



Jonathan Lambert, Board Chair
Frank Creasey, CEO

November 28, 2018

Organization Mandate

Mandate of Fort McMurray Tourism:

To develop products & experiences representative of the Wood Buffalo region. Attract visitors to the region via marketing, business development, media & travel trade relations while improving the economic impact of the Tourism Sector.

Community served - Wood Buffalo Region:

- Residents & Visiting Friends and Relatives,
- Visitors (Corporate, Leisure, Sport Tourism, M.I.C.E., etc.)

Organization Mandate

Goals/Outcomes for 2019

- Achieve annual Economic Impact (EI) of 3% to \$236.8M
- Achieve Tradeshow Economic Impact of 35% of \$1.776M
- Achieve annual Sport Tourism Economic Impact (EI) of 3% to \$1.25M
- Host a minimum of 8 Sport Tourism Events
- Achieve annual ROI growth of 4% to over 6.1:1 for every Marketing \$

Organization Mandate

- Programs/services to be funded by the grant:
 - Marketing/Promotions/Media/Experience & Business Development
 - Funding for: collateral, marketing, familiarization tours, activity/program deliver wages.
 - Visitor Information Services
 - Funding for: visitor/resident information service program/activity delivery (wages & administration wages), content development, trade show booths.
 - Sport Tourism
 - Funding for: execution of marketing, promotions, business development, activity/program delivery wages.

Community Impact

- **Within the Wood Buffalo Region:**
 - Increased Economic Impact or for region,
 - Improvement & Increase in Visitor Experiences,
 - Increased bid (sport tourism/MICE) successes,
 - Improved data collection, analysis & utilization,
 - Increased collaboration across tourism sector, business, government, etc.

Community Impact

- **On Behalf of the Wood Buffalo Region (external to):**
 - Improve ability to convert marketing & business development/sales investments,
 - Improve consumer oriented marketing campaigns,
 - Strengthen Visitor Information Planning Services,
 - Sport Tourism Event Growth,
 - Grow impact of Travel Trade & Media Partnerships,
 - Increase impact of relationship with Travel Alberta (province's marketing organization).

2019 Grant Request

2019 Grant Request	
Revenue	\$1,321,438
Expense	\$1,951,044
Subsidy Requested	\$629,800
Subsidy represents 32% of total expenses.	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$1,909,297
Unrestricted Net Assets	\$536,260

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (7 full time, 7 part time)	\$1,010,823	\$313,189
Program Costs	\$844,851	\$316,611
Overhead (utilities, insurance, etc.)	\$95,370	-
TOTAL	\$1,951,044	\$629,800

Community Investment History

2019 Request	2018	2017
\$629,800	\$629,800	\$629,800

Our RMWB – Sustaining Grant request respects a \$0 difference year over year for Fort McMurray Tourism between 2018 to 2019.



THANK YOU

Fort McMurray Tourism
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
670,000	629,800	629,800	629,800	629,800	-

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2017	1,909,297	536,260

Notes:

The RMWB partners with FMT to promote the tourism potential of the Municipality, including Sport Tourism development.

Budget Line Description	2019 Budget Request	2019 Recommended
Revenues		
RMWB Sustaining Grant	629,800	629,800
Other Revenue	1,321,438	-
Total Revenues	1,951,238	629,800
Expenses		
Regional Marketing Collateral (guide, map, etc.)	20,000	20,000
Annual Seasonal Marketing Campaigns, etc.	55,000	55,000
Activity/Program Delivery Wages	30,000	30,000
Nine 10'x10' Trade Show Booths	17,232	17,232
Admin: Core Operating Support	82,271	82,271
Admin: Activity/Program Delivery Wages	150,189	150,189
Sport Tourism: Marketing, Development, etc.	142,108	142,108
Sport Tourism: Activity/Program Wages	133,000	133,000
Other Salaries/Wages	697,634	-
Other Program Costs	528,240	-
Other Overhead	95,370	-
Total Expenses	1,951,044	629,800
Total Surplus (Deficit)	\$ 194	\$ -



Sustaining Grant Part A - Organization Summary


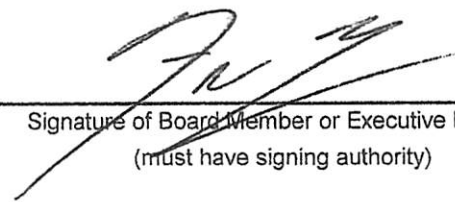
Organization Name:	Fort McMurray Tourism Ltd
Street Address:	515 MacKenzie Blvd.
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 4X3
Phone Number:	780-791-4336
Website:	www.fortmcmurraytourism.com / www.visitfmt.com
Fiscal Year End:	December 31
Act Registered Under:	Companies Act (Alberta)
Registration Number:	5116596940

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

Main Contact	
Title:	CEO
Name:	Frank Creasey
Daytime Phone:	17(1)
Email Address:	frank@visitfmt.com
Executive Director	

Email Address:	frank@visitfmt.com
Board Chair / President	
Name:	Jonathan Lambert
Daytime Phone:	17(1)
Email Address:	jonathan.lambert@keyano.ca

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)
Jonathan Lambert	Frank Creasey
Print Name	Print Name
2018-10-25	2018-10-25
Date: (Year-Month-Day)	Date: (Year-Month-Day)

Part B - Board Questionnaire

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

If yes, complete the following table:

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

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

Becoming a member of the organization: none
 Participation in programs/services: none
 Committees (operational): based on the committee (topic - such as Sport Tourism), these are completely open to the Wood Buffalo community at large.

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?

Frequency with which Board reviews financial position: monthly, quarterly & annually.

Efforts in past fiscal to increase the number/types of financial support for organization:
 Operationally: multiple without success due to the type of organization we are. The investment in the destination management & organization (DMMO) is returned in economic impact (business revenues, taxation). As such, for operations (which then allow the programs, services, activities to be undertaken), the funding of these primary functions largely resides with the municipality.

Programs/services: we undertake program based applications to gain further funding on a project basis for research, provision of visitor/resident information services, marketing, sport tourism. Further to this we undertake trade shows as a means to fund-raise locally to ensure that we are able to partially support both our operations and programs/activities/services.

Result: is that we only request in 32% (35% in 2018) for the 2019 fiscal of total funds as support from the municipality.

 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 Regional Municipality of Wood Buffalo 2018-2021 Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. It identifies four key strategic priorities to achieve this goal: Responsible Government, Downtown Revitalization, Regional Economic Development, and Rural and Indigenous Communities and Partnerships. The Community Investment Program aims to assist non-profit agencies to achieve the goals and objectives outlined in the Municipal Strategic Plan.

The Sustaining Grant subsidizes organizations to operate and maintain Municipally-owned assets and/or contribute toward the key strategic priorities identified above. Please indicate which category that is applicable to the organization.

- ☐ Operator of a Municipally-owned asset (Please continue to Part E on page 7)
- ☐ Provide programs and services related to the collection, preservation and display of regional heritage and culture in a museum setting (Strategy & Initiatives #1a and #1c)
- ☒ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

Strategic Plan: 2011; Sport Strategic Plan: Apr/16; Strategic Review: Nov. 2016-alternate model

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

On behalf of our sector - Tourism and with our community and municipal government we have the following overarching strategic priorities:

- A) to diversify the regional (Wood Buffalo Region) economy through tourism,
- B) to aid in improving the region's quality of life for our residents,
- C) to develop in-demand resident/visitor experiences and stimulate demand via marketing / promotional / media efforts to/within our region,
- D) to grow hosting capacity & ability while attracting events related to Sport Tourism,
- E) continuously evolve our service delivery for resident/visitor information services,
- F) improve our region's image via the development of favourable content, visual assets, market-ready experiences,
- G) Seek out opportunities to strategically plan & research for the region, eg. regional product development plan, Fort Chipewyan Tourism Opportunity Assessment, etc.
- H) enable the local development of the Meetings, Incentive, Conferences, Exhibition (MICE) market for our region across hotels, venues, food & beverage businesses, activities, etc.

Part D - Organization Questionnaire

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

Destination Management & Marketing Organization (DMMO):

- Marketing/Promotions/Media/Experience & Business Dev: work with EcDev & Communications/region to develop market-ready experiences to externally market to our region. Improve our destination's / region's image, grow our visual assets, improve our campaigns & regional content for on line/social media consumption. Work with the travel trade industry to attend key Canadian & W. Canada trade shows, assist in the development of MICE (mtg, incentive, conference, exhibition), etc.
Funding for: collateral, marketing, FAM tours, activity/program delivery wages.
- Visitor Information Services: to continuously develop and curate an experience that is tailored to both residents (to reduce economic leakage) and visitors (extend trips to increase economic impact). This is labour intensive requiring staff to deliver services in person, mobile (summer & sporting events) and on-line via web/social media.
Funding for: visitor/resident information service program/activity delivery (wages & administration wages), content development, trade show booths.
- Sport Tourism: to improve upon collateral, support on line presence, strengthen the hosting abilities of sport user groups/venues/community, partner/lead on bids, event activation, business development, marketing, event attraction, research and continuously undertake advance & support focused business development activities, etc.
Funding for: execution of marketing, promotions, business development, activity/program delivery wages.

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

Acts as a collective voice for: c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b).

Tourism is a sector that markets (story, image, brand, content), stimulates & drives demand (business development, sales, etc. across leisure/business/VFR - visiting friends & relatives markets, visitor information services), leverages assets directly via sport tourism and MICE (meetings, incentive, conferences, exhibition). In doing so this presents new opportunities for current & new businesses in collaboration with the region's Economic Development arm. By properly resourcing Fort McMurray Tourism to support the regional tourism sector our operations / programming achieves the following objectives, per the KPIs of the Municipal Strategic Plan:

Across all 3 primary activities noted just above we deliver or partially deliver (aid) on:

- #3a: business development & sales via leisure, business, sport, MICE markets,
- #3b: aid Economic Development's activities via our regional story, image, brand, MICE activities,
- #3c: stimulating business to/within region aids in growing current businesses & offers opportunities for new businesses to consider our starting up in our region,
- #3d: increased event frequency allows tourism to both package & activate them to grow events & business,
- #3e: improve customer service experience, increase ability for businesses to retain/grow sales,
- #3f: arts & culture go a long way to improving our regional story, brand, image and ability to provide tourism experiences to grow this element of our region.

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

Fort McMurray Tourism has the ability to undertake project related funding as in prior years. Core programs are expected to be sustainable via how we undertake activities/programs on behalf of the region to drive economic value to our local businesses and taxes back into the local government. We will look to pursue a few key initiatives to support the tourism sector but respecting the current trajectory, will look to economic development to pursue provincial and federal programs.

At present, our largest stable form of funding comes from the trade shows that we undertake on behalf of the region. It serves to support our local key venue, hotels, businesses in general and generates further economic impact for Fort McMurray.

Further to this, we are always looking to assist local organizations in order to have more activities, events and opportunities for our residents and visitors to enjoy the Wood Buffalo Region! We encourage other organizations who have the ability under culture, arts, community, indigenous and the social profit sector to apply for funds to allow their organizations to deliver on a variety of programs in our region.

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	2	0
Fundraising Volunteers	30	21
Committee Volunteers	28	16
Administrative Volunteers	2	0
Total Organization Volunteers (Count each only once)	62	37

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	7	6
Part Time Positions	7	7

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

With respect to our organization we endeavor to save on costs on a number of aspects to deliver activities & programs to and on behalf our region.

- looking to expand our reach & create ambassadors: throughout the summer, sporting events, delivery of local tourism activities/programs we are engaging the youth & senior segments of our population to assist.
- Capacity building: across our community we look to strengthen boards & committees with materials and experience. It saves community resources, funds, time and improves our region nad tourism sector.
- Project funding: largely exclude administration, so this we do as part of our normal duties. Projects that we undertake relate to research, planning, engaging the community to set future direction. This secures project funding from normally the GoA to further the tourism sector and our member/community partners/stakeholders.

2019 Grant Request:

Total 2019 Budgeted Revenue (<u>excluding</u> RMWB Sustaining Grant)	\$	1,321,438.00
Total 2019 Budgeted Expenses	\$	1,951,044.00
Surplus* / (Deficit)	\$	(629,606.00)
2019 Sustaining Grant Request Amount:	\$	629,800.00

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

Please Indicate Preferred Cash Flow, if approved:**

January/February \$ 314,900.00 April

(no more than 75% of request)

August \$ 314,900.00 October

** 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 - Required Attachments for Application

The following attachment MUST accompany your application:

- ☒ A detailed budget showing projected 2019 revenue and expenses
- ☒ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☒ Financial Statements of two (2) most recent fiscal years

Fort McMurray Tourism
2019 RMWB Grant Contract
Program Delivery Summary Budget

<u>Program & Activity Funding</u>	<u>RMWB CIP Grant Composition</u>
Grant - RMWB Funding (*)	\$ 243,461.00
Marketing/Visitor Experience Activities/Program funding (*)	\$ 94,000.00
Trade Shows (*)	\$ 17,232.00
Sport Tourism (*)	\$ 275,107.00
Total Funding	\$ 629,800.00

<u>Expenses Associated with Project & Activity Delivery Costs</u>	<u>RMWB Grant Associated with Program Delivery</u>
Regional Marketing Collateral (guide, map etc)	\$ 20,000.00
Annual Seasonal Marketing Campaigns internal/external & community support	\$ 55,000.00
Activity/Program Delivery Wages	\$ 30,000.00
Trade Shows	
9-10'x10' Trade Show Booths for Various Municipal Departments	\$ 17,232.00
Administration Costs	
Core Operating Support	\$ 82,271.00
Activity/Program Delivery Wages	\$ 150,189.00
Sport Tourism	
Marketing, Development, Promotion, Activation and Execution	\$ 142,108.00
Activity/Program Delivery Wages	\$ 133,000.00
Total Delivery Costs	\$ 629,800.00