



ANNUAL REPORT

2018 - 2019



BATC

Community Development Corporation

Supporting the Development of Healthy Communities

BATC Community Development Corporation

**In Memory of Senator Don Pooyak
December 8th, 1946 - December 18th, 2018**



"Realize that we as human beings have been put on this earth for only a short time and that we must use this time to gain wisdom, knowledge, respect and the understanding for all human beings since we are all relatives."

Cree Proverb

Table of Contents

In Memory of Senator Don Pooyak	Page 2
Table of Contents	Page 3
Vision, Mission, Core Values	Page 4
Message from the Chair	Page 5
Board of Directors & Staff	Page 6
Staff & Grant Recipients	Page 7
Grant Recipients	Page 7 - 12
Category Summary of Grants	Page 13
Photo Collection	Page 14
Auditor's Report & Financial Statements March 31, 2018	Page 15 - 24
Schedule of Remuneration and Expenses	Page 25
Operations Analysis	Page 26
Strategic Plan for 2018 - 2019	Page 27– 28

Vision

BATC Community Development Corporation will provide grants through support of catchment area projects for the development of healthy communities.

Mission

BATC Community Development Corporation distributes a portion of casino proceeds to communities, in compliance with the Gaming Framework Agreement and Core Values.

Core Values

- Good Governance Practice
- Communication
- Improve Quality of Life
- Respect for Culture
- Sharing
- Legacy

Message from the Chair



On behalf of the Board of Directors of BATC Community Development Corporation, I am pleased to present our 2018 - 2019 Annual Report. The annual report is a requirement as part of the Gaming Framework Agreement between the Federal of Indigenous Sovereign Nations (FSIN) and the Province of Saskatchewan. The report shall include: a copy of the audited financial statement, a list of all recipients who received grants from the Community Development Corporation, the strategic plan for the upcoming fiscal year, and an analysis of the operations for the fiscal year, including an analysis of the actual results compared to the goals, objectives and performance measures determined in the previous year. The board also presents this report is to ensure our key audience is aware of our annual operations and activities.

BATC CDC maintains a process for a fair and equitable distribution of funds. This year we provided a total of \$2,273,709.27 in grants, to non-profit and charitable organizations within our funding area. This includes Ahtahkakoop Cree Nation, Chief Big Bear Nation, Little Pine First Nation, Lucky Man First Nation, Moosomin First Nation, Mosquito First Nation, Onion Lake Cree Nation, Poundmaker Cree Nation, Red Pheasant Cree Nation, Saulteaux First Nation, Sweetgrass First Nation, Young Chippewayan First Nation (Stoney Knoll First Nation), the City of North Battleford, the Town of Battleford, and last but not least, the communities within a 100 km radius of The Battlefords.

The Board of Directors count on the management team to provide support by communicating with grant recipients and potential recipients, ensuring the application process is adhered to and reporting by recipients is completed. The governance aspect is also adhered to by ensuring the board completes an annual strategic plan, and that goals and objectives within the plan, are met.

Our annual report is a summary of the operations of BATC Community Development Corporation. Please feel free to contact myself, any board member, or our management team if you have any questions.

Once again, the Board of Directors would like to thank the Gold Eagle Casino for the ongoing support by providing BATC CDC with a portion of their revenue, so that we may continue to support the development of healthy communities.

Neil Sasakamoose, Chair
BATC Community Development Corporation

Board of Directors



Chief Larry Ahenakew
Ahtahkakoop Cree
Nation



Mayor Ryan Bater
City of North
Battleford



Chief Wallace Fox
Onion Lake Cree

*(replaced by Chief Henry Lewis
December 19, 2018)*



Mayor Ames Leslie
Town of Battleford



Chief Kenny Moccasin
Saulteaux First Nation



Chief Laurence Paskemin
Sweetgrass First Nation



**Late Senator Don
Pooyak**



Neil Sasakamoose
BATIC

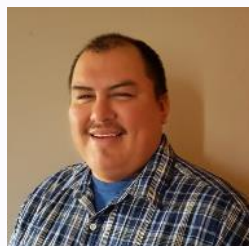


Chief Daniel Starchief
Mosquito First Nation



Chief Delbert Wapass
Thunderchild First
Nation

*(replaced by Chief James Snakeskin
December 19, 2018)*



Councillor Preston Weenie
Moosomin First Nation



Chief Sylvia Weenie
Stoney Knoll First Nation

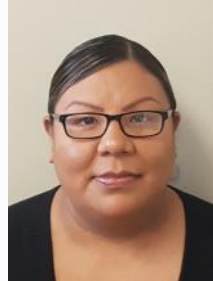


Chief Clint Wuttunee
Red Pheasant Cree Nation

Staff



Vivian Whitecalf
General Manager



Tracy Benson
Executive Assistant

2018 - 2019 Grant Recipients

Ahtahkakoop Cree Nation

Ahtahkakoop Youth Recreation	57,777.35	
Ahtahkakoop Arena Operations	57,000.00	
Ahtahkakoop Residential Subsidy	63,806.00	
Ahtahkakoop Community Events	53,758.02	
Ahtahkakoop Cree Nation Total		232,341.37

Chief Big Bear Nation

Community Infrastructure Development & Maintenance	16,999.31	
Chief Big Bear Total		16,999.31

Big Island Lake Cree Nation

BILCN Tribal Security	60,270.00	
Playground Revitalization	36,008.59	
Big Island Lake Cree Nation Total		96,278.59

Little Pine Cree Nation

Days of Thunder 2018	50,000.00	
2018 Upgrade - Fitness Centre	19,000.00	

2018 - 2019 Grant Recipients

Community Round Dance	7,500.00	
Family Week	2,296.75	
Community/Cultural Events Support	30,758.99	
FSIN Youth Hockey Championships 2019	27,100.00	
Post Secondary Laptops	9,899.86	
Minor Sports Van & Decal Work	14,700.00	
Little Pine Cree Nation Total		161,255.60
Lucky Man First Nation		
Lucky Man Wellness 2018-2019	32,717.45	
Lucky Man First Nation Total		32,717.45
Moosomin First Nation		
Winter Games 2018	27,000.00	
Moosomin RC Church - Phase 1	39,800.00	
Moosomin First Nation Pow Wow 2018	30,000.00	
Moosmin First Nation Arena 2019	20,000.00	
Moosomin First Nation Winterfest 2019	6,300.00	
Moosomin First Nation Total		123,100.00
Mosquito Grizzly Bear's Head Lean Man First Nation		
Graduation Allowance Support	10,000.00	
Budget Presentation Costs	13,602.00	
Mosquito Nakota Cultural Camp 2018	10,000.00	
Christmas Round Dance, Food Hampers, Band Support	34,679.00	
Mosquito Grizzly Bear's Head Lean Man First Nation Total		68,281.00
Onion Lake Cree Nation		
Community Support Services 1 (2018-19)	87,639.25	
Community Support Services II (2018-19)	87,639.25	
Community Support Services III (2018-19)	94,867	
Community Support Services IIIA (2018- 19)	87,639.25	

2018 - 2019 Grant Recipients

Community Support Services IV (2018-19)	87,639.25	
Onion Lake Cree Nation Total		445,424.09
Poundmaker Cree Nation		
LWC Tournament 2018	10,000.00	
CPCA/3 Nolans Hockey Camp	20,933.44	
Kisik Hockey Skills Camp	2,500.00	
Community Events 2018	18,149.00	
Hockey Fees, FSIN Volleyball, Soccer for Youth		
Volleyball Fees	11,687.20	
LWC 2019	15,000.00	
SIIT Housing/Elders & Exoneration	63,562.49	
Poundmaker Cree Nation Total		141,832.13
Red Pheasant Cree Nation		
Road Gravelling	11,000.00	
Red Pheasant Cree Nation INFR Regional Rodeo	10,000.00	
Canadian Professional Chuckwagon Racing Circuit	2,500.00	
2nd Annual Red Pheasant Cree Nations Pow-wow	10,000.00	
General Band Support	22,000.00	
Snow Removal	22,000.00	
Red Pheasant Cree Nation Total		77,500.00
Saulteaux First Nation		
Saulteaux Western Days 2018	16,000.00	
Treaty Day 2018	5,000.00	
Arena Operations 2018	40,025.00	
Saulteaux First Nation Total		61,025.00

2018 - 2019 Grant Recipients

Stoney Knoll First Nation

Band Operations	10,000.00	
Stoney Knoll First Nation Total		10,000.00

Sweetgrass First Nation

Housing Initiative I	17,160.00	
Housing Initiative II	11,968.00	
FSIN Assembly 2018	5,349.12	
Community Buildings & Housing Improvements	27,000.00	
Governance & Staff Planning	49,499.52	
Sweetgrass First Nation Total		110,976.64

Thunderchild First Nation

Sports and Recreation	43,540.42	
Thunderchild Governance	168,746.48	
Thunderchild First Nation Total		212,286.90

The Battlefords

North Battleford International Street Performers Festival Association Inc.		
	20,000.00	
Fred Light Museum - Blacksmith Shop & Gazebo	861.57	
Battle River Treaty 6 Health Centre 11th Annual Pancake Breakfast		
	10,000.00	
Battlefords Boys & Girls Club Operational Funding	30,000.00	
Battlefords Interval House Let's Play	30,000.00	
Battlefords Union Hospital Foundation Mammography Unit	25,000.00	
Catholic Family Services Family Support Services	25,000.00	
Midwest Food Resources Battleford Food Security Project	6,500.00	
Summer School for the Solo Voice Summer School for the Solo Voice		
	10,000.00	

2018 - 2019 Grant Recipients

The Allen Sapp Gallery Art Programming	5,140.00	
The Fin Island Trail Run	4,050.00	
The Lighthouse Supported Living Inc. Battlefords Emergency Shelter Staffing and Community Meal Program	50,000.00	
Western Development Museum Those Were The Days	5,000.00	
City of North Battleford Activity/Leisure Guide 2018-19	9,160.20	
Battlefords Union Hospital Foundation Festival of Trees	2,000.00	
Empty Stocking Fund Christmas Hampers	10,000.00	
Holy Family School Aboriginal Cultural Awareness	2,000.00	
North West College Try-A- Trade Interactive Career Fair	5,000.00	
North Battleford Golf & Country Club Inc. Long Range Plan, "Drive for 2025"	21,000.00	
Warrior Boxing Inc. First Nations Youth Boxing	12,400.00	
City of North Battleford Multi-Government Steering Committee	24,000.00	
Battlefords Family Health Centre Community Garden Project	7,500.00	
Battlefords Trade & Education Centre Healthy Lifestyles Swim Program	4,314.00	
North Battleford Library Aboriginal Storytelling Celebration	1,675.00	
The Allen Sapp Gallery 4th Memorial Round Dance	4,325.00	
The Lighthouse Serving the Battlefords Shelter/Food Program	37,500.00	
Battlefords & District Community Foundation Truth & Reconciliation - Moving Forward Together	10,000.00	
Battlefords Minor Baseball Inc. Battlefords Minor Baseball	3,000.00	
The Battlefords Total		380,191.19

2018 - 2019 Grant Recipients

Battlefords Agency Tribal Chiefs

BATC Athletics Youth Sports & Recreation 75,000.00

Youth Sports & Recreation Total 75,000.00

Secondary Area

Battle River Horse Club

2018 Annual Spring Trail Ride 1,000.00

Cando Community School

CCS Playground Fundraiser 5,000.00

Cut Knife Sledge Hockey Club

Ice Rental fee for 2017-2018 hockey season 2,500.00

Battlefords Agency Tribal Chiefs

2019 FSIN Youth Hockey Host 20,000.00

Secondary Area Total 28,500.00

Grant Recipient Total for 2018-19 2,273,709.27

Category Summary of Grants



Local Dancers at the Indigenous Showcase Evening 2018 Winter Games
North Battleford, Saskatchewan



Moosomin First Nation
2018 Community Pow Wow



North West Regional College
Try-A-Trade Career Fair



Battlefords Boys & Girls
Club

Operational Expenses

BATC 
Community Development Corporation
BATC Community Development Corporation
Financial Statements
March 31st, 2019

Independent Auditor's Report

To the Members of BATC Community Development Corporation:

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of BATC Community Development Corporation (the "Organization"), which comprise the statement of financial position as at March 31, 2019, and the statements of operations and changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the 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 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 public sector accounting standards, 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.

Auditor's Responsibilities for the Audit of the Financial Statements

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

Management's Responsibility



To the Members of BATC Community Development Corporation:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

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

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

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board to audit the financial statements and report directly to Members of BATC Community Development Corporation; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.


Management

Independent Auditor's Report

To the Members of BATC Community Development Corporation:

Report on the Audit of the Financial Statements

Opinion

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In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the 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 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 public sector accounting standards, 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.

- 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 Organization'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 Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization 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.

Report on Other Legal and Regulatory Requirements

In our opinion, as at March 31, 2019, BATC Community Development Corporation has complied, in all material respects, with the criteria established by the 2002 Framework Agreement, Part 7, Subsection 7.10 with the Government of Saskatchewan, Ministry of Government Relations.

Saskatoon, Saskatchewan

June 13, 2019


MNP LLP
Chartered Professional Accountants

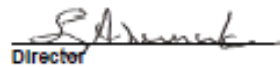


BATC Community Development Corporation
Statement of Financial Position
As at March 31, 2019

	2019	2018
Assets		
Current		
Cash	734,080	422,054
Liabilities		
Current		
Accounts payable and accruals	189,115	344,039
Deferred contributions (Note 3)	544,965	78,015
	734,080	422,054
Contingencies (Note 5)		
Net Assets	-	-
	734,080	422,054

Approved on behalf of the Board


Director


Director

The accompanying notes are an integral part of these financial statements



BATC Community Development Corporation
Statement of Operations and Changes in Net Assets

For the year ended March 31, 2019

	2019	2018
Revenues		
First Nations and Métis Relations	2,729,440	3,337,335
Interest	5,049	1,147
Total revenues	2,734,489	3,338,482
Expenses		
Allocation	2,234,066	2,838,154
Management fees	500,000	500,000
Bank charges and interest	403	328
Total expenses	2,734,489	3,338,482
Excess of revenues over expenses	-	-

The accompanying notes are an integral part of these financial statements



BATC Community Development Corporation

Statement of Cash Flows

For the year ended March 31, 2019

	2019	2018
<hr/>		
Cash provided by (used for) the following activities		
Operating		
Changes in working capital accounts		
Accounts payable and accruals	(154,924)	188,382
Deferred contributions	466,950	(203,007)
<hr/>		
Decrease in cash resources	312,026	(14,625)
Cash resources, beginning of year	422,054	436,679
<hr/>		
Cash resources, end of year	734,080	422,054
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BATC Community Development Corporation Notes to the Financial Statements

For the year ended March 31, 2019

1. Operations

BATC Community Development Corporation (the "Organization") was incorporated under the Non-Profit Corporations Act of Saskatchewan as a membership corporation. The purpose of the Organization is to facilitate the allocations of net proceeds derived from the Gold Eagle Casino as mandated by Section 7 of the Framework Agreement and as determined by the Board of Directors. The net proceeds are allotted to the Organization by the First Nation and Métis Relations, a division of the Government of Saskatchewan. Operations commenced in October 2007.

2. Significant accounting policies

These financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards for not-for-profit organizations, and include the following significant accounting policies:

Basis of presentation

Sources of revenue and expenses are recorded on the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it becomes available and measurable; expenses are recognized as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

Revenue recognition

The Organization follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Revenues received in advance of related expenditures are deferred to the period when the expenditures are incurred.

Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

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

3. Deferred contributions

Deferred contributions consist of unspent contributions externally restricted for the purposes outlined in the 2002 Gaming Framework Agreement. Recognition of these amounts as revenue is deferred to periods when the specified expenditures are made. Changes in the deferred contribution balance are as follows:

	2019	2018
Balance, beginning of year	78,015	281,022
Amount received during the year	3,196,390	3,134,328
Less: Amount recognized as revenue during the year	(2,729,440)	(3,337,335)
Balance, end of year	544,965	78,015



BATC Community Development Corporation
Notes to the Financial Statements
For the year ended March 31, 2019

4. Related party transactions

The Organization paid administration fees to Battlefords Agency Tribal Chiefs Inc. (BATC Inc.) of \$500,000 (2018 - \$500,000) for all administration activities related to its operations. BATC Inc. is the sole member of the Organization and BATC Inc. shares are owned by six member First Nations.

Allocations expense includes \$75,000 (2018 - \$20,761) paid to Battlefords Agency Tribal Chiefs Inc. (BATC Athletics).

Transactions with related parties are in the normal course of business.

5. Contingent liabilities

In the year ended March 31, 2011, the Organization received and distributed funds relating to 2007 - 2008 first quarter Community Development of Gold Eagle Casino totalling \$947,279. The Directors of the previous Community Development Corporation filed a claim against the Directors of the Organization relating to the distribution of this funding. It was agreed at the time that if the court directs the Province to make distributions contrary to the existing agreement and allocation, the Province would withhold future payments. Recipients of this funding have acknowledged this contingency and have agreed to repay these funds to BATC Community Development Corporation if a distribution contrary to the existing agreement were to take place. There has been no subsequent activity in this regard and no provision for a possible adjustment has been included in these financial statements.

6. Economic dependence

The Organization is dependent on funding received pursuant to the 2002 Gaming Framework Agreement as distributed under 4.1 c) of the agreement.

7. Subsequent event

On May 22, 2019, resolution #2128 was passed in the Federation of Sovereign Indigenous Nations legislative assembly. This resolution indicates Little Pine First Nation, Onion Lake First Nation, Lucky Man First Nation and Poundmaker First Nation are no longer in members of BATC Community Development Corporation effective April 1, 2019. These First Nations, along with Canoe Lake First Nation, formed Border Tribal Council Limited Partnership, which is the host tribal council for the Lloydminster Gold Horse Casino. Notice was also given at the May 22, 2019 assembly that Big Island Lake First Nation is also no longer in the catchment area of BATC Community Development Corporation effective April 1, 2019. Management is assessing the impact on the allocation of funding to the remaining members.

Management's Responsibility



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

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



**BATC COMMUNITY DEVELOPMENT CORPORATION
SCHEDULE OF REMUNERATION AND EXPENSES
ELECTED AND APPOINTED OFFICIALS AND SENIOR UNELECTED OFFICIAL
YEAR ENDED MARCH 31, 2019**


"Unaudited"

	Months	Remuneration	Expenses
<u>Elected and Appointed Officials</u>			
Larry Ahenakew	12	\$ 2,750	\$ 1,606
Neil Sasakamoose	12	2,750	994
Kenny Moccasin	12	2,750	546
Ryan Bater	12	2,750	124
Laurence Paskemin	12	2,500	532
Preston Weenie	12	1,750	400
Sylvia Weenie	12	1,500	158
Ames Leslie	12	1,500	-
Clint Wuttunee	12	1,000	224
Daniel Starchief	12	250	48
Don Pooyak	9	1,250	375
Delbert Wapass	8	-	-
Henry Lewis	7	500	492
James Snakeskin	4	1,000	525
Wallace Fox	3	-	-
		\$ 22,250	\$ 6,024
<u>Senior Unelected Official</u>			
Community Development Corporation Manager	12	106,600	2,074

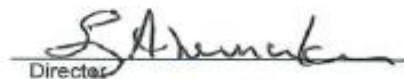
The amounts paid for expenses are to reimburse them for the out of pocket costs they incurred. These amounts should not be considered as part of their remuneration.

Remuneration for the Community Development Corporation Manager includes performance bonus of \$15,600 and \$12,000 for work in other departments within Battlefords Agency Tribal Chiefs Inc.

Approved on Behalf of the Board of Directors



Director



Director

Operations Analysis (Assessment of Goals & Objectives)

BATC Community Development Corporation met the goals and objectives within the timelines set forth in the 2018-19 Strategic Plan. Our vision of supporting the development of healthy communities is met on a continual basis, as we provide grants to enhance projects, events, and services to our communities.

The board of directors and the management team work under good governance practices by meeting reporting deadlines, having an unqualified audit as presented in this report, being accountable and transparent by disclosing all grant recipients and amounts, and complying with the gaming framework agreement.

We create public awareness by posting our annual report within the BATC website and distributing it to the governing bodies, having information booths at the treaty days of BATC's member bands, and being present at public events which we support financially. Improving the quality of life, respect for culture, sharing, and legacy are all evident in the many cultural projects and events that were funded this year. Again, those can be found on the grant recipient list within this report.

All of the projects are reviewed by the board via recipient applications at our quarterly allocation meetings. Once an application is approved, the core values are gauged by proceeding through the goals and objectives for each application. Payments are issued, project is made public, recipient is required to report on expenditures, management ensures reporting is compliant, and then the project file is closed and retained for audit purposes.

BATC Community Development Corporation maintains a good standing with the various levels of government that require our year-end reporting and remains to be transparent and accountable to all.

BATC Community Development Corporation – 2020 – 2023 Strategic Plan Summary

Mission *BATC CDC distributes a portion of casino proceeds to communities, in compliance with the Gaming Framework Agreement and its Core Values*

Vision Statement *BATC CDC will provide grants through support of catchment area projects for the development of healthy communities.*

Core Values



Core Value Review and Action Items

Improving Quality of Life – This core value encompasses everything the CDC does and will continue to be a focus of the applicant review committee and the Board when determining funding allocations.

Good Governance Practice – To strengthen the governance by the Board and to manage risks, the following action items were identified (*initials of individual responsible*):

- ✓ Evaluations – formalize the process for stakeholders to provide feedback to the CDC on its operations and services (VW – Sept 30/19)
- ✓ Evaluations – Board self-review to evaluate effectiveness and areas for improvement (NS – Mar 31/20)
- ✓ Evaluations – Board to evaluate Management Services annually prior to budget approval (VW – Jan 31/19)
- ✓ Reporting – Continue to work closely with FNMR Ministry to ensure compliance with the GFA and there are no interruptions with funding (VW - Ongoing)

Respect for Culture – This core value encompasses everything the CDC does and will continue to be a focus of the applicant review committee and the Board when determining funding allocations.

Communication & Sharing – To improve stakeholder communication and knowledge of the CDC, the following action items were identified (*initials of individual responsible*):

- ✓ Review funding promotion requirements – For successful grant applicants, provide more clarity on the promotion of the CDC funds received to generate more awareness. The promotion requirements should be analysed with potential changes presented to the Board for approval. The analysis should consider expanded options, enforcement strategies, use of thresholds, checklists provided to recipients, and clarity of requirements. (VW – Mar 31/20)

BATC Community Development Corporation – 2020 – 2023 Strategic Plan Summary

- ✓ Revisit logo – To consider if the current logo meets the objectives of the CDC or if its too closely tied to the Casino. A potential name change was considered but rejected during the session. (VW – Mar 31/20)
- ✓ Create and implement a social media strategy – Facebook is likely the social media platform of choice. A strategy for Facebook should be implemented that ensures content is updated consistently and timely, with the potential for a budget for boosting ads and posts. Other platforms should be evaluated for applicability and the ability to integrate posts between them. Youth tend to be more involved with Instagram and Snapchat. Therefore, is it feasible to manage multiple accounts across three or four platforms? Can they be integrated such that posts from one platform are easily created on the other platforms? (AC – Mar 31/20)
- ✓ Effective use of merchandise – Create a strategy for merchandise give-aways, by evaluating what is best to provide and what value-for-dollar is acceptable for items. (VW – Dec 31/19).

Building Legacies – To identify opportunities related to significant contributions, the following action items were identified (*initials of individual responsible*):

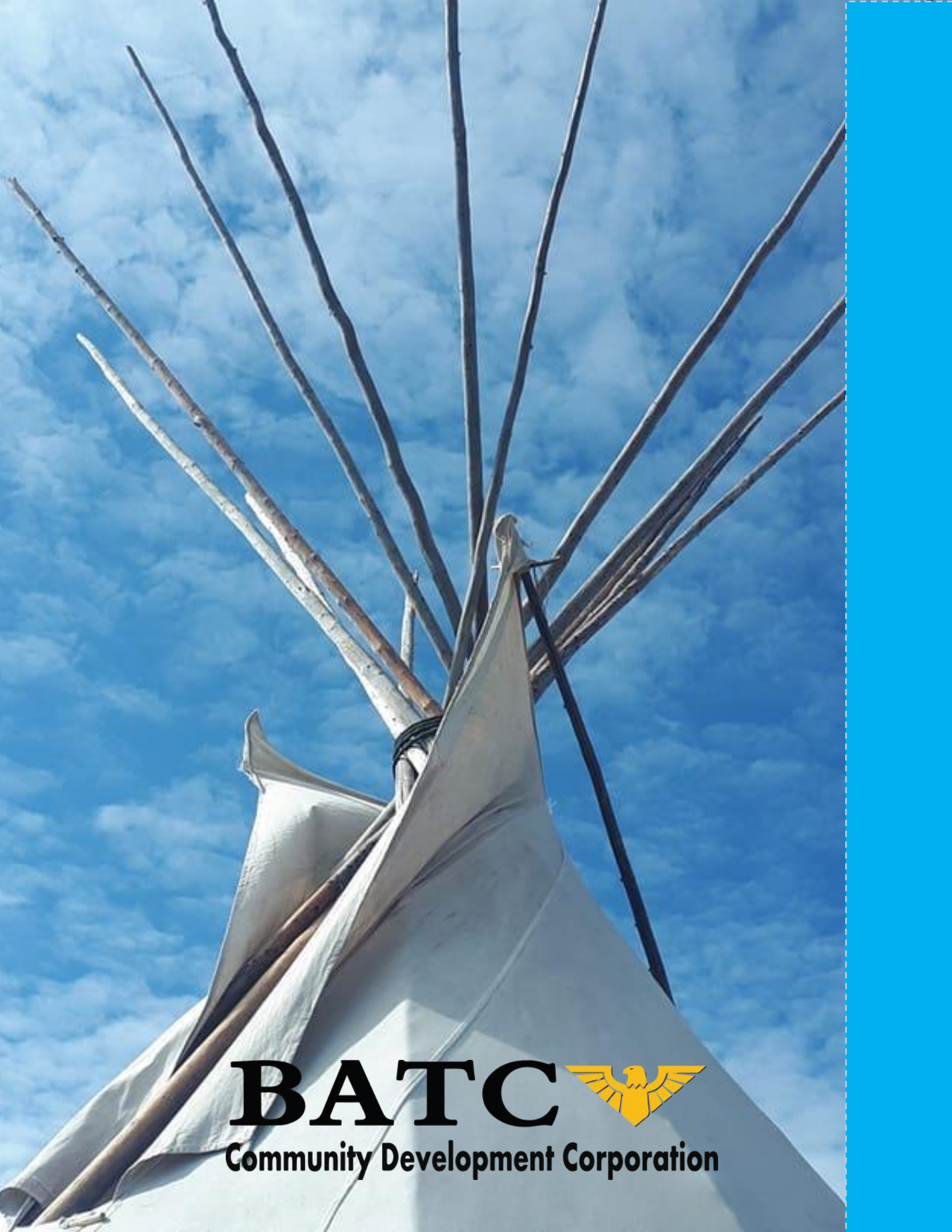
- ✓ Consideration of a 'Legacy Project' – Legacy projects typically have a larger cost, such as the previous support of the new recreation facility in North Battleford. In order to maximize the BATC CDC's contribution and the related recognition/promotion, a 'legacy fund' should be considered. Recognizing that any legacy fund allocations would reduce allocations to each individual member, as well as the other 'off-the-top' items such as operations, sports and recreation, Summer/Winter Games hosting support, and 'emergency fund' amounts already being funded. Prior to any proposed legacy fund being funded from allocations, a guideline on the type of project it can be used for, scope of fund amounts, etc. need to be proposed and approved. (NS- Mar 31/21)
- ✓ Focus on leveraging funds – Continue to focus on providing funding to projects that leverage other funding dollars from third parties such as governments or service clubs. (VW – Dec 31/19)

Budget Allocation Strategy Options

Current budget allocation process:

SIGA calculates profits by casino and allocates head office overhead. This reported amount is provided to FNMR Ministry who then flows 25% of that amount to each relevant CDC. BATC CDC receives the funds from FNMR Ministry and allocates the funds. The allocation process has two stages. The first stage is to allocate funds to expenditures from the total funds received for items such as the management services agreement contract, emergency reserve fund allocation, secondary communities, summer or winter games hosting, and sports and recreation youth funding. The second stage is to allocate the remaining funds 75% to the member First Nation communities and 25% to the charities and non-profits who apply for funding quarterly.

After a robust discussion by the Board on the funding allocation, it was determined that moving forward the process will remain the same however the split between the First Nations and the urban non-profit or charitable organizations will be 80% / 20%. The additional 5% allocated to the First Nations will have a focused priority for economic development projects.



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