



PTARMIGAN NORDIC
SKI CLUB • FORT McMURRAY, AB

Eric Williams
President

February 7, 2018



Organization Mandate



- *Our Vision:* To be a world-class cross-country ski club creating a culture of excellence in community sport through participation, skill development and fun
- *Our Mission:* To support healthy, outdoor recreation in the Regional Municipality of Wood Buffalo by promoting cross-country skiing as a life-long sport



Community Impact



- Operating out of the Doug Barnes Cabin and Birchwood Trails
- Open the cabin, groom trails and provide skis for members
- Rent out the cabin during the off-season
- Currently at 383 members including 80 youth
 - Offer adult and youth lessons and have race team
 - Offer certified coach and instructor qualifications
- 2018 Goals are a successful AWG and prepare for the future
- Grant funds all programs as revenue streams are low in order to maintain participation and access



2018 Grant Request



Revenue	\$38,000
Expense	\$73,000
Subsidy Requested	\$35,000

Subsidy represents 48% of total expenses



Expense Summary



Cost Category	Total Expense	Funded by RMWB
Salary/Wages (# full time, # part time)	\$15,000	\$7,000
Program Costs	\$51,000	\$25,000
Overhead (utilities, insurance, etc.)	\$7,000	\$3,000
TOTAL	\$73,000	\$35,000



Community Investment History



2018 Request	2017	2016
\$35,000	\$35,000	\$30,000

0% increase in 2018 due to the cabin expansion not being complete.



Ptarmigan Nordic Ski Club

2018 Operating Grant Analysis

CIP Grant Summary:

2015	2016	2017	2018 Request	2018 Recommended by CIP	Difference of Recommended vs. Requested
40,000	30,000	30,000	35,000	35,000	-

Program Reporting Required:

Six Month & Annual Reports

Financial Reporting Required:

Financial Statements Prepared by Board



Notes:

The recommendation for 2018 is continued support for the Ptarmigan Nordic Ski Club. This organization enhances the winter lifestyle in the Regional Municipality of Wood Buffalo through its grooming activities at the Birchwood Trails.

Budget Line Description	2018 Budget Request	2018 Recommended
Revenues		
RMWB 2018	35,000	35,000
Zone 4 CCA Membership - 400 Members	8,000	-
Casino Funds	25,000	-
Cabin Rentals	1,500	-
Good Neighbour Grants and Donations	3,500	-
Total Revenues	73,000	35,000
Expenses		
Hired Coordinator / Equipment Manager	15,000	15,000
Equipment Maintenance	8,000	8,000
Vehicle Insurance	4,000	4,000
Zone 4 - Membership Fees - 400 Members	5,000	-
Grooming Fuel and Supplies	1,500	1,500
CANSI Memberships	1,000	-
CANSI Training	5,000	4,000
Bookkeeper Fees	1,200	1,000
Cabin Maintenance	1,500	1,500
Youth Program Race Expenses (Travel)	2,000	-
Miscellaneous Fees	6,710	-
Total Expenses	50,910	35,000
Total Surplus (Deficit)	\$ 22,090	\$ -



Part A - Organization Summary

Organization Name:	Ptarmigan Nordic Ski Club	
Mailing Address:	Street Address: PO Box 6225 City/Hamlet: Fort McMurray Province: Alberta Postal Code: T9H 4W1	
Phone Number:	780-838-1395	
Website:	www.ptarmigannordic.org	
Fiscal Year End:	September 30th	
Main Contact Name:	Name: Andre LeFebvre Title: Treasurer Daytime Phone: 780-838-1395 Email Address: FOIP s.17(1)	
Board Chair / President:	Name: Monica Domingues Daytime Phone: FOIP s.17(1) Email Address: FOIP s.17(1)	
Is your organization registered as a not-for-profit society or corporation? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Registration Number:	500100573	
Act Registered Under:	<input checked="" type="checkbox"/> Societies Act (Alberta) <input type="checkbox"/> Companies Act (Alberta) <input type="checkbox"/> Canada Not-for-profit Corporations Act	NOTE: Organization must be in good standing to receive funding.
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)
Andre LeFebvre _____ Print Name		Monica Domingues _____ Print Name
2016-07-25 _____ Date: (Year-Month-Day)		2016-07-25 _____ Date: (Year-Month-Day)

Part B - Board Questionnaire

How often does the Board of Directors meet? Monthly in the Winter/Bi-monthly in the Summer

Minimum number of board members according to bylaws: 5

Number of board members:

Currently: 14 **2016:** 15 **2015:** 12

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

There are currently no vacant positions on our board.

Please list your current Board of Directors:

Name	Board Position	Years on Board
Monica Domingues	President	5
Eric Williams	Vice-President	7
Andre LeFebvre	Treasurer	6
Jennifer Sauks	Secretary	2
Inger Kleppe-LeBlanc	Club Coordinator	3
Ed Salmon	Grooming Director	4
Greg Brayall	Grooming Equipment Dir.	3
John Kozlowski	Ski Equipment Director	4
Nora Kirkpatrick	Youth Program Director	1
Chris Reitz	Community Development	3
Phil Meagher	Racing Coach	6
Arlene Pryor	Member at Large	1
Jason Vanderzwaag	Member at Large	2
Pedro Escobar	Member at Large	4

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
FOIP s.17(1)	FOIP s.17(1) (Admin)	\$ 6,208.80

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

As per the club bylaws, there are no restrictions on becoming a member of the ski club and anyone wanting to become a member simply has to fill in an online registration form and pay the required dues. For insurance purposes, anyone wanting to participate in club activities need to become a member. Membership dues are intentionally kept low so as not to be a restriction to anyone wanting to become a member and participate in club activities. At \$30 for an individual or \$50 for a family membership, which includes lessons and borrowing of equipment for both youth and adults, cross-country skiing remains one of the most affordable activities in the region. The board is elected annually from the members at large, you must be 18 years of age and an active member

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?

The financial position of the club is reviewed monthly during the ski season, at each executive meeting as well as annually by the membership at large at the annual general meeting. Over the past year, outside of the previous grant from the RMWB, the club has increased its financial position primarily through casino revenue, the collection of membership dues, rentals of the Doug Barnes Cabin to other community groups and through executive members applying for volunteer grant money provided by Syncrude's Good Neighbour program and Suncor's Community Volunteer program. In 2017, the club has also applied for a CIP games legacy grant to help support bringing some of our youth racing team to training camps early in the season. The amount of net income the club earns from the sale of a membership after affiliation fees with Cross Country Alberta/Canada (for insurance purposes) are taken out remains extremely low. This is done on purpose to help keep the sport affordable to all in the community, especially under-privileged youth and families looking for an affordable activity.

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:

The club's mission is to promote healthy, outdoor recreation in the Regional Municipality of Wood Buffalo through cross-country skiing.

Vision Statement:

The club's vision is to continue to grow the sport of cross-country skiing in the region through trail grooming & maintenance, programming for both youth & adults and hosting of competitive races.

What year did the organization complete its last strategic plan?

The last strategic plan was completed in 2012 and is currently being updated in 2017.

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

PNSC encourages the use of Birchwood Trails and the Doug Barnes Cabin through our Cross Country ski program. Our adult and youth programs engage individuals of all ages to enjoy a recreational ski or build towards a more competitive skill set. The focus of the lessons and programs prepares members for a life-long physical activity that takes advantage of our extensive trail system. The trails are an integral part of our club that the PNSC maintains during the winter by grooming them and removing small debris. These trails are groomed by our volunteers which makes them fully accessible to non-members such as winter bikers and walkers. Most recently, PNSC conducted surveying of the various trail lengths and profile, which provides all Birchwood Trail users with a more comprehensive understanding of their options while navigating the trails.

PNSC supports the social profit sector by allowing the use of our cabin as rental space. When we are outside of our normal winter ski season, May to October, Community groups have the ability to rent our cabin for \$10 an hour. This offers an affordable alternative to private rental spaces at other facilities. Also, it permits groups that are holding events at the trails to have an indoor space equipped with a kitchen, washroom and lounge space.

In attempt to make our programs an accessible recreational activity we offer very low rates for our membership fees. Fees range from \$30 - \$50 for the base membership. The youth program provides skis for personal use during the entire ski season as part of the fee which allows members to practice outside of the ski lessons and returned at the end of the season. Our adult program loans all the relevant equipment as part of the membership costs for each lesson or event.

PNSC will be an active participant of future sporting events at the RMWB. The upcoming Alberta Winter Games in 2018 and the Arctic Winter Games in 2020 will have a component on cross country skiing that we will be organizing. The club continue to make preparations for these events in 2017.

Part D - Organization Questionnaire

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

The following are the key activities of the PNSC and its volunteers:

- Grooming and maintaining the 35km of trails in Birchwood Trails for skiing through the winter.
- Working with the RMWB year round on trail improvements and maintenance with expenses often covered by the PNSC.
- Managing the Doug Barnes Cabin and renting it out during the off-season
- Maintenance of grooming quads and trail groomers .
- Providing youth lessons and loaner equipment at an affordable cost to youth members (Age 2-16). Approximately 80 youth participated in the programs last season as well as approximately 12 volunteer youth instructors/coaches.
- Providing adult lessons and loaner equipment at an affordable cost to adult members new to the sport. Approximately 200 members participated in this program last season which works on a drop in basis and is run by approximately 12 volunteer adult instructors.
- Purchasing new and maintaining loaner equipment for lesson programs.
- Hosting instructor development programs/courses to both youth and adult instructors.
- Supporting a youth racing team that participates in races across the province as well as in events such as Alberta Winter Games and Arctic Winter Games.
- Hosting club organized activities such as Wednesday night group skis, Family Day fun day, local races, winter triathlon (in collaboration with the NLTC).
- Hosting cross-country ski races as part of larger sporting events such as Alberta Winter Games and Arctic Winter Games

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

As per the PNSC's mission, the club helps to promote healthy, outdoor recreation in the city of Fort McMurray through cross-country skiing. It does this through its program in the following key ways:

- Maintenance and grooming of the Birchwood trails provides the community with 35km skiable trails in the winter and is accessible from many locations in Thickwood, Dickinsfield and Timberlea/Eagle Ridge. The trails are not only enjoyed in the winter but year round by walkers, runners and cyclist who may actually out number skiers. The trails are also used in the summer to host events such as running races and cycling events.
- Providing an affordable winter activity to youth and adults of the community. Included as part of a club membership is lessons and access to loaner equipment in order to participate in club programs. This not only encourages community members to get out, try the sport and enjoy the beautiful trails in the winter but also removes the burden of needing to go out and buy equipment prior to participating. It also takes the burden off families to have to constantly buy new equipment each season for their growing children.
- Providing youth an opportunity to develop and get involved in competitive cross-country ski races across the province and around the world. Current cross-country ski Olympian Grahame Killick got his start in PNSC youth lessons and developed through its racing program.
- Providing affordable meeting space for other clubs and organizations in the community through the use of the Doug Barnes Cabin. This is expected to continue with the proposed cabin expansion.

Part D - Organization Questionnaire

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	0	
Part Time Positions	1	1

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	20	15
Fundraising Volunteers	9	1
Committee Volunteers	10	10
Administrative Volunteers	4	4
Total Organization Volunteers (Count each only once)	43	30

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

As per the previous section, the club helps to promote healthy, outdoor recreation in the RMWB through cross-country skiing. It does this through its program in the following key ways:

- Maintenance and grooming of the Birchwood trails provides the community with 35km skiable trails in the winter. The trails are not only enjoyed in the winter but year round by walkers, runners and cyclist who may actually out number skiers. The trails are also used in the summer to host events such as running races and cycling events.
- Providing and affordable winter activity to youth and adults of the community. Included as part of a club membership is lessons and access to loaner equipment in order to participate in club programs. This not only encourages community members to get out, try the sport and enjoy the beautiful trails in the winter but also removes the burden of needing to go out and buy equipment prior to participating. It also takes the burden off families to have to constantly buy new equipment each season for their growing children.
- Providing a venue to host future larger scale ski races as part of events such as Alberta Winter Games/Arctic Winter games. The club is also positioning itself to potentially host stand alone ski races such as Alberta Cup races which would increase sports tourism to the region.
- Providing affordable meeting space for other clubs and organizations in the community through the use of the Doug Barnes Cabin. This is expected to continue with the cabin expansion.

Part D - Organization Questionnaire

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

- Maintenance and grooming of the Birchwood trails provides the community with 35km of trails that are used year round by skiers, walkers, runners and cyclist.
- Providing an affordable winter activity to youth and adults of the community. Included as part of a club membership is lessons and access to loaner equipment in order to participate in club programs. This not only encourages community members to get out, try the sport and enjoy the beautiful trails in the winter but also removes the burden of needing to go out and buy equipment prior to participating. It also takes the burden off families to have to constantly buy new equipment each season for their growing children.
- Providing a venue to host future larger scale ski races as part of events such as Alberta Winter Games/Arctic Winter games. The club is also positioning itself to potentially host stand alone ski races such as Alberta Cup races which would increase sports tourism to the region.
- Providing affordable meeting space for other clubs and organizations in the community through the use of the Doug Barnes Cabin. This is expected to continue with the cabin expansion.

How was the need determined?

The PNSC has been active in the community since 1977 and has evolved over the past 40 years to meet help meet the needs of a growing community through:

- Partnering with the City of Fort McMurray to help develop the Birchwood Trail system in the 80's and 90's.
- Providing an affordable winter activity that is accessible to all members of the community. The membership fees remain the lower than most other popular winter sports in the community and lower than most other ski clubs in the province.
- Partnering with the host comities to providing a venue and host ski races as part of events such as Alberta Winter Games/Arctic Winter games.
- Providing affordable meeting space for other clubs and organizations in the community through the use of the Doug Barnes Cabin in lieu of renting out private space at a much higher cost. Many clubs use the cabin to host AGMs and summer camps for youth.
- Getting feedback from the club membership and external stakeholders.

How will these operations/programs address this need?

- The club trains a team of approximately 20 volunteer groomers who go out in teams of four 2-3 times/week to pack, groom and repair the trails throughout the winter. This helps keep the trails usable to all in the community.
- Providing, as part of a club membership, lessons and access to loaner equipment in order to participate in club programs. This not only encourages community members to get out, try the sport and enjoy the beautiful trails in the winter but also removes the burden of needing to go out and buy equipment prior to participating. Youth and Adult lessons are taught by approximately 20 certified volunteer instructors with certification provided by the club.
- Providing a venue and volunteers to host larger scale ski races as part of events such as Alberta Winter Games/Arctic Winter games. The club organizes these races on behalf of the host committee.
- Providing affordable meeting space for other clubs and organizations in the community through the use of the Doug Barnes Cabin. This is expected to continue with the cabin expansion.

Part D - Organization Questionnaire

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

Successful operations and programs in the club have high participation of people who get a positive experience out of the activity. They are well organized and have consistent attendance by members who stick with the program for the entire season. The programs also generate new volunteers. An example of a a successful program is our youth ski program. Membership has been increasing and attendance is consistent. Many parents become volunteers in the club. The children want to come back in following years and the atmosphere at the lessons is very positive and fun.

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

We review our overall membership numbers and program numbers to evaluate if there is growth or if particular programs need attention. In 2012, we created strategic priorities that were based on the feedback received from broad membership workshops. We are currently doing strategic planning and will be sending out surveys to the membership and external stakeholders to get feedback on our success.

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

The club is the official and only nordic skiing club of Fort McMurray. There are no other nordic ski clubs in the region. Beyond nordic skiing, the club offers a unique, accessible experience to families and anyone interested in outdoor fitness. The very low membership fees and the fact that we provide equipment make this one of the most accessible activities in the region. Also, for competitive ski development, our club trains and sends youth to races across Alberta. The club is also the primary stakeholder for the Birchwood Trails, grooming them during the winter to make them accessible to all who want to be active on them. The club continues to influence the maintenance and improvement of the trail system.

Part D - Organization Questionnaire

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

We are not currently officially partnered with other groups. We operate independently, however, with the cabin expansion and other growing clubs that use the Birchwood Trail system, the club will be exploring partnerships.

Target Segment (choose all that apply):

- | | | |
|--|--|--|
| <input type="checkbox"/> Aboriginal Adults | <input type="checkbox"/> Culture | <input checked="" type="checkbox"/> Recreation |
| <input type="checkbox"/> Aboriginal Children & Youth | <input type="checkbox"/> Diversity | <input type="checkbox"/> Seniors |
| <input checked="" type="checkbox"/> Adults | <input type="checkbox"/> Educational | <input checked="" type="checkbox"/> Sports |
| <input type="checkbox"/> Arts & Crafts | <input checked="" type="checkbox"/> Families | <input checked="" type="checkbox"/> Volunteerism |
| <input type="checkbox"/> Capacity Building | <input checked="" type="checkbox"/> Low Income | <input checked="" type="checkbox"/> Youth |
| <input checked="" type="checkbox"/> Children | <input type="checkbox"/> Performing Arts | <input type="checkbox"/> Other: _____ |
| <input checked="" type="checkbox"/> Community Enrichment | <input type="checkbox"/> 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
Provincial CFEP Grant (for cabin)	Nov 2017- Nov 2018		125,000.00
CIP Games Legacy Grant			3,000.00
Total		\$ 0.00	\$ 128,000.00

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

The club will continue to pursue its other primary forms of revenue which are: casino funding, membership dues, cabin rentals and corporate donations. The club has applied for funding from the CIP Games Legacy Grant to send youth athletes to a training camp. The club has also applied for \$125k from the Provincial Community Facility Enhancement Program fund, matched by the municipality to fund the cabin expansion furniture, fittings and equipment purchase.

With the new cabin expansion, the club will be exploring new streams of revenue such as renting skis and planning to increase revenue from the cabin rentals.

Part E - Financial Information, Budget Request & Cash Flow

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

In 2018, the club will be going through a major transition as we start operation of the cabin expansion. Currently the club is primarily volunteer based with one part-time paid administrative staff. We are actually planning to increase our cost structure to support our growth in offering more services to our members and will offset as much of these costs as possible with new revenue growth without sacrificing the accessibility of our programs and services.

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:

In 2018, the club will work to understand its cost structure and revenue potential with the new cabin expansion. The club continues to implement moderate membership fee increases, but is priced significantly less than other comparable clubs in the province in order to maintain broad accessibility regardless of income. In 2018 the club will evaluate how to better structure itself with a goal of sustainability without the operating grant.

Space continues on next page...

Part E - Financial Information, Budget Request & Cash Flow

Total 2018 Budgeted Revenue (excluding RMWB Operating Grant)	\$	38,000.00
Total 2018 Budgeted Expenses	\$	72,910.00
Surplus* / (Deficit)	\$	-34,910.00

2018 Operating Grant Request Amount: **\$ 35,000.00**

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

Please Indicate Preferred Cash Flow, if approved:**

January/February April

(no more than 75% of request)

August \$ 35,000.00 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 - 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:

PNSC has been active in our community since 1977 offering a variety of services. Currently our programs are as follows:

Adults: Lessons are provided every Saturday during the ski season. The equipment is loaned out for the duration of the 1.5 hour class. Members are paired with a CANSI certified instructor are split into groups based on level of experience. We instruct two different styles of skiing – skate and classic. Every Wednesday evening we have a group ski where members are loaned equipment for an hour. They are led by a PNSC member and are split into groups by experience, if needed.

Youth: Lessons are provided every Saturday morning during the ski season. Youth members are loaned equipment for the full season for lessons and their personal use. Members are assigned a class group which is based on age and skill level.

Events: PNSC runs four ski events in the season; Turkey Burn group ski, Family Day ski, Birchwood Classic and participates in winterPLAY.

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

**Ptarmigan Nordic Ski Club
2017/2018 Budget**

Description	Credits	Debits	Comments
Income			
Zone 4 CCA Membership - 400 Members	\$8,000.00		
RMWB Operating Funds	\$35,000.00		
Casino Funds	\$25,000.00		Next Eligibility in 2018. No guarantee
Cabin Rentals	\$1,500.00		
Good Neighbour Grants and Donations	\$3,500.00		Typically received from Syncrude/Suncor/Shell/etc
Operating			
Zone 4 - Membership Fees Paid by Club - 400 Members		\$5,000.00	
Grooming Fuel and Supplies		\$1,500.00	
Equipment Maintenance		\$8,000.00	
Cabin Supplies		\$500.00	
CANSI Memberships		\$1,000.00	
CANSI Training		\$5,000.00	
FOIP s.17(1)		\$15,000.00	
Bank Fees		\$250.00	
Post Office Box		\$160.00	
Bookkeeper Fees		\$1,200.00	Mid-term and Year end financial reports
Bank Incidentals		\$100.00	
Office Supplies		\$300.00	
Vehicle Insurance		\$4,000.00	Insurance for Grooming Equipment
Vehicle Registration		\$350.00	
Cabin Maintenance		\$1,500.00	
Garage Maintenance		\$500.00	
Volunteer Appreciation BBQ		\$500.00	
Ski Equipment Supplies - Wax/Scapers/Cleaners/etc		\$300.00	
Youth Program Race Expenses (Travel)		\$2,000.00	
Junior Program Supplies (CCA)		\$350.00	
Cabin Internet Fees		\$400.00	
Alberta Winter Games 2018		\$3,000.00	Incidentals related to hosting Alberta Winter Games
Capital			
Ski Equipment Upgrades and Replacements		\$5,000.00	
Youth Cross Country Ski Park/Obstacle Course		\$3,000.00	
Grooming Equipment Replacement		\$7,000.00	Ginzhu groomer replacement
Cabin Expansion Support Costs		\$3,000.00	Incidentals related to the new cabin.
Cabin Expansion Technology		\$4,000.00	
Totals	\$73,000.00	\$72,910.00	