



Fort McMurray Heritage Society

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

November 28, 2018

Organization Mandate



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

Organization Mandate



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

Goals for 2019

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

Organization Mandate



Programs/services to be funded by the grant:

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

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

Community Impact



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

Community Impact



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

2019 Grant Request



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

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

Expense Summary



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

Community Investment History



2019 Request	2018	2017
\$380,000	-	-

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

Additional Information



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

Fort McMurray Heritage Society
2019 Sustaining Grant Analysis

CIP Grant Summary:

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

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

Notes:

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

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

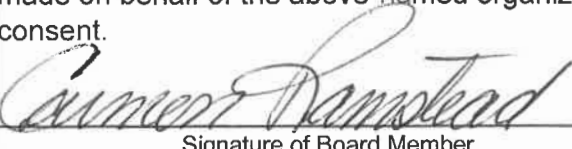
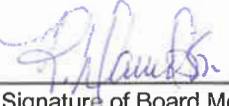
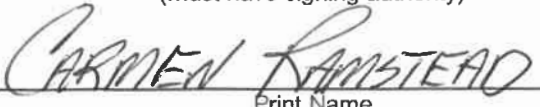


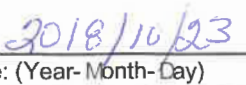
Sustaining Grant Part A - Organization Summary

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

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

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

Declaration of Board Members - In making this application, we, the undersigned, confirm that we are authorized by the applicant organization to complete the application and hereby represent to the Regional Municipality of Wood Buffalo's Community Investment Program and declare that to the best of our knowledge and belief, the information provided is truthful and accurate, and the application is made on behalf of the above-named organization and with the Board of Directors' full knowledge and consent.

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

Part B - Board Questionnaire

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

If yes, complete the following table:

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

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

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

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

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

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

The personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

Part C - Strategic Plan

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

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

- ☐ Operator of a Municipally-owned asset (Please continue to Part E on page 7)
- ☒ Provide programs and services related to the collection, preservation and display of regional heritage and culture in a museum setting (Strategy & Initiatives #1a and #1c)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

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

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

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

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

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

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

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

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

Part D - Organization Questionnaire

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Current Volunteer Information:

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

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

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

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

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

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

Other cost saving initiatives on-site:

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

2019 Grant Request:

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

2019 Sustaining Grant Request Amount:

\$ 380,000.00

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

Please Indicate Preferred Cash Flow, if approved:**

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

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

Part F - Required Attachments for Application

The following attachment MUST accompany your application:

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

**Fort McMurray Heritage Society
Operating Budget 2019**

General Expenses

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

Revenue

2019

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

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