

BATC

Community Development Corporation



2023-2024 Annual Report

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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 I am pleased to present the BATC CDC's 2023-2024 Annual Report.

In addition to its oversight and fiduciary responsibilities, the Board regularly engages with management on critical strategic issues that impact the work of the CDC, this year we have also focused on telling "our story" as we celebrate milestone partnerships of up to 15 years with grant recipients.

The CDC continues to be committed to championing Truth & Reconciliation in the Battlefords by fostering stronger relationships with our partners. All of our funding areas recognize the importance of working in partnership to meet the TRC's Calls to Action through the CDC's support of both short and long term charitable needs.

In 2007 when the Federation of Sovereign Nations Chiefs in Assembly passed a motion in favour of Battlefords Agency Tribal Chiefs tribal council as host tribal council for the Gold Eagle Casino – enabling the formation of the BATC Community Development Corporation and the fair and equitable distribution of gaming revenues to our catchment area.

I am humbled to work with such a dedicated and talented Board of Directors. We have deepened our relationships and strengthened our operations for a better future.

BATC CDC maintains a process for a fair and equitable distribution of funds. This year we provided a total of \$2,509,039.11 in grants, to non-profit and charitable organizations within our funding area. This includes Ahtahkakoop Cree Nation, Chief Big Bear Nation, Moosomin First Nation, Mosquito First Nation, Red Pheasant Cree Nation, Saulteaux First Nation, Sweetgrass First Nation, Young Chippewyan First Nation (Stoney Knoll First Nation), the City of North Battleford, the Town of Battleford, Thunderchild First Nation and last but not least, the communities within a 100 km radius of The Battlefords.

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.

Chief Kenny Moccasin, Chair
BATC Community Development Corporation

Board of Directors



Chief Larry Ahenakew
Ahtahkakoop Cree
Nation



Mayor David Gillan
City of North
Battleford



Mayor Ames Leslie



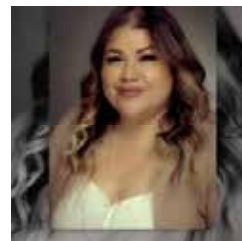
Chief Kenny Moccasin
Saulteaux First Nation



Chief Sylvia Weenie



Senator Jenny Spyglass



**Councillor Celest
Sanders**
MGBHLM First Nation



Councillor Iver Swiftwolfe
Moosomin First Nation



Chief Lux Benson
Red Pheasant Cree Nation



Councillor Isaac Thomas
Sweetgrass First Nation

Staff



Tracy Benson
General Manager

2023-2024 Grant Recipients

Ahtahkakoop Cree Nation

Emergency Management	109,280.00
Membership	36,574.00
Off Reserve Home Repairs	70,000.00
Recreation & Culture	272,949.00
Staff Retreat	23,560.00

Ahtahkakoop Cree Nation Total **512,363.00**

Big Bear Band

Economic Development Project	29,041.80
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Big Bear Band Total **29,041.80**

Moosomin First Nation

Moosomin Emergency Homeless Shelter Project	135,000.00
Moosomin Sand Spreader	13,100.00

Moosomin First Nation Total **148,100.00**

2023-2024 Grant Recipients

Mosquito Grizzly Bears' Head Lean Mane First Nation

Grad Ceremony and Grad Assistance	30,000.00
MGBHLM Cultural Camp	44,000.00
School Bus	60,000.00

Mosquito Grizzly Bears' Head Lean Man First Nation Total	134,000.00
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Red Pheasant Cree Nation

General Band Support 2023	283,112.00
General Band Support II 2023	120,000.00

Red Pheasant Cree Nation Total	403,112.00
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Saulteaux First Nation

Saulteaux Pow Wow 2023	50,000.00
Saulteaux Sports Day 2023	40,000.00
Arena Operations 2023-2024	138,986.00
Elders Trip 2023	20,000.00

Saulteaux First Nation Total	248,986.00
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Sweetgrass First Nation

Christmas Hampers	209,200.00
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Sweetgrass First Nation Total	209,200.00
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2023-2024 Grant Recipients

The Battlefords

Battlefords Victim Services

Battlefords RCMP Bike Rodeo	5,000.00
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Battlefords Agricultural Society

2023 Northwest Territorial Days	5,000.00
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Battlefords Area Pride

Battlefords Area Pride Week 2023	5,000.00
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Battle River Treaty 6 Health Centre

2023 National Indigenous Peoples Day Pancake Breakfast	15,375.00
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Canadian Mental Health Association—Battlefords Branch

Capital Purchase—Vocational Program	25,000.00
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Catholic Family Services

Family Support Services	25,000.00
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Midwest Food Resources Project

Garden Garage	25,000.00
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The Fin Island Trail Run

The Find Island Trail Run	3,500.00
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The Reading Place Child and Youth Development by Reading Inc.

Cree Language Journey	4,043.64
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Battlefords Agency Tribal Chiefs Inc.

Truth and Reconciliation Week	40,000.00
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Battlefords Citizens On Patrol

COPP Dedicated Patrol Vehicle	29,350.00
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Battlefords Immigration Centre Inc.

Taste of Culture	1,500.00
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2023-2024 Grant Recipients

Battlefords Union Hospital Foundation Inc.

Chemotherapy Biological Safety Cabinet	36,000.00
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Battlefords Union Hospital Foundation Inc.

Festival of Trees 2023	7,980.00
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Battlefords Union Hospital Foundation Inc.

Medical Grade Refrigerators	20,000.00
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EMBM

Knowledge Keeper Visits & Land Based Excursions	4,000.00
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Indigenous Sports Performance Institute

ISPI Youth Basketball Tournament	6,000.00
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North Battleford Comprehensive High School

Healthy Food Program	30,000.00
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North Battleford Comprehensive High School

Reconciliation Through Cultural Teaching at NBCHS	18,000.00
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Western Development Museum

Light Up The Village Displays	5,000.00
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Battlefords Regional Community Coalition

Battlefords Regional Community Coalition	35,000.00
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City of North Battleford

Centennial Park Outdoor Rec Skating/ Hockey Rink	80,000.00
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City of North Battleford

Holiday Lighting for Community Pride	7,500.00
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John Paul II Collegiate

Elders/ Knowledge Keepers and Professionals	13,900.00
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Miwasin Kikinaw

Miwasin Kikinaw Shelter	75,000.00
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North Battleford Library

Saskatchewan Aboriginal Storytelling Month	
With Richard Van Camp	8,750.00

North Battleford Library

2023-2024 Grant Recipients

Notre Dame Elementary School

Elders Cultural Teachings	8,000.00
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Territorial Youth Services

TYS New Building Project— Phase 2	25,000.00
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The Battlefords—Saskatchewan Senior Fitness Games

2024 Saskatchewan Senior Fitness games	30,000.00
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The Reading Place Child and Youth Development by Reading Inc.

Fist Nations Presentations	4,662.00
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Town of Battleford

Battleford Tot Lot Playground Replacement	75,000.00
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Western Development Museum

Heritage Days	1,000.00
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City of North Battleford – Parks & Recreation

Seasonal Recreation Guide	10,055.67
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Make– A—Wish Canada

Granting Wishes in the Battlefords & Area	10,000.00
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Make– A—Wish Canada

Wish Champions	10,000.00
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Saskatchewan Team Cattle Penning Association

Team Penning Provincial Finals	10,000.00
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Western Development Museum

Traditional Pow Wow on National Indigenous Peoples Day	10,000.00
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The Battlefords Total

737,116.31

2023-2024 Grant Recipients

Secondary

Biggar and District Family Centre

Community Infrastructure Development & Maintenance	5,820.00
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Cut Knife Long Term Care

Virtual Reality Equipment	3,300.00
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Cut Knife Sledge Hockey Club

Ice Rental Fees 2023	3,000.00
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Battlefords Agency Tribal Chiefs Inc.

Annual General Meeting 2023	75,000.00
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Secondary Total

87,120.00

2023-2024 Allocation Total

2,509.039.11



**Flag Raising for Truth & Reconciliation Week
North Battleford City Hall**

Category Summary of Grants



Saulteaux Pow-Wow 2023

MLTC Vice Chief Richard Derocher Chief Sylvia Weenie, Chief Tanya Agular-Anitman
(Stone) , Chief Kenny Moccasin





BATC Community Development Corporation
Financial Statements
March 31, 2024



BATC Community Development Corporation

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For the year ended March 31, 2024

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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, 2024, 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, 2024, 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.

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Independent Auditor's Report *(continued from previous page)*

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 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, 2024, 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 19, 2024

MNP LLP

Chartered Professional Accountants

MNP



BATC Community Development Corporation
Statement of Financial Position

As at March 31, 2024

	2024	2023
Assets		
Current		
Cash	3,974,513	1,962,293
Liabilities		
Current		
Accounts payable and accruals	505,271	143,436
Deferred contributions (Note 3)	3,469,242	1,818,857
	3,974,513	1,962,293
Contingencies (Note 5)		
Net Assets	-	-
	3,974,513	1,962,293

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, 2024

	2024	2023
Revenues		
Government of Saskatchewan - First Nations and Métis Relations (Note 3)		
Allocation	4,763,222	3,345,432
Deferred revenue	(1,650,385)	(1,275,731)
	3,112,837	2,069,701
Interest	66,268	11,083
Total revenues	3,179,105	2,080,784
Expenses		
Allocation	2,493,734	1,580,555
Management fees (Note 4)	685,000	500,000
Bank charges and interest	371	229
Total expenses	3,179,105	2,080,784
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, 2024

	2024	2023
Cash provided by (used for) the following activities		
Operating		
Changes in working capital accounts		
Accounts payable and accruals	361,835	(48,917)
Deferred contributions	1,650,385	1,275,731
Due to Government of Saskatchewan - First Nations and Métis Relations	-	(340,975)
Increase in cash resources	2,012,220	885,839
Cash, beginning of year	1,962,293	1,076,454
Cash, end of year	3,974,513	1,962,293

The accompanying notes are an integral part of these financial statements



BATC Community Development Corporation

Notes to the Financial Statements

For the year ended March 31, 2024

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 and are not subject to income taxes.

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:

	2024	2023
Balance, beginning of year	1,818,857	543,126
Amount received during the year	4,763,222	3,345,432
Less: Amount recognized as revenue during the year	(3,112,837)	(2,069,701)
Balance, end of year	3,469,242	1,818,857



BATC Community Development Corporation

Notes to the Financial Statements

For the year ended March 31, 2024

4. Related party transactions

The Organization paid administration fees to Battlefords Agency Tribal Chiefs Inc. (BATC Inc.) of \$685,000 (2023 - \$500,000) for all administration activities related to its operations, \$235,000 of which is included in accounts payable and accruals at March 31, 2024. BATC Inc. is the sole member of the Organization.

The Organization also paid \$75,000 (2023 - \$80,000) for Miwasin Kikanaw Shelter operations to BATC Inc. Included in accounts payable and accruals are holdback of \$7,500 (2023 - \$8,000) for Miwasin Kikanaw Shelter operations to BATC Inc.

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

5. Contingencies

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 totaling \$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.





BATC Community Development Corporation

**Schedule of Remuneration and Expenses - Elected
and Appointed Officials and Senior Unelected Official**

March 31, 2024

Independent Practitioner's Review Engagement Report



To the Members of BATC Community Development Corporation:

We have reviewed the accompanying Schedule of Remuneration and Expenses – Elected and Appointed Officials and Senior Unelected Official of BATC Community Development Corporation for the year[year] ended March 31, 2024. The Schedule has been prepared by management of the Organization in accordance with Indigenous Services Canada's Financial Reporting Requirements.

Management's Responsibility for the Schedule

Management is responsible for the preparation of this Schedule in accordance with Department of Indigenous Services Canada's Financial Reporting Requirements, and for such internal control as management determines is necessary to enable the preparation of a Schedule that is free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying Schedule based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of the schedule in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on this Schedule.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that this Schedule is not prepared, in all material respects, in accordance with Department of Indigenous Services Canada's Financial Reporting Requirements.

Basis of Accounting and Restriction on Use

Without modifying our conclusion, we draw attention that the basis of accounting used is as per Indigenous Services Canada's Financial Reporting Requirements. The Schedule was prepared at the request of the Organization and is solely for the information and use of the Members of BATC Community Development Corporation. As a result, this Schedule may not be suitable for another purpose.

Saskatoon, Saskatchewan

June 19, 2024

Chartered Professional Accountants

MNP LLP

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**BATC COMMUNITY DEVELOPMENT CORPORATION
SCHEDULE OF REMUNERATION AND EXPENSES
- ELECTED AND APPOINTED OFFICIALS AND SENIOR UNELECTED
OFFICIAL
YEAR ENDED MARCH 31, 2024**

"Unaudited"

	Months	Remuneration	Expenses
<u>Elected and Appointed Officials</u>			
Ames Leslie	12	\$ 3,500\$	404
City of North Battleford – on behalf of David Gillan	12	2,000	597
Kenny Moccasin	12	2,250	1,117
Sylvia Weenie	12	1,500	697
Iver Swiftwolfe	12	1,750	825
Jenny Spyglass	12	1,750	886
Larry Ahenakew	12	1,500	788
Lux Benson	12	1,000	721
Rod Atcheynum	9	1,000	394
Isaac Thomas	3	500	266
Brad Starchief	7	750	---
Celeste Sanders	5	500	262
		<u>\$ 18,000\$</u>	<u>6,957</u>
<u>Senior Unelected Official</u>			
Community Development Corporation Manager	12	<u>\$ 84,233\$</u>	<u>3,603</u>

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.

Approved on behalf of the Board of Directors



Director



Director





2020 - 2023 Strategic Plan

Prepared by: MNP_{LLP}
Suite 800, 119 – 4th Avenue South
Saskatoon, SK S7K 5X2

MNP Contact: Keith Fonstad, MPAcc, CPA, CA, CAFM

Phone: (306)764-6873
Fax: (306)763-0766
Email: Keith.Fonstad@mnp.ca

Date: June 12, 2019

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Introduction

The scope of the plan

Battlefords Agency Tribal Chiefs ("BATC") was formed in 2007 to unite the Ahtahkakoop, Moosomin, Red Pheasant, Sweetgrass, and Stoney Knoll First Nations in addressing common issues and needed services that each member Nation faced. Saulteaux First Nation joined in 2009 and Mosquito Grizzly Bear's Head Lean Man First Nation joined BATC in 2014.

The BATC Community Development Corporation ("BATC CDC" or "CDC") was also formed in 2007 as an operating entity affiliated with and managed by BATC. The CDC was created to facilitate the reinvestment of 25% of the net gaming funds from the Gold Eagle Casino back into local economies within the 'catchment' area of the Casino in accordance with the terms of reference of the General Framework Agreement ("GFA"). This included the First Nations who were members of BATC, First Nations who were members of Battleford Tribal Council ("BTC") and other independent First Nations, and non-profit and government agencies operating within the local municipalities including Battlefords and North Battleford and surrounding area. Since 2007, the BATC CDC has provided over \$49,000,000 in grants to member First Nations, local charities and other non-profit organizations.

The value of the strategic plan

This strategic plan was developed to achieve the following:

- **To plan the future state of BATC CDC** by building on current strengths and momentum and supporting its members in addressing the challenges currently faced in the local communities.
- **To communicate with members** and to ensure that BATC CDC's future direction aligns with member values and priorities.
- **To align the efforts of the Board and senior management** toward common goals, priorities, strategies, and initiatives.
- **To guide the day to day decision making** of BATC CDC's leadership, application review committee, and staff.
- **To empower the leadership** to more efficiently and purposefully oversee and guide the governance and operation of the organization.
- **To communicate to stakeholders** the benefits of the strategic goals, and how they can support BATC CDC in achieving its mission and vision.

Key steps in the development of the plan

The development of the 2020-2023 Strategic Plan included:

- A review of the summary of the 2020-2023 Strategic Plan.
- A review of the 2022-2023 Annual Report.
- A strategic planning session with senior management, the Board, and key BATC employees to review the 'current state' as it relates to operations, initiatives, concerns, and opportunities. Strategic action items for 2020-2023 were identified and assigned.
- Final approval of the Strategic Plan including its recommended action items.

BATC Community Development Corporation – Who Are We?

Mission

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

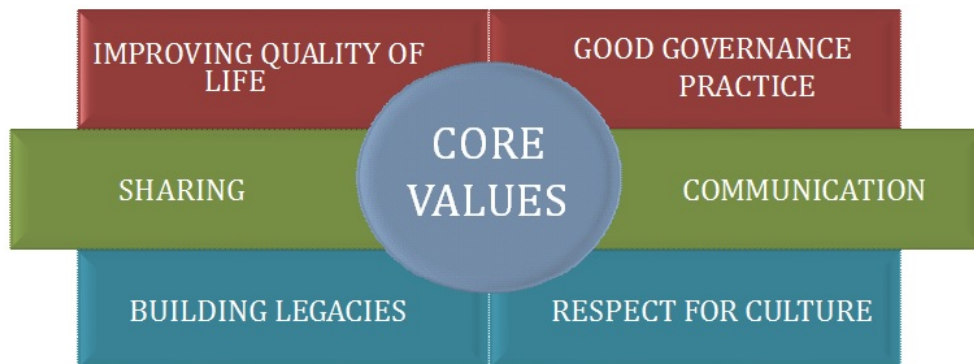
Potential: *Using sound governance and maintaining compliance with the Gaming Framework Agreement, BATC CDC will support local communities and non-profit organizations develop healthy communities through the distribution of a portion of casino proceeds.*

Vision Statement

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

Possible: *Through transparent and consistent application of policies, BATC CDC will provide grants within the catchment area focusing on the health and well-being of individuals, families, and communities.*

Core Values



SWOT Analysis

Strengths and Weaknesses are internal to BATC CDC and require the attention of the Board and management. Good organizations capitalize upon their strengths and minimize their weaknesses. The Board and management team must constantly evaluate how each decision will impact the strengths and weaknesses of BATC CDC.

Opportunities and Threats are external to the organization and beyond the control of BATC CDC. However, recognizing and capitalizing on opportunities or taking action to reduce exposure to threats are signs of a tuned-in, responsive leadership team.

Strengths

With a constant focus on its mission and core values, BATC CDC has consistently provided a fair, timely, and accurate distribution of the casino funds to the First Nations and non-profit or charitable organizations in its geographical area. The strategically important internal strengths of BATC are:

- **Strong staff and processes** – BATC CDC staff are experienced, dedicated, and knowledgeable. As a result, operations are well managed, with minimal compliance issues. Staff are available to assist with applications and answer questions prior to grant approval, and more importantly supportive for the reporting process after the grant has been distributed to make sure the hold-back portion of the grant can be released within guidelines. Staff continuity has provided operational consistency.
- **Focus on the objectives of the CDC** – The CDC's objectives are to fairly distribute the casino funds to assist all individuals living in the local communities. Over the last twelve years, the CDC has remained flexible within its parameters to meet the needs of its communities and has built strong relationships with both the First Nation and other communities where funds are distributed. The committee for off-reserve grant review has consistently made impactful funding decisions to help groups in great need of support.
- **Accountability** – BATC CDC supports strong accountabilities; from management to the Board, and from the CDC to the general public. Management is timely and responsive to reporting to the Board which allows the Board to have information to make decisions. The CDC prepares a high-quality annual report that outlines the projects supported and the financial impact made.

Weaknesses

BATC CDC has a very specific purpose and operations are not complex. Although the CDC has a strong operation, there are ways to make improvements for the benefit of stakeholders. The following strategically important internal challenges were identified:

- **Stakeholder Knowledge** – Because of the name and logo of the CDC, there is 'confusion' within the local communities on who specifically the CDC is. The perception is that the CDC is part of the Casino or a department of Battleford Agency Tribal Chiefs Inc. The CDC has also typically taken a strategic direction of not seeking significant recognition from its grant contributions. As a result, many stakeholders in the urban centres do not realize the significant impact the CDC has in the community. The CDC has not yet fully embraced social media to help tell its story or communicate key information. The CDC could do a better job of 'telling its story', including more visible use of the 'media cheque' and leveraging local media opportunities.

Opportunities

The following strategically important external opportunities were identified during the strategic planning process:

- **Fewer catchment area communities** – With a smaller catchment area and fewer First Nation communities to support, more time can be spent supporting the communities and improving on communication strategies. As the geographic area for the catchment is smaller, it may be easier to identify 'regional projects' to support.
- **Focus on youth** – First Nation youth demographic is the fastest growing segment. The opportunity for the CDC to prioritize applicants that focus on supporting youth will provide an opportunity to have a lasting and significant impact to the local communities.

Threats

BATC CDC is faced with a changing environment and political landscape. The following strategically important external threats were identified:

- **Changes in the provincial CDC regime** – There continues to be discussions provincially at the Federation of Sovereign Nations level to make significant changes to the structure and operations of the community development corporation model. Potential changes could have a significant affect on funding levels, or potentially even result in the BATC CDC ceasing to exist.

BATC Community Development Corporation – Where do we go from here?

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 (*TB*)
- ✓ Evaluations – Board self-review to evaluate effectiveness and areas for improvement (*KM*)
- ✓ Evaluations – Board to evaluate Management Services annually prior to budget approval (*TB*)
- ✓ Advocate for beneficial CDC regime – continue to advocate at the FSIN and SIGA meetings to ensure appropriate funding and timely information is available for BATC CDC (*NS and all of the Chiefs*)
- ✓ Reporting – Continue to work closely with FNMR Ministry to ensure compliance with the GFA and there are no interruptions with funding (*TB*)

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 (*TB*):

- ✓ 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. (TB)
- ✓ 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. (TB)
- ✓ 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? (TB & SF)
- ✓ 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. (TB).

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. (TB)

(Legacy Model has been developed and has been reviewed and approved as of April 1, 2023)

- ✓ 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. (TB)

(Recommended to implement a 3rd Column in the allocation summary titled "Third Party Funding" Applications that indicate other funding will be sorted to appear at the top of the Allocation Summary)

Budget Allocation Strategy Options

To clarify to all Board members and other stakeholder present, the following was provided as guidance on the current 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 in the following manner (listed in priority with 2018/19 funds identified after):

- Management agreement funds to BATC (500k)
- Emergency Reserve Fund allocation (new in 2020 for 150k – previous funds only from interest earned on cash in the bank)
- Sports and Recreation Youth funding (75K)
- Secondary communities, being those within 100km around Battleford area (30k)
- Summer or Winter Games hosting support (none in p/y, but 125k when used)
- Remaining funds are allocated 80% to First Nation communities and 20% to urban non-profit or charitable organizations in the Battlefords area.

Clarity was also provided on the urban non-profit or charitable organizations and secondary community funds selection process:

- ❖ Total funds distributed approximate 600,000, or 19% of the total funds received.
- ❖ There are many more applications received than are funded (lots of 'no' responses to applications)
- ❖ Youth, training, and employment are priorities with some increased focus on economic development

Clarity was also provided on how the 500k Management Services agreement funds are spent. Approximately 40% is used for 'advertising and promotion' which includes everything from advertising in print and radio media, to supporting local events such as golf tournaments, powwows, sports days, fishing derbies, etc. The rest is used to cover overhead expenses such as salaries, office space, and operations. Very little is provided to BATC operations unless it is used to support youth sports and recreation activities.

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.

Review and Next Steps

To ensure the Strategic Plan performs as designed, BATC CDC will hold regularly scheduled formal reviews of the Strategic Plan and its implementation.

- **Semi-annual implementation status update** will be provided during Board meetings; and,
- **The annual report** will highlight impacted areas from the strategic action items.

The value of this strategic plan will also be maximized by engaging in the following activities:

- **An annual review and updating of the plan and resources that support the plan** - new priorities will emerge; lessons will be learned; progress will be made. As the world around BATC CDC changes, the leadership and management will need to adapt and evolve.
- **Communication of the plan to all stakeholders** - so that all can align to achieving the strategic goals, and so momentum and enthusiasm can be generated to support the plan.
- **Effective management of resources**- using all resources available in an efficient and coordinated way, focused on the desired results, will require management skills in the areas of planning and budgeting, reporting, empowering others, and holding others accountable.



COPP Citizens On Patrol - COPP Dedicated Patrol Vehicle



JP II Collegiate - Elders/Knowledge Keepers and Professionals



Top: Town of Battleford- Battleford Tot Lot Playground Replacement
 Bottom: Elite Indian Relay Presentation



NOTES:

[illegible]



BATC 
Community Development Corporation