



Council

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

Tuesday, March 8, 2022
6:00 PM

Agenda

1. **Call to Order**
2. **Adoption of Agenda**
3. **Minutes of Previous Meetings**
 - 3.1. Council Meeting - February 22, 2022
4. **Presentations**
 - 4.1. Chief Allan Adam, President, Athabasca Tribal Council and Chief of Athabasca Chipewyan First Nation and Karla Buffalo, Chief Executive Officer, Athabasca Tribal Council re: Athabasca Tribal Council Cultural Festival 2022
 - 4.2. Dennis Warr, Director, Engineering re: Rural Water and Sewer Servicing Overview
5. **Unfinished Business**
 - 5.1. 2022 Proposed Sustaining Grant Allocation - Keyano College

THAT a \$559,615 Sustaining Grant be allocated to Keyano College for 2022, to be funded through the Emerging Issues Reserve.

Registered Delegates

 - Jay Notay, President, Keyano College, Alan Roberts, Director, Keyano Theatre & Arts Centre and Frederick Russell, Vice-President, Academics
 - Jenny Price
 - Dave Boutilier, Chairperson, Arts Council Wood Buffalo Board of Directors

5.2. 2022 Proposed Sustaining Grant Allocation - WBEDC

That \$4,360,000 Sustaining Grant be allocated to Wood Buffalo Economic Development Corporation for 2022, to be funded through the Emerging Issues Reserve.

Registered Delegate

- Kevin Weidlich, Chief Executive Officer, Fort McMurray Wood Buffalo Economic Development & Tourism

5.3. Public Hearing re: Tarsands Lions Club Lease Renewal

5.4. Tarsands Lions Club Lease Renewal

THAT Administration be authorized to proceed with the renewal of a lease between the Tarsands Lions Club (the “Club”) and the Municipality, currently in overhold, and encompassing an area within Lot 7R, Block 23, Plan 315TR. Subject lease to be renewed for a further term of five (5) years commencing on January 1, 2022, with the option to renew for three (3) consecutive five (5) year terms thereafter, for a nominal fee of One Dollar (\$1.00).

6. **New Business**

6.1. 2022 Capital Budget Amendments

THAT the 2022 Capital Budget Amendment as summarized on Attachment 1 (2022 Capital Budget Amendment – New and Cancelled Projects, dated March 8, 2022) be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2022 Capital Budget Amendment – New and Cancelled Projects – Cash Flow Summary, dated March 8, 2022) be approved.

6.2. Wood Buffalo Housing Development and Corporation Debt Repayment

THAT the outstanding mortgages of Wood Buffalo Housing and Development Corporation, in the total amount of \$57,848,441 be paid in full using uncommitted funds from the Emerging Issues Reserve.

Registered Delegate

- Henry Hunter, President and Chief Executive Officer, Wood Buffalo Housing

7. **Councillors' Motions**

7.1. Rescind and Replace Organizational Review Resolution of February 3, 2022 (Cr. S. Wigle)

THAT the resolution of Council dated February 3, 2022 regarding the organizational review and hiring freeze be rescinded and replaced with the following:

THAT the CAO be directed to conduct a full organizational review; and that the Municipality does not exceed its full-time equivalent (FTE) employee count as of February 2, 2022 until such time as the organizational review is finalized and the CAO presents the report to Council.

7.2. Family Medicine - Residency Program (Cr. F. Banjoko)

THAT the Mayor be authorized, on behalf of Council, to send a letter to the Government of Alberta to reinstitute the Family Medicine Residency Program in the Regional Municipality of Wood Buffalo.

7.3. Taxi Services (Cr. F. Banjoko)

THAT Administration be directed to conduct a review of taxi rates taking into consideration any changes to the cost of operating taxi services in the rural and urban service areas;

THAT Administration conduct a review of the Vehicle for Hire Bylaw No. 13/001, and host stakeholder engagement sessions that include the Public, the Taxi Industry, Tourism and the Chamber of Commerce, and that feedback be considered for inclusion in any amendments to the Vehicle for Hire Bylaw; and

THAT a Taskforce similar to the previous Taxi Committee disbanded in 2018 be established to review and bring forward recommendations to Council on regulating and controlling taxi services within the boundaries of the Regional Municipality of Wood Buffalo

7.4. Property Tax Ratio (Cr. K. McGrath)

THAT Administration provide an update to the Government of Alberta on the Regional Municipality of Wood Buffalo's transition from an 18:1 property tax ratio to 7.5:1 property tax ratio; and request to stay at the 7.5:1 ratio for the next 5 years and on the 6th year, transition to the final 5:1 ratio; and further request that the Government of Alberta accept this proposal by June 1, 2022.

7.5. Opposition to Quebec's Bill 21 (Mayor S. Bowman)

THAT the Mayor be authorized, on behalf of Council, to send a letter to the federal Minister of Justice and Attorney General of Canada, demonstrating Council's opposition to Quebec's Bill 21 and requesting the Federal Government take any appropriate steps to intervene in support of current legal challenges to Quebec's Bill 21.

8. Councillor Reporting/Information Updates

9. In-Camera Session

- 9.1. Confidential Evaluations/Advice from Officials - Information Briefing and Committees Discussion
(in camera pursuant to sections 19 and 24(1) of the *Freedom of Information and Protection of Privacy Act*)
- 9.2. Privileged Information -Legal Matter
(in camera pursuant to section 27 of the *Freedom of Information and Protection of Privacy Act*)

Adjournment

Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, February 22, 2022, commencing at 6:00 PM.

Present:

Sandy Bowman, Mayor
 Ken Ball, Councillor
 Funky Banjoko, Councillor
 Lance Bussieres, Councillor
 Allan Grandison, Councillor
 Keith McGrath, Councillor (via MS Teams)
 Jane Stroud, Councillor
 Loretta Waquan, Councillor
 Stu Wigle, Councillor

Absent:

Kendrick Cardinal, Councillor
 Shafiq Dogar, Councillor

Administration:

Jamie Doyle, Chief Administrative Officer
 Jade Brown, Chief Legislative Officer
 Deanne Bergey, Director, Community and Protective Services (via MS Teams)
 Jody Butz, Regional Fire Chief and Director Emergency Management (via MS Teams)
 Kari Donnelly, Director, Human Resources (via MS Teams)
 Dennis Fraser, Director, Indigenous and Rural Relations (via MS Teams)
 Kelly Hansen, Director, Strategic Planning and Program Management (via MS Teams)
 Matthew Harrison, Director, Communications and Engagement (via MS Teams)
 Brad McMurdo, Director, Planning and Development (via MS Teams)
 Linda Ollivier, Chief Financial Officer (via MS Teams)
 Antoine Rempp, Director, Environmental Services (via MS Teams)
 Keith Smith, Director, Public Works (via MS Teams)
 Susan Trylinski, Director, Legal Services (via MS Teams)
 Dennis Warr, Director, Engineering (via MS Teams)
 Anita Hawkins, Legislative Officer

1. Call to Order

Mayor S. Bowman called the meeting to order at 6:01 p.m.

2. Adoption of Agenda

Councillor S. Wigle served notice of his intent to bring forward the following motion for Council's consideration at the March 8, 2022, Council Meeting:

"THAT the resolution of Council dated February 3, 2022 regarding the organizational review and hiring freeze be rescinded and replaced with the following:

THAT the CAO be directed to conduct a full organizational review; and that the Municipality does not exceed its full-time equivalent (FTE) employee count as of February 2, 2022 until such time as the organizational review is finalized and the CAO presents the report to Council."

Councillor F. Banjoko, served notice of her intent to bring forward the following motion for Council's consideration at the March 8, 2022, Council Meeting:

"THAT the Mayor be authorized, on behalf of Council, to send a letter to the Government of Alberta to reinstitute the Family Medicine Residency Program in the Regional Municipality of Wood Buffalo."

Councillor F. Banjoko, served notice of her intent to bring forward the following motion for Council's consideration at the March 8, 2022, Council Meeting:

"THAT Administration be directed to conduct a review of taxi rates taking into consideration any changes to the cost of operating taxi services in the rural and urban service areas;

THAT Administration conduct a review of the Vehicle for Hire Bylaw No. 13/001, and host stakeholder engagement sessions that include the Public, the Taxi Industry, Tourism and the Chamber of Commerce, and that feedback be considered for inclusion in any amendments to the Vehicle for Hire Bylaw; and

THAT a Taskforce similar to the previous Taxi Committee disbanded in 2018 be established to review and bring forward recommendations to Council on regulating and controlling taxi services within the boundaries of the Regional Municipality of Wood Buffalo."

Disconnect

Councillor K. McGrath disconnected from the meeting at 6:05 p.m., due to technical difficulties.

Mayor Sandy Bowman, served notice of his intent to bring forward the following motion for Council's consideration at the March 8, 2022, Council Meeting:

"THAT the Mayor be authorized, on behalf of Council, to send a letter to the federal Minister of Justice and Attorney General of Canada, demonstrating Council's opposition to Quebec's Bill 21 and requesting the Federal Government take any appropriate steps to intervene in support of current legal challenges to Quebec's Bill 21."

MOTION:

THAT the Agenda be approved as presented.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Ken Ball, Councillor
SECONDER:	Allan Grandison, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Grandison, Stroud, Waquan, Wigne
ABSENT:	Cardinal, Dogar, McGrath

3. Consent Agenda

MOTION:

THAT the recommendations contained in items 3.1., 3.2. and 3.3. be approved.

3.1. Minutes of Special Council Meeting - February 1, 2022

THAT the Minutes of the Special Council Meeting held on February 1-7, 2022, be adopted as presented.

3.2. Minutes of Special In-Camera Council Meeting - February 4, 2022

THAT the Minutes of the Special In-Camera Meeting held on February 4, 2022 be adopted as presented.

3.3. Minutes of Council Meeting - February 8, 2022

THAT the Minutes of the Council Meeting held on February 8, 2022 be adopted as presented.

RESULT: CARRIED [UNANIMOUS]
MOVER: Jane Stroud, Councillor
SECONDER: Loretta Waquan, Councillor
FOR: Bowman, Ball, Banjoko, Bussieres, Grandison, Stroud, Waquan, Wagle
ABSENT: Cardinal, Dogar, McGrath

4. Recognition

Reconnect and Disconnect

Councillor K. McGrath reconnected to the meeting at 6:09 p.m. and disconnected again at 6:10 p.m. due to technical difficulties.

4.1. **Proclamation - Pink Shirt Day**

Mayor S. Bowman proclaimed February 23, 2022 as Pink Shirt Day.

5. New Business

Reconnect

Councillor K. McGrath reconnected to the meeting at 6:11 p.m.

5.1. **2022-2023 Community Plan on Homelessness Grant Allocation**

Deanne Bergey, Director, Community and Protective Services, presented the 2022-2023 Community Plan on Homelessness Grant Allocation, noting that the Municipality is the local administrator for federal and provincial funding received to support homelessness initiatives within the Region. It was noted that based on additional information received, it is requested that the 2022-2023 Community Plan on Homelessness Grant Allocation be referred back to Administration.

MOTION:

THAT Item #5.1 - 2022-2023 Community Plan on Homelessness Grant Allocation be referred to Administration for further work on the recommendation and that the matter be return to Council at a later date.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Loretta Waquan, Councillor
SECONDER:	Jane Stroud, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Grandison, McGrath, Stroud, Waquan, Wigle
ABSENT:	Cardinal, Dogar

Notice of Motion

With consent of Council, Councillor K. McGrath served notice of his intent to bring forward the following motion for Council's consideration at the March 8, 2022, Council Meeting:

"THAT Administration provide an update to the Government of Alberta on the Regional Municipality of Wood Buffalo's transition from an 18:1 property tax ratio to 7.5:1 property tax ratio; and request to stay at the 7.5:1 ratio for the next 5 years and on the 6th year, transition to the final 5:1 ratio; and further request that the Government of Alberta accept this proposal by June 1, 2022."

6. Councillor Reporting/Information Updates

Council Members provided updates on various topics of personal interest and initiatives in the Region.

Recess

A recess occurred between 6:22 p.m. to 6:28 p.m. to allow the public to vacate the Council Chamber.

7. In-Camera Session

MOTION:

THAT Council close items 7.1, 7.2, 7.3 and 7.4 to the public pursuant to sections 24(1), 25(1), and 27(1) of the *Freedom of Information and Protection of Privacy Act*.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Funky Banjoko, Councillor
SECONDER:	Stu Wigle, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Grandison, McGrath, Stroud, Waquan, Wigle
ABSENT:	Cardinal, Dogar

7.1 Disclosure Harmful to Economic and Other Interests of a Public Body – Land Matter

(in camera pursuant to section 25(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Jamie Doyle	Chief Administrative Officer
Brad McMurdo	Director, Planning and Development
Amanda Haitas	Senior Manager, Planning and Development
Jade Brown	Legislative Advice/Clerk

Exits and Returns

Councillor K. Ball exited the meeting at 6:56 p.m. and returned at 6:58 p.m.

Councillor A. Grandison exited the meeting at 7:13 p.m. and returned at 7:16 p.m.

Councillor L. Bussieres exited the meeting at 7:17 p.m. and returned at 7:19 p.m.

7.2 Advice from Officials – Operational Briefing

(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Jamie Doyle	Chief Administrative Officer
Dennis Warr	Director, Engineering
Dennis Fraser	Director, Indigenous and Rural Relations
Kelly Hansen	Director, Strategic Planning and Program Management
Matthew Harrison	Director, Communications
Linda Ollivier	Chief Financial Officer
Antoine Rempp	Director, Financial Services
Kashif Khan	Program Manager, Engineering
Jade Brown	Legislative Advice/Clerk

Exits and Returns

Councillor K. Ball exited the meeting at 7:36 p.m. and returned at 7:38 p.m.

Councillor F. Banjoko exited the meeting at 7:39 p.m. and returned at 7:45 p.m.

Councillor K. McGrath disconnected from the meeting at 7:54 p.m. and rejoined at 7:55 p.m.

Councillor K. McGrath disconnected from the meeting at 8:00 p.m.

7.3 Advice from Officials – Information Briefing(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Jamie Doyle	Chief Administrative Officer
Kelly Hansen	Director, Strategic Planning and Program Management
Jade Brown	Legislative Advice/Clerk

Return

Councillor K. McGrath rejoined the meeting at 8:02 p.m.

Exits and Returns

Councillor K. McGrath disconnected from the meeting at 8:05 p.m. and rejoined at 8:11 p.m.

Councillor J. Stroud exited the meeting at 8:20 p.m. and returned at 8:24 p.m.

Councillor F. Banjoko exited the meeting at 8:40 p.m. and returned at 8:46 p.m.

Councillor L. Waquan exited the meeting at 8:46 p.m. and returned at 8:49 p.m.

7.4 Advice from Officials/Privileged Information – Integrity Commissioner Appointment(in camera pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Jamie Doyle	Chief Administrative Officer
Chris Davis	Senior Manager / Legal Counsel, Legal Services
Jade Brown	Legislative Advice/Clerk

MOTION

THAT the meeting reconvene in public.

RESULT:	CARRIED [UNANIMOUS]
MOVER:	Lance Bussieres, Councillor
SECONDER:	Funky Banjoko, Councillor
FOR:	Bowman, Ball, Banjoko, Bussieres, Grandison, McGrath, Stroud, Waquan, Wigle
ABSENT:	Cardinal, Dogar

Adjournment

The meeting adjourned at 9:31 p.m.

Mayor

Chief Legislative Officer

From: **Section 17 (1) FOIP**
 To:
 Subject: Council Meeting Presentation Request – Chief Allan Adam, Karla Buffalo
 Date: Friday, February 25, 2022 9:42:35 AM

External Message - Please be cautious when opening links or attachments in email

A Council Meeting Presentation Request has been submitted at Friday February 25th 2022 9:42 AM with reference number 2022-02-25-003.

- **Preferred date of presentation**
3/8/2022
- **Name of speaker/presenter**
 1. Chief Allan Adam
 2. Karla Buffalo
- **Organization name (if applicable)**
 1. President of Athabasca Tribal Council and Chief of Athabasca Chipewyan First Nation
 2. CEO of Athabasca Tribal Council
- **Presentation topic**
Athabasca Tribal Council Cultural Festival 2022
- **List specific points/concerns**
Celebrating and supporting Indigenous culture is an essential step on the path towards successful reconciliation.

ATC has had the opportunity to build a meaningful partnership with the RMWB and believes this relationship can serve as an example of municipalities coming together with Indigenous communities to support one another.

Continuing to be an ally in events like Cultural Festival positions RMWB as a role model and leader for municipalities across the province.

ATC is ineligible for the Community Investment Program funding and therefore are approaching Mayor and Council directly.

Action being requested of Council

Funding request of \$150,000 to support building the 2022 ATC Cultural Festival.

- **Are you providing any supporting documentation (i.e. PowerPoint presentation)?**

Yes

- **Name of contact person**

Elena Gould

- **Phone number (daytime)**

Section 17 (1) FOIP

- **Email address**

Section 17 (1) FOIP

- **Mailing address**

9206 McCormick Drive

- **City / Town**

Fort McMurray

- **Postal code**

T9H 1C7

- **Acknowledgment**

I have read and understand that my name and supporting materials (if any) will be made publicly available in the Council agenda. My contact information will NOT be included in the public record.



CULTURAL FESTIVAL 2022



Attachment: Request for Presentation - Athabasca Tribal



@AthabascaTribalCouncil.ATC

WWW.ATCCULTURALFESTIVAL.CA



@atc_athaba

ABOUT THE ATC CULTURAL FESTIVAL

The mission of the Athabasca Tribal Council Cultural Festival is to develop and deliver a festival that showcases, celebrates, and fosters the development of Northern Alberta's diverse and distinctive First Nations, arts and culture.

The ATC Cultural Festival 2022 will build on the success of the inaugural festival that took place in 2019. We will be hosting Indigenous artists and performers from the region's First Nations, along with guest artists for four days of spectacular arts and cultural programming. The ATC Cultural Festival offers participants engaging and inspiring opportunities highlighting collaboration, artistic development, mentorship, and cultural revitalization.

Hosted by Athabasca Tribal Council, this will be a gathering and celebration that welcomes all people. The ATC Cultural Festival will be both an important community event, and a new cultural tourism attraction for Wood Buffalo.



SNAPSHOT OF THE 2022 FESTIVAL

- ✧ Mainstage featuring local, national and international Indigenous artists and performers.
- ✧ Cultural Village set up to experience a traditional village highlighting all different aspects of Cree and D ne cultures.
- ✧ Hand Games Tournament with cash prizes for 1st, 2nd, and 3rd place winners.
- ✧ Workshop Program (40+) emphasizing mentorship, skill sharing and exploration.
- ✧ Fashion Show showcasing both traditional and modern attire
- ✧ School Program teaching Indigenous Culture
 - ✧ Traditional Food Demonstrations including preservation and preparation methods
 - ✧ Gallery and Gift Shop
 - ✧ Daily breakfast, BBQ lunches and dinner feasts that are free and open to the community.





**CULTURAL
FESTIVAL 2022**

SEPTEMBER 8-11, 2022

4.1.a

VALUES OF THE FESTIVAL

SHOWCASE our region with a healthy, culturally vibrant event that prides itself on respect, inclusion and excellence.

INVEST in the development of Wood Buffalo's diverse economy by supporting Indigenous artists, craftspeople, performers, culinary professionals, and the local companies and employees who will be needed to create this event.

CREATE a destination event to attract tourism to our region, showcasing the unique beauty and diversity that is Wood Buffalo, sharing the heritage of our traditional lands and the extraordinary hospitality of our region with guest from all over western Canada and beyond.

BELIEVE in the power of arts and culture to inspire pride and social well-being in regional Indigenous youth and communities.

THE PATH OF TRUTH & RECONCILIATION is traveled by actions. This festival will empower the Indigenous cultural revival for all who attend and are involved.

Attachment: Request for Presentation - Athabasca Tribal



@AthabascaTribalCouncil.ATC

WWW.ATCCULTURALFESTIVAL.CA



@atc_athabasca Tribal Council

Packet Pg. 18



**CULTURAL
FESTIVAL 2022**

SEPTEMBER 8-11, 2022

4.1.a

HIGHLIGHTS OF 2019

- 30 different workshops with multiple sessions teaching crafts, arts, language, storytelling, and artist entrepreneurship.
- Traditional dancing, supporting local Indigenous performers raising their profile to a broader audience.
- Traditional Cree and D ne drumming and teaching sessions
- Traditional D ne Hand Games Tournament with participants at all levels of play.
- Demonstration of traditional hunting, trapping techniques, and methods used to preserve food.
- Gift shop featuring items crafted by Indigenous artists, with many local artist selling out with their products in high demand.
- Community Feast showing appreciation for our Indigenous community members and supporters of the Festival.



Attachment: Request for Presentation - Athabasca Tribal



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@atc_athabasca Tribal Council

Packet Pg. 19



**CULTURAL
FESTIVAL 2022**

4.1.a

SEPTEMBER 8-11, 2022

WHAT'S NEW FOR 2022

- Expanding from a 3-day to a 4-day festival
- Expanding the capacity for workshops in crafts, art, language as well as Indigenous business entrepreneurship and tourism
- Expanding School programs for more robust curriculum to cover, inspiring the next generation.
- Daily breakfast, lunch and dinner offered to attendees, showcasing the sharing of food as a community is a integral part of our culture and communities.
- More hands on demonstrations from artists, hunters, trappers and fishermen showcasing traditional and modern ways of living off of the land.
- Indigenous Fashion Show bringing the most talented artists and designers, both traditional and modern to inspire a new generation and awe the crowds.



Attachment: Request for Presentation - Athabasca Tribal



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Packet Pg. 20



**CULTURAL
FESTIVAL 2022**

4.1.a

SEPTEMBER 8-11, 2022

ENTICING PEOPLE TO WOOD BUFFALO

- Our goal is to make Cultural Festival a must-attend event that draws people from all over Alberta & Canada.
- Continuing to build Fort McMurray Wood Buffalo as a cultural destination that opens new opportunities for tourism, and deeper arts and culture exploration.
- This attracts new families, and individuals building a more inclusive community for everyone.



Attachment: Request for Presentation - Athabasca Tribal



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Packet Pg. 21



**CULTURAL
FESTIVAL 2022**

SEPTEMBER 8-11, 2022

4.1.a

ADVANCING TRUTH AND RECONCILIATION

- Celebrating and supporting Indigenous culture is an essential step on the path towards successful reconciliation.
- ATC has had the opportunity to build a meaningful partnership with the RMWB and believes this relationship can serve as an example of municipalities coming together with Indigenous communities to support one another.
- Continuing to be an ally in events like Cultural Festival positions RMWB as a role model and leader for municipalities across the province.

Attachment: Request for Presentation - Athabasca Tribal



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Packet Pg. 22



**CULTURAL
FESTIVAL 2022**

SEPTEMBER 8-11, 2022

4.1.a

WORKING TOGETHER

- Funding request of \$150,000 to support building the 2022 ATC Cultural Festival.
- Partnership opportunities to work collaboratively to build and grow this festival experience for the whole region's benefit.





RURAL WATER AND SEWER SERVICING OVERVIEW 2022



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Regional Municipality of Wood Buffalo

9909 Franklin Avenue

Fort McMurray | ᓂᓐᑕᓐᓴᓐᓴᓐ | Nistawâyâw | Ełı́dlı́ Kuę
Alberta T9H 2K4

We humbly acknowledge that the land on which we live, learn, work and play is Treaty 8 Territory, the traditional lands of the Cree, Dene, and the unceded territory of the Métis.

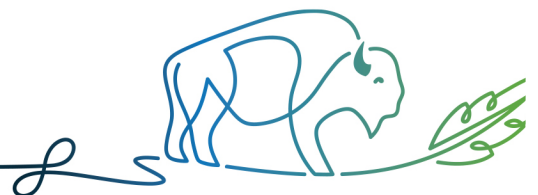


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Introduction

The Rural Water and Sewer Servicing (RWSS) Program was developed to upgrade municipal water and sewer services in rural hamlets south of Fort McMurray. Within the Program are many individual projects that are managed by multiple municipal departments and various contractors. The intent of this document is to provide a high-level introductory overview of the historical decisions and actions taken to date. The Program, as approved by Council, is at various stages of completion throughout the communities.



Chronology

Pre-Amalgamation

The City of Fort McMurray was incorporated in 1980 and relied upon **underground infrastructure** for water and sewer (also known as wastewater) services.

The surrounding rural areas, excluding “Indian Reserves or Métis settlements situated therein”, were collectively known as Improvement District (I.D.) No. 18 (later known as I.D. No. 143). Most rural communities in I.D. No. 18 did not have piped systems and received **trucked water**. Few of these homes had adequate indoor plumbing.

1995

The Government of Alberta amalgamated the City of Fort McMurray and I.D. No 143 by way of Order in Council¹ to form the specialized municipality – Municipality of Wood Buffalo – on April 1, 1995. The Order in Council stated, **“The Municipality will recognize service with Improvement District No. 143 and the City of Fort McMurray as equivalent in the determination of seniority.”**

A subsequent Order in Council changed the name to Regional Municipality of Wood Buffalo on August 14, 1996².

A Memorandum of Understanding³ (MOU) was signed by all parties that included the following principle: **“The Municipality of Wood Buffalo will work to provide similar or equivalent services to residents living in all the designated hamlets in the rural service area.”**

1996

Council established the Ward 4 Water Committee on March 26, 1996, with representation from Council, Administration, Gregoire Lake Estates, Anzac, Janvier, and Conklin⁴.

¹ The Order in Council 817/94 dated December 21, 1994 is [available via Municipal Affairs](#).

² The Order in Council 354/96 dated August 14, 1996 [is available via Municipal Affairs](#).

³ Memorandum of Understanding (MOU) is attached as Appendix I.

⁴ Council meeting agendas and minutes are not available online due to different record keeping at that time. It is not clear the date the Ward 4 Water Committee was disbanded.



1998 – 2002

On March 24, 1998, the Ward 4 Water Committee provided an update to Council. The meeting minutes noted the Committee had recently discussed implementing water and sewer programs in communities during a public meeting and there was overwhelming acceptance.

On April 28, 1998, Council directed municipal departments to **proceed with the implementation of the Basic Water and Sewer Program** in the Hamlets of Conklin, Janvier, Anzac, Gregoire Lake Estates, Fort Chipewyan, Fort Fitzgerald, and other rural areas that may require basic service. The Council meeting minutes noted Councillors shared concerns during the debate that the resolution directed work before evaluating all facts, program options, and cost.

On July 14, 1998, the Council meeting minutes indicated the application form and guidelines for the Rural Water and Sewer Program were being prepared for public release.

The Private Rural Residential Water and Sewer Systems Municipal Grant Program was subsequently released with an intent to provide **financial assistance to rural homeowners wishing to install or upgrade their private rural water and sewer systems** as follows:

- \$3,325 for an upgrade (\$1,450 for water and \$1,875 for sewer) and;
- \$6,650 for a new system (\$2,900 for water and \$3,750 for sewer)

Record keeping at this time showed that two grants were approved and funded; however, there may have been others that were not sufficiently recorded so it is challenging to measure program uptake.



2006

On June 27, 2006, Council accepted the report “Working Together for Better Service Delivery”⁵ as a guiding document that provided recommendations for improving rural service delivery. On October 10, 2006, Council accepted the report “Working Together for Better Service Delivery – Review and Policy Options”⁶.

The report identified **eleven priorities to address the region’s long-term rural needs and commitment to Aboriginal relations.**

2008

The Municipality **commissioned a Rural Service Delivery Review** with the intent of establishing guiding principles, defining rural services and criteria, establishing performance measures, and setting stretch targets for each service. The review included engagement with rural Council members, residents, Indigenous partners, community organizations, and Administration, as well as public open houses. The Review was completed in 2010.

2010

On April 27, 2010, Council **accepted the principles and level of service standards in the Rural Service Delivery Review Report** and approved it as a guide for implementation of municipal service delivery in the Hamlets of Conklin, Janvier South, Anzac, Gregoire Lake Estates, Sapræ Creek, Fort MacKay, Fort Chipewyan, and all developing communities with a minimum population of 250⁷.

The report evaluated the delivery of twelve municipal services and provided guiding principles, implementation strategies, and target service standards. Targets were identified for water and sewer servicing as follows:

- All eligible areas of Hamlets have full piped systems that meet Municipal Engineering Servicing Standards (ESS)
- All rural Hamlets where fully piped distribution is not available have an alternative piped system that meets Municipal ESS
- No rural Hamlets rely predominantly on trucked services

⁵ This document is not attached to the public Council [agenda](#) or [minutes](#) due to different record keeping at that time.

⁶ October 10, 2007 Council meeting [agenda](#) and [minutes](#) are available online.

⁷ April 27, 2010 Council meeting [agenda](#) and [minutes](#) are available online.



- Two (2) water deliveries/pump-outs each week to households without piped services

In April 2010, Associated Engineering completed the Rural Servicing Study. The cost analysis of options for the rural communities (Anzac, Gregoire Lake Estates, Janvier, Conklin and Draper) determined in all communities the implementation of full-service system including fire protection and gravity collection system was the highest capital cost option and, in all communities, the continued use of truck haul was the lowest capital cost option.

The recommended course of action and most cost-effective method to provide water and sewer servicing to the existing rural communities was **trickle fill water and low-pressure sewer systems**.

2011 – 2013

In 2013, the Municipality facilitated a workshop with Urban Systems. The workshop concluded that improvement to water and sewer services in the rural communities can likely be achieved more cost effectively through **operational improvements** than through investments in “piped” systems. For example, when issues arose, residents wanted someone to call 24/7. Also, while there were no major technical issues with water quality or quantity, or with collection of liquid waste in these rural areas, it was noted poor driveway conditions prevented trucks from delivering water.

On November 12, 2013, Council established the Rural Development Committee with the passing of Bylaw No. 13/038⁸. The function of the Committee was to review and make recommendations regarding the provision of core municipal services and programs to all rural communities within the Municipality.

2014

On January 17, 2014, Council amended the 2014 Capital Budget by “**adding the Rural Water and Sewer Servicing – Construction Project**, with the 2014 cost of \$250,000 funded by Federal Grant, and 2015-2018 future year costs of \$90,750,000 funded by the Federal Grant”⁹.

⁸ November 12, 2013 Council meeting [agenda](#) and [minutes](#) are available online.

⁹ January 17, 2014 Council meeting [agenda](#) and [minutes](#) are available online.



In May 2014, the Municipality received a Pre-Design Engineering Report from Urban Systems. It provided interim recommendations for each community pending public consultations and grant funding.

On July 8/9, 2014, the Rural Development Committee presented these recommendations to Council and installation of the following systems was approved¹⁰:

- **Full pressure water/gravity sewer to the communities of Anzac and Conklin**
- **Trickle fill water/low pressure sewer systems to the communities of Draper, Gregoire Lake Estates and Janvier**
- **Low pressure sewer to the community of Saprae Creek**

The Council resolution also directed the detailed engineering design of the community-specific systems, grant applications, a percentage of the total project costs to be paid by property owners with financing options to be determined, and a capital budget request for construction as part of the 2015 Capital Budget deliberations.

On September 23, 2014, Council approved financing for Rural Water and Sewer Servicing¹¹ and approved property owners' contributions as percentages of the full project costs for the systems in their respective communities. Property owners were also provided the option to pay any portion of their contribution in a lump sum or pay off the remaining balance at any time. Local Improvement Taxes, contracts, and development service fees (for new developments) were selected for cost reimbursement.

On October 14, 2014, Council approved a reduced contribution value for Saprae Creek property owners with existing septic fields¹².

¹⁰ July 8/9, 2014 Council meeting [agenda](#) and [minutes/minutes](#) are available online.

¹¹ September 23, 2014 Council meeting [agenda](#) and [minutes](#) are available online.

¹² October 14, 2014 Council meeting [agenda](#) and [minutes](#) are available online.



On November 25, 2014, Council approved fixed fees for Water and Sewer Servicing as follows¹³:

- that the property owners' contribution of capital costs will be fixed at **\$16,000 for piped water and sewer systems in Anzac, Conklin, Draper, Gregoire Lake Estates and Janvier**;
- that the property owners' contribution of capital costs will be fixed at **\$10,000 for sewer systems in Saprae Creek**; and
- that the property owners that defer connection to the system will be charged the appropriate fixed fee plus inflation and interest.

2015

Detailed design and construction commenced depending upon the needs of each hamlet including underground mains, hydrants, and lift stations. **Engagement and open house sessions were hosted in each community to share information and answer questions.**

On July 7, 2015, the Bylaw that created the Rural Development Committee was repealed¹⁴. Bylaw No. 15/019 established the Rural Committee as a Standing Council Committee with a revised mandate.

2016

On January 26, 2016, the Rural Committee passed a resolution to recommend **a cost contribution alternative**¹⁵ to Council. On February 2, 2016, Council amended its September 23, 2014, resolution relating to Rural Water and Sewer Servicing by deleting the words "Local Improvement Tax", "contracts administered by

¹³ November 25, 2014 Council meeting [agenda](#) and [minutes](#) are available online.

¹⁴ July 7, 2015 Council meeting [agenda](#) and [minutes](#) are available online.

¹⁵ January 26, 2016 Rural Committee meeting [agenda](#) and [minutes](#) are available online.



the Municipality” and “contract” wherever they appear and replacing them with **“a service connection¹⁶ fee”¹⁷**.

In March 2016, the RWSS webpage was created, and information brochures distributed to the rural communities.

On August 23, 2016, an update was provided to the Rural Committee regarding the impact of the wildfire to project phasing¹⁸. The update also reported on completed engagement, planned engagement and program challenges.

2017

In March 2017, concerns were raised that homes in Conklin and Janvier may not have indoor infrastructure or financial means to enable service connections. This led to engagement with rural community leadership. A door-to-door survey to each home in Janvier estimated five lots lacked plumbing infrastructure. At the time, Conklin leadership were not supportive of a door-to-door survey but estimated approximately 10 homes may not have the indoor infrastructure.

On June 20, 2017, an update and community engagement feedback on rural water, sewer, and road rehabilitation was presented to Council¹⁹. Administration was directed to **proceed with the implementation** of the rural water and sewer and road rehabilitation program with the scope and budget as provided for the communities of Anzac, Conklin, Draper, Gregoire Lake Estates, Janvier and Saprae Creek Estates.

On December 12, 2017, the Rural Committee along with other Standing Committees were repealed with Bylaw No. 2017/024²⁰.

2018

In March 2018, the Municipality administered two surveys by door, email, and phone for property owners in Janvier, Conklin, Draper,

¹⁶ A *service connection* is the connection of private infrastructure to the municipal main. The lengths of service connections vary depending on how far the structure is located from the main, which is typically located at the road. The Municipality brings the connection towards the property within the utility right of way and “stubs” the connection. These are the connections that we see in the urban areas sometimes in the first few feet of the driveway or lawn. The property owner is responsible to connect at this location.

¹⁷ February 2, 2016 Council meeting [agenda](#) and [minutes](#) are available online.

¹⁸ August 23, 2016 Rural Committee meeting [agenda](#) and [minutes](#) are available online.

¹⁹ June 20, 2017 Council meeting [agenda](#) and [minutes](#) are available online.

²⁰ December 12, 2017 Council meeting [agenda](#) and [minutes](#) are available online.



and Saprae Creek Estates. Dwellings under title to Northland School Division or the Wood Buffalo Housing and Development Corporation were removed from the survey as they were not directly responsible for connection to the system.

The result of the survey indicated **residents in all communities supported a higher monthly utility cost rather than a lump sum payment**. There were also concerns raised regarding the lack of indoor plumbing in Janvier and Conklin, and given the age of some homes, the internal upgrades that may be required to connect to the new system. In Conklin, the number of residents that completed the survey was low and presented challenges to draw conclusive results. Affordability was also a significant concern.

In Saprae Creek, the majority of residents expressed interest in connecting to the system and indicated they would connect as soon as the system became available. Many residents affected by the wildfire wanted to connect as soon as possible as their system was damaged.

In Draper, there was interest in connecting to the system, but some residents advised they would only connect if free of charge water hauling ceased. Residents also shared their preference for natural gas servicing or paved roads.

On November 27, 2018, Council directed Administration to undertake a lot-by-lot assessment²¹ in Janvier, Conklin, Saprae Creek Estates, Gregoire Lake Estates, Anzac and Draper to investigate funding and repayment options. A plan and funding request (based on the results of the assessment) was requested prior to the proposed 2020 budget workshops. This included the Municipality investigating the cost to fund the entire installation of on-site service connections from lot lines to residential homes and residents hiring their own certified contractor to complete the on-site service connection.

²¹ November 27, 2018 Council meeting [agenda](#) and [minutes](#) are available online.



2019

On November 26, 2019, the Rural Water & Sewer Servicing Residential **Service Connection Plan was approved** by Council and Administration was directed to bring forward a bylaw²².

2020

On May 12, 2020, the **Rural Area Water and Wastewater Service Connection Bylaw No. 20/009 was passed** by Council²³.

Flood recovery considerations were discussed at Council meetings on July 14²⁴, July 28²⁵, September 15²⁶, and December 15²⁷. As a component of this, Administration was directed to engage with Draper property owners regarding long-term flood mitigation resiliency.

Based on the inter-connectedness of multiple priorities for the neighbourhood of Draper including slope stability, flood mitigation, and underground utilities, Draper was not included in the RWSS Program in the 2021 Capital Budget.

2021

Municipal infrastructure was completed in Janvier, Conklin, and Saprae Creek Estates and service connections were made available to property owners. The **Homeowner Service Connection Guide**²⁸ was released and delivered in a tote bag to each home in these three communities. Electronic messaging boards were employed to alert residents.

Connections are planned for Anzac and Gregoire Lake Estates in 2022.

2022

In areas where municipal infrastructure is complete and service connections are available, **engagement will continue with**

²² November 26, 2019 Council meeting [agenda](#) and [minutes](#) are available online.

²³ May 12, 2020 Council meeting [agenda](#) and [minutes](#) are available online.

²⁴ July 14, 2020 Council meeting [agenda](#) and [minutes](#) are available online.

²⁵ July 28, 2020 Council meeting [agenda](#) and [minutes](#) are available online.

²⁶ September 15, 2020 Council meeting [agenda](#) and [minutes](#) are available online.

²⁷ December 15, 2020 Council meeting [agenda](#) and [minutes](#) are available online.

²⁸ The [Homeowner Service Connection Guide](#) is available online.



property owners to share information, enable decision making, and support service connections.

In communities where the completion of municipal infrastructure is ongoing, **communication and engagement with residents** will remain focused on the status of construction, education about the new service, and the service connection fee as a monthly installment.



Current Status

COMMUNITY		STATUS		SERVICE CONNECTIONS
Saprae Creek Estates	➤	<ul style="list-style-type: none"> All required municipal infrastructure complete There are 300 lots in total (284 developed and 16 vacant), 74 applications have been received Current focus is supporting property owners with applications 	➤	Available September 2020
Janvier	➤	<ul style="list-style-type: none"> All required municipal infrastructure complete There are 98 lots total (54 developed and 44 vacant), 1 application has been received Current focus is supporting property owners with applications 	➤	Available September 2020
Gregoire Lake Estates	➤	<ul style="list-style-type: none"> All required municipal infrastructure complete There are 84 lots total (83 developed and 1 vacant) Current focus is completion of construction and education-based communications 	➤	Will be available in June 2022
Conklin	➤	<ul style="list-style-type: none"> 80% of the required municipal infrastructure complete; remainder scheduled for completion by November 2024 There are 149 lots total (98 developed, and 51 vacant), no applications have been received Current focus is supporting property owners with applications, completion of construction and education-based communications 	➤	Available in completed areas in September 2020, with the exception of Christina Lake Drive and Father Mercredi Trail, which will be available November 2024
Anzac	➤	<ul style="list-style-type: none"> 95% of the required deep municipal infrastructure complete; remaining infrastructure work scheduled for completion by August 2022 There are 225 lots total (206 developed, 19 vacant) Current focus is completion of construction and education-based communications 	➤	Will be available in June 2022, with the exception of Gregoire Drive, which will be available in August 2022

Construction progress is available online at rmwb.ca/rwss and via Pulse at 780-743-7000

Budget

Current capital funding for the Program is summarized as follows below:

Capital Projects	2022 and Prior Budget	Total Spend to Date	2023-2027 Plan	Total Budget to 2027
Design Phase				
Rural Infrastructure Rehabilitation – Design	\$1,300,000	\$1,225,592	-	\$1,300,000
RWSS – Design	\$9,750,000	\$9,002,559	-	\$9,750,000
Total Design Phase		\$10,228,152		\$11,050,000
Construction Phase				
Rural Infrastructure Rehabilitation – Construction	\$104,200,000	\$81,010,057	\$5,800,000	\$110,000,000
RWSS – Construction	\$165,100,000	\$142,483,647	\$15,700,000	\$180,800,000
RWSS – Service Connections	\$4,000,000	\$1,091,110	\$44,830,000	\$48,830,000
Total Construction Phase		\$224,584,814		\$339,630,000
Grand Total	\$284,350,000	\$234,812,965	\$66,330,000	\$350,680,000

Construction will continue through 2022 using unspent (carried forward) funds from 2021 in the amount of \$51.5 million. A budget of \$2 million was approved in the 2022 Capital Budget to assist residents with their service connections.

An operational budget of \$1 million was approved in the 2020 Operational Budget to support operations and maintenance as per below.

Operations and Maintenance	2021 and Prior Budget	2022 Budget Request	2023-2027 Plan	Total Budget to 2027
Operations Phase	\$600,000	\$1,000,000	\$14,000,000	\$15,600,000



Cost recovery by way of property owners' service connection payments are expected to provide approximately \$12 million in revenue over the maximum 25-year amortization period.

Grants and contributions are summarized below.

Year	Funding Source	Total
Grants		
2020	Alberta Municipal Water and Wastewater Partnership	\$4,091,756
2017 - 2021	Municipality Sustainability Initiative	\$72,384,538
2015	Canada Community-Building Fund (formerly Gas Tax Fund)	\$255,689
Other Contribution		
2018	Fort McMurray First Nation No. 468	\$5,000,000
Grand Total		\$81,731,983



Closing

The Rural Water and Sewer Servicing Program is a significant investment in rural servicing and is a priority for the Municipality.

Similar to all capital projects, the program will shift from construction to ongoing operations and maintenance. Sustainability of the improved service will require maintenance of municipal infrastructure to ensure it supports rural communities into the future.

The transition from trucked servicing to piped servicing is a significant change for rural communities and public-facing communications have remained vital throughout the implementation of the program. Information is shared in a variety of ways, including the Homeowner Service Connection Guide, rural newsletters, and the municipal website. Regular updates, reviews, and engagement summaries have been shared publicly and with Council to guide subsequent decisions regarding payments, bylaws, budgets, and overall completion. This will continue and is expected to include consideration of the ongoing use of trucked servicing.

At this juncture in the program, a revised communication and engagement strategy will be developed to reflect the uniqueness of each community. Since construction began in 2017, much has changed, and an updated communication and engagement approach is necessary to share program updates, and continued efforts to ensure communities have access to the details needed to make informed choices. This includes education-based communications, discussing upfront and future costs, potential obstacles, providing guidance to those upgrading in-house infrastructure, and continuing to support service connections.



Memorandum of Understanding**COPY****Operating Principles for the Merger of ID 143 (formerly ID 18) and the City of Fort McMurray to form the Municipality of Wood Buffalo**

The City of Fort McMurray and ID143 (formerly ID 18), in merging to form the Municipality of Wood Buffalo, on April 1, 1995, agree that the new council will work towards the following principles.

1. No Major Jolts from the Change: The City and the ID agree that existing levels of service and rates of taxation will be retained for 1995. For future years the objective will be to improve services and/or lower costs through the efficiencies brought about by the merger.

2. 1995 Budgeting: The ID and City Administrations and Councils will continue with the preparation of budgets for 1995 on the basis of maintenance of existing services within existing levels of taxation. Budgets will be consolidated and amended in the new municipality.

3. Services to Hamlets: The Municipality of Wood Buffalo will work to provide similar or equivalent services to residents living in all the designated hamlets in the rural service area.

- a. "Existing property tax supported services in hamlets will be maintained."
- b. "The overall funding for existing services in hamlets will not be reduced, but may be restructured to improve the range and quality of services delivered in the rural hamlets."
- c. "A request for new services by a hamlet, if those services are not being provided in other hamlets, will be provided at the cost of the hamlet(s) desiring the service and shall not be reflected in the general property tax rate applied to the rural service area."

4. Utility and Service Rate Structures: User charges may be applied in both urban and rural areas for certain services. In the City user charges are set on the principle of full cost recovery in order to remove these services from tax base subsidization. In the rural areas the diseconomies associated with small hamlets and low density development preclude full cost recovery by user charges for utilities.

The City and the ID agree that user charges can be applied in the rural area but the basis of setting rates will be on equivalent charges per unit of service (e.g. \$ per cubic meter of water) between urban and rural areas rather than on full cost recovery.

Fees for services used across the Municipality insofar as possible will not differentiate by location. For example, library charges and recreation fees for rural residents accessing services in the urban area should be the same as those paid by urban residents.

5. Tax Notices and Tax Deadlines: Notices of taxation will be issued by the new municipality for a July 1 taxation deadline. However, the tax penalty date of November 15 will be retained for the Rural Service Area for 1995. The intent will be to move to a July 1 tax deadline across the municipality in subsequent years.

6. Rural Transportation Authority: The road authority in the rural area will become a municipal responsibility as of April 1, 1995. The ID agrees to work with Alberta Transportation to negotiate an agreement before that date for assuming the road authority. The City will provide expertise to the ID to assist in the negotiation. A priority in the negotiation will be to resolve problems with the standard of construction of Secondary 881 before the responsibility is assumed by the municipality.

7. Personnel: The City and ID staff will become the staff of the new municipality. The new municipality will recognize all staff's seniority as equivalent.

8. Future Staff Restructuring: Future restructuring of the administration will be done by the council pursuant to all agreements in force at the time.

9. Communication: As the merger proceeds, the ID and City councils will endeavor to keep the public and staff fully informed of what will change and what will stay the same in their relationships with their municipal government.

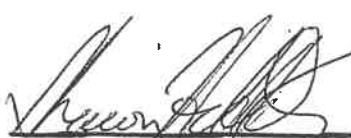
10. Council Meetings: The Municipality will endeavor to hold at least three council meetings per year in different communities in the rural service area.

11. External Committee Representation: The Municipality will appoint council representation from the rural service area to the Canadian Heritage River

Committee, the Sand Dunes Ecological Reserve Committee and the AlPac Forestry Management Committee.

12. Native Services: The municipality will maintain a native liaison function within the administration.


 Mayor Guy Boutilier
 City of Fort McMurray


 Shawn Hebblethwaite
 Chairman ID 18 central


 Mrs. Pat Flett
 Chairman ID 18 North


 Date

Rural Water and Sewer Servicing (RWSS) Overview

Presenter: Dennis Warr

Department: Engineering

Meeting Date: March 8, 2022



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

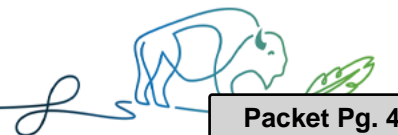
Overview

- Introduction – Defining RWSS
- Chronology
- Current Status
- Budget
- Next Steps



Defining RWSS

- A piped system of water distribution and waste water (sanitary) collection
- Piped systems are designed to be efficient, dependable, sustainable and environmentally-friendly
 - Eliminate need for water delivery and septage removal
 - Protection of groundwater as sewage is moved through the main line
 - Protection of property values
- Piped systems also address challenges with high water tables and difficult soil conditions
- It streamlines underground infrastructure (see next slide)

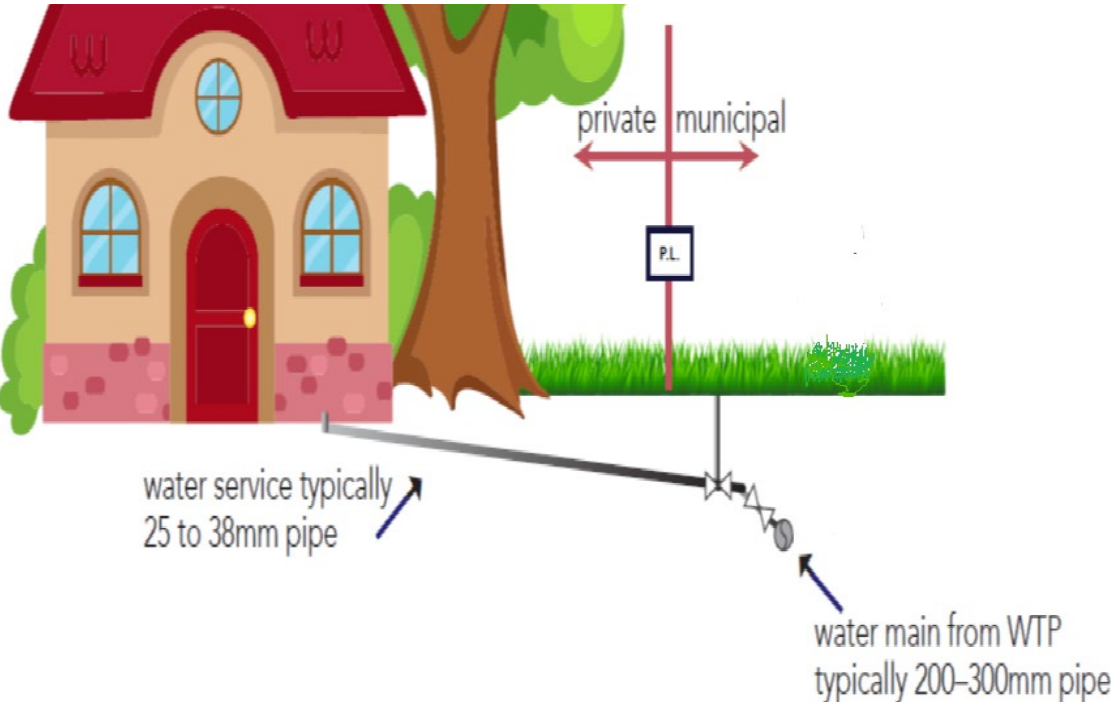
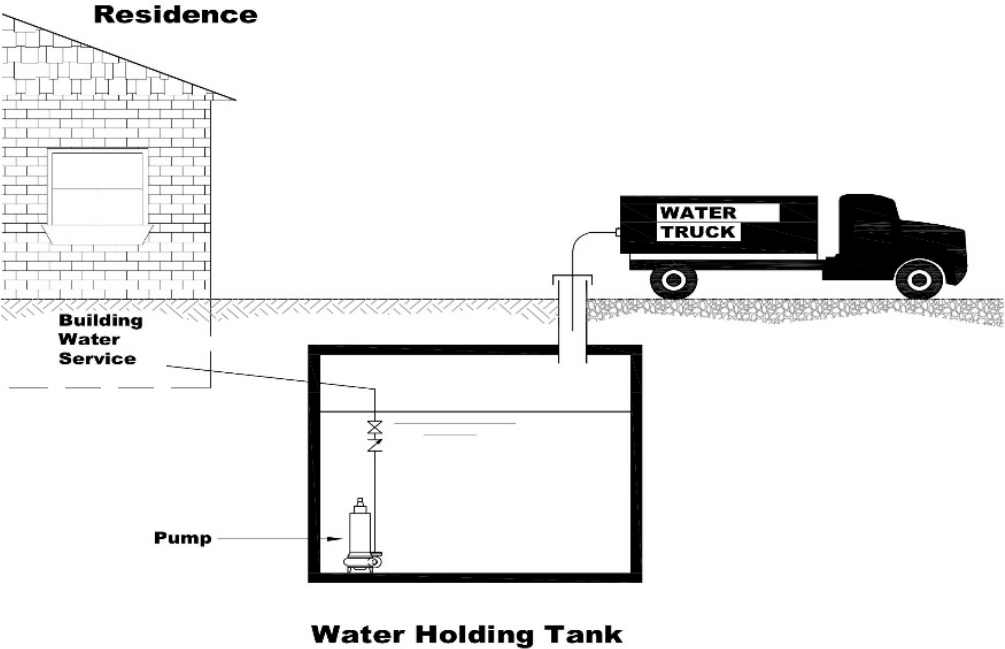


Defining RWSS

Water Holding Tank



Piped Water System

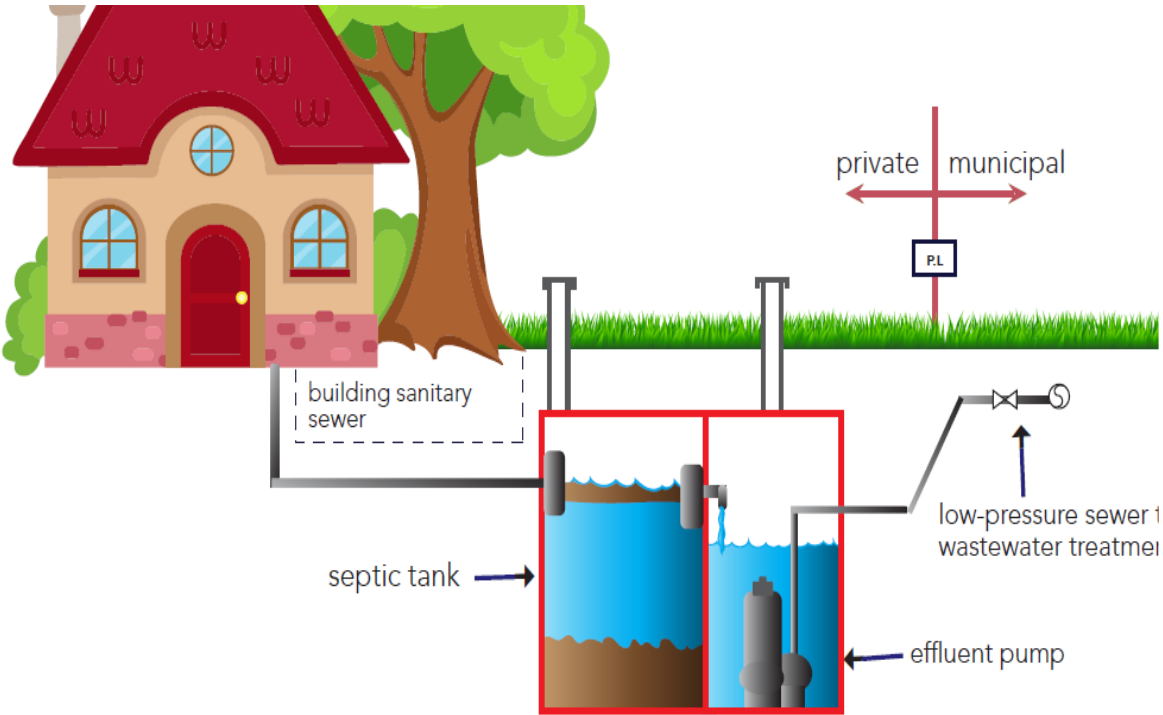
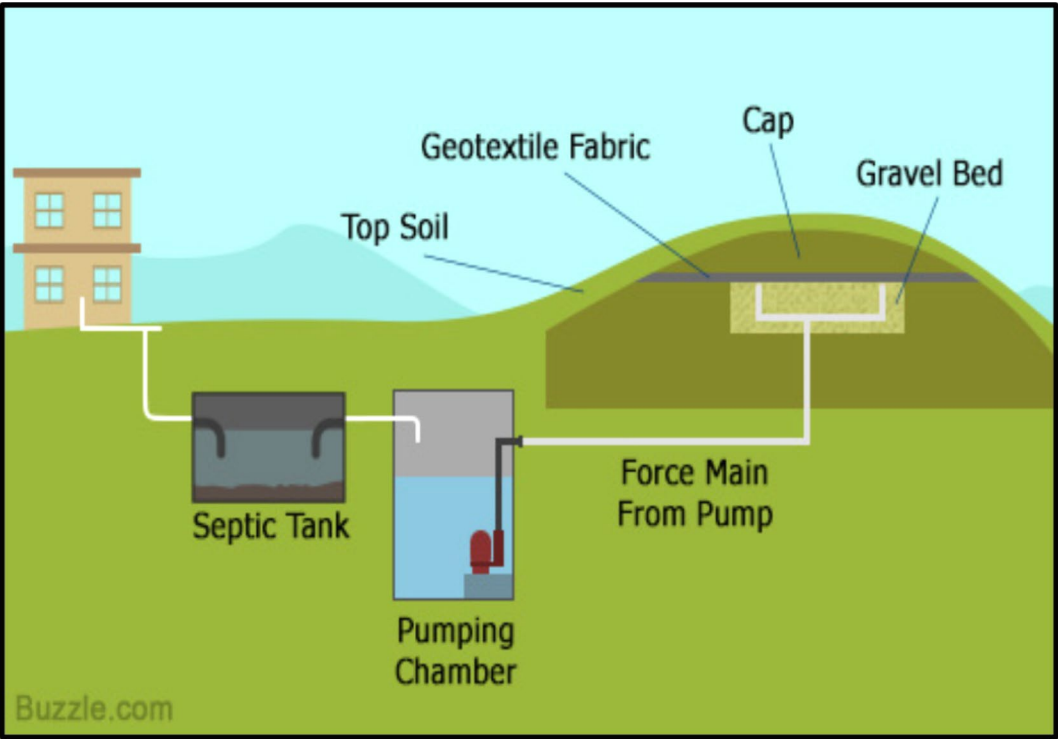


Defining RWSS

Septic Mound



Piped Sanitary System

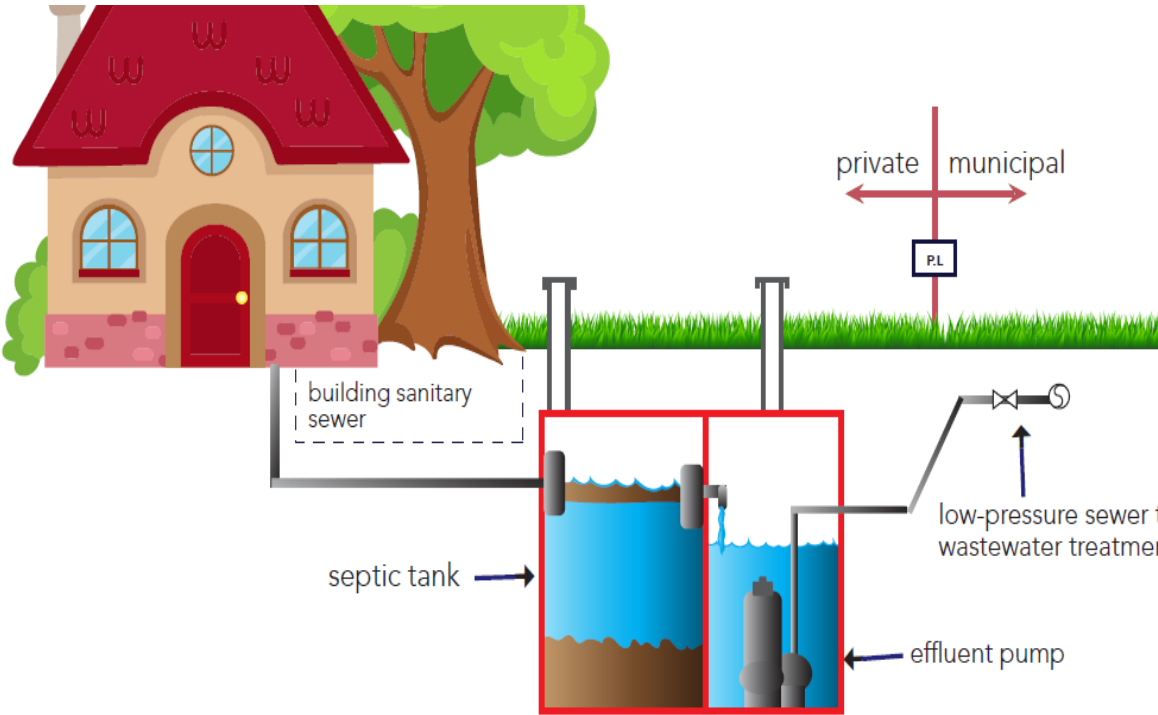
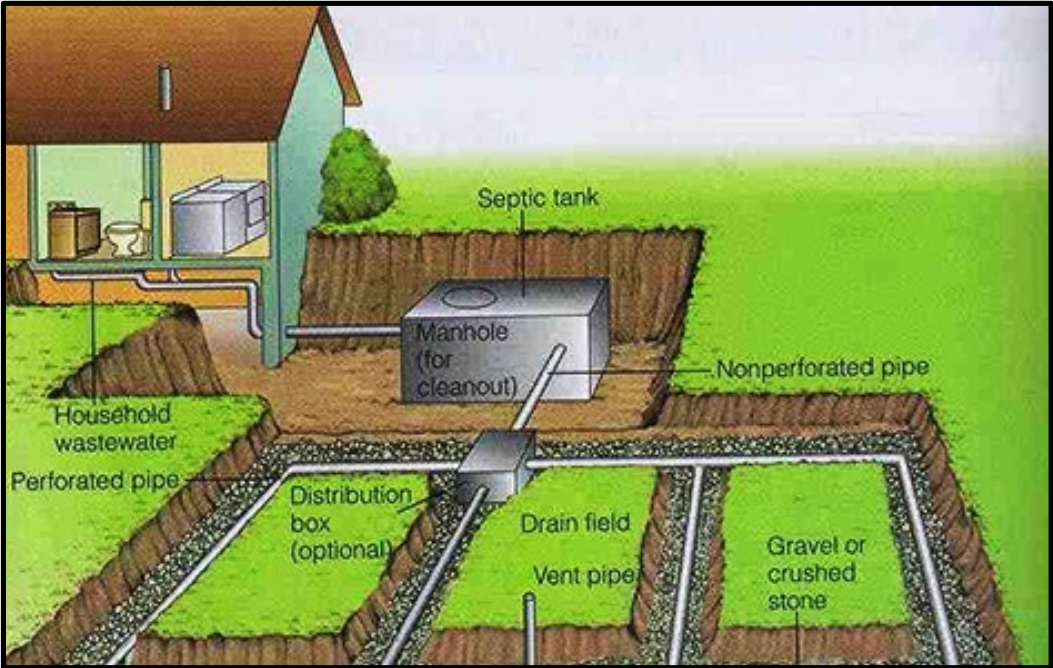


Defining RWSS

Septic Field

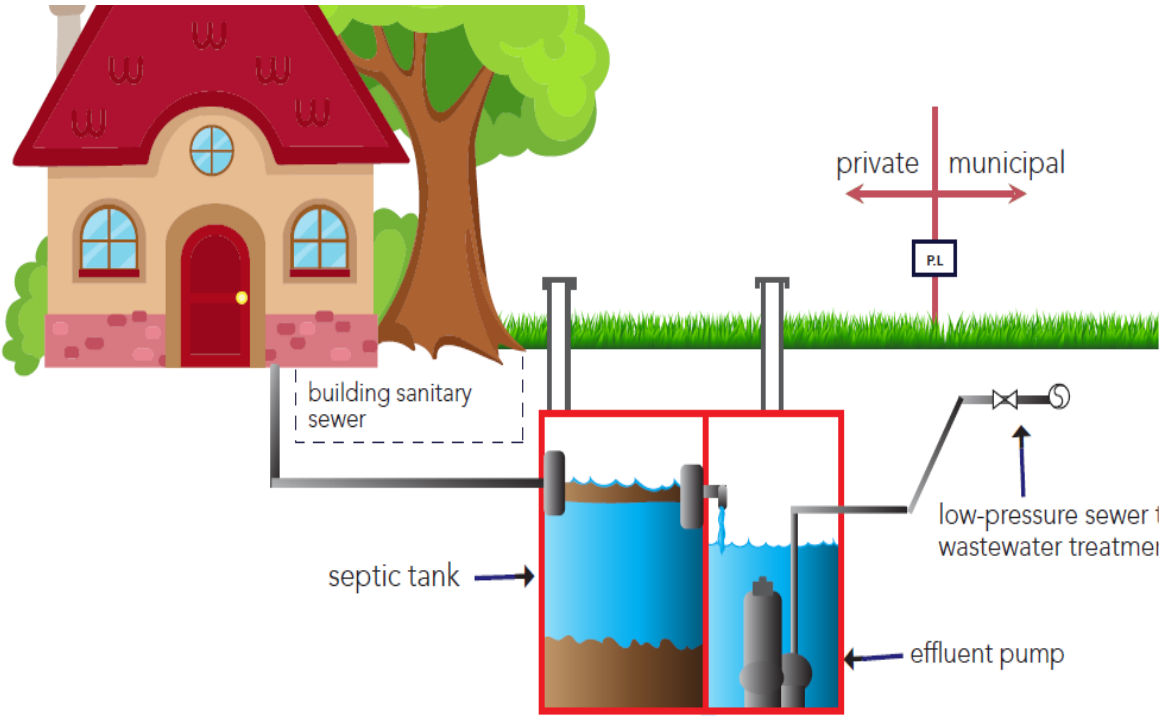
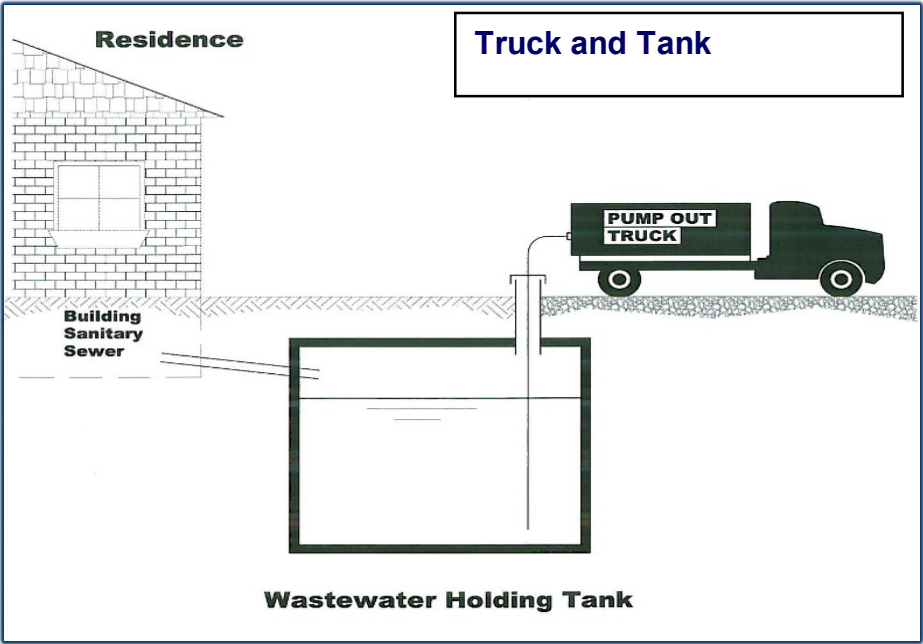


Piped Sanitary System



Defining RWSS

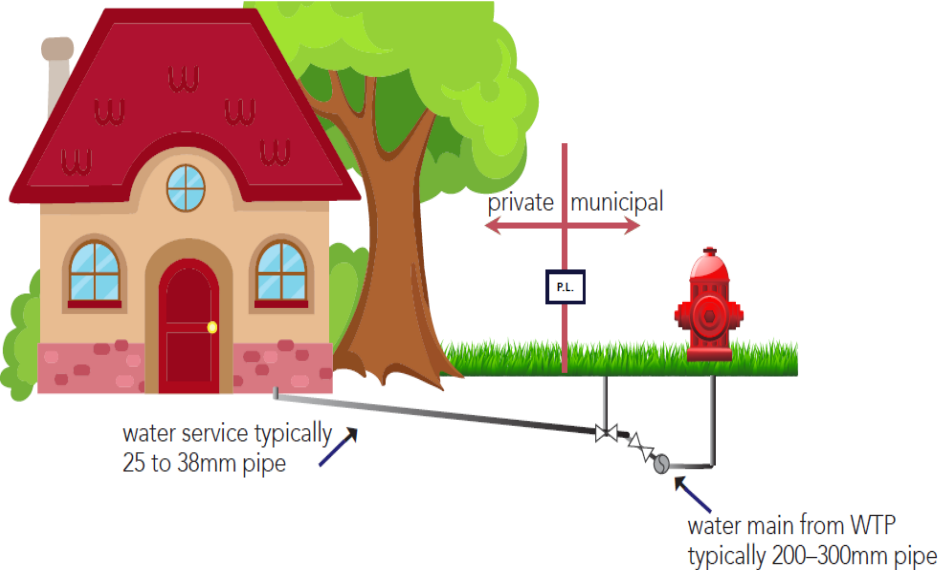
Wastewater Holding Tank  Piped Sanitary System



Defining RWSS

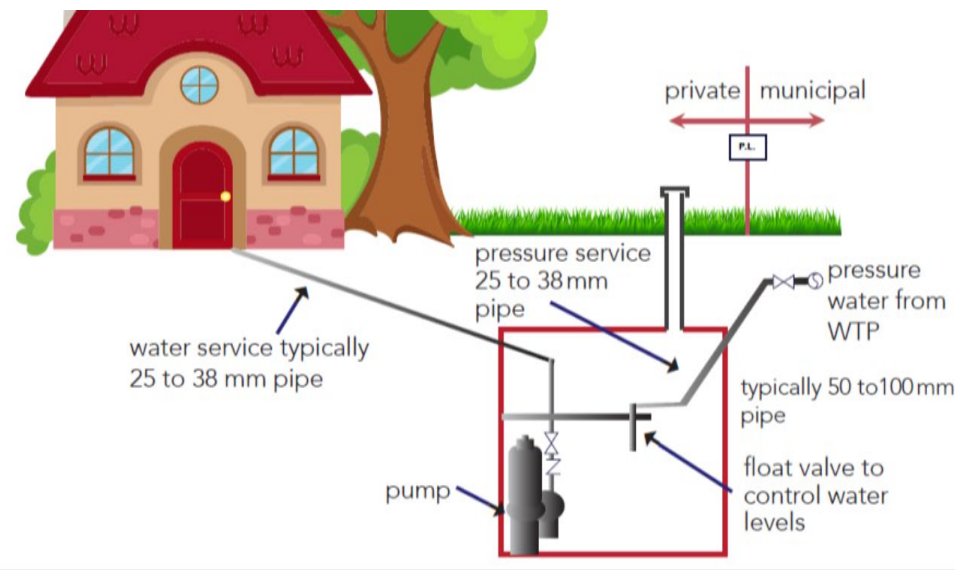
Full Pressure Water with Hydrants

- Anzac, Conklin, Gregoire Lake Estates, Saprae Creek Estates



Trickle Fill Water

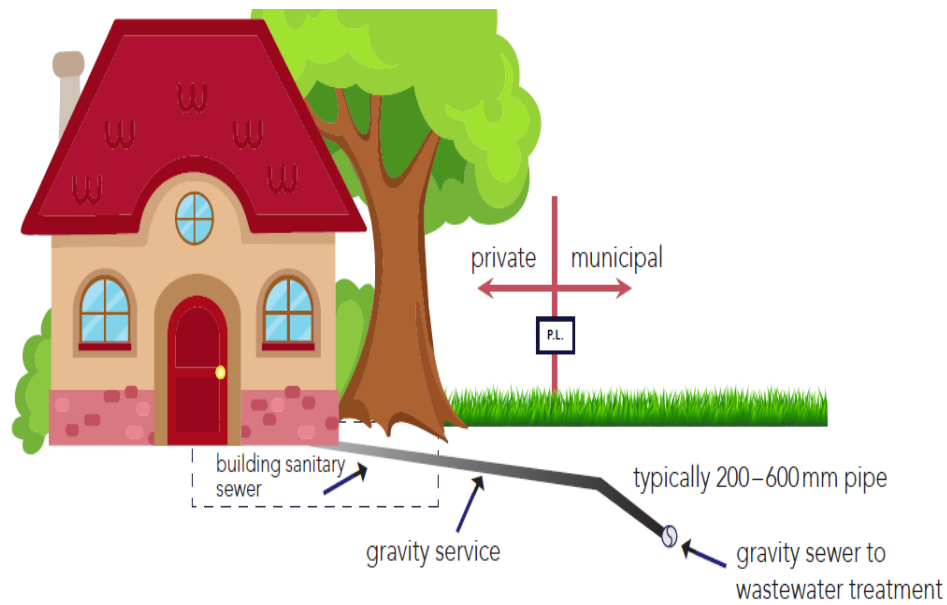
- Janvier



Defining RWSS

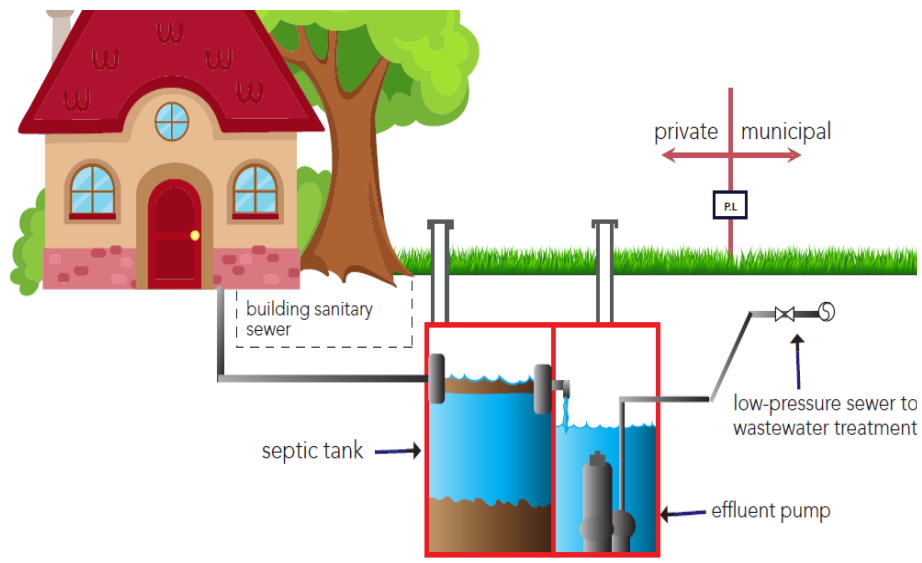
Gravity Sewers

- Anzac, Conklin, Gregoire Lake Estates



Septic Tank and Pump Connected to Low Pressure Sewer System

- Janvier, Saprae Creek Estates



Chronology



Current Status

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Budget

Capital Projects	2022 and Prior Budget	Total Spend to Date	2023-2027 Plan	Total Budget to 2027
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Budget

Operations and Maintenance	2021 and Prior Budget	2022 Budget Request	2023-2027 Plan	Total Budget to 2027
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2015	Canada Community-Building Fund (formerly Gas Tax Fund)	\$255,689
Other Contribution		
2018	Fort McMurray First Nation No 468	\$5,000,000
Grand Total		\$81,731,983



Next Steps

- Continue to support property owners with connection applications in Saprae Creek Estates, Janvier and available areas in Conklin
- Continue with infrastructure completion and education-based communications in Gregoire Lake Estates, Conklin and Anzac
- Plan and execute shift from capital construction to ongoing operations



Thank You





COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: 2022 Proposed Sustaining Grant Allocation - Keyano College

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT a \$559,615 Sustaining Grant be allocated to Keyano College for 2022, to be funded through the Emerging Issues Reserve.

Summary:

On February 1, 2022 Council passed the following motion:

THAT the 2022 Sustaining Grant Request from Keyano College be deferred until the March 8, 2022 Council meeting.

The Sustaining Grant subsidizes registered non-profit organizations to support programs and services that align with the goals identified by the Municipality through the Regional Municipality of Wood Buffalo Strategic Plan.

Background:

On July 19, 2021, 15 strategic partners were sent an invitation to apply for the Sustaining Grant through the Community Investment Program (CIP) Grant Portal, with submissions due on September 16, 2021. The applications were reviewed by Administration and screened for outcomes, compliance with the Community Investment Policy FIN-220 (Attachment 3) and Sustaining Grant Guidelines (Attachment 2). Keyano College presented their CIP grant request on February 1, 2022, and the grant summary and outcomes can be found in Attachment 1.

Rationale for Recommendation:

Keyano College meets the eligibility for Sustaining Grant funding as they provide programs and/or services that align with the expected deliverables outlined in the Sustaining Grant Guidelines (Development of the arts community).

Attachments:

COUNCIL REPORT – 2022 Proposed Sustaining Grant Allocation - Keyano College

1. 2022 Keyano College CIP Presentation, Application and Recommendation
2. 2022 Sustaining Grant Guidelines
3. FIN-220 Community Investment Program Policy

Strategic Priorities:

Responsible Government



Keyano Theatre & Arts Centre

Jay Notay – President and CEO

Dale Mountain – Vice President Corporate Services and CFO

February 1, 2022

Organization Mandate

Keyano Theatre & Arts Centre sets the standards for excellence in community arts experiences in Northern Alberta. We value our community with an inclusive, welcoming, and collaborative approach to contributing to the quality of life in our region. The Theatre provides a safe and nurturing environment for creativity to flourish.

Our Mission is:

To responsibly and professionally operate the region's premium Performing Arts Centre and provide performance experiences, inspiration and learning opportunities in the community through the arts.

Overview

- Keyano programs 2-3 professionally supported community theatre productions and 1 youth summer drama program. Events consist of 12-14 professional touring artists, and our services provide studio access with over 1,080 booked events annually.
- The Theatre, located on the Keyano College Campus, provides production and facility access to the community as well as national touring agents and organizations. Designated as a commercial enterprise, it is therefore not funded through the Colleges' annual provincial operating grant.
- Goals for 2022: Safely bring our community back to live arts experiences by resuming programming with a minimum of 2 live theatre productions, 12 touring concerts and expanded community usage. Re-visit the Joint Usage agreement originally between the Regional Municipality of Wood Buffalo, Keyano College and the local School Divisions.

Community Impact

Our programming, events, and services will involve over 50 artists to engage our 35,000 guests, 170 volunteers and our large community of rental clients with opportunities and affordable facilities to experience and explore the creative disciplines of acting, dance, music, and the visual arts.

Theatre operations will continue to align with the RMWB Strategic Plan #3f by providing an outlet for our community to share their passion for the arts; mental wellness, and expressions of diversity, thus creating a vibrant sustainable community and contributing to an enhanced quality of life.

The programming we curate is a well-balanced offering to meet the social needs of our community; with acts ranging from comedic, classical, innovative and unique performances, to a variety of Canadian and ethnic artists who share our stage to educate and inform on cultural diversity and inclusion.

2022 Grant Request

2022 Grant Request	
Revenue	\$823,767
Expense	\$1,383,382
Subsidy Requested	\$559,615
Subsidy represents 40% of total expenses (Subsidy/Expenses)	

Previous Year's Financial Information	
Last Fiscal Year End Date	June 30, 2021
Total Expenses From Previous Year	\$54,337,605
Unrestricted Net Assets	\$9,148,137

2022 Expense Summary

Cost Category	Total Expense	Funded by RMWB Grant
Salary/Wages (9 full time)	\$900,008	\$559,615
Program Costs	\$503,374	\$0
Overhead (utilities, insurance, etc.)	\$0	\$0
TOTAL	\$1,383,382	\$559,615

Community Investment History

2022 Request	2021 Approved	2020 Approved
\$559,615	\$518,660	\$587,760

Increase in 2022 of \$40,955 is due to the resumption of programming and the return of select staffing positions to manage the increased activity

Keyano College
2022 Sustaining Grant
Strategic Partners Stream Analysis

CIP Grant Summary:

2019 Approved	2020 Approved	2021 Approved	2022 Request	2022 Recommended by CIP	Variance Recommended vs. Requested
449,500	587,760	518,660	559,615	559,615	-

Approved Carryforward				Unrestricted Net Assets	2022 Grant Request All Streams
2020	2021	Fiscal Year End	Total Expenses		
-	-	June 30, 2021	54,337,605	9,148,137	559,615

Notes:

2022 Grant Request: To assist with operating and programming expenses at the Keyano Theatre and Arts Centre.

Budget Line Description	2022 Total Budget	2022 Budget Request	2022 Recommended
Revenues			
RMWB Sustaining Grant	559,615	559,615	559,615
Government of Alberta Grant	2,000	-	-
Federal Grant	15,000	-	-
Theatre Sales & Memberships	416,240	-	-
Facility Rental & Lease Revenue	250,600	-	-
Other Revenue	34,925	-	-
Cash Donations - Keyano Foundation	105,002	-	-
Total Revenues	1,383,382	559,615	559,615
Expenses			
Salaries & Benefits	900,008	447,692	447,692
Service Contracts	171,910	111,923	111,923
Theatre Production & Costumes	101,356	-	-
Marketing, Advertising & Subscriptions	47,648	-	-
Special Function Costs	26,254	-	-
Conference and Meeting costs	2,100	-	-
Licenses, Permits & Copyright Fees	55,012	-	-
Software Licenses & Maintenance Fees	9,200	-	-
Travel Expenses	3,240	-	-
Costs of Goods Sold	11,152	-	-
Furniture & Equipment <\$5000	5,000	-	-
Repairs & Maintenance	20,500	-	-
Office, Print, Postage & Computing Supplies	7,272	-	-
Training, PD & Dues	3,710	-	-
Volunteer & Donor Recognition	5,020	-	-
Custodial	14,000	-	-
Total Expenses	1,383,382	559,615	559,615
Total Surplus (Deficit)	\$ -	\$ -	\$ -

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Application ID

2021-2101 - Sustaining Grant - Strategic Partners Grant

Applicant Information

Organization Information

Keyano College
8115 Franklin Avenue
Fort McMurray, AB, T9H 2H7

Mission Statement:

To responsibly and professionally operate the region's premium Performing Arts Centre and provide performance experiences, inspiration and learning opportunities in the community through the arts.

Primary Contact

Kerry Ferguson
8115 Franklin Avenue
Fort McMurray
Phone: s.17(1)
Email: kerry.ferguson@keyano.ca

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Board Questionnaire

How often does the Board review the financial position of the organization?

Ten times per year, the Finance and Audit (subcommittee of the Board of Governors) reviews financial results. Annually Finance and Audit reviews investment performance, Infrastructure Maintenance, Insurance coverages and annually review results of external audit.

What efforts have been made in the past fiscal year to increase the financial support for your organization?

Keyano College continuously surveys governments, corporations for available grants and applies for all that we determine we may be eligible for. Recently the Keyano Theatre applied for and received funding from the Canadian Government Support for Live Workers in Live Arts and Music Sectors fund.

Organization's most recent Fiscal Year End date

Please click Save Draft to update the following two questions with this date.

06/30/2021

Unrestricted Net Assets

Unrestricted Net Assets (accumulated surplus that the Board has not set aside for a particular purpose) from your Financial Statements ending: 06/30/2021

\$9,322,422.00

Total Expenses

Total Expenses from your Financial Statements Ending: 06/30/2021

\$54,337,605.00

Does your organization have financial reserves greater than the last fiscal year's operating expenses?



Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

No

Please note any restrictions on becoming a member of your organization.

The Alberta Government receives recommendations from the College, Stakeholders, Community at large and the appoints the Board of Governors.

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Please note any restrictions on participating in your organization's programs or services.

All the Theatres' programming, events, and services are accessible. As a patron access may be via the purchase of a ticket if required, and/or by meeting age restrictions as applicable. Keyano Theatre Company community auditions are open to all residents regardless of skill or experience, some age restrictions may apply. The theatres and rental studios are openly available with a priority based on educational, arts and performance based usage.

Minimum number of board members according to bylaws

12

Number of board members currently

13

Number of board members last year in 2020

13

Number of board members in 2019

13

How often does the Board of Directors meet?

The Keyano College Board of Governors meets 10 times per year (September – June)

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Board of Directors

Name	Board Position	Years on Board
Shelley Powell	Chair	2
Tyrone Brass	1st Vice Chair	3
Christian Matte	2nd Vice Chair	2
Adele Thomson	Public Member	2
Kim Farwell	Public Member	2
Joseph MacNeil	Public Member	2
Staci Millard	Public Member	2
Margaret Ziolecki	Public Member	2
Dr. Nermin Zukic	Academic staff	1
Leon Bevans	Non-Academic Staff	2
Bilsen Xavier	Student	1
Kayla Wandowich	Student	1
Dale Mountain	Ex- Officio	

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

Board Funding

Board Member Name	Paid role on the board / organization	Amount received
Dale Mountain	Ex- Officio Interim President/CEO	\$ s.17(1)
Dr. Nermin Zukic	Academic Staff	\$
Leon Bevans	Non-Academic Staff	\$
		\$409,848.00

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



Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

When there is a vacancy on the Board – if it a public member vacancy, the Minister of Advanced Education is informed and appoints a new member. If the vacancy is a Student Representative or Faculty Representative, the Student Association/Faculty Association nominates a member and informs the President's Office, this information is shared with the Board Chair who issues a letter to the Minister of Advanced Education for approval of appointment to the Board of Governors.

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Overview

Brief Summary of the Proposed Programs and Services:

Keyano Theatre & Arts Centre is committed to providing professional and community arts programming in our theatres via our community theatre productions, the professional touring artist series, and the provision of accessible resources, facilities and studios to our community.

Please indicate the location(s) in which proposed services will take place (please check all that apply):

Fort McMurray

The Sustaining Grant subsidizes organizations to that contribute toward the key strategic priorities identified below. Please indicate which category that is applicable to the organization.

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 organizations to achieve the goals and objectives outlined in the Municipal Strategic Plan. Please indicate which category that is applicable to the organization.

Act as a collective voice for providing strategic programs/services that are of benefit to the entire region

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

Keyano College's Comprehensive Institutional Plan (CIP) was created and implemented for 2019 through to 2022.

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

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

The Keyano Theatre & Arts Centre sets the standards for excellence in community arts experiences in Northern Alberta. The Theatre values our community with an inclusive, welcoming, and collaborative approach to contributing to the quality of life in our region.

Keyano Theatre provides a safe and nurturing environment for the creativity to flourish.

Our Mission is:

To responsibly and professionally operate the region's premium Performing Arts Centre and provide performance experiences, inspiration and learning opportunities in the community through the arts.

Strategic Priorities:

To maintain Keyano Theatre & Arts Centre as the centre of community engagement within the RMWB Arts District by:

Establishing relevance to the community based on expertise and building on the strong community-based foundation of support.

Becoming experts in audience building in a community that is small, diverse and transitional. Continue to engage our patrons and stakeholders to determine and ensure programming is relevant, accessible, entertaining and educational.

Developing and/or continue key partnerships, including the RMWB, Arts Council Wood Buffalo, Multicultural Association of Wood Buffalo and other arts and cultural organizations

Building a long term financial plan to ensure the financial viability of Keyano Theatre & Arts Centre that includes instituting multi-year funding agreements with our partners.

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

Keyano Theatre & Arts Centre is the largest, professionally operated performing arts centre in Northern Alberta and has hosted over 35,000 guests (pre-covid). The facility consist of the 514 seat Keyano Theatre, 194 seat Recital Theatre, seven multi-use studios, six teaching studios, and three specialized scenic shops that support community theatre productions.

The Theatre operates as producer, programmer and a rental facility to local and national businesses, schools, and community organizations.

The Theatre is seeking continued operational support from the Regional Municipality of Wood Buffalo to assist us with our ongoing commitment to the community to produce 2-3 live community theatre productions per season, 10-14 professional touring artists, and providing affordable access and services to the venues and studios through-out the year.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan identified by your organization?

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Keyano Theatre's programs and operations align with the Municipal Strategic Plan, related to Strategy & Initiative #3f and to provide strategic programs and services that are of benefit to the region. Keyano's live programming, produces a structured, professional environment for our community to be engaged in creative opportunities in the disciplines of acting, dance and voice. Alongside our community theatre and our summer youth program, Keyano presents professional touring artists from across the country and internationally to ensure our community has access to many genres of world class entertainment; from classical music to dance, to emerging and established musical acts. The Regional Municipality of Wood Buffalo's 2018-2021 Strategic Plan and the Wood Buffalo Cultural plan highlight many of the needs for artistic support in our community, with a significant portion highlighting the need for support in the visual arts. This still holds true today, and is important to note that the performing arts were not as present or visible because those needs were being met. Keyano Theatre & Arts Centre has been prominent in supporting these needs in the community with affordable access to studio and performance venues.

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

To support Keyano Theatre's endeavour to operate responsibly and sustainable as an arts based operation, the theatre remains active in our community with the creation of funding partnerships and gift in kind support from our local industry and businesses. This requires a careful balance of artistic and financial risk that is carefully managed to ensure that we not only present popular, in demand artists, but also the next generation of emerging performers. The Theatre receives grant funding for professional touring artists from the Alberta Foundation for the Arts, The Federal Government through the Department of Canadian Heritage, our local industries with support from Syncrude, Suncor and many in-kind or discounted considerations from our local businesses.

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

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

Keyano Theatre has undertaken a reduction in staffing and the reclassification of some existing jobs to optimize our current resources with a focus to increase these resources as business cases support. The support from our local businesses help offset our labour, programing and artist accommodation costs that would otherwise make it cost prohibitive to host the quantity, quality and variety of performers and events that we present.

How many programs is your organization proposing to deliver with this grant in 2022?

3

How many events is your organization proposing to deliver with this grant in 2022?

14

How many other services is your organization proposing to deliver with this grant in 2022?

1,080

Briefly highlight the programs, events, and/or initiatives that your organization is proposing to deliver with the Community Investment Program Grant.

Program Events Initiatives

Program/Event/Initiative	Program/Event/Initiative Name	City/Hamlet
Community Theatre	Keyano Theatre Company Drama and Musical Performances	Fort McMurray
Professional Touring Artists	Syncrude Arts Alive Presents	Fort McMurray
Theatre & Arts Centre Rentals	Theatre and Studio access	Fort McMurray

Please record the total number of unique participants of the proposed programs and services. This includes all participants that you anticipate will access the funded programs and services.

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Please record the total number of unique participants for the proposed Program, Event, and/or Initiative

Group	Number of Participants
Children and Youth	0
Adults	0
Seniors	0
Families	0
Community	35000
Nonprofits	2
Others	0

Current Volunteer Information

Volunteer Type	Per Organizational Needs	Currently Filled	Funded by the Proposed Grant
Program & Service	170	0	0
Fundraising	0	0	0
Committee	0	0	0
Administrative	0	0	0
Total	170	0	0

Current Staff Information

	Per Organization Chart	Currently Filled	Funded by the Proposed Grant
Full Time Staff	10	7	5
Part Time Staff	0	0	0

Provide any additional information that may give a better understanding of your application during the grant review

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Aside from our information of full and part time staffing as reported previously, the theatre also hires or contracts a significant amount of professionals and guest artists in order to present our programs and events.

To help better understand our programs:

Our community theatre performances (KTC) process occurs over a 2-3 month period, entails casts of 10-35 community volunteer actors each (via open auditions), 6-8 weeks for the rehearsal process with direction, voice, choreography, stage management and technical support provided by industry professionals. Included in this period is the pre and post production needs for the design, construction, and the installation of the scenic and technical elements related to a live theatre performance.

In August, our Summer Youth Drama Intensive called "Drama Force" returns for its 8th year. This program occurs weekdays, 7.5 hours a day for three weeks for up to 35 youth ages 10-17 years old. Drama Force is lead by professionals teaching acting, singing, choreography and other theatre related activities, culminating in three fully supported performances on the Keyano Theatre stage.

The events Keyano Theatre produces are the Professional Artist Series to present popular and emerging professional artists from multi performance genres. The planning for these events start 1-2 years in advance to work with Artists and Agents on upcoming tours, routing and pricing.

Our services are providing and maintaining community access to our many studios and creative spaces. These facilities are in high demand with our local dance and community arts organizations. (1080 + annual studio bookings)

The 2021 Audited Financial statements will be available in late October

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Finances

Total Budgeted Revenue

Excluding RMWB Grant.

\$823,767.00

Total Budgeted Expenses

\$1,383,382.00

Surplus/(Deficit)

If in a surplus position, organization is not eligible for a grant.

Click "Save Draft" to calculate the amount.

-\$559,615.00

Preferred Cash-Flow

	Amount
January/February	\$139,903.75
April	\$139,903.75
August	\$139,903.75
October	\$139,903.75
Total	\$559,615.00

Total Grant Request

\$559,615.00

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Attachments

Upload Strategic Plan

[Keyano_College_Comprehensive_Institutional_Plan_2019-2022.pdf](#)

203.1 KB - 09/16/2021 10:14AM

Total Files: 1

Please attach a detailed budget showing 2022 projected revenue and expenses

[Keyano_College_Theatre_Operations_2022.pdf](#)

66.9 KB - 09/16/2021 10:19AM

Total Files: 1

Financial statements for the most recent fiscal year end

Note: Year end date must fall between July 1st of last year and June 30th of this year.

[2020_Consolidated_Financial_Statements_-_June_30_2020.pdf](#)

416 KB - 09/16/2021 10:17AM

Total Files: 1

Application Summary: 2021-2101 - Sustaining Grant - Strategic Partners Grant

Declaration

Declaration of Board Members – In making this application, I , the undersigned, confirm:

- that I have read the appropriate Grant Guidelines;
- that I understand that this application form and all attachments shall be part of the public Council agenda and accessible through all methods that the Council agenda is available;
- that I understand that this application form and all required attachments must be completed in full and received before 2021-09-16 16:30 MT;
- that I understand the term of the Grant is January 1 to December 31, 2022 and that all expenditures must happen during this term; and
- that I am 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.
- that I understand 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 Partnerships and Initiatives, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780)799-2741.

Acknowledgement

I do hereby certify that to the best of my knowledge, this application contains a full and correct account of all matters stated herein.

Applicant Name

Alan Roberts

Position/Title

Director, Theatre & Arts Centre

Date: 09/16/2021

Keyano College Theatre Operations

	2022
Revenue:	
Government of Alberta grants	2,000
Federal grants	15,000
Municipality Grants	0
Other grants	0
Theatre sales & memberships	416,240
Facility rental revenue	250,600
Other revenue	34,925
Cash donations through Keyano Foundation	105,002
Donations gifts-in-kind	0
Total revenue	823,767
Operating Expenses:	
Salaries & benefits	900,008.20
Artist Service contracts	171,910.00
Total workforce	1,071,918
Theatre production, set and costumes	101,356
Marketing, advertising & subscriptions	47,648
Special function costs	26,254
Conference and meeting costs	2,100
Licenses, permits and copyright fees	55,012
Software licenses and maintenance fees	9,200
Travel expenses	3,240
Cost of goods sold	11,152
Furniture and equipment < \$5,000	5,000
Repairs and maintenance	20,500
Office and print supplies	7,272
Training, PD and dues	3,710
Volunteer and donor recognition	5,020
Custodial	14,000
Total contracts, materials and supplies	311,464
Total expenditures	1,383,382
Deficit from Theatre operations (Deficit)	\$ (559,615)



COMPREHENSIVE Institutional PLAN 2019 - 2022



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EXECUTIVE SUMMARY

Keyano College is an established and vibrant comprehensive community college based in Fort McMurray, serving the community and beyond since 1965. In collaboration with its Campus Alberta partners, the College offers high-quality, relevant life-long learning opportunities. From original beginnings as a Vocational School, the College has grown and evolved into an important community resource, also providing access to social, cultural, and recreational experiences.

Keyano has two campuses in Fort McMurray and one campus in Fort Chipewyan. High-quality, learner-centered instruction is also provided through learning centres in Fort McKay and Gregoire Lake. Keyano is committed to providing programs that reflect changing demands of industry and our communities. Programming is also reflective of the interests of the region, its broadening multicultural orientation, and emerging technologies.

Keyano's 2019-2022 Comprehensive Institutional Plan (CIP) was developed through consultation. Senior management, faculty, staff, students, program advisory stakeholders, and the Keyano College Board of Governors own the plan. The resulting CIP delivers on the College's approved mandate, reflects our transformation of institutional culture and sets new priorities, and responds to student and employer demands.

Keyano's four aspirational goals for 2019-20 to 2021-22 are:

1. To **Live** Our Intention
2. To **Pursue** Empowerment
3. To **Achieve** Engagement
4. To **Celebrate** Learning

Our strategic goals and priority initiatives directly align with Alberta's Adult Learning System Principles of accessibility, affordability, coordination, quality, and accountability.



ACCESSIBILITY

- Develop a Multiculturalism Plan
- Provide mental health information and support to students and staff
- Provide responsive programs and training opportunities
- Develop and implement an Open Education Resources (OER) Strategy
- Increase access to student housing



AFFORDABILITY

- Remove financial barriers for students
- Develop and implement a Strategic Sales and Marketing Plan
- Increase Endowment Funds
- Establish Keyano Theatre and Arts Centre as the Centre of Community Engagement



QUALITY

- Develop and implement a Strategic Enrolment Management (SEM) Plan
- Enhance and support cultural programming in the region
- Develop and implement a Program Quality Assurance (PQA) Framework
- Develop a Teaching and Learning Philosophy and Framework



ACCOUNTABILITY

- Develop and implement a Compliance Framework
- Develop and implement a Data Governance Framework
- Develop and implement Cyber Security Framework
- Develop Financial Accountability Reporting Framework
- Increase trust and build credibility to enhance Keyano's reputation



COORDINATION

- Enhance dual credit opportunities to increase training for students in the region
- Pursue collaborative programming opportunities with other Alberta PSIs
- Seek strategic program partners



Keyano College has a balanced budget for 2019-20 on \$74,933,279 of revenues. The 2019-20 operating budget incorporates grant funding reductions presented in the Government of Alberta's Fall Budget 2019. The 2019-20 College operating budget was prepared in a bottom up approach, engaging all faculty and administrative departments through a transparent and collaborative process. Consultation with the Students Association of Keyano College, CUPE and Keyano College Faculty Association occurred through multiple town hall meetings and College communications.

College leadership developed a strategic financial plan that positions the College for success by investing \$3.4M in grow forward operating initiatives for student and academic supports while addressing operating and administrative challenges. These grow forward initiatives were funded through an exhaustive process identifying offsets and operating efficiencies. Keyano College is a people driven organization and Leadership knew that an

investment in people is required. As a result, 29.5 Full-time equivalent positions were added, increasing workforce from 286.8 to 316.3 FTEs. The 2019-20 Capital Asset budget is \$3,148,139 and consists primarily of replacement of existing capital asset equipment to support program and infrastructure requirements.

Keyano College is projecting a deficit in 2020-21 and 2021-22 of this plan in anticipation of a new Post-secondary Funding Model and future cost pressures. College Leadership will develop strategies to balance these future projected deficits to a nil surplus.

The Board Finance and Audit Committee met on November 27, 2019 to review and recommend approval of the 2019-20 operating and capital budget. The Board of Governors approved the 2019-20 operating and capital budget at their December 11, 2019 meeting.

ACCOUNTABILITY STATEMENT

This Comprehensive Institutional Plan was prepared under the Board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware.

ORIGINAL SIGNED BY BOARD CHAIR

Shelley Powell,
Chair, Keyano College Board of Governors

INSTITUTIONAL CONTEXT

MANDATE STATEMENT

Keyano College is a public, board-governed college operating as a Comprehensive Community Institution under the authority of the Post-Secondary Learning Act of Alberta. Keyano plays an active role in Campus Alberta by collaborating with other post-secondary institutions to increase access to learning opportunities for students in the Regional Municipality of Wood Buffalo. Through its two campuses, in Fort McMurray and Fort Chipewyan, and four learning centres, in Fort McKay, Conklin, Janvier, and Gregoire Lake, Keyano provides a variety of learning opportunities through classroom, online and blended delivery models. Keyano also serves a wider learner population through its involvement in education consortia and a variety of industry partnerships.

Keyano College offers certificates and diplomas, university transfer, apprenticeship, academic upgrading and, through collaboration with other post-secondary institutions, degree completion options. Keyano's comprehensive program offerings include arts, science, business,

education, environmental science, power engineering, performing and visual arts, health, engineering technologies, human services, humanities, trades, transportation, heavy equipment operations and industrial training. Keyano provides relevant, practical, flexible and affordable workforce development including continuing education, customized corporate training, and English as a second language courses and programs.

As a Comprehensive Community Institution responsible for regional stewardship, Keyano College collaborates with post-secondary educational institutions, community adult learning providers, business, industry, school districts, Aboriginal communities, and other organizations to ensure access to a broad spectrum of learning opportunities. Keyano is committed to increasing access to post-secondary programs, assisting students in achieving their learning goals, and enhancing career opportunities for its graduates. Specialized services provided include Aboriginal counselling, counselling, support for students

with disabilities, flexible education delivery alternatives, and co-operative education options in many programs.

Keyano provides high-quality lifelong learning opportunities by promoting access to and participation in post-secondary education, fostering excellence and innovation in teaching and learning. Keyano's faculty and staff are engaged in professional development, scholarly activity and applied research for the purpose of enhancing expertise and increasing knowledge that will facilitate a high-quality learning experience through improved programs and services.

Keyano College plays a pivotal role in enhancing sustainability within the region by collaborating with stakeholders to support social, cultural, and economic development initiatives. Keyano's specialized facilities, including its Power and Process Engineering Lab, Theatre, Conservatory, and the Syncrude Sport & Wellness Centre, make

Keyano College an integral partner in providing educational, cultural, and career opportunities for students and the residents of Wood Buffalo.

Approved by the Minister, Innovation and Advanced Education (June 12, 2014)

MISSION

Keyano College is a comprehensive 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, enable Keyano to engage in community leadership.

VISION

Keyano is a quality, responsive, and sustainable comprehensive college that consistently meets or exceeds the expectations of our learner stakeholders and communities.



GOALS, PRIORITY INITIATIVES AND EXPECTED OUTCOMES

1

To Live Our Intention

Keyano College will advance institutional sustainability through the intersection of its mandate, mission, vision, and values. This connectivity enlivens Keyano College's sense of purpose: to engage and empower its staff, faculty, and students. This inspires us to be better, effective, meaningful, purposeful, and to become stronger. We are united in sharing an honourable need: That Keyano is cared for and valued by our students, citizens, and communities.

We empower staff, faculty, and students to realize personal and institutional goals. Keyano College is the anticipation and celebration of student achievement; we

work in recognition and homage of our students' unfathomable potentials. The College builds students' enthusiasm, accelerates their development, and motivates them.

Keyano College creates trust with our students, partners, employees and our leadership. This allows us to be exceptional and sustainable.

2

To Pursue Empowerment

TO PURSUE EMPOWERMENT

Keyano College will enhance the student experience by focusing on engaging and empowering students and faculty. Keyano serves the whole learning-person. Our faculty and staff are free to innovate. Our students are encouraged to discover, challenge, and collaborate. At Keyano, students acquire skills, begin to apply their knowledge, and mature in self-awareness. Keyano students embody excellence, as they are confident in themselves, competent in their chosen professions, and excited about their disciplines and career pathways. They embrace the joy of life-long learning and return to Keyano for advancement,

training, and learning for pleasure, interest, and curiosity.

Originating with our compelling sense of kinetic purpose, Keyano's students, stakeholders, faculty, staff, administration and Board of Governors are united in efforts to grow our civil society. A society that recognizes each citizen is always present with unknown others; and, we each need, deserve and can receive validation from those others. Keyano is a learning community known for celebrating diverse values. Keyano demonstrates its gratitude for services to each other and Keyano students.



GOALS, PRIORITY INITIATIVES AND EXPECTED OUTCOMES

3

To Achieve Engagement

Keyano College's character is fashioned in the relationships originating from exceptional teaching and distinguished learning. Students lead in the processes and design of their learning environments. They collaborate with their instructors to devise flexible learning opportunities allowing for discovery, collaboration and adaptability. Each commits to bringing respect, appreciation, humour, collaboration, partnership, care and compassion to our classrooms, shops, laboratories, lecture halls, residences and communities. Everyone at Keyano has a place to belong; and, we each know a group of people to whom we belong, the Keyano family.

Success means Keyano College operates at maximum student enrolment and 100% post-grad employment, has more employment applications than job

openings, and is championed by students and others as an engagement leader. We consistently offer high demand employability training and powerful, sought-after learning opportunities. In the Keyano learning experience students are building life-long relationships, with compassionate instructors, they are utilizing contemporary resources and they are receiving comprehensive support services. Keyano's employer brand mirrors its collegiate reputation for collaboration, innovation, creativity, academic freedom, instructional rapport and personal growth opportunities. Collaborative program delivery enables student choices for integrated and tailored learning outcomes. With full engagement, there is no other college of choice.



4

To Celebrate Learning

Keyano College will provide opportunities for students to pursue academic excellence. Keyano students live learning. Learning is who we are, what we do, and what we enjoy. We share in the joy of discovering, exploring, and contributing our knowledge to the world. For their commitment to learning, excellence in execution, and for contributing to knowledge improving the health and increasing the wealth of others, Keyano students, faculty and staff receive recognition and awards. Their ongoing contributions to improving learning opportunities and their dedication to innovation and leadership in teaching

and learning benefit all. By collaborating with students, scholars and teaching professionals, Keyano is charting a seminal learning journey. We share in the excitement of creating new learning possibilities and revel in the acquisition of new skills, new competencies, and new capacities to think and act. We routinely acknowledge personal and professional accomplishments. We live learning together by setting and achieving mutually beneficial goals. Celebration is an expression of gratitude to those who shoulder with us in life-learning.

1

To Live Our Intention



ACCESSIBILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Increase access to student housing to accommodate student growth	<ul style="list-style-type: none"> Additional Riedel Housing units available to students for rent 	<ul style="list-style-type: none"> Increase in number of units for rent at Riedel Housing with 10 more available by June 2020
2. Increase engagement with Students' Association of Keyano College	<ul style="list-style-type: none"> Increased student satisfaction with housing experience More engaged Student Association of Keyano College (SAKC) 	<ul style="list-style-type: none"> Student survey metrics Double the number of consultations



AFFORDABILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Remove financial barriers for students to enhance student success	<ul style="list-style-type: none"> Diversified funding streams contributing to Advancement 	<ul style="list-style-type: none"> Executive-approved grant-writing team with finalized terms of reference established by December 2019 Increase in number of successful annual grant applications by June 2021 Increase in number of donors to Theatre Angels by June 2021 Increase in number of Support the Pack donors by June 2021
	<ul style="list-style-type: none"> Growth in the externally funded student awards program 	<ul style="list-style-type: none"> Increase in total dollar value of awards given to students by June 2021 Increase in number of students receiving annual awards by June 2021 Benchmark for donor retention rate by June 2020 with improvements by June 2021
	<ul style="list-style-type: none"> Internal culture of philanthropy to benefit Keyano College 	<ul style="list-style-type: none"> Six staff giving information sessions held by June 2020 Increase in Board of Governors, Executive, staff, and alumni giving (time, resources, and money) by June 2021



AFFORDABILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
2. Develop and implement a Strategic Sales and Marketing Plan to address the training needs of the region	<ul style="list-style-type: none"> Improved community awareness of programs leading to increased sales and revenue <hr/> <ul style="list-style-type: none"> Strategic Sales and Marketing Plan <hr/> <ul style="list-style-type: none"> Marketing campaign 	<ul style="list-style-type: none"> Increase in number of registrations for courses and programs by June 2021 <hr/> <ul style="list-style-type: none"> Strategic Sales and Marketing Plan developed by June 2020 and implemented by June 2021 <hr/> <ul style="list-style-type: none"> Marketing campaign for the School of Continuing Education developed by June 2020 and implemented by July 2020



QUALITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Establish a Culture of Excellence throughout Syncrude Sport and Wellness Centre to promote and enhance elite athlete training	<ul style="list-style-type: none"> Enhanced collegiate experience <hr/> <ul style="list-style-type: none"> Increased promotion and use of the SSWC by Keyano staff and students <hr/> <ul style="list-style-type: none"> Increased community engagement with the SSWC 	<ul style="list-style-type: none"> Increase in number Huskies Athletics teams with two new teams planned for 2019-20 and two for 2020-21 At least one ACAC (Provincial) and CCAA (National) Championship bid submitted by June 2020 At least 20 students employed at SSWC by June 2020 Contribute to Sports Tourism <hr/> <ul style="list-style-type: none"> Increase in number of intramural programs with one new program by June 2020 and two new programs by June 2021 Increase in number of fitness classes with two new classes by June 2020 and three new classes by June 2021 2% increase staff and student membership activation by June 2020 and an additional 2% by June 2021 <hr/> <ul style="list-style-type: none"> Athletics Community Advisory Committee established with three community members by June 2020 and an additional four community members by June 2021 At least one major community event hosted at SSWC in 2019-20 and one hosted in 2020-21 Increase in number of Youth Sports Camps with two new camps in 2019-20 and three new camps in 2020-21

1

To Live Our Intention



QUALITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
2. Establish Keyano Theatre and Arts Centre as the Centre of Community Engagement within the RMWB's Arts District	<ul style="list-style-type: none"> • Opportunities to support programs, courses, and performances that develop creative skills, appreciation and understanding of the arts <hr/> <ul style="list-style-type: none"> • Increased engagement and attendance (students, staff, multi-cultural residents, etc.) <hr/> <ul style="list-style-type: none"> • Improved affordability for students to attend arts-related programs, courses, and performances 	<ul style="list-style-type: none"> • Benchmark for number of arts-related programs, courses, and performances established by June 2020 with continuous improvement thereafter • Partnership with the Regional Municipality of Wood Buffalo, Sustainability Grant <hr/> <ul style="list-style-type: none"> • Benchmark for number of patrons for each group established by June 2020 with continuous improvement thereafter <hr/> <ul style="list-style-type: none"> • Benchmark for cost for students to attend arts-related programs, courses, and performances established by June 2020 with reductions thereafter



ACCOUNTABILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Develop and implement a Compliance Framework to ensure Keyano is fully compliant with all relevant legislation and regulations	<ul style="list-style-type: none"> Keyano Legislative Compliance Framework Department-level business continuity plans Corporate risk register and assessment 	<ul style="list-style-type: none"> Legislative Compliance Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter All departments have business continuity plans by June 2020 Corporate risk register and assessment completed and submitted to the Board of Governors by December 2019
2. Develop and implement a Project Management Framework to enhance business operations	<ul style="list-style-type: none"> Keyano Project Management Framework 	<ul style="list-style-type: none"> Project Management Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter Risk Management Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter
3. Develop and implement a Data Governance Framework to facilitate effective decision making, protect the interests of data stakeholders, standardize procedures and processes, and reduce costs and improve overall effectiveness	<ul style="list-style-type: none"> Data Governance Framework that provides an overall, comprehensive process for controlling the integrity, use, availability, usability, and security of all data owned or controlled by Keyano Data Governance Committee that is responsible for: <ol style="list-style-type: none"> Operationalization of the Data Governance Framework Prioritization of data governance projects and initiatives Approval of organization-wide data policies and standards Promoting understanding and awareness of data governance at Keyano 	<ul style="list-style-type: none"> Data Governance Framework developed by August 2020 and implemented by June 2021 with continuous improvement thereafter Executive-approved Data Governance Committee with finalized terms of reference by April 2020 and summary of identified priorities by June 2020

1

To Live Our Intention



ACCOUNTABILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
4. Develop and implement Cyber Security Framework to reduce the risk of security breaches	<ul style="list-style-type: none"> Keyano Cyber Security Framework 	<ul style="list-style-type: none"> Cyber Security Framework developed by June 2020 and implemented by June 2021 with continuous improvement thereafter
5. Increase capacity for institutional data analytics to foster an efficient and responsive evidence-based decision-making culture	<ul style="list-style-type: none"> Gap analysis for all stages of data analytics: <ol style="list-style-type: none"> Collection and acquisition Storage Cleaning Integration Analysis Representation and Visualization Actions Increased capacity to respond to data requests and support decision making at Keyano 	<ul style="list-style-type: none"> Gap analysis for data analytics completed by April 2020 with a summary of prioritized gaps by June 2020 and continuous improvement thereafter Benchmarks for quality and quantity of reports from PowerCampus and other College systems established by June 2020 with continuous improvement thereafter Benchmarks for timeliness and accuracy of responses to internal and external data requests established by June 2020 with continuous improvement thereafter All programs have annual data packages by June 2020 with continuous improvement of data package elements thereafter
6. Establish renewal standards for Information Technology Services	<ul style="list-style-type: none"> Keyano ITS Renewal Plan for computers, IT infrastructure, educational technology, mobile devices, and other IT-related devices 	<ul style="list-style-type: none"> ITS Renewal Plan developed by June 2020 and implemented by June 2021 with continuous improvement thereafter



ACCOUNTABILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
7. Review Enterprise Resource Planning (ERP) Systems	<ul style="list-style-type: none"> Key ERP process documents for all departments 	<ul style="list-style-type: none"> All identified ERP processes formally documented by June 2020 50% of departments with completed business process reviews by June 2020 and all departments by June 2021
8. Establish a Cloud First Strategy	<ul style="list-style-type: none"> Infrastructure that supports cloud-based IT services Services migrated to the cloud 	<ul style="list-style-type: none"> Fully installed modern Hyper Converged Server infrastructure by June 2020 Fully implemented renewed switching by June 2020 Fully implemented redundant Internet connections by June 2020 50% of SharePoint migrated to the cloud by June 2020 and 100% by June 2021
9. Develop and implement internal controls and Business Process Framework to ensure accurate and timely preparation of financial statements	<ul style="list-style-type: none"> Internal control and financial processes gap analysis. Documented internal controls framework Internal Control Framework with financial reporting processes, including scheduling Annual audit completed in a timely and accurate manner with outstanding recommendations addressed and no new recommendations issued 	<ul style="list-style-type: none"> Gap analysis completed by April 2020 with prioritization of gaps and continuous improvement thereafter Internal Control Framework developed by June 2020 and implemented by June 2021 Annual Auditor General report card issued with: <ol style="list-style-type: none"> Timeliness – Red (Fiscal 2019); Yellow (Fiscal 2020 & 2021) Accuracy – Yellow (Fiscal 2019); Green (Fiscal 2020) Recommendations – Red (Fiscal 2019 & 2020); Yellow (Fiscal 2021); Green (Fiscal 2022)

1

To Live Our Intention



ACCOUNTABILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
10. Develop Financial Accountability Reporting Framework to ensure timely reporting to external stakeholders	<ul style="list-style-type: none"> Gap analysis of accountability reporting with a framework and assigned responsibilities Central repository for all external accountability reports and a bring forward system Accountability Reporting Framework 	<ul style="list-style-type: none"> Completed gap analysis with identified deficiencies and corresponding recommendations by January 2020 Central repository and bring forward system established by February 2020 Accountability Reporting Framework implemented by April 2020
11. Enhance budget and financial internal reporting to improve stewardship over resources	<ul style="list-style-type: none"> Accurate and timely quarterly financial results and forecasts Mandatory training for all Budget Managers Streamlined budget and forecast process with adequate time for completion 	<ul style="list-style-type: none"> Accurate quarterly results and forecasts submitted to the Executive Committee, Board of Governors, and Finance and Audit Committee by February 2020 All Budget Managers have received mandatory training by January 2020 Able to complete budget within three months and forecasts within one month after end of quarter by March 2020
12. Achieve the highest standard of health and safety excellence resulting in zero harm to the College Community	<ul style="list-style-type: none"> Certificate of Recognition (COR) Completed internal health and safety audit Implementation plan for the Psychological health and safety standard 	<ul style="list-style-type: none"> Achieved Certificate of Recognition with a minimum score of 80% by June 2021 First internal health and safety audit completed by October 2019, second internal audit completed by June 2020, and resulting work plans implemented by June 2021 Implementation plan for the psychological health and safety standard drafted by June 2022



ACCOUNTABILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
12. Achieve the highest standard of health and safety excellence resulting in zero harm to the College Community	<ul style="list-style-type: none"> Updated Campus Sexual Violence Response Plan, including policies, education initiatives, and an improved reporting structure 	<ul style="list-style-type: none"> Benchmarks for direct and indirect sexual violence education initiatives established by June 2020 with a review of initiatives by June 2021 Reporting page on Keyano website completed by June 2020
13. Increase trust and build credibility to enhance Keyano's reputation	<ul style="list-style-type: none"> Brand Awareness Campaign Increased community engagement 	<ul style="list-style-type: none"> Marketing/advertising campaign developed and launched by June 2019 Benchmarks for web traffic established by June 2020 with improvements by June 2021 Benchmarks for social media presence established by June 2020 with improvements by June 2021 Cross-functional Team on Community Relations established with the first quarterly meeting held in September 2019 Benchmarks for community engagement established by June 2020 with improvements by June 2021
14. Develop and implement Supplier Performance Management System to enhance collaboration and performance with contractors and vendors	<ul style="list-style-type: none"> Supplier Performance Management System 	<ul style="list-style-type: none"> Needs analysis for Supplier Performance Management system completed by June 2020 Supplier Performance Management system developed by June 2021 and implemented by June 2022

1

To Live Our Intention



ACCOUNTABILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
15. Develop and implement a Strategic Sourcing Framework to achieve savings with collaborative partnerships and consortia agreements	<ul style="list-style-type: none"> Strategic Sourcing Framework 	<ul style="list-style-type: none"> Sourcing stakeholders identified by June 2020, principle agreements with external stakeholders finalized by June 2021, and Strategic Sourcing Framework implemented by June 2022
16. Develop and implement a Contracts and Grant Management Framework to ensure compliance and achieve best practice standards	<ul style="list-style-type: none"> Contracts and Grant Management Framework 	<ul style="list-style-type: none"> Contracts and Grant Management Framework developed by June 2020 and fully implemented by June 2022 60% of contracts and grants compliant by June 2021 and 85% compliant by June 2022
17. Improve Keyano College Land Trust Accountability Reporting	<ul style="list-style-type: none"> Quarterly reporting to the Keyano College Board of Governors 	<ul style="list-style-type: none"> Produce updated business plan
18. Keyano College Foundation	<ul style="list-style-type: none"> Reinstate Keyano College Foundation 	<ul style="list-style-type: none"> New Foundation Board Members. Regular board meetings

2

To Pursue Empowerment



ACCESSIBILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Develop and implement a Multicultural Plan to support diversity and increase inclusion at Keyano	<ul style="list-style-type: none"> Multicultural plan that includes an Indigenization and Internationalization Strategies Multicultural celebrations and educational opportunities to support inclusion and awareness 	<ul style="list-style-type: none"> Keyano Indigenization Strategy developed by June 2020 and implemented by June 2021 Keyano Internationalization Strategy developed by June 2020 and implemented by June 2021 Increase student engagement. Increase in number of multicultural celebrations and educational opportunities that promote multiculturalism, cultural awareness, and inclusion by June 2020
2. Use a variety of approaches to provide mental health information and support to students and staff	<ul style="list-style-type: none"> Improved access to information and reduced stigma surrounding mental health challenges where needed Enhanced relationships with community partners through the Regional Mental Health Committee to seamlessly support students transitioning to Keyano as well as to ensure current students have access to clinical services Increase awareness and training on sexual harassment and sexual violence. 	<ul style="list-style-type: none"> Benchmark for number of unique students accessing individual appointments established by June 2020 with a long-term action plan developed by June 2021 Benchmark for number of student registrations for group sessions established by June 2020 with a long-term action plan developed by June 2021 Benchmark for number of support-in-kind events where community partners support Keyano College initiatives (internal) established by June 2020 with a long-term action plan developed by June 2021 Pilot mandatory training for all staff and students.
3. Develop and implement a Strategic Enrolment Management (SEM) Plan	<ul style="list-style-type: none"> Increased number of unique students in credit and non-credit programs 	<ul style="list-style-type: none"> 2% increase in number of unique credit and non-credit students increased by June 2020

2

To Pursue Empowerment



QUALITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Develop and implement a Strategic Enrolment Management (SEM) Plan	<ul style="list-style-type: none"> Strategic Enrolment Management embedded throughout all operational plans 	<ul style="list-style-type: none"> 85% of employees attending annual SEM sessions by June 2020 and 90% by June 2021 SEM initiatives embedded throughout operational plans for all college departments by June 2020
2. Utilize Alumni expertise to improve teaching & learning and increase student work placements	<ul style="list-style-type: none"> Keyano Alumni Engagement Plan Increased opportunities for alumni to engage with Keyano Integrated alumni data to support alumni engagement and an overall communication strategy 	<ul style="list-style-type: none"> Alumni Engagement Plan developed by June 2020 and implemented by June 2021 Increase in number of opportunities for alumni recognition by June 2020 Increase in number of volunteer opportunities for alumni by June 2020 Increase in number and range of Keyano benefits and services offered to alumni by June 2021 Increase in number of alumni events by June 2020 Integration of 75% of alumni data from PowerCampus with the Alumni system by June 2020 and 100% by June 2021



QUALITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
3. Update learning and common area spaces to meet standards that enhance teaching and learning, improve the student experience and create quality learning spaces.	<ul style="list-style-type: none"> Improved technology in learning spaces Facilities safety assessment. 	<ul style="list-style-type: none"> Increase in number of upgraded or renovated learning and common spaces by June 2020 Increase of 40 WIFI access points by June 2020 Facilities action plan.
	<ul style="list-style-type: none"> Pilot classroom to assess technology options 	<ul style="list-style-type: none"> Summary of student and faculty pilot classroom preferences by June 2020
	<ul style="list-style-type: none"> Refreshed learning and common area spaces 	<ul style="list-style-type: none"> Refurbishing benchmarks by June 2020 with continuous improvement of learning and common area spaces thereafter
4. Align with the Regional Municipality of Wood Buffalo's 2018-21 Strategic Plan and 2019 Wood Buffalo Cultural Plan to enhance and support cultural programming in the region	<ul style="list-style-type: none"> Facilities that meet regional needs as the community asset for arts education, programming, and participation 	<ul style="list-style-type: none"> Benchmarks for patron, volunteer, performer, employee, and student satisfaction by June 2020 with continuous improvement thereafter
	<ul style="list-style-type: none"> Increased attendance 	<ul style="list-style-type: none"> Benchmarks for attendance at arts programming at Keyano Theatre and the Arts Centre by June 2020 with continuous improvement thereafter
	<ul style="list-style-type: none"> External steering/consultation committee to assist and provide direction on Art Centre expansions, programs, and operations 	<ul style="list-style-type: none"> Needs assessment for performance and visual arts education completed by June 2020 and implemented by June 2022
5. Develop and implement an Applied Research and Innovation Strategy for Keyano	<ul style="list-style-type: none"> Applied Research and Innovation Strategy 	<ul style="list-style-type: none"> Applied Research and Innovation Strategy developed by June 2020 and implemented by June 2021 Potential applied research partners within Campus Alberta identified by June 2020

2

To Pursue Empowerment



QUALITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
6. Create an environment where employees are engaged, collaborative, life-long learners who focus on student success	<ul style="list-style-type: none"> Healthy Campus Strategy that: <ol style="list-style-type: none"> Defines wellness, identifies behaviours that represent wellness, and demonstrates these behaviours to the College community with the intent to embed these behaviours in Keyano culture Provides resources and tools to the College community to support wellness Leadership training provided to College leaders and development plans are in place Opportunities for professional development and career planning for College employees to support development and engagement Collaboration space and tools established for use by College employees to support engaged cross-functional teams 	<ul style="list-style-type: none"> Healthy Campus Strategy developed by June 2020 and implemented by June 2021 Baseline data for Healthy Campus initiatives established by June 2020 with continuous improvement thereafter Smoke Free Campus fully implemented by September 2020 At least 25 Keyano leaders trained in Situational Leadership by June 2020 and another 25 by June 2021 Succession plans for all key leadership positions developed by June 2020 with continuous improvement thereafter Quarterly development discussions for 100% of College employees by June 2020 Benchmarks for collaboration spaces established by June 2020 with continuous improvement thereafter Benchmarks for collaboration tools established by June 2020 with continuous improvement thereafter

3

To Achieve Engagement



ACCESSIBILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Provide responsive programs and training opportunities to meet local labour market needs and improve graduate employment outcomes	<ul style="list-style-type: none"> Diverse range of certificates, diplomas, and collaborative degrees available to students in the region <hr/> <ul style="list-style-type: none"> Programs that align with regional labour market demands <hr/> <ul style="list-style-type: none"> Job-ready graduates that meet industry, business, and community needs 	<ul style="list-style-type: none"> Increase in number of certificates, diplomas, and/or collaborative degrees with two new or reactivated programs planned for 2019-20, three for 2020-21, and three for 2021-22 Benchmark for number of work-integrated learning opportunities for students established by June 2020 with improvements by June 2021 <hr/> <ul style="list-style-type: none"> Higher percentage of graduates who are employed in the local region by June 2022 Higher percentage of graduates who have work related to their program by June 2022 Increase in number of program development and needs assessment sessions held with local industry, business, and community partners by June 2020 <hr/> <ul style="list-style-type: none"> Higher percentage of employers satisfied with the skills, knowledge, and behaviours of Keyano graduates by June 2022
2. Develop and implement an Open Education Resources (OER) Strategy to enhance student success and increase program and course affordability	<ul style="list-style-type: none"> Open Education Resources (OER) Strategy <hr/> <ul style="list-style-type: none"> Increased review, adaption, and creation of OERs at Keyano 	<ul style="list-style-type: none"> OER Strategy developed by June 2020 and implemented by June 2021 <hr/> <ul style="list-style-type: none"> Benchmark for number of programs and courses currently using OERs by June 2020 with improvements by June 2021 Increase in number of employees and subject matter experts reviewing, adapting, and creating OERs by June 2021

3

To Achieve Engagement



QUALITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Develop and implement a Program Quality Assurance (PQA) Framework to ensure consistency and quality of all programs and courses delivered at Keyano	<ul style="list-style-type: none"> Program Quality Assurance (PQA) Framework 	<ul style="list-style-type: none"> PQA Framework developed by June 2020 and implemented by June 2021 All programs included in the five-year review schedule by June 2020 Increase in number of programs and courses reviewed through the PQA process with three scheduled for 2019-20 and five for 2020-21
2. Develop a Teaching and Learning Philosophy for Keyano to guide the creation of a Teaching and Learning Framework	<ul style="list-style-type: none"> Teaching and Learning Philosophy Teaching and Learning Framework reflecting the CIP Goals 	<ul style="list-style-type: none"> Teaching and Learning Philosophy developed by June 2020 Teaching and Learning Framework developed by June 2020 and implemented by June 2021 Full alignment of instructor competencies with Human Resource competencies by June 2020 Increase in number of framework-related teaching and learning training opportunities for faculty, staff, and students with four sessions planned for 2019-20



COORDINATION

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Enhance dual credit opportunities to increase training for students in the region	<ul style="list-style-type: none"> Increased coordination with school districts to provide enhanced dual credit programming Increased participation of local high school students in Keyano programs 	<ul style="list-style-type: none"> One new dual credit offering in 2019-20 and one new offering in 2020-21 Benchmark for number of local high school students in Keyano's dual credit programs established by June 2020 with increased enrolment by June 2021
2. Pursue collaborative programming opportunities with other Alberta post-secondary institutions	<ul style="list-style-type: none"> Increased collaboration with Alberta PSIs to enhance educational opportunities for students in the region 	<ul style="list-style-type: none"> Opportunities for collaborative certificate, diploma, and degree programs identified by June 2020 with viability reports by June 2021 Summary of transfer agreements between Keyano and other Alberta PSIs by June 2020 with continuous improvement thereafter

4

To Celebrate Learning



COORDINATION

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Staff Recognition Program - Priority ONE	<ul style="list-style-type: none"> Staff Engagement and alignment 	<ul style="list-style-type: none"> Selection committee will be looking for multiple submissions per month. The launch will be in November 2019 at the Professional Development days, and will run through to June 2020.
2. Professional Development (CUPE, Faculty)	<ul style="list-style-type: none"> Improved skills and growth Enhancing the skills of Faculty and Staff through supporting learning through professional development. Engagement on Cross functional teams 	<ul style="list-style-type: none"> Document the number of employees who received additional accreditations, certificates, diplomas, degrees, etc. Document the number of faculty and staff involved as participants and speakers in the Keyano Professional Development Day in comparison to the 2019 participation. Higher numbers of staff involvement in cross-functional teams. (Increase in participation in various initiatives throughout the College in 2019-2020.)
3. Leadership Training	<ul style="list-style-type: none"> Improved skills and growth Applying for more positions within the College, better succession planning 	<ul style="list-style-type: none"> Increase number of participants in leadership training. Increased number of internal promotion and transfers for leadership positions. Development of the succession planning for 2019-2021.

4

To Celebrate Learning



COORDINATION

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
4. Professional Development Day (Keyano Development Day)	<ul style="list-style-type: none"> Annual Professional Development held to include all staff Faculty and staff engagement, bonding and building a sense of Keyano pride 	<ul style="list-style-type: none"> Measure and document the number of sessions held during Keyano Development Day and attendance at the sessions. Measure the diversity of sessions. Determine the number of faculty and staff presenting and the positive feedback from participants. Increase the numbers of staff and faculty participating in Keyano sponsored event. Increase 5% per year.
5. Regular Learning Celebrations (Graduations, Dean's List & President's list etc)	<ul style="list-style-type: none"> Student recognition and acknowledgement 	<ul style="list-style-type: none"> Increased numbers of staff and faculty attendees at Student Recognition Celebrations. Successful graduation ceremonies (Convocation, Nurse's Pinning Ceremony, Fort Chipewyan Celebration of Success, Journeymen Breakfasts) measured by attendance. Higher student success and more students on the Dean's list and President's List.

4

To Celebrate Learning



ACCESSIBILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Embracing Indigenous Ways of Learning	<ul style="list-style-type: none"> Inventory of Programs that Incorporate Indigenous Knowledge, Offering Programs in Response to requests from Indigenous Partners, Finalizing the Elder Protocol and Service Plan 	<ul style="list-style-type: none"> Increase the number of Indigenous partnerships. Successful completion of the Elder Protocol and service plan, and completion of the inventory of program with indigenous content. Expansion of on campus cultural programs including learning circles and culturally significant events. Development of a clear plan and mandate to service the Indigenous communities through the Fort Chipewyan Campus and Regional Learning Centres.



AFFORDABILITY

PRIORITY INITIATIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
1. Athletic Awards/Student Awards	<ul style="list-style-type: none"> Increase opportunities for potential students to attend College Increase opportunities for potential students to attend College 	<ul style="list-style-type: none"> Increase the number of applications and acceptance. Increase in the number of Student awards and Athletic Awards. Write a strategy to determine more opportunities to increase athletic offerings. Add more athletics programs which will increase students trying out for Huskies, increase international athletes, and increase applications to the College.

APPENDIX A:

Financial and Budget Information

FINANCIAL AND BUDGET INFORMATION

Preface: The 2019-2022 Comprehensive Institutional Plan Budget Information incorporates Government of Alberta funding changes identified in the Alberta Budget 2019 issued on October 24, 2019.

The 2019-2020 consolidated operating budget for Keyano College is a breakeven budget with revenues equal to expenses for a nil surplus. Beyond 2019-20, the College is projecting deficits of \$2,757,571 (2020-21) and \$4,347,495 (2021-22). These deficits are a combination of anticipated government funding cutbacks, removal of one-time revenues, known inflationary pressures, growth initiatives and addressing infrastructure and operational deficiencies. College Administration will develop

strategies to balance the projected deficits to a nil surplus.

As a public institution, a significant portion of the College's funding is from the Government of Alberta. In the Alberta Budget 2019, the government cut funding to Post-secondary Institutions by 5.1%. Individual Post-secondary institution cuts varied. Keyano College grant reductions is as follows:

GRANT	2018-19	2019-20	DIFFERENCE	% CHANGE
Campus Alberta Grant	\$ 34,359,087	\$ 33,615,530	(\$ 743,557)	-3.2%
Post-secondary Mental Health	\$ 230,000	\$ 240,000	+\$ 10,000	+4.3%
Funding for Students with Disabilities	\$ 154,097	\$ 154,097	No change	No change
Apprenticeship Training Grant	\$ 1,265,058	\$ 715,036	(\$ 550,022)	-43.5%
Infrastructure Maintenance Program	\$ 2,799,605	\$ Nil	(\$ 2,799,605)	-100%
Total	\$ 38,807,847	\$ 34,724,663	(\$ 4,083,184)	-10.5%

In Alberta Budget 2019, the government announced that a new Post-Secondary Institution funding model will be implemented in 2020. It will introduce performance based funding that responds to system performance. Due to the uncertainty of how this new funding model will affect Keyano, College Administration has not

made any significant changes to Government of Alberta Grant revenues. However, this plan does reflect a minus 3.9% (2020-21) and minus 4.4% (2021-22) reduction to Keyano's Campus Alberta Grant in anticipation of changes in Post-secondary funding.

Keyano College's tuition rates remain frozen at 2014-2015 levels per tuition fee regulation. Notwithstanding this freeze, we anticipate increased tuition revenue in 2019-2020 driven by continued growth of enrolment. In the Alberta Budget 2019, the Government announced that the tuition freeze will be lifted. As of January 1, 2020, Alberta Post-secondary's will be allowed to raise tuition by 7% institution-wide, and up to 10% in individual programs over the next three years. This plan reflects tuition and fees increases in 2020-21 and 2021-22 to the maximum permitted, subject to the approval of the College Board of Governors.

Keyano College's Administrative salaries continue to be frozen since April 2016 in accordance with the Alberta Salary Restraint Legislation which expires on December 31, 2019. This plan continues with the freeze on Administrative salaries in anticipation of further salary restraint in the Alberta Public Sector.

The College is currently bargaining with CUPE whose agreement expired on June 30, 2019 and is also negotiating a wage reopener with the Keyano College Faculty Association.

The College is a people-driven organization, and our cost structure is dominated by workforce costs. In 2019-20, Keyano's staff count went from 286.8 to 316.3, an increase of 29.5 full-time

equivalent positions. This increase consists of the following:

- +20.95 FTE for grow forward initiatives and an organizational "reset" to meet institutional requirements and bolster student and academic supports;
- +11.25 FTE to address operational support deficiencies; and
- -2.7 FTE elimination of redundant positions.

No provision for cost of living increases have been factored into this plan.

Non-compensation related expenditures are budgeted to increase by 2021-22. This is driven by a number of grow forward initiatives, inflationary pressures and investment in infrastructure that support student learning and accommodation.

The 2019-20 budget includes a \$1,530,302 payment received for a Business Interruption insurance claim settlement stemming from the 2016 Fort McMurray Wildfire. Also, in 2019-20 College revenues in government business enterprise increased by \$1,251,992 from royalties earned under a third-party gravel mining lease on Keyano College Land Trust Corporation property.



FINANCIAL AND BUDGET INFORMATION

SUSTAINING THE COLLEGE'S CAPITAL INFRASTRUCTURE

The College has recently completed \$22.7 M in deferred maintenance over a three year period at the Clearwater Main Campus and Suncor Energy Industrial Campus locations. Funding of \$6.9 M was provided under the Post-Secondary Strategic Investment Fund Grant (SIF) and \$15.8 M under an Alberta Capital Infrastructure Grant. However, despite this work, College infrastructure is still in need of significant repairs and renewal. The 2019-20 budget includes \$4,472,914 in Infrastructure Maintenance Program (IMP) spending funded out of deferred revenues. IMP spending declines to \$2,799,605

in 2020-21 when this grant is expected to be reinstated by government with spending remaining constant thereafter. A multimillion dollar investment is required to restore and renew Reidel student housing that must be self-funded by the College. No provision has been included in this plan beyond regular maintenance and a roofing replacement project for Reidel housing.

Deferred maintenance requirements for the College are estimated to be in excess of \$30M. College Administration continues to prioritize maintenance activity based on need, risk and available budget.

BUDGET ASSUMPTIONS	
LINE ITEM	2019-20
GOVERNMENT OF ALBERTA GRANTS	<p>Government of Alberta Grants include funding from the Ministry of Advanced Education of the following:</p> <ul style="list-style-type: none"> \$33,615,530 Campus Alberta Grant (-2.2%) \$240,000 Post-Secondary Mental Health (+4.3%) \$154,097 Funding for Students with Disabilities (n/c) \$715,036 Apprenticeship Training Grant (-43.5%) \$ Nil Infrastructure Maintenance Program; prior year \$2,799,605 (-100%) <p>Total grant reduction in Alberta Budget 2019 is \$4,083,184 (-10.5%)</p> <ul style="list-style-type: none"> The \$3,516,369 Fort McMurray Cost of Living Allowance is expected to remain unchanged. Other conditional grants, deferred revenue to be earned and timing of grant payments in 2019-20 is \$6,794,707. All Government of Alberta Grants expire on March 31st. Due to the difference in fiscal year-ends between the Government of Alberta (March 31st) and Keyano (June 30th), College Administration has further reduced its fourth quarter Campus Alberta Grant by \$339,212 (-4.4%) in anticipation of further changes to Post-secondary funding in next year's provincial budget. <p>Further Campus Alberta Grant funding reductions are anticipated beyond 2019-20 as follows:</p> <ul style="list-style-type: none"> Minus 3.9% in 2020-21 Minus 4.4% in 2021-22



BUDGET ASSUMPTIONS	
LINE ITEM	2019-20
SALES OF SERVICES AND PRODUCTS	<p>The College derives revenues from various ancillary and entrepreneurial activities. Sales and services include a wide array of activity including educational contracts, corporate training programs, student housing, bookstore, parking, facility rentals and leasing, food services, Syncrude Sports and Wellness Centre memberships and programming and the Keyano Theatre.</p> <p>College revenues from educational contracts and corporate training continue to be affected by the slowing economy. This plan holds revenue from these sources relatively constant.</p> <p>In past budgets, the College has not increased fees for ancillary and commercial activities and maintained alignment in the spirit of the tuition fees freeze. However, with the lifting of the tuition freeze, the College will be raising most fees by 7% after 2019-20 as reflected in this plan.</p>
STUDENT TUITION AND FEES	<p>Tuition fees, governed by the Post-secondary Learning Act, are set as approved by the Board of Governors. The College has frozen its tuition fees by course at 2014-15 levels as mandated under the Tuition Fee Regulation.</p> <p>In the Alberta Budget 2019, the Government announced that the tuition freeze will be lifted. As of January 1, 2020, Alberta Post-secondary's will be allowed to raise tuition by 7% institution-wide and up to 10% in individual programs over the next three years.</p> <p>Tuition fees in the 2019-20 budget remain unchanged. However, the College is projecting a 7% fee increase every year, beyond 2019-20, to the maximum permitted.</p> <p>Tuition fee revenue is aligned with the full-load equivalents (FLEs) in this plan.</p> <p>Fees for non-credit programs remain unchanged.</p> <p>Tuition fees for international students are set by the Board of Governors. These fees are on average three times higher than for domestic students. Tuition and fee revenues for international students is expected to increase beyond 2019-20 through an enhanced International Student recruitment strategy.</p> <p>In 2019-20, the College held student service fees constant. However, the College is projecting a 7% fee increase each year, beyond 2019-20, to the maximum permitted.</p>

FINANCIAL AND BUDGET INFORMATION

BUDGET ASSUMPTIONS	
LINE ITEM	2019-20
DONATIONS AND OTHER GRANTS	Donations and other grant revenue represents unrestricted donations received by the College as well as the realization of deferred donor sponsorships which are recognized upon the payment of bursaries and awards to learners.
INVESTMENT INCOME	<p>The College engages professional investment managers to advise and maintain its portfolio investments. The College has taken a conservative approach to budgeting investment income in this plan.</p> <p>In 2018-19, the College sold off \$5M in unrestricted portfolio investments to address cash flow issues due to the timing of a \$7.8M Capital Infrastructure Grant payment. The Government of Alberta will release the \$7.8M payment when the College satisfies outstanding grant reporting requirements. The payment is anticipated to occur in 2019-20, and when received, \$5M will be returned to unrestricted portfolio investments</p>
FEDERAL AND OTHER GOVERNMENT GRANTS	<p>Federal and other grants consist of conditional funding agreements.</p> <p>The College continues to deliver upon the Federal government's Language Instruction for Newcomers to Canada (LINC) program providing instruction for immigrants, assisting in career transitions, providing testing facilities and assisting employers with workplace readiness assessments. This grant is \$1,160,770 and remains constant in this plan.</p> <p>The 2019-20 budget includes a \$194,100 College Theatre sustainability grant from the Regional Municipality of Wood Buffalo that expires December 31, 2019. No new sustainability grant is included in this plan.</p>
INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE	<p>This represents revenue earned from the Keyano College Land Trust. The Land Trust is consolidated on the modified equity basis with the annual Trust surplus (deficit) reported as a revenue line item in the College consolidated statement of operations.</p> <p>Residential and commercial lot development of the Land Trust property was placed in abeyance in 2015 due economic conditions and continues to remain suspended to present day. Revenues from the Land Trust consist of rental income from three condos, lease revenue from non-serviced laydown lots and royalty revenue from a third-party gravel mining lease. The gravel mining commenced in May 2019.</p> <p>Gravel royalty revenue declines in 2021-22 as mining activity nears the end of the lease.</p>

BUDGET ASSUMPTIONS	
LINE ITEM	2019-20
INSURANCE PROCEEDS – 2016 WILDFIRE	Represents a Business Interruption insurance settlement payment stemming from the 2016 Fort McMurray Wildfire.
SALARIES AND BENEFITS	<p>In 2019-20 the full-time equivalents (FTEs) are budgeted at 316.3, an increase of 29.5 FTE over the 2018-19 budget. Beyond 2019-20, total FTE count remains constant at 316.3.</p> <p>The increase in FTEs represents College grow forward initiatives and inflationary pressures in institutional, academic and student supports.</p> <p>The College is currently in collective bargaining with CUPE and negotiating a wage re-opener with the Faculty Association.</p> <p>The 2019-20 budget includes an \$814,285 workforce vacancy savings. In 2020-21, this savings declines to \$400,000 and remains constant thereafter.</p> <p>Administrative staff salaries remain frozen under the Salary Restraint Legislation which expires on December 31, 2019. This plan has no provision for Administrative staff salary increases in 2020 and beyond.</p>
MATERIAL, SUPPLIES AND SERVICES	<p>Materials, supplies and services represent an array of expense categories which include items such as academic contracts, non-academic contracts, professional fees, materials and supplies, equipment purchases under \$5,000, marketing and advertising, IT, professional development and training, professional services, Ancillary services, insurance premiums, travel and other expenses.</p> <p>For 2019-20, this category reflects a level of spending activity that accommodates the support of learners, maintenance, projects, programs and the daily operations of the College.</p> <p>For 2019-20, a \$500,000 curriculum development budget was established and remains constant throughout the plan.</p> <p>No set inflationary rate has been applied beyond 2019-20 in this plan, however, the Alberta Consumer Price Index (CPI) is generally about 2%. Changes beyond 2019-20 reflect known or planned changes in expenditure activity.</p>

FINANCIAL AND BUDGET INFORMATION

BUDGET ASSUMPTIONS				
LINE ITEM	2019-20			
AMORTIZATION OF TANGIBLE CAPITAL ASSETS	Amortization of tangible capital expenditures represents the matching of capital cost over the useful life of assets employed by the College and is calculated based on the composition of assets and growth to the College tangible capital asset base.			
	The College has the following three year plan for acquisition of tangible capital assets:			
		Contributed	Self-funded	Total
	2019-20	\$794,537	\$2,353,602	\$3,148,139
	2020-21	Nil	\$2,000,000	\$2,000,000
	2021-22	Nil	\$1,800,000	\$1,800,000
	Projected capital spending is conservative and may increase when the projected operating deficits are balanced to a nil surplus.			
Amortization expense has been adjusted for tangible capital asset acquisitions.				
UTILITIES	Utilities are budgeted at \$2,175,659 for 2019-20. Utilities have been adjusted slightly to reflect savings from the elimination of the Alberta carbon tax and efficiencies in facility operations.			
REPAIRS AND MAINTENANCE	Repairs and maintenance expenditures fluctuate from year to year based upon the timing of R&M and Infrastructure Maintenance Program (IMP) activity. In 2019-20, repairs and maintenance is budgeted at \$3,177,621. Beyond 2019-20, costs decline due to the drawdown of \$4.4M in deferred IMP revenue. The \$2,799,605 IMP grant is expected to be restored in 2020-21.			
COST OF GOODS SOLD	Costs of Goods Sold represents the cost of books and merchandise sold in the Bookstore. In 2019-20, COGS was increased to reflect a realistic gross margin on sales of 30% versus 50% in the 2018-19 budget.			
INTEREST ON DEBT	Interest on debt is borrowing costs expended on capital leases agreements and long-term loans with the Alberta Capital Finance Authority. These costs align with loan amortization schedules.			



BUDGET ASSUMPTIONS	
LINE ITEM	2019-20
SCHOLARSHIPS AND BURSARIES	Scholarships and bursaries are paid to students and student athletes. Spending increases as new athletic programming is introduced.
FUNDRAISING EXPENSES	Fundraising expenses represents costs of the Keyano College Foundation.
ATHLETIC PROGRAMMING	In 2019-20, Keyano embarked on an expansion in athletic programming introducing Cheer and Cricket. This will be followed with other offerings including an application to the Alberta Colleges Athletic Conference (ACAC) for a Men's hockey team in 2020-21 and a Women's hockey team in 2021-22. This plan has been updated for incremental revenues and costs in anticipation of ACAC approval.

FINANCIAL AND BUDGET INFORMATION

CONSOLIDATED STATEMENT OF OPERATIONS

	2018-19 Actual	2019-20 Budget	2020-21 Projection	2021-22 Projection
Revenues				
Government of Alberta grants	\$ 49,302,335	\$ 49,508,653	\$ 45,487,576	\$ 43,647,064
Sales of services and products	8,709,348	8,134,516	8,465,801	9,027,496
Student tuition and fees	8,048,268	8,752,491	9,952,940	11,090,238
Donations and other grants	1,823,408	2,752,752	2,777,752	2,802,752
Investment income	1,287,464	704,913	804,913	904,913
Federal and other government grants	1,495,222	1,805,870	1,450,770	1,450,770
Investment in government business enterprise	699,360	1,743,782	1,818,782	1,408,926
Insurance proceeds - 2016 wildfire	-	1,530,302	-	-
	71,365,405	74,933,279	70,758,534	70,332,159
Expense by function				
Facility operations and maintenance	12,213,883	11,942,381	9,612,600	9,660,539
Institutional support	22,589,258	21,177,841	21,368,011	21,660,221
Instruction and training	20,230,882	22,289,731	22,236,268	22,236,268
Academic and student support	8,419,683	12,412,732	13,113,732	13,844,732
Ancillary services	5,990,045	5,845,978	5,920,878	6,013,278
Special purpose and Trust	1,432,613	1,264,616	1,264,616	1,264,616
	70,876,364	74,933,279	73,516,105	74,679,654
Annual operating surplus (deficit)	489,041	-	(2,757,571)	(4,347,495)
Endowment contributions	44,500	-	-	-
Capitalized income	26,449	-	-	-
Annual surplus (deficit)	\$ 559,990	\$ -	\$ (2,757,571)	\$ (4,347,495)
Expense by object				
Salaries and benefits	\$ 38,202,557	\$ 41,069,953	\$ 41,853,238	\$ 42,383,238
Materials, supplies and services	17,136,598	18,279,183	16,697,488	17,034,488
Amortization of tangible capital assets	7,990,505	7,756,168	7,906,168	8,026,168
Utilities	2,142,093	2,175,659	2,075,659	2,123,598
Repairs and maintenance	2,085,302	3,177,621	2,396,952	2,396,952
Cost of goods sold	875,479	869,790	944,690	1,037,090
Interest on debt	641,896	584,005	557,010	529,220
Scholarships and bursaries	719,777	984,900	1,048,900	1,112,900
Fundraising expenses ⁽¹⁾	1,082,157	36,000	36,000	36,000
	\$ 70,876,364	\$ 74,933,279	\$ 73,516,105	\$ 74,679,654

Note 1: Fundraising expenses in 2018-19 include allocated salaries, materials, supplies and services for Advancement activities. These costs are reflected in their respective object for 2019-20 to 2021-22.

CONSOLIDATED STATEMENT OF CASH FLOWS

	2019-20
Operating transactions	
Annual surplus	\$ -
Add (deduct) non-cash items:	
Amortization of tangible capital assets	7,756,168
Expended capital recognized as revenue	(4,687,650)
Investment earnings in government business enterprise	(1,743,782)
Government business enterprise non-cash interest revenue	(329,913)
Change in non-cash items	994,823
Decrease in accounts receivable	8,580,003
Decrease in accounts payable	(830,831)
Decrease in deferred revenue	(3,691,673)
Increase in prepaid expenses	100,000
Cash provided by operating transactions	5,152,322
Capital transactions	
Acquisition of tangible capital assets, less in-kind donations	(3,148,139)
Cash applied to capital transactions	(3,148,139)
Investing transactions	
Loan receivable repayment	25,000
Purchase of portfolio investments	(5,000,000)
Cash applied to investment transactions	(4,975,000)
Financing transactions	
Debt repayment	(1,500,000)
Increase in spent deferred capital contributions, less expended capital recognized as revenue	794,537
Cash applied to financing transactions	(705,463)
Decrease in cash and cash equivalents	(3,676,280)
Cash and cash equivalents, beginning of the year	5,674,780
Cash and cash equivalents, end of the year	\$ 1,998,500

Attachment: 1. 2022 Keyano College CIP Presentation, Application and Recommendation (Keyano College 2022 Sustaining Grant)

APPENDIX B:

Enrolment Plan and Proposed Programming Changes

ENROLMENT PLAN AND PROPOSED PROGRAMMING CHANGES

Enrolment projections for the 2019-2022 CIP reflect regional and provincial economics as well as planned program development and revision activities. Full Load Equivalents (FLEs) are expected to increase from approximately 1,088 in 2018-19 to 1,103 in 2019-20, resulting in a net increase of 15 FLE. By 2021-22, Keyano anticipates enrolment of just over 1,295 FLE.

ENROLMENT PLAN FOR 2019-20 TO 2021-22						
	Program/ Specialization	Actual FLE 2017-18	Unofficial FLE 2018-19	Projected FLE		
				2019-20	2020-21	2021-22
APPRENTICESHIP	Carpenter	4.272	4.005	4.267	4.267	4.267
	Crane and Hoisting Equipment Operator (Mobile Crane)	3.400	2.400	0.000	0.000	0.000
	Crane and Hoisting Equipment Operator (Tower Crane)	2.000	1.600	0.000	0.000	0.000
	Crane and Hoisting Equipment Operator - Boom Truck	0.000	1.000	0.000	0.000	0.000
	Electrician	52.175	39.227	39.867	39.867	39.867
	Heavy Equipment Technician	40.317	45.924	38.400	38.400	45.600
	Industrial Mechanic (Millwright)	22.161	21.627	24.000	24.000	24.000
	Plumber	0.000	0.000	0.000	0.000	0.000
	Steamfitter-Pipefitter	13.884	7.209	12.800	12.800	12.800
	Welder	18.156	13.617	11.200	11.200	11.200
	Apprenticeship Total	156.365	136.609	130.534	130.534	137.734
CERTIFICATE	Aboriginal Entrepreneurship	4.567	6.465	3.367	4.133	4.667
	Art and Design	9.667	8.400	11.833	12.000	12.700
	Business Administration Certificate - Accounting	21.185	28.868	26.567	28.133	30.067
	Business Administration Certificate - Business	60.021	41.570	42.767	44.733	46.866
	Community Based Environmental Monitoring Certificate	0.000	6.707	2.567	0.000	0.000
	Early Learning and Child Care Certificate	14.077	6.461	9.833	9.833	9.833
	Educational Assistant	25.741	29.001	20.316	21.369	22.421
	Health Care Aide	11.900	16.732	19.300	19.300	19.300

ENROLMENT PLAN AND PROPOSED PROGRAMMING CHANGES

ENROLMENT PLAN FOR 2019-20 TO 2021-22						
	Program/ Specialization	Actual FLE 2017-18	Unofficial FLE 2018-19	Projected FLE		
				2019-20	2020-21	2021-22
CERTIFICATE	Human Resources Management Certificate	3.875	5.750	4.041	5.250	5.250
	Office Administration Certificate	25.518	25.573	19.867	20.867	21.867
	3rd Class Power Engineering	3.000	3.875	5.842	4.826	4.064
	3rd Class Power Engineering Co-op	40.125	36.625	70.500	46.125	73.125
	4th Class Power Engineering	29.750	66.000	45.668	41.940	43.338
	4th Class Power Engineering Co-op	12.375	66.750	47.625	73.125	46.125
	Pre-employment Carpentry	0.000	0.000	2.323	2.323	2.323
	Pre-employment Electrician	0.000	0.000	0.000	0.000	0.000
	Pre-employment Heavy Equipment Technician	0.000	0.234	3.097	3.097	3.097
	Pre-employment Plumber	0.000	0.000	0.000	0.000	0.000
	Pre-employment Welder	3.257	0.000	0.000	0.000	0.000
	Primary Care Paramedic	16.329	19.331	16.571	16.571	16.571
	Process Operator Co-op	32.125	4.750	0.375	0.000	0.000
	Certificate Total	313.512	373.092	352.459	353.625	361.614
DIPLOMA	Advanced Care Paramedic	0.000	11.400	27.867	37.728	37.728
	Business Administration Diploma - Accounting	10.600	5.500	9.933	11.400	12.767
	Business Administration Diploma - Business	20.350	14.700	15.534	16.000	18.066
	Business Administration Diploma Co-op - Accounting	0.000	0.000	3.636	4.509	5.136
	Business Administration Diploma Co-op - Business	0.273	0.000	6.091	7.697	9.061
	Early Learning and Child Care Diploma	0.000	0.000	12.714	15.857	15.857
	Environmental Technology Diploma	15.893	12.516	12.787	13.921	15.574
	Environmental Technology Diploma Co-op	0.000	0.000	0.000	0.000	0.000
	Fitness Leadership and Movement	0.000	0.000	0.000	0.000	0.000
	Heavy Equipment Technician Diploma	0.000	0.000	0.000	0.000	0.000
	Practical Nurse	42.128	37.376	47.708	49.767	51.870
	Social Work Diploma	17.286	26.663	20.667	35.697	29.067
	Dipoma Total	106.530	108.155	156.937	192.576	195.126

ENROLMENT PLAN FOR 2019-20 TO 2021-22						
	Program/ Specialization	Actual FLE 2017-18	Unofficial FLE 2018-19	Projected FLE		
				2019-20	2020-21	2021-22
NON-CREDENTIAL	Language Instruction for Newcomers to Canada	103.484	108.284	93.544	93.544	93.544
	Mount Royal - Bachelor of Science - Environmental Science	4.000	10.133	8.000	9.000	10.000
	Open Studies	31.818	26.076	30.100	30.100	30.100
	Upgrading - Academic Foundations	0.000	0.000	4.534	7.733	9.466
	Upgrading - Advanced High School Equivalency	0.333	3.401	1.333	1.800	2.333
	Upgrading - College Preparation	118.867	80.276	82.067	83.000	84.133
	Upgrading - General High School Equivalency	9.735	9.033	9.167	9.167	9.167
	UT: Bachelor of Arts	13.134	10.702	19.234	19.500	20.900
	UT: Bachelor of Commerce	0.400	4.000	2.600	2.600	2.600
	UT: Bachelor of Education - Elementary	37.436	49.502	40.700	40.700	40.700
	UT: Bachelor of Education - Secondary	5.234	7.567	6.900	7.433	8.433
	UT: Bachelor of Engineering	6.125	7.666	8.675	9.200	10.850
	UT: Bachelor of Nursing	106.095	118.386	138.195	139.262	137.467
	UT: Bachelor of Science	20.934	19.467	26.000	27.000	28.500
	UT: Bachelor of Social Work	10.834	4.100	4.033	4.033	4.033
	Non-Credential Total	468.429	458.593	475.082	484.072	492.226
	Keyano College Total	1,044.836	1,076.449	1,115.012	1,160.807	1,186.700

ENROLMENT PLAN AND PROPOSED PROGRAMMING CHANGES

INTERNATIONAL STUDENT ENROLMENT

Anticipated growth in international student enrolment will not impact Keyano's ability to maintain its current level of service capacity or access for Alberta students. By implementing strategic enrolment management measures, international student enrolment growth will not displace domestic learners.

INTERNATIONAL ENROLMENT PLAN FOR 2019-20 TO 2021-22							
	Program/ Specialization	2019-20		2020-21		2021-22	
		International FLE	% of total projected enrolment	International FLE	% of total projected enrolment	International FLE	% of total projected enrolment
CERTIFICATE	Art and Design	0.800	7%	0	0%	0	0%
	Business Administration Certificate	15.800	23%	27.133	30%	36.733	33%
	Early Learning and Child Care Certificate	2.600	26%	2.600	21%	2.600	17%
DIPLOMA	Educational Assistant	2.158	11%	2.158	10%	2.158	9%
	Human Resources Management Certificate	0.833	21%	0.833	16%	0.833	16%
	Office Administration Certificate	1.000	5%	2.000	10%	3.000	14%
	Business Administration Diploma	6.667	26%	10.467	29%	12.333	28%
	Business Administration Diploma Co-op	2.606	27%	4.909	25%	7.788	25%
	Early Learning and Child Care Diploma	0.000	0%	2.467	25%	2.467	25%
	Environmental Technology Diploma	0.938	7%	4.720	26%	7.629	29%
	Practical Nurse	2.197	5%	0.897	2%	0.000	0%
	Social Work Diploma	0.000	0%	1.818	5%	2.067	7%
NON-CREDENTIAL	Mount Royal - Bachelor of Science - Environmental Science	0.000	0%	0.000	0%	2.000	14%
	Upgrading	8.967	9%	11.200	10%	13.700	12%
	UT: Bachelor of Arts	2.234	12%	2.234	11%	2.234	11%
	UT: Bachelor of Education	2.300	5%	2.300	5%	2.300	5%
	UT: Bachelor of Engineering	0.775	9%	1.550	14%	1.550	12%
	UT: Bachelor of Science	1.333	5%	2.667	8%	2.667	7%
	UT: Bachelor of Nursing	0.778	1%	0.000	0%	0.000	0%
	UT: Bachelor of Social Work	0.600	15%	0.600	15%	0.600	15%
	Open Studies	0.967	3%	0.970	3%	1.130	3%
Keyano College Total		53.553	5%	81.523	7%	103.789	8%

ANTICIPATED PROGRAMMING UPDATES FOR 2019-20

PROGRAM REACTIVATION

Early Learning and Child Care Diploma

The Early Learning and Childcare (ELCC) Diploma program will be reactivated in 2019-20. This credential is important for the community and allows graduates to hold a Level 3 or supervisory role. Extensive consultation with the Program Advisory Committee and regional childcare experts resulted in a more sustainable program model. The revised ELCC program includes full- and part-time options with opportunities for students to attend virtually (synchronous) for all face-to-face elements. Blended courses are delivered over 7-week blocks, rather than over a traditional 15-week semester. This allows childcare centres to release staff for enrolment in individual courses. The elimination of most course pre-requisites enables continuous intake and further supports sustainable enrolment.

Program/ Specialization	FLE Projections		
	2019-20	2020-21	2021-22
Early Learning and Child Care Diploma	2,000	9,867	9,867

Upgrading – Academic Foundations

In fall 2019, Keyano began an extensive review of the suspended Academic Foundations: Literacy and Academic Foundations: Intermediate and Advanced specializations. During the review, the development team determined that combining the two specializations would enhance curriculum delivery, reduce duplication, improve student pathways, and reduce program length. Increasing focus on improving literacy and numeracy skills makes this an opportune time to reactivate the combined Academic Foundations specialization. Currently, the only academic upgrading program offered at Keyano begins at the Grade 10 level; as a result, a gap exists for learners who are below that grade level. The reactivation of the specialization can close this gap by providing quality, credit-based programming for learners who need to upgrade their skills to enter further training. The reactivation also provides a natural transition to further education for students in the Language Instruction for Newcomers to Canada (LINC) program. Many of those students require additional language and/or numeracy skills prior to entering other programs at the College. This specialization can meet their needs. Additionally, this program can help meet the learning needs of international students and student athletes.

Program/ Specialization	FLE Projections		
	2019-20	2020-21	2021-22
Upgrading: Academic Foundations	3,600	8,800	10,533

ENROLMENT PLAN AND PROPOSED PROGRAMMING CHANGES

PROGRAM REVISION

Business Programs

In 2019-20, Keyano will undertake Program Quality Assurance (PQA) reviews for the following business-related certificate and diploma programs:

- Business Administration Certificate – Accounting
- Business Administration Certificate – Business
- Business Administration Diploma – Accounting
- Business Administration Diploma – Business

- Business Administration Diploma Co-op – Accounting
- Business Administration Diploma Co-op – Business

Significant program changes are anticipated, including improved curriculum, alternative delivery options, and enhanced pathways. For the Diploma Co-op programs, Keyano intends to reduce the program length to mirror the other Business Administration Diploma programs. Enrolment growth projections are expected for this program cluster.

Program/Specialization	Actual FLE	Unofficial FLE	Projected FLE		
	2017-18	2018-19	2019-20	2020-21	2021-22
Business Administration Certificate – Accounting	21.185	28.701	26.567	29.133	31.067
Business Administration Certificate – Business	60.021	42.053	42.767	61.733	78.866
Business Administration Diploma – Accounting	10.600	4.999	9.933	14.400	16.767
Business Administration Diploma – Business	20.350	13.087	15.534	22.000	28.066
Business Administration Diploma Co-op - Accounting	0.000	0.000	3.636	6.909	12.636
Business Administration Diploma Co-op - Business	0.273	0.000	6.091	12.697	19.061
Business Program Total	112.429	88.840	104.528	146.872	186.463

PROGRAM SUSPENSION

In 2019-20, Keyano will assess the viability and sustainability of the following suspended programs:

- Fitness Leadership and Movement
- Heavy Equipment Technician Diploma
- Mechanical and Construction Trades Preparation

Results of the assessments will result in either reactivation, extension of the suspension period, or program termination. If programs are reactivated, major revisions will be required to ensure quality and currency of curriculum.

APPENDIX C:

Research, Applied Research, and Scholarly Activities

RESEARCH, APPLIED RESEARCH, AND SCHOLARLY ACTIVITIES

APPLIED RESEARCH

In 2019-20, Keyano College will develop an Applied Research and Innovation Strategy. As part of this process, Keyano will explore potential partnerships with other post-secondary institutions within Campus Alberta. Receiving Natural Sciences and Engineering Research Council of Canada (NSERC), Social Sciences and Humanities Research Council (SSHRC), and Canadian Institutes of Health Research (CIHR) eligibility is a critical component of advancing research and scholarly activity within the College.

SCHOLARLY ACTIVITY

Keyano College faculty will be involved in delivering lectures for the Keyano College Lecture Series, conducting Philosopher's Café sessions, and presenting at the annual Keyano College University Studies Conference. They will also engage in scholarly activity, including presenting at conferences, publishing articles in refereed journals, and developing grant proposals.

INNOVATION FUND

Keyano College currently has an Innovation Fund, which allocates \$12,500 for Learning Innovation and \$12,500 for Research Innovation. The Innovation Fund Committee will explore additional opportunities to sustain and expand research and innovation activities.

REGIONAL INNOVATION

Alberta Innovates provides service to communities throughout the province in technology commercialization advice, mentorship, and access to program support and equipment through the Regional Innovation Network. As a member of the Wood Buffalo Regional Innovation Network (WBRIN), Keyano works closely with other organizations to promote local innovation and provide support for small businesses, start-ups, and entrepreneurs.

LABOUR EDUCATION APPLIED RESEARCH NORTH

Keyano is an active partner in Labour Education Applied Research North (LEARN). Formerly known as the Northern Labour Market Information Clearinghouse, LEARN is a joint initiative between the Northern Alberta Development Council (NADC) and four northern Alberta post-secondary institutions: Keyano College, Grande Prairie Regional College, Northern Lakes College, and Portage College. LEARN funds research on industry trends, specific occupations, and training opportunities, as well as other related topics such as demographic trends and community needs. This helps member institutions make evidence-based programming decisions.

APPENDIX D: Underrepresented Learners

UNDERREPRESENTED LEARNERS

Keyano College collaborates with a number of partners ranging from community adult learning providers, business and industry, regional school districts, Indigenous communities, and all levels of government. This is to ensure access to a broad spectrum of learning opportunities for the Regional Municipality of Wood Buffalo. Keyano operates one campus in Fort McMurray and another in Fort Chipewyan, along with adult learning centres in Fort McKay and Gregoire Lake. A variety of learning options are provided with classroom, online, and blended delivery offerings available.

Most programs offered in the regional centres are part of larger, collaborative workforce initiatives undertaken by communities, with support from various provincial and federal partners. Keyano's Indigenous Education department manages these programs. The department works with the communities to identify learning needs, deliver programming, and find partners or secure grant funding. The Upgrading: Academic Foundations program will be reactivated in 2019-20, providing pathways to advanced upgrading options and Keyano programs. The Community Adult Learning Program (CALP), funded by Advanced Education, fosters learner transitions from the community-based, non-formal, non-credit adult learning system to the post-secondary system.

Between 2019 and 2022, Keyano will expand partnerships with First Nations' Government/ Industry Councils, business and industry partners, community organizations, and Campus Alberta colleagues. These partnerships will help meet the education and training needs of underrepresented learners.

INDIGENOUS LEARNERS AND LEARNERS IN RURAL AND REMOTE COMMUNITIES

The majority of Keyano's Indigenous students are based in the regions rural and remote hamlets, outside of Fort McMurray. A key aspect of Keyano's regional stewardship strategy is supporting students in their foundational learning, which helps them to transition to further learning or employment.

In 2019-20, a concentrated effort will be made to further coordinate and align programming. This is to ensure that clear pathways are provided for Indigenous learners from basic literacy through to post-secondary with a range of entry and exit points. For example, Keyano will coordinate basic education programming with skilled labour workforce initiatives so learners are adequately prepared and supported as they move through a learning pathway. The College will work closely with community partners during this process. Keyano will also build on existing partnerships

to continuously improve program offerings and the overall experience for students and stakeholders.

Moving forward, Keyano will focus on the development of an Indigenization strategy, with full implementation planned for June 2021. The Indigenous Education department will work with

the Indigenous Education Steering Committee to ensure alignment of goals and outcomes. Keyano's commitment to an Indigenization Strategy that reflects Keyano's unique learning culture is reflected in the 2019-2022 CIP.

ACCESSIBILITY			
Goal	Priority Initiatives	Expected Outcomes	Performance Measures
TO PURSUE EMPOWERMENT AND ACHIEVE ENGAGEMENT	Develop and implement a Multiculturalism Plan to support diversity and increase inclusion at Keyano	Multiculturalism plan that includes an Indigenization Strategy and Internationalization Strategy	Keyano Indigenization Strategy developed by June 2020 and implemented by June 2021

In 2019-20, Keyano will continue working on the Indigenization of curriculum throughout all programs. As part of the quality assurance process, the College will engage Indigenous subject matter experts and instructional designers to ensure cultural accuracy and relevance. Keyano will respect traditional ways of teaching, knowing, and learning during all program revision and development activities. Indigenous elders will be invited to participate in the continuous improvement of programs to ensure appropriate knowledge systems and worldviews are reflected in curriculum.

LEARNERS WITH DISABILITIES

Keyano is committed to providing accessible education opportunities for learners with disabilities. Through the Student Services department, Keyano offers services and supports to learners with disabilities including:

- assessing student needs and accommodations for learning,
- enhancing learners' academic skills with learning strategies applied in context,
- training and access to assistive technology to develop independent learners, and
- counselling services for learners with disabilities who require assistance with personal issues.

Accessibility Services supports student success

UNDERREPRESENTED LEARNERS

through group and individualized instruction on learning strategies, study skills, test-taking strategies, and adaptive technologies. Students with documented disabilities, or who suspect a disability, can meet with Learning Strategists to discuss accommodation of the learning barriers they may be experiencing.

The Skill Centre is a learning space on the Clearwater Campus where students can gather to share ideas, collaborate on projects, and get new perspectives on learning from tutorial staff. Tutoring support is available on a drop-in basis and is free of charge to registered students. Supplemental Instruction (SI) provides peer-facilitated group study sessions to support students in mastering course content while modelling effective learning skills.

In 2019-20, Keyano will formalize a working

group to focus on Universal Design for Learning (UDL). This is an educational framework based on research in the learning sciences, including cognitive neuroscience. UDL guides the development of flexible and inclusive learning environments that can accommodate individual learning differences. This working group was initially established as a partnership between the Learning Innovation department, which provides teaching and learning support for faculty, and the Skill Centre, which provides academic assistance to students. The expanded working group will include greater representation from other departments, including Student and Academic Support Services.



LEARNERS FROM LOW-INCOME BACKGROUNDS

Keyano is committed to improving access to programming for learners from low-income backgrounds. Costs for learners in Literacy, Foundational Learning, and Workforce Initiative programs are covered by program grants sought and managed by the Indigenous Education department. Low-income learners in Academic Upgrading and College Preparation programs can apply for the Alberta Works Learner Income Support program. Full-time Keyano students can also access the Student Emergency Fund, which is designed to help with unexpected financial challenges. Keyano offers over 300 scholarships, awards, and bursaries. Over \$687,162 was distributed to students in 2018-19.

Moving forward, Keyano will continue to explore opportunities to reduce education costs for students. The 2019-2022 CIP includes

several priority initiatives related to improving affordability for all learners, including:

1. Remove financial barriers to enhance student success at Keyano
2. Develop and implement an Open Education Resources (OER) Strategy to enhance student success and increase program and course affordability
3. Establish Keyano Theatre and Arts Centre as the Centre of Community Engagement within the RMWB's Arts District
 - a. Improved affordability for students to attend arts-related programs, courses, and performances

Several other initiatives are directly related to improving Keyano's fiscal management. When resulting efficiencies lead to college-wide cost reductions, Keyano will assess how to best apply savings to improve affordability for students.

APPENDIX E:

Community Initiatives and Regional Stewardship



COMMUNITY INITIATIVES AND REGIONAL STEWARDSHIP

FOUNDATIONAL LEARNING

Formal Education

Keyano College provides adult learners with an opportunity to upgrade their elementary and high school education to best prepare them for entrance into college, university, or the workforce. These programs are geared towards all learning levels and help students achieve a high school equivalency.

Academic Foundations

The Academic Foundations program gives learners the opportunity to upgrade to a grade nine equivalency. Students can choose from entry, intermediate, and advanced level courses. Course placement depends on learner skills and knowledge. This program is available on a full- or part-time basis and can be taken at the Clearwater Campus as well as the Fort Chipewyan Campus and Regional Learning Centres. Once completed, learners can continue into the College Preparation program, enter a trades program, or go directly into the workforce.

College Preparation

The College Preparation program focuses on upgrading select subjects and skills at the grades 10, 11, and 12 equivalency levels. Once completed, learners are able to enter apprenticeship, technical, career, or university programs, as well as the workforce. This program is offered at the Clearwater Campus and Regional Learning Centres. The length of time it takes to complete this program depends on education background, motivation and goals.

Employment Preparation and Transitional Programming

Keyano College's Indigenous Education department collaborates with Indigenous communities and provincial partners to offer a series of customized, cohort-based, 12- to 15-week employment readiness programs focused on helping community members earn. These programs are High School Equivalency Diploma and high school equivalency courses, including GED Plus, Upskilling to GED, and GED Upskilling. These programs are sponsored through Alberta Labour Workforce Initiatives with support from

COMMUNITY INITIATIVES AND REGIONAL STEWARDSHIP

Métis Training to Employment Services and the Athabasca Tribal Council Employment and Training department. Courses are developed and delivered in consultation with the five Regional Municipality of Wood Buffalo First Nations – Mikisew Cree First Nation, Athabasca Chipewyan First Nation, Fort McKay First Nation, Fort McMurray No. 468 First Nation, and Chipewyan Prairie Dene First Nation. Programs will be delivered to two regional communities per year for the next three years.

English Language Training

Keyano offers English language training under the Immigration, Refugees and Citizenship Canada (IRCC) Language Instruction for Newcomers to Canada (LINC) program. LINC is designed to assist in the process of cultural, social, and economic understanding to help newcomers integrate more quickly and easily into Canadian society. The College offers part-time LINC instruction from Low Beginner to Upper Intermediate levels – Canadian Language

Benchmarks (CLB) levels 0-6. This program will continue to be offered throughout the duration of the Grant Agreements.

In 2019-20, Keyano will explore the viability of an English as a Second Language (ESL) program. This would provide language support for both international students and newcomers living in the region, including current and former LINC students. Although LINC does provide English language training, ESL would allow for higher level training for academic purposes.

Dual Credit

Keyano continues to collaborate with local and regional school districts to provide dual credit program opportunities, such as Electrician and Power Engineering. These types of programs provide high school students with an early pathway to a career. Demand continues to grow, and efforts are underway to expand course offerings. Keyano is exploring dual credit offerings for Non-Destructive Testing, Early

COORDINATION			
Goal	Priority Initiatives	Expected Outcomes	Performance Measures
TO CELEBRATE LEARNING	Enhance dual credit opportunities to increase training for students in the region	<ul style="list-style-type: none"> Increased coordination with school districts to provide enhanced dual credit programming Increased participation of local high school students in Keyano programs 	<ul style="list-style-type: none"> One new dual credit offering in 2019-20 and one new offering in 2020-21 Benchmark for number of local high school students in Keyano's dual credit programs established by June 2020 with increased enrolment by June 2021



Learning and Child Care, and Health Care Aide. Keyano's commitment to expanding dual credit opportunities is reflected in the 2019-2022 CIP.

Trades Programming

Keyano offers a wide range of trades training in Fort McMurray. The Pre-Employment Trades specializations allow access to trades training before becoming indentured. Trade training and occupational skill development programs can be offered in remote communities through mobile delivery methods, simulation environments, and distance delivery. In-community delivery of programs combines theory with practical hands-on components to enhance learning and overall quality of the educational experience.

NON-FORMAL EDUCATION

Literacy and Foundational Learning

Keyano College's Indigenous Education department delivers literacy and foundational learning programming in Language Arts and Math up to grade 10 in Fort McMurray, Gregoire Lake, Fort McKay, and Fort Chipewyan. These programs will continue to be offered over the three-year planning period.

Programming is offered in-community 10 months per year. Learners can enter the programs at any skill level below grade 10 and transition out when they are assessed as having obtained sufficient skills to allow them to succeed in basic education (grade 10-12 environments). Learners

experiencing financial barriers are provided access at no cost. All programming is non-credit and is funded through a Community Adult Learning Program (CALP) grant offered by the Indigenous and Community Connections Branch of Alberta Advanced Education.

Keyano offers English language courses in reading and writing at levels below Grade 10 and Conversational Speaking and Listening courses for those whose verbal skills are not sufficient for success in college. Keyano plans to expand the range and number of Life Skills courses over the next three years.

COMMUNITY HEALTH AND WELLNESS INITIATIVES

Alberta Sports Development Centre

The Alberta Sport Development Centre (ASDC) – Northeast is dedicated to enhancing the development of elite and emerging athletes and coaches, with and without disabilities. As part of the ASDC Network, Keyano provides a holistic training environment for athletes, as well as resources for coaches, mentors, and parents. Athletes and coaches develop an acute awareness of their bodies, the ability to manage their minds, and a solid understanding of the science of sport. This helps them reach their full potential, compete at higher levels, and excel through the national ranks.

COMMUNITY INITIATIVES AND REGIONAL STEWARDSHIP

ASDC's programs and services offer exclusive learning opportunities through sport science initiatives and mentorship from experts in the fields of strength and conditioning, sports nutrition, and mental skills. Programming includes the Athlete Enhancement Program, Coach Development Program, and High-Performance Training Camps.

Be Fit for Life Centre

Keyano is one of nine Be Fit for Life centres in Alberta. The Be Fit for Life Network is supported by the Alberta Sport, Recreation, Parks and Wildlife Foundation and the Alberta Community Development Unit. Centres provide community and workplace programming for active living. At school, work, home, or in the community, Keyano is able to develop a program or activity that addresses identified needs using available resources. Be Fit for Life Coordinators are experts in physical activity, working across sectors in their unique communities. Coordinators set the stage for collaboration and alignment of services to support the development of physical literacy. The Network brings together people, organizations and resources from all

parts of the community. This Network approach creates strong relationships, that supports the coordinated physical activity delivery system in Alberta. Each Centre across the province provides workshops, resources, and events for coaches, teachers, recreation leaders, and other physical literacy champions. Some Centres, including Keyano, also offer physical activity programming in their communities. Huskies Athletics coaches and athletes host sport-specific clinics in Fort McMurray and in rural and remote communities. Student athletes and Huskies teams are active in the community, promoting health and wellness across the region.

Alberta Active Learning Partners

Keyano is a member of the Alberta Active Living Partners (AALP), a group of 14 organizations that collaborate through programs, services, research, and advocacy to help Albertans be physically active. The AALP works to ensure Albertans have opportunities to enjoy a high quality of life, improved health and wellness, strong communities, economic benefits, and personal fulfillment through recreation, active living, and sport.



APPENDIX F:

Current Ministry Initiatives

CURRENT MINISTRY INITIATIVES

SEXUAL VIOLENCE PREVENTION

Sexual violence prevention is a priority for Keyano College. All members of the College community have the right to learn, work, teach, and live in an environment where they are free from all forms of harassment, discrimination, and violence. Keyano is dedicated to investigating complaints that impact the rights of all individuals and will hold those accountable who contravene the Sexual Violence Policy or other relevant policies.

Keyano is committed to building awareness through educational and risk management programs to address the prevention of sexual violence. Student Services and the Student Association of Keyano College (SAKC) work collaboratively to promote campaigns related to sexual violence and education. The "I Believe You" campaign is one of several joint efforts that

helps reduce stigma, increase education, and improve campus culture.

Keyano will explore opportunities for further engagement with SAKC as well as with local community organizations, first responders, and health care agencies. Keyano will provide employees with opportunities to complete the First Responder to Sexual Assault and Abuse Training as well as the Investigation of Sexual Misconduct Workshop. These programs help employees master the competencies required to respond to sexual violence in an appropriate and sensitive manner.

The following Accountability goal is directly related to preventing sexual violence at Keyano College.

ACCOUNTABILITY			
Goal	Priority Initiatives	Expected Outcomes	Performance Measures
TO LIVE OUR INTENTION	Achieve the highest standard of health and safety excellence resulting in zero harm to the College Community	Updated Campus Sexual Violence Response Plan, including policies, education initiatives, and an improved reporting structure	<ul style="list-style-type: none"> Benchmarks for direct and indirect sexual violence education initiatives established by June 2020 with a review of initiatives by June 2021 Reporting page on Keyano website completed by June 2020

STUDENT MENTAL HEALTH

Keyano College is committed to providing mental health information and supports to students. Keyano's Wellness Services team promotes holistic mental, physical, and social wellbeing to help students achieve a desirable student life balance. Using an integrated team approach, Wellness Services works closely with Health Services and the SAKC to carry out mental health education and promotion activities. Mental Health Coordinators are active members of many committees in the College, including the Indigenous Committee, the Internationalization Committee, and the Healthy Campus Keyano Committee. This helps infuse mental health practices into all aspects of the College. The Syncrude Sport and Wellness Centre offers a wide range of activities and events, such as fitness

and yoga classes, that contribute to improved mental health for students.

Keyano collaborates with community agencies, including Alberta Health Services and Canadian Mental Health Association. The collaboration provide the programs, courses, workshops, and resources to develop resiliency, self-management, and coping skills. The focus will be on enhancing relationships with community partners through the Regional Mental Health Committee. This will provide seamless support to students transitioning to Keyano and will ensure current students have access to clinical services in the region.

The following Accessibility goal is directly related to improving student mental health at Keyano College.

ACCOUNTABILITY			
Goal	Priority Initiatives	Expected Outcomes	Performance Measures
TO PURSUE EMPOWERMENT AND ACHIEVE ENGAGEMENT	Use a variety of approaches to provide Mental Health Information and support to students	<ul style="list-style-type: none"> Improved access to information and reduced stigma surrounding mental health challenges where needed Enhanced relationships with community partners through the Regional Mental Health Committee to seamlessly support students transitioning to Keyano as well as to ensure current students have access to clinical services 	<ul style="list-style-type: none"> Benchmark for number of unique students accessing individual appointments established by June 2020 with a long-term action plan developed by June 2021 Benchmark for number of student registrations for group sessions established by June 2020 with a long-term action plan developed by June 2021 Benchmark for number of support-in-kind events where community partners support Keyano College initiatives (internal) established by June 2020 with a long-term action plan developed by June 2021 Benchmark for number of support-in-kind events where Keyano College supports community partner initiatives (external) established by June 2020 with a long-term action plan developed by June 2021

APPENDIX G: Internationalization

INTERNATIONALIZATION

Over the past two years, Keyano College has been exploring ways to increase international student enrolment. Keyano retained a consultant – M Square Global – to complete a feasibility study and develop recommendations to help grow the number of international students. Two reports capture the findings and recommendations of M Square Global. The first report from April 2017 is titled *Keyano College Taking its Place in the World: Internationalization Strategy (Phase 1)*. The second report was received in August 2017 and is titled *Keyano College Taking its Place in the World: Internationalization Strategy (Phase 2)*. Building on the work of M Square Global, Keyano struck a committee – referred to as the International Student Project Steering Committee (ISPSC) – to develop and coordinate a plan to increase international student enrolment.

Keyano currently has the necessary support systems to begin to purposefully attract and retain international students. With careful and strategic planning, the College can leverage existing resources to help grow the international student population at a steady and manageable pace.

Initially, recruitment efforts will focus on the following programs:

- Business Administration Certificate and Diploma
- Early Learning and Child Care Certificate and Diploma
- Environmental Technology Diploma
- University Transfer: Bachelor of Arts
- University Transfer: Bachelor of Engineering
- University Transfer: Bachelor of Science

Historical trends show these programs are the most attractive to international students, and are currently either under-enrolled or are more easily expanded. In recognition of current capacity and resourcing constraints, Keyano proposes a modest growth in the number of international students over the next three years. This will allow Keyano time to gradually put in place the necessary systems and infrastructure to help international students succeed. See Appendix B: Enrolment Plan and Proposed Programming Changes for an overview of projected international enrolment for 2019-20, 2020-21, and 2021-22.

INTERNATIONALIZATION

Growing the international student population is a key priority. Specifically, a culturally diverse campus promotes intercultural interactions between domestic and international students. Such connections help students learn how to navigate and succeed in today's global, tech-enabled, and challenging world. As an education institution, Keyano has an obligation to society to ensure that it equips its students with the knowledge, skills, values, and attitudes they need to contribute to a more inclusive, just, and peaceful world. Interactions with international students also help challenge faculty and staff on

their administrative and teaching and learning processes. Opportunities to establish inclusive classrooms, lead cross-cultural projects, and create a service model that better utilizes our limited resources abound. In a time of financial constraint, Keyano can generate revenues from international student recruitment to help enhance programs and services.

Keyano will develop a Multiculturalism Plan that includes an Internationalization Strategy, as shown in the Accessibility goal below.

ACCOUNTABILITY			
Goal	Priority Initiatives	Expected Outcomes	Performance Measures
TO PURSUE EMPOWERMENT AND ACHIEVE ENGAGEMENT	Develop and implement a Multiculturalism Plan to support diversity and increase inclusion at Keyano	<ul style="list-style-type: none"> Multiculturalism Plan that includes an Indigenization Strategy and Internationalization Strategy Multicultural celebrations and educational opportunities to support inclusion and awareness 	<ul style="list-style-type: none"> Keyano Internationalization Strategy developed by June 2020 and implemented by June 2021 Increase in number of multicultural celebrations and educational opportunities that promote multiculturalism, cultural awareness, and inclusion by June 2020

Keyano's Internationalization Strategy will establish a roadmap for achieving enrolment growth at a desired pace. It will also provide measures for ensuring that current and future international students are supported following their arrival on campus. Keyano has welcomed hundreds of international students during its more than 50 years in operation. However, to

date, there have not been dedicated services to help ensure international students are successful in meeting their academic and personal goals while studying in Alberta. Keyano is committed to increasing international student enrolment at a low cost, and to designing and implementing tangible long-term services and supports for both current and future international students.

APPENDIX H: Capital Plan

CAPITAL PLAN

Keyano College has identified the need to create a long-term Campus Development Plan to improve the long-term planning related to the various capital projects and the maintenance needs of the College. Over the past years the College has been dealing with deficiencies with some of its core infrastructure such as its building systems, poorly maintained classrooms and office spaces, and the deterioration of its student housing inventory. The College has not had an adequate program to complete preventative maintenance and has operated on an ad hoc basis responding to issues as they have occurred. A plan is being developed to populating the College's facilities with preventative maintenance schedules to become more proactive in our building management processes.

Recently the College completed a major project to update its heating plant and has completed a major refurbishment of its Clearwater Hall student housing complex. These projects still left major gaps in the College building infrastructure with many components and systems still in need of major repairs with this negatively impacting the efficient operation of the buildings. The College's heating systems are currently in a state where they cannot be controlled by the College's Building Management System (BMS) requiring manual adjustment of various valves and motors. Repairs to the heating systems have

been identified as a priority for the coming year and the College is looking at completing several projects to replace and repair various motors and valves to ensure that the systems operate more efficiently.

Clearwater Hall has been updated inside, but the exterior of the site needs a cladding replacement to complete the overall update. The College townhouses and apartment units at the Riedel Complex need a major investment to restore them to an acceptable level. The College will be exploring a business case for Riedel for the next year to determine the best way forward to protect the assets and to develop an effective business model to ensure that the assets are maintained and provide residents with a comfortable and safe living accommodations. Over the coming year the College will be doing a project to replace the roofing at Riedel and installing a fence to provide improved security to the residence.

The College has more than \$30 million in deferred maintenance projects that need to be addressed. The College is nearing completion of the project to replace its old lighting systems with newer more efficient LED lights. Work will begin in the current year on the updating of mechanical rooms where equipment needs to be replaced. The current year saw the removal of asbestos being removed from the various mechanical rooms, and it is expected that all the

mechanical rooms will be clear of asbestos by the end of 2020-21. Once the asbestos has been remediated, work will begin on the updates to the rooms.

The College has a need to complete repairs on domestic water systems, and new valve installation is necessary. The Clearwater Campus has been prone to leaks from both its heating and domestic water systems, and steps are being taken to remediate those issues. Given the scale of the system it is estimated that it may take up to three years to complete the necessary repairs unless additional funding sources are identified. Even with its infrastructure challenges, the College is also looking for ways to support and enhance its programming offerings. Keyano College also operates the largest fine arts

theater in Fort McMurray. And the College has received support the Rural Municipality of Wood Buffalo (RMWB) in the operations of the theater. The College is exploring with the RMWB, opportunities to grow the culture spaces in the area with the development of a new gallery. The College has been working on a project to expand and modernize the arts gallery at its facility and to renovate underutilized space to create studios to support arts education. The College is in alignment with the Regional Municipality of Wood Buffalo's 2018-21 Strategic Plan and 2019 Wood Buffalo Cultural Plan to create spaces that support the community's needs, and provide more diverse educational opportunities to the community. The College will be reviewing programming needs and working with partners to develop program plans to support the space.

INFRASTRUCTURE				
PROJECT	CIP GOAL	PROJECT COST	FULLY FUNDED	PROPOSED TIMELINE
ART GALLERY EXPANSION AND GYMNASIUM CONVERSION TO STUDIOS	Establish Keyano Theatre and Arts Centre as the Centre of Community Engagement	16,800,000	N	2020

FACILITY MAINTENANCE AND RENOVATION PROJECTS				
PROJECT (LISTED IN ORDER OF PRIORITY)	CIP GOAL	PROJECT COST	FULLY FUNDED	PROPOSED TIMELINE
LED LIGHTING INSTALLATION	Update learning and common area spaces to meet standards that enhance teaching and learning and improve the student experience	400,000	Y	2019-2020
MECHANICAL ROOM REPAIRS	Update learning and common area spaces to meet standards that enhance teaching and learning and improve the student experience	2,500,000	N	2023-24
REFURBISHMENT OF CLASSROOMS, LABS AND OFFICE SPACES	Update learning and common area spaces to meet standards that enhance teaching and learning and improve the student experience	3,000,000	N	2022-23
DOMESTIC WATER SYSTEM REPAIRS	Update learning and common area spaces to meet standards that enhance teaching and learning and improve the student experience	2,000,000	N	2022-23

APPENDIX I:

Information Technology

INFORMATION TECHNOLOGY

Keyano College has recognized the need for major investments in its information technology environment over the next few years. The current server and network infrastructure at the College is well beyond the normal lifespan of IT equipment and the College over the past year has been hampered with stability issues that were impacting the efficient operations. The College took some steps to resolve some of the challenges by purchasing additional storage in 2018-19 and has earmarked a large percentage of its capital budget to resolve the stability issues. The College will be making large investment in new hyperconverged infrastructure (HCI) to replace its aging server infrastructure. In previous years the College had invested in updating its edge switching technology and this work is almost complete. In the coming year, core switching technology, that is nearing its end of life, will be replaced. Following the move to the new HCI, the college will begin to update the various servers to newer operating system versions because many servers are running versions that are at the end of their lifecycle and will no longer be supported by the vendor.

The College's desktop environment continues to be evergreened, and this year will see all systems running Windows 10. The College will be redeploying its Virtual Desktop Infrastructure (VDI) in the coming year, due to serious issues with its server infrastructure the IT team stopped supporting VDI, and its return to production has been identified as a priority.

The College continues to explore opportunities to improve the services that it offers to our academic community. The College has long used Moodle as its learning management solution but is currently doing a review of the market and identifying current trends in this space. The Keyano Information Technology team will also

be reviewing its various administrative systems over the next 12-18 months to determine the strategic direction that needs to be taken.

In the coming year the College will be installing a new telepresence room at the Clearwater Campus, and will be also exploring other collaborative technologies for the academic community. The College is also reviewing other classroom technologies that will improve the learning experience and improve opportunities for student collaboration.

The need for improved data governance has been identified as a strategic goal for the College. Various stakeholder groups have identified the need for improved data governance, and the College will be engaging a consultant to assist in the development of a lightweight data governance framework. The longer-term goal is to improve data quality and eventually to be able to better access the large amounts of data that the College holds to support decision making and to identify trends.

The College has also identified the need to improve its overall governance of IT. The College will be exploring ways for IT to work with stakeholders to identify and prioritize key projects. Currently the IT Department lacks a structured project intake process, and this is having a negative impact on project success especially in the business application area. Information Technology is also looking to adopt a project management methodology that is flexible and agile to deliver more successful projects. Cybersecurity and risk management in IT are also priorities that are being reviewed in the coming year, the IT department are looking to adopt a risk based approach to improve its project prioritization and identification on a go forward basis.

GOALS

- » To **Live** Our Intention
- » To **Pursue** Empowerment
- » To **Achieve** Engagement
- » To **Celebrate** Learning





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KEYANO COLLEGE

CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2021

**KEYANO COLLEGE
CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021**

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KEYANO COLLEGE

STATEMENT OF MANAGEMENT RESPONSIBILITY

YEAR ENDED JUNE 30, 2021

The consolidated financial statements of Keyano College have been prepared by management in accordance with Canadian public sector accounting standards. The consolidated financial statements present fairly the consolidated financial position of Keyano College as at June 30, 2021 and the consolidated results of its operations, remeasurement gains and losses, changes in net financial assets and cash flows for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has developed and maintains a system of internal controls designed to provide reasonable assurance that Keyano College assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the consolidated financial statements.

The Board of Governors is responsible for reviewing and approving the consolidated financial statements, and overseeing management's performance of its financial reporting responsibilities.

The Board of Governors carries out its responsibility for review of the consolidated financial statements principally through its Finance and Audit Committee. With the exception of the President & CEO and the Board of Governors' CUPE representative, all members of the Finance and Audit Committee are not employees of the College. The Finance and Audit Committee meets with management and the external auditors to discuss the results of audit examinations and financial reporting matters. The external auditors have full access to the Finance and Audit Committee, with and without the presence of management.

These consolidated financial statements have been reported on by the Auditor General of Alberta, the auditor appointed under the *Post-secondary Learning Act*. The Independent Auditor's Report outlines the scope of the audit and provides the audit opinion on the fairness of presentation of the information in the consolidated financial statements.

[Original signed by Jatinder Notay]

Jatinder Notay
President & CEO

[Original signed by Dale Mountain]

Dale Mountain, CPA, CGA,
Vice President, Corporate Services/
Chief Financial Officer



Independent Auditor's Report

To the Board of Governors of Keyano College

Report on the Consolidated Financial Statements

Opinion

I have audited the consolidated financial statements of Keyano College (the Group), which comprise the consolidated statement of financial position as at June 30, 2021, and the consolidated statements of operations, remeasurement gains and losses, change in net financial assets, and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at June 30, 2021, and the results of its operations, its remeasurement gains and losses, its changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of my report. I am independent of the Group in accordance with the ethical requirements that are relevant to my audit of the consolidated financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the *Annual Report*, but does not include the consolidated financial statements and my auditor's report thereon. The *Annual Report* is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

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

If, based on the work I will perform on this other information, I conclude that there is a material misstatement of this other information, I am required to communicate the matter to those charged with governance.

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

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless an intention exists to liquidate or to cease operations, or there is no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the consolidated financial statements

My objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

[Original signed by W. Doug Wylie FCPA, FCMA, ICD.D]
Auditor General

October 27, 2021
Edmonton, Alberta

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT JUNE 30, 2021

	2021	2020
Financial assets excluding portfolio investments restricted for endowments		
Cash (Note 3)	\$ 8,494,584	\$ 6,873,583
Portfolio investments - non-endowment (Note 4)	5,317,942	5,470,754
Accounts receivable (Note 6)	2,088,832	1,204,417
Inventories held for sale	461,793	530,495
Loan receivable (Note 7)	304,627	334,426
Investment in and advances to government business enterprises (Note 8)	21,063,966	18,342,937
	37,731,744	32,756,612
Liabilities		
Accounts payable and accrued liabilities	5,953,400	5,346,957
Debt (Note 10)	14,380,305	15,829,476
Liability for contaminated sites (Note 11)	1,058,000	-
Deferred revenue (Note 12)	16,367,185	11,785,785
	37,758,890	32,962,218
Net debt excluding portfolio investments restricted for endowments	(27,146)	(205,606)
Portfolio investments - restricted for endowments (Note 4)	8,026,132	7,035,195
Net financial assets	7,998,986	6,829,589
Non-financial assets		
Tangible capital assets (Note 13)	91,588,192	95,465,763
Prepaid expenses	1,041,418	706,150
	92,629,610	96,171,913
Net assets before spent deferred capital contributions	100,628,596	103,001,502
Spent deferred capital contributions (Note 14)	46,527,740	49,858,953
Net assets (Note 15)	\$ 54,100,856	\$ 53,142,549
Net assets is comprised of:		
Accumulated surplus	\$ 53,428,000	\$ 52,922,283
Accumulated remeasurement gains	672,856	220,266
	\$ 54,100,856	\$ 53,142,549
Contractual rights (Notes 18)		
Contingent liabilities and contractual obligations (Notes 17 and 19)		

Approved by the Board of Governors:

[Original signed by Shelley Powell]

Chair, Board of Governors

[Original signed by Kim Farwell]

Chair, Finance & Audit Committee

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

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF OPERATIONS
YEAR ENDED JUNE 30, 2021

	Budget (Note 27)	2021	2020
Revenues			
Government of Alberta grants (Note 22)	\$ 39,627,054	\$ 36,859,809	\$ 45,893,169
Student tuition and fees	9,727,980	7,881,298	8,032,154
Sales of services and products	7,035,300	2,979,352	5,927,422
Investment in government business enterprise (Notes 8 and 24)	1,617,136	2,366,800	1,180,137
Federal and other government grants (Note 22)	1,721,459	2,063,456	1,876,043
Donations and other grants	1,689,070	1,575,298	1,936,121
Investment income	804,229	833,014	828,950
Insurance proceeds		124,163	1,530,302
	62,222,228	54,683,190	67,204,298
Expenses (Note 20)			
Instruction and training	18,947,774	16,919,604	19,825,194
Facility operations and maintenance	10,183,757	13,911,008	17,602,457
Institutional support	16,751,685	11,370,948	12,624,947
Academic and student support	10,327,015	7,824,103	10,821,672
Ancillary services	4,525,147	3,623,608	5,392,570
Special purpose and Trust	486,850	688,334	1,393,374
	61,222,228	54,337,605	67,660,214
Annual operating surplus (deficit)	1,000,000	345,585	(455,916)
Endowment contributions (Note 15)	-	55,500	237,598
Endowment capitalized income (Note 15)	-	104,632	30,651
Annual surplus (deficit)	1,000,000	505,717	(187,667)
Accumulated surplus, beginning of year		52,922,283	53,109,950
Accumulated surplus, end of year	\$ 1,000,000	\$ 53,428,000	\$ 52,922,283

Attachment: 1. 2022 Keyano College CIP Presentation, Application and Recommendation (Keyano College 2022 Sustaining Grant)

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

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
YEAR ENDED JUNE 30, 2021

	Budget (Note 27)	2021	2020
Annual surplus (deficit)	\$ 1,000,000	\$ 505,717	\$ (187,667)
Acquisition of tangible capital assets (Note 13)	(2,542,589)	(3,437,479)	(2,057,228)
Amortization of tangible capital assets (Note 13)	7,265,145	7,082,932	7,609,694
Disposal of tangible capital assets		232,118	225,000
Change in prepaid expenses		(335,268)	(136,934)
Change in spent deferred capital contributions (Note 14)		(3,331,213)	(4,320,355)
Change in accumulated remeasurement gains		452,590	(143,577)
Increase in net financial assets		1,169,397	988,933
Net financial assets, beginning of year		6,829,589	5,840,656
Net financial assets, end of year		\$ 7,998,986	\$ 6,829,589

Attachment: 1. 2022 Keyano College CIP Presentation, Application and Recommendation (Keyano College 2022 Sustaining Grant)

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

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES
YEAR ENDED JUNE 30, 2021

	2021	2020
Accumulated remeasurement gains, beginning of year	\$ 220,266	\$ 363,843
Unrealized gains attributable to:		
Portfolio investments - non-endowment	523,867	44,080
Amounts reclassified to the consolidated statement of operations:		
Portfolio investments - non-endowment	(71,277)	(187,657)
Change in accumulated remeasurement gains	\$ 452,590	\$ (143,577)
Accumulated remeasurement gains, end of year	\$ 672,856	\$ 220,266

Attachment: 1. 2022 Keyano College CIP Presentation, Application and Recommendation (Keyano College 2022 Sustaining Grant)

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

KEYANO COLLEGE
CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED JUNE 30, 2021

	2021	2020
Operating transactions		
Annual surplus (deficit)	\$ 505,717	\$ (187,667)
Add (deduct) non-cash items:		
Amortization of tangible capital assets (Note 13)	7,082,932	7,609,694
Gain on disposal of portfolio investments	(71,277)	(187,655)
Non-cash investment income	(132,706)	(151,766)
Write down of tangible capital assets	196,858	225,000
Expended capital recognized as revenue (Note 14)	(4,095,619)	(4,528,218)
Investment earnings in government business enterprise (Note 8)	(2,366,800)	(1,180,137)
Government business enterprise non-cash interest revenue (Note 8)	(354,229)	(344,462)
Change in non-cash items	764,876	1,254,789
(Increase) decrease in accounts receivable (Note 6)	(884,415)	8,550,994
Decrease (increase) in inventories for held for sale	68,702	(248,589)
Increase (decrease) in accounts payable and accrued liabilities	606,443	(513,943)
Increase (decrease) in deferred revenue (Note 12)	3,590,485	(4,315,601)
Increase in liability for contaminated sites (Note 11)	1,058,000	-
Increase in prepaid expenses	(335,268)	(136,934)
Cash provided by operating transactions	4,868,823	4,590,716
Capital transactions		
Acquisition of tangible capital assets, less in-kind donations (Note 13)	(3,437,479)	(2,049,676)
Proceeds on sale of tangible capital assets	35,259	-
Cash applied to capital transactions	(3,402,220)	(2,049,676)
Investing transactions		
Loan receivable repayments (Note 7)	29,799	28,942
Purchases of portfolio investments	(812,743)	(6,667,667)
Proceeds on sale of portfolio investments	1,622,107	7,083,228
Cash provided by investing transactions	839,163	444,503
Financing transactions		
Debt repayment (Note 10)	(1,449,171)	(1,431,942)
Increase in spent deferred capital contributions, less expended capital recognized as revenue, less in-kind donations (Note 14)	764,406	200,311
Cash applied to financing transactions	(684,765)	(1,231,631)
Increase in cash and cash equivalents	1,621,001	1,753,912
Cash, beginning of the year	6,873,583	5,119,671
Cash, end of the year	\$ 8,494,584	\$ 6,873,583

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

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

1. Authority and purpose

The Board of Governors of Keyano College is a corporation that manages and operates Keyano College (the "College") under the *Post-secondary Learning Act (Alberta)*. All members of the Board of Governors are appointed by either the Lieutenant Governor in Council or the Minister of Advanced Education, with the exception of the President and CEO, who is an ex officio member. Under the *Post-secondary Learning Act*, the College is a comprehensive community institution offering mandated credentials and programs. The College is a registered charity, and under section 149 of the *Income Tax Act (Canada)*, is exempt from the payment of income tax. This tax exemption does not extend to its wholly-owned subsidiary, Keyano College Land Trust Corporation (the "Land Trust").

2. Summary of significant accounting policies and reporting practices

a) General - Public Sector Accounting Standards ("PSAS") and Use of Estimates

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards (PSAS).

The measurement of certain assets and liabilities is contingent upon future events; therefore, the preparation of these consolidated financial statements requires the use of estimates, which may vary from actual results. The College's management uses judgment to determine such estimates. Restricted expended capital recognized as revenue, along with collectability of accounts receivable, accrued liabilities, liability for contaminated sites, the useful life and corresponding amortization of tangible capital assets are considered the most significant items based on estimates. In management's opinion, the resulting estimates are within reasonable limits of materiality and are in accordance with the significant accounting policies summarized below. These significant accounting policies are presented to assist the reader in evaluating these consolidated financial statements and, together with the following notes, should be considered an integral part of the consolidated financial statements.

b) Valuation of Financial Assets and Liabilities

The College's financial assets and liabilities are generally measured as follows:

Financial Statement Component	Measurement
Cash and cash equivalents	Cost
Portfolio investments	Fair value and amortized cost
Inventories held for sale	Lower of cost or net realizable value
Accounts receivable	Lower of cost or net recoverable value
Loan receivable	Amortized cost
Accounts payable and accrued liabilities	Cost
Debt	Amortized cost
Liability for contaminated sites	Amortized cost

Unrealized gains and losses from changes in the fair value of financial assets and liabilities are recognized in the consolidated statement of remeasurement gains and losses. When the restricted nature of a financial instrument and any related changes in fair value create a liability, unrealized gains and losses are recognized as deferred revenue.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

2. Summary of significant accounting policies and reporting practices (cont'd)

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recognized in the consolidated statement of operations. A write-down of a portfolio investment to reflect a loss in value that is other than temporary is not reversed for a subsequent increase in value.

For financial assets and liabilities measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value. Investment management fees are expensed as incurred. The purchase and sale of cash and cash equivalents and portfolio investments are accounted for using trade-date accounting.

The College does not use foreign currency contracts or any other type of derivative financial instruments for trading or speculative purposes.

Management evaluates contractual obligations for the existence of embedded derivatives and elects to either designate the entire contract for fair value measurement or separately measure the value of the derivative component when characteristics of the derivative are not closely related to the economic characteristics and risks of the contract itself. Contracts to buy or sell non-financial items for the College's normal purchase, sale or usage requirements are not recognized as financial assets or liabilities. The College does not have any embedded derivatives.

c) Revenue Recognition

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recognized as deferred revenue.

i) Government grants, non-government grants and donations

Government transfers are referred to as government grants.

Restricted grants and donations are recognized as deferred revenue if the terms for the use, or the terms along with the College's actions and communications as to the use, create a liability. These grants and donations are recognized as revenue as the terms are met. If the grants and donations are used to acquire or construct tangible capital assets, revenue will be recognized over the useful life of the tangible capital assets.

Government grants without terms for the use of the grant are recognized as revenue when the College is eligible to receive the funds. Unrestricted non-government grants and donations are recognized as revenue in the year received or in the year the funds are committed to the College if the amount can be reasonably estimated and collection is reasonably assured.

In-kind donations of services, materials and tangible capital assets are recognized at fair value when such value can reasonably be determined. Transfers of tangible capital assets from related parties are recognized at the carrying value.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

2. Summary of significant accounting policies and reporting practices (cont'd)

ii) Grants and donations related to land

Grants and donations for the purchase of land are recognized as deferred revenue when received, and recognized as revenue when the land is purchased and conditions of the grant are satisfied.

The College recognizes in-kind contributions of land as revenue at the fair value of the land when a fair value can be reasonably determined. When the College cannot determine the fair value, it recognizes such in-kind contributions at nominal value.

iii) Endowment contributions

Endowment contributions are recognized as revenue in the consolidated statement of operations in the year in which they are received, and are required by donors to be maintained intact in perpetuity.

iv) Investment income

Investment income includes dividends, interest income and realized gains or losses on the sale of non-endowed portfolio investments. Investment income from restricted grants and donations is recognized as deferred revenue when the terms for use create a liability, and is recognized as investment income when the terms of the grant or donation are met.

The endowment spending allocation portion of investment income earned by endowments is recognized as deferred revenue when the terms for the use by the endowment create a liability. Realized investment income allocated to endowment balances for the preservation of endowment capital purchasing power is recognized in the statement of operations.

d) Endowments

Endowments consist of externally restricted donations received by the College and internal allocations by the College's Board of Governors, the principal of which is required to be maintained intact in perpetuity.

Investment income earned (excluding unrealized income) on endowments must be used in accordance with the various purposes established by the donors or the Board of Governors. Benefactors, as well as the College's policy, stipulates that the economic value of the endowments must be protected by limiting the amount of income that may be expended and by reinvesting unexpended income.

Under the *Post-secondary Learning Act*, the College has the authority to alter the terms and conditions of endowments to enable:

- Income earned by the endowments to be withheld from distribution to avoid fluctuations in the amounts distributed, generally to regulate the distribution of income earned by the endowments.
- Encroachment on the capital of the endowments to avoid fluctuations in the amounts distributed and generally to regulate the distribution of investment income earned by the endowments if, in the opinion of the Board of Governors, the encroachment benefits the College and does not impair the long-term value of the fund.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

2. Summary of significant accounting policies and reporting practices (cont'd)

In any year, if the investment income earned on endowments is insufficient to fund the spending allocation, the spending allocation is curtailed to the available funding. However, for individual endowments without sufficient accumulated capitalized investment income, the spending allocation will be suspended until sufficient capitalized income is available. The principal of the endowment will remain intact.

Endowment contributions, matching contributions, and associated investment income allocated for the preservation of endowment capital purchasing power are recognized in the consolidated statement of operations in the period in which they are received.

e) Inventories Held for Sale

Inventories held for sale are valued at the lower of cost and expected net realizable value and are determined using the first-in, first-out ("FIFO") method basis.

f) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets, and costs associated with asset retirement obligations. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset. Work-in-progress, which includes facilities and improvement projects and development of information systems, is not amortized until after the project is complete and the asset is in service. Assets or disposal groups that are classified as held-for-sale are measured at the lower of carrying amount and fair value less costs to sell.

Leases of tangible capital assets which transfer substantially all the benefits and risks of ownership are accounted for as leased tangible capital assets. Capital lease liabilities are recognized at the present value of the minimum lease payments at the inception of the lease, excluding executor costs (e.g. insurance, maintenance costs, etc.). The discount rate used to determine the present value of the lease payments is the lower of the College's rate for incremental borrowing or the interest rate implicit in the lease.

The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over the estimated useful lives as follows:

Land improvements	20 - 40 years
Buildings and renovations	10 - 40 years
Equipment	5 - 25 years
Other	5 - 25 years
Computer hardware & software	3 - 15 years

Tangible capital asset write-downs are recognized when conditions indicate that they no longer contribute to the College's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. Net write-downs are recognized as an expense.

Intangible assets, works of art, historical treasures and collections are expensed when acquired and not recognized as tangible capital assets because a reasonable estimate of the future benefits associated with such property cannot be made.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

2. Summary of significant accounting policies and reporting practices (cont'd)

g) Foreign Currency Translation

Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at the transaction dates. Carrying values of monetary assets and liabilities and non-monetary items included in the fair value category reflect the exchange rates at the consolidated statement of financial position date. Unrealized foreign exchange gains and losses are recognized in the consolidated statement of remeasurement gains and losses.

In the period of settlement, foreign exchange gains and losses are reclassified to the consolidated statement of operations, and the cumulative amount of remeasurement gains and losses is reversed in the consolidated statement of remeasurement gains and losses.

h) Employee Future Benefits

Pension

The College participates with other employers in the Local Authorities Pension Plan (LAPP). This pension plan is a multi-employer defined benefit pension plan that provide pensions for the College's participating employees based on years of service and earnings.

The College does not have sufficient plan information on the LAPP to follow the standards for defined benefit accounting, and therefore follows the standards for defined contribution accounting. Accordingly, pension expense recognized for the LAPP is comprised of employer contributions to the plan that are required for its employees during the year, which are calculated based on actuarially predetermined amounts that are expected to provide the plan's future benefits.

i) Basis of Consolidation

Consolidated entities

The consolidated financial statements consolidate the accounts of Keyano College Foundation (the "Foundation") on a line-by-line basis. The Foundation is a registered public foundation created to solicit, receive and administer funds and property donated for the advancement of Keyano College. The Foundation is currently being wound-up in accordance with Companies Act (Alberta) RSA 2000, C-21 (Note 25).

Investment in Keyano College Land Trust

The College controls Keyano College Land Trust Corporation, the trustee of Keyano College Land Trust (the "Land Trust") and is a beneficiary of the Land Trust. The financial statements of the Land Trust are included in the consolidated financial statements of the College as a government business enterprise using the modified equity method. Under the modified equity method the equity method of accounting is modified only to the extent that the business enterprise's accounting principle are not adjusted to conform to those of the College. The College's investment in this entity is recorded at cost and is increased for the proportionate share of post-acquisition earnings and decreased by post acquisition losses and distributions received.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

2. Summary of significant accounting policies and reporting practices (cont'd)

j) Liability for Contaminated Sites

Contaminated sites are a result of contamination of a chemical, organic or radioactive material or live organism that exceeds an environmental standard, being introduced into soil, water or sediment. Contaminated sites occur when an environmental standard exists and contamination exceeds the environmental standard.

Contaminated sites in productive use:

A liability for remediation of contaminated sites from an operation(s) that is in productive use is recognized net of any expected recoveries when all of the following criteria are met:

- i) the College has a duty or responsibility to others, leaving little or no discretion to avoid the obligation;
- ii) the duty or responsibility to others entails settlement by future transfer of or use of assets, or a provision of services at a specified or determinable date, or on demand; and
- iii) the transactions or events obligating the College have already occurred.

Contaminated sites no longer in productive use:

A liability for remediation of contaminated sites from an operation(s) no longer in use, and/or an unexpected event occurs resulting in contamination, is recognized net of any expected recoveries when all of the following criteria are met:

- i) the College is directly responsible or accepts responsibility;
- ii) it is expected that future economic benefits will be given up; and
- iii) a reasonable estimate of the amount can be made.

k) Expense by Function

The College uses the following categories of functions in its consolidated statement of operations:

Instruction and training

Expenses directly related to the delivery of programming and training within the College, whether for credit or non-credit programs.

Academic and student support

Expenses relating to activities directly supporting the academic functions of the College. This includes items such as libraries, galleries and expenses for Deans. Academic and student support also includes expenses for centralized functions that support individual students or groups of students.

Facility operations and maintenance

Expenses relating to maintenance and renewal of facilities that house the teaching, research and administrative activities within the College. These include utilities, facilities administration, building maintenance, corporate insurance premiums, custodial services, landscaping and grounds keeping, as well as major repairs and renovations.

Institutional support

Includes expenses for centralized College-wide administration including executive management, public relations, alumni relations and development, corporate finance, human resources, centralized and core computing, network and data communications.

Ancillary services

Expenses related to services and products provided to the College community and to external individuals and organizations. Services include the bookstore, parking, student residences, theatre and the Sport & Wellness Centre.

Special purpose and Trust

Fundraising expenses related to the sales of services and products and donations and other contributions earned.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

2. Summary of significant accounting policies and reporting practices (cont'd)

l) Funds and Reserves

Certain amounts, as approved by the Board of Governors, are set aside in accumulated operating surplus for future operating and capital purposes. Transfers to/from funds and reserves are an adjustment to the respective fund when approved.

m) Future Accounting Changes

In August 2018, the Public Sector Accounting Board (PSAB) issued PS 3280 Asset retirement obligations. This accounting standard has been deferred by PSAB, and is effective for fiscal years beginning on or after April 1, 2022. Asset retirement obligations provides guidance on how to account for and report a liability for retirement of a tangible capital asset.

In November 2018, PSAB approved PS 3400 Revenue. This accounting standard has been deferred by PSAB, and is effective for fiscal years on or after April 1, 2023. PS 3400 Revenue provides guidance on how to account for and report on revenue, specifically addressing revenue arising from exchange transactions and unilateral transactions.

In November 2020, PSAB issued PSG-8 Purchased Intangibles. This accounting guideline is effective for fiscal years starting on or after April 1, 2023. PSG-8 provides guidance on how to recognize intangibles as non-financial assets.

In April 2021, PSAB issued PS 3160 Public Private Partnership. This accounting standard is effective for fiscal years starting on or after April 1, 2023. This standard provides guidance on how to account and report on infrastructure procured through public private partnership agreements.

Management has not yet adopted these standards , and is currently assessing their impact on the consolidated financial statements.

3. Cash

	2021	2020
Cash	\$ 8,399,371	\$ 6,779,032
Restricted cash	95,213	94,551
	<u>\$ 8,494,584</u>	<u>\$ 6,873,583</u>

Restricted cash relates to a casino bank account with external restrictions from Alberta Gaming, Liquor and Cannabis (AGLC).

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

4. Portfolio Investments

	2021	2020
Portfolio investments - non-endowment	\$ 5,317,942	\$ 4,661,367
Portfolio investments - restricted for endowments	8,026,132	7,035,195
Total portfolio investments at fair market value	13,344,074	11,696,562
Guaranteed investment certificate non-endowment at amortized cost	-	809,387
	<u>\$ 13,344,074</u>	<u>\$ 12,505,949</u>

Total portfolio investments (non-endowment) amounts presented on the consolidated statement of financial position are made up of investments in pooled funds and guaranteed investment certificate totaling \$5,317,942 (2020 - \$5,470,754).

The composition of portfolio investments measured at fair value is as follows:

	2021			
	Level 1	Level 2	Level 3	Total
Portfolio investments at fair value				
Bonds				
Canadian government and corporate bonds	\$ -	\$ 5,712,962	\$ -	\$ 5,712,962
Equities				
Canadian equity fund	-	3,378,943	-	3,378,943
Foreign equity fund	-	4,193,627	-	4,193,627
Other				
Cash and money market	58,542	-	-	58,542
Total portfolio investments	\$ 58,542	\$ 13,285,532	\$ -	\$ 13,344,074
	0.4%	99.6%	0.0%	100.0%

	2020			
	Level 1	Level 2	Level 3	Total
Portfolio investments at fair value				
Bonds				
Canadian government and corporate bonds	\$ -	\$ 5,381,955	\$ -	\$ 5,381,955
Equities				
Canadian equity fund	-	2,518,317	-	2,518,317
Foreign equity fund	-	3,452,909	-	3,452,909
Other				
Cash and money market	343,381	-	-	343,381
Total portfolio investments	\$ 343,381	\$ 11,353,181	\$ -	\$ 11,696,562
	2.9%	97.1%	0.0%	100.0%

The guaranteed investment certificates are carried at amortized cost, therefore their carrying amounts are not included in the fair value hierarchy tables above.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

4. Portfolio Investments (cont'd)

The fair value measurements are those derived from:

- Level 1 - Quoted prices in active markets for identical assets;
- Level 2 - Fair value measurements are those derived from inputs other than quoted prices included within level 1 that are observable for the assets, either directly (i.e. as prices) or indirectly (i.e. derived from prices);
- Level 3 - Fair value measurements are those derived from valuation techniques that include inputs for the assets that are not based on observable market data (unobservable inputs).

5. Financial Risk Management

The College is exposed to the following risks:

Market price risk

The College is exposed to market price risk - the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security, its issuer or general market factors affecting all securities. To manage this risk, the College has established an investment policy with a target asset mix that is diversified by asset class with individual issuer limits and is designed to achieve a long-term rate of return that in real terms equals or exceeds total endowment expenditures with an acceptable level of risk.

The College assesses its portfolio sensitivity to a percentage increase or decrease in the market prices. The sensitivity rate is determined using the historical annualized standard deviation for the total portfolio investment pool over a four year period as determined by Bissett Investment Management. At June 30, 2021, if market prices had a 10% (2020 – 10%) increase or decrease, with all other variables held constant, the increase or decrease in accumulated remeasurement gains and losses and deferred revenue for the year would be \$1,288,697 (2020 - \$1,078,552).

Foreign currency risk

Foreign currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College is exposed to foreign exchange risk on investments that are denominated in foreign currencies. The College does not use foreign currency forward contracts or any other type of derivative financial instruments to manage the foreign currency exposure on these investments. The College's exposure to foreign exchange risk is very low due to minimal business activities conducted in a foreign currency.

Credit risk

Counterparty credit risk is the risk of loss arising from the failure of a counterparty to fully honor its financial obligations with the College. To manage the risk, the College has established an investment policy with required minimum credit quality standards and issuer limits. The credit risk from accounts receivable is low as the majority of balances are due from government agencies and corporate sponsors.

The credit risks on investments held are as follows:

	2021	2020
Credit rating		
AAA	14.5%	15.8%
AA	28.6%	29.5%
A	36.8%	34.4%
BBB	19.7%	19.8%
Below BBB	0.4%	0.5%
	100.0%	100.0%

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

5. Financial Risk Management (cont'd)

Liquidity risk

Liquidity risk is the risk that the College will encounter difficulty in meeting obligations associated with its financial liabilities. The College maintains a short-term line of credit that is designed to ensure that funds are available to meet current and forecasted financial requirements in the most cost effective manner. As at June 30, 2021 the College has (1) a lease line of credit of \$4.5 million (2020 - \$4.5 million) which has not been withdrawn and (2) a revolving line of credit of \$1.5 million (2020 - \$1.5 million) which has not been withdrawn.

Interest rate risk

Interest rate risk is the risk to the College's earnings that arise from the fluctuations in interest rates and the degree of volatility of these rates. This risk is managed by investment policies that limit the term to maturity of certain fixed income securities that the College holds. If interest rates increased by 1.0%, and all other variables are held constant, the potential loss in fair value to the College would be approximately 3.5% of total investments (2020 - 3.9%). Interest risk on the College's debt is managed through fixed-rate agreements with the Department of Treasury Board and Finance (Note 10).

The maturity and effective market yield of interest bearing investments are as follows:

	< 1 year	1 - 5 years	> 5 years	Average effective market yield
Cash and cash equivalents	100%	0%	0%	n/a
Portfolio investments, Canadian government and corporate bonds	1.07%	31.06%	67.87%	0.00%

6. Accounts Receivable

	2021	2020
Trade receivables	\$ 984,271	\$ 556,102
Accrued receivables	384,741	562,407
Loan receivables from staff	-	1,955
Canada Revenue Agency (Goods and Services Tax)	631,718	125,052
Student receivables	197,392	46,302
Less: Allowance for doubtful accounts	(109,290)	(87,401)
	<u>\$ 2,088,832</u>	<u>\$ 1,204,417</u>

Accounts receivable are unsecured and non-interest bearing. Trade receivables are related to corporate training, continuing education and other rentals.

Trade receivables balance includes \$191,870 (2020 - \$19,302) from other Government of Alberta departments and agencies. These amounts are also included in government transfers balances (Note 22).

Included in the accounts receivable balance is \$69,046 (2020 - \$nil) receivable from Keyano College Land Trust in relation to the service agreement with the College.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

7. Loan Receivable

During fiscal 2015, the College entered into a lease agreement with YMCA of Wood Buffalo by providing a renovated space. The College charges YMCA of Wood Buffalo interest on the capital cost of the renovations at a rate of 2.92% per annum. The capital cost is to be repaid by YMCA of Wood Buffalo over a period of 15 years.

Principal payments in each of the next five years and thereafter are as follows:

2022	\$ 30,680
2023	31,588
2024	32,523
2025	33,486
2026	34,477
Thereafter	141,873
Total at June 30, 2021	<u>\$ 304,627</u>
 Total at June 30, 2020	 <u>\$ 334,426</u>

8. Investment In and Advances to Government Business Enterprise (Note 24)

On July 4, 2013, the College transferred 611.04 acres of land development to the Land Trust with a cost base of \$6,876,225. This transaction occurred outside the course of normal operations, and was measured at its carrying value.

Included in sales of services and products is \$250,000 (2020 - \$250,000) in service fees related to cost recoveries from the Land Trust. The transaction occurred in the normal course of operations and was measured at the exchange amount. The exchange amount has been agreed to and established by the Land Trust and the College through a signed master service agreement.

On June 26, 2015, the College entered into a signed agreement with the Land Trust that set the terms of repayment of the principal amount upon demand of the College. Until such demand is made, the Land Trust covenants and agrees to accrue compounding interest monthly. The advances are to bear interest at a rate not to exceed the expected rate of return set by the investment policy of the College. As at June 30, 2021 the interest rate was 2.8% (2020 - 2.8%) with no covenants or repayment plan. The College records interest income on the advances to the Land Trust of \$354,229 (2020 - \$344,462).

Interest revenue and other advances in the amount of \$354,229 (2020 - \$344,462) were non-cash transactions and have been excluded from the consolidated statement of cash flows.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

8. Investment In and Advances to Government Business Enterprise (Note 24) (cont'd)

The balance represents the investment in the Land Trust with the following breakdown:

	2021	2020
100 Class "A" common voting shares ⁽¹⁾	\$ 10	\$ 10
Opening advances	\$ 12,489,521	\$ 12,145,059
Interest on advances	354,229	344,462
Total advances to Keyano College Land Trust	12,843,750	12,489,521
Opening accumulated investment earnings	5,853,406	4,673,269
Current investment earnings (Note 24)	2,366,800	1,180,137
Total accumulated earnings	8,220,206	5,853,406
	<u>\$ 21,063,966</u>	<u>\$ 18,342,937</u>

⁽¹⁾ The Board of Governors of Keyano College is the registered holder of 100 Class "A" common voting shares of the Keyano College Land Trust Corporation.

9. Employee Future Benefit Liabilities

Defined benefit plan accounted for on a defined contribution basis

The Local Authority Pension Plan ("LAPP") is a multi-employer contributory defined benefit pension plan for support staff members and is accounted for on a defined contribution basis. At December 31, 2020, the LAPP reported an actuarial surplus of \$4,961,337,000 (December 31, 2019 - \$7,913,261,000). An actuarial valuation of the LAPP was carried out as at December 31, 2019 and was then extrapolated to December 31, 2020. The pension expense recorded in these consolidated financial statements is \$2,272,238 (2020 - \$2,547,138). Other than the requirement to make additional contributions, the College does not bear any risk related to the LAPP.

10. Debt

Debt is measured at amortized cost and is comprised of the following:

	Collat	Maturity	Interest Rate	2021	2020
Debentures payable to the Department of Treasury Board and Finance:					
Campus Development Project	1	June 2026	6.5%	\$ 1,878,863	\$ 2,188,716
Deferred Housing Maintenance	2	December 2020	3.4%	-	105,175
Power & Process Lab	3	June 2032	2.9%	12,427,402	13,372,708
				<u>14,306,265</u>	<u>15,666,599</u>
Obligations under capital leases	4	Various	1.21%	74,040	162,877
				<u>\$ 14,380,305</u>	<u>\$ 15,829,476</u>

*Collateral:

(1) Title to building with a net book value of \$3,099,452 (2020 - \$3,254,425) (Note 13).

(2) None.

(3) Title to the land for the College's Suncor Energy Industrial Campus main building with a net book value of \$53,783 (2020 - \$228,592).

(4) Title to leased assets with a net book value of \$65,620 (2020 - \$136,362) (Note 13).

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

10. Debt (cont'd)

Principal and interest repayments are as follows:

	Principal	Interest	Total
2022	\$ 1,322,610	\$ 480,629	\$ 1,803,239
2023	1,373,671	429,568	1,803,239
2024	1,427,018	376,221	1,803,239
2025	1,463,974	320,698	1,784,672
2026	1,514,907	263,575	1,778,482
Thereafter	7,278,125	687,382	7,965,507
	<u>\$ 14,380,305</u>	<u>\$ 2,558,073</u>	<u>\$ 16,938,378</u>

Interest expense on debt is \$533,615 (2020 - \$597,293) (Note 20) and is included in the consolidated statement of operations.

11. Liability for Contaminated Site

The composition of liabilities is as follows:

	2021	2020
Balance, beginning of year	\$ -	\$ -
Addition to liabilities during the year	1,058,000	-
Balance, end of year	<u>\$ 1,058,000</u>	<u>-</u>

The College has accepted responsibility to perform remediation work at the Riedel student housing apartments which is no longer in productive use. The building contains asbestos, lead and mould which makes it unsafe for human occupation. The liability associated with remediation was calculated based on the environmental site assessment work carried out by a third party expert. The liability was determined as the estimated future remediation cost discounted by the College's net borrowing rate at June 30, 2021.

This amount has been recorded as an expense in the facility operations and maintenance function on the consolidated statement of operations for the year ended June 30, 2021, and as a liability on the consolidated statement of financial position at June 30, 2021.

12. Deferred Revenue

Deferred revenues are set aside for specific purposes as required either by legislation, regulation or agreement:

	2021			2020	
	Unspent externally restricted grants and donations	Tuition, fundraising and other fees	Total	Total	
Balance, beginning of year	\$ 10,077,715	\$ 1,708,070	\$ 11,785,785	\$	16,167,442
Grants, tuition, and donations	8,237,557	8,784,191	17,021,748		12,946,595
Investment income	245,223	-	245,223		481,668
Unrealized gains (losses) on investments	683,075	-	683,075		(216,735)
Transfers to spent deferred capital contributions	(764,405)	-	(764,405)		(207,863)
Other transfers	12,474	(12,474)	-		(150,679)
Recognized as revenue	(4,770,784)	(7,833,457)	(12,604,241)		(17,234,643)
Balance, end of year	<u>\$ 13,720,855</u>	<u>\$ 2,646,330</u>	<u>\$ 16,367,185</u>	\$	11,785,785

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

13. Tangible Capital Assets

	2021						2020	
	Land	Land Improvements	Buildings & Renovations	Equipment ⁽¹⁾	Computer Hardware & Software	Other ⁽²⁾	Total	Total
Cost								
Balance, beginning of year	\$ 12,980,333	\$ 2,114,444	\$ 154,803,464	\$ 35,180,644	\$ 8,309,823	\$ 3,446,878	\$ 216,835,586	\$ 215,181,221
Acquisitions	-	275,521	390,744	1,932,202	717,908	121,104	3,437,479	2,057,228
Disposals, including write-downs	(21,797)	-	-	(3,138,333)	(1,930,820)	(2,421,240)	(7,512,190)	(402,863)
	12,958,536	2,389,965	155,194,208	33,974,513	7,096,911	1,146,742	212,760,875	216,835,586
Accumulated Amortization								
Balance, beginning of year	\$ -	\$ 815,940	\$ 83,449,841	\$ 26,592,606	\$ 7,295,207	\$ 3,216,229	\$ 121,369,823	\$ 113,937,992
Amortization expense	-	112,701	4,226,154	2,289,695	365,483	88,899	7,082,932	7,609,694
Effects on disposals, including write-downs	-	-	-	(3,193,871)	(1,668,463)	(2,417,738)	(7,280,072)	(177,863)
	-	928,641	87,675,995	25,688,430	5,992,227	887,390	121,172,683	121,369,823
Net book value at June 30, 2021	\$ 12,958,536	\$ 1,461,324	\$ 67,518,213	\$ 8,286,083	\$ 1,104,684	\$ 259,352	\$ 91,588,192	\$ 95,465,763
Net book value at June 30, 2020	\$ 12,980,333	\$ 1,298,504	\$ 71,353,623	\$ 8,588,038	\$ 1,014,616	\$ 230,649	\$ 95,465,763	

⁽¹⁾ Equipment includes vehicles, heavy equipment, office equipment, furniture and leasehold improvements.

⁽²⁾ Other tangible capital assets include audio/visual equipment and library books.

Buildings and renovations includes work-in-progress of \$174,258 (2020 - \$106,157). Computer hardware and software includes work-in-progress of \$176,430 (2020 - \$109,776). Furniture and equipment includes work-in-progress of \$749,202 (2020 - \$120,847). Acquisitions during the year includes gift-in-kind contributions of \$nil (2020 - \$7,552).

Total cost of capital leases included in equipment is \$109,367 (2020 - \$598,131), accumulated amortization is \$43,747 (2020 - \$461,769) and amortization expense is \$70,750 (2020 - \$119,626). The closing accumulated amortization balance has been reduced by the accumulated amortization on disposals. Gift-in-kind contributions and capital leases are non-cash transactions and have been excluded from the consolidated statement of cash flows.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

14. Spent Deferred Capital Contributions

Spent deferred capital contributions is comprised of externally restricted grants and donations spent on tangible capital acquisitions (not yet recognized as revenue).

	2021	2020
Spent deferred capital contributions		
Balance, beginning of year	\$ 49,858,953	\$ 54,179,308
Transfers from unspent externally restricted grants and donations	764,406	207,863
Expended capital recognized as revenue	(4,095,619)	(4,528,218)
Balance, end of year	<u>\$ 46,527,740</u>	<u>\$ 49,858,953</u>

15. Net Assets

	Accumulated surplus from operations	Investment in tangible capital assets	Internally restricted surplus (Note 16)	Endowments	Total
Net assets, as at June 30, 2019	\$ 9,946,243	\$ 29,802,500	\$ 8,761,678	\$ 4,963,372	\$ 53,473,793
Annual operating deficit	(455,916)				(455,916)
Endowments					
New donations	-	-	-	237,598	237,598
Capitalized investment income	-	-	-	30,651	30,651
Tangible capital assets					
Acquisition of tangible capital assets	(1,849,365)	1,849,365	-	-	-
Amortization of tangible capital assets	3,081,476	(3,081,476)	-	-	-
Debt repayment	(1,431,942)	1,431,942	-	-	-
Net book value of tangible capital asset disposals	225,000	(225,000)	-	-	-
Net board appropriation to internally restricted surplus (Note 16)	(119,113)	-	119,113	-	-
Change in accumulated remeasurement gains	(143,577)	-	-	-	(143,577)
Net assets, as at June 30, 2020	9,252,806	29,777,331	8,880,791	5,231,621	53,142,549
Annual operating surplus	345,585				345,585
Endowments					
New donations	-	-	-	55,500	55,500
Capitalized investment income	-	-	-	104,632	104,632
Tangible capital assets					
Acquisition of tangible capital assets	(2,673,101)	2,673,101	-	-	-
Amortization of tangible capital assets	2,987,314	(2,987,314)	-	-	-
Debt repayment	(1,449,171)	1,449,171	-	-	-
Net book value of tangible capital asset disposals	232,114	(232,114)	-	-	-
Change in accumulated remeasurement gains	452,590	-	-	-	452,590
Net assets, as at June 30, 2021	9,148,137	30,680,175	8,880,791	5,391,753	54,100,856
Net assets is comprised of:					
Accumulated surplus	8,475,281	30,680,175	8,880,791	5,391,753	53,428,000
Accumulated remeasurement gains	672,856	-	-	-	672,856
Balance as at June 30, 2021	<u>\$ 9,148,137</u>	<u>\$ 30,680,175</u>	<u>\$ 8,880,791</u>	<u>\$ 5,391,753</u>	<u>\$ 54,100,856</u>

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

16. Internally Restricted Surplus

Internally restricted surplus represent amounts set aside by the College's Board of Governors for specific purposes. On May 30, 2014, the Board passed a motion for internally restricted surplus where the unrestricted operating surplus is to be maintained at 5% of the budgeted operating revenues; \$2,000,000 is to be restricted for educational purposes and the rest is restricted for future capital activities. Those amounts are not available for other purposes without the approval of the Board and do not have interest allocated to them. This policy is under review and no adjustment has been made for fiscal 2020/21. Total transfers to restricted professional development for the year per agreement with Faculty Association is \$nil (2020 - \$119,113).

17. Contingent Liabilities

At June 30, 2021, the College was named as a defendant in three (2020: seven) specific legal actions. The total claimed in two specific legal cases approximates \$249,395 (2020: \$197,094). For the third case, no specific amount has yet been claimed, the amount of this claim will be determined at trial. The resulting loss from the remaining claim, if any, cannot be determined.

Keyano College Land Trust (the Trust) leases part of its land to various third party companies who use it as laydown yards. There is a risk of contamination at these sites arising primarily from the nature of the tenants' business operations. In October 2019, the Land Trust engaged an expert to conduct a phase I environmental site assessment (ESA) on the land under lease. Based on the results of phase I ESA, management initiated a phase II ESA, which was completed in July 2020 to determine the extent of contamination. In accordance with Phase II ESA results, an accrual of \$488,000 for estimated future remediation costs was included in the Keyano College Land Trust's statement of comprehensive income for the year-ended June 30, 2020, in repairs and maintenance expense. The amount is also included in accounts payable and accrued liabilities on Keyano College Land Trust's statement of financial position at June 30, 2020 and June 30, 2021. No significant remediation work was conducted in the current fiscal year.

The College's ongoing efforts to assess contaminated sites may result in additional environmental liabilities related to newly identified sites, or changes in the assessments or intended use of existing sites. Any changes to the environmental liabilities will be accrued in the year in which they are assessed as likely and measurable.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

18. Contractual Rights

Contractual rights are rights of the College to economic resources arising from contracts or agreements that will result in both assets and revenues in the future when the terms of those contracts or agreements are met.

Estimated amounts that will be received or receivable for each of the next five years and thereafter are as follows:

	Operating Leases
2022	\$ 99,117
2023	65,733
2024	31,484
2025	-
2026	-
Thereafter	-
Total at June 30, 2021	\$ 196,334
Total at June 30, 2020	\$ 518,900

19. Contractual Obligations

The College has contractual obligations which are commitments that will become liabilities in the future when the terms of the contracts or agreements are met. The estimated aggregate amount payable for the unexpired terms of these contractual obligations are as follows:

	Service Contracts	Operation, Maintenance and interest amounts from Capital Leases	Information Systems and Technology	Long-term Leases	Total
2022	\$ 1,945,152	\$ 1,778,791	\$ 533,040	\$ 23,600	\$ 4,280,583
2023	1,000,647	-	187,419	-	1,188,066
2024	495,194	-	50,687	-	545,881
2025	44,315	-	1,399	-	45,714
2026	-	-	-	-	-
Thereafter	-	-	-	-	-
Total at June 30, 2021	\$ 3,485,308	\$ 1,778,791	\$ 772,545	\$ 23,600	\$ 6,060,244
Total at June 30, 2020	\$ 890,011	\$ -	\$ 734,979	\$ 62,100	\$ 1,687,090

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

20. Expense by Object

The following is a summary of expense by object:

	2021		2020
	Budget		
	(Note 27)	Actual	Actual
Salaries and benefits	\$ 33,426,170	\$ 31,577,918	\$ 38,722,136
Materials, supplies and services	14,589,275	8,605,420	12,683,125
Amortization of tangible capital assets	7,265,145	7,082,932	7,609,694
Repairs and maintenance	2,274,455	3,569,305	4,505,844
Utilities	1,569,143	1,744,269	1,876,493
Scholarships and bursaries	737,200	690,091	982,910
Cost of goods sold	829,667	534,055	682,719
Interest on debt (Note 10)	531,173	533,615	597,293
	\$ 61,222,228	\$ 54,337,605	\$ 67,660,214

21. Related Parties

The College is a related party with organizations within the Government of Alberta reporting entity. Key management personnel of the institution and their close family members are also considered related parties. The College may enter into arm's length transactions with these entities and individuals.

The College has liabilities with the Department of Treasury Board and Finance as outlined in Note 10. There were no other related party transactions during the year that met PS 2200 disclosure requirements.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

22. Government Transfers

	2021	2020
Grants from Government of Alberta		
Advanced Education:		
Operating	\$ 29,981,871	\$ 36,166,621
Capital	5,342,605	7,789,000
Apprenticeship	784,317	921,302
Other	702,093	1,007,685
Total Advanced Education	36,810,886	45,884,608
Other Government of Alberta departments and agencies:		
Alberta Foundation of the Arts	35,803	-
Culture, Multiculturalism and Status of Women	109,836	241,845
Community and Social Services	72,891	164,145
Labour and Immigration	234,027	11,747
Other	8,001	67,335
Total other Government of Alberta departments and agencies	460,558	485,072
Total contributions received	37,271,444	46,369,680
Restricted expended capital recognized as revenue	3,621,072	3,527,229
Add: change in deferred contributions	(4,032,707)	(4,003,740)
	\$ 36,859,809	\$ 45,893,169
Federal and other government grants		
Contributions received	1,826,820	1,808,301
Add: change in deferred revenue	236,636	67,742
	\$ 2,063,456	\$ 1,876,043

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

23. Salary and Employee Benefits

	2021			2020	
	Base Salary ⁽¹⁾	Other Cash Benefits ⁽²⁾	Other Non-Cash Benefits ⁽³⁾	Total	Total
Governance					
Members of the Board of Governors	\$ -	\$ 2,793	\$ -	\$ 2,793	\$ 5,207
Executive					
President & CEO ⁽⁴⁾	s.17(1)				
Vice-Presidents and Executive Director:	s.17(1)				
Vice-President Corporate Services & CFO ⁽⁵⁾					
Vice President Infrastructure & Chief Information Officer					
Vice-President Academic					
Executive Director, Human Resources					

- (1) Base salary includes pensionable base pay.
- (2) Other cash benefits include severance payments, honoraria, automobile allowances, and other allowances. No severance or bonuses were paid out in fiscal 2021.
- (3) Other non-cash benefits include the College's share of all employee benefits and contributions or payments made on behalf of employees including pension, group life insurance, and accidental death dismemberment insurance. An automobile was provided to the former President & CEO (resigned May 8, 2020) for which no dollar amount is included in the above table. The College provided a non-cash rental subsidy of \$6,750 to the Vice-President Corporate Services & CFO in the current year.
- (4) This position was occupied by two individuals at different times during the year ending June 30, 2021. The first incumbent departed on May 8, 2020, the date at which his interim replacement was appointed.
- (5) This position was occupied from July 1, 2019 to May 7, 2020, and was vacant for the remainder of the year as the incumbent accepted a new appointment as Interim President & CEO. The new Vice President & CFO was appointed on July 13, 2020, with his contract expiring on June 30, 2021.

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

24. Condensed Supplementary Financial Information of Keyano College Land Trust (Note 8)

The following table provides condensed financial information reported separately for Keyano College Land Trust. The Land Trust audited financial statements are prepared in accordance with the International Financial Reporting Standards.

	2021	2020
Assets		
Cash and cash equivalents	\$ 4,114,045	\$ 2,364,985
Accounts receivable	243,600	305,822
Prepaid expenses	93,063	130,012
Advance on land development fees	250,000	250,000
Investment property	17,234,861	17,277,520
	\$ 21,935,569	\$ 20,328,339
Liabilities		
Accounts payable and accrued liabilities	\$ 720,173	\$ 642,678
Advances from Keyano College	12,843,740	12,489,511
Due to Keyano College	10	10
Deferred lease rental revenue	10,800	1,211,219
Security deposits	140,640	131,515
	\$ 13,715,363	\$ 14,474,933
Equity		
Trust Surplus	\$ 8,220,206	\$ 5,853,406
	\$ 21,935,569	\$ 20,328,339
Comprehensive income		
Revenues	\$ 3,760,085	\$ 3,630,938
Expenses	(1,393,285)	(2,450,801)
	\$ 2,366,800	\$ 1,180,137

KEYANO COLLEGE
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2021

25. Dissolution of Keyano College Foundation

On June 16, 2021, the Membership of the Foundation approved the voluntary wind-up and dissolution of the Foundation in accordance with Companies Act (Alberta) RSA 2000, C-21. Consequently, the Membership appointed a Liquidator and legal counsel to oversee the discharge of the Foundation liabilities and the distribution of its assets to those entitled. Business of the Foundation has now ceased. The Liquidator posted a notice to all creditors on July 22 2021. The Liquidator will issue a letter to AGLC giving notice and requesting permission to disburse all deferred gaming revenue to licensed organizations. Costs to liquidate the assets of the Foundation, including future administration costs and professional fees will be recorded when incurred. Any remaining assets will be transferred to Keyano College. This dissolution process is expected to take several months to complete.

The Keyano College Foundation financial statements are included in these consolidated financial statements on a line-by-line basis.

26. Fort McMurray Flood

During the week of April 26th 2020, the College incurred significant flood damage to the main Clearwater Campus, Sports and Wellness Centre, Penhorwood and Riedel residences. Remediation and mitigation efforts to restore facilities and equipment to pre-flood condition were completed prior to June 30, 2021. The College is insured through AIG Insurance Company of Canada (AIG) as part of the Alberta Colleges, Universities & Technical Institutes Consortium.

There are two parts to the flood insurance claim: property loss and business interruption. The College's insurance coverage is \$100 million, with a deductible of \$1,000,000. Both of these claims are ongoing.

As of June 30, 2021, the estimated total property loss was \$55 million. The total value of this claim at June 30, 2021 was \$46 million with an additional \$9 million of additional claims yet to be submitted to the insurer. As of June 30, 2021, the insurer had paid approximately \$40 million, while the college paid its insurance deductible of \$1 million towards flood restoration expenses. Control of the flood restored buildings was returned back to the College during fiscal 2021.

The flood restoration costs and insurance claim amounts are subject to a degree of estimation and measurement uncertainty, particularly as it relates to the property loss and business interruption loss. As of June 30, 2021, both the property loss and business interruption claims are still in progress.

27. Budget Figures

Budgeted figures have been provided for comparison purposes and have been derived from the College's 2020-21 Board approved budget.

28. Approval of Financial Statements

The consolidated financial statements were approved by the Board of Governors of Keyano College.

29. Comparative Figures

Certain comparative figures have been reclassified to conform to current year presentation.

COMMUNITY
INVESTMENT PROGRAM

Sustaining Grant

2022 Sustaining Strategic Partnership
Grant Guidelines



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Purpose of the Grant

To support programs and services that align with the goals identified by the Municipality through the Regional Municipality of Wood Buffalo Strategic Plan.

Pre-Application Meetings and Support

During the Call for Applications, Community Investment Program (CIP) staff are available to answer any questions.

A pre-application meeting is encouraged for applicants looking for assistance. During a pre-application meeting, CIP staff will review eligibility, how the grant process works, accessing and completing applications in the CIP Grant Portal, and other key information.

To schedule a pre-application meeting, you may send a request to CIP@rmwb.ca.

If possible, please provide:

- Organization name;
- a brief description of what you plan to apply for; and
- your availability for a virtual meeting.

Application Process

Stage 1

1. Review these guidelines to ensure your organization is eligible for grant funding.
2. 2022 Grant Applications will be submitted through the CIP Grant Portal. Log in to your CIP Grant Portal account and complete the application. CIP will notify you via email when the application form is available in the CIP Grant Portal.
3. Submit the application, including operational plans, related budgets for January-December 2022, and Financial Statements of the most recent fiscal year end (Year-end date must fall between July 1, 2020 and June 30, 2021). The CIP Grant Portal will accept applications until 4:30 p.m. on **September 16, 2021**.
4. Contact CIP@rmwb.ca if you have any questions or need clarification.

Stage 2

1. If clarification on the submitted application is required, you will receive an email notifying you that clarifications have been requested. Please log in to the CIP Grant Portal to provide clarifications.
2. Administration will review the application and supporting documents to ensure eligibility and make recommendations to Council. Organizations will be notified of Administration's recommendation to Council prior to the Council meeting.
3. Organizations which are recommended to receive funding must be prepared to deliver a presentation to Council as the final stage of the application process. A presentation template and further details will be provided prior to the Council meeting. The final decision will be made by Council during the Council meeting.
4. Applicants will be notified of Council's decision following the Council meeting.

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Contact Information

If you have any questions or would like clarification, please contact CIP@rmwb.ca or PULSE at **780-743-7000** or toll-free at **1-800-973-9663**.

Eligibility

The Applicant must:

- be a registered non-profit organization;
- have operated within the Regional Boundary for at least one year prior to applying;
- have less than one year's worth of unrestricted net assets, as reflected in the financial statements of the most recent fiscal period prior to application or the total unrestricted net assets held by the Applicant is less than \$50,000;
- provide programs and/or services that align with the strategic services outlined in the section below;
- have submitted all required reports, financial statements, or uncommitted grant proceeds from any previous Community Investment Program Grant; and
- offer programs/services within the Regional Boundary.

The Community Investment Program will not fund:

- programs or facilities for activities which are mandated or responsibility of the Federal or Provincial governments, including but not limited to programs and facilities of health care, education, religious activities, housing and childcare.

Expected Deliverables

A successful Applicant will be required to:

- improve the quality of life for residents in Wood Buffalo through providing one of the following strategic services:
 1. Collection, preservation, or display of regional heritage and culture in a museum setting
 2. Act as a collective voice for:
 - i. development of the arts community
 - ii. progression of interests of the social profit sector
 - iii. advancement of cultural diversity
 - iv. promotion of the economic diversification of the Municipality
 3. A strategic service that is of benefit to the entire region, as set out in a Service Delivery Agreement
- Complete and/or upload the following in the CIP Grant Portal:
- Certificate of Insurance within 30 calendar days of execution of grant agreement
- Six-Month Report highlighting ongoing successes and challenges
- Final Report demonstrating the positive impact of the funded programs and services

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

- Financial Statements. Specific financial reporting requirements are determined by the following grant thresholds:
 - < \$100,000 – Summary of Revenue and Expenditures
 - \$100,000 - \$499,999 – Review Engagement Financial Statements
 - >\$500,000 – Audited Financial Statements

Disclosure of Information

Information contained in the submitted application will be part of the public Council agenda and accessible through all methods that the Council agenda is available.

A condition of accepting funding is that the Municipality has the authority to examine Recipients' records at any time to ensure funds are being used in the manner originally agreed upon. Any funds not used as described in the agreement may have to be returned.

Council reserves the right to allocate Community Investment Program Grants in such a manner as deemed to be in the best interest of the Municipality (Community Investment Program Policy FIN-220, Section 2.1.2).

Key Dates

During Call for Applications	Information Sessions with CIP upon request (contact CIP@rmwb.ca)
July 19, 2021	Call for Applications Opens
September 16, 2021	Call for Applications Closes – deadline to submit your application is 4:30 p.m. MST.
September 17 – 24, 2021	Application clarification with CIP staff
TBD	Applicant Presentation Preparation
TBD	Council Meeting and Final Decisions
TBD	Decision Letters and further information provided
Within 30 days of CIP receiving signed Grant Agreement	Grant Distribution
Within 30 days of execution of Grant Agreement	Certificate of Insurance submitted by Applicant
July 31, 2022	Recipient submits 6 Month Report
April 30, 2023	Recipient submits Final Report
120 days following the fiscal year end of the Organization	Recipient submits Financial Statements

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Definitions

Applicant – Any group, club, individual or organization incorporated as a non-profit, charitable or Part IX Corporation, or registered as a society under the Alberta Societies Act and is in good standing under its relevant constating legislation.

Certificate of Insurance – For details on the level of insurance required, please contact CIP.

Council – Mayor and Council of the Regional Municipality of Wood Buffalo.

Grant – Transfer of monies from the Municipality to an applicant, group or organization for a project that meets the specific grant program requirements.

Grant Programs – Funding programs created to directly administer grants to applicants under specific guidelines (i.e., Community Impact Grant, Games Legacy Fund, Community Plan on Homelessness Funding).

Municipality – The Regional Municipality of Wood Buffalo.

Recipient – Successful grant applicant who receives funding from the Municipality.

Regional Boundary – The physical area of the Municipality that includes any lands comprising of First Nation Reserve located within the Municipality's geographical boundaries.

Review Engagement Financial Statements – a review of the Organization's financial statements by an independent Chartered Professional Accountant (CPA), including but not limited to the Grant. The Financial statements are to be prepared in accordance with generally accepted accounting principles for not-for-profit organizations. In accordance with section 8100 of the CPA Canada Handbook – Assurance (as amended): "Reviews are distinguishable from audits in that the scope of a review is less than that of an audit and therefore the level of assurance provided is lower." The review of the financial statements must be approved by the Board of Directors and signed by the chair and treasurer. The Organization must retain all supporting agreements, invoices, and receipts. The Organization must provide the reviewed financial statements upon finalization, accompanied by the CPA's review engagement report where the value of the Grant is more than \$100,000, but less than \$500,000.

Societies Act – A society may be incorporated under this Act to promote any benevolent, philanthropic, patriotic, religious, charitable, artistic, literary, educational, social, professional, recreational, sporting or any other useful object, but not for the purpose of carrying on any trade or business.

Term – The effective date and duration of the agreement.

Unrestricted Net Assets – Accumulated surplus that the board has not set aside for a particular purpose, as reflected on the organization's financial statements and/or board meeting minutes.

For more information, please visit the Community Investment Program website at www.rmwb.ca/CIP.

Community Investment Program
Community and Protective Services
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4
CIP@rmwb.ca

COUNCIL POLICY



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Document Name: Community Investment Program

Department Name: Community Services

Document Number: FIN-220

Effective Date: April 1, 2021

Next Revision Date: July 2022

STRATEGIC PLAN LINKAGE

Strategic Priority 1 – Responsible Government

Strategic Priority 2 – Downtown Revitalization

Strategic Priority 3 – Regional Economic Development

Strategic Priority 4 – Rural and Indigenous Communities and Partnerships

PURPOSE AND OBJECTIVE

The objective of this Policy is to:

- (a) establish the Community Investment Program;
- (b) identify budgeting and accounting requirements related to Grants; and
- (c) determine Grant eligibility under the CIP Policy.

The objective of the Community Investment Program is to improve the quality of life of residents, communities and the region as a whole by:

- (a) providing Grants to registered non-profit organizations that contribute positively to Municipal goals and strategic directions;
- (b) providing subsidized funding to Municipal owned facilities that provide opportunities for residents to engage in recreation, leisure, events, culture, and heritage; and
- (c) supporting and enhancing the development of athletes and artists in the region.

GENERAL PRINCIPLES

1. Definitions:

- 1.1. "Applicant" means any group, club, individual or organization incorporated as a non-profit, charitable or Part IX Corporation, or registered as a society under the Alberta Societies Act and is in good standing under its relevant constating legislation.
- 1.2. "Community Investment Program (CIP)" means the program that administers Grant Programs.

- 1.3. "Capital" means an enhancement, development or renovation of public use facilities that are accessible, affordable and inclusive, providing broad opportunity for community members; includes planning, construction, land or equipment purchase; where the capital asset will belong to the Applicant.
- 1.4. "Grant" means a transfer of monies from the Municipality to an Applicant for a project or a purpose according to the requirements outlined by a specific Grant Program.
- 1.5. "Grant Program" means a funding program created to directly administer Grants under specific guidelines.
- 1.6. "Guidelines" means the process or direction given by the Municipality to the Applicant or Recipient to follow relating to eligibility, application process, program deadlines, receipt of funds and reporting criteria under the Grant Program.
- 1.7. "Multi-year Grant Agreement" means an agreement for services, programs or events over a period of time greater than a year. A multi-year agreement may provide that performance under the terms of the agreement during the second and subsequent years contingent upon the allocation of funds.
- 1.8. "Municipal Boundary" means the geographic area of the Municipality and shall include any lands comprising any First Nation Reserve or Métis settlement located within the Municipality's external boundaries.
- 1.9. "Recipient" means an Applicant that is approved by the Municipality to receive a Grant.

2. Responsibilities:

2.1. Council:

- 2.1.1. approve any amendments to this Policy;
- 2.1.2. approve the Grant allocations for each Grant Program;
- 2.1.3. approve new Grant Programs and Grant Program maximums; and
- 2.1.4. Council may review and approve grant requests, in excess of the maximums stated in the Guidelines, by any grant applicant.

2.2. Chief Administrative Officer:

- 2.2.1. recommend any amendments to this Policy; and
- 2.2.2. support the implementation of this Policy.

3. General Procedures:

3.1. Eligibility:

Funding will only be provided to an Applicant that:

- 3.1.1. has resided or has documented history of operating within the Municipal Boundary for at least one year;
- 3.1.2. conforms with the Guidelines of the applied for Grant Program;
- 3.1.3. where the Applicant is a group, club or incorporated organization, it:
 - 3.1.3.1. does not hold unrestricted net assets in excess of the organization's annual operating expenses, as reflected in the financial statements of the most recent fiscal period prior to application; or
 - 3.1.3.2. the total unrestricted net assets held by the Applicant is less than \$50,000;
- 3.1.4. completes and submits all required Grant Program application documentation by the stated deadlines; and
- 3.1.5. the Applicant is in good standing with the Municipality.

3.2. What the Community Investment Program will not fund:

- 3.2.1 Individuals (with the exception of Games Legacy);
- 3.2.2 For-profit organizations;
- 3.2.3 Political organizations;
- 3.2.4 Applicants that have overdue or incomplete accounting or reporting relating to any Grant previously awarded by Municipality;
- 3.2.5 Federal and Provincial governments, and affiliated bodies;
- 3.2.6 Funding for programs or facilities for activities which are the mandate or responsibility of the Federal or Provincial governments, including but not limited to programs and facilities of health care, education, religious activities, housing, and childcare;
- 3.2.7 Debt retirement, depreciation or financing charges;
- 3.2.8 Retroactive payments (with the exception of Games Legacy Grants). These are activities or costs incurred before Grants are approved; or
- 3.2.9 More than 80% of the budget of the program, project, event, service or facility operations.

3.3. Application and Assessment Process:

All eligible applications will be assessed against the following criteria:

- 3.3.1. Anticipated positive community impact aligned to the Municipal Strategic Plan. Applicants must demonstrate how their application positively contributes to the quality of life of residents and what is different as a result of their work.

3.3.2. Evidence of community support. This support could include:

- 3.3.2.1. additional financial and non-financial resources being leveraged from other sources;
- 3.3.2.2. details of the number of volunteers that will be involved in the work, and the number of hours they will bring; and
- 3.3.2.3. collaboration or partnership with other organizations

3.3.3. Sound organizational track record. This considers if the Applicant has the ability, skills and capacity to undertake the work and has undertaken similar work in the past.

3.3.4. Activities do not unnecessarily duplicate successful efforts that already exist in the community.

3.3.5. Sustainability of the organization and activity, as applicable.

3.3.6. The amount of funding requested by Applicants and the funding available in the program.

3.3.7. Approval processes will be consistent with the specific Guidelines of the Grant Program applied for.

3.3.8. Applicants requesting a Grant from any Grant Program may be required to make a presentation to Council.

3.3.9. Grants will be disbursed to Recipients in accordance with the terms and conditions of a Grant agreement, in a form and content approved by the Municipality, between the Municipality and the Recipient.

3.3.10. Multi-year Grant Agreements will be issued based on service requirements and program deliverables. Applicants for the Multi-Year Grant agreements will be required to submit annual budgets to Council for approval.

3.4. Reserve Funds:

3.4.1. The Municipality will only use the interest earned on the Games Legacy Reserve Fund to supplement the Games Legacy Grant.

3.4.2. The Municipality may use the Community Initiative Reserve to fund the CIP each year. In accordance with Bylaw No. 02.032 Community Initiatives Reserve, the allocation of these funds will be presented to Council annually.

3.5. Communications and Grant Recognition:

3.5.1. Recipients will recognize the Municipality, if required under the Grant Program, as a funding partner in any official communications.

- 3.5.2. Where the Recipient has received a Capital grant, a commemorative plaque or sign may be required to be displayed at the facility, site, or on the equipment, acknowledging the support from the Municipality.

3.6. Monitoring and Reporting:

- 3.6.1. The Municipality will evaluate the outcomes, as outlined in the Grant agreement between the Municipality and the Recipient, to ensure accountability for use of funds and monitor how the desired goals were achieved.
- 3.6.2. Any reporting requirements, as stated in the Grant Programs, not met by the Recipient may result in cancellation of the Grant or ineligibility to apply for and receive Grants in the future.
- 3.6.3. All unexpended funds or funds not used for the intended purpose must be returned to the Municipality, unless the Municipality approves, in writing, their use for another purpose.

4. Applicability of Policy:

The following funding requests are not subject to this Policy:

- 4.1. Exceptional funding requests that do not fall within the eligibility Guidelines of approved Grant Programs or exceed approved budget limits within the Guidelines. Requests of this nature may either:
 - 4.1.1. be brought forward to Council by the CIP Branch at the annual budget approval process for additional consideration and possible incorporation;
 - 4.1.2. be brought forward to Council by the CIP Branch for consideration under exceptional circumstances and be approved by Council as an over-expenditure in the current budget year; or
 - 4.1.3. be denied.

5. Funding Limitations:

5.1. Municipal Facility Operating Grant

- 5.1.1. The Municipal Facility Operating Grant provides funding to registered non-profit organizations that operate and maintain municipally-owned facilities. Facilities shall be operated in accordance with the Operating Agreement between the Municipality and the Recipient.
- 5.1.2. Applicants must present their annual budgets to Council during the annual Operating Budget process.
- 5.1.3. The actual amount of the Grants is subject to the availability of the funds.

5.2. Community Sustaining Grant

- 5.2.1. The Community Sustaining Grant provides funding to registered non-profit organizations that provide strategic services that contribute toward the strategic priorities identified by the Municipality through the Municipal Strategic Plan.
- 5.2.2. Applicants requesting \$250,000 or more, and new Applicants, shall be required to present their annual budgets to Council during the annual operating budget process.
- 5.2.3. Applicants requesting less than \$250,000 may be required to present their annual budgets to Council during the annual operating budget process.
- 5.2.4. The actual amount of the Grants is subject to the availability of the funds.

5.3. Community Capital Grant

- 5.3.1. In addition to the criteria set out in in Section 3 – General Procedures, Community Capital Grants are subject to the following funding limitations:
 - 5.3.1.1. up to 50% of total planning and design costs for the capital project;
 - 5.3.1.2. up to 50% of total construction costs for the capital project; and
 - 5.3.1.3. up to 50% of total land purchase costs for the capital project.
- 5.3.2. The actual amount of the Grants is subject to the availability of the funds.

5.4. Community Impact Grant

- 5.4.1. Applicants shall only submit one application form per stream and shall only receive one Community Impact Grant, per call for Applications.
- 5.4.2. Grant funding may be requested up to a maximum amount that varies depending on the stream, as follows:
 - 5.4.2.1. Community Programs and Projects – maximum \$80,000;
 - 5.4.2.2. Community Events – maximum \$20,000; and
 - 5.4.2.3. New Events – maximum \$50,000.
- 5.4.3. The actual amount of the Grants is subject to the availability of the funds. A Community Impact Grant budget will be proposed to Council during the annual operating budget process, and allocations to Applicants will be recommended to Council no later than January 31 of each fiscal period.
- 5.4.4. Community Impact Grants will be recommended to Council based on a maximum percentage of the budget of the program, project, event, service

or facility operations. The maximum percentage is set to ensure sustainability of the Community Impact Grant and foster a reduction of reliance on the Grants over time. The maximum percentage shall be set as follows:

5.4.4.1. Fiscal period 2021: 80% maximum;

5.4.4.2. Fiscal period 2022: 75% maximum; and

5.4.4.3. Fiscal period 2023: 70% maximum.

5.5. Games Legacy Grant

5.5.1. Applicants shall only submit one application form and shall only receive one Games Legacy Grant, per call for Applications;

5.5.2. Applicants may apply for more than one activity, program or competition;

5.5.3. The actual amount of the Grants is subject to the availability of the funds. A Games Legacy Grant budget will be proposed to Council during the annual operating budget process, and allocations to Applicants will be recommended to Council no later than January 31 of each fiscal period.

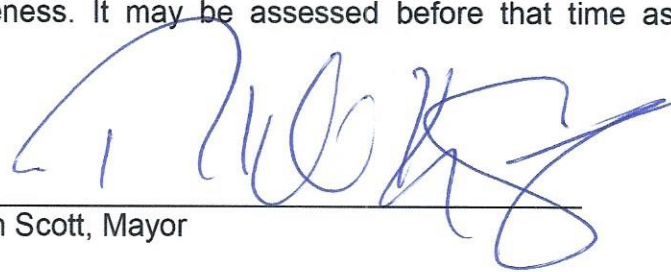
5.5.4. Games Legacy Grants will be recommended based on the following maximums:

5.5.4.1. Maximum grant for individuals or coaches will not exceed \$1,500; and

5.5.4.2. Maximum grant teams or groups will not exceed \$3,000.

APPROVAL

This Policy was approved by Council. It will be reviewed not later than its next Revision Date to determine its effectiveness and appropriateness. It may be assessed before that time as necessary.



Don Scott, Mayor



Jade Brown, Chief Legislative Officer

Date

SUPPORTING REFERENCES AND POSITION RESPONSIBLE

Legal References: *Societies Act*, R.S.A 2000, c. S-14

Cross References: Community Investment Program Administrative Procedure FIN-220-P01

Position Responsible: Director, Community Services

COUNCIL POLICY DETAILS AND REVISION HISTORY

Date	Action	Description
October 2019	Minor Revision	Add Community Capital Grants



COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: 2022 Proposed Sustaining Grant Allocation - WBEDC

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

That \$4,360,000 Sustaining Grant be allocated to Wood Buffalo Economic Development Corporation for 2022, to be funded through the Emerging Issues Reserve.

Summary:

On February 1, 2022 Council passed the following motion:

THAT the 2022 Sustaining Grant Request from Wood Buffalo Economic Development Corporation be deferred until the March 8, 2022 Council meeting.

The Sustaining Grant subsidizes registered non-profit organizations to support programs and services that align with the goals identified by the Municipality through the Regional Municipality of Wood Buffalo Strategic Plan.

Background:

On July 19, 2021, 15 strategic partners were sent an invitation to apply for the Sustaining Grant through the Community Investment Program (CIP) Grant Portal, with submissions due on September 16, 2021. The applications were reviewed by Administration and screened for outcomes, compliance with the Community Investment Policy FIN-220 (Attachment 3) and Sustaining Grant Guidelines (Attachment 2). Wood Buffalo Economic Development Corporation presented their CIP grant request on February 1, 2022. Attachment 1 contains the presentation as well as the application and administrative recommendations.

Rationale for Recommendation:

Wood Buffalo Economic Development Corporation meets the eligibility for Sustaining Grant funding as they provide programs and/or services that align with the expected deliverables in the Sustaining Grant Guidelines (Promotion of the economic diversification of the Municipality).

Attachments:

COUNCIL REPORT – 2022 Proposed Sustaining Grant Allocation - WBEDC

1. 2022 WBEDC CIP Presentation, Application and Recommendation
2. 2022 Sustaining Grant Guidelines
3. FIN-220 Community Investment Program Policy

Strategic Priorities:

Responsible Government

Fort McMurray Wood Buffalo Economic Development & Tourism

Kevin Weidlich – President & CEO

February 1, 2022

Organization Mandate

In 2019, Fort McMurray Wood Buffalo Economic Development & Tourism (FMWBEDT) was created as a new not-for-profit corporation under the Companies Act.

Specific mandate to steward the vision, strategy, and execution of economic development opportunities. In the first startup year, FMWBEDT became a fully integrated economic and tourism development organization with the amalgamation of Fort McMurray Tourism.

We focus on the key drivers of economic growth – Business Retention & Expansion, Innovation, Investment Attraction, Place Brand & Marketing, and Visitor Economy.

Overview

2022 Priorities:

- **Local Business Retention, Expansion & Entrepreneurship**
 - Startup YMM programs to support all start-up and existing businesses
- **Innovation**
 - Create stronger linkages with provincial and national innovation organizations
- **Investment Attraction**
 - Execute Commercial & Retail Attraction Plan
- **Regional Place Brand & Marketing**
 - Market Fort McMurray Wood Buffalo to attract talent, visitors & investment
- **Visitor Economy**
 - Execute Business & Leisure visitor plans for MICE & Sport Tourism

Community Impact

Anticipated annual economic impact (new wealth generation) of \$10 Million.

Examples:

- Support new startup businesses which creates new jobs
- Support scaling and growth of existing businesses which leads to expansion in facilities, services and jobs
- Attract meetings and conferences which increases local visitor spend
- Attract new investors which leads to new land developments

2022 Grant Request

2022 Grant Request	
Revenue	\$1,985,000
Expense	\$6,345,000
Subsidy Requested	\$4,360,000
Subsidy represents 69% of total expenses (Subsidy/Expenses)	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2020
Total Expenses From Previous Year	\$4,776,814
Unrestricted Net Assets	\$210,394

2022 Expense Summary

Cost Category	Total Expense	Funded by RMWB Grant
Salary/Wages (18 full time)	\$2,979,353	\$2,690,000
Program Costs	\$3,105,647	\$1,410,000
Overhead (utilities, insurance, etc.)	\$260,000	\$260,000
TOTAL	\$6,345,000	\$4,360,000

Community Investment History

2022 Request	2021 Approved	2020 Approved
\$4,360,000	\$4,200,000	\$4,022,000

CIP Grant reflects less than 1% of RMWB budget.

Return on Investment of Economic Impact to CIP Grant is more than 2:1

Wood Buffalo Economic Development Corporation

2022 Sustaining Grant

Strategic Partners Stream Analysis

CIP Grant Summary:

2019 Approved	2020 Approved	2021 Approved	2022 Request	2022 Recommended by CIP	Variance Recommended vs. Requested
2,200,000	4,022,000	4,200,000	4,360,000	4,360,000	-

Approved Carryforward				Unrestricted Net Assets	2022 Grant Request All Streams
2020	2021	Fiscal Year End	Total Expenses		
-	-	December 31, 2020	4,776,814	210,394	4,290,000

Notes:

2022 Grant Request: Funding to support Tourism, Business & Investment Attraction, Entrepreneurship & Innovation and Brand & Marketing for the region.

Budget Line Description	2022 Total Budget	2022 Budget Request	2022 Recommended
Revenues			
RMWB Sustaining Grant	4,360,000	4,360,000	4,360,000
Federal Grants	645,000	-	-
Provincial Grants	890,000	-	-
Return on Investments	77,000	-	-
Business Partnerships/Sponsorships	308,000	-	-
Operating Revenue	65,000	-	-
Total Revenues	6,345,000	4,360,000	4,360,000
Expenses			
Tourism	695,000	375,000	375,000
Entrepreneurship & Innovation	590,000	435,000	435,000
Business & Investment Attraction (BIA)	425,000	345,000	345,000
Brand & Marketing	375,000	375,000	375,000
Operations & Board Support	4,260,000	2,830,000	2,830,000
Total Expenses	6,345,000	4,360,000	4,360,000
Total Surplus (Deficit)	\$ -	\$ -	\$ -

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

Application ID

2021-2106 - Sustaining Grant - Strategic Partners Grant

Applicant Information

Organization Information

Wood Buffalo Economic Development Corporation
9909 Franklin Avenue
Fort McMurray, AB, T9H 2K4

Mission Statement:

Established to increase the economic growth, innovation, prosperity and resilience of local RMWB economy.

Primary Contact

Kevin Weidlich

Phone: s.17(1)

Email: kevin@choosewoodbuffalo.ca

Board Questionnaire

How often does the Board review the financial position of the organization?

The board reviews the financial position of our organization quarterly.

What efforts have been made in the past fiscal year to increase the financial support for your organization?

We actively pursue grants from the Federal and the Provincial governments. As well we have sought to re-open Oilsands Discovery Centre to increase related revenue.

Organization's most recent Fiscal Year End date

Please click Save Draft to update the following two questions with this date.

12/31/2020

Unrestricted Net Assets

Unrestricted Net Assets (accumulated surplus that the Board has not set aside for a particular purpose) from your Financial Statements ending: 12/31/2020

\$210,394.00

Total Expenses

Total Expenses from your Financial Statements Ending: 12/31/2020

\$4,776,814.00

Does your organization have financial reserves greater than the last fiscal year's operating expenses?

No

Please note any restrictions on becoming a member of your organization.



Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

This does not apply as we are a Part 9 company of the Companies Act.

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

Please note any restrictions on participating in your organization's programs or services.

This does not apply to us. Articles of Association establish objects.

Minimum number of board members according to bylaws

9

Number of board members currently

10

Number of board members last year in 2020

11

Number of board members in 2019

11

How often does the Board of Directors meet?

The Board of Directors meet at a minimum quarterly plus occasional special meetings.

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Board of Directors

Name	Board Position	Years on Board
Gregg Saretsky	Board Chair	4
Dan Fouts	Board Vice Chair	4
Doreen Cole	Director	4
JD Girado	Director	3
Jamie Doyle	Director	2
Kristi Hines	Director	2
Andrew Boutillier	Director	4
RJ Steenstra	Director	4
Melanie Antoine	Director	1
Jon Close	Director	1

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

Board Funding

Board Member Name	Paid role on the board / organization	Amount received
Gregg Saretsky	Board Chair	\$s.17(1)
		\$s.17(1)

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

n/a

Overview

Brief Summary of the Proposed Programs and Services:

Tourism

- Execute Business & Leisure visitor plans for MICE
- Execute Business & Leisure visitor plans for Sport Tourism
- Co-create iconic visitor experiences with market-ready operators and market regionally, provincially & nationally

Business & Investment Attraction

- Execute Commercial & Retail Attraction Plan
- Commission & Execute Industrial Attraction Plan

Entrepreneurship & Innovation

- Leverage Startup YMM to continue building initiatives that support all start-up and existing businesses on their entrepreneurial journey
- Create Investment Funding Opportunities to support entrepreneurial development
- Establish the organization as a leader in creating opportunities for existing business to scale and grow

Brand & Marketing

- Introduce the brand to targeted markets
- Promote FMWBs business, community, & tourism assets to provincial & national markets
- Initiate a stakeholder outreach program

Please indicate the location(s) in which proposed services will take place (please check all that apply):

Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Fort McMurray, Gregoire Lake Estates, Janvier, Saprae Creek Estates

The Sustaining Grant subsidizes organizations to that contribute toward the key strategic priorities identified below. Please indicate which category that is applicable to the organization.

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

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 organizations to achieve the goals and objectives outlined in the Municipal Strategic Plan. Please indicate which category that is applicable to the organization.

Act as a collective voice for promotion of the economic diversification of the Municipality

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

A strategic plan was completed for 2020-2021, and has been attached. We have begun the process of creating our inaugural 5-year Economic Development & Tourism Strategic plan. This plan will be complete later this year in time for our board to ratify it in December 2021. In the meantime, the items in the current strategic plan remain relevant and will be built upon and expanded for 2022.

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

Fort McMurray Economic Development & Tourism (FMWBEDT) is an arms-length organization from the Regional Municipality of Wood Buffalo responsible for bringing new wealth into the region.

Our integrated model combines key drivers of economic growth - brand, entrepreneurship & innovation, business and investment attraction and tourism - to maximize our efforts in marketing opportunities to the world. We deliver economic impact - new dollars from external communities that add to the total spending power of the region.

We want the Fort McMurray Wood Buffalo region to be recognized and respected as one of Canada's top places for young people to raise their families and accelerate their careers, and as an economic engine for the country.

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

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

While we will have programs, events and/or initiatives throughout 2022, the CIP grant is geared towards supporting our team.

FMWBEDT's divisional approach allows for value to be created between pillars, while paying keen attention to the overhead that is shared between them. Presently, FMWBEDT is structured with four (4) functional pillars, each with their own expectation of performance and accountability.

- Brand & Marketing
- Business Investment & Attraction
- Tourism & Events
- Entrepreneurship & Innovation

Each pillar leverages public dollars to generate economic impact (direct expenditures) back into 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. FMWBEDT'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. FMWBEDT provides the governance, leadership and coordinated support for such priorities as part of an efficient economic development system.

FMWBEDT maintains responsibility for each of the above pillars; however, it works 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.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan identified by your organization?

The Corporation will contribute significantly to the following strategies from the RMWB's 2018-2021 Strategic Plan:

Regional Economic Development, Strategy #3b - Business Attraction and Incentives
Regional Economic Development, Strategy #3c - Small Business Incubator
Downtown Revitalization, Strategy #2a - Encourage Development in the Downtown
Rural & Indigenous Communities and Partnerships, Strategy #4a - Truth and Reconciliation
Commission Calls to Action, specifically #92

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

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

FMWBEDT is actively engaged with Provincial and Federal departments and programs that support integrated economic development and tourism initiatives. Preliminary plans and relationships are in place to grow each of these additional revenue partnerships and opportunities to leverage the funding of the Sustaining Grant. FMWBEDT 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.

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

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

SHARED SERVICES BUSINESS MODEL

FMWBEDT has a shared services agreement with the RMWB that provides a reliable backbone of infrastructure and support for FMWBEDT. This not only reduces the overhead costs through economies of scale but creates efficiencies and collaboration with a key partner and stakeholder, RMWB.

How many programs is your organization proposing to deliver with this grant in 2022?

15

How many events is your organization proposing to deliver with this grant in 2022?

10

How many other services is your organization proposing to deliver with this grant in 2022?

0

Briefly highlight the programs, events, and/or initiatives that your organization is proposing to deliver with the Community Investment Program Grant.

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

Program Events Initiatives

Program/Event/Initiative	Program/Event/Initiative Name	City/Hamlet
Tourism	Execute MICE plan	Fort McMurray Wood Buffalo
Tourism	Execute Sport Tourism Plan	Fort McMurray Wood Buffalo
Tourism	Execute Experience & Product Development Plan	Fort McMurray Wood Buffalo
BIA	Promote & sell commercial & retail opportunities	Fort McMurray Wood Buffalo
BIA	Secure Expertise and execute industrial attraction	Fort McMurray Wood Buffalo
E&I	Deliver Startup YMM Programming	Fort McMurray Wood Buffalo
E&I	Develop Angel Investment Network	Fort McMurray Wood Buffalo
E&I	Execute Microbusiness Program	Fort McMurray Wood Buffalo
Brand & Marketing	Digital marketing to support pillars	Fort McMurray Wood Buffalo
Brand & Marketing	Corporate communication	Fort McMurray Wood Buffalo
Brand & Marketing	Stakeholder outreach	Fort McMurray Wood Buffalo
Brand & Marketing	Place Brand - In-Region Campaign	Fort McMurray Wood Buffalo
Brand & Marketing	Place Brand - Place Brand Activations	Fort McMurray Wood Buffalo
Brand & Marketing	Place Brand - Creative & Asset Development	Fort McMurray Wood Buffalo
Brand & Marketing	Place Brand - Out -of-Region	Fort McMurray Wood Buffalo
E&I - Startup YMM Programming	10 events planned	Fort McMurray Wood Buffalo

Please record the total number of unique participants of the proposed programs and services. This includes all participants that you anticipate will access the funded programs and services.

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

Please record the total number of unique participants for the proposed Program, Event, and/or Initiative

Group	Number of Participants
Children and Youth	0
Adults	0
Seniors	0
Families	0
Community	0
Nonprofits	0
Others	0

Current Volunteer Information

Volunteer Type	Per Organizational Needs	Currently Filled	Funded by the Proposed Grant
Program & Service	0	0	0
Fundraising	0	0	0
Committee	0	0	0
Administrative	0	0	0
Total	0	0	0

Current Staff Information

	Per Organization Chart	Currently Filled	Funded by the Proposed Grant
Full Time Staff	18	18	15
Part Time Staff	0	0	

Provide any additional information that may give a better understanding of your application during the grant review

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

Finances

Total Budgeted Revenue

Excluding RMWB Grant.

\$1,985,000.00

Total Budgeted Expenses

\$6,345,000.00

Surplus/(Deficit)

If in a surplus position, organization is not eligible for a grant.

Click "Save Draft" to calculate the amount.

-\$4,360,000.00

Preferred Cash-Flow

	Amount
January/February	\$ s.16(1)
April	\$
August	\$
October	\$
Total	\$

Total Grant Request

\$4,360,000.00

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

Attachments

Upload Strategic Plan

[2022_-_CIP_-_Strategic_Plan.pdf](#)
495.4 KB - 09/14/2021 8:01AM

Total Files: 1

Please attach a detailed budget showing 2022 projected revenue and expenses

[2022_Budget_CIP_Application_-_Detailed_Budget_\(Revenue___Expenses\)_amended.pdf](#)
235.8 KB - 01/05/2022 3:19PM

Total Files: 1

Financial statements for the most recent fiscal year end

Note: Year end date must fall between July 1st of last year and June 30th of this year.

[FMWBEDT_2020_Financial_Statement.pdf](#)
190.8 KB - 09/14/2021 8:06AM

Total Files: 1

Application Summary: 2021-2106 - Sustaining Grant - Strategic Partners Grant

Declaration

Declaration of Board Members – In making this application, I , the undersigned, confirm:

- that I have read the appropriate Grant Guidelines;
- that I understand that this application form and all attachments shall be part of the public Council agenda and accessible through all methods that the Council agenda is available;
- that I understand that this application form and all required attachments must be completed in full and received before 2021-09-16 16:30 MT;
- that I understand the term of the Grant is January 1 to December 31, 2022 and that all expenditures must happen during this term; and
- that I am 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.
- that I understand 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 Partnerships and Initiatives, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780)799-2741.

Acknowledgement

I do hereby certify that to the best of my knowledge, this application contains a full and correct account of all matters stated herein.

Applicant Name

Kevin Weidlich

Position/Title

President & CEO

Date: 09/16/2021

2022 Budget

Projected revenue and expenses

Tourism

Goal 1 New Business Attraction	Action/Project/Business Unit	Cost
Execute Business & Leisure visitor plans for MICE	Execute MICE Plan	\$249,000
Execute Business & Leisure visitor plans for Sport Tourism	Execute Sport Tourism Plan	\$134,000
Co-create iconic visitor experiences with market-ready operators and market regionally, provincially & nationally.	Execute Experience & Product Development Plan	312,000
	Total	\$695,000

Business & Investment Attraction (BIA)

Goal: New Business Attraction	Action/Project/Deliverable	Cost
Execute Commercial & Retail Attraction Plan	Promote & sell commercial & retail opportunities within FMWB to attract new investment.	\$200,000
Commission & Execute Industrial Attraction Plan	Secure expertise and execute	\$150,000
	Total	\$350,000

Entrepreneurship & Innovation (E&I)

Goal: Entrepreneurial Development	Action/Project/Deliverable	Cost
Leverage StartUp YMM to continue building initiatives that support all start-up and existing businesses on their entrepreneurial journey.	Deliver Startup YMM programming	\$330,000
Create Investment Funding Opportunities to support entrepreneurial development.	Develop Angel Investment Network	\$40,000
Goal: Business Retention & Expansion		
Establish the organization as a leader in creating opportunities for existing business to scale and grow.	Execute Microbusiness Program	\$150,000
Chamber of Commerce Support		\$70,000
	Total	\$590,000

Brand & Marketing

Initiative	Action/Project/Deliverable	Cost
Introduce the brand to targeted Markets	Digital marketing to support Pillars	\$290,000
Promote FMWBs business, community, & tourism assets to provincial & national markets	Corporate Communications	\$155,000
Initiate a stakeholder outreach program	Stakeholder outreach	\$0
	Total	\$445,000

Operations & Board Support

Initiative	Action/Project/Deliverable	Cost
Operating Plan	Operations	\$3,890,000
Board budget	Executive & Board support	\$175,000
Research & Data capability	Purchase & present data	\$200,000
Business Incubator	Startup YMM Lease	\$95,000
	Total	\$4,260,000

Projected Operational Revenue By Source

Federal Government & Agencies	\$645,000
Provincial Government Grants	\$890,000
RMWB CIP Grant	\$4,360,000
Return on Investments	\$77,000
Business Partnerships/Sponsorship	\$308,000
Operating Revenue	\$65,000
Total	\$6,345,000

Projected Operational Expenses

By Pillar

Pillar	Cost
Tourism	\$695,000
Entrepreneurship & Innovation	\$590,000
Business & Investment Attraction	\$425,000
Brand & Marketing	\$375,000
Operations	\$4,260,000
Total	\$6,345,000

FORT McMURRAY
WOOD BUFFALO

ECONOMIC
DEVELOPMENT
& TOURISM

Thank you

**FORT M^cMURRAY
WOOD BUFFALO****ECONOMIC
DEVELOPMENT
& TOURISM**

Sept 15th, 2021

RE: CIP Grant Application

Dear Community Investment Program Team,

Wood Buffalo Economic Development Corporation (WBEDC) Is now operating as Fort McMurray Wood Buffalo Economic Development & Tourism (FMWBEDT).

We have attached our current Strategic Business Plan as part of this application. I am also pleased to inform you that we have begun the process of creating our inaugural 5-year Economic Development & Tourism Strategic plan. This plan will be complete later this year in time for our board to ratify it in December 2021. In the meantime, the items in the current strategic plan remain relevant and will be built upon and expanded for 2022.

Sincerely,

DocuSigned by:

EE91772DD339490...
Kevin Weidlich
President & CEO

WOOD BUFFALO ECONOMIC DEVELOPMENT

2020-2021 STRATEGIC BUSINESS PLAN

JUNE 2020

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EXECUTIVE SUMMARY

This is an unprecedented time in the world and in our community. Fort McMurray and the Wood Buffalo region are experiencing three simultaneous crises: the COVID-19 pandemic, the drop in oil prices leading to an economic downturn, and the Athabasca River flooding of Fort McMurray's downtown core.

Last year, the organization successfully established its corporate foundation including onboarding its inaugural Chief Executive Officer, Kevin Weidlich, and finalized its core pillars:

- Brand & Corporate Services
- Entrepreneurship & Innovation
- Tourism
- Business & Investment Attraction

This foundation helped pave the way for a number of key developments that will serve the region moving forward. Highlights included:

- The amalgamation of tourism and WBEDC to form one integrated economic development model and the subsequent hiring of tourism's vice president;
- The development of the Indigenous Enterprise strategic initiative (2019), followed by the Business Recovery Plan initiative (2020), to help the organization focus on areas of importance as they arise; and
- The launch of Startup YMM which supports a business incubator, entrepreneurial focused programming, and business networking events to help build a culture of entrepreneurship and innovation in Fort McMurray and the region.

In 2020-2021, WBEDC is focused on four strategic priorities:

- 1.** Develop and promote our region's Place Brand
- 2.** Build momentum of Startup YMM
- 3.** Create a focused Meetings, Conventions & Sport Tourism Sales Strategy
- 4.** Aggressively pursue targeted retail and commercial opportunities

These priorities align our efforts and ensure WBEDC delivers tangible results for our community and stakeholders as we continue our relentless pursuit of our vision of awakening Canada to the importance of Fort McMurray and the region.

Although WBEDC's strategic priorities have remained the same through the three crises, this revised 2020-2021 Strategic Business Plan reflects the tactical deliverables that have been adjusted to account for the current business environment.

ECONOMIC OUTLOOK

CURRENT STATE

Since the beginning of 2020, the state of Fort McMurray and the region has fundamentally changed as it has faced an unprecedented series of challenges which few have been forced to overcome.

Not only has the COVID-19 pandemic created a global emergency by means of a health crisis, but the subsequent drop in oil prices has resulted in an additional economic crisis that substantially impacts our region. Unfortunately, the difficulties did not end there and Fort McMurray experienced severe flooding of the downtown area because of an ice jam on the Athabasca River of more than 20 kilometers in length.

The residents, businesses, and communities within our region are resilient, however the arrival of COVID-19 has a significant effect on their health and economic well-being while the fiscal pressures faced by industry partners in the oilsands have made an already difficult environment even more challenging. Canada is facing a decline in GDP of approximately 9% and the Western Canadian Select (WCS) price of oil currently sits at less than \$30 (USD/BBL). The province of Alberta has seen 6,880 cases of COVID-19 and the Athabasca River flooding has caused damage to 1230 structures in Fort McMurray's downtown core.

The regional and global concerns that these three crises pose are still unfolding. There is considerable economic and financial uncertainty and, as a result, many of WBEDC's immediate recovery efforts are now focused on addressing short-term realities. With the occurrence of these three major events, the region is experiencing a fundamental shift and WBEDC has had to reconsider its deliverables for 2020-2021.

Through this time of crisis, a Response Plan Framework will guide WBEDC as it remains steadfast in supporting the community through the different stages of business recovery. The framework outlines WBEDC's commitment to

- Collaborating with community partners and connecting businesses with the immediate resources they need
- Developing a post-emergency Business Recovery Plan to implement when health orders are lifted
- Continuing to plan and deliver on the organization's overarching mandate

It is also important to recognize that the ability of WBEDC to deliver on the pillar priorities is closely tied to the province's progression through the three (3) stages of the [COVID-19 Alberta Relaunch Strategy](#). As social distancing measures are lifted, it is also possible that another wave of COVID-19 may affect the predicted timing of each stage and the ability of local businesses to stay open. WBEDC will continue to participate in, and respond appropriately to, federal, provincial, and municipal decisions around the ongoing crises.

Management and the board of directors have taken into consideration the current state of the region, public health requirements, and the changing business environment before looking to WBEDC's internal realities and capabilities in order to adapt the previous strategic business plan and create this revised version for 2020-2021.

STRATEGIC OVERVIEW

OUR VISION

To awaken Canada to the importance of Fort McMurray.

OUR PURPOSE

To increase the growth, innovation, prosperity and resilience of the economy of Fort McMurray and the Wood Buffalo region.

OUR 5-YEAR GOAL

Fort McMurray and the region will be recognized and respected as one of Canada's top places for young people to raise their families and to accelerate their careers, and as an economic engine of our country with one of the highest performing economic development agencies in the nation.

ORGANIZATIONAL VALUES

PUBLIC STEWARDSHIP

We have been given a tremendous responsibility – to be stewards of public trust as well as the architect of the tactical strategy for economic growth.

SELFLESS APPROACH

Everything we do is done in collaboration – within our teams, among partners in the ecosystem and alongside our funders and stakeholders.

MAKE OUR MARK

At the end of the day, we need to move the dial in the right direction, to improve the fundamentals of the regional economy, to improve the lives of the people who live here, and to forever change the reputation of our community.

AMPLIFY PRIDE

Everything we do needs to touch the hearts and minds of those inside and outside our community. The community needs to see themselves in our emerging story.

WHO WE ARE AND WHAT WE DO

WBEDC is a wholly owned, arm's-length entity of the Regional Municipality of Wood Buffalo (RMWB), governed by an independent board of directors and managed by an entrepreneurial, customer-centric team. WBEDC is responsible for providing an integrated approach to economic growth strategy, crafting and sharing a consistent and compelling regional message, and working to support and align the efforts of the region's economic development ecosystem to drive maximum return for Fort McMurray and the RMWB.

WBEDC works in four key areas:

- To market and position the **region's place brand** and opportunities in target markets, while delivering effective and efficient services to the organization
- To create a culture of **entrepreneurship and innovation** to start, grow, and scale businesses here

- To drive **tourism** through the attraction of visitors, conferences, conventions, and major events
- To **attract businesses and investment** and support downtown vibrancy and activation efforts

OUR GUIDING RESPONSIBILITIES

To be a successful and relevant public-facing enterprise, WBEDC understands the following responsibilities:

- We must operate an efficient and effective business that provides value to the RMWB and a gratifying return on investment of public dollars to taxpayers;
- We must be a great employer that attracts outstanding people, and that models the way of innovation, transparency and accountability in the public service;
- We must take a long-term view of economic growth to ensure our economy is resilient and sustainable, and creates an abundance of opportunity for future generations;
- We must work in meaningful collaboration with the RMWB and key stakeholders in the tourism and economic development ecosystems, including our provincial partners;
- We must understand the needs of our customer—current and future business leaders of Fort McMurray and the region—and we must always be in the customer service business;
- We must think big and be bold; act with intention toward our priorities and be accountable for producing results; and
- We must always remember that we are stewards of public trust, and with that comes a responsibility for both integrity and performance.

These responsibilities articulate the expectations of WBEDC from our Shareholder, from the business community, from our board of directors and from the residents in the region.

OUR GOVERNANCE MODEL

WBEDC management reports to a board of directors, initially appointed by RMWB Council and subsequently self-appointing, comprised of business and community leaders who confirm the goals and strategies of the organization to achieve the level of economic impact that is desired by the Shareholder, the RMWB.

The board of directors meets quarterly to review the performance of WBEDC management across all divisions and provides insights and recommendations for achieving the resilient growth and continuous prosperity needed in the regional economy. The board of directors is led by an RMWB Council approved Chair and operates with the following committee structure:

- Finance, Audit and Risk Management Committee
- Governance, Human Resources and Performance Committee

WBEDC's Board of Directors reports back to its Shareholder through an Annual General Meeting and a Mid-Year Shareholder Meeting. Given the intimate relation between WBEDC, the RMWB and RMWB Council on all matters associated with the economy, WBEDC maintains a fluid communication environment on key priorities and initiatives throughout the year, regardless of whether they are outlined in this Strategic Business Plan.

ALIGNMENT WITH THE RMWB

WBEDC has taken ownership of key initiatives within the 2018-2021 RMWB Strategic Plan. Within Strategic Priority #3: Regional Economic Development, WBEDC will lead the following initiatives:

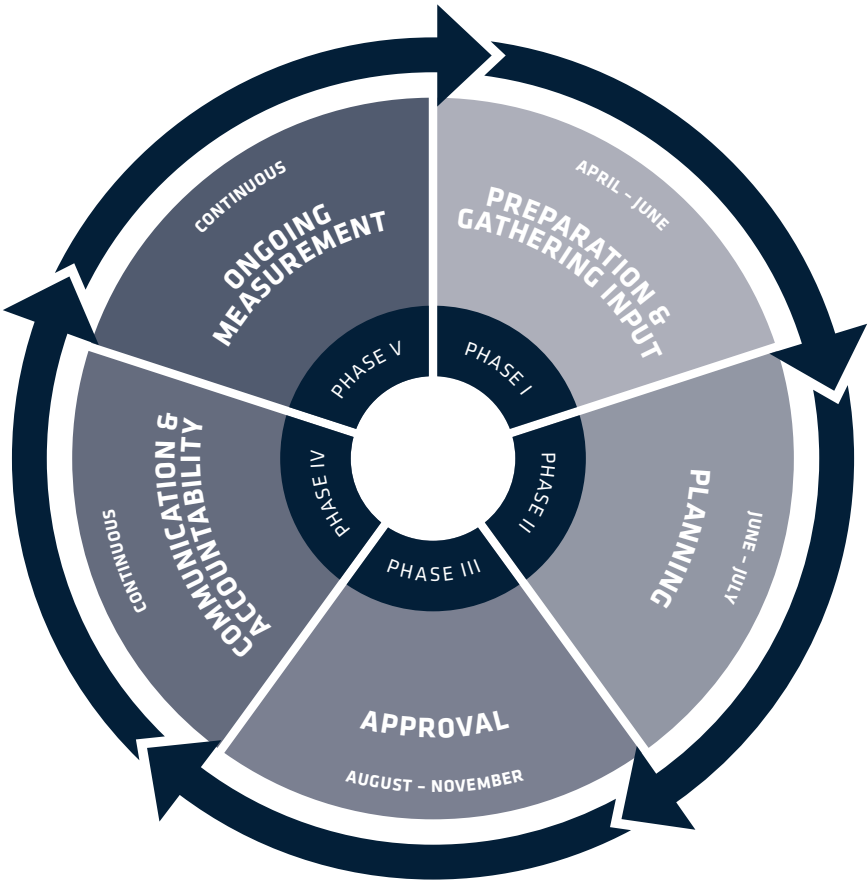
B: Business Attraction & Incentives

C: Small Business Incubator

D: Economic Gardening & Pop Up Stores

E: Shop Local

WBEDC will work alongside the RMWB on these activities to achieve success as outlined by each key performance indicator.



OUR PLANNING PROCESS

WBEDC subscribes to a corporate culture and operating philosophy where measurable results are applied against specific objectives that support the organization’s purpose and vision. Our success depends on this fundamental synergistic relation and is part of the way we operate and conduct our business.

WBEDC relies on a structured business planning framework to set the overall direction for the organization and to guide its operations. The Strategic Business Plan delineates the

operational framework, presents strategies for achieving goals and financial performance, and outlines our 2020-2021 priorities and related deliverables for achieving our long-term goals.

In 2020, WBEDC will begin to undertake the development of its five year strategic plan. This will mark the start of a five year strategic planning cycle and will be in addition to the annual business planning cycle.

OUR PILLAR APPROACH

WBEDC is led by a CEO, and through a team of professionals who operate individual business pillars. In operating with a divisional approach, WBEDC allows for value to be created between pillars, while paying keen attention to the overhead that is shared between them. WBEDC is structured with four functional pillars, each with its own expectation of performance and accountability.

- Brand & Corporate Services
- Entrepreneurship & Innovation
- Tourism
- Business & Investment Attraction

Individual business plans are created for each pillar, and pillar leads have been established specific to each area of focus. Each pillar leverages public dollars to generate economic impact (direct expenditures) back into Fort McMurray and the region. 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 and creates a platform for economic development priorities that can be started, matured, and exited over a period.

OUR STRATEGIC INITIATIVES

WBEDC has defined a strategic initiative as a project, or group of projects, that touch upon multiple pillars and strengthen one of the seven economic drivers and/or focus on the region's jurisdictional advantages (strong natural resources sector, strong aboriginal business community, etc.).

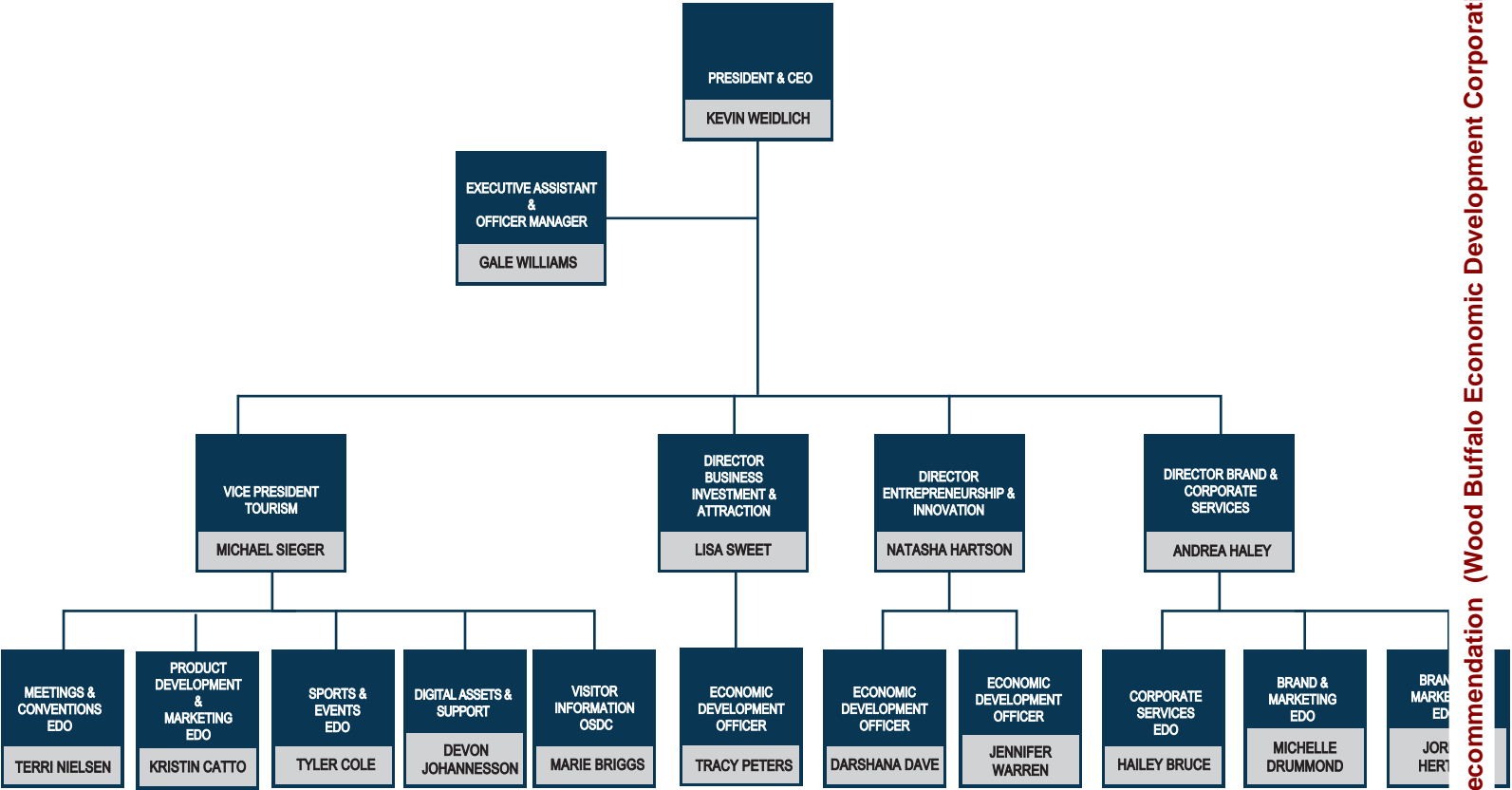
The seven economic drivers for the region include:

- New investment (Foreign Direct Investment)
- Business growth
- Attracting new visitors
- Meetings and conventions
- Major events
- Talent (professional workforce, mid-level management, student population)
- Connectivity (direct flights, transportation infrastructure, internet connectivity)

WBEDC identified two strategic initiatives that will be core to the organization's structure in 2020-2021:

1. Creating a Business Recovery Plan
2. Supporting Indigenous Enterprise

More details around each of the strategic initiatives and their associated target deliverables can be found on pages 17 and 18.



*As of October 2020

Note: One team member is on long-term disability

ORGANIZATIONAL STRUCTURE

WBEDC is a team of 17 people. The Board of Directors serves at the pleasure of the shareholder, and the corporation is led by a CEO. Four pillars have been established, representing the core functions of the mandate, with a culture of collaboration such that knowledge, relationships and resources can be shared across pillars.

2020-2021 STRATEGIC PRIORITIES

During the September 2019 board strategy meeting, WBEDC's Board of Directors agreed on the organization's strategic priorities moving forward. Our 2020-2021 strategic priorities are outlined below and provide a clear direction for the organization. The following four strategic priorities have corresponding deliverables outlined on pages 13-16, providing focus and alignment for the coming year:

1. Develop and promote our region's Place Brand

2020-2021 will usher in a clear, consistent, and compelling narrative of Fort McMurray and the region on the local, national, and global stage through the development of a Place Brand for our region.

2. Build momentum of Startup YMM

WBEDC will promote and attract new technologies and entrepreneurial talent to Startup YMM while developing success stories and key results featuring local entrepreneurs and innovations.

3. Create a focused Meetings, Conventions & Sport Tourism Sales Strategy

WBEDC will help create an immersive meeting experience in Fort McMurray and the region by activating outstanding facilities, unique off-site activities, strong Indigenous and community partners, and access to world-class, industrial innovation.

4. Aggressively pursue targeted business and investment opportunities

WBEDC will take a targeted approach with business and investors to connect them to specific commercial opportunities and direct them to the appropriate local real estate, construction, and professional services needed to enter the market successfully.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

2020 OPERATING BUDGET

2021 Budget as per Community Investment Program Budget Submission

Below is the 2020 operating budget required to support a portion of the priorities, activities, and results outlined in WBEDC 2020-2021 Strategic Business Plan. The 2021 operating budget will support the remainder of the priorities, activities, and results in this document and is enclosed in the WBEDC Community Investment Program Sustaining Grant Submission.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

	BUDGET 2020
REVENUES	
Federal Grants	\$ 300,000
Provincial Grants	\$ 382,000
Municipal Grants	\$ 4,022,000
Canadian Red Cross Small Business Grant	\$ 515,000
Corporate Revenue	\$ 200,000
Tourism	\$ 455,000
Investment Interest	\$ 100,000
Total Revenue	\$ 5,974,000
EXPENSES	
Salaries, Wages & Benefits	\$ 2,598,441
Board of Directors Costs	\$ 345,112
Office Management	\$ 150,500
New Locations	\$ 400,000
Brand & Direct Programming	
Brand & Reputation (Four Pillars)	\$ 1,057,500
Marketing Execution & Consulting	\$ 825,000
Tourism & Events	\$ 225,447
Hosting & Inbound Visitation	\$ 80,000
Business Travel & Transportation	\$ 100,000
New Strategic Initiatives	\$ 100,000
Conferences & Conventions	\$ 92,000
Total Expenses	\$ 5,974,000

STRATEGIC INVESTMENT FUND

In 2019 WBEDC established a Strategic Investment Fund. Its purpose is to create opportunities or enable potential projects that contribute to the region's economic growth. Specifically, the Strategic Investment Fund exists to enable WBEDC to yield three items:

- Economic impact;
- Benefit to the public interest; and/or
- Return on investment (ROI).

Opportunities to achieve the first two items will arise over the course of time and effort. In the meantime, the intent is to maximize the ROI while at the same time preserving sufficient liquidity to achieve one or both of the first two items.

Investments are identified by WBEDC staff and prioritized based on the strength of the business case. The Strategic Investment Fund does not operate like a granting fund in that it does not offer intakes for applications. Rather, opportunities are identified by WBEDC based on the strategic priorities and ability to achieve economic impact.

The value of the Fund entering 2020 was \$8 million with a total of \$600,000 committed to one project over three years starting in 2020.

PILLAR PRIORITIES & DELIVERABLES

PILLAR I: BRAND & CORPORATE SERVICES

2020 TARGET DELIVERABLES

- 1.1 Establish a Community Place Brand
- 1.2 Establish a Place Brand Leadership Committee
- 1.3 Establish and Rollout a New WBEDC Corporate Brand Identity
- 1.4 Rollout a Community Place Brand for the Region*
- 1.5 Optimize Internal Financial Processes and Systems, Including Implementation of Company 3000*
- 1.6 Establish a Procurement Prequalified Vendor List

2021 TARGET DELIVERABLES

- 1.7 (Cont'd) Rollout a Community Place Brand for the Region*
- 1.8 Introduce New Cloud-Based Technologies for Progress Tracking and Reporting

PILLAR PRIORITY:

Develop and promote our region's Place Brand.

PILLAR DESCRIPTION:

Brand & Corporate Services has two core functions, each with a distinct purpose:

- **Brand:** The WBEDC team will develop and execute an authentic and unique Place Brand for our region. This includes the development of a Corporate Brand for WBEDC that supports our corporate vision.
- **Corporate Services:** WBEDC will steward the business planning and budgeting cycle to enable the delivery of the corporation's objectives. It will also ensure that strong, efficient processes and systems are in place to operate as a high performing team.

** Subject to change dependent on COVID-19 Public Health restrictions*

PILLAR 2: ENTREPRENEURSHIP & INNOVATION

2020 TARGET DELIVERABLES

- 2.1** Grand Opening of Startup YMM*
- 2.2** Deliver a Mentorship Program*

2021 TARGET DELIVERABLES

- 2.3** Launch a Technology Maker Space

PILLAR PRIORITY:

Build momentum of Startup YMM.

PILLAR DESCRIPTION:

WBEDC works to strengthen our community of entrepreneurs and innovators by creating a supportive local ecosystem that makes the region one of the best places to build a business.

Building strong businesses in the region is important for our community because it creates jobs, helps businesses expand into new markets, gives our post-secondary graduates a reason to stay and work in our region, and attracts talent from other parts of the world.

** Subject to change dependent on COVID-19 Public Health restrictions*

PILLAR 3: TOURISM

2020 TARGET DELIVERABLES

- 3.1** Attract Two (2) New Future Events* to the Region
- 3.2** Support the Development of Seven (7) New Adventure Tourism Operators
- 3.3** Launch Community Engagement Online Marketing Campaign
- 3.4** Conduct One (1) Regional Marketing Campaign

2021 TARGET DELIVERABLES

- 3.5** Build Out New Tourism Brand
- 3.6** Attract Five (5) New Future Events to the Region
- 3.7** Amplify Three (3) Local Festivals & Events with Targeted Regional Marketing Campaigns
- 3.8** Conduct One (1) Regional Marketing Campaign
- 3.9** Deliver a Meetings & Conventions Sales Strategy

PILLAR PRIORITY:

Create a focused Meetings, Conventions, & Sport Tourism Sales Strategy.

PILLAR DESCRIPTION:

With a focus on sport tourism, unlocking the northern lights experience, curating tourism experiences, and driving a niche Meetings, Incentives, Conferences, and Exhibitions (MICE) strategy, WBEDC is taking a targeted approach to activating tourism in the region.

Increased visitation fills the region's hotels, locally-operated restaurants and retail businesses, and allows more people to experience the uniqueness of our community.

* Events meaning meetings, conventions, festivals, or sport tournaments

PILLAR 4: BUSINESS & INVESTMENT ATTRACTION

2020 TARGET DELIVERABLES

- 4.1** Regional Labour Study
- 4.2** Deliver Three (3) Investor Familiarization Tours

2021 TARGET DELIVERABLES

- 4.3** Attract One (1) National or International Brand Retailer or Franchisee to the Region
- 4.4** Facilitate One (1) Indigenous Partnership in the Region
- 4.5** Business Inventory and Gap Analysis
- 4.6** Business Attraction Strategy
- 4.7** Deliver Five (5) Investor Familiarization Tourism

PILLAR PRIORITY:

Aggressively pursue targeted business and investment opportunities.

PILLAR DESCRIPTION:

WBEDC works to promote the opportunities in our region to attract new businesses and investments. Using a focused and targeted approach, the WBEDC Business and Investment Attraction team is well positioned to support companies and investors seeking to capitalize on the unique opportunities that the region has to offer. WBEDC's access to local market opportunities and services, combined with a proactive customer service experience, supports business and investors seeking to take advantage of Fort McMurray and the region's strong market potential and high levels of disposable income.

Bringing new businesses and investments to the region creates jobs, increases local services, provides more entertainment, hospitality, and retail choices, and helps our community grow.

STRATEGIC INITIATIVES & DELIVERABLES

INITIATIVE: BUSINESS RECOVERY PLAN

2020 TARGET DELIVERABLES

- Establish a Business Recovery Task Force
- Develop and Execute a Business Recovery Plan
- Obtain Funding for Business Recovery Plan

DESCRIPTION

In partnership with the Task Force, WBEDC is working to develop a Business Recovery Plan to address the challenges of the economic downturn caused by the drop in oil prices, the COVID-19 pandemic, and the 2020 flood.

2021 TARGET DELIVERABLES

- Continued Execution of Business Recovery Plan

INITIATIVE: INDIGENOUS ENTERPRISE

2020 TARGET DELIVERABLES

- Support the Development of New Indigenous Tourism Operators

2021 TARGET DELIVERABLES

- Amplify the ATC Festival*
- Support the Development of New Indigenous Tourism Operators
- Leading the North – Showcase Indigenous Business as a Centre of Excellence in our Region*
- Formalize the Path to Partnership
- Facilitate Indigenous Partnership in Hosting Government & Industry Roundtable in Fort McMurray*

DESCRIPTION

Each of the WBEDC pillars collaborate to promote our region as a Centre of Excellence for Indigenous business through storytelling of past successes, current undertakings, and future endeavors. WBEDC also works to support the development of Indigenous entrepreneurs, particularly through tourism opportunities.

** Subject to change dependent on COVID-19 Public Health restrictions*

Financial Statements of

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Period ended December 31, 2020

Financial Statements of
WOOD BUFFALO ECONOMIC DEVELOPMENT
CORPORATION

Period ended December 31, 2020

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MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of the Wood Buffalo Economic Development Corporation (WBEDC) are the responsibility of the WBEDC's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards. A summary of the significant accounting policies followed by WBEDC are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The WBEDC's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Board of Directors met with management and the external auditors to discuss the financial statements and any significant financial reporting or internal control matters prior to the Board of Directors approval of the financial statements.

The financial statements have been audited by Deloitte LLP, independent auditors appointed by WBEDC. The Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on WBEDC's financial statements.

For: Wood Buffalo Economic Development Corporation

Kevin Weidlich

CEO, WBEDC

Independent Auditor's report inserted here.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION**Statement of Financial Position**

December 31, 2020

	2020	2019
Assets		
Current		
Cash	\$ 2,340,280	\$ 2,700,790
Accounts receivable (Note 3)	98,792	105,688
	2,439,072	2,806,478
Investments (Note 4)	8,315,769	8,128,859
Assets under construction (Note 5)	267,855	-
Total Assets	11,022,695	10,935,337
Liabilities and Net Assets		
Current accounts payable and accrued liabilities	8,557	108,932
Deferred Revenue (Note 6)	382,239	-
Due to related parties (Note 7)	2,856,333	3,246,797
Total Liabilities	3,247,129	3,355,729
Net Assets		
Unrestricted surplus	\$ 210,394	\$ 7,579,608
Economic Development Initiative Fund (Note 8)	7,565,172	-
	7,775,566	7,579,608
Total Liabilities and Net Assets	\$ 11,022,695	\$ 10,935,337

See accompanying notes to financial statements.

Approved by:

 Gregg Saretsky
 Board Chair

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Statement of Operations

For the Year Ended December 31, 2020

	2020	2019
Revenue:		
Government contributions (Note 9)	\$ 4,622,635	\$ 10,097,111
Other contributions	56,043	400,000
Sales and user charges	65,987	303,834
Returns on investments	228,106	179,229
	<u>4,972,771</u>	<u>10,980,174</u>
Expenses:		
Salaries, wages and benefits	2,687,204	2,093,633
Business Initiatives (EDIF, Note 8)	392,954	-
Marketing Expenses	802,847	-
General services	718,393	1,278,416
Materials, goods, and supplies	149,365	22,607
Bank charges and interest	26,051	9,635
	<u>4,776,814</u>	<u>3,404,291</u>
Surplus of revenues over expenditures	\$ 195,958	\$ 7,575,883

See accompanying notes to financial statements.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Statement of Changes in Net Assets

For the Year Ended December 31, 2020

	Unrestricted	Internally Restricted - EDIF	2020	2019
Balance, beginning of year	\$ 7,579,608	\$ -	\$ 7,579,608	\$ 3,725
Surplus of revenues over expenditures	195,958	-	195,958	7,575,883
Internally imposed restrictions - EDIF additions	(7,958,125)	7,958,125	-	-
Internally imposed restrictions - EDIF drawdowns	392,954	(392,954)	-	-
Internally imposed restrictions - EDIF net (note 8)	(7,565,172)	7,565,172	-	-
Balance, end of year	\$ 210,394	\$ 7,565,172	\$ 7,775,566	\$ 7,579,608

See accompanying notes to financial statements.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Statement of Cash Flows

For the Year Ended December 31, 2020

	2020	2019
Cash provided by (used in):		
Operating:		
Surplus of revenues over expenditures	\$ 195,958	\$ 7,575,883
Changes in non-cash operating working capital items		
Accounts receivable	6,896	(105,688)
Prepaid expenses	-	9,360
Accounts payable and accrued liabilities	(100,375)	103,297
Deferred revenue	382,239	-
Cash provided by operating transactions	484,717	7,582,852
Capital:		
Acquisition of tangible capital assets	(267,855)	-
Cash applied to capital transactions	(267,855)	-
Investing		
Increase in investments	(186,910)	(8,128,859)
Cash applied to investing transactions	(186,910)	(8,128,859)
Financing		
Advances from related parties	(390,464)	3,246,797
Cash provided by financing transactions	(390,464)	3,246,797
 Change in cash during the year	 (360,511)	 2,700,790
 Cash, beginning of year	 2,700,790	 -
Cash, end of year	\$ 2,340,280	\$ 2,700,790

See accompanying notes to financial statements.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Notes to Financial Statements

For the Period Ended December 31, 2020

1. Nature of Operations

The Wood Buffalo Economic Development Corporation (the "Corporation") is a not-for-profit corporation that was incorporated on July 5, 2018, under the Canada Not-for-profit Corporations Act and is not subject to any federal or provincial taxes. The Corporation was established by the Regional Municipality of Wood Buffalo to provide economic development services within the Municipality. The Regional Municipality of Wood Buffalo provides contributions to the Corporation on an annual basis to support the Corporation's activities.

The Corporation has two members -

The Regional Municipality of Wood Buffalo (the "Municipality") and
Chief Administration Officer of the Regional Municipality of Wood Buffalo

2. Significant accounting policies

The Corporation's accounting policies set out below have been applied in these financial statements (the "financial statements").

Basis of Presentation

The financial statements have been prepared by management in accordance with the PS 4200 series of the Canadian public sector accounting standards ("PSAS"). The precise determination of many assets and liabilities is dependent upon future events. Accordingly, the preparation of financial statements for a reporting period necessarily involves the use of estimates and approximations which have been made using careful judgment. Actual results could differ from those estimates. The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized below.

Revenue Recognition

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted capital contributions are recorded as deferred contributions until the amount is invested to acquire capital assets. Amounts invested representing externally funded capital assets are then transferred to unamortized deferred capital contributions. Unamortized deferred capital contributions are recognized as revenue in the year in which the related amortization expense of the funded capital asset is recorded.

Contributions of materials and services that would otherwise have been purchased are recorded at their fair value. The fair value of services provided by the Municipality has been reflected in the financial statements of the Corporation, unless otherwise noted. Volunteers may assist the Corporation in carrying out its service delivery activities. Because of the difficulty in determining their fair value, these contributed services are not recognized in the financial statements.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Notes to Financial Statements

For the Period Ended December 31, 2020

Cash

Cash includes cash on hand and balance with banks, net of overdrafts.

Investments

Portfolio investments are recorded at amortized cost.

Financial Instruments

The Corporation's financial instruments are initially recorded at fair value and subsequently measured at cost or amortized cost.

Financial assets consist of cash, accounts receivable and investments. The Corporation recognizes in the statement of operations an impairment loss, if any, when there are indicators of impairment and it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to net earnings in the period the reversal occurs.

3. Accounts receivable

	2020	2019
Government of Canada	\$ 6,480	\$ 25,000
Government of Alberta	73,500	77,361
GST recoverable	3,812	-
Other Receivables	15,000	3,326
	<u>\$ 98,792</u>	<u>\$ 105,688</u>

4. Investments

	2020	2019
GIC	\$ 75,000	\$ 75,000
High interest saving account plus accrued interest	572,643	8,053,859
ATB Wealth Investment	7,668,125	-
	<u>\$ 8,315,769</u>	<u>\$ 8,128,859</u>

During the year, the Corporation transferred \$7,500,000 from the high interest saving account to an ATB Wealth Investment account. This fund with the generated interest are included in the internally restricted Economic Development Initiatives Fund (EDIF).

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Notes to Financial Statements

For the Period Ended December 31, 2020

5. Assets under construction

	2020	2019
Leasehold Improvement Asset Under Construction	\$ 267,855	\$ -
	\$ 267,855	\$ -

During the year, the Corporation completed \$267,855 of leasehold improvement for Startup YMM office space. Due to COVID restrictions, the office is not in use under further notice.

6. Deferred Revenue

	2020	2019
Government of Alberta	\$ 382,239	
	\$ 382,239	\$ -

7. Related party transactions

	2020	2019
Due to Regional Municipality of Wood Buffalo	\$ 2,856,333	\$3,229,435
Due to Regional Recreation Corporation of Wood	-	17,362
	\$ 2,856,332	\$3,246,797

During the year, the Municipality of Wood Buffalo paid \$2,993,560 related invoices on behalf of the Corporation. Transactions between the Municipality and the Corporation are recorded at the exchange amounts established and agreed upon between the parties.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Notes to Financial Statements

For the Period Ended December 31, 2020

8. Internally Restricted Development Initiative Fund (EDIF)

	Total Commitment	2020	2019
Transfer in	\$ 7,790,000	7,790,000	-
Interest income		168,125	-
Subtotal	7,790,000	7,958,125	
WBEDC Business Recovery	a 400,000		
Community Futures Wood Buffalo	a 230,000	34,500	-
Northeastern Alberta Aboriginal Business Association	a 554,000	83,100	-
Fort McMurray Construction Association	a 410,000	61,500	-
Fort McMurray Chamber of Commerce	a 664,500	99,675	-
Fort McMurray Airport Authority Partnership	b 1,195,000	92,180	-
Fort McMurray Airport Authority - CBSA Cost-Sharing	c 600,000	21,999	-
Startup YMM Interior Fit-Out	d 650,000		
Subtotal	4,703,500	392,954	
	\$ 3,086,500	\$ 7,565,172	\$ -

In 2020, the Corporation established the Economic Development Initiatives Fund (EDIF) with three main investment criteria include: achieving economic impact, public benefit, or high return on investment.

During 2020 the fund was focused on four main initiatives:

- In partnership with the Business Recovery Task Force, FMWBEDT developed a Business Recovery Plan to address the challenges of the economic downturn, the COVID-19 pandemic, and the 2020 flood.
- In partnership with the Fort McMurray Airport Authority to support their attraction of new air service for our region.
- In partnership with the Fort McMurray Airport Authority to support their customs and boarder services.
- We have also committed funding to Startup YMM's Tenant Fit-Out

9. Government Transfers

Grant Name	Grant Value	Donations	WBEDC Contribution	Subtotal	2020 Recognized Grant Value
Employment and Social Development Canada - Canada Summer Jobs	\$ 6,480			6,480	6,480
Alberta Innovates - Regional Innovation Networks	593,484			593,484	176,510
Province of Alberta - Labour Study	100,000	37,000	20,000	157,000	23,235
Alberta Economic Development, Trade and Tourism - MICE	60,000		20,000	80,000	60,000
Travel Alberta - Explore Wood Buffalo Covid 19 Operational Relief	60,000			60,000	60,000
Travel Alberta - Cooperative Grant	34,601			34,601	34,601
Travel Alberta - Cooperative Investment Grant	147,000			147,000	147,000
Province of Alberta - Place Brand HR Recruitment Workshops	73,500		10,560	84,060	65,000
Government of Alberta - Oil Sands Discovery Center Master Agreement	27,809			27,809	27,809
Regional Municipality of Wood Buffalo Community Investment Program	4,022,000			4,022,000	4,022,000
	5,124,874	37,000	50,560	5,212,434	4,622,635

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Notes to Financial Statements

For the Period Ended December 31, 2020

(a) Employment and Social Development Canada - Canada Summer Jobs

Employment and Social Development Canada has established the Canada Summer Jobs Program, a component of the Youth Employment and Skills Strategy, under which financial assistance may be provided to Employers to encourage these Employers to hire youth to help them in acquiring employment and/ or career related skills. In 2020 the Corporation recognized \$6,480 (2019 – nil.)

(b) Alberta Innovates - Regional Innovation Networks

The Province of Alberta through Alberta Innovates provides funding to support Regional Innovation Networks (RINs) program to accelerate technology and knowledge based small and medium-sized enterprises by increasing connectivity and coordination in Alberta's innovation ecosystem, contributing to entrepreneur and company development through programs and services, and strengthening the entrepreneurial culture. The grant term is from March 5, 2020 to March 31, 2022. During 2020, the Corporation recognized \$176,510 (2019-nil)

(c) Province of Alberta - Labour Study

The Province of Alberta has provided the Corporation \$100,000 through Indigenous Workforce Partnerships and Employer Services Grant for a Labour Study project. During 2019, the Corporation recognized \$23,235 (2019-nil)

(d) Alberta Economic Development, Trade and Tourism – MICE

The Corporation received a grant for Meetings, Incentive, Conferences, and Exhibitions Business Development and Sales Plan from Alberta Economic Development, Trade and Tourism. During 2020, the Corporation recognized \$60,000 (2019-nil)

(e) Travel Alberta - Explore Wood Buffalo Covid 19 Operational Relief

Travel Alberta has provided support to the Corporation for Covid 19 relief through the Explore Wood Buffalo Covid 19 Operational Relief Program. During 2020, the Corporation recognized \$60,000 (2019-nil)

(f) Travel Alberta - Cooperative Grant

Travel Alberta has provided support to the Corporation for Fort McMurray Tourism Marketing Campaign. During 2020, the Corporation recognized \$34,601 (2019-nil)

(g) Travel Alberta - Cooperative Investment Grant

Travel Alberta has provided support to the Corporation for 2 projects - Partnership Marketing and Product Development & Asset Development under the Cooperative Investment Grant. During 2020, the Corporation recognized \$147,000 (2019-nil)

(h) Province of Alberta - Place Brand HR Recruitment Workshops

The Province of Alberta has provided the Corporation support for Labour Attraction Workshops through the Minister of Labour and Immigration. During 2020, the Corporation recognized \$65,000 (2019-nil)

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Notes to Financial Statements

For the Period Ended December 31, 2020

(i) Government of Alberta - Oil Sands Discovery Center Master Agreement

The Province of Alberta through the Minister of Culture and the Minister of Infrastructure provides funding to support operation of the Oil Sands Discovery Center. During 2020, the Corporation recognized \$27,809 (2019 - \$77,361)

(j) Regional Municipality of Wood Buffalo Community Investment Program

The Regional Municipality of Wood Buffalo Community Investment Program (CIP) supports a broad spectrum of programs and services by providing grant funding and agreements to community groups and non-profit organizations. During 2020, the Corporation received and recognized \$4,022,000 (2019 - \$2,200,000)

10. Approval of financial statements

These financial statements were approved by Management and presented to the Board.

**COMMUNITY
INVESTMENT** PROGRAM

Sustaining Grant

2022 Sustaining Strategic Partnership
Grant Guidelines



REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Purpose of the Grant

To support programs and services that align with the goals identified by the Municipality through the Regional Municipality of Wood Buffalo Strategic Plan.

Pre-Application Meetings and Support

During the Call for Applications, Community Investment Program (CIP) staff are available to answer any questions.

A pre-application meeting is encouraged for applicants looking for assistance. During a pre-application meeting, CIP staff will review eligibility, how the grant process works, accessing and completing applications in the CIP Grant Portal, and other key information.

To schedule a pre-application meeting, you may send a request to CIP@rmwb.ca.

If possible, please provide:

- Organization name;
- a brief description of what you plan to apply for; and
- your availability for a virtual meeting.

Application Process

Stage 1

1. Review these guidelines to ensure your organization is eligible for grant funding.
2. 2022 Grant Applications will be submitted through the CIP Grant Portal. Log in to your CIP Grant Portal account and complete the application. CIP will notify you via email when the application form is available in the CIP Grant Portal.
3. Submit the application, including operational plans, related budgets for January-December 2022, and Financial Statements of the most recent fiscal year end (Year-end date must fall between July 1, 2020 and June 30, 2021). The CIP Grant Portal will accept applications until 4:30 p.m. on **September 16, 2021**.
4. Contact CIP@rmwb.ca if you have any questions or need clarification.

Stage 2

1. If clarification on the submitted application is required, you will receive an email notifying you that clarifications have been requested. Please log in to the CIP Grant Portal to provide clarifications.
2. Administration will review the application and supporting documents to ensure eligibility and make recommendations to Council. Organizations will be notified of Administration's recommendation to Council prior to the Council meeting.
3. Organizations which are recommended to receive funding must be prepared to deliver a presentation to Council as the final stage of the application process. A presentation template and further details will be provided prior to the Council meeting. The final decision will be made by Council during the Council meeting.
4. Applicants will be notified of Council's decision following the Council meeting.

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Contact Information

If you have any questions or would like clarification, please contact CIP@rmwb.ca or PULSE at **780-743-7000** or toll-free at **1-800-973-9663**.

Eligibility

The Applicant must:

- be a registered non-profit organization;
- have operated within the Regional Boundary for at least one year prior to applying;
- have less than one year's worth of unrestricted net assets, as reflected in the financial statements of the most recent fiscal period prior to application or the total unrestricted net assets held by the Applicant is less than \$50,000;
- provide programs and/or services that align with the strategic services outlined in the section below;
- have submitted all required reports, financial statements, or uncommitted grant proceeds from any previous Community Investment Program Grant; and
- offer programs/services within the Regional Boundary.

The Community Investment Program will not fund:

- programs or facilities for activities which are mandated or responsibility of the Federal or Provincial governments, including but not limited to programs and facilities of health care, education, religious activities, housing and childcare.

Expected Deliverables

A successful Applicant will be required to:

- improve the quality of life for residents in Wood Buffalo through providing one of the following strategic services:
 1. Collection, preservation, or display of regional heritage and culture in a museum setting
 2. Act as a collective voice for:
 - i. development of the arts community
 - ii. progression of interests of the social profit sector
 - iii. advancement of cultural diversity
 - iv. promotion of the economic diversification of the Municipality
 3. A strategic service that is of benefit to the entire region, as set out in a Service Delivery Agreement
- Complete and/or upload the following in the CIP Grant Portal:
- Certificate of Insurance within 30 calendar days of execution of grant agreement
- Six-Month Report highlighting ongoing successes and challenges
- Final Report demonstrating the positive impact of the funded programs and services

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

- Financial Statements. Specific financial reporting requirements are determined by the following grant thresholds:
 - < \$100,000 – Summary of Revenue and Expenditures
 - \$100,000 - \$499,999 – Review Engagement Financial Statements
 - >\$500,000 – Audited Financial Statements

Disclosure of Information

Information contained in the submitted application will be part of the public Council agenda and accessible through all methods that the Council agenda is available.

A condition of accepting funding is that the Municipality has the authority to examine Recipients' records at any time to ensure funds are being used in the manner originally agreed upon. Any funds not used as described in the agreement may have to be returned.

Council reserves the right to allocate Community Investment Program Grants in such a manner as deemed to be in the best interest of the Municipality (Community Investment Program Policy FIN-220, Section 2.1.2).

Key Dates

During Call for Applications	Information Sessions with CIP upon request (contact CIP@rmwb.ca)
July 19, 2021	Call for Applications Opens
September 16, 2021	Call for Applications Closes – deadline to submit your application is 4:30 p.m. MST.
September 17 – 24, 2021	Application clarification with CIP staff
TBD	Applicant Presentation Preparation
TBD	Council Meeting and Final Decisions
TBD	Decision Letters and further information provided
Within 30 days of CIP receiving signed Grant Agreement	Grant Distribution
Within 30 days of execution of Grant Agreement	Certificate of Insurance submitted by Applicant
July 31, 2022	Recipient submits 6 Month Report
April 30, 2023	Recipient submits Final Report
120 days following the fiscal year end of the Organization	Recipient submits Financial Statements

Sustaining Grant

COMMUNITY INVESTMENT PROGRAM

Definitions

Applicant – Any group, club, individual or organization incorporated as a non-profit, charitable or Part IX Corporation, or registered as a society under the Alberta Societies Act and is in good standing under its relevant constating legislation.

Certificate of Insurance – For details on the level of insurance required, please contact CIP.

Council – Mayor and Council of the Regional Municipality of Wood Buffalo.

Grant – Transfer of monies from the Municipality to an applicant, group or organization for a project that meets the specific grant program requirements.

Grant Programs – Funding programs created to directly administer grants to applicants under specific guidelines (i.e., Community Impact Grant, Games Legacy Fund, Community Plan on Homelessness Funding).

Municipality – The Regional Municipality of Wood Buffalo.

Recipient – Successful grant applicant who receives funding from the Municipality.

Regional Boundary – The physical area of the Municipality that includes any lands comprising of First Nation Reserve located within the Municipality's geographical boundaries.

Review Engagement Financial Statements – a review of the Organization's financial statements by an independent Chartered Professional Accountant (CPA), including but not limited to the Grant. The Financial statements are to be prepared in accordance with generally accepted accounting principles for not-for-profit organizations. In accordance with section 8100 of the CPA Canada Handbook – Assurance (as amended): "Reviews are distinguishable from audits in that the scope of a review is less than that of an audit and therefore the level of assurance provided is lower." The review of the financial statements must be approved by the Board of Directors and signed by the chair and treasurer. The Organization must retain all supporting agreements, invoices, and receipts. The Organization must provide the reviewed financial statements upon finalization, accompanied by the CPA's review engagement report where the value of the Grant is more than \$100,000, but less than \$500,000.

Societies Act – A society may be incorporated under this Act to promote any benevolent, philanthropic, patriotic, religious, charitable, artistic, literary, educational, social, professional, recreational, sporting or any other useful object, but not for the purpose of carrying on any trade or business.

Term – The effective date and duration of the agreement.

Unrestricted Net Assets – Accumulated surplus that the board has not set aside for a particular purpose, as reflected on the organization's financial statements and/or board meeting minutes.

For more information, please visit the Community Investment Program website at www.rmwb.ca/CIP.

Community Investment Program
Community and Protective Services
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9H 2K4
CIP@rmwb.ca

COUNCIL POLICY



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Document Name: Community Investment Program

Department Name: Community Services

Document Number: FIN-220

Effective Date: April 1, 2021

Next Revision Date: July 2022

STRATEGIC PLAN LINKAGE

Strategic Priority 1 – Responsible Government

Strategic Priority 2 – Downtown Revitalization

Strategic Priority 3 – Regional Economic Development

Strategic Priority 4 – Rural and Indigenous Communities and Partnerships

PURPOSE AND OBJECTIVE

The objective of this Policy is to:

- (a) establish the Community Investment Program;
- (b) identify budgeting and accounting requirements related to Grants; and
- (c) determine Grant eligibility under the CIP Policy.

The objective of the Community Investment Program is to improve the quality of life of residents, communities and the region as a whole by:

- (a) providing Grants to registered non-profit organizations that contribute positively to Municipal goals and strategic directions;
- (b) providing subsidized funding to Municipal owned facilities that provide opportunities for residents to engage in recreation, leisure, events, culture, and heritage; and
- (c) supporting and enhancing the development of athletes and artists in the region.

GENERAL PRINCIPLES

1. Definitions:

- 1.1. "Applicant" means any group, club, individual or organization incorporated as a non-profit, charitable or Part IX Corporation, or registered as a society under the Alberta Societies Act and is in good standing under its relevant constating legislation.
- 1.2. "Community Investment Program (CIP)" means the program that administers Grant Programs.

- 1.3. "Capital" means an enhancement, development or renovation of public use facilities that are accessible, affordable and inclusive, providing broad opportunity for community members; includes planning, construction, land or equipment purchase; where the capital asset will belong to the Applicant.
- 1.4. "Grant" means a transfer of monies from the Municipality to an Applicant for a project or a purpose according to the requirements outlined by a specific Grant Program.
- 1.5. "Grant Program" means a funding program created to directly administer Grants under specific guidelines.
- 1.6. "Guidelines" means the process or direction given by the Municipality to the Applicant or Recipient to follow relating to eligibility, application process, program deadlines, receipt of funds and reporting criteria under the Grant Program.
- 1.7. "Multi-year Grant Agreement" means an agreement for services, programs or events over a period of time greater than a year. A multi-year agreement may provide that performance under the terms of the agreement during the second and subsequent years contingent upon the allocation of funds.
- 1.8. "Municipal Boundary" means the geographic area of the Municipality and shall include any lands comprising any First Nation Reserve or Métis settlement located within the Municipality's external boundaries.
- 1.9. "Recipient" means an Applicant that is approved by the Municipality to receive a Grant.

2. Responsibilities:

2.1. Council:

- 2.1.1. approve any amendments to this Policy;
- 2.1.2. approve the Grant allocations for each Grant Program;
- 2.1.3. approve new Grant Programs and Grant Program maximums; and
- 2.1.4. Council may review and approve grant requests, in excess of the maximums stated in the Guidelines, by any grant applicant.

2.2. Chief Administrative Officer:

- 2.2.1. recommend any amendments to this Policy; and
- 2.2.2. support the implementation of this Policy.

3. General Procedures:

3.1. Eligibility:

Funding will only be provided to an Applicant that:

- 3.1.1. has resided or has documented history of operating within the Municipal Boundary for at least one year;
- 3.1.2. conforms with the Guidelines of the applied for Grant Program;
- 3.1.3. where the Applicant is a group, club or incorporated organization, it:
 - 3.1.3.1. does not hold unrestricted net assets in excess of the organization's annual operating expenses, as reflected in the financial statements of the most recent fiscal period prior to application; or
 - 3.1.3.2. the total unrestricted net assets held by the Applicant is less than \$50,000;
- 3.1.4. completes and submits all required Grant Program application documentation by the stated deadlines; and
- 3.1.5. the Applicant is in good standing with the Municipality.

3.2. What the Community Investment Program will not fund:

- 3.2.1 Individuals (with the exception of Games Legacy);
- 3.2.2 For-profit organizations;
- 3.2.3 Political organizations;
- 3.2.4 Applicants that have overdue or incomplete accounting or reporting relating to any Grant previously awarded by Municipality;
- 3.2.5 Federal and Provincial governments, and affiliated bodies;
- 3.2.6 Funding for programs or facilities for activities which are the mandate or responsibility of the Federal or Provincial governments, including but not limited to programs and facilities of health care, education, religious activities, housing, and childcare;
- 3.2.7 Debt retirement, depreciation or financing charges;
- 3.2.8 Retroactive payments (with the exception of Games Legacy Grants). These are activities or costs incurred before Grants are approved; or
- 3.2.9 More than 80% of the budget of the program, project, event, service or facility operations.

3.3. Application and Assessment Process:

All eligible applications will be assessed against the following criteria:

- 3.3.1. Anticipated positive community impact aligned to the Municipal Strategic Plan. Applicants must demonstrate how their application positively contributes to the quality of life of residents and what is different as a result of their work.

3.3.2. Evidence of community support. This support could include:

- 3.3.2.1. additional financial and non-financial resources being leveraged from other sources;
- 3.3.2.2. details of the number of volunteers that will be involved in the work, and the number of hours they will bring; and
- 3.3.2.3. collaboration or partnership with other organizations

3.3.3. Sound organizational track record. This considers if the Applicant has the ability, skills and capacity to undertake the work and has undertaken similar work in the past.

3.3.4. Activities do not unnecessarily duplicate successful efforts that already exist in the community.

3.3.5. Sustainability of the organization and activity, as applicable.

3.3.6. The amount of funding requested by Applicants and the funding available in the program.

3.3.7. Approval processes will be consistent with the specific Guidelines of the Grant Program applied for.

3.3.8. Applicants requesting a Grant from any Grant Program may be required to make a presentation to Council.

3.3.9. Grants will be disbursed to Recipients in accordance with the terms and conditions of a Grant agreement, in a form and content approved by the Municipality, between the Municipality and the Recipient.

3.3.10. Multi-year Grant Agreements will be issued based on service requirements and program deliverables. Applicants for the Multi-Year Grant agreements will be required to submit annual budgets to Council for approval.

3.4. Reserve Funds:

3.4.1. The Municipality will only use the interest earned on the Games Legacy Reserve Fund to supplement the Games Legacy Grant.

3.4.2. The Municipality may use the Community Initiative Reserve to fund the CIP each year. In accordance with Bylaw No. 02.032 Community Initiatives Reserve, the allocation of these funds will be presented to Council annually.

3.5. Communications and Grant Recognition:

3.5.1. Recipients will recognize the Municipality, if required under the Grant Program, as a funding partner in any official communications.

- 3.5.2. Where the Recipient has received a Capital grant, a commemorative plaque or sign may be required to be displayed at the facility, site, or on the equipment, acknowledging the support from the Municipality.

3.6. Monitoring and Reporting:

- 3.6.1. The Municipality will evaluate the outcomes, as outlined in the Grant agreement between the Municipality and the Recipient, to ensure accountability for use of funds and monitor how the desired goals were achieved.
- 3.6.2. Any reporting requirements, as stated in the Grant Programs, not met by the Recipient may result in cancellation of the Grant or ineligibility to apply for and receive Grants in the future.
- 3.6.3. All unexpended funds or funds not used for the intended purpose must be returned to the Municipality, unless the Municipality approves, in writing, their use for another purpose.

4. Applicability of Policy:

The following funding requests are not subject to this Policy:

- 4.1. Exceptional funding requests that do not fall within the eligibility Guidelines of approved Grant Programs or exceed approved budget limits within the Guidelines. Requests of this nature may either:
 - 4.1.1. be brought forward to Council by the CIP Branch at the annual budget approval process for additional consideration and possible incorporation;
 - 4.1.2. be brought forward to Council by the CIP Branch for consideration under exceptional circumstances and be approved by Council as an over-expenditure in the current budget year; or
 - 4.1.3. be denied.

5. Funding Limitations:

5.1. Municipal Facility Operating Grant

- 5.1.1. The Municipal Facility Operating Grant provides funding to registered non-profit organizations that operate and maintain municipally-owned facilities. Facilities shall be operated in accordance with the Operating Agreement between the Municipality and the Recipient.
- 5.1.2. Applicants must present their annual budgets to Council during the annual Operating Budget process.
- 5.1.3. The actual amount of the Grants is subject to the availability of the funds.

5.2. Community Sustaining Grant

- 5.2.1. The Community Sustaining Grant provides funding to registered non-profit organizations that provide strategic services that contribute toward the strategic priorities identified by the Municipality through the Municipal Strategic Plan.
- 5.2.2. Applicants requesting \$250,000 or more, and new Applicants, shall be required to present their annual budgets to Council during the annual operating budget process.
- 5.2.3. Applicants requesting less than \$250,000 may be required to present their annual budgets to Council during the annual operating budget process.
- 5.2.4. The actual amount of the Grants is subject to the availability of the funds.

5.3. Community Capital Grant

- 5.3.1. In addition to the criteria set out in in Section 3 – General Procedures, Community Capital Grants are subject to the following funding limitations:
 - 5.3.1.1. up to 50% of total planning and design costs for the capital project;
 - 5.3.1.2. up to 50% of total construction costs for the capital project; and
 - 5.3.1.3. up to 50% of total land purchase costs for the capital project.
- 5.3.2. The actual amount of the Grants is subject to the availability of the funds.

5.4. Community Impact Grant

- 5.4.1. Applicants shall only submit one application form per stream and shall only receive one Community Impact Grant, per call for Applications.
- 5.4.2. Grant funding may be requested up to a maximum amount that varies depending on the stream, as follows:
 - 5.4.2.1. Community Programs and Projects – maximum \$80,000;
 - 5.4.2.2. Community Events – maximum \$20,000; and
 - 5.4.2.3. New Events – maximum \$50,000.
- 5.4.3. The actual amount of the Grants is subject to the availability of the funds. A Community Impact Grant budget will be proposed to Council during the annual operating budget process, and allocations to Applicants will be recommended to Council no later than January 31 of each fiscal period.
- 5.4.4. Community Impact Grants will be recommended to Council based on a maximum percentage of the budget of the program, project, event, service

or facility operations. The maximum percentage is set to ensure sustainability of the Community Impact Grant and foster a reduction of reliance on the Grants over time. The maximum percentage shall be set as follows:

5.4.4.1. Fiscal period 2021: 80% maximum;

5.4.4.2. Fiscal period 2022: 75% maximum; and

5.4.4.3. Fiscal period 2023: 70% maximum.

5.5. Games Legacy Grant

5.5.1. Applicants shall only submit one application form and shall only receive one Games Legacy Grant, per call for Applications;

5.5.2. Applicants may apply for more than one activity, program or competition;

5.5.3. The actual amount of the Grants is subject to the availability of the funds. A Games Legacy Grant budget will be proposed to Council during the annual operating budget process, and allocations to Applicants will be recommended to Council no later than January 31 of each fiscal period.

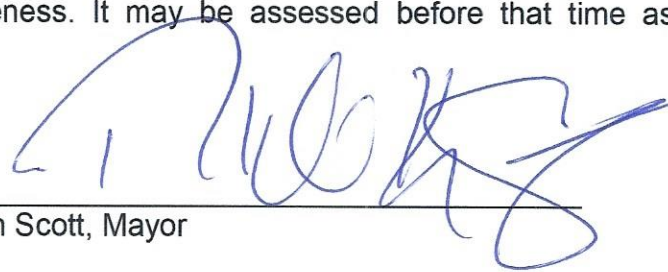
5.5.4. Games Legacy Grants will be recommended based on the following maximums:

5.5.4.1. Maximum grant for individuals or coaches will not exceed \$1,500; and

5.5.4.2. Maximum grant teams or groups will not exceed \$3,000.

APPROVAL

This Policy was approved by Council. It will be reviewed not later than its next Revision Date to determine its effectiveness and appropriateness. It may be assessed before that time as necessary.



Don Scott, Mayor



Jade Brown, Chief Legislative Officer

Date

SUPPORTING REFERENCES AND POSITION RESPONSIBLE

Legal References: *Societies Act*, R.S.A 2000, c. S-14

Cross References: Community Investment Program Administrative Procedure FIN-220-P01

Position Responsible: Director, Community Services

COUNCIL POLICY DETAILS AND REVISION HISTORY

Date	Action	Description
October 2019	Minor Revision	Add Community Capital Grants

MARCH 2022



CORPORATE GUIDE

FOR RMWB ELECTED OFFICIALS

KEVIN WEIDLICH
President & CEO
kevin@choosewoodbuffalo.ca

**FORT McMURRAY
WOOD BUFFALO**

**ECONOMIC
DEVELOPMENT
& TOURISM**

Attachment: FMWBEDT Corporate Guide March 2022 (Registered Delegate - Kevin Weidlich)



MELANIE ANTOINE
A.P.E Maintenance Ltd.



RJ STEENSTRA
Fort McMurray Airport Authority



JAMIE DOYLE
Regional Municipality of Wood Buffalo



DAN FOUTS
Vice Chair / Stony Valley Contracting



ANDY CARTER
CEDA



KRISTI HINES
Hines Health Services



CHRIS AVERY
Canadian North



ANDREW BOUTILIER
Suncor Energy



GREGG SARETSKY
Board Chair / Retired WestJet CEO



SANDY MARTIN
Suncor Energy



WES HOLODNIUK
Wilson Industries



JON CLOSE
UpCloseTeam

Congratulations on your recent election to RMWB Council. You have been elected to lead our community at a critical time in our history. As we emerge from the pandemic, it is important to understand that we have been through one of the most disruptive and traumatic times since the end of the Second World War. Yet our community has endured. And while we recognize the difficulties of the past, we also recognize that now it is time to thrive.

This means that we must pull together as a community. Many of us realize that our region will benefit from the positive economic conditions that have elevated the price of oil. But we must be careful to take the opportunity in front of us and use it wisely for future growth and development. This means working together positively in all aspects of the community. As Councilors you play a critical role in the perception and image of Fort McMurray Wood Buffalo as a place to do business, to live, and to visit. It means taking every opportunity to speak positively about our community and the advantages that we all know to be true whether during a council meeting, connecting with residents, or working with industry.

As the economy re-opens, the next few years will be critical for us to come out strong and optimistic. While FMWBEDT plays a central role in the success of our community's economic development, we cannot do it alone. Along with community and business leaders, together we will grow our economy and strengthen our region. We are counting on your help in this vitally important work.

We hope that you will find this guide to our corporation useful. We look forward to pursuing opportunity together.



KEVIN WEIDLICH
President & CEO

Attachment: FMWBEDT Corporate Guide March 2022 (Registered Delegate - Kevin Weidlich)

OPERATIONAL
PILARS

1

BRAND & MARKETING

Create a strong, authentic, unique place brand we can market to the world.

Brand & Marketing

DEVELOP AND PROMOTE OUR REGION'S PLACE BRAND

2

BUSINESS & INVESTMENT
ATTRACTION

Promote opportunities in our region to attract new businesses and investments.

Business & Investment Attraction

PURSUE TARGETED RETAIL & COMMERCIAL OPPORTUNITIES

3

TOURISM

Fill the region with new visitors 52 weeks of the year through conferences, events, and major sporting events.

Tourism

CREATE A FOCUSED MEETINGS, CONVENTIONS & SPORT TOURISM SALES PLAN

4

ENTREPRENEURSHIP & INNOVATION

Strengthen our community of entrepreneurs and innovators, and be one of the best places to build a business.

Entrepreneurship & Innovation

BUILD MOMENTUM OF STARTUP YMM

2021
PRIORITIES

Attachment: FMWBEDT Corporate Guide March 2022 (Registered Delegate - Kevin Weidlich)

KEY ACCOMPLISHMENTS

INTERNATIONAL
AWARD
WINNING
PLACE BRAND

5 AWARDS

Best Citizen Engagement
Community Economic Development
Multimedia/Video Promotion
Special Purpose Website
Direct Marketing

MARKETING
FORT MCMURRAY
WOOD BUFFALO

Harnessing an inside-out approach, we introduced the region’s new identity and destination name—Fort McMurray Wood Buffalo—locally first. We are beginning to showcase the region externally, through a provincial marketing campaign.

ONLINE
COMMUNITY
TOOL-KIT

Launched an online community toolkit which makes the place brand accessible to our community – arming our residents and businesses with the tools to market our region themselves. (www.WeAreFMWB.ca)

TALENT
ATTRACTION
WORKSHOPS

Hosts regular place brand Talent Attraction Workshops for Human Resources professionals and employers to support their attraction and retention efforts.



LAUNCHED
STARTUP YMM



Virtually launched Startup YMM - Fort McMurray Wood Buffalo's local small business incubator, offering virtual memberships and online programming and events.

OVER 200 Members

REGIONAL
LABOUR STUDY

In partnership with eleven stakeholders, the regional labour study provides a five year forecast of labour needs—highlighting future training requirements, hiring demands and attraction and retention practices.

PRODUCT
DISCOVERY TOURS
FISHING & HUNTING
LODGES

Hosted Product Discovery Tour for Fishing & Hunting Lodges and outdoor recreation activities. This tour was crucial in establishing the market readiness and marketability of four northern lodges and exploring the potential for developing rural tourism experiences.

MEETING &
CONVENTIONS
ATTRACTION PLAN

Executing the research-based plan with support from our local Meetings & Conventions Advisory Committee. Officially launched into the Canadian Meetings and Conventions market and pursuing opportunities.

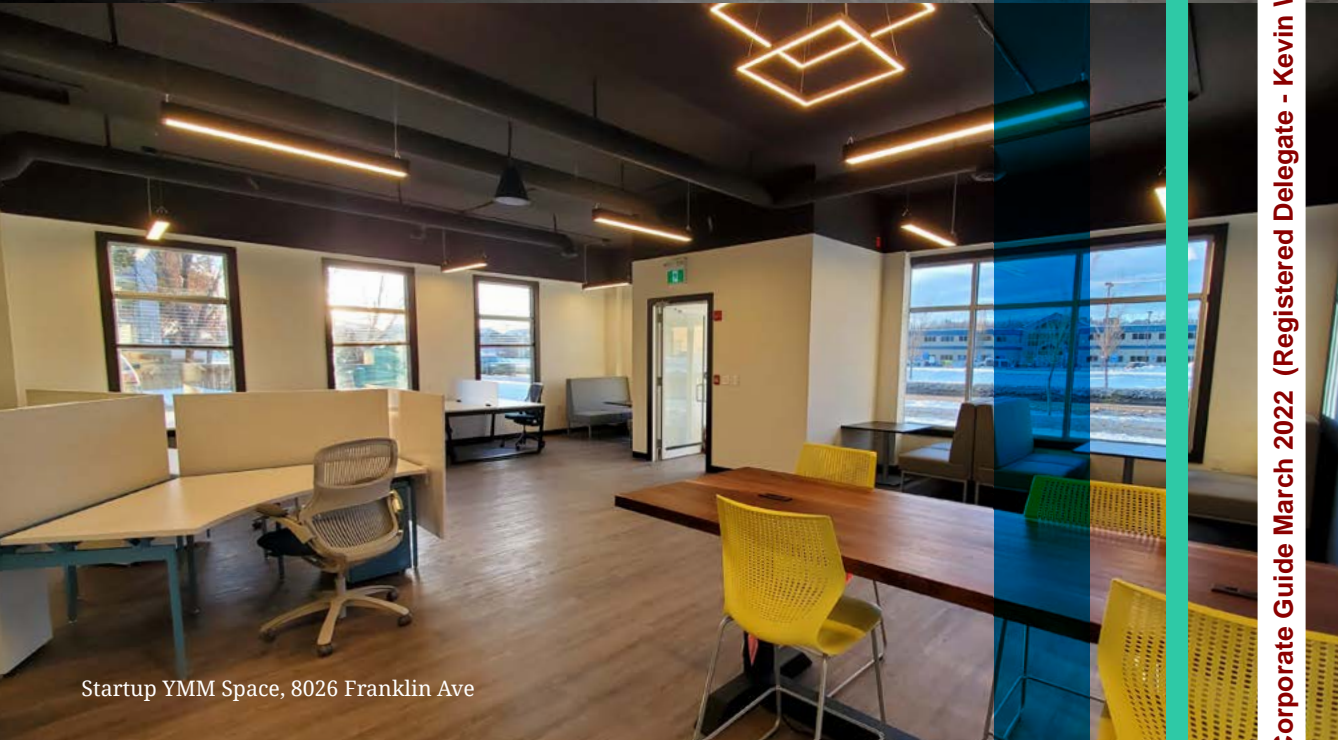
TOTAL
2019-2020
ECONOMIC
IMPACT

The result of our work and joint initiatives with our community partners, is measured as economic impact.

\$24.9 MILLION



Startup YMM Space Under Construction



Startup YMM Space, 8026 Franklin Ave



Product Discovery Tour

COMING
IN 2022

INAUGURAL 5-YEAR ECONOMIC DEVELOPMENT & TOURISM STRATEGY

FMWBEDT is setting its sights on the years ahead. To-date, we’ve successfully achieved the right balance between sound strategy development and strong execution. As we head into 2022, our team continues to advance its plans and key projects so that we can continue to create wins for our region.

SUMMARY OF 2022-2026 STRATEGIC PLAN

VISION

The world is awakened to the dynamic economic region of Fort McMurray Wood Buffalo.

MISSION

To co-create and activate transformative economic opportunities for Fort McMurray Wood Buffalo.



GOALS

Retain & Expand
Business and
Inspire Entrepreneurship

Foster Innovation

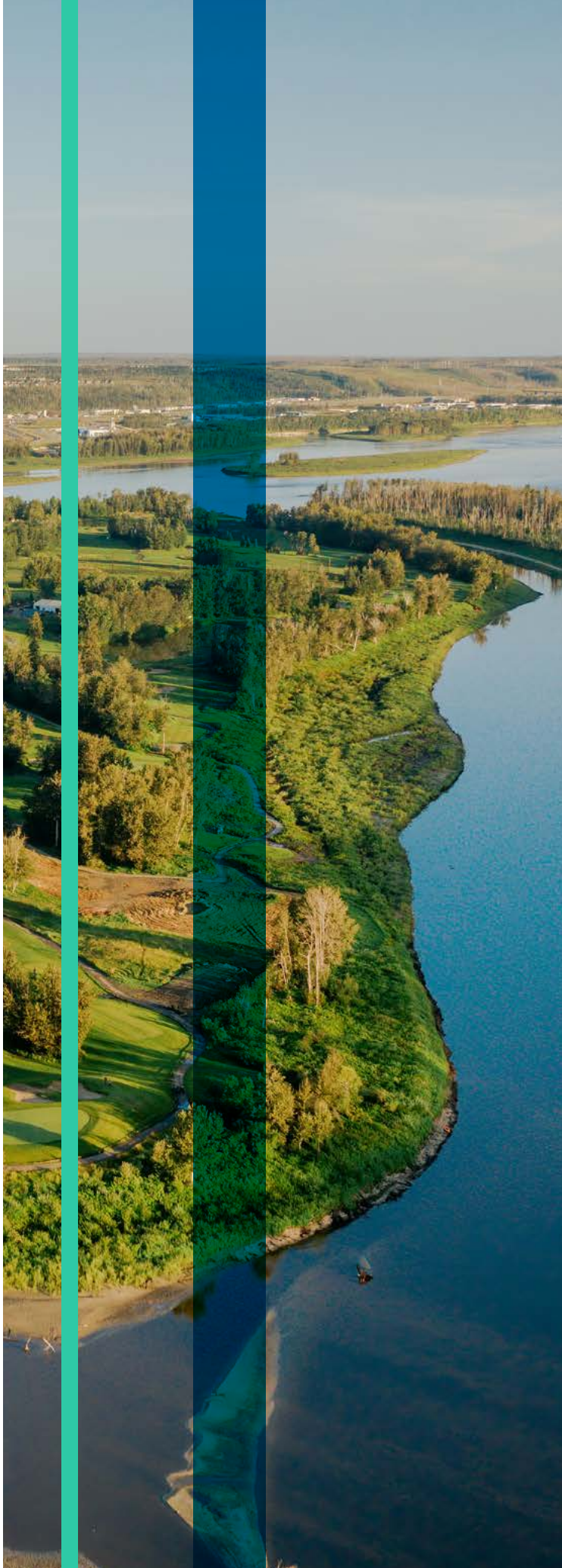
Attract New Business
and Investment

Market Our Region

Pursue Organizational
Excellence

*Inaugural Five-Year
Economic Development
& Tourism Strategic Plan
to be released in 2022.*

WORKING TOGETHER AT A GLANCE



RMWB ENABLERS

- Governance

Policy, by-laws, taxes
- Infrastructure

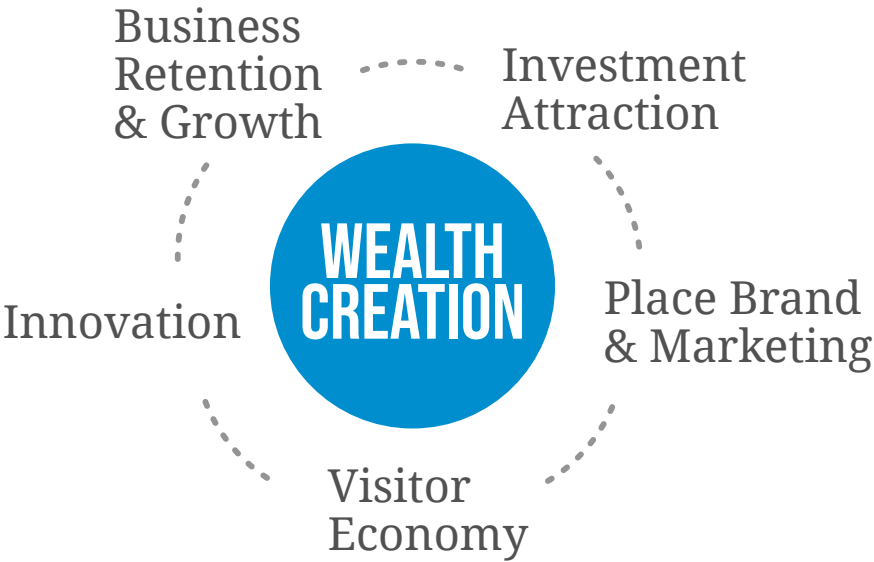
Roads, utilities, broadband internet
- Healthy Communities

Recreation facilities, health care services, community services



Creates a
PRO-BUSINESS ENVIRONMENT

FMWBEDT DRIVERS

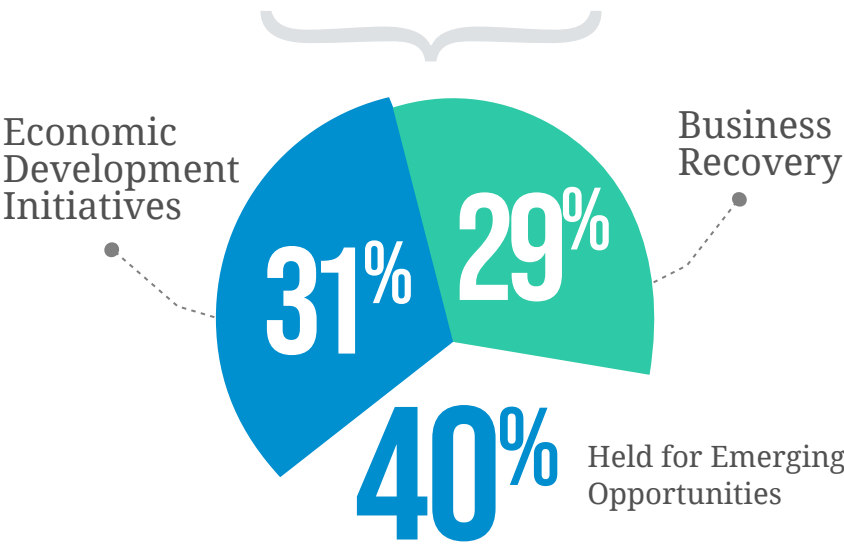


ECONOMIC DEVELOPMENT INITIATIVES FUND

\$8.0 MILLION EDIF FUND

The Economic Development Initiatives Fund (EDIF) was established to be used to undertake specific economic development initiatives that yield economic impact. Economic Impact is a standard methodology to measure new wealth creation in a region or local economy. Some examples of initiatives that yield economic impact are increased jobs activity, new investment into the region, new government spending in the region (from Provincial and federal governments), and growth of local businesses.

60% of the total EDIF committed to date after three years.



WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Operates under the trade name Fort McMurray Wood Buffalo Economic Development & Tourism (FMWBEDT). It is a wholly owned, arm's-length entity of the Regional Municipality of Wood Buffalo, governed by an independent board of directors and managed by an entrepreneurial, customer-centric team. It is a part-nine company under the Alberta Companies Act. The Shareholder (Member under the Act) is the Regional Municipality of Wood Buffalo.

Specific accountability for the marketing, pursuit, and sales functions of the following activities:

- Attracting new business and investment to the region;
- Supporting existing business;
- 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 place brand in targeted markets;
- Activating under-developed real estate assets; and
- Encouraging the coordination of policies and strategies among stakeholder organizations.

**WE LOOK
FORWARD TO
PURSUING
OPPORTUNITY,
TOGETHER.**

**FORT M^cMURRAY
WOOD BUFFALO**

**ECONOMIC
DEVELOPMENT
& TOURISM**

Public Hearing re: Lease of Reserve Lands (Tarsands Lions Club Lease)

- A. Introduction and Opening Statement from Administration
 - Brad McMurdo, Director, Planning & Development
- B. Written Presentations
 - none received
- C. Verbal Presentations
 - none received
- D. Other Verbal Presentations (Time Permitting and with Consent of Council)
- E. Questions of Council
- F. Closing Statement from Administration



COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: Tarsands Lions Club Lease Renewal

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT Administration be authorized to proceed with the renewal of a lease between the Tarsands Lions Club (the "Club") and the Municipality, currently in overhold, and encompassing an area within Lot 7R, Block 23, Plan 315TR. Subject lease to be renewed for a further term of five (5) years commencing on January 1, 2022, with the option to renew for three (3) consecutive five (5) year terms thereafter, for a nominal fee of One Dollar (\$1.00).

SUMMARY:

The Municipality is the registered owner of a parcel of land that is registered as a "municipal reserve parcel" pursuant to the *Municipal Government Act* ("MGA"), being Lot 7R, Block 23, Plan 315TR (the "Reserve Parcel"). The Tarsands Lions Club (the "Club"), a registered non-profit organization, has leased the subject property since January 1, 1979.

The last signed lease agreement between the Municipality and the Club lapsed on August 31, 1998. Since that time the Club has operated "month to month" under that expired lease. A new lease was approved by Council in 2004 but not executed. Land Administration has been working with the Club to finalize a new lease that, at the request of the Club, would only encompass the portion of the Reserve Parcel housing the clubhouse, garage, and fire pit area, all as shown on Attachment 1 (Schedule "A" - Subject Area Map). The maintenance of the remainder of the park, including the parking area, would revert to the responsibility of the Municipality, namely the Parks and the Roads branches of Public Works Department.

BACKGROUND:

On February 8, 2022, Council directed Administration to advertise the disposition of a portion of a municipal reserve parcel Lot 7R, Block 23, Plan 315TR prior to considering leasing a portion of the parcel, as well as setting a Public Hearing to be held on March 8, 2022.

The Club obtained a Ground Lease for most of the Reserve Parcel on January 1, 1979. Since that time, the lease has been renewed repeatedly, namely September 1, 1983, September 1, 1988, and again on September 1, 1993; in all instances the term was for five (5) years. The last lease extension between the Municipality and the Club, expired August 31, 1998 (Attachment 2). As a result, the Club has been in a "month to month" tenancy under the over hold clause within the lease since 1998 and subject to all of the conditions of the lease agreement, except as to duration and the terms pertaining to the maintenance of the park.

The Club currently uses and maintains the clubhouse, a small garage and fire pit area located on Reserve Parcel. Since the commencement of their tenancy in 1979 the Club has contributed significantly to the community. Revenues raised over the years from park fees and clubhouse rentals have helped many organizations, including but not limited to the Wood Buffalo Food Bank Association, the Fort McMurray SPCA, the School Breakfast Programs, Unity House and the Northern Lights Health Foundation.

On December 1, 2000, the Municipality received a letter from the Club requesting that the lease be renewed. In July 2002 the Municipality forwarded correspondence to the Club looking to reaffirm the Club's position from 2000 and advising them that a meeting would be scheduled to discuss the new lease.

Internal discussions were held in January 2004 between Land Management and Parks and Roads branches concerning maintenance of the park, as well as future transportation projects that would affect the leased property. Correspondence was directed to the Club on May 14, 2004, acknowledging the internal review, and advising that Land Management was not able to proceed further with the Lease Agreement until it was determined how future transportation improvements would affect the leased property.

A report to Council regarding a "new lease agreement" for the Reserve Parcel with the Club was unanimously approved by Council on September 14, 2004 (Attachment 3). A new lease agreement for a ten (10) year term with a commencement date of October 1, 2004 was presented to Council and Council concurrently approved the new lease as per the attached draft lease. The proposed lease allowed the tenant (i.e. the Club) to maintain a recreational park for the general public, consistent with the Lower Town Site Area Redevelopment Plan, for a rental fee of One Dollar (\$1.00) per year. The lease was also structured to not impede future road or utility construction required to accommodate the Lower Town Site redevelopment. The Prairie Loop Boulevard and Prairie Loop bridge over the Hangingstone River ultimately required the use of the southern portion of the leased property identified in the 1993 lease.

The proposed new lease was never finalized due to various delays on the part of both the Municipality and the Club. The Club wishes to enter into a new lease for a portion of the Municipal Reserve site as identified in Attachment 1.

ALTERNATIVES:

1. Continue to Lease the subject land to the Tarsands Lions Club by entering into a new lease for a nominal fee of \$1.00 a further term of five (5) years commencing on January 1, 2022, with the option to renew for three (3) consecutive five (5) year terms and the Lessee being responsible for all costs associated with utilities, insurance and the necessary maintenance and repair of any tenant improvements.

As per the requirements for advertising in the MGA, should Council choose this alternative, Administration will advertise the proposal and present for consideration the Lease Renewal at a subsequent Public Hearing.

2. Do not approve the proposal for the requested lease and therefore not proceed to advertising.

BUDGET/FINANCIAL IMPLICATIONS

If the lease proceeds to a public hearing and is approved by Council, no direct budgetary or financial impact will result. The Municipality has resumed maintenance obligations for much of the Reserve Parcel outlined in the 1998 Lease, so these obligations have been historically budgeted for.

If the proposed lease is not renewed, the Municipality will need to address the continued occupation of the improvements (i.e. buildings) constructed by the Club on the Reserve Parcel. The 1993 Lease defines such improvements as the property of the Municipality.

RATIONALE FOR RECOMMENDATION(S)

Administration recommends that the matter of an existing "overholding" land lease between the Club and the Municipality, encompassing a portion of the Reserve Parcel, be addressed by entering into a new lease agreement for a further term of five (5) years commencing on January 1, 2022. This agreement would include an option to renew for three (3) consecutive five (5) year terms thereafter, for a nominal fee of One Dollar (\$1.00) per year; with the Lessee being responsible for all costs associated with utilities, insurance and the necessary maintenance and repair of all tenant improvements. This agreement would further address the disposition of improvements made to the Reserve Parcel by the Club, at the end of the term.

Non-profit organizations contribute significantly to the quality of life in the Municipality. These organizations find it more and more challenging to acquire suitable space from which to provide programming and services, given the rising cost of real estate in our region. Because the Lions Club operates as a non-profit organization, several of its more viable means of raising funds and providing services to the community include renting out the clubhouse or via government programs associated with use of the clubhouse facility.

The Municipality has a practice of entering into similar agreements with other non-profit organizations regarding similar facilities. These agreements have provided use of municipal land for nominal financial compensation.

Council approval is required to authorize any lease where a nominal fee is proposed.

Section 70 of the MGA requires that the disposition of an interest in land for less than fair market value or of land used for a park purposes be advertised. This is not required when the subject premises are to be used by a registered non-profit organization. The Tarsands Lions Club are a "non-profit organization" as defined in section 241(f) of the MGA.

The required advertisement and Public Hearing have now occurred.

Strategic Priorities:

Responsible Government

Attachments:

- 1. Schedule A - Subject Area Map Tarsands Lions Club**
- 2. Tarsands Lease Agreement 01 Sep 1993**
- 3. Council Approval of Agenda Bill 04-139 14 Sep 2004**

SUBJECT AREA MAP

SCHEDULE A



Attachment: 1. Schedule A - Subject Area Map Tarsands Lions Club (Tarsands Lions Club Lease Renewal)

 Subject Area

1 cm = 15 meters



Map created by the Land Administration Department
The use of this map is for reference only



THIS LEASE AGREEMENT, made in duplicate, this 29th
day of November, 1993.

BETWEEN:

THE CITY OF FORT McMURRAY, a body
Corporate, having its head office in
the City of Fort McMurray, Province
of Alberta (hereinafter called the
"Landlord")

OF THE FIRST PART

- and -

THE TARSANDS LIONS CLUB, a Society
registered in the Province of
Alberta (hereinafter called the
"Tenant")

OF THE SECOND PART

WHEREAS the Landlord is the registered owner of certain land
located within the City of Fort McMurray, in the Province of
Alberta, which land is more legally described as:

a portion of Lot Seven-R (7-R),
Block Twenty-Three (23), Plan Fort
McMurray 315TR, containing Eight (8)
Acres more or less, Excepting
Thereout All Mines and Minerals as
shown on Schedule "A" outlined in
red;

upon which has been developed a public park (hereinafter called the
"Premises"), commonly referred to as Lions Park.

AND WHEREAS the Tenant is desirous of utilizing the Premises as a
public park and a building on the Premises as a clubhouse.

AND WHEREAS the Landlord has agreed to Lease to the Tenant the
Premises as hereinafter set out.

NOW THEREFORE, the Landlord does hereby Lease to the Tenant, for
the purpose of a public park and Clubhouse (and for no other use),
the Premises.

Attachment: 2. Tarsands Lease Agreement 01 Sep 1993 (Tarsands Lions Club Lease Renewal)

1. INTENT OF LEASE

It is the intent of the Lease and agreed by both parties hereto, that all and every cost, expense, rate, tax or charge in any way related to the leased Premises will be borne by the Tenant without any variation or set-off or deduction whatsoever, excepting only those items expressly included hereunder.

2. TERM

TO HAVE AND TO HOLD the Premises for and during the term of Five (5) years, commencing September 1, 1993 and ending August 31, 1998.

3. RENT

The Tenant will pay to the Landlord the annual basic rent of One Dollar (\$1.00), to be payable in advance to the Landlord, with cheques to be drawn payable to the City of Fort McMurray and mailed to the Treasury Division, City of Fort McMurray, 9909 Franklin Avenue, Fort McMurray, Alberta, T9H 2K4 or at such other place as the Landlord may from time-to-time notify the Tenant in writing, on the First (1st) day of each annual period during the term. For the purpose of this Lease, the word "annual" shall mean any successive Twelve (12) month period from the commencement date or any anniversary date thereof.

4. IMPROVEMENTS

All improvements shall be and remain the property of the Landlord on the expiration of the within term or other termination thereof. Improvements shall be those additions, alterations or changes to the Premises which are permanently

affixed to the Premises and shall include, but not limited to, walls, floors, ceilings and building service equipment.

5. COVENANT TO OCCUPY THE DEMISED PREMISES

- (a) The Tenant agrees to occupy the Premises from March 1, 1993.
- (b) The Tenant covenants with the Landlord that he has examined and knows the condition of the Premises and has received the same in good order and repair and that no representations as to the condition or repair thereof have been made by the Landlord prior to or at the execution of this Lease, that are not herein expressed or endorsed hereon; and upon the termination of this Lease in any way, will yield up the Premises to the Landlord in as good condition as when the same was entered upon by the Tenant, reasonable wear and tear excluded.

6. ASSIGNMENT OF LEASE

- (a) The Tenant shall not sublet the whole or any part of the Premises except upon obtaining the Landlord's written approval, which approval shall be at the sole discretion of the Landlord.
- (b) The Tenant may assign the within Lease upon obtaining the Landlord's written approval, which approval shall be at the sole discretion of the Landlord.
- (c) The Tenant may rent the clubhouse building within the Premises on an hourly basis to other parties and retain such rent for the Tenant's own purposes, subject to rules and regulations which the Landlord may from time-to-time make governing such rentals.

THE TENANT COVENANTS WITH THE LANDLORD AS FOLLOWS:7. RENT

The Tenant covenants to pay the rents in this Lease reserved at the times and in the manner mentioned for payment of same.

8. LICENSE FEES AND OTHER CHARGES

The Tenant covenants to pay, on receipt, invoices for license fees, business taxes, telephone charges and other Tenant's charges of similar nature that may be properly assessed or charged against the Tenant with respect to the Premises.

9. UTILITIES

The Tenant covenants to pay, on receipt, invoices for electrical power charges, natural gas charges, cable television charges, water and sewer service charges and other utility charges of similar nature that may be properly assessed or charged against the Tenant with respect to the Premises.

10. NUISANCE

The Tenant covenants with the Landlord that the Tenant will not do or omit to be done or omitted upon the Premises anything which shall result in a nuisance or which shall cause the rate of insurance upon the Premises or any part thereof, to be increased and if the insurance rate shall be increased as aforesaid, the Tenant shall pay to the Landlord the amount by which the insurance premiums shall be so increased. If notice of cancellation shall be given respecting any insurance policy or if any insurance policy upon the Premises or any part thereof, shall be cancelled or refused by an insurer by reason of the Tenant's use or occupation of the demised

Premises or any part thereof, the Tenant shall forthwith remedy or rectify such use or occupation upon being requested to do so in writing by the Landlord and if the Tenant shall fail to do so forthwith, the Landlord, at its option, may terminate this Lease forthwith by giving the Tenant notice in writing of its intention to so do and thereupon rent and any other payments for which the Tenant is liable under this Lease shall be apportioned and paid in full to the date of such termination of the Lease and the Tenant shall immediately deliver up possession of the Premises to the Landlord.

11. INDEMNITY

The Tenant covenants that the Tenant will indemnify and save harmless the Landlord from and against any and all matters, claims, damages, loss, costs and charges whatsoever occasioned to or suffered by or imposed upon the Landlord or its property, either directly or indirectly, in respect of any matter or thing in consequence of or in connection with or arising out of the Tenant's occupancy or use of the Premises or any part thereof or any operation connected therewith or any business conducted thereon or with respect to any damages or injuries to any person, animal or thing or the death of any person or animal or damages to any property arising out of or in any way connected with the business and operations of the Tenant. The Tenant's covenant to indemnify herein contained shall extend to all damages and claims for damages by reason of improper or faulty erection or construction of facilities, trade fixtures or equipment installed on or in the Premises or in connection therewith by the Tenant or by reason of any defect or fault in such facilities, trade fixtures or equipment and whether or not the same has been approved by the Landlord. The Tenant shall be responsible for the defence of any action or suit brought against the Landlord on account of any claim that results from the Tenant's use or occupancy of

the Premises and shall satisfy any judgement against the Landlord resulting therefrom. The Landlord, however, may participate in the defence of any action or suit to which it is a party, without relieving the Tenant of its responsibility for the defence of the action or suit. Upon receiving notice of any action or suit brought against the Landlord which the Landlord considers to be the subject of an indemnification provided by the Tenant hereunder, the Landlord shall forthwith deliver, to the Tenant full particulars thereof and may render all reasonable assistance to the Tenant in defence.

12. LIMITATION OF LANDLORD'S LIABILITY

The Landlord shall not be liable for any damage to the Tenant's property whatsoever at any time on or in the Premises, nor shall the Landlord be responsible for any personal injury which shall be sustained by the Tenant or any employee, agent, invitee, licensee, who may be in or upon the demised Premises or in the entrances, thereto, save and except for any such damage or personal injury as is occasioned by the negligence or willful act or default of the Landlord, its servants or agents. The Tenant shall not be entitled to damages, costs, losses or disbursements from the Landlord, regardless of the cause or reason therefor, on account of partial or total failure of, damage caused by, lessening of supply of or stoppage of heat, electric light, power, water, plumbing, sewerage or any other services, nor on account of any damage or annoyance occasioned by water, snow or ice being upon or coming through the roof, skylights, trapdoors, windows or otherwise or by any defect or break in any pipes, tanks, pictures or otherwise whereby steam, water, snow, smoke or gas leak, issues or flows into the demised Premises, nor on account of any damage or annoyance occasioned by the condition or arrangements of any electric or other wiring, nor on account of any damage or annoyance arising from any actions,

omissions or negligence of co-tenants or other occupants of the Premises or of owners or occupants of adjacent or contiguous property, nor on account of the making of alterations, repairs, improvements or structural changes to the Premises or anything or service therein or thereon contiguous thereto, provided the same shall be made with reasonable expedition.

13. TENANT'S INSURANCE

(a) During the term of this Lease, the Tenant shall provide and keep in force the following:

- (i) fire and general loss insurance (including standard endorsements for extended coverage for all perils, leakage from fire protective devices, riot, vandalism and malicious acts) in respect of the Improvements (where applicable) and the fixtures, equipment, inventory and other property of the Tenant;
- (ii) comprehensive general public liability insurance with respect to the activities carried on, in or from the "Premises" and the use and occupancy thereof for personal injury or death and damage to property of others, and shall include employees as additional named insured;
- (iii) such other insurance as the Landlord, acting reasonably, shall from time to time require.

(b) Insurance to be effected and maintained by the Tenant under this article:

- (i) shall be with insurers duly licensed to issue insurance policies (as required herein) in Alberta; and
- (ii) shall be in amounts which the Landlord may from time to time determine as being reasonable and

sufficient (which in the case of insurance under paragraph (a)(i) shall be on a full replacement costs basis subject only to such deductibles and exclusions as the Landlord may approve, and, in the case of insurance under paragraph (a)(ii), shall have limits of not less than One Million (\$1,000,000.00) Dollars in respect of any one accident or occurrence; and

- (iii) shall name the Landlord as a co-insured; and
 - (iv) shall be without subrogation against the Landlord; and
 - (v) shall otherwise be upon such terms and conditions as the Landlord acting reasonably from time to time shall require as being reasonable and sufficient.
- (c) At the request of the Landlord, the Tenant shall file with the Landlord such copies of current policies or certificates or other proofs as may be required to establish the Tenant's insurance coverage in effect from time to time and the payment of premiums thereon.
- (d) If the Tenant fails to insure or pay premiums or file satisfaction proof thereof as required herein, the Landlord may without notice to the Tenant effect such insurance, pay any premiums thereby and recover any premiums as paid from the Tenant and the Tenant covenants to pay to the Landlord on demand the amount of such premiums and if not paid promptly when demanded, the Landlord may treat the amounts so paid as annual basic rent.

14. LIENS

During the term of this Lease, the Tenant shall not suffer or permit any builders liens for work, labour, services or

material relating to work contracted for by the Tenant or any agent, servant or employee of the Tenant to remain filed against the said land. PROVIDED this shall not require the Tenant to pay any such liens so long as it shall in good faith contest the validity thereof and for as long as, in the opinion of the Landlord, there is not imminent danger of the said land or any part thereof or the demised Premises being lost, forfeited or imperiled during the pendency of such contest. PROVIDED FURTHER that this covenant shall not apply to any lien arising through work contracted for by the Landlord or any other Tenant.

15. CAVEATS

The Tenant will not cause or permit any Caveat or other encumbrance, to be maintained against the Landlord's title to the Premises without the prior consent of the Landlord. The Tenant shall be permitted to register a Caveat in respect of this Lease at the appropriate Land Titles Office. The Tenant shall not be permitted to register this Lease or any part thereof, at such Land Titles Office without the prior written consent of the Landlord.

16. REGULATIONS

The Tenant, its agents, employees, servants, shall observe any rules and regulations that the Landlord may from time-to-time make for the sake of the safety, care and cleanliness of the Premises, the comfort and convenience of the Tenant and the preservation of the reputation of and good order in the Premises.

17. NOTICE OF DEFECTS

The Tenant shall give the Landlord prompt written notice of any accident to or defect in plumbing, water pipes, heating and/or air conditioning apparatus, electrical equipment, conduit or wires or of any damage or injury to the leased Premises or any part thereof however caused; provided that nothing herein shall be construed so as to require repairs to be made by the Landlord except as expressly provided in this Lease.

18. TENANT'S REPAIRS

- (a) The Tenant agrees to keep the Premises, including improvements installed therein, in a good tenable state of repair, including light bulb and fluorescent tube replacements and light fixture maintenance and to take good care of the Premises and the Landlord's fixtures therein and appurtenances thereto and to make repairs thereto as and when needed to preserve the same in good working order and condition. HOWEVER, the obligation of the Tenant to make repairs does not apply where damage is attributable to the Landlord, its servants and invitees.
- (b) Upon the written request of the Tenant, the Landlord will make all repairs to the Premises that are required to be made due to damages caused by the negligence of the Tenant, its servants, agents or invitees (repairs due to fair wear and tear being excepted) and the Tenant will make payment of the cost thereof to the Landlord upon receipt of invoice.
- (c) The Tenant agrees to keep the appearance of all exterior and interior surfaces in a good tenable state of repair and to make repairs thereto, including repainting painted

surfaces, as and when needed to preserve the appearance of the same.

- (d) Where the Landlord determines that park or playground equipment is in need of replacement, the Tenant shall replace such equipment at the Tenant's sole expense.

19. REFUSE

The Tenant will not allow refuse, garbage or other loose or objectionable matter to accumulate in or about the Premises or upon the said land and will at all times keep and at the termination of the said term yield up the Premises in a clean condition.

20. CARETAKING SERVICES

- (a) The Tenant shall maintain the Premises in a manner suitable to the use of the Premises and, in so doing, shall, at its own cost, be responsible for providing all caretaking services in the Premises. Such caretaking services shall include the provision of cleaning materials and associated equipment.
- (b) The Tenant shall collect and remove from the Premises, its garbage and waste and shall dispose of the same in accordance with the by-laws and regulations applicable in that regard.

21. WASHROOMS

The Tenant agrees to keep the lavatories and water closets in the clubhouse building in good working order and supplied with water and to have the same repaired with all reasonable diligence whenever such repairs are necessary.

22. HEATING, AIR CONDITIONING AND VENTILATION

The Tenant agrees to keep the clubhouse building heated with artificial heat to a proper and reasonable temperature and to maintain and operate air conditioning, ventilation and humidification in a proper and reasonable manner.

23. HEAVY EQUIPMENT

The Tenant will not bring into or upon the Premises, any safes, vaults or other heavy equipment, without first having obtained the consent in writing of the Landlord, which consent shall not be unreasonably withheld, but shall be subject to such conditions, directions and stipulations as the Landlord may deem proper to impose and all damage done to the Premises by taking in or removing such equipment or during the time it is in or on the Premises shall be made good and paid by the Tenant.

24. EXTERIOR MAINTENANCE

(a) The Tenant agrees to carry out a program of snow removal from sidewalks, including municipal sidewalks, if applicable, parking areas and driveways, to ensure the safety of the public and the unhindered flow of vehicular traffic.

(b) The Tenant further agrees to maintain the Premises to a standard not less than the service levels given in Schedule "B", as attached to this Lease.

25. SIGNS

The Tenant will not inscribe, paint or affix any sign, advertisement or notice on any part of the outside or inside

of the Premises except of such colour, size and style and in such place or places as shall be consented to by the Landlord, such consent not to be unreasonably withheld.

26. SECURITY

Security for the Premises shall be the responsibility of the Tenant. The Tenant shall control access to any building on the Premises, other than outhouses and washrooms and shall be responsible to supervise and control the conduct and actions of any agent, servant, employee or invitee of the Tenant within such building. HOWEVER, the Tenant shall not be held responsible where damage is attributable to the Landlord, its servants and invitees.

27. NOTICE FOR REPAIRS

- (a) Where notice has been served on the Tenant to undertake or complete repairs to the Premises and if, within Thirty (30) days, such repairs have not been completed, the Landlord may make such repairs and the Tenant will make payment upon receipt of invoicing. The invoicing for repairs shall be based on costs plus Ten Percent (10%).
- (b) Where such repairs affect the safety or health of persons on the Premises, a lesser period of time allowed for the completion of repairs may be specified by the Landlord.

THE LANDLORD COVENANTS WITH THE TENANT AS FOLLOWS:

28. QUIET ENJOYMENT

The Landlord has good right and full power to Lease the Premises and the rights and privileges in the manner aforesaid and that if and so long as the Tenant keeps and performs each and every covenant, agreement, term, provision and condition

herein contained on the part and on behalf of the Tenant to be kept and performed, the Tenant shall quietly enjoy the Premises without hindrance or molestation by the Landlord or any other person claiming by, through or under the Landlord, subject to the covenants, agreements, terms, provisions and conditions of this Lease.

29. LANDLORD'S IMPROVEMENTS

- (a) The Landlord agrees to replace fixtures and appurtenances to the Premises where the Landlord deems that reasonable use, wear and tear have occurred and the fixture or appurtenance is in need of replacement, such replacements shall be at the sole discretion of the Landlord. Such replacement shall not apply to park and playground equipment.
- (b) The Landlord agrees to provide improvements to the Premises where the Landlord deems that such improvements are to the Landlord's benefit, such improvements shall be at the sole discretion of the Landlord.
- (c) The Landlord agrees to make repairs where necessary to structurally bearing portions of perimeter walls (excluding plate glass, doors, windows and partitions), roof, bearing structure and foundation of the Premises; provided always that the Landlord will not be required to make any repairs necessitated by reason of the negligence or default of the Tenant, its servants, agents and invitees.
- (d) Replacements or improvements by the Landlord shall be governed by this Lease and all covenants, provisos and agreements as provided herein.

IT IS MUTUALLY UNDERSTOOD BY AND BETWEEN THE PARTIES HERETO AS FOLLOWS:

30. REMODELLING

- (a) The Tenant agrees not to carry out any improvements to the Premises without the prior written approval of the Landlord, which approval shall not be unreasonably withheld.
- (b) The Tenant may, with the prior written approval of the Landlord, at any time during the within term, relocate existing power and communication services as may be required by the Tenant from time-to-time within the Premises. PROVIDED HOWEVER, that such additional services or relocation of existing services, shall not in any event exceed the power distribution capacity for any particular location proposed by the Tenant or be contrary to any code or other regulation pertaining to such work. And the work intended by this Subclause (b) shall be completed by the Tenant at its sole cost and expense. It is further covenanted and agreed that all alterations, additions or improvements made by the Tenant, excepting, however, moveable furniture, shall be and remain the property of the Landlord on the expiration of the within term or other termination thereof.

31. INGRESS AND EGRESS

The Landlord agrees to give to the Tenant and its agents, servants, employees and invitees at all times during the said term and any renewal thereof the same rights and privileges extended to the Landlord of ingress and egress to and from the Premises by the usual public ways leading to the Premises.

32. REMOVAL OF TENANT'S EQUIPMENT AND FIXTURES

Subject to Clause 3, the Tenant reserves all its right, title and interest in and to its facilities and equipment not considered as improvements and upon termination of this Lease, the Tenant may, if all rent and monies have been paid, remove from the Premises, such facilities and equipment so installed by the Tenant, all of which are hereby deemed and agreed to be personal property and in the event of such removal, the Tenant shall make good all damages caused by such removal. In any event, the Tenant shall give Thirty (30) days notice of its intent to remove all or any portion of such facilities and equipment.

33. DESTRUCTION OR DAMAGE

That in case the Premises or a major part thereof, shall at any time during the term granted, be destroyed or damaged by fire, lightning, storm or tempest, act of God or other casualty or accident not caused by or not arising from the willful act or negligence of the Tenant, its servants or agents, so as to render the Premises untenable, the rent hereby reserved shall at once cease to accrue and not become payable until the Premises shall be rebuilt or restored to their former condition and the Landlord shall rebate to the Tenant the proportionate part of the then current rent paid in advance for the unexpired portion of the month in which such partial or total destruction occurs. In the case of total destruction of the Premises, the Tenant or the Landlord may within One (1) month after such destruction on giving notice thereof in writing to the other of them, terminate this Lease. PROVIDED HOWEVER, that the expression "total destruction", as used in this paragraph shall mean such damage or destruction so that in the opinion of the Landlord, the Premises cannot be

rebuilt or repaired within a period of Three (3) months from the time of such destruction or damage.

34. OVERHOLDING

Should the Tenant remain in possession of the Premises after the termination of the term hereby granted, without special agreement, a tenancy from year-to-year shall not be created by implication of the law, but the Tenant shall be deemed to be a monthly tenant only at a monthly rental computed on the basis of One-Twelfth (1/12th) of the annual rent at the time and in the manner herein provided and subject in all other respects to the terms of this Lease, provided the Landlord shall so agree.

35. TERMINATION

- (a) Notwithstanding any other provision herein contained, this Lease shall terminate immediately upon the cessation of occupancy by the Tenant, subject to the Tenant making payment to the Landlord for costs to repair damages caused by the negligence of the Tenant, its servants, agents or invitees. Cessation of occupancy shall be solely determined by the Landlord, but shall have occurred throughout a period of Thirty (30) days or more.
- (b) Subject to the covenants, agreements, terms, provisos and conditions of this Lease, this Lease shall terminate immediately or at such time as set, following written agreement by both parties herein.
- (c) The Landlord may elect to terminate this Lease, in which case the Landlord shall give to the Tenant Ninety (90) days written notice of such termination, which notice shall terminate this Lease at the expiration of the said

Ninety (90) days. Notice shall be given in accordance with the Landlord and Tenants Act.

- (d) The Landlord shall be entitled to terminate the tenancy upon the Tenant committing a substantial breach of this Lease.
- (e) The Tenant further covenants and agrees to pay the Landlord as additional rent, all legal costs and legal fees lawfully incurred in obtaining possession of the leased Premises upon the expiration or earlier termination of this Lease or in enforcing any covenant or agreement of the Tenant herein contained.

36. EXEMPTION RE DISTRESS

The Tenant waives and renounces the benefit of any present or future Act of the Legislature of the Province of Alberta which purports to take away or limit the Landlord's right of distress and notwithstanding any such Act, the Landlord may seize and sell the Tenant's goods and chattels for payment of rent, accelerated rent and costs. The Tenant further agrees that the Landlord, in addition to any remedy otherwise provided by law, may seize and sell the goods and chattels of the Tenant for payment of rent, additional rent, accelerated rent and costs, at any time and at any place to which the Tenant or any other person may have removed such goods and chattels in the same manner as if such goods and chattels had remained and had been distrained upon the leased Premises.

37. ADDRESSES FOR NOTICES

Wherever in this Lease it shall be required or permitted that notice or demand be given or served by either party to this Lease to or on the other party, such notice or demand shall be

in writing and may be given personally or sent by prepaid registered letter addressed to the other party for which intended at the address hereunder or to such other address as may be substituted therefore from time-to-time by proper notice and if mailed, shall be deemed to be given Forty-Eight (48) hours after it is mailed as hereinbefore specified:

to the Landlord at:

City Clerk
City of Fort McMurray
9909 Franklin Avenue
Fort McMurray, Alberta
T9H 2K4

to the Tenant at:

President
Tarsands Lions Club
P.O. Box 5979
Fort McMurray, Alberta
T9H 4V9

38. NON-WAIVER

The waiver by the Landlord of the strict performance of any condition, covenant or agreement herein contained shall not constitute a waiver of or abrogate such or any other condition, covenant or agreement nor shall it be deemed a waiver of any subsequent breach of the same or of any other condition, covenant or agreement.

39. TIME OF ESSENCE

Time is of the essence of these presents.

40. INTERPRETATION

(a) The headings used throughout this Lease are inserted for reference purposes only and are not to be considered or

taken into account in construing the terms and provisions of any paragraph or clause nor to be deemed in any way to qualify, modify or explain the effects of any such provisions or terms.

- (b) The words "herein", "hereof", "hereby", "hereunder" and words of similar import refer to this Lease as a whole and not to any partial clause, sections or paragraphs hereof.
- (c) All rights and remedies of the Landlord enumerated in this Lease are cumulative and none will exclude any other right or remedy allowed by law.
- (d) If any term, covenant or condition of this Lease or the application thereof to any person or circumstances shall, to any extent be invalid or unenforceable, the remainder of this Lease or application of such term, covenant or condition to persons or circumstances other than those to which it is held invalid or unenforceable, shall not be affected thereby and each term, covenant or condition of this Lease shall be valid and shall be enforceable to the fullest extent permitted by law.
- (e) Notwithstanding anything herein to the contrary, the Landlord shall not be deemed in default with respect to the performance of any of the terms, covenants and conditions of this Lease, if the same shall be due to any strike, lock-out, civil commotion, war-like operation, invasion, rebellion, hostilities, military or usurped power, sabotage, government regulations or controls, acts of God, inability to obtain any material, services or financing or otherwise beyond the control of the Landlord and the Tenant shall not be entitled to compensation for any inconvenience, nuisance or discomfort thereby occasioned.

41. CONDITIONS SUBSEQUENT OR PRECEDENT

There are no conditions to this agreement, either subsequent or precedent, except as set forth herein. This Lease constitutes the entire agreement between the parties and no representations or warranties have been made by the Landlord to the Tenant save those as contained herein.

42. SUCCESSORS OR ASSIGNS

This Lease shall enure to the benefit of and be binding upon the Landlord and the Landlord's permitted successors and assigns and upon the Tenant and the Tenant's successors and assigns.

The Tenant does hereby accept this Lease of the Premises as above set forth.

IN WITNESS WHEREOF, the Landlord has hereto affixed its Municipal Seal attested to by its duly authorized Officers and the Tenant has hereto set his hand.

THE CITY OF FORT MCMURRAY

Section 17 (1) FOIP

MAYOR

Section 17 (1) FOIP

CITY CLERK

TARSANDS LIONS CLUB

Section 17 (1) FOIP

PRESIDENT

Section 17 (1) FOIP

COMMITTEE CHAIRMAN

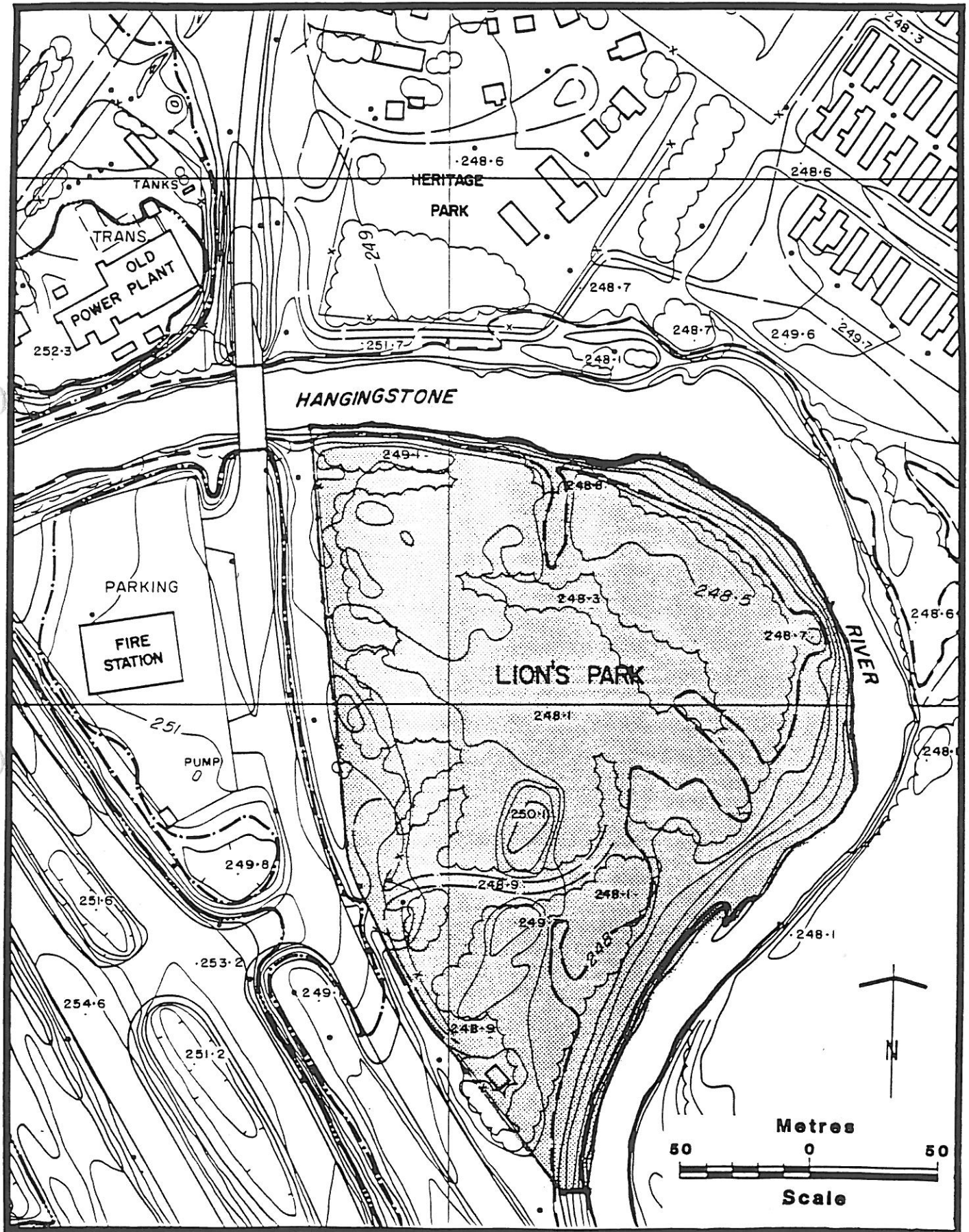
WITNESS

SCHEDULE "E"

SERVICE LEVELS FOR DEVELOPED PARKLANDS

<u>Facilities</u>	<u>Activity</u>	<u>Service Level</u>
Outhouses	Inspected, cleaned, serviced	Daily
Pits	Evacuated	As necessary
Water Lines	Turned off and drained	One (1) time/ fall
Picnic Shelter	Concrete pad swept, ashes removed	Daily
Playgrounds - Equipment Sand	Inspected and repaired Inspected and repaired	Daily Two (2) times/ summer
Fences	Inspected and repaired	Weekly
Picnic Tables	Inspected and repaired	As necessary
<u>Grounds</u>		
Turf	Grass not "to exceed" six (6) inches in length and will be cut to a minimum length of three (3) inches	As necessary
Trees	Remove dead and dangerous	As necessary - One (1) time/ year
Gravel Roads	Remove depressions, add gravel	As necessary - One (1) time/ year
Gravel Lot	Add gravel	As necessary
Litter	Litter removal	Daily

LION'S CLUB LEASE
PORTION OF LOT 7-R, BLOCK 23, PLAN 315 TR



Attachment: 2. Tarsands Lease Agreement 01 Sep 1993 (Tarsands Lions Club Lease Renewal)

REGIONAL MUNICIPALITY OF WOOD BUFFALO REGULAR COUNCIL MEETING
- TUESDAY, SEPTEMBER 14, 2004

7-E. AGENDA BILL # 04-138 - NAMING OF ROADWAYS WITHIN PROSPECT POINTE SUBDIVISION
04/246

Reference was made to Agenda Bill # 04-138, being Report No. PD-044-2004, dated June 2, 2004, and prepared by Russell Dauk, Planning & Development, regarding the Naming of Roadways within Prospect Pointe Subdivision.

MOVED by Councillor Blake that the name Paish Place be assigned to the roadway located within Prospect Pointe, as shown on Attachment 1.

CARRIED UNANIMOUSLY

2 words

7-F. AGENDA BILL # 04-139 - TARSANDS LIONS CLUB – PROPERTY LEASE RENEWAL
04/247

Reference was made to Agenda Bill # 04-139, being Report No. PD-067-2004, dated August 19, 2004, and prepared by Russell Dauk, Planning & Development, regarding the Tarsands Lions Club – Property Lease Renewal.

MOVED by Councillor Vyboh that the new lease agreement between the Tarsands Lions Club and Regional Municipality of Wood Buffalo be approved for the commencement date of October 1, 2004, under the terms as outlined in the attached lease agreement document.

CARRIED UNANIMOUSLY

7-G. AGENDA BILL # 04-140 - TIMBER HEIGHTS LAND EXCHANGE
04/248

Reference was made to Agenda Bill # 04-140, being Report No. PD-064-2004, dated August 17, 2004, and prepared by Russell Dauk, Planning & Development, regarding the Timber Heights Land Exchange.

MOVED by Councillor Meagher that a land exchange agreement be entered into with Timber Heights Development Ltd., subject to the following conditions:

1. THAT the developer continue to be responsible for all costs associated with the original road frontage;
2. THAT the developer incur all costs related to having the land surveyed by an accredited legal land surveyor.
3. THAT the developer follow through with all land re-zoning



COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: 2022 Capital Budget Amendments

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the 2022 Capital Budget Amendment as summarized on Attachment 1 (2022 Capital Budget Amendment – New and Cancelled Projects, dated March 8, 2022) be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2022 Capital Budget Amendment – New and Cancelled Projects – Cash Flow Summary, dated March 8, 2022) be approved.

Summary:

Administration has identified one (1) capital project to be submitted for Capital Budget amendment consideration. Council is the approving authority for the Capital Budget, subject to the provisions of the Fiscal Responsibility Policy (FIN-160).

The Capital Budget amendment will result in a net increase of \$40,000 to the 2022 & thereafter Capital Budget, as outlined in the Budget Net Change Summary.

Background:

At the February 23, 2021 Council meeting, a Motion was approved allocating up to \$60,000 from the Emerging Issues Reserve to fund a potential shortfall for the installation of sensory friendly playground structures at the Christina Gordon Public School.

Since that time, equipment and material prices have increased and the shortfall is potentially \$100,000. The request is for an additional \$40,000 in order to award the contract.

Budget/Financial Implications:

The net increase in funding of \$40,000 is from the 2022 & thereafter Capital Budget.

COUNCIL REPORT – 2022 Capital Budget Amendments

Upon Council approval, the full budget impact of this amendment will be incorporated in the 2022 Budget. Attachments 1 - 3 illustrate this impact.

Attachment 1 shows the net budget impact of these amendments. The original approved budget and the revised budget is presented with the net budget impact by project and funding source.

Attachment 2 shows the cash flow changes by funding sources. Since multi-year projects are pre-approved over the life of project development, amendments in cash flows of these projects also require pre-budget approval.

Attachment 3 summarizes the impact of cash flows and the source of funding from these proposed amendments for 2022 and thereafter. This is reflected below in the Budget Net Change Summary.

Budget Net Change Summary

	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves	Other Sources	Debenture
2021 & Prior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2022 & Thereafter	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -
Reconciled net change	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -

Rationale for Recommendations:

The rationale for this project is included in the attached individual Capital Budget Amendment Form (Attachment 4).

Strategic Priorities:

Responsible Government

Attachments:

- 1. 2022 Capital Budget Amendment – New and Cancelled Projects - Net Impact**
- 2. 2022 Capital Budget Amendment – New and Cancelled Projects - Cash Flow Summary**
- 3. Cash Flow by Funding Sources**
- 4. Capital Budget Amendment Form**

Regional Municipality of Wood Buffalo
 2022 Capital Budget Amendment - New and Cancelled Projects
 March 8, 2022

Legend:	Attachment
	First year of a multi year project
	Other than first year of a multi year project
	Single year project

S/N	Project Description	Type	Sponsor Department	Year of original approval	Total Project Cost	Federal Grants	Provincial Grants	Reserves	Other Sources*	Debenture	A
ORIGINAL PROJECT BUDGET											
1	Christina Gordon School Inclusive Playground	Existing Project	Public Works	2021	152,000	-	-	60,000	92,000	-	
	Total Original Capital Project Budget				\$ 152,000	\$ -	\$ -	\$ 60,000	\$ 92,000	\$ -	
REVISED PROJECT BUDGET											
1	Christina Gordon School Inclusive Playground	Existing Project	Public Works	2021	192,000	-	-	100,000	92,000	-	
	Total Revised Capital Project Budget				\$ 192,000	\$ -	\$ -	\$ 100,000	\$ 92,000	\$ -	
NET BUDGET IMPACT											
1	Christina Gordon School Inclusive Playground	Existing Project	Public Works	2021	40,000	-	-	40,000	-	-	
	Net Increase/(Decrease) Required on Existing Projects				\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	

Regional Municipality of Wood Buffalo
 2022 Capital Budget Amendment - New and Cancelled Projects - Cash Flow Summary
 March 8, 2022

Attachment 2

Legend:	First year of a multi year project
	Other than first year of a multi year project
	Single year project

S/N	Project Description	Original Approval Year	Funding Source	Total Budget (Accumulative)	Cash flow				Att
					2022 & Prior	2023	2024	Thereafter	
ORIGINAL PROJECT BUDGET									
1	Christina Gordon School Inclusive Playground	2021	Reserve/Other Source	152,000	152,000.00	-	-	-	4
Total Original Capital Project Budget (a)				\$ 152,000	\$ 152,000	\$ -	\$ -	\$ -	
REVISED PROJECT BUDGET									
1	Christina Gordon School Inclusive Playground	2021	Reserve/Other Source	192,000	192,000.00	-	-	-	4
Total Revised Project Budget (b)				\$ 192,000	\$ 192,000	\$ -	\$ -	\$ -	
NET BUDGET IMPACT									
1	Christina Gordon School Inclusive Playground	2021	Reserve/Other Source	40,000	40,000	-	-	-	4
Net Increase/(Decrease) Required on Existing Projects				\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	


Regional Municipality of Wood Buffalo
Cash Flow by Funding Sources, by Year
March 8, 2022

Attachment 3

	Funding Sources					
	Total Project Cost (Accumulative)	Federal Grants	Provincial Grants	Reserves	Other Sources*	Debentures
Original Funding Sources						
2022 and prior	152,000	-	-	60,000	92,000	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
Original Funding Sources Total (a)	\$ 152,000	\$ -	\$ -	\$ 60,000	\$ 92,000	\$ -
Revised Funding Sources						
2022 and prior	192,000	-	-	100,000	92,000	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
Revised Funding Sources Total (b)	\$ 192,000	\$ -	\$ -	\$ 100,000	\$ 92,000	\$ -
Revision / Difference (b) - (a)	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -
Net Change by year						
2022 and prior	40,000	-	-	40,000	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
Reconciled net change	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -

Attachment: 3. Cash Flow by Funding Sources (2022 Capital Budget Amendments)

Attachment 4

	REGIONAL MUNICIPALITY OF WOOD BUFFALO	CAPITAL BUDGET AMENDMENT Council				
CURRENT PROJECT NAME: Christina Gordon School Inclusive Playground AMENDED PROJECT NAME:						
	Group I/O	Revenue I/O	Expense I/O	Project Amendment		
ORDER CODES (if assigned):	0452021	701319	602225			
CURRENT PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2021 & Prior	\$ 152,000	\$ -	\$ -	\$ 60,000	\$ 92,000	\$ -
2022	-	-	-	-	-	-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
2027	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 152,000	\$ -	\$ -	\$ 60,000	\$ 92,000	\$ -
CURRENT COST AND COMMITMENT						
As at	Current Budget	Actual to Date	Commitments	Available		
1/27/2022	\$ 152,000		\$ 152,000	\$ -		
DESCRIPTION/RATIONALE FOR BUDGET AMENDMENT						
<p>This budget amendment request is for additional funding for the Christina Gordon Inclusive Playground Addition. The project was originally quoted in March 2021, and since that time equipment and material prices have increased.</p> <p>The request is for an additional \$40,000 to cover pricing increases in order to award the contract.</p>						
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No						
AMENDED PROJECT BUDGET						
Year	Annual Cost	Fed Grants	Prov Grants	Reserves	Other Sources	Debtenture Financed
2021 & Prior	\$ 152,000	\$ -	\$ -	\$ 60,000	\$ 92,000	\$ -
2022	40,000	-	-	40,000		-
2023	-	-	-	-	-	-
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
2027	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-
TOTAL	\$ 192,000	\$ -	\$ -	\$ 100,000	\$ 92,000	\$ -
Budget Change						
TOTAL	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -
FISCAL RESPONSIBILITY POLICY CRITERIA:						
Will the change result in an efficient administrative and project delivery process?						Yes
Will the change result in an addition or cancellation of a capital project?						No
Will the underlying scope change alter the nature and type of capital project?						No
Where additional funding is required, are the funds from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects?						Yes
Will the change result in Council set debt and debt service limits being exceeded?						No
In order for this to be a Fiscal Management Policy Amendment the questions above must answer, Yes, No, No, Yes, No, respectively.						
PROJECT ACCOUNTABILITY						
PROJECT MANAGER ASSIGNED	Lindsey Pearson			Date:		
DELIVERY DEPARTMENT MANAGER	Stephen Fudge			Date:		
DELIVERY DEPARTMENT DIRECTOR	Keith Smith			Date:		
SPONSOR DEPARTMENT DIRECTOR	Keith Smith			Date:		
CPSC CHAIR	Linda Ollivier			Date:		

Last updated: January 2022



COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: Wood Buffalo Housing Development and Corporation Debt Repayment

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the outstanding mortgages of Wood Buffalo Housing and Development Corporation, in the total amount of \$57,848,441 be paid in full using uncommitted funds from the Emerging Issues Reserve.

Summary:

Wood Buffalo Housing and Development Corporation (WBHDC) has been experiencing operating and cash flow deficits since 2016, due to a significant reduction in revenues and increased fixed costs, including debt servicing. WBHDC has undertaken cost cutting initiatives to reduce the deficits; however, reduced rental revenues due to the economic environment are still insufficient to meet the obligations of the entity. Elimination of the long-term debt of \$57,848,441 would remove the annual debt servicing amount of approximately \$5.0 million and assist in ensuring the future financial sustainment of this organization.

Background:

As a controlled company of the Regional Municipality of Wood Buffalo (the Municipality), WBHDC has been experiencing operating and cash flow deficits since 2016. Factors that have contributed to these deficits are a 19% decline in rental revenues due to the continued downturn in the economy; a 26% decrease in overall rental rates; and a high vacancy rate in the affordable housing program. The reduced revenues are not enough to cover annual obligations, and future financial sustainability will be difficult to reach.

Initiatives have been undertaken to reduce costs. Overhead costs were reduced by 58% through the elimination of discretionary spending and the movement of a department to a cloud-based application. Staff restructuring resulted in a net reduction of \$4.7 million from 2014 to 2020. In 2018, with Provincial approval, future capital grant funding was used to pay down \$19.6 million of long-term debt thereby reducing the annual debt service payments. Fixed costs, which include utilities, property taxes, insurance and debt servicing, comprise of more than 40% of the overall costs. As the

carbon tax continues to increase, steps to reduce these costs include negotiating a fixed rate for utilities. Increasing the deductible amount for insurance renewals will help to offset some of the insurance premium increases.

Annual debt servicing costs are a major fixed cost, which was approximately \$5 million as of December 2021. WBHDC holds long-term debt of \$57.8 million after paying down two (2) of its mortgages totaling \$10.7 million at the end of 2021. Interest rates for these mortgages range from 1.7% to 3.44% while investment rates on restricted reserves is approximately 0.60%. By eliminating the annual debt service, WBHDC would be able to continue to modify and/or renovate properties to better serve the changing demographics and larger families, as many of the current properties were specifically built for individuals and couples; continue with life cycling initiatives to ensure the viability of the assets; and further their work with rural communities to provide affordable housing.

Budget/Financial Implications:

To ensure future continued operations, WBHDC would require annual funding from the Municipality. Requests for funding would be added to the Municipality's annual operations budget.

Strategic Priorities:

Responsible Government



COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: Rescind and Replace Organizational Review Resolution of February 3, 2022 (Cr. S. Wigle)

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the resolution of Council dated February 3, 2022 regarding the organizational review and hiring freeze be rescinded and replaced with the following:

THAT the CAO be directed to conduct a full organizational review; and that the Municipality does not exceed its full-time equivalent (FTE) employee count as of February 2, 2022 until such time as the organizational review is finalized and the CAO presents the report to Council.

Summary:

At the February 22, 2022 Council Meeting, Councillor S. Wigle served notice of his intent to bring forward the following motion for Council's consideration at the March 8, 2022 Council Meeting:

THAT the resolution of Council dated February 3, 2022 regarding the organizational review and hiring freeze be rescinded and replaced with the following:

THAT the CAO be directed to conduct a full organizational review; and that the Municipality does not exceed its full-time equivalent (FTE) employee count as of February 2, 2022 until such time as the organizational review is finalized and the CAO presents the report to Council.

Rationale for Recommendation:

Pursuant to Procedure Bylaw No. 18/020, the motion is now before Council for consideration.

Strategic Priorities:

COUNCIL REPORT – Rescind and Replace Organizational Review Resolution of February 3, 2022 (Cr. S. Wigle)

Responsible Government



COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: Family Medicine - Residency Program (Cr. F. Banjoko)

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the Mayor be authorized, on behalf of Council, to send a letter to the Government of Alberta to reinstitute the Family Medicine Residency Program in the Regional Municipality of Wood Buffalo.

Summary:

At the February 22, 2022 Council Meeting, Councillor F. Banjoko served notice of her intent to bring forward the following motion for Council's consideration at the March 8, 2022 Council Meeting:

THAT the Mayor be authorized, on behalf of Council, to send a letter to the Government of Alberta to reinstitute the Family Medicine Residency Program in the Regional Municipality of Wood Buffalo.

Rationale for Recommendation:

Pursuant to Procedure Bylaw No. 18/020, the motion is now before Council for consideration.

Strategic Priorities:

Responsible Government



COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: Taxi Services (Cr. F. Banjoko)

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT Administration be directed to conduct a review of taxi rates taking into consideration any changes to the cost of operating taxi services in the rural and urban service areas;

THAT Administration conduct a review of the Vehicle for Hire Bylaw No. 13/001, and host stakeholder engagement sessions that include the Public, the Taxi Industry, Tourism and the Chamber of Commerce, and that feedback be considered for inclusion in any amendments to the Vehicle for Hire Bylaw; and

THAT a Taskforce similar to the previous Taxi Committee disbanded in 2018 be established to review and bring forward recommendations to Council on regulating and controlling taxi services within the boundaries of the Regional Municipality of Wood Buffalo

Summary:

At the February 22, 2022 Council Meeting, Councillor F. Banjoko served notice of her intent to bring forward the following motion for Council's consideration at the March 8, 2022 Council Meeting:

THAT Administration be directed to conduct a review of taxi rates taking into consideration any changes to the cost of operating taxi services in the rural and urban service areas;

THAT Administration conduct a review of the Vehicle for Hire Bylaw No. 13/001, and host stakeholder engagement sessions that include the Public, the Taxi Industry, Tourism and the Chamber of Commerce, and that feedback be considered for inclusion in any amendments to the Vehicle for Hire Bylaw; and

THAT a Taskforce similar to the previous Taxi Committee disbanded in 2018 be established to review and bring forward recommendations to

COUNCIL REPORT – Taxi Services (Cr. F. Banjoko)

Council on regulating and controlling taxi services within the boundaries of the Regional Municipality of Wood Buffalo

Rationale for Recommendation:

Pursuant to Procedure Bylaw No. 18/020, the motion is now before Council for consideration.

Strategic Priorities:

Responsible Government



COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: Property Tax Ratio (Cr. K. McGrath)

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT Administration provide an update to the Government of Alberta on the Regional Municipality of Wood Buffalo's transition from an 18:1 property tax ratio to 7.5:1 property tax ratio; and request to stay at the 7.5:1 ratio for the next 5 years and on the 6th year, transition to the final 5:1 ratio; and further request that the Government of Alberta accept this proposal by June 1, 2022.

Summary:

At the February 22, 2022 Council Meeting, Councillor K. McGrath served notice of his intent to bring forward the following motion for Council's consideration at the March 8, 2022 Council Meeting:

THAT Administration provide an update to the Government of Alberta on the Regional Municipality of Wood Buffalo's transition from an 18:1 property tax ratio to 7.5:1 property tax ratio; and request to stay at the 7.5:1 ratio for the next 5 years and on the 6th year, transition to the final 5:1 ratio; and further request that the Government of Alberta accept this proposal by June 1, 2022.

Rationale for Recommendation:

Pursuant to Procedure Bylaw No. 18/020, the motion is now before Council for consideration.

Strategic Priorities:

Responsible Government



COUNCIL REPORT

Meeting Date: March 8, 2022

Subject: Opposition to Quebec's Bill 21 (Mayor S. Bowman)

APPROVALS:

Jamie Doyle

Director

Chief Administrative Officer

Recommended Motion:

THAT the Mayor be authorized, on behalf of Council, to send a letter to the federal Minister of Justice and Attorney General of Canada, demonstrating Council's opposition to Quebec's Bill 21 and requesting the Federal Government take any appropriate steps to intervene in support of current legal challenges to Quebec's Bill 21.

Summary:

At the February 22, 2022 Council Meeting, Mayor S. Bowman served notice of his intent to bring forward the following motion for Council's consideration at the March 8, 2022 Council Meeting:

THAT the Mayor be authorized, on behalf of Council, to send a letter to the federal Minister of Justice and Attorney General of Canada, demonstrating Council's opposition to Quebec's Bill 21 and requesting the Federal Government take any appropriate steps to intervene in support of current legal challenges to Quebec's Bill 21.

Rationale for Recommendation:

Pursuant to Procedure Bylaw No. 18/020, the motion is now before Council for consideration.

Strategic Priorities:

Responsible Government