

Fort McMurray Minor Hockey Association

2018 Operating Grant Analysis

CIP Grant Summary:

2015	2016	2017	2018 Request	2018 Recommended by CIP	Difference of Recommended vs. Requested
471,500	443,000	443,000	443,000	440,000	(3,000)

Program Reporting Required:

Quarterly & Annual Reports

Financial Reporting Required:

Review Engagement Financial Statements

Notes:

In recent years, FMMHA has had small surpluses on the operations of the facility, and the small reduction in the recommendation for 2018 reflects the actual cost of operations in 2015/16 and 2016/17 (2017/18 financial statements are not yet due).

FMMHA has an Operating Agreement with the Regional Municipality of Wood Buffalo for the operations of Frank Lacroix Arena, effective to September 2021.

Budget Line Description	2018 Budget Request	2018 Recommended
Revenues		
RMWB 2018	443,000	440,000
Minor Hockey Ice	109,000	-
Ice Users - Adult	80,000	-
Ice Users - Youth	50,000	-
Concession Revenue	140,000	-
Site Share/Multipurpose Room/Advertising	23,500	-
Total Revenues	845,500	440,000
Expenses		
Office Expense	14,000	7,000
Service Expense	25,000	25,000
Wages & Benefits	475,000	161,000
External Maintenance	50,000	50,000
Utilities	145,000	145,000
Supplies	40,000	20,000
Facility Service Contract	35,000	35,000
GST Non Refundable	9,000	-
Concession Supplies	77,000	-
Total Expenses	870,000	443,000
Total Surplus (Deficit)	\$ (24,500)	\$ (3,000)



Community Operating Grant Part A - Organization Summary

Organization Name:	Fort McMurray Minor Hockey (1981) Association
Street Address:	155 Beaconwood Road
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 3R5
Phone Number:	780-791-7358
Website:	fmmha.com
Fiscal Year End:	May 31st
Act Registered Under:	Societies Act (Alberta)
Registration Number:	502707011

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

Main Contact	
Title:	Facility Operations Manager
Name:	Craig Organ
Daytime Phone:	780-743-7974 ext 2
Email Address:	FOIP s.17(1)
Executive Director	
Name:	
Daytime Phone:	
Email Address:	
Board Chair / President	
Name:	Travis Galenzoski
Daytime Phone:	FOIP s.17(1)
Email Address:	president@fmmha.com

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

	
Signature of Board Member (must have signing authority)	Signature of Board Member or Executive Director (must have signing authority)
Travis Galenzoski	JodyAnn McSkimming
Print Name	Print Name
June 26, 2017	6/26/2017
Date: (Year-Month-Day)	Date: (Year-Month-Day)

Part B - Board Questionnaire

How often does the Board of Directors meet?

Weekly

Minimum number of board members according to bylaws:

4

Number of board members:

Currently:

5

2016:

4

2015:

5

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

Active recruitment

Please list your current Board of Directors:

Name	Board Position	Years on Board
Travis Galenzoski	President	5
JodyAnn McSkimming	Vice President Operations	1
Jody Seymour	Vice President Administration	1
Shannon Smith-Gagne	Secretary	1
Kelly Roberts	Treasurer	1

Part B - Board Questionnaire

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

If yes, complete the following table:

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

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

Must be a member in good standing

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

Semi annually reviews by the board, monthly reviews by employees. Actively researching and approaching sponsors during the season, increase of fees to members as needed, and looking for and applying for grants and social support.

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

Part C - Strategic Plan

The Strategic Plan focuses on **Building a Strong and Resilient Community**. It was built on the feedback received from community residents and leaders and reflects the wishes and needs of the community. The Community Investment Program aims to assist non-profit agencies to achieve the goals and objectives outlined in the Municipal Strategic Plan.

Please indicate the Objectives in Goal 2: Building Balanced Regional Services or in Goal 7: Building for a Healthy and Active Lifestyle* that apply to the programs, services or events that your organization provides** (check all that apply):

#2. Building Balanced Regional Services

Goal: To deliver high quality and well-planned services to our residents.

By re-focusing attention to core services, as outlined in the Municipal Government Act, and by clearly defining service standards, the Municipality will strengthen service delivery to all residents and businesses within the Region. Our core services are:

Roadways, streets and sidewalks • Flood protection • Police, fire and emergency services •
Public transit • Solid waste • Water • Sanitary and storm drainage • Bylaw enforcement •
Parks and recreation • Cemeteries • Planning and development

- ☐ Strengthen regional service delivery quality.
- ☐ Strengthen service delivery monitoring practices.
- ☒ Implement, improve and maintain core service infrastructure.

#7. Building for a Healthy and Active Lifestyle

Goal: To connect people and communities through accessible, regional-based leisure and wellness activities, programs and public gathering places.

Working with partner organizations and through direct delivery of services to residents throughout the Region, the Municipality provides opportunities for community members to enjoy a high quality of life. Opportunities will include arts, recreation, health and wellness, as well as leisure activities.

- ☒ Encourage the use of the Region's recreational & community facilities, including natural amenities.
- ☒ Encourage and support the social profit sector.
- ☒ Increase accessible recreation and leisure opportunities for all user groups in the Region.
- ☒ Increase opportunities for large-scale sports/cultural tourism events.
- ☒ Increase tourism, culture and arts programming throughout the Region.

* If your organization does not meet any objectives in Goals 2 or 7, please visit <http://www.rmwb.ca/StrategicPlan> to determine which Goal/Objective would be most applicable, and explain how your organization's program/services will achieve those objectives in the space on the next page.

** Please visit <http://www.rmwb.ca/StrategicPlan> if you would like to investigate and describe any other Goals/Objectives that your organization will achieve, and describe in the space on the next page.

Part D - Organization Questionnaire

Mission Statement:

Our mission is to continue to provide quality recreation and sport services to the citizens in the region.

Vision Statement:

We intend to continue our long standing reputation as being a community based organization and facility. We take pride in the quality of service we provide, the experiences we offer and our level of customer service. We look forward to future success and a high level of customer satisfaction.

What year did the organization complete its last strategic plan?

2016

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

- Provide quality recreation and sporting opportunities.
- Provide opportunities to learn the game of hockey.
- Provide a forum for athletic skill development and interpersonal skills.
- Offer coach training and development.
- Promote fitness and an active lifestyle.
- Teach respect in sports
- Promote volunteerism and the positive impact it has.

Part D - Organization Questionnaire

List the overall programs, services and events the organization provides:

Winter Ice Season 2017/2018 (Sep 11, 2017 - April 30, 2018)
Winter Ice Season 2018/2019 (Sep 10, 2018 - April 30, 2019)
Summer Ice 2018 (May 1, 2018 - June 30, 2018)
Arena Concession Stand during the winter ice season
Skate Shop services during the winter ice season
Birthday Parties
Hockey Clinics
Coaching Clinics
Referee Clinics
Team Banquets
Tournaments
Minor Hockey Week
Safety Training

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

The operation and maintenance of the Frank Lacroix Minor Hockey Arena as per the current 5-year lease agreement with the RMWB.

Part D - Organization Questionnaire

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	6	6
Part Time Positions	5	1

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	800	100
Fundraising Volunteers		
Committee Volunteers	20	5
Administrative Volunteers	80	10
Total Organization Volunteers (Count each only once)	800	100

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

We will continue to maintain the Frank Lacroix Arena and strive to always improve our visitors' experience when using the facility.

We encourage the use of recreation facilities through the promotion and advertisement of hockey camps and skill development programs being held at different facilities throughout the region.

We support other organizations within the social profit sector through lending information and knowledge pertaining to fundraising, grant availability and applications, etc.

We have extended our ice season into the spring and summer to accommodate growing demands.

We actively promote our room rental space for a variety of functions.

Success at our level of sport programming does lend support for large scale events, including the upcoming Alberta Winter Games.

We are proud to be apart of the 2018 Alberta Winter Games, where we and the rest of the community will be able to showcase the strong recreational amenities that Wood Buffalo has to offer to the many new visitors that will be coming to the games.

Part D - Organization Questionnaire

What is the community need that these operations/programming will address?

We will address the community's need for ice times, as well as an organized minor hockey system.

How was the need determined?

The need for ice times has always been in high demand as we are the oldest arena still in operation and all of our prime time ice slots are always booked by the many community groups that use the arenas in the region. The need for a minor hockey association had been determined by the founder, first president and arena namesake Frank Lacroix with it's creation in 1981 and as the community has grown over the years so has our membership along with it.

How will these operations/programs address this need?

Through our partnership with the RMWB, FMMHA has been able to provide quality ice times for the community since our original lease agreement for the Frank Lacroix Arena in 1995. FMMHA will continue to provide organized youth hockey and serve it's members and community.

Part D - Organization Questionnaire

What do successful operations/programs look like? How do you know they are successful?

Successful operations and programs hinge around sustainability. Since its inception in 1981, the Fort McMurray Minor Hockey Association has continued to grow and flourish.

Through our partnership with the RMWB, the Minor Hockey Association has successfully operated and maintained the Frank Lacroix Arena since 1996.

How are you measuring success (i.e. surveys, evaluation, longitudinal studies)?

We measure our success from the feedback that we get from our users and from comparing our operation to similar facilities and associations.

Does these operations/programs duplicate or overlap with other operations/programs offered in the community? How is your organization's offering unique?

We are the only association in the city offering competitive and non-competitive youth hockey over the winter ice season.

On the arena side of things, we are one of three facilities and one of four ice surfaces in Fort McMurray.

Part D - Organization Questionnaire

What other community groups are you partnering with? Please outline their roles.

Referee's Association:

Provide officials for all minor hockey games, as well for all other leagues that play at the Frank Lacroix Arena. We provide them with ice times and class space for teaching and training of officials.

Hockey Alberta:

They provide an outline for how the minor hockey association is to be organized. We also apply to host the year end provincial tournaments on occasion and we have previously been host of the 2017 Atom AA provincials and Pee wee AA provincials in 2016.

Alberta Sport Connection:

The Frank Lacroix Arena is one of the venues for the 2018 Alberta Winter Games. Currently we are scheduled to host figure skating and ringette for the winter games.

Fort McKay Hockey Society:

Youth hockey players from Fort McKay are able to join Fort McMurray Minor Hockey and currently they have entered their own novice house league team and 22 others across different age groups.

Athletic Edge Training Company, Total Athlete Development and the Oil Barons all provide on ice skill development and conditioning for a wide range of skill level and ages.

Jumpstart and Kidsport for funding assistance for low income families.

List of community groups that book ice times at the Frank Lacroix Arena:

- FMMHA
- McMurray Gentleman's Hockey League
- Shift League
- Oldtimers Hockey League
- Public and Catholic Schools
- Fort McMurray Christian Assembly
- McMurray Mountaineers

Target Segment (choose all that apply):

☒ Aboriginal Adults

☐ Culture

☒ Recreation

☒ Aboriginal Children & Youth

☒ Diversity

☒ Seniors

☒ Adults

☐ Educational

☒ Sports

☐ Arts & Crafts

☒ Families

☒ Volunteerism

☒ Capacity Building

☒ Low Income

☒ Youth

☒ Children

☐ Performing Arts

☐ Other: _____

☒ Community Enrichment

☐ Persons with Mental Illness

Part E - Financial Information, Budget Request & Cash Flow

Other Funding Sources Applied For	Term of Funding	Secured	In Process
<i>Example: United Way</i>	<i>April 2017 - March 2018</i>	50,000,000.00	
<i>Example: Government of Alberta</i>	<i>January 2018 - December 2019</i>		100,000.00
Total		\$ 0.00	\$ 0.00

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

We look and apply for any provincial, federal or private grants that we qualify for and any potential fundraising opportunities that align with our objectives.

Actively seek facility signage and advertising campaigns as an additional source of funding for arena operations.

Part E - Financial Information, Budget Request & Cash Flow

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

The Frank Lacroix Arena has always shown fiscal restraint over the years. Since the restructuring of municipal grants in 2012, our operating grant has only increased twice. These two increases correlate with municipal requests to expand the services we provide.

The first increase was to cover the extra cost associated with lengthening our ice season to accommodate the growing demand for spring and summer hockey.

The second increase was to expand our hours of operations over the summer to accommodate the users of the spray park outside the arena.

Since 2014, we have operated effectively and efficiently within the same operational funding provided by the municipality.

We do not have much opportunity for further cost savings. We currently have the following processes in place to help reduce operating costs:

- Minimal arena staff. We have cut back staffing as far as possible
- Building Management System. We structure our heating and ventilation time schedules on a weekly basis to cut back on gas and power consumption.

In a time of fiscal restraint, the Municipality would like to know how the organization is working towards a sustainability plan to ensure the operations/programming are continued, should the CIP's Community Operating Grant be decreased or eliminated in the future:

Further discussion with the municipality about the set ice rates would need to be discussed if the grant were to be decreased or eliminated. The municipal control over ice rates, as per Schedule "B" in our lease agreement, puts a cap on the amount of revenue the facility is able to earn. With the current rates set at a partial cost recovery, it would not be feasible to operate the facility if the grants were decreased or eliminated.

Space continues on next page...

Part E - Financial Information, Budget Request & Cash Flow

Revenue	2017-2018	2016-2017	2015-2016
Team Fines	\$0.00	\$0.00	\$410.96
Site Share	\$1,000.00	\$1,865.59	\$188.57
Multipurpose Room	\$10,000.00	\$6,814.44	\$13,727.79
Minor Hockey Ice	\$109,000.00	\$107,025.95	\$110,835.55
Ice Users - Adult	\$80,000.00	\$67,628.34	\$120,187.84
Ice Users - Youth	\$50,000.00	\$33,643.12	\$58,914.51
Ice Users - Shinny	\$1,500.00	\$414.29	\$2,454.75
Arena Rental	\$0.00	-\$485.71	\$0.00
Concession	\$140,000.00	\$138,132.40	\$139,594.03
Miscellaneous	\$0.00	\$24,898.38	\$0.00
Advertisements	\$11,000.00	\$10,222.69	\$13,664.41
Total Revenue	\$402,500.00	\$390,159.49	\$459,978.41
Expenses			
Office Expenses	\$14,000.00	\$14,862.09	\$14,042.43
Services	\$25,000.00	\$22,590.20	\$30,336.30
Wages & Benefits	\$475,000.00	\$447,099.78	\$465,461.49
Ext Maintenance	\$50,000.00	\$49,467.93	\$50,353.68
Utilities	\$145,000.00	\$132,768.54	\$147,275.43
Supplies	\$40,000.00	\$28,264.33	\$43,691.54
Facility Enhance	\$35,000.00	\$17,885.43	\$23,927.37
GST	\$9,000.00	\$7,211.95	\$8,802.68
Concession Supp	\$77,000.00	\$76,807.22	\$78,240.81
Total Expenses	\$870,000.00	\$796,957.47	\$862,131.73

Total 2018 Budgeted Revenue (excluding RMWB Operating Grant)	\$	402,500.00
Total 2018 Budgeted Expenses	\$	870,000.00
Surplus* / (Deficit)	\$	-467,500.00

2018 Operating Grant Request Amount: **\$ 443,000.00**

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

Please Indicate Preferred Cash Flow, if approved:**

January/February \$ 110,750.00 April \$ 110,750.00
(no more than 75% of request)

August \$ 110,750.00 October \$ 110,750.00

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

Part F - Additional Information

Provide any additional information that may assist in developing a better understanding of your organization or its services/programs during the budget review:

As per section E (Financial Information). The following are explanations for discrepancies in accounts over the three fiscal years:

Revenue:

Adult Ice - Lower in 2016 due to fire. Projected to remain lower than 2015-2016 due to the loss of the Keyano Hockey Team (Approx 40K Loss)

Miscellaneous - The funds indicated in the 2016-2017 budget year are from the insurance claim associated with the fire

Expenses:

Wages - Remain fairly consistent over the past three years. Slight savings in 2016 due to fire. Slight increase projected in 2017-2018 due to standard wage increases.

Utilities - Should remain fairly consistent and perhaps a little lower than the 2015-2016 season as we are not installing the ice in Aug this year.

Facility Enhancements - Projected higher in our 2017-2018 fiscal year due to required equipment purchase and planned off-season repairs.

Part G - Required Attachments for Application

The following attachment MUST accompany your application:

- ☒ A detailed budget showing projected 2018 revenue and expenses
- ☒ 2018 Business Plan
- ☐ Logic Model (if available)
- ☒ Proof of active status as a registered non-profit organization (dated within 3 months of submission date)
- ☒ Financial Statements of two (2) most recent fiscal years