

# Fort McMurray Heritage Society



Roseann Davidson – Executive Director  
Steve Huffman – Treasurer

November 27, 2019

# Organization Mandate and Goals

- "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."
- Community and Geographic area served: residents of Fort McMurray and the wider Municipality of Wood Buffalo, domestic and international visitors, educators, students and researchers.

## **Capital Project Goals (2019-2023)**

- Complete the Heritage Storage Garage, which will house collections and archives.
- Consult, develop, and finish the Indigenous Village exhibit. This project will include Indigenous plant landscaping, seasonal tipis and a storytelling circle.
- Open our Agricultural Barn exhibit and develop the Forestry Tower exhibit.
- Pave the gravel parking lot at Heritage Village.

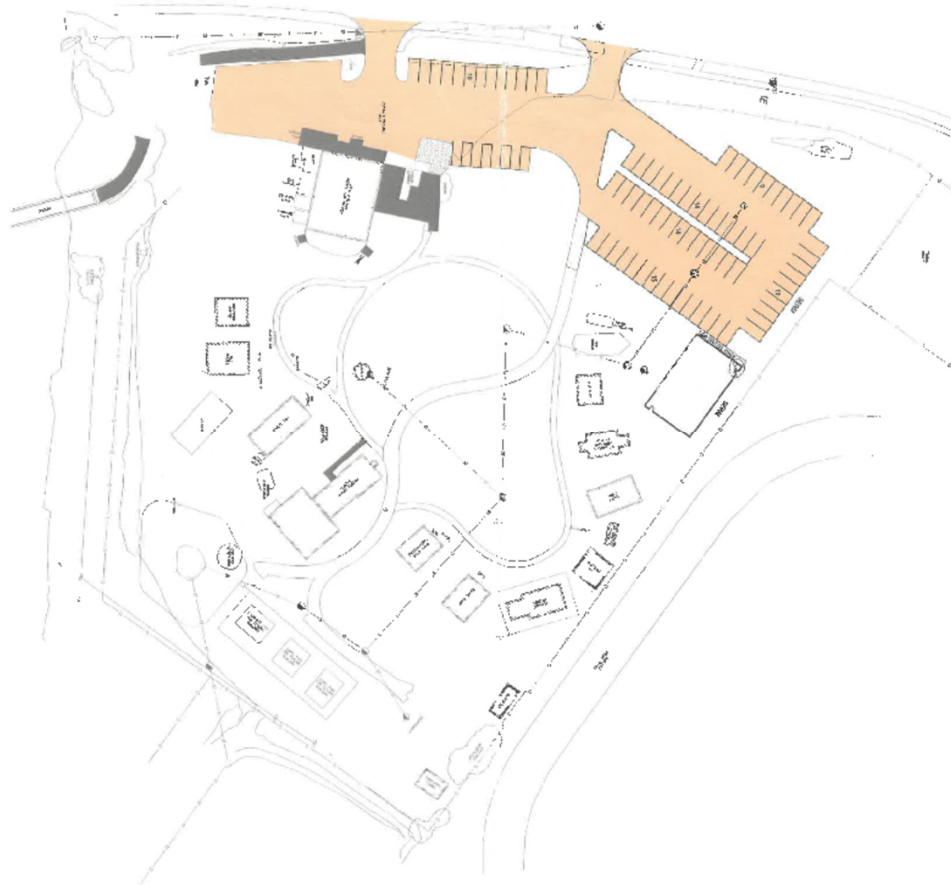
# Paving Project Goals

- Reduce vehicle congestion at Heritage Village through designated stalls. Additionally, this will assist emergency vehicles in accessing the site.
- Increase traffic and revenue to Heritage Village and the downtown core generally.
- As we welcome 22,000+ visitors every year, paving the gravel lot will alleviate congestion and improve the visitor experience by streamlining site flow. Improving the quality of the visitor experience will increase attendance to community events and increase facility bookings such as weddings.
- Facilitate maneuverability for buses, which will assist with school programming and tourism.
- Beautifying the gravel lot with paving and landscaping will have positive impacts on community health and wellbeing for residents, especially downtown inhabitants.
- Lighting will act as a crime deterrent for Heritage Village, surrounding homes, businesses and schools.

# Community Impact

The project aligns with the RMWB 2018-2021 Strategic Plan in the following ways:

- **#1g** Improves accessibility for visitors, especially for individuals with wheelchairs, walking aids, or strollers.
- **#1i** Partnering with the Fort McMurray Heritage Society, a cultural social profit, will impact the social fabric of the community in positive ways.
- **#2a** Encourage further downtown development through beautification of the Arts and Heritage District.
- **#3e** Increase visitation to the museum, which will encourage residents to shop local at our gift shop. In turn, this revenue supports the operations of both Heritage Village and Shipyard.
- **#3f** Supporting Arts and Culture is an investment in the preservation and visibility of heritage in the region. Further development of our cultural facilities will increase community access to the museum.



# 2020 Grant Request

|                         | <b>Total Cost</b> | <b>Other Funding Sources</b> | <b>Grant Request</b> |
|-------------------------|-------------------|------------------------------|----------------------|
| Consultant Fees         | \$32,000          | \$0                          | \$32,000             |
| Contract Admin Fees     | \$62,000          | \$0                          | \$62,000             |
| General Construction    | \$403,000         | \$0                          | \$403,000            |
| Equipment & Furnishings | \$78,000          | \$0                          | \$78,000             |
| Contingency/Misc.       | \$95,000          | \$0                          | \$95,000             |
| <b>Total</b>            | <b>\$670,000</b>  | <b>\$0</b>                   | <b>\$670,000</b>     |

# Questions?

**Fort McMurray Heritage Society**  
2020 Community Capital Grant Analysis

**CIP Grant Summary:**

| 2017 | 2018 | 2019 | 2020 Request | 2020 Recommended by CIP | Variance Recommended vs. Requested |
|------|------|------|--------------|-------------------------|------------------------------------|
| -    | -    | -    | 669,600      | 334,800                 | (334,800)                          |

| Fiscal Year End   | Total Expenses | Unrestricted Net Assets |
|-------------------|----------------|-------------------------|
| December 31, 2018 | 1,861,713      | 1,273,135               |

**Notes:**

Project Name: Heritage Village Parking Lot Paving

\$12,139,000 was provided to FMHS between 2011 and 2015 for capital improvements to Heritage Village and Marine Village.

In accordance with CIP Policy FIN-220 Section 4.1.2, up to 50% of total construction costs for the capital project is eligible.

| Budget Line Description     | 2020 Total Cost   | 2020 Recommended  |
|-----------------------------|-------------------|-------------------|
| Estimated Project Costs     | 669,600           | 334,800           |
| Less: Other Funding Sources | -                 | -                 |
| <b>Total Grant Request</b>  | <b>\$ 669,600</b> | <b>\$ 334,800</b> |





## Community Capital Grant Part A - Organization Summary

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

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

|                                |                             |
|--------------------------------|-----------------------------|
| <b>Main Contact</b>            |                             |
| <b>Title:</b>                  | Roseann Davidson            |
| <b>Name:</b>                   | Executive Director          |
| <b>Daytime Phone:</b>          | 780-791-7575 x 228          |
| <b>Email Address:</b>          | execdirector@fmheritage.com |
| <b>Executive Director</b>      |                             |
| <b>Name:</b>                   | Roseann Davidson            |
| <b>Daytime Phone:</b>          | 780-791-7575 x 228          |
| <b>Email Address:</b>          | execdirector@fmheritage.com |
| <b>Board Chair / President</b> |                             |
| <b>Name:</b>                   | Carmen Ramstead             |
| <b>Daytime Phone:</b>          | s.17 (1)                    |
| <b>Email Address:</b>          | s.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)

Carmen Ramstead

Print Name

2019-10-07

Date: (Year-Month-Day)

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

Roseann Davidson

Print Name

2019-10-07

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 the 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 encompassed 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 organization? What efforts have been made in the past fiscal year to increase the number and types of financial support for the 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. Heritage Village was closed between June 2013 to July 2017 due to the two local disasters: flood and then fire. During those four years the focus on-site was to salvage, repair, and rebuild. It was challenging to seek funding for operations and factor in sustainability when there was no normal operations at our main site. Since re-opening in 2017, and operating two museums for two full years in 2018 and 2019, we have now begun to increase our focus on achieving 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 as well as working in collaboration with arts and culture non-profit organizations. 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 Manager, Community Investment Program, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 743-7918.

## Part C - Business Case

The Community Capital Grant program is used to support the construction, expansion or renovation of recreational, social and cultural facilities in the region. Community Capital Grants are executed through agreements with community groups and non-profit organizations that operate the facilities.

**Project Name:** Heritage Village Parking Lot Paving

### EXECUTIVE SUMMARY

*Summarize the purpose and importance of the project. Include the following (where applicable): explain the nature of the project (what it is) and indicate whether the project is to replace existing facilities or equipment. Indicate if the project is an existing project and explain why there is a funding shortfall at the current phase or if there are any changes to the project and why. Summarize the probable impact on the environment; reason why this project is necessary; benefits of the project, indicating the impact on service delivery standards; duration of the project (from predesign to completion). Indicate the consequences and impact of not doing the project, as well as any major constraints or risks involved with the project.*

**Text CANNOT exceed box. More detail/space available on following pages.**

The Fort McMurray Heritage Society has identified the need for improved parking at Heritage Village to better serve visitors, students, teachers and community members. With increased bookings for community events, weddings, and school programs the Society feels that paving the gravel parking lot and repairing the existing lot will alleviate congestion in the main lot on a daily basis and on surrounding streets during special events. The paved gravel lot will facilitate maneuverability for school buses bringing in students for programs as well as parking for school and tour buses. Adding lighting to the parking area improves security for visitors who visit for evening events and programs as well as increasing security for the facility itself by acting as a deterrent for crime. Replacing gravel with pavement also increases accessibility for individuals in wheelchairs or families with strollers.

This project is the next step in a multiphase plan to complete infrastructure improvements at Heritage Village following the 2013 flood. The parking lot project includes the following: paving the current gravel overflow lot to make it part of the main parking area, increasing the number of handicap stalls to improve accessibility, line painting to designate stalls that will increase the number of parking stall as people will park in the correct areas, and necessary repairs to the existing paving in the main lot that were caused by the 2013 flood and road construction on Tolen Drive, and adding lighting to the parking area for safety. There will be no probable negative environmental impact as the project comprises improvements to an existing developed area and follows the approved drainage plan for the site. We hope to have the project completed in 12 months based on contractor availability and weather.

Without funding from the RMWB Community Capital Grant, important improvements to parking at Heritage Village will be put on hold indefinitely. If the project is not completed there will be several negative impacts of the Heritage Society and the community as a whole. These include the following:

- Congestion will continue to grow as attendance grows at Heritage Village and may become a deterrent for visitors to come
- Lack of parking will restrict growth and restrict the scale of community events able to be offered at Heritage Village
- Decrease revenue potential from the inability to host large functions
- Makes it harder for school buses to access Heritage Village
- Side streets will continue to be congested with overflow parking on busy days

## Part C - Business Case

### STRATEGIC PLAN GOAL

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 Community Capital Grant is available to support facilities that contribute to the key strategic priorities identified above and are either owned by the Municipality and operated by a community group or non-profit organization (asset implications for the Municipality); or are owned and operated by community groups and organizations directly (no asset implications for the Municipality).

**Please indicate which category is applicable to this application:**

#### 1. Responsible Government

- |                                                                                    |                                                                              |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <input type="checkbox"/> a. Fiscal Responsibility                                  | <input type="checkbox"/> h. Intergovernmental Relations                      |
| <input type="checkbox"/> b. Shared Services                                        | <input checked="" type="checkbox"/> i. Partnerships with Social Profits      |
| <input type="checkbox"/> c. Fiscal Responsible Budgets and Financial Plans         | <input type="checkbox"/> j. Implement Lessons Learned (2016 Wildfire Review) |
| <input type="checkbox"/> d. Asset Management                                       | <input type="checkbox"/> k. Wildfire Recovery                                |
| <input type="checkbox"/> e. Developing Our People                                  | <input type="checkbox"/> l. Public Engagement Strategy                       |
| <input type="checkbox"/> f. Foster equality, diversity and inclusion in the region | <input type="checkbox"/> m. Youth                                            |
| <input checked="" type="checkbox"/> g. Accessibility                               | <input type="checkbox"/> n. Whistleblower Initiative                         |

#### 2. Downtown Revitalization

- |                                                                              |                                                                            |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> a. Encourage Development in the Downtown | <input type="checkbox"/> e. Riverfront Master Planning & Revitalization    |
| <input type="checkbox"/> b. Establish Municipal Land Inventory               | <input type="checkbox"/> f. Review of the Municipal Development Plan (MDP) |
| <input type="checkbox"/> c. Incentives to Update Store Fronts                | <input type="checkbox"/> g. Aging in Place Facility                        |
| <input type="checkbox"/> d. Clear Land Use Plans and Regulations             |                                                                            |

#### 3. Regional Economic Development

- |                                                                                |                                                                  |
|--------------------------------------------------------------------------------|------------------------------------------------------------------|
| <input type="checkbox"/> a. Work with Industry and Suppliers - Fly in, Fly Out | <input type="checkbox"/> d. Economic Gardening and Pop Up Stores |
| <input type="checkbox"/> b. Business Attraction and Incentives                 | <input checked="" type="checkbox"/> e. Shop Local Program        |
| <input type="checkbox"/> c. Small Business Incubator                           | <input checked="" type="checkbox"/> f. Support Arts and Culture  |

#### 4. Rural and Indigenous Communities and Partnerships

- |                                                                                 |                                                                             |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <input type="checkbox"/> a. Truth and Reconciliation Commission Calls to Action | <input type="checkbox"/> f. Inclusion and Partnerships (Rural Coalition)    |
| <input type="checkbox"/> b. Indigenous Consultation                             | <input type="checkbox"/> g. Advocate for Rural and Indigenous Communities   |
| <input type="checkbox"/> c. Delivery of Water and Sewer Servicing               | <input type="checkbox"/> h. Transportation Strategy                         |
| <input type="checkbox"/> d. Amalgamation Review                                 | <input type="checkbox"/> i. Rural Operational Efficiencies and Cost Savings |
| <input type="checkbox"/> e. Emergency Management                                |                                                                             |

## **Part C - Business Case**

Describe how the project aligns with the 2018 - 2021 Strategic Plan:

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 and its multifaceted cultural sector. The Heritage Village Parking Lot Paving project aligns with several different areas of the 2018-2021 Strategic Plan as outlined below.

#1g - Accessibility - The paving project increases Heritage Village's accessibility through the addition of more handicap stalls, replacing gravel with pavement removes a barrier for individuals in wheelchairs and with mobility challenges.

#1i - Partnerships with Social Profit - Through funding this project the RMWB is showing it's support for the work of the Heritage Society, a cultural social profit. It also would allow us to grow the scale of our community partnerships with other social profit organizations by removing lack of parking as a hurdle for hosting community events for organizations who do not have their own facilities.

#2a - Encourage Development downtown - Improvements to Heritage Village will encourage tourism in the downtown area, specifically in the Arts and Heritage District which will make development downtown more appealing.

#3f - Supports arts and culture - Funding this project at Heritage Village is an investment in the preservation and visibility of culture in the region. It supports the Culture Plan recommendation of further development of cultural facilities, and it increases access to a cultural centre.

#3e - Shop local program - Paving the Heritage Village parking lot reduces congestion in front of our gift shop and will make it easier for people to shop local for Canadian made products.

### **ANALYSIS**

#### **Justification:**

What is the purpose for this project? Growth

What is the community need that this project will address?

The Regional Municipality of Wood Buffalo has recognized the value of Culture as being integral to the well being of individuals and the community through the implementation of the Wood Buffalo Culture Plan. The Fort McMurray Heritage Society and the Heritage Village Parking Lot Paving project addresses the community need of providing cultural facilities for all people to be able to learn, explore and discover about the history of Fort McMurray and the people who have called it home. This project will meet the community need of further development of cultural facilities to support arts and heritage, increasing the capacity of the society to host community events, provide children's programming and supporting the need for collaboration with other social profit organizations through improved facilities.



## Part C - Business Case

How was the need determined?

Parking lot expansion and paving has been identified as the next phase of construction in our Master Plan, the guiding document for construction during our post flood rebuilding and redevelopment. The need for additional paved parking and better lighting in the parking area was also determined by Fort McMurray Heritage Society staff during our own events, where parking is limited and we witnessed people turning away due to not being able to find parking. Visitors made comments to our staff that parking is challenging during busy times at the gift shop. Teachers and School bus drivers have identified needing an area for school buses to turn around during drop off and pick up for school programs. We also received feedback from visitors that the gravel presents a challenge for people in wheelchairs as it is difficult to move through it. Event organizers also made similar comments regarding gravel being a problem to move equipment in and out and that the lack of parking limits the size and scale of events that can be held at Heritage Village. Community members have made complaints regarding people parking in adjacent streets.

What will be the positive impacts to the community?

An investment in this project is an investment in the preservation and promotion of cultural heritage in Fort McMurray. Culture has been identified valuable and increasing the quality of life to all members of the community. With improved parking the Fort McMurray Heritage Society will be able to offer a better experience to the over 22,000 visitors that we welcome every year. This includes an improved experience at large community events like Canada Day and Heritage Day. It has positive impact on children and youth by increasing accessibility for school buses for school programming. It will make individuals living in the community around Heritage Village have less congestion in street parking as there will be less overflow during events and busy times. Paving and increased handicap stalls increases the accessibility of Heritage Village which allows more members of the community to enjoy our cultural institution.

### IMPLEMENTATION

#### Estimated Schedules:

*Please enter the quarter and year in each box (e.g., Q1-2019):*

| Project Planning | Predesign | Design  | Construction | Completion |
|------------------|-----------|---------|--------------|------------|
| Q4-2019          | Q1-2020   | Q2-2020 | Q3-2020      | Q4-2020    |

#### Annual Project Cash Flow, Capital Budget and Plan:

*Please identify the cashflow for each quarter:*

|                               | Q1      | Q2            | Q3            | Q4      | 2020 Total    |
|-------------------------------|---------|---------------|---------------|---------|---------------|
| Consultant Fees               |         | 11,000.00     | 21,000.00     |         | 32,000.00     |
| Contract Administration Fees  |         | 31,000.00     | 31,000.00     |         | 62,000.00     |
| General Services - Contracted |         |               | 403,000.00    |         | 403,000.00    |
| Equipment & Furnishing        |         | 78,000.00     |               |         | 78,000.00     |
| Miscellaneous                 |         |               | 30,000.00     |         | 30,000.00     |
| Contingency                   |         |               | 65,000.00     |         | 65,000.00     |
|                               | \$ 0.00 | \$ 120,000.00 | \$ 550,000.00 | \$ 0.00 | \$ 670,000.00 |

## Part D - Total Cost of Ownership

Total Cost of Ownership (TCO) is an analysis meant to consider all the lifetime costs that follow from owning certain kinds of assets. Below are a series of questions intended to ensure the costs associated with operating and maintaining the asset(s) that are to be constructed/acquired are considered, per the business case. For assistance with this section, please work with a Community Investment Coordinator.

**Estimated Life of Asset (in years):**

15

**What will be the operational implication to the Municipality if this Capital Grant is approved:**

- ☐ No Sustaining Grant required *If no grant required, proceed to pg. 10*
- ☐ Current Sustaining Grant remains unchanged to operate facility *If no increase, proceed to pg. 10*
- ☒ Current Sustaining Grant increase required to operate facility
- ☐ Current Sustaining Grant decrease to operate facility
- ☐ Sustaining Grant (new) required to operate facility

### Operational Requirements Upon Project Completion

*Please describe the operational requirements that will exist upon completion of this project. Include the following: headcount requirement (e.g. number of full time employees, part time employees), licenses and permits, insurance premiums, IT requirement (e.g. hardware, software, support), maintenance assumptions (e.g. repairs and maintenance, janitorial services), utility requirements (e.g. natural gas, heating oil, electricity, water and sewage), training needs, and any operational requirements.*

Operations and Maintenance over 15 years: \$580,000 (these costs are based on Executive Director's communication with various contractors.)

Lighting operations and maintenance costs over 15 years: \$390,000 Yearly cleaning of light fixtures at approx \$1000/yr = \$ 15,000; photocells at approx \$1000/yr =\$15,000; electricity costs at \$2000/month=\$24,000/yr x 15 = \$360,000

Landscape operations and maintenance costs over 15 years:\$120,000 trees replacement \$500/yr=\$15,000;snow removal \$5000/yr =\$75,000; general cleanup, weeding around the planters and bucket wheel \$2000/yr=\$30,000.

Pavement maintenance costs \$70,000 over 15 years:Slurry seal \$15,000, 2 times over 15 yrs = \$30,000; Stops wheels replacement of damaged \$25,000; line painting approx \$15,000.



## Part D - Total Cost of Ownership

### Additionally Required Operational Costs

Include only the **additional** expected revenue that would be generated if this Capital Grant is approved (e.g., increase program revenue, ticket sales, event sales, grants, donations, etc.).

***Existing revenues shall not be included here.***

| Source of Increased Revenue                              | Revenue             |
|----------------------------------------------------------|---------------------|
| Events, programs, admissions and tours, gift shops sales | 20,000.00           |
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| <b>Total</b>                                             | <b>\$ 20,000.00</b> |

Include only the **additional** expected expenses that would be generated if this Capital Grant is approved (e.g., increase staff costs, utilities, etc.). Include expenses listed on previous page.

***Existing expenses shall not be included here.***

| Source of Increase Expenses                                   | Expenses            |
|---------------------------------------------------------------|---------------------|
| Yearly operations and maintenance (breakdown on page 8 of 10) | 38,666.67           |
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| <b>Total</b>                                                  | <b>\$ 38,666.67</b> |

**New or Increased / (Decreased) Sustaining Grant:** \$ 18,666.67

## Capital Grant Request

**Project Name** Heritage Village Parking Lot Paving \$ \$ 670,000.00

**Project Category** Cultural & Historical

**Project Location** Fort McMurray

**Type of Project** Capital Grant

**Ward** 1 - Fort McMurray

**Municipal Function** 74 - Cultural Bldg. & Facility

### Project Description and Scope

The Fort McMurray Heritage Society has identified the need for improved parking at Heritage Village to better serve visitors, students, teachers and community members. With increased bookings for community events, weddings, and school programs the Society feels that paving the gravel parking lot and repairing the existing lot will alleviate congestion in the main lot on a daily basis and on surrounding streets during special events. The paved gravel lot will facilitate maneuverability for school buses bringing in students for programs as well as parking for school and tour buses. Adding lighting to the parking area improves security for visitors who visit for evening events and programs as well as increasing security for the facility itself by acting as a deterrent for crime. Replacing gravel with pavement also increases accessibility for individuals in wheelchairs or families with strollers.

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- Lack of parking will restrict growth and restrict the scale of community events able to be offered at Heritage Village
- Decrease revenue potential from the inability to host large functions
- Makes it harder for school buses to access Heritage Village
- Side streets will continue to be congested with overflow parking on busy days

### Total Cost of Investment

| One-Time Capital Grant<br>(A) | Operational and Maintenance Cost<br>(Additional Sustaining Grant)<br>Over 15 Years<br>(B) | Total Cost of Investment<br>(A) + (B) |
|-------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------|
| \$ 670,000.00                 | \$ 280,000.05                                                                             | \$ 950,000.05                         |

**Business Case created by** Fort McMurray Heritage Society

**Project Sponsor Branch** Community Investment Program

**Project Sponsor Department** Community Services

**Project Delivery** Fort McMurray Heritage Society

## **Heritage Village Parking Lot Paving Project Capital Budget 2020**

|                                |                      |
|--------------------------------|----------------------|
| Engineering Consultant fees    | \$ 31,342.00         |
| Site design drawings           | \$ 25,000.00         |
| Paving parking lot             | \$ 323,461.06        |
| Lighting                       | \$ 77,796.00         |
| Survey                         | \$ 25,000.00         |
| Landscape costs                | \$ 55,000.00         |
| Development Permit             | \$ 5,000.00          |
| Contingency Costs              | \$ 65,000.00         |
| Miscellaneous                  | \$ 30,000.00         |
| GST                            | \$ 32,000.00         |
| <b>Estimated Project Costs</b> | <b>\$ 669,599.06</b> |



Associated  
Engineering

GLOBAL PERSPECTIVE.  
LOCAL FOCUS.

Associated Engineering Alberta Ltd.  
Unit 320, 420 TaigaNova Crescent  
Ft. McMurray, Alberta, Canada, T9K 0T4

TEL: 780.715.3850  
FAX: 780.715.3851  
www.ae.ca

September 27, 2019  
File: P19-00335

Roseann Davidson  
Executive Director  
Fort McMurray Historical Society  
1 Tolen Drive  
Fort McMurray, AB T9H 1G7

Re: PROPOSAL - FORT MCMURRAY HERITAGE VILLAGE PARKING LOT LIGHT DESIGN  
AND PARKING LOT CONSTRUCTION ENGINEERING SERVICES

Dear Mrs. Davidson:

Associated Engineering Alberta Ltd. (Associated Engineering) is pleased to present this proposal to provide Lighting Design and Contract Administration services for the parking lot construction anticipated to take place at Heritage Village located at 1 Tolen Drive in Fort McMurray, Alberta.

Associated Engineering has reviewed the documents provided by the Fort McMurray Historical Society including the IFC drawings completed by ISL Engineering and Land Services (June 2017). Based on the review of the available information, Associated Engineering intends to provide the following services to meet the needs of the project:

- Parking Lot Lighting Design – We will review the proposed parking lot orientation and provide detailed design services for the installation of new lighting within the parking lot area.
- Contract Administration – We will review project submittals, host and attend construction progress meetings as needed, and issue project updates to the Owner; Fort McMurray Heritage Society. Substantial Performance and Total Performance certificates will be issued as the Contractor achieves each milestone. We will also review the Contractor's progress claims and issue Progress Payment Certificates recommending payment for completed works.
- Construction Engineering – During construction, we will provide inspection of the works including reviewing electrical installation work, checking grades of the concrete structures and confirming elevations of the gravel surfaces prior to asphalt placement. Our resident field engineer will be in daily contact with the Contractor's work force. An Electrical Engineer will attend the commissioning inspection with the Contractor to confirm that the Electrical installations meet the intended requirements. A commissioning report will be completed to identify any potential deficiencies.
- Quality Assurance Testing - We will engage a local materials testing firm to assist with quality assurance testing of the granular base preparation, asphalt, and concrete materials on site to confirm that the Contractor meets the required specifications.

A Carbon  
Neutral  
Company



- Record Drawing – Upon completion of the construction work, we will issue record drawings for the completed parking lot project. Survey will be provided by the Contractor during the construction of the works and be used to complete the record drawings.

Associated Engineering proposes to work on a time and materials basis for this assignment. Our budget estimate is presented below. Rates will be based on our 2019 rates per the attached. Costs for local travel, communications and printing will be covered by an 8% disbursement, charged on top of the labour rates. While the following fee amounts are an estimate only, Associated Engineering will not exceed the indicated total budget without prior approval from the Fort McMurray Heritage Society.

Table 1 – Estimated Fees

| Task                        | Budget          |
|-----------------------------|-----------------|
| Electrical Design Services  | \$5,476         |
| Construction Administration | \$20,867        |
| Quality Assurance Testing   | \$5,000         |
| <b>Total</b>                | <b>\$31,342</b> |

Our budget is based on the following assumptions:

#### Lighting Design Services

- Geotechnical information is available for confirming lighting foundation requirements,
- One drawing required to indicate proposed lighting layout, conduit locations, cable sizes, etc.,
- Power source for lighting is readily available on site and will be serviced by one of the existing buildings.

#### Construction Administration Services

- Construction scope of work will take up to 6 weeks to complete,
- The storm sewer installations have already been completed as observed on-site,
- Landscaping around the existing bucketwheel will be addressed via Field Instruction.
- We will provide up to 2 hours of inspection and reporting services daily,
- We will provide up to 4 hours of Contract Administration services each week,
- We have assumed that a single Contractor will be responsible for overseeing the construction works,
- We have assumed that the Regional Municipality of Wood Buffalo Engineering Servicing Standards and Standard Construction Specifications will apply to the works,
- A total of four asphalt cores and two sets of concrete quality assurance tests will be required,



Associated  
Engineering

GLOBAL PERSPECTIVE.  
LOCAL FOCUS.

September 27, 2019

Roseann Davidson

Page 3

- Associated Engineering will not be required to assist in the preparation or execution of Construction Contracts.
- Clearing and grading permits will not be required for the works,
- Any development permits required will be secured by the Owner,
- Record drawings will be provided at the completion of the project, with survey provided Centerline as contracted by the Fort McMurray Historical Society.

We look forward to completing this assignment on behalf of the Fort McMurray Historical Society. If you have any questions or concerns, please do not hesitate to contact the undersigned.

Yours truly,

Sara Wadlow, P.Eng.  
Project Manager, Transportation

Nelson Dos Santos, P.Eng.  
Division Manager, Civil Infrastructure

MER



**Table 1**  
**ESTIMATED LEVEL OF EFFORT AND ASSOCIATED FEES**

**Regional Municipality of Wood Buffalo**  
**Heritage Village Parking Lot Lighting Design and Construction Administration Services**

|                                    | Sara Wadlow, P.Eng.<br>Project Manager<br>E4<br>\$197 | Maria Higuerey, E.I.T.<br>Project Engineer<br>E1<br>\$117 | Melvin Lacebal, P.L. (Eng.)<br>Electrical Engineer<br>T5<br>\$162 | Roger Nelson, C.E.T.<br>Electrical Drafting Technologist<br>T5<br>\$162 | Scott Friel, P.Eng.<br>Electrical Quality Assurance<br>E5<br>\$242 | Drafting<br>T5<br>\$162 | Total Hours | Total Labour Fees | Disbursements (8% of labour) | Reimbursable Expenses | Total Fees      |
|------------------------------------|-------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------|-------------|-------------------|------------------------------|-----------------------|-----------------|
| <b>Design Services</b>             |                                                       |                                                           |                                                                   |                                                                         |                                                                    |                         |             |                   |                              |                       |                 |
| 1.1 Lighting Design Services       | \$16 (1)                                              |                                                           |                                                                   |                                                                         |                                                                    |                         | \$16 (1)    | \$4,442           | \$355                        |                       | \$4,797         |
| 1.2 Project Management             | \$16 (1)                                              |                                                           |                                                                   |                                                                         |                                                                    |                         |             | \$628             | \$50                         |                       | \$678           |
| <b>Construction Administration</b> |                                                       |                                                           |                                                                   |                                                                         |                                                                    |                         |             |                   |                              |                       |                 |
| 2.1 Contract Administration        | \$16 (1)                                              | \$16 (1)                                                  |                                                                   |                                                                         |                                                                    |                         | \$16 (1)    | \$5,049           | \$404                        |                       | \$5,453         |
| 2.2 Construction Engineering       |                                                       |                                                           |                                                                   |                                                                         |                                                                    |                         |             | \$7,020           | \$562                        |                       | \$7,582         |
| 2.3 Electrical Commissioning       |                                                       |                                                           | \$16 (1)                                                          |                                                                         | \$16 (1)                                                           |                         |             | \$2,014           | \$161                        | \$1,000               | \$3,175         |
| 2.4 Record Drawings                | \$16 (1)                                              |                                                           |                                                                   |                                                                         |                                                                    | \$16 (1)                |             | \$3,130           | \$250                        |                       | \$3,380         |
| 2.5 Project Management             |                                                       |                                                           |                                                                   |                                                                         |                                                                    |                         |             | \$1,182           | \$95                         |                       | \$1,277         |
| <b>Quality Assurance Testing</b>   |                                                       |                                                           |                                                                   |                                                                         |                                                                    |                         |             |                   |                              |                       |                 |
| 3.1 Quality Assurance Testing      |                                                       |                                                           |                                                                   |                                                                         |                                                                    |                         |             |                   |                              | \$5,000               | \$5,000         |
| <b>Subtotal Hours</b>              | <b>\$16 (1)</b>                                       |                                                           |                                                                   |                                                                         |                                                                    |                         |             |                   |                              |                       |                 |
| <b>Subtotal Fees</b>               | <b>\$4,137</b>                                        | <b>\$11,232</b>                                           | <b>\$2,916</b>                                                    | <b>\$1,620</b>                                                          | <b>\$968</b>                                                       | <b>\$2,592</b>          |             | <b>\$23,465</b>   | <b>\$1,877</b>               | <b>\$6,000</b>        | <b>\$31,342</b> |



QUOTE #: Q19-2987  
DATE: Sept 27/19

|                                 |  |                  |
|---------------------------------|--|------------------|
| <b>TOTAL LUMP SUM PRICE: \$</b> |  | <b>77,796.00</b> |
|---------------------------------|--|------------------|

**"Energizing SAFETY to its full potential"**  
Midlite Construction Ltd.  
Box 25058 Fort McMurray, AB T9H 5N8 Phone (780) 714-6559 Fax (780) 714-3118



## Roseann Davidson

---

**From:** MITCHELL, Trent (FMECL) <trent.mitchell@ecltd.ca>  
**Sent:** September 27, 2019 3:58 PM  
**To:** execdirector@fmheritage.com  
**Subject:** Quotations for Heritage Park Asphalt Paving  
**Attachments:** Heritage Society Quotation for Existing & New Parking Lot and Bucket Wheel Paving.pdf

Good afternoon Roseann,

Please find attached the revised quotation for Heritage Park. This is the same as the previous quotation with the addition of the following items.

- Concrete Curb for Island in the Parking Lot,
- Planting of Trees in the Island
- Paving the area of the bucket wheel (Inside existing Fence)
- Paving area outside the bucket wheel (Grass area between bucket wheel fence and parking lot.
- Installation of catch basins and lead to drain water from low area.

If you have any questions, please feel free to call or email.

Thank you

**Trent Mitchell, C.E.T | Area Manager**  
**E CONSTRUCTION LTD.**

Phone: (780) 743-3822

Fax: (780) 743-5946

Mobile: S.17 (1)

[www.ecltd.ca](http://www.ecltd.ca)

[trent.mitchell@ecltd.ca](mailto:trent.mitchell@ecltd.ca)



September 27, 2019

Fort McMurray Heritage Society  
1 Tolen Drive  
Fort McMurray, AB  
T9H 1G7

Attn: Roseann Davidson

**Re: Parking Lot Paving and Maintenance. Paving of Bucket Wheel Area and addition of Curb and Catch Basin & Lead – Heritage Village.**

E Construction Ltd. has reviewed the details and offers the following pricing for your review:

**Please See Attached Quotation**

**NOTE: If E Construction is awarded the work, the subcontract agreement must explicitly reference this quotation and the terms and conditions within**

Survey by others

No bonding included

All required permits by others

All traffic control signage by others. We will provide flaggers for our scope of work if required.

Pricing assumes all existing gravel is suitable for regrading and compaction. Any fill of new or excavation unsuitable gravel will be charged on a per tonne basis.

Pricing assumes all excess gravel material to be the property of Heritage Park

Line markings included

Asphalt pricing assumes sequential completion of bottom and top lifts. If top lift of asphalt is deferred, any resulting pavement sweeping costs prior to installation of top lift of asphalt will be by others

Pricing includes no demolition work or removals of existing concrete structures

Asphalt to be type M1 / H2 mix containing 12.5mm aggregate

Any required remediation of the fill material/existing site as handed to E Construction by the general contractor will be an extra cost, handled on a force account basis. If directed to build on material that is deemed unsuitable by the geotechnical engineer, E Construction will require a signed letter worded to our satisfaction absolving us of warranty and density requirements for the pavement, gravel, and concrete structures.

If directed by the owner to pave, install gravel, or pour concrete in unsuitable or cold weather, E Construction cannot be held responsible for any asphalt that does not meet density specification. E Construction will require a signed letter worded to our satisfaction absolving us from our contractual warranty and quality requirements prior to commencing paving, gravel installation, or pouring concrete in such a situation

Quality assurance testing work not included for any scope. Quality control test results from our asphalt plant will be provided upon request (coring not included)

Owner/General Contractor is responsible for ensuring that the scope area is free of obstacles, etc. prior to start of work. Pricing assumes open yard areas for all scopes of work

Pricing assumes one mobilization. Additional mobilizations as required by the general contractor/owner may incur additional charges.

Any hydrovacating if required to locate existing utilities to be done on an hourly basis or by others. All conflicts with shallow utilities resulting in relocation costs, etc. to be the responsibility of others.

No warranty will be given for any trench, fill settlements or base failures on work not completed by or contracted to E-construction ltd. All other works carry a one year warranty or as required in the prime contract.

If any night work is required by the general contractor, extra costs will apply. All lighting to be provided by others.

Unsuitable material below grade and directed by the owner to be removed and replaced, to be done on an hourly basis.

E Construction cannot be held responsible for delays to the project caused by weather conditions, locator services, or the work of other trades on the same and/or adjacent sites

Gravel pricing assumes free choice of gravel supplier, with gravel pricing also assuming standard RMWB specs on aggregate

Bid item breakdown is for informational purposes only. Items cannot be broken out/awarded separately without the written consent of E Construction

If E Construction is awarded the work, we will require an overall site schedule from the general contractor prior to our first mobilization, clearly showing our scopes of work

All payments to be net 30 days

If we are awarded the work, we may require a credit check on the general contractor prior to entering into subcontract agreement

All work quoted for 2020 construction season.

Quotation valid for 30 days

All prices are plus 5% G.S.T.

Any additional work will be gladly priced or can be considered an extra done on a time and materials basis at our published prices.

Please accept our thanks for the opportunity of quoting this project.

**E Construction Ltd.**

A handwritten signature in blue ink, appearing to read "Trent Mitchell".

**Trent Mitchell, C.E.T.  
Area Manager**



**E Construction Ltd.**  
 745 Memorial Drive  
 Fort McMurray, AB  
 Phone: 7807433822  
 Fax: 7807435946

FM-19-107

Heritage Park Parking Lot paving

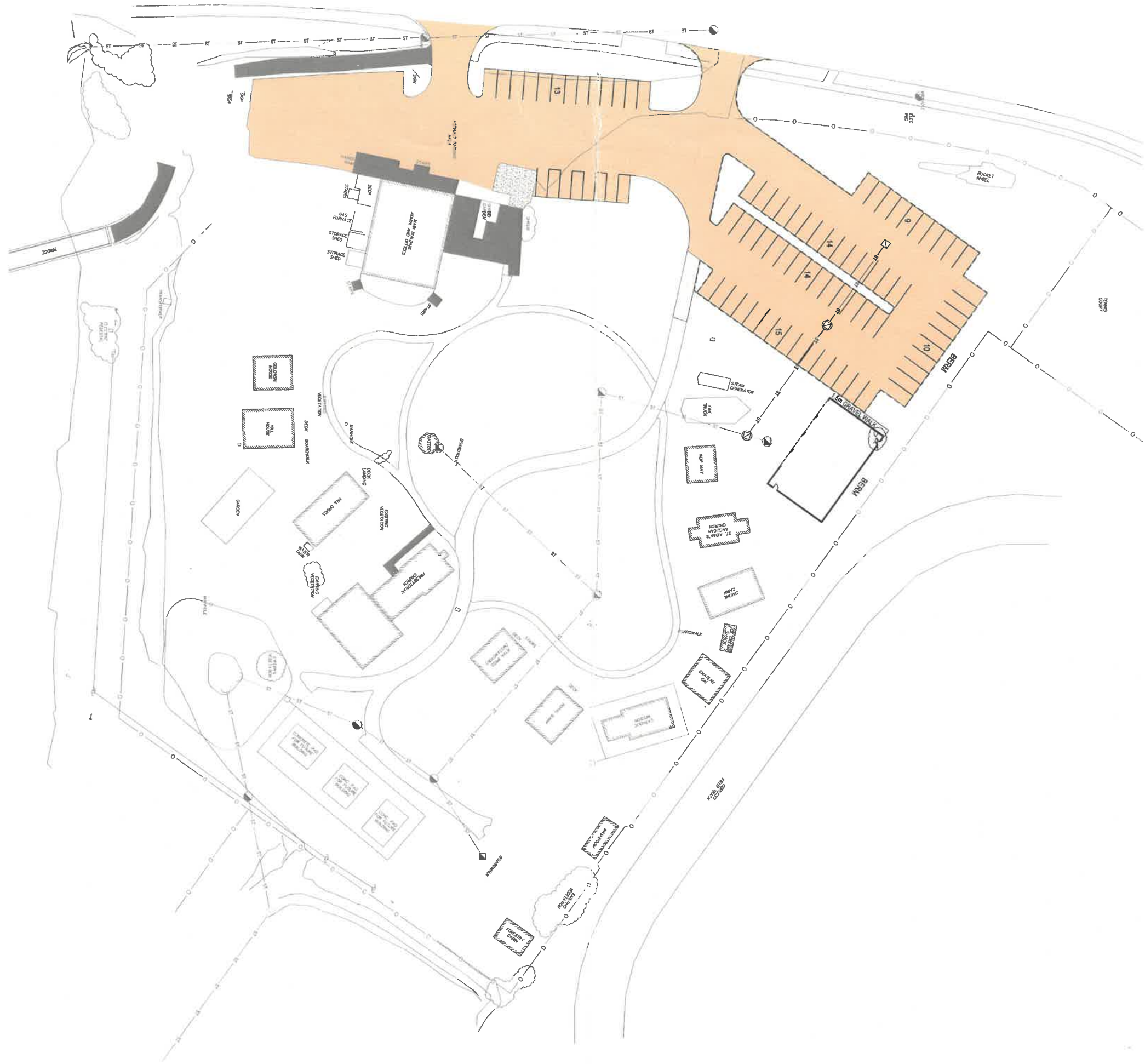
MITCHELL, Trent (FMECL)

### BID PROPOSAL

| Biditem                                                   | Description                                 | Quantity | Units | Unit Price | Bid Total           |
|-----------------------------------------------------------|---------------------------------------------|----------|-------|------------|---------------------|
| <b>Existing Asphalt Parking Lot Work</b>                  |                                             |          |       |            |                     |
| 1.1                                                       | Cold Pour Crack Sealing                     | s.16 (1) | MT    | s.16 (1)   | 1,875.00            |
| 1.2                                                       | Slurry Seal Existing Parking Lot            |          | SM    |            | 9,490.00            |
| 1.3                                                       | Line Painting for Approx. 30 Parking Stalls |          | MT    |            | 1,620.00            |
| <b>Total Cost Existing Asphalt Parking Lot Work</b>       |                                             |          |       |            | <b>\$12,985.00</b>  |
| <b>Gravel Parking Lot Work</b>                            |                                             |          |       |            |                     |
| 1.4                                                       | Mobilization                                | s.16 (1) | LS    | s.16 (1)   | 6,057.50            |
| 1.5                                                       | Saw Cutting                                 |          | MT    |            | 837.20              |
| 1.6                                                       | Reshape And Compact Existing GBC            |          | SM    |            | 22,591.00           |
| 1.7                                                       | ACP 100mm Depth                             |          | SM    |            | 119,741.00          |
| 1.8                                                       | Line Markings (Approximately 70 Stalls)     |          | LS    |            | 6,147.52            |
| 1.9                                                       | Wheel Stops (Approximate)                   |          | EA    |            | 14,240.10           |
| 1.10                                                      | S&I 450mm Curb & Gutter for Island          |          | MT    |            | 21,192.20           |
| 1.11                                                      | S&I Trees In Island                         |          | EA    |            | 3,948.88            |
| <b>Total Cost Existing Gravel Parking Lot Work</b>        |                                             |          |       |            | <b>\$194,755.40</b> |
| <b>Concrete Pad &amp; Planter Removal, Paving</b>         |                                             |          |       |            |                     |
| 1.10                                                      | R&D Concrete Pad & Planter Area             | s.16 (1) | SM    | s.16 (1)   | 4,364.00            |
| 1.11                                                      | Excavate 300mm Depth To Subgrade            |          | SM    |            | 4,815.00            |
| 1.12                                                      | S&I 200mm Depth Of 20mm GBC                 |          | SM    |            | 4,335.00            |
| 1.13                                                      | S&I 100mm Depth Of ACP                      |          | SM    |            | 4,127.00            |
| 1.14                                                      | R&D and Install Barrier Curb                |          | MT    |            | 5,777.25            |
| <b>Total Cost for Concrete Pad Removal &amp; Paving</b>   |                                             |          |       |            | <b>\$23,418.25</b>  |
| <b>Total for All Above Hertiage Park Parking Lot Work</b> |                                             |          |       |            | <b>\$231,158.65</b> |
| <b>Bucket Wheel Area Paving</b>                           |                                             |          |       |            |                     |
| 2.1                                                       | Excavate 225mm Depth to Subgrade            | s.16 (1) | SM    | s.16 (1)   | 12,476.40           |

**BID PROPOSAL**

| <b>Biditem</b> | <b>Description</b>                                       | <b>Quantity</b> | <b>Units</b> | <b>Unit Price</b> | <b>Bid Total</b>    |
|----------------|----------------------------------------------------------|-----------------|--------------|-------------------|---------------------|
| 2.2            | S&I 150mm GBC                                            | s.16 (1)        | SM           | s.16 (1)          | 6,943.51            |
| 2.3            | S&I ACP 75mm Depth                                       |                 | SM           |                   | 10,256.50           |
|                | <b>Total Cost for Bucket Area Wheel Paving</b>           |                 |              |                   | <b>\$29,676.41</b>  |
|                |                                                          |                 |              |                   |                     |
|                | <b>Grass Area Between Bucket Wheel &amp; Parking Lot</b> |                 |              |                   |                     |
| 3.1            | Excavate 225mm Depth to Subgrade                         | s.16 (1)        | SM           | s.16 (1)          | 11,837.80           |
| 3.2            | S&I 150mm GBC                                            |                 | SM           |                   | 6,690.30            |
| 3.3            | S&I ACP 75mm Depth                                       |                 | SM           |                   | 10,109.40           |
|                | <b>Total Cost to Pave Grass Area</b>                     |                 |              |                   | <b>\$28,637.50</b>  |
|                |                                                          |                 |              |                   |                     |
|                | <b>Catch Basin &amp; Lead Install</b>                    |                 |              |                   |                     |
| 4.1            | Mobilization of Underground Crew                         | s.16 (1)        | LS           | s.16 (1)          | 3,944.02            |
| 5.2            | S&I 900mm Catch Basin                                    |                 | EA           |                   | 12,637.88           |
| 4.3            | S&I 250mm CB Lead @ Approx 1.5m Depth                    |                 | MT           |                   | 17,406.60           |
|                | <b>Total Cost for CB &amp; Lead Installation</b>         |                 |              |                   | <b>\$33,988.50</b>  |
|                | <b>Bid Total</b>                                         |                 |              |                   | <b>\$323,461.06</b> |



**Fort McMurray Heritage Society**

**Financial Statements**

**December 31, 2018**



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## **Fort McMurray Heritage Society**

### **Financial Statements**

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**December 31, 2018**

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[www.crowemackay.ca](http://www.crowemackay.ca)

## **Independent Auditors' Report**

### **To the Directors of Fort McMurray Heritage Society**

#### *Report on the Audit of the Financial Statements*

##### *Qualified Opinion*

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Fort McMurray Heritage Society as at December 31, 2018 and the results of its operations, changes in net assets, and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

##### *Basis for Qualified Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

##### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

## Independent Auditors' Report (continued)

### *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

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

Edmonton, Canada  
May 21, 2019

**CLOWE MACKAY LLP**  
Chartered Professional Accountants

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**Fort McMurray Heritage Society****Statement of Operations**

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| <b>For the year ended December 31,</b>                         | <b>2018</b>         | <b>2017</b>         |
|----------------------------------------------------------------|---------------------|---------------------|
| <b>Revenues</b>                                                |                     |                     |
| Grants (note 14)                                               | \$ 498,676          | \$ 1,059,588        |
| Amortization of deferred contributions                         | 304,933             | 317,638             |
| Gift shop                                                      | 250,035             | 272,710             |
| Admissions and program revenue                                 | 196,038             | 256,693             |
| Donations                                                      | 46,917              | 128,079             |
|                                                                | <b>1,296,599</b>    | <b>2,034,708</b>    |
| <b>Expenses</b>                                                |                     |                     |
| Advertising                                                    | 24,324              | 14,403              |
| Amortization                                                   | 606,913             | 542,779             |
| Archival conservation                                          | -                   | 893                 |
| Collections                                                    | 211,562             | 486,879             |
| Gift shop cost of sales                                        | 145,694             | 175,223             |
| Insurance                                                      | 40,037              | 41,359              |
| Interest and bank charges                                      | 6,726               | 7,454               |
| Office                                                         | 23,484              | 24,813              |
| Professional fees                                              | 37,481              | 44,421              |
| Program expenses                                               | 65,117              | 73,395              |
| Repairs and maintenance                                        | 47,179              | 127,741             |
| Telephone and internet                                         | 12,826              | 22,722              |
| Training                                                       | 3,950               | 1,521               |
| Travel                                                         | 1,328               | 490                 |
| Utilities                                                      | 45,459              | 43,470              |
| Wages and benefits                                             | 589,633             | 700,655             |
|                                                                | <b>1,861,713</b>    | <b>2,308,218</b>    |
| <b>Deficiency of revenues over expenses before Other Items</b> | <b>(565,114)</b>    | <b>(273,510)</b>    |
| <b>Other income (expense)</b>                                  |                     |                     |
| Loss on disposal of property, plant and equipment              | -                   | (28,156)            |
| Interest                                                       | 13,283              | 5,716               |
|                                                                | <b>13,283</b>       | <b>(22,440)</b>     |
| <b>Deficiency of revenues over expenses</b>                    | <b>\$ (551,831)</b> | <b>\$ (295,950)</b> |

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**Fort McMurray Heritage Society****Statement of Changes in Net Assets**

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**For the year ended December 31,**

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**2018**

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|                                      | <b>Total</b>        | <b>Unrestricted<br/>(note 12)</b> | <b>Equity in<br/>Capital Assets</b> |
|--------------------------------------|---------------------|-----------------------------------|-------------------------------------|
| <b>Balance, beginning of year</b>    | <b>\$ 2,433,738</b> | <b>\$ 1,541,011</b>               | <b>\$ 892,727</b>                   |
| Deficiency of revenues over expenses | (551,831)           | (249,851)                         | (301,980)                           |
| Investment in capital assets         | -                   | (18,025)                          | 18,025                              |
| <b>Balance, end of year</b>          | <b>\$ 1,881,907</b> | <b>\$ 1,273,135</b>               | <b>\$ 608,772</b>                   |

**2017**

---

|                                      | <b>Total</b>        | <b>Unrestricted<br/>(note 12)</b> | <b>Equity in<br/>Capital Assets</b> |
|--------------------------------------|---------------------|-----------------------------------|-------------------------------------|
| <b>Balance, beginning of year</b>    | <b>\$ 2,729,688</b> | <b>\$ 1,583,664</b>               | <b>\$ 1,146,024</b>                 |
| Deficiency of revenues over expenses | (295,950)           | (70,809)                          | (225,141)                           |
| Loss on capital asset disposal       | -                   | 28,156                            | (28,156)                            |
| <b>Balance, end of year</b>          | <b>\$ 2,433,738</b> | <b>\$ 1,541,011</b>               | <b>\$ 892,727</b>                   |

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**Fort McMurray Heritage Society****Statement of Financial Position**

---

| <b>December 31,</b> | <b>2018</b> | <b>2017</b> |
|---------------------|-------------|-------------|
|---------------------|-------------|-------------|

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**Assets****Current**

|                                 |            |            |
|---------------------------------|------------|------------|
| Cash (note 3)                   | \$ 359,116 | \$ 636,714 |
| Short term investments (note 4) | 893,819    | 1,066,718  |
| Accounts receivable (note 5)    | 10,305     | 122,451    |
| Inventory (note 6)              | 107,829    | 95,547     |
| Prepaid expenses                | 3,263      | -          |

---

|  |           |           |
|--|-----------|-----------|
|  | 1,374,332 | 1,921,430 |
|--|-----------|-----------|

|                                        |           |           |
|----------------------------------------|-----------|-----------|
| Property, plant and equipment (note 7) | 8,045,091 | 8,633,979 |
| Collections (note 8)                   | 1         | 1         |

---

|  |              |               |
|--|--------------|---------------|
|  | \$ 9,419,424 | \$ 10,555,410 |
|--|--------------|---------------|

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**Liabilities****Current**

|                                                   |           |           |
|---------------------------------------------------|-----------|-----------|
| Accounts payable and accrued liabilities (note 9) | \$ 67,961 | \$ 47,239 |
| Deferred contributions (note 10)                  | 33,237    | 333,181   |

---

|  |         |         |
|--|---------|---------|
|  | 101,198 | 380,420 |
|--|---------|---------|

|                                                            |           |           |
|------------------------------------------------------------|-----------|-----------|
| Deferred contributions related to capital assets (note 11) | 7,436,319 | 7,741,252 |
|------------------------------------------------------------|-----------|-----------|

---

|  |           |           |
|--|-----------|-----------|
|  | 7,537,517 | 8,121,672 |
|--|-----------|-----------|

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**Net Assets**

|                          |           |           |
|--------------------------|-----------|-----------|
| Unrestricted (note 12)   | 1,273,136 | 1,541,011 |
| Equity in Capital Assets | 608,772   | 892,727   |

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|  |           |           |
|--|-----------|-----------|
|  | 1,881,907 | 2,433,738 |
|--|-----------|-----------|

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|  |              |               |
|--|--------------|---------------|
|  | \$ 9,419,424 | \$ 10,555,410 |
|--|--------------|---------------|

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**Commitments (note 13)**

Approved on behalf of the Board:

  
Chair  
Treasurer

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**Fort McMurray Heritage Society****Statement of Cash Flows**

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| <b>For the year ended December 31,</b>            | <b>2018</b>         | <b>2017</b>         |
|---------------------------------------------------|---------------------|---------------------|
| <b>Cash provided by (used for)</b>                |                     |                     |
| <b>Operating activities</b>                       |                     |                     |
| Deficiency of revenues over expenses              | \$ (551,831)        | \$ (295,950)        |
| Items not affecting cash                          |                     |                     |
| Amortization                                      | 606,913             | 542,779             |
| Amortization of deferred contributions            | (304,933)           | (317,638)           |
| Loss on disposal of property, plant and equipment | -                   | 28,156              |
|                                                   | (249,851)           | (42,653)            |
| Change in non-cash working capital items          |                     |                     |
| Accounts receivable                               | 112,146             | 212,462             |
| Inventory                                         | (12,282)            | (4,706)             |
| Prepaid expenses                                  | (3,263)             | -                   |
| Accounts payable and accrued liabilities          | 20,722              | (3,630)             |
| Deferred contributions                            | (299,944)           | (1,110,276)         |
| Deferred contributions related to capital assets  | -                   | 549,805             |
|                                                   | (432,472)           | (398,998)           |
| <b>Investing activity</b>                         |                     |                     |
| Purchase of property, plant and equipment         | (18,025)            | (549,805)           |
| <b>Decrease in cash</b>                           | <b>(450,497)</b>    | <b>(948,803)</b>    |
| <b>Cash, beginning of year</b>                    | <b>1,703,432</b>    | <b>2,652,235</b>    |
| <b>Cash, end of year</b>                          | <b>\$ 1,252,935</b> | <b>\$ 1,703,432</b> |
| <b>Cash consists of:</b>                          |                     |                     |
| Cash                                              | \$ 359,116          | \$ 636,714          |
| Short term investments                            | 893,819             | 1,066,718           |
|                                                   | <b>\$ 1,252,935</b> | <b>\$ 1,703,432</b> |

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## **Fort McMurray Heritage Society**

### **Notes to the Financial Statements**

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**December 31, 2018**

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**1. Nature of operations**

Fort McMurray Heritage Society was incorporated under the provisions of the Societies Act in the Province of Alberta as a not-for-profit organization and is a registered charity under the Income Tax Act. 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.

**2. Significant accounting policies**

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant accounting policies are detailed as follows:

**(a) Revenue recognition**

**Grants:**

The Society 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 as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

**Museum operations:**

Revenue from museum operations include the sale of general admissions, facility rentals, educational programs and gift shop sales. They are recognized in the year in which the sale of goods is completed or the services are provided.

**Memberships:**

Revenue from the sale of memberships is recognized in the year received.

**Donations:**

Donations are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Donations and offsetting expenses from goods and services are recorded at fair market value upon receipt.

**Interest:**

Interest earned on investments is recorded as it accrues.

**Amortization of deferred contributions related to capital assets:**

The Society recognizes revenue from deferred contributions related to capital assets at a rate of 4% per year.

**(b) Cash and cash equivalents**

Cash consists of cash on hand and bank balances and short-term investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.



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## Fort McMurray Heritage Society

### Notes to the Financial Statements

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December 31, 2018

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#### 2. Significant accounting policies (continued)

##### (c) Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined using the first-in, first-out method.

##### (d) Property, plant and equipment

Property, plant and equipment are recorded at cost plus any costs of betterment less accumulated amortization and excludes any assets not in current use. Amortization is calculated by the declining balance method at the annual rates set out in note 7.

Assets under development will be amortized upon substantial completion of the project.

##### (e) Impairment of long-lived assets

The Society tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected undiscounted future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent carrying value exceeds its fair value.

##### (f) Collections

The Society holds a collection of historical artifacts including historic buildings, equipment and documents related to Fort McMurray that are on display at the Heritage Village and Heritage Shipyard. These assets are presented at a nominal value of \$1, due to the practical difficulties of determining a meaningful value for these assets.

Objects purchased for the collection are recorded as an expense in the year of acquisition.

Proceeds from the disposition of collections can only be used to acquire other items to be added to the collection or for the direct care of existing collections.

##### (g) Contributed services

Volunteers contribute a significant number of hours of service per year to assist the Society in carrying out its restoration projects. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

##### (h) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

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## **Fort McMurray Heritage Society**

### **Notes to the Financial Statements**

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**December 31, 2018**

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#### **2. Significant accounting policies (continued)**

##### **(i) Financial instruments**

Financial assets originated or acquired or financial liabilities issued or assumed in an arm's length transaction are initially measured at their fair value. In the case of a financial asset or financial liability not subsequently measured at its fair value, the initial fair value is adjusted for financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption. Such fees and costs in respect of financial assets and liabilities subsequently measured at fair value are expensed.

The Society subsequently measures the following financial assets and financial liabilities at amortized cost:

Financial assets measured at amortized cost include cash, accounts receivable and short term investments.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

At the end of each reporting period, management assesses whether there are any indications that financial assets measured at cost or amortized cost may be impaired. If there is an indication of impairment, management determines whether a significant adverse change has occurred in the expected timing or the amount of future cash flows from the asset, in which case the asset's carrying amount is reduced to the highest expected value that is recoverable by either holding the asset, selling the asset or by exercising the right to any collateral. The carrying amount of the asset is reduced directly or through the use of an allowance account and the amount of the reduction is recognized as an impairment loss in operations. Previously recognized impairment losses may be reversed to the extent of any improvement. The amount of the reversal, to a maximum of the related accumulated impairment charges recorded in respect of the particular asset, is recognized in operations.

#### **3. Cash**

Included in cash is \$4,350 (2017 - \$4,395) which was raised through casinos and other grants. The use of the funds is restricted and must be applied to specific purposes approved by the Alberta Gaming, Liquor, and Cannabis Commission.

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## Fort McMurray Heritage Society

### Notes to the Financial Statements

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December 31, 2018

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#### 4. Short term investments

Guaranteed investment certificates mature September to December 2019 and accrue interest at 0.50% to 1.75%.

|                                                           | 2018       | 2017         |
|-----------------------------------------------------------|------------|--------------|
| Guaranteed Investment Certificates - Royal Bank of Canada | \$ 893,819 | \$ 1,066,718 |

Included in the GIC's is \$18,819 (2017 - \$10,000) received from the National Aboriginal Day Trust Fund which will be used toward the Legacy fund to construct the Aboriginal Village at the Heritage Village.

#### 5. Accounts receivable

|                    | 2018      | 2017       |
|--------------------|-----------|------------|
| Trade receivables  | \$ 9,166  | \$ 2,310   |
| GST receivable     | 1,139     | 24,630     |
| Grants receivables | -         | 95,511     |
|                    | \$ 10,305 | \$ 122,451 |

#### 6. Inventory

Inventory is comprised of goods for sale at the gift shop. During the year, \$145,694 (2017 - \$175,223) of gift shop inventory was expensed as merchandise was sold.

#### 7. Property, plant and equipment

|                    |        |               |                          | 2018           | 2017           |
|--------------------|--------|---------------|--------------------------|----------------|----------------|
|                    | Rate   | Cost          | Accumulated amortization | Net book value | Net book value |
| Buildings          | 4%     | \$ 2,356,922  | \$ 351,680               | \$ 2,005,242   | \$ 2,083,880   |
| Equipment          | 20-30% | 770,371       | 440,012                  | 330,359        | 395,798        |
| Infrastructure     | 2%     | 2,297,382     | 264,166                  | 2,033,216      | 2,210,017      |
| Computer equipment | 30%    | 657,112       | 360,328                  | 296,784        | 422,759        |
| Signs              | 5%     | 343,387       | 65,557                   | 277,830        | 290,629        |
| Heritage Shipyard  | 4%     | 3,647,097     | 545,437                  | 3,101,660      | 3,230,896      |
|                    |        | \$ 10,072,271 | \$ 2,027,180             | \$ 8,045,091   | \$ 8,633,979   |

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## **Fort McMurray Heritage Society**

### **Notes to the Financial Statements**

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**December 31, 2018**

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**7. Property, plant and equipment (continued)**

The Heritage Village is located on land leased from the Regional Municipality of Wood Buffalo for a twenty five year term expiring November 30, 2028 for annual payments of \$1.

The Heritage Shipyard is located on land leased from the Regional Municipality of Wood Buffalo for a twenty five year term expiring November 30, 2028 for annual payments of \$1.

**8. Collections**

Collections consist of cultural artifacts and archival holdings of historical significance. Significant artifacts and records are insured. A description of the collections is as follows:

**Heritage Village:**

The Heritage Village preserves Fort McMurray and region's past through a collection of historic buildings and artifacts from the early 1900s to the 1930s. Structures include a trappers cabin, early business buildings, and churches.

**Heritage Shipyard:**

The Heritage Shipyard preserves historic vessels that were integral to river transportation along the Athabasca and Clearwater Rivers and as far north as the Arctic Circle. The collection includes seven vessels, a welding shop, machine shop, pump man's workshop and a caboose and comoose from Northern Alberta Railways.

**9. Accounts payable and accrued liabilities**

|                        | <b>2018</b> |               | <b>2017</b> |        |
|------------------------|-------------|---------------|-------------|--------|
| Trade payables         | \$          | <b>57,388</b> | \$          | 36,687 |
| Government remittances |             | <b>10,573</b> |             | 10,552 |
|                        | \$          | <b>67,961</b> | \$          | 47,239 |

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## Fort McMurray Heritage Society

### Notes to the Financial Statements

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December 31, 2018

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#### 10. Deferred contributions

Deferred contributions represent funds received for various programs and will be recognized in the fiscal year in which the related expenses are incurred as follows:

- deferred contributions related to the purchase or development of capital assets will be transferred to deferred contributions related to capital assets, and;
- deferred contributions related to collections or operating programs will be recognized in revenue as grants.

Changes in deferred contribution balances are as follows:

|                            | 2018             | 2017              |
|----------------------------|------------------|-------------------|
| Balance, beginning of year | \$ 333,181       | \$ 1,443,457      |
| Add: funding received      | 194,886          | 513,318           |
| Less: funding expended     | (494,830)        | (1,623,594)       |
|                            | <u>\$ 33,237</u> | <u>\$ 333,181</u> |

#### 11. Deferred contributions related to capital assets

Deferred contributions related to capital assets represent restricted contributions that were used for site development and the acquisition of capital assets. The changes in the deferred contributions balance for the period are as follows:

|                                                         | 2018                | 2017                |
|---------------------------------------------------------|---------------------|---------------------|
| Balance, beginning of year                              | \$ 7,741,252        | \$ 7,509,085        |
| Contributions applied to the purchase of capital assets | -                   | 549,805             |
| Amortization of deferred contributions                  | (304,933)           | (317,638)           |
| Balance, end of year                                    | <u>\$ 7,436,319</u> | <u>\$ 7,741,252</u> |

#### 12. Internally restricted funds

The Society has internally restricted \$235,000 for expenses relating to the Capital Project rebuilds. The Society has internally restricted \$175,000 funds relating to project costs associated with the restoration of a historic building, the development of an Indigenous village, and roof repairs.

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## Fort McMurray Heritage Society

### Notes to the Financial Statements

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December 31, 2018

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#### 13. Commitments

The Society has developed plans for additional upgrades and repairs and maintenance to various collections in the amount of \$235,000.

The Society has also committed funds the development of an Indigenous village, the restoration of an historic building, and roof repairs, for a combined total of \$175,000, which will be paid from the unrestricted surplus.

These funds have been internally restricted by the Society to be only used for these projects.

#### 14. Grants

The Society recognized the following funding for current year operations:

|                                                                             | 2018              | 2017                |
|-----------------------------------------------------------------------------|-------------------|---------------------|
| Open Minds - Chevron                                                        | \$ 223,080        | \$ 92,357           |
| Community Facility Enhancement Program                                      | 125,000           | -                   |
| Other Grants                                                                | 86,876            | 171,202             |
| Summer Jobs Grant - Service Canada                                          | 39,722            | 60,464              |
| Young Canada Works Grant                                                    | 14,346            | 21,188              |
| Tree Canada Grant                                                           | 9,923             | -                   |
| Community Foundation of Canada                                              | 5,637             | -                   |
| Casino - Park operations                                                    | 2,304             | 73,556              |
| Regional Municipality of Wood Buffalo - capital grants used for collections | -                 | 622,571             |
| Alberta Historical Resources Fund Grant                                     | (8,211)           | 18,250              |
|                                                                             | <b>\$ 498,677</b> | <b>\$ 1,059,588</b> |

Included in the donations are materials and services at estimated fair value of \$10,000 (2017 - \$18,867).

#### 15. Financial Instruments

Transacting in and holding of financial instruments exposes the Society to certain financial risks and uncertainties. These risks, which remain unchanged, include:

##### (a) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting its obligations associated with financial liabilities. The Society's exposure to liquidity risk relates to accounts payable and accrued liabilities and arises from the possibility that the timing and amount of its cash inflows will not be sufficient to enable it to meet its financial obligations as they become due. Management believes this risk is minimized through the preparation of annual budgets and cash forecasts

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## **Fort McMurray Heritage Society**

### **Notes to the Financial Statements**

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**December 31, 2018**

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**15. Financial instruments (continued)**

**(b) Interest rate risk**

The Society is exposed to interest rate risk. Interest rate risk is the risk that the Society has interest rate exposure on its short term investments, which are variable based on the bank's prime rates. This exposure may have an effect on its earnings in future periods. The Society reduces its exposure to interest rate risk by regularly monitoring published bank prime interest rates which have been relatively stable over the period presented.

**16. Comparative amounts**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.