



## Waterton Community Joint Venture – Quarterly Report – January 2022

# Waterton Community



### *Waterton Community Joint Venture*

The Waterton Community Joint Venture (WCJV) was formed by the Waterton Park Community Association and Improvement District #4 for the purpose of owning, operating, managing, administering and funding the assets contributed by the WPCA (including the Waterton Community Centre, Lions Hall, Teacherage, Triplex staff house, Community Programs) and by the ID#4 (Crooked Creek Campground, Waterton Community Broadband, Community Play Park equipment). Implementation of the Joint Venture structure was completed in 2017.

To provide timely and accurate information to the Waterton Community, the Joint Venture has adopted a corporate business model and will be providing Quarterly reports on operations together with Quarterly financial reports of Operations.

**For more information email:**  
**admin@wpcajv.com**

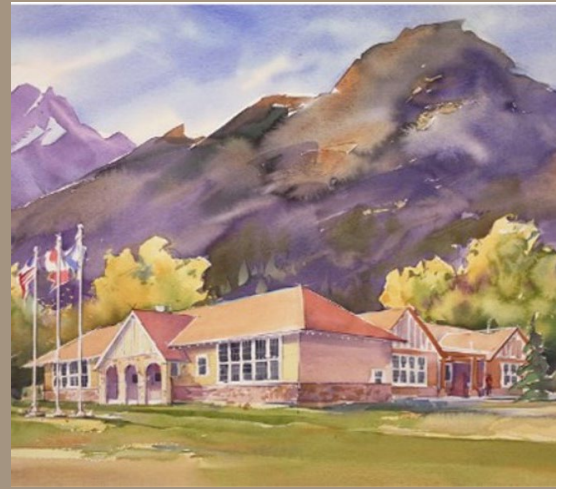
### *Joint Venture Board Meeting*

The Joint Venture Board held its quarterly meeting on January 28, 2022. It was a very long, productive and significant meeting. Songer architecture provided an update on the Community Centre Renewal Project. This Project is our capital focus for 2022. We discussed in detail the Joint Ventures year-end financial report, which shows a modest profit for 2021. The WPCA and ID provided reports on their various activities. A new Board Ad-hoc Committee was organized to review the Joint Venture Agreement and to develop a governance model that clarifies the roles, responsibilities, and relationships of participating Joint Venture parties. Finally, the 2022 Capital and Operating Budget was presented, reviewed and approved. The 2022 Budget document was prepared under the direction of President Aynsley Baker and the WPCA Board. The approved 2022 Budget outlines the business activities of the Joint Venture and is a continuation of the strategic process undertaken by the WPCA Board and ID Council this past fall. The Budget Document aligns Joint Venture resources with desired outcomes. We are very excited to be moving forward on our strategic path. Attached to this report are the meeting minutes, December 31, 2021 financial report, and 2022 Budget.



# Community Centre Renewal Project

Project Architect Elizabeth Songer of Songer Architecture provided the Board with an overview of the Community Centre Renewal Project. Parks Canada has approved the Development Permit for the Project. The Building Permit Application has been submitted for approval. The Board finalized critical components of the Project. We hope to begin the construction phase of this project early this coming spring. The Community Centre is one of our vital JV assets. We are excited to renew it for future generations.



## Lion's Hall Renovation Project

With Parks Canada vacating the Lions Hall, the JV has budget funds in 2022 to renovate the interior of the Hall including upgrades to the washrooms and kitchen.



## Crooked Creek Campground

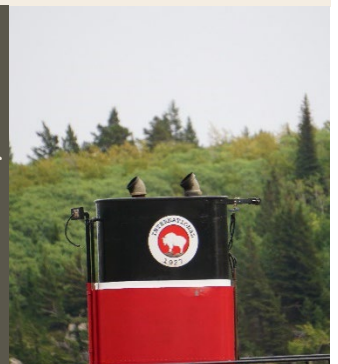
Crooked Creek Campground will be adding 20 new tenting sites in 2022. This is part of the Boards efforts to revitalize the Campground. We hope to have the new tenting areas operational by July. Cardston County has approved our Development Application. Murray and his team are actively making preparations for the 2022 season. Weather cooperating the Campground will be open in May. This Joint Venture Business Unit is a extremely important to the viability and financial sustainability of the Joint Venture.



## Mariajose Robinson

It saddens us to inform you that Maria will not be returning from maternity leave. She has decided to dedicate her time to Maverick and her family. We would like to thank Maria for her dedicated services over the past 6 years. She was the face of the WPCA and will be greatly missed.

*The unofficial minutes of the Waterton Community Joint Venture Board meeting held on Friday, January 28, 2022 and the 2022 WCJV Budget is attached to this Quarterly Report. If you have any questions or require further information please email: [admin@wpcjv.com](mailto:admin@wpcjv.com). Thanks*





# Waterton Community Joint Venture

## Meeting Minutes

### Waterton Community Joint Venture Board Meeting January 28, 2022 - 01:30 PM (Virtual)

Minutes of the Waterton Community Joint Venture Board of Directors (JV Board) held virtually on Friday, January 28, 2022.

#### Board Members Attending

Aynsley Baker, Ken Black, Brian Baker, Mary Ann Reeves, Joel Niven, Joanne Koegler, Bill Little, Keith Robinson, Ryan Lewis, Josef Pisa, and Chair Barbara Clay

#### Others in Attendance

Scott Barton (General Manager) and Karen Wammes (Manager, Financial Reporting)

#### 1 Meeting Called To Order

Chair Barbara Clay called the WCJV Board meeting to order at 1:32 pm.

#### 2 Community Centre Renewal Project - Elizabeth Songer

Elizabeth Songer presented the proposed Building Permit Application Drawings for the Board's review and discussion. The Drawings were reviewed in detail by the Board and Songer. Board recommendations will be incorporated into the final set of Drawings for the Building Permit. Songer hopes to submit the Building Permit Application early next week.

#### 3 All Net Meeting Introduction

Administration provided the Board with an overview of the All-Net Meeting Software.

Resolution No: 4  
2022-001

#### Adoption of Agenda

**Moved By:** Mary Ann Reeves

**Seconded By:** Bill Little

That the agenda be adopted as submitted.

**CARRIED UNANIMOUSLY**

Resolution No: 5  
2022-002

#### Approval of the Minutes

**Moved By:** Mary Ann Reeves

**Seconded By:** Aynsley Baker

That the Board meeting minutes of October 22, 2021, be approved as amended.

**CARRIED UNANIMOUSLY**

**Resolution No: 6**  
2022-003

**Financial Report**

**Moved By:** Brian Baker

That the December 2022 Financial Report be approved as presented.

**CARRIED UNANIMOUSLY**

**7 Reports**

**7.1 WPCA Board Report - Aynsley Baker**

The WPCA has been busy in the last few months of 2021 and the new year of 2022.

To recap, some of the activities and projects to date:

- Two budget planning meetings were held (November 22, 2021, and January 7, 2022). The WPCA Board worked with Scott Barton on preparing Budget numbers to present at this meeting. In the quest to on-board and give the power of information to our Directors, Scott made available to us various project employment contracts, job descriptions, and other details regarding current contracts, etc. with vendors. This info gives the WPCA Board more insight and knowledge to make budgetary decisions and have opinions on future movement of dollars spent.

- November meetings with Parks Canada re: Golf Course lease amounts owing were met and resolved.

- WCC had frozen and burst pipes during the cold snap in December. We are currently investigating the prospect of shutting down the WCC in the Winter months and what type of shut down it would be. Also, the discussion of a BMS (Building Management System) is on our horizon. Issues like this underline the importance of these decisions.

- early January 2022 saw the approval of the development permit for the WCC renovations by Songer Architecture.

- Our board struck a new Committee, the 'Community Celebrations and Events Committee'.

- This committee is headed by Director Joanne Koegler. It's purpose will be the planning and executing of community based events to foster community spirit and bring people together.

- This is one of the goals and objectives of the WPCA, as outlined in our initial Strategic Planning workshop.

- forward movement is also being made on the Lions' Hall project- with drawings being brought back to the table.

We are looking forward to a busier Summer in Waterton with community events, youth programming and increased rentals at our WCC Facility. We are excited about the prospect of increased interaction and community volunteerism coming out of our newly formed Events committee.

**7.2 ID4 Council Report - Ken Black**

Ken Black provided the Board with a report on the Improvement District's new campground initiative. Potential land for the campground was discussed as well as cost implications. The Initiatives process was discussed. Black indicated that the intent of the project is to provide an additional

revenue source for the Joint Venture.

Black also reviewed the Waterton Springs Campground situation. The Improvement District tried hard to acquire the property but was unsuccessful.

## **8 Ongoing and New Business**

**Resolution No:** 8.1 **2022 WCJV Meeting Schedule**  
2022-004 **Moved By:** Bill Little

That WCJV Board motion 2021-17 be rescinded and that the WCJV Board 2022 meeting schedule be approved as outlined:  
January 28, 2022 at 1:30 pm (Virtual), April 22, 2022 at 1:30 pm (WCC), July 22, 2022 at 6:30 pm (WCC), October 28, 2022 at 1:30 pm (Virtual)

**CARRIED UNANIMOUSLY**

## **8.2 Waterton Foundation - Board Appointees**

Robin Goates met with the Improvement District Council and indicated her desire to retire from the Waterton Foundation Board and her responsibilities for their annual filing requirements. The Board discussed the situation and potential individuals to take on Robin's position with the Foundation. The purpose and function of the Foundation was discussed as well as the possibility of Joint Venture Administration providing administrative support to the Foundation Board. Current Foundation Members are Robin Goates, Shameer Suleman, and Ryan Lewis.

**Resolution No:** 8.2.1 **Waterton Foundation Motion**  
2022-005 **Moved By:** Mary Ann Reeves

That Joint Venture Administration meet with the Waterton Foundation Board and offer to provide administrative support to the Waterton Foundation Board to meet their tax receipting and annual filing requirements.

**CARRIED UNANIMOUSLY**

## **8.3 Parks Canada - National Planning Permit Process**

The Board discussed their invitation to participate in the National Planning Permit consultation process.

**Resolution No:** 8.4 **Joint Venture Agreement Review**  
2022-006

That a Joint Venture Agreement Review Committee be established as defined in the Ad-hoc Committee Terms of Reference and further that Barbara Clay, Ryan Lewis, Ken Black and Mary Ann Reeves be appointed as Committee Members.

**CARRIED UNANIMOUSLY**

**Resolution No:** 8.5 **2022 WCJV Capital and Operating Budget Proposal**  
2022-007 **Moved By:** Brian Baker

That the 2022 WCJV Capital and Operating Budget be approved as presented.

**CARRIED UNANIMOUSLY**

**Resolution No: 9**  
2022-008

**Adjournment**

**Moved By:** Ken Black

To adjourn the meeting at 5:15 pm.

**CARRIED UNANIMOUSLY**

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Chair Barbara Clay

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CAO Scott Barton

**Waterton Park Community Association**  
**JV General Operations 2022 Budget**

| <u>Revenue</u>                 | <u>2020</u>       | <u>2021 Budget</u> | <u>2021 YTD</u>   | <u>2022 Budget</u> |
|--------------------------------|-------------------|--------------------|-------------------|--------------------|
| Interest Income                | 9,904             | 9,000              | (25,299)          | 9,000              |
| Canada Day Grant               | 800               | 800                | 1,100             | 1,000              |
| Canada Emergency Wage Subsidy  | 58,722            | -                  | -                 | -                  |
| Canada Summer Jobs Grant       | 8,186             | 12,750             | -                 | 12,750             |
| ID4 Community Funding          | 400,000           | 400,000            | 400,000           | 350,000            |
| <b>Total Operating Revenue</b> | <b>\$ 477,611</b> | <b>\$ 422,550</b>  | <b>\$ 375,802</b> | <b>\$ 372,750</b>  |

| <u>Expenditures</u>                   | <u>2020</u>      | <u>2021 Budget</u> | <u>2021 YTD</u>   | <u>2022 Budget</u> |
|---------------------------------------|------------------|--------------------|-------------------|--------------------|
| General Manager                       | 8,578            | 80,536             | 71,816            | 80,000             |
| General Operations Support Cost       | 37,705           | 16,000             | 36,975            | 40,000             |
| CFO                                   | 18,472           | 18,500             | -                 | -                  |
| Marketing/Communications/Promos       | 2,696            | 2,000              | 2,175             | 2,200              |
| It/Computer/Software                  | 4,632            | 4,500              | 4,346             | 5,000              |
| Office Supplies                       | 1,516            | 1,200              | 2,483             | 2,500              |
| Insurance - Master Policy - All Sites |                  |                    | 34,765            | 36,000             |
| Travel/Meeting/Training               |                  |                    | 5,884             | 7,500              |
| Bank Charges/Admin                    | 3,101            | 3,200              | 3,459             | 4,000              |
| <b>Total Operating Expenditures</b>   | <b>\$ 76,700</b> | <b>\$ 125,936</b>  | <b>\$ 161,904</b> | <b>\$ 177,200</b>  |

|  |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|
| <b>Joint Venture General Profit/(Loss)</b> | <b>\$ 400,911</b> | <b>\$ 296,614</b> | <b>\$ 213,898</b> | <b>\$ 195,550</b> |
|--|-------------------|-------------------|-------------------|-------------------|

| <u>Business Units</u>            | <u>2020</u>   | <u>2021 Budget</u> | <u>2021 YTD</u> | <u>2022 Budget</u> |
|----------------------------------|---------------|--------------------|-----------------|--------------------|
| Campground                       | 147,234       | 144,015            | 177,172         | 144,600            |
| Broadband (WCBN)                 | (26,616)      | (52,720)           | (80,531)        | (51,795)           |
| Community Complex (WCC)          | (97,187)      | (55,234)           | (3,409)         | (65,100)           |
| <b>Total WCJV Business Units</b> | <b>23,431</b> | <b>36,061</b>      | <b>93,232</b>   | <b>27,705</b>      |

|   |                   |                      |                   |                   |
|---|-------------------|----------------------|-------------------|-------------------|
| <b>WC Joint Venture Operating Profit/(Loss)</b> | <b>\$ 424,342</b> | <b>\$ 332,675.00</b> | <b>\$ 307,130</b> | <b>\$ 223,255</b> |
| <b>Funds Transferred to Capital</b>             |                   |                      |                   | <b>\$ 176,500</b> |
| <b>Profit/(Loss)</b>                            |                   |                      |                   | <b>\$ 46,755</b>  |

| <u>Capital Projects - Revenue</u>      | <u>2022 Budget</u> | <u>2023 Budget</u> | <u>2024 Budget</u> | <u>2025 Budget</u> |
|--|--------------------|--------------------|--------------------|--------------------|
| WCJV Funds Carried Forward from 2021   |                    |                    |                    |                    |
| WCBN                                   | 57,541             |                    |                    |                    |
| CCC Expansion Project - Tenting        | 90,819             |                    |                    |                    |
| Funds Transferred from Operations      | 176,500            |                    |                    |                    |
| MSI Cap 12735 Community Centre renewal | 354,781            | 117,409            |                    |                    |
| FGTF 703 Community Centre Renewal      | 132,000            |                    |                    |                    |
| WCJV Funds                             |                    |                    |                    |                    |
| <b>Total Capital Revenue</b>           | <b>\$ 811,641</b>  | <b>\$ 117,409</b>  | <b>\$ -</b>        | <b>\$ -</b>        |

| <u>Capital Projects - Expenditures</u>  | <u>2022 Budget</u> | <u>2023 Budget</u> | <u>2024 Budget</u> | <u>2025 Budget</u> |
|---|--------------------|--------------------|--------------------|--------------------|
| CCC Tenting Expansion Project           | 90,819             |                    |                    |                    |
| Community Centre Renewal Project        | 486,781            | 117,409            |                    |                    |
| Lions Hall Renewal Project              | 176,500            |                    |                    |                    |
| Dunbar/Townsite/Campground WiFi Project | 57,541             |                    |                    |                    |
|   |                    |                    |                    |                    |
| <b>Total Capital Expenditures</b>       | <b>\$ 811,641</b>  | <b>\$ 117,409</b>  | <b>\$ -</b>        | <b>\$ -</b>        |

**Waterton Park Community Association (JV)**  
**Waterton Community Complex 2022 Budget**

| <b>Revenue</b>           | <b>2020</b>      | <b>2021 Budget</b> | <b>2021 YTD</b>     | <b>2022 Budget</b> |
|--------------------------|------------------|--------------------|---------------------|--------------------|
| Festival/Programs        | -                | -                  | 1,205.00            | 7,200              |
| WCC Rentals              | 1,247            | 1,200              | 6,935.12            | 30,500             |
| Lions Hall               | 36,964           | 37,000             | 16,785.71           | 6,000              |
| Play Park/Courts         |                  |                    |                     | 15,000             |
| Staff Housing            | 21,800           | 36,800             | 64,500.00           | 78,000             |
| Other Income             | -                | -                  | -                   | -                  |
| Memorial Wall            | 2,050            | 1,000              | 5,900.00            | 6,000              |
| Clean Lake               | 960              | 1,000              | 150.00              | -                  |
| Grants                   | -                | -                  | -                   | 15,000             |
| <b>Total WCC Revenue</b> | <b>\$ 63,021</b> | <b>\$ 77,000</b>   | <b>\$ 95,475.83</b> | <b>\$ 157,700</b>  |

| <b>Expenses</b>               | <b>2020</b>       | <b>2021 Budget</b> | <b>2021 YTD</b> | <b>2022 Budget</b> |
|-------------------------------|-------------------|--------------------|-----------------|--------------------|
| Wages - WCC Supervisor        | 44,100            | 5,834              | 5,834           | 40,000             |
| Support Wages                 | 11,502            | 16,150             | 2,052           | 12,000             |
| Community Centre              | 35,399            | 38,050             | 23,944          | 42,000             |
| Lions Hall                    | 20,434            | 24,000             | 15,093          | 22,000             |
| Play Park/Courts              | 23,281            | 22,750             | 35,094          | 43,500             |
| Staff Housing                 | 24,526            | 24,950             | 14,059          | 35,300             |
| Memorial Wall                 | 967               | 500                | 1,942           | 2,000              |
| Events & Festivals            | -                 | -                  | 867             | 26,000             |
| Clean Lake                    | -                 | -                  | -               | -                  |
| <b>Total WCC Expenditures</b> | <b>\$ 160,208</b> | <b>\$ 132,234</b>  | <b>98,885</b>   | <b>\$ 222,800</b>  |

|                        |                    |                    |                   |                    |
|------------------------|--------------------|--------------------|-------------------|--------------------|
| <b>WCC Profit/Loss</b> | <b>\$ (97,187)</b> | <b>\$ (55,234)</b> | <b>\$ (3,409)</b> | <b>\$ (65,100)</b> |
|------------------------|--------------------|--------------------|-------------------|--------------------|



# Waterton Park Community Association (JV)

## Broadband Network 2022 Budget

| <u>Revenue</u>                  | <u>2020</u>       | <u>2021 Budget</u> | <u>2021 YTD</u> | <u>2022 Budget</u> |
|---------------------------------|-------------------|--------------------|-----------------|--------------------|
| Commercial                      | 66,518            | 68,500             | 39,085          | 77,805             |
| Residential                     | 95,070            | 96,000             | 80,822          | 96,000             |
| General Public WiFi Fees        |                   | 16,000             |                 | -                  |
| Waterton Front WiFi & CCC       |                   | 15,000             |                 | 20,000             |
| ID Grants                       | 16,209            |                    |                 | -                  |
| <b>Total Operating Revenues</b> | <b>\$ 177,797</b> | <b>\$ 195,500</b>  | <b>119,907</b>  | <b>\$ 193,805</b>  |

| <u>Expenditures</u>                 | <u>2020</u>       | <u>2021 Budget</u> | <u>2021 YTD</u> | <u>2022 Budget</u> |
|-------------------------------------|-------------------|--------------------|-----------------|--------------------|
| BB Manager                          | 70,366            | 109,320            | 69,011          | 80,000             |
| Office Cost                         |                   |                    | 9,919           | 10,000             |
| Marketing/Comms/Subsc/lic/Permits   | 2,257             | 2,000              | 5,301           | 5,500              |
| IT/Comp/Software/Other              | 9,778             | 12,000             | 3,327           | 6,000              |
| Other                               |                   |                    | 8,346           | -                  |
| Insurance                           | 2,479             | 2,500              |                 | 2,500              |
| Truck/Auto/Freight                  |                   |                    | 2,815           | 3,000              |
| Waterton Front Utilities            |                   |                    | 305             | 1,500              |
| Install and Trench                  | 10,473            | 10,500             | 395             | 10,000             |
| Telus Wholesale fibre               | 106,133           | 108,900            | 30,320          | 40,000             |
| O-Net Wholesale BB                  |                   |                    | 35,061          | 46,000             |
| O-Net Telephone                     |                   |                    | 490             | 500                |
| O-Net IPTV                          |                   |                    | 17,052          | 22,000             |
| Location Service Calls              |                   |                    | 4,320           | 5,000              |
| Waterton Front Expenses             |                   |                    | 10,401          | 10,000             |
| Interest and bank charges           | 2,928             | 3,000              | 3,374           | 3,600              |
| <b>Total Operating Expenditures</b> | <b>\$ 204,413</b> | <b>\$ 248,220</b>  | <b>200,438</b>  | <b>245,600</b>     |

|  |                    |                    |                 |                 |
|--|--------------------|--------------------|-----------------|-----------------|
| <b>Excess of Revenue over Expenses</b> | <b>\$ (26,616)</b> | <b>\$ (52,720)</b> | <b>(80,531)</b> | <b>(51,795)</b> |
|--|--------------------|--------------------|-----------------|-----------------|

**Waterton Park Community Association (JV)**  
**Crooked Creek Campground 2022 Budget**

| <b>Operating Revenues</b>      | <b>2020</b>       | <b>2021 Budget</b> | <b>2021 YTD</b>   | <b>2022 Budget</b> |
|--------------------------------|-------------------|--------------------|-------------------|--------------------|
| Daily Site Rentals             | 263,429           | 272,000            | 286,471           | 286,000            |
| Monthly Site Rentals           | 13,168            | 13,000             | 3,453             | 3,600              |
| Seasonal Site Rentals          | 25,703            | 30,200             | 38,201            | 40,000             |
| Winter Storage                 |                   |                    | 2,100             | 2,100              |
| Laundry Fees                   | 583               | 1,000              | 1,393             | 1,500              |
| Misc Sales                     |                   | 12,000             | 93                | 100                |
| Firewood Sales                 |                   |                    | 17,122            | 15,000             |
| Ice Sales                      |                   |                    | 4,202             | 4,000              |
| Adapter Sales                  |                   |                    | 4,700             | 5,000              |
| Sanitation Revenue             |                   |                    | 104               | 200                |
| Other Grant (Canada Jobs)      |                   | 27,600             | -                 | -                  |
| <b>Total Operating Revenue</b> | <b>\$ 302,882</b> | <b>\$ 355,800</b>  | <b>\$ 357,838</b> | <b>\$ 357,500</b>  |

| <b>Operating Expenditures</b>                       | <b>2020</b>       | <b>2021 Budget</b> | <b>2021 YTD</b> | <b>2022 Budget</b> |
|---|-------------------|--------------------|-----------------|--------------------|
| Payroll Expense                                     | 93,820            | 93,535             | 55,794          |                    |
| Assistant - Ron (May 1 - Sep 30) \$18/hr*1000hrs    |                   |                    |                 | 18,000             |
| Assistant - Kelsey (May 15 - Sep 15) \$18/hr*800hrs |                   |                    |                 | 14,400             |
| Assistant - Mike (May 15 - Sep 15) \$17/hr*800hrs   |                   |                    |                 | 13,600             |
| Assistant - ? (July&Aug) \$16/hr*400hrs             |                   |                    |                 | 6,400              |
| WCB Premiums  |                   |                    | 800             | 1,000              |
| Management Fees                                     |                   |                    | 5,622           | 6,200              |
| Operations Manager                                  |                   |                    | 39,000          | 52,000             |
| Total COGS  |                   |                    | 15,758          | 15,600             |
| Office/Communications/IT                            |                   | 8,200              | 6,821           | 8,200              |
| Licenses & Permits                                  |                   | 200                | 50              | 100                |
| Marketing & Promotions                              |                   | 4,500              | 2,424           | 2,500              |
| Office & Admin                                      |                   | 8,000              | -               | 7,000              |
| Cleaning & Janitorial                               |                   |                    | 5,100           | 5,000              |
| Accounting Fees                                     |                   | 6,200              |                 | -                  |
| Repairs and maintenance                             | 61,829            | 18,000             | 16,857          | 16,000             |
| Septic Maintenance                                  |                   |                    | 2,264           |                    |
| General Expense                                     |                   | 11,000             | 1,162           |                    |
| Store Supplies                                      |                   |                    | 458             |                    |
| Insurance   |                   | 3,200              | 4,082           | 4,200              |
| Property taxes                                      |                   | 4,200              |                 | 4,200              |
| Utilities   |                   | 28,750             | 16,514          | 20,000             |
| Water Treatment                                     |                   |                    | 131             |                    |
| Amortization  |                   | 16,000             |                 | 8,500              |
| Interest and bank charges                           |                   | 10,000             | 7,827           | 10,000             |
| <b>Total Operating Expenditures</b>                 | <b>\$ 155,648</b> | <b>\$ 211,785</b>  | <b>180,666</b>  | <b>\$ 212,900</b>  |

|  |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|
| <b>Excess of Operating Revenue over Expenses</b> | <b>\$ 147,234</b> | <b>\$ 144,015</b> | <b>\$ 177,172</b> | <b>\$ 144,600</b> |
|--|-------------------|-------------------|-------------------|-------------------|