and increase our capacity to serve the community. This includes annual applications to the Alberta Lottery Foundation's Community Facility Enhancement Program and the Government of Canada's Federal Infrastructure program to help us meet our annual capital refurbishment needs.

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	30	10
Fundraising Volunteers	2	0
Committee Volunteers	0	0
Administrative Volunteers	2	0
Total Organization Volunteers (Count each only once)	32	12

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	15	13
Part Time Positions	70	70

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

The YMCA management team reviews the financial position and operating budgets of each of our service areas on an ongoing basis to identify gaps in revenues and reduce costs where possible. The association is currently preparing for the implementation of a new online management registration system which we anticipate will reduce staffing costs as members and participants move to a more self serve model. The Westwood Family YMCA has been serving the community since 1986. The facility has aged to a point where significant renovations and infrastructure work must be done to extend the life of the building so that the Westwood Family Y continue to be a centre of community until a new north side recreation facility can be built. Cost savings initiatives from a facility perspective are not possible without significant work to upgrade the centre to as new. The YMCA has done considerable work in outlining the renovations that are required some of which are very urgent in nature. The YMCA has begun to work with RMWB administration to identify the infrastructure needs, solutions and proposed time-lines. This work will allow Westwood to continue to serve the Community while also increasing energy efficiency.

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$	2,429,000.00
Total 2019 Budgeted Expenses	\$	3,158,500.00
Surplus* / (Deficit)	\$	(729,500.00)

2019 Sustaining Grant Request Amount:

\$ 729,500.00

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

Please Indicate Preferred Cash Flow, if approved**:

January/February	\$ 182,375.00	April	\$ 182,375.00
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(no more than 75% of request)

August	\$ 182,375.00	October	\$ 182,375.00
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** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☐ A detailed budget showing projected 2019 revenue and expenses
- ☐ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☐ Financial Statements of two (2) most recent fiscal years

The YMCA of Northern Alberta
Wood Buffalo Westwood
Statement of Revenues and Expenses
2019

	Annual Budget
REVENUES	
Membership Subsidy Revenue	148,500.00
Opportunity Fund - Membership	(96,000.00)
Net Membership Revenue from Opportunity Fund	52,500.00
Membership Revenue	1,623,000.00
Membership Revenue, net opportunity fund	1,675,500.00
New Member Building Fee	6,000.00
Adult Program Fees	5,000.00
Adult Lifestyle and Aquatics	10,000.00
Adult Fitness Services	8,000.00
Preschool Program Fees	6,000.00
Childrens Program Fees	12,000.00
Youth Specialty	33,000.00
Day Passes	40,000.00
Childrens Day Camps	120,000.00
Public Swim Fees	28,000.00
Program Fees	268,000.00
Opportunity Fund - Program	(16,000.00)
Opportunity Fund - Day Camps	-
Opportunity Fund	(16,000.00)
Federal Employment Grant	4,000.00
Municipal Government Funding	
Provincial STEP Grant	6,000.00
Purchase of service - government	10,000.00
Merchandise	-
Vending Commission	4,000.00
Facility Rental	15,000.00
Aquatic Facility Rental	-
Miscellaneous Revenue	24,000.00
Rental and other	43,000.00
United Way Allocations	149,000.00
	149,000.00
Designated Contributions	7,000.00
Strong Kids Campaign Revenue	35,000.00
Contributions	42,000.00
Branch Allocation - Occupancy	8,000.00

Administration Allocation	5,000.00
Branch Allocations	13,000.00
TOTAL REVENUES	2,184,500.00
EXPENSES	
Administration Staff Full Time	186,000.00
Program Staff Full Time	176,000.00
Building and Cleaning Staff FT	43,000.00
Program Staff Part Time	534,000.00
Program Staff Part Time	110,000.00
Program Staff Guard Part Time	150,000.00
Building and Cleaning Staff PT	196,000.00
Salaries and wages	1,395,000.00
Association Benefits Full Time	45,500.00
Statutory Benefits Full Time	33,000.00
Statutory Benefits Part Time	74,000.00
Benefits	152,500.00
Building Refurbishment	44,000.00
Building Cleaning Costs	26,000.00
Pool Costs	53,500.00
Heating	30,000.00
Power	142,000.00
Sewer	9,000.00
Water	10,000.00
Property Insurance	12,000.00
Occupancy	326,500.00
Office Supplies	6,500.00
Cleaning Supplies	
Program Supplies	14,500.00
Program Supplies	9,000.00
Program Supplies Life	1,000.00
Program Supplies Fitness	12,000.00
Entrance Fees	
Program ASP Supplies	3,000.00
Food and Beverage Supplies	2,500.00
Uniform Supplies	10,000.00
Merchandise for Resale	
Supplies	58,500.00
Program Equipment Purchase	3,000.00
Building Equipment Purchase	
Equipment Rental	1,000.00
Computer and Office Equipment	5,000.00
Equipment Costs	10,000.00
Building Operations	55,000.00
Building R&M - Contingency	
Contract Equipment Maintenance	34,500.00
Repairs and maintenance	108,500.00
Professional Fees - Other	

Purchased services and insurance	-
Staff Development - Training	7,500.00
Staff/ Volunteer Recognition	5,000.00
Volunteer Development	1,000.00
Training	13,500.00
Program Promotion	44,500.00
Membership Promotion Discounts	
Waived Fees	3,000.00
Promotion Brochures	3,000.00
Strong Kids Campaign Expense	2,000.00
Printing and promotion	52,500.00
Telephone	12,000.00
Postage and Courier	2,000.00
Telephone and postage	14,000.00
Bank Charges	20,000.00
Over/Short	
Finance	20,000.00
Travel	3,500.00
Meals	500.00
Vehicle Operation	3,000.00
Bus and Transportation Costs	6,000.00
Travel	13,000.00
Bad Debt Expense	15,000.00
Bad debt expense	15,000.00
Unmatched Purchases	
Miscellaneous Expense	
Other	-
Capital Lease Interest	1,500.00
Interest on long-term debt	1,500.00
Branch Allocation - Rent	
Administration Allocation	3,500.00
Branch allocations	3,500.00
TOTAL DIRECT EXPENSES	2,174,000.00
10% ADMINISTRATION ALLOCATION**	235,000.00
TOTAL EXPENSES	2,409,000.00
TOTAL REVENUES (Excluding RMWB GRANT)	2,184,500.00
TOTAL EXPENSES	2,409,000.00
NET CONTRIBUTION & RMWB GRANT REQUEST	(224,500.00)

**NOTE: 10% allocation reflects cost of centralized shared services such as Human Resources, Payroll, Marketing and Communications, Finance and IT.

The YMCA of Northern Alberta
Eagle Ridge Community Centre
Statement of Revenues and Expenses
Draft 2019

Draft 2019
Annual
Budget

REVENUES

Net Membership Revenue from Opportunity Fund

-

Membership Revenue

9,000.00

Membership Revenue, net opportunity fund

9,000.00

Adult Lifestyle and Aquatics

-

Preschool Program Fees

13,000.00

Childrens Program Fees

2,000.00

Youth Specialty

10,000.00

Day Passes

-

Childrens Day Camps

89,000.00

Program Fees

114,000.00

Opportunity Fund - Program

(10,500.00)

Opportunity Fund - Day Camps

-

Opportunity Fund

(10,500.00)

Federal Employment Grant

4,000.00

Municipal Government Funding

Purchase of service - government

4,000.00

Facility Rental

80,000.00

Miscellaneous Revenue

-

Rental and other

80,000.00

Designated Contributions

4,000.00

Strong Kids Campaign Revenue

6,000.00

Contributions

10,000.00

Branch Allocation - Occupancy

38,000.00

Branch Allocations

38,000.00

TOTAL REVENUES	244,500.00
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EXPENSES

Administration Staff Full Time	141,000.00
Program Staff Full Time	
Program Staff Part Time	182,500.00
Program Staff Part Time	37,000.00

Salaries and wages	360,500.00
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Association Benefits Full Time	15,500.00
Statutory Benefits Full Time	11,500.00
Statutory Benefits Part Time	15,500.00

Benefits	42,500.00
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Building Refurbishment	5,000.00
Building Cleaning Costs	65,000.00
Heating	17,000.00
Power	38,000.00
Sewer	3,000.00
Water	4,500.00
Property Insurance	500.00

Occupancy	133,000.00
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Office Supplies	8,000.00
Cleaning Supplies	6,000.00
Program Supplies	18,000.00
Program Supplies	2,000.00
Program Supplies Fitness	3,000.00
Entrance Fees	2,000.00
Food and Beverage Supplies	
Uniform Supplies	

Supplies	39,000.00
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Building Equipment Purchase	
Equipment Rental	5,000.00
Computer and Office Equipment	
Building Operations	18,000.00
Contract Equipment Maintenance	36,500.00

Repairs and maintenance	59,500.00
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Staff Development - Training	2,500.00
Staff Development - Events	
Staff/ Volunteer Recognition	1,500.00
Volunteer Development	500.00

Training	4,500.00
Program Promotion	12,500.00
Promotion Brochures	1,000.00
Strong Kids Campaign Expense	1,500.00
Printing and promotion	15,000.00
Telephone	3,500.00
Postage and Courier	500.00
Telephone and postage	4,000.00
Bank Charges	5,000.00
Over/Short	
Finance	5,000.00
Travel	1,000.00
Meals	500.00
Bus and Transportation Costs	5,000.00
Travel	6,500.00
Bad Debt Expense	
Bad debt expense	-
Unmatched Purchases	
Other	-
Administration Allocation	12,000.00
Branch allocations	12,000.00
TOTAL DIRECT EXPENSES	681,500.00
10% ADMINISTRATION ALLOCATION **	68,000.00
TOTAL EXPENSES	749,500.00
TOTAL REVENUE (Excluding RMWB Grant)	244,500.00
TOTAL EXPENSES	749,500.00
NET CONTRIBUTION & RMWB GRANT REQUEST	(505,000.00)

**NOTE: 10% allocation reflects cost of centralized shared services such as Human Resources, Payroll, Marketing and Communications, Finance and IT.