



Local Helicopter Emergency Response Organization Foundation

Paul Spring - President

Andrea Montgomery Spring - Executive Director

November 27, 2019

Organization Mandate

To promote and deliver 24/7 emergency helicopter services for the people of Northeastern Alberta

Goal for 2020 - To purchase HERO1.

- By assuming the payments on the helicopter, the charity will realize increased self-sufficiency and independence and gain financial strength for a future helicopter purchase.
- Besides helping fund the operating costs of the program, the 2020 grant request will eliminate the legacy debt remaining from the underfunded startup year.

Community Impact

Since the program began in 2013, nearly 500 missions have been flown for critically ill or injured patients.

In this vast region sometimes there are no roads, sometimes the roads are rivers. Many patients that were flown may have died prior to reaching a hospital without the time saved and the care provided by the Fort McMurray Fire Department paramedics.

Having an emergency medical helicopter available 24 hours a day, 365 days a year is an essential service for the RMWB.

2020 Grant Request

2020 Grant Request	
Revenue	\$2,354,144
Expense	\$5,084,833
Subsidy Requested	\$2,730,689
Subsidy represents 54% of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2018
Total expenses from previous year	\$3,818,855
Unrestricted Net Assets	(\$978,242)

Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (9 full time, 7 part time)	\$1,261,000	\$700,000
Program Costs	\$2,389,076	\$1,230,689
Overhead (utilities, insurance, etc.)	\$1,434,757	\$800,000
TOTAL	\$5,084,833	\$2,730,689

Community Investment History

2020 Request	2019	2018
\$2,730,689	\$1,500,000	\$1,500,000

Increase in 2020 of \$1,230,689 is the Foundation's request to have the underfunded debt from the startup year retired. There were 97 missions were flown during that period.

Local Helicopter Emergency Response Organization Foundation

2020 Sustaining Grant Analysis

CIP Grant Summary:

				2020 Recommended by CIP	Variance Recommended vs. Requested
2017	2018	2019	2020 Request		
2,500,000	750,000	1,500,000	2,730,689	1,000,000	(1,730,689)

Fiscal Year End	Total Expenses	Unrestricted Net Assets
December 31, 2018	3,818,855	(978,242)

Notes:

The original request (2014) was that the ongoing Municipal commitment would be \$1,000,000 annually.

Recommendation is that RMWB Sustaining Grant be used to support salaries and other operating costs, while other funding sources be used to finance the capital lease payments.

Budget Line Description	2020 Total Budget	2020 Grant Request	2020 Recommended
Revenues			
RMWB Sustaining Grant	1,500,000	1,500,000	1,000,000
Industry Partners	700,000	-	-
Alberta Health Services	1,000,000	-	-
United Way	300,000	-	-
Fundraising/Other Donations	354,144	-	-
Total Revenues	\$ 3,854,144	\$ 1,500,000	\$ 1,000,000
Expenses			
Staffing	1,261,000	950,000	650,000
Building	108,520	50,000	50,000
Vehicle	9,600	-	-
Helicopter Payments	1,167,500	-	-
Other Program Costs	560,602	350,000	250,000
Administration	307,430	150,000	50,000
Board Expenses	1,745	-	-
Legacy Debt Repayment	1,668,086	1,668,086	-
Other Expenses	350	-	-
Total Expenses	\$ 5,084,833	\$ 3,168,086	\$ 1,000,000
Total Surplus (Deficit)	\$ (1,230,689)	\$ (1,668,086)	\$ -

2020 Sustaining Grant Application for Grant Funding

The grant program under which your organization is applying has specific eligibility requirements. The Application Form should clearly show how the proposed event meets these requirements. The Application Form, including all required attachments, must be received by the closing date. **Late or incomplete applications will not be processed (Community Investment Program Policy FIN-220, Section 3.1.5).**

In order to complete this application for funding, please read the following thoroughly:

- 2020 Sustaining Grant Guidelines

If you have reviewed the 2020 Sustaining Grant Guidelines and have any questions regarding this application form or eligibility, please contact CIP@rmwb.ca.

Organization Name: Local HERO (Helicopter Emergency Response Organization) Foundation

Declaration: In making this application, we, the undersigned, confirm:

- that we have read the Sustaining Grant Guidelines;
- that we understand that this application form and all attachments shall be part of the **public** Council agenda and accessible through all methods that the Council agenda is available;
- that we understand that this application form and all required attachments must be completed in full and received before 4:30 p.m. MT on Monday, September 23, 2019;
- that we understand the term of the Sustaining Grant is January 1 to December 31, 2020 and that all expenditures must happen during this term; and
- 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.

Board Member(s) and/or
Executive Director Initials:


PS AMS

PS AMS

PS AMS

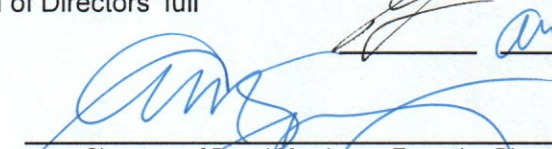
PS AMS

PS AMS


Signature of Board Member
(must have signing authority)

Paul Spring
Print Name

2019-09-25
Date: (YYYY-MM-DD)


Signature of Board Member or Executive Director
(must have signing authority)

Andrea Montgomery Spring
Print Name

2019-09-25
Date: (YYYY-MM-DD)

Sustaining Grant Part A - Organization Summary

1. Organization Details

Organization Name:	Local HERO (Helicopter Emergency Response Organization) Foundation
Street Address:	1001 Saline Creek Parkway
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 0H8
Phone Number:	780 799-0141 (O)
Email Address:	Team@ymmhero.com
Act Registered Under:	Societies Act (Alberta)
Registration Number:	81810 3566 RR0001

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

2. Main Contact

Title:	Director, Stakeholder and Community Relations
Name:	Andrea Montgomery Spring
Daytime Phone:	s.17 (1)
Email Address:	ams@ymmhero.com

3. Executive Director

Name:	
Daytime Phone:	
Email Address:	

4. Board Chair / President

Name:	Paul Spring
Daytime Phone:	780 799-0141 (O)
Email Address:	p.spring@ymmhero.com

Note: Should any of the contact details in Questions 2 to 4 change before December 31, 2020, please advise the Community Investment Program at CIP@rmwb.ca

- 7. Number of board members:**
- | | | | | | |
|-------------------|---|--------------|---|--------------|---|
| Currently: | 5 | 2018: | 5 | 2017: | 5 |
|-------------------|---|--------------|---|--------------|---|

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- [illegible]

Part B - Board Questionnaire

9. 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
Andrea Montgomery Spring	Director	\$ s.17 (1)

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

Participants in the delivery of Local HERO Foundation's services require proper training and certification due to the nature of the program, so opportunities are limited.
There are no restrictions on becoming a member.

11. 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 agency is reviewed quarterly. HERO's accountant is a board member. The Foundation is applying to a greater number and variety of sources for grant monies than previously. In the process of seeking sponsorships for the annual fundraiser, many companies have requested that HERO also apply to their Community Investment committees for grant dollars, some with multi-year agreements.

Companies with employees working remotely in the field frequently call to inquire about emergency medical transportation, in the event of illness or injury. They are encouraged to make a donation to the Foundation. Clarification is provided regarding HERO's coverage area if the company is typically donating to another HEMS provider not operating in the region.

Companies that have required HEMS are contacted to ask if they would consider donating an amount at least equal to the cost of the service that was provided by the charity.

In the last several months, three different businesses approached the Foundation about holding fundraising campaigns, which is new for HERO. The Foundation is appreciatively managing these new sponsors, to carry the relationships forward.

In order to increase awareness of the charity's needs, HERO is participating in all the requests that can be managed, to either speak to groups or have the helicopter make an appearance for community events e.g. First Responder Breakfast, school safety day, United Way campaign kickoff. Further financial efforts detailed in section #16.

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 Manager, Community Investment Program, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 743-7918.

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 8)
- ☐ 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)
- ☐ a) the development of the arts community (Strategy & Initiative #1f);
b) progression of interests of the social profit sector (Strategy & Initiative #1i);
c) advancement of cultural diversity (Strategy & Initiative #3f); or
d) promotion of the economic diversification of the Municipality (Strategy & Initiative #3b)
- ☒ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

12. What year did the organization complete its last business plan or strategic plan?

2018

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

The Local HERO Foundation is now established as the provider of a key service in the RMWB, having been a CRA charity for three years. HERO is meeting its mission of delivering a safe, expeditious and financially sustainable helicopter emergency medical service (HEMS).

1. The Foundation wishes to build its own credit history with a financial institution, the objective being to be in a position to purchase a replacement helicopter at the appropriate time. The replacement helicopter would carry two patients, often vital at a scene call, or a patient and a relative or an RCMP officer for example. Occasionally patients are too large for the current helicopter. The desired machine would carry more weight, be faster and capable of a longer flight before refueling. This new helicopter would meet the requirements of Transport Canada for landing at the hospital helipad.

2. The Foundation will manage this change by first acquiring the helicopter asset from Phoenix Heli-Flight.

3. Phoenix Heli-Flight would subsequently guarantee the loan for a replacement machine, until the Foundation has the financial strength to carry the loan.

The Foundation would gain its independence and the self-sufficiency would help ameliorate public perception that a private entity is benefiting from the charitable program.

Part D - Organization Questionnaire

14. Describe the elements, activities, or events that the organization is seeking this funding for:

The mission of the Foundation is to promote and deliver 24/7 emergency helicopter services for the people of Northeastern Alberta. The funding request is for expenses associated with this service such as staff, training, the helicopter, fuel, maintenance and facility costs.

15. Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 5:

The Local HERO Foundation is the sole provider of helicopter emergency medevac services and in conjunction with the Fort McMurray Fire Department and its paramedics, is of potential benefit to anyone in the entire region. Having a way to rapidly reach residents that are living, working or playing in areas remote to the city ensures there is prompt access to a higher level of care. Medical aid begins upon arrival at scene, and continues until the patient is delivered to the AHS team. HERO is helping safeguard the peace of mind and health of the region's residents.

Part D - Organization Questionnaire

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

The charity's annual major fundraising event has continued to be both popular and successful financially, with each of the three events bringing in just over \$220,000 towards the operational costs of flights. The plan is to continue, finding new ways each year to keep the interest up and donations generous. This fall, Team HERO is trying a new approach, hosting a large gathering of key company and business individuals, where ongoing sponsors will be recognized, a new sponsor announced, the theme for the May 2nd, 2020 event revealed along with advance opportunities to claim desired sponsorships. By making it an annual event, the charity is hoping to increase the number of new donors, ensure the loyalty of new and existing sponsors, and to secure multi-year agreements.

It is becoming easier to solicit new donors as more residents realize HERO is the sole provider and a charity; repeat donors are helping spread the word that no-one else provides this service. HERO is in the process of applying for the third time to be a United Way agency. Both years the Foundation received 50% of the requested amount from United Way, for which we are very grateful. Our application will again request \$300,000 in the hopes that 2019's community campaign is successful.

According to the medevac statistics almost half of the flights are for patients living in indigenous communities. To date there are still no federal monies contributing to this service. We have been working in junction with the municipality, provincial politicians and OSCA to develop a process whereby there is federal support for these patients.

Previously, OSCA secured support from industry members to meet their obligation of one-third of the base costs of the program. This proved difficult in the last year. The Foundation is now approaching companies independently, seeking support for the region's medevac service. With the construction and certification of the new helipad at the hospital, all patient flights from industrial sites are quicker. Companies closer to the city limits are now better served by the helicopter rather than ground ambulance. This time saver is a life saver.

The Speed of Life campaign, first launched at the 2018 fundraiser, will continue next year with some new incentives for donors. The costs for an hour of flight are about \$1,200. With the average length of a medevac being about an hour, donors can 'save a life' by pledging to cover the cost of a flight and receive a tax receipt. Payments can be made monthly for a year, a more practical option for some donors.

17. Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	0	0
Fundraising Volunteers	25	20
Committee Volunteers	2	1
Administrative Volunteers	2	2
Total Organization Volunteers (Count each only once)	26	21

Part E - Financial Information, Budget Request & Cash Flow

18. Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	9	9
Part Time Positions	7	7

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

The operating budget has changed little since the original 2012 budget. Start-up costs were kept to the lowest possible, but a legacy debt remains since there were no sponsors initially. Cost savings cannot be realized until the debt is retired.

Due to the safety sensitive nature of the program expenses, economizing is not an option.

In the AHS contract with the RMWB for the medevac services, it stipulates 2 pilots for both day and night shifts. In order to provide vacation time or any other type of leave, at least 16 weeks of shifts must be covered. Phoenix Heli-Flight provides a trained safety pilot i.e. non-flying, monitoring pilot at no charge to HERO, a value of about \$40,000.00.

20. 2020 Grant Request:

Total 2020 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$ 2,354,143.65
Total 2020 Budgeted Expenses	\$ 5,084,832.87
Surplus* / (Deficit)	\$ (2,730,689.22)

2020 Sustaining Grant Request Amount: **\$ 2,730,689.22**

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

Please Indicate Preferred Cash Flow, if approved:**

January/February \$ 1,000,000.00 April \$ 1,000,000.00

(no more than 75% of request)

August \$ 730,689.22 October \$ 0.00

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

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

The Foundation has added the value of the 'Start-Up' debt to the request for this year's funding. This debt was accumulated while providing underfunded Medevac services between July of 2013 and June of 2014. There were 92 helicopter emergency medevacs during that period.

Part F - Required Attachments for Application

22. The following attachment MUST accompany your application. Failure to submit the following will result in your application being deemed incomplete.

- ☒ A detailed budget showing projected 2020 revenue and expenses
- ☒ 2020 Business Plan or Strategic Plan
- ☒ Logic Model (if available)
- ☒ Financial Statements of the most recent fiscal year

In Person or By Mail:

Community Investment Program
Community Services
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9K 2K4

OR

By Email: CIP@rmwb.ca

**LATE or INCOMPLETE applications will not be processed
(Community Investment Program Policy FIN-220, Section 3.1.5)**



LOCAL HERO
foundation

2018 Business Plan



“To promote and deliver 24/7 emergency helicopter services for the people of Northeastern Alberta.”

Executive Summary

The Local HERO (Helicopter Emergency Response Organization) Foundation, created in 2013 and having achieved charity status in 2016, exists to promote and deliver a 24/7 emergency helicopter service for the people of Northeastern Alberta. This is accomplished by spreading awareness of the service and raising funds to support the fixed and variable costs of its operation.

History

For over 20 years, helicopter medevac services in the Wood Buffalo region were provided on an ad hoc basis. Thousands of patients received an improved level of care in situations such as motor vehicle collisions, workplace injuries, medical emergencies, and recreational vehicle crashes.

However, operations had always been limited to daylight hours, a minimum level of weather conditions, and availability of a crewed aircraft. In the 2000's, with the soaring population and level of activity in the region, it became clear that a higher level of service needed to be reached. In early 2013, the Local HERO Foundation was established and began providing daytime only services with a leased helicopter. Night Vision Goggle operations were approved in December 2013 and in July 2014 the Foundation took delivery of a new H135 helicopter. Since the dedicated program's inception over 350 medevac missions have been flown.

Service Recipients

Local HERO is the sole provider of a Helicopter Emergency Medical Service (HEMS) in Northeastern Alberta and it exists to serve the residents, workers, and visitors of the Regional Municipality of Wood Buffalo.

Equipment

The Local HERO Foundation operates a modern H135 twin-engine helicopter, callsign HERO1, equipped with an advanced medical interior and Night Vision Goggles (NVGs). The medical interior includes a LIFEPAK monitor/defibrillator, suction module, and an oxygen supply. The NVGs allow the aircraft to be dispatched regardless of the time of day, which is especially crucial during the winter months when flyable daylight can be as little as five hours. Up to five additional stretcher-equipped helicopters are available to assist if HERO1 is on another call or there is a mass casualty incident.

Staff

HERO1 is crewed 24 hours a day by alternating shifts of two pilots and the Fort McMurray Fire Department (FMFD) provides a two-person Fire Fighter/EMT-Paramedic crew when the aircraft is dispatched. The Foundation also employs a full-time Director of Community and Stakeholder Relations, while other roles are filled by shared employees of the aircraft operator.

Operations

HERO1 remains in a ready state and can be airborne within 10 minutes of being dispatched. The two-pilot crew wait in a rest quarters next to the aircraft hangar and are dispatched by a call to their dedicated cellphone. When a call comes in, the aircraft is moved out of the hangar on a self-powered dolly and the pilots start the aircraft just prior to the FMFD crew arriving on site. HERO1 is able to respond to a scene call 185km away and return to base without refuelling. For scene calls further away or to transfer a patient from scene directly to the University of Alberta Hospital in Edmonton, HERO1 has several en route options to

refuel. Until the completion of the Northern Lights Regional Health Centre helipad (slated for 2018), HERO1 returns to base at the airport and the patient is then transferred to the hospital by road ambulance.

Spreading Awareness

Knowledge of the service that the Local HERO Foundation provides and its importance are conveyed to the public in many ways. Traditional methods such as radio interviews with the Board President, a prominent billboard on the highway entering Fort McMurray, and print ads in local publications are applied. The Foundation also has a social media presence through Twitter and Facebook where regular updates on donations, missions, and other news are posted. Direct community engagement is achieved by offering facility tours to youth groups, school groups, and other community groups. Local HERO has also been involved with training local outdoor recreational clubs and FMFD personnel. Public appearances include the annual FMFD Pancake Breakfast, a Monarch Football half-time fly-by, and delivering the mascot at the opening ceremonies of the 2015 Western Canada Summer Games.

Raising Funds

The Local HERO Foundation receives the majority of its funding from the Regional Municipality of Wood Buffalo, Alberta Health Services, and local industry. While the current levels of funding cover the fixed costs of the program and ensure that the service is in place, additional funding is required to cover the variable costs associated with each flight. The Foundation seeks to cover these costs through additional industry sponsors, grants from government, fundraising events, and private donations.

Projected Financials

Operational Variable Item	Cost per Flight Hour
Fuel	\$380
Scheduled Inspections	\$145
Dynamic Components	\$555
Engines	\$320
Avionics	\$100
Total Hourly Variable	\$1,500

Annual Fixed Item	Annual Cost
Helicopter	\$1,100,000
Staffing Costs	\$1,800,000
NVG and Pilot Training	\$155,000
Hangar, Utilities, Taxes	\$280,000
Insurance	\$60,000
Legacy Debt Repayment	\$266,000
Total Annual Fixed	\$3,661,000

Missions per Month	Mission Hours	Training Hours	Flight Hours Cost	Total Annual Cost
4	48	15	\$94,500	\$3,755,500
5	60	15	\$112,500	\$3,773,500
6	72	15	\$130,500	\$3,791,500
7	84	15	\$148,500	\$3,809,500
8	96	15	\$166,500	\$3,827,500
9	108	15	\$184,500	\$3,845,500
10	120	15	\$202,500	\$3,863,500

SWOT Analysis

S Strengths <ul style="list-style-type: none"> •Experienced staff, knowledgeable management, strong Board •Modern, well-equipped helicopter •Sole provider, no competition •Shared facilities and staff is cost effective; provides back up so no service gap •Airport location of the operation •Reputation in the helicopter industry and in the community; safe and reliable service, best practice 	W Weaknesses <ul style="list-style-type: none"> •First provider in the region; lack of process, procedures, funding precedence locally, provincially, and federally •Young program; policies, strategies, identity, support, and awareness still developing •No startup funding; legacy debt being carried; revenue is sporadic •Difficult to recruit and train quickly if loss of key staff; tight staffing plan due to expense •Vast service area for HEMS coverage
O Opportunities <ul style="list-style-type: none"> •Strategic alliances, partnerships: media, industry, government, health, other providers •Strong support from local social profit sector •Use experience, reputation to expand the service •Unexplored funding sources •Can upgrade helicopter for increased capacity in speed, range, passenger load •Capitalize on valuable support from gratified 'customers' 	T Threats <ul style="list-style-type: none"> •Shift coverage risk if pilot illness, absence or vacancy; very specialized skills, certifications •Loss of current major funding partners when contracts expire •Price inflation, foreign exchange cost, oil prices •Transport Canada legislation changes •Insufficient operating budget for increased flight activity •Major maintenance issue (cost, time offline)

Ongoing Goals

- Maintain 24/7 availability of the helicopter and crew on site
- Retain an experienced, cohesive, engaged team
- Monitor crew performance and provide constructive feedback
- Provide appropriate training including re-currency flights weekly if no missions in 7 days
- Recruit methodically to fill pilot vacancies that arise
- Communicate with partners to ensure continued financial support and report on outcomes
- Diversify the search for potential donors and partnerships
- Provide financial transparency in reporting to donors and public.
- Keep Board informed on operations and involved, recruit strategically for future vacancy

Short Term Goals

- Select committee and plan for next major annual fundraiser
- Network with both the public and industry to inform, collaborate and seek support
- Sustain existing financial and volunteer relationships; develop diversified funding sources

Long Term Goals

- Undergo CAMTS (Commission on Accreditation of Medical Transport Systems) accreditation of the program, in partnership with FMFD.
- Obtain a new helicopter with increased capacity for passengers, speed, and distance

Local H.E.R.O. Foundation 2020		COMMENTS		
OPERATING REVENUE:				
Grants				
* RMWB Community Investment Program	\$1,500,000.00	Sustaining Grant		
* OSCA Members	\$700,000.00	Imperial, Husky & Suncor		
* Alberta Health Services	\$1,000,000.00			
Fundraising				
* Annual Fundraiser	\$175,000.00			
* Community Donations	\$50,983.65	Paypal on website, Facebook and individual cheques or cash		
* Coldwell Banker Donation	\$10,000.00	Multi year commitment post 2016 fundraiser		
* SIPEM	\$13,160.00	Strengthening Indigenous Participation in Environmental Monitoring Program		
* LiUNA! Local 92 Donation	\$37,500.00			
* Pembina	\$40,000.00	2020 & 2021		
* Aluma Donation	\$12,500.00	Multi year commitment post 2016 fundraiser		
* Nuna Logistics	\$15,000.00			
United Way Allocation	\$300,000.00	Received 50% of same request in 2018 and 2019		
United Way Designated Donations				
Other				
TOTAL REVENUE:	\$3,854,143.65			
OPERATING EXPENDITURES:				
STAFFING:				
* Salaries (incl Benefits) of Admin Staff	\$126,000.00	20% of office & Safety, 100% Director, no salary for President		
* Salaries of Pilots	\$882,200.00	8 IFR Pilots		
* Salary of Chief Pilot	\$5,177 (1)	Phoenix Heli-Flight Chief Pilot - shared 50% with HERO		
* Salaries of Maintenance Crew	\$140,000.00	20% of Director of Maintenance, 50% of 2 Maintenance Engineers		
* Employer Benefits (CPP, UIC, WCB)		Included in Salaries line		
* Supplementary Benefits	\$37,400.00	Housing allowance if local, portion of gym memberships, add'l medical insurance		
BUILDING:				
* Facilities Rent, Utilities, Taxes	\$107,000.00			
* Janitor/Maintenance	\$470.00			
* Insurance	\$1,050.00	1/10th of building insurance		
VEHICLE (Agency owned or Leased):				
* Lease Charges	\$9,600.00	2 vehicles (1 per shift) fuel, winter tires, insurance, maintenance, etc included		
* Insurance				
* Maintenance				
* Gas & Oil				
HOUSEHOLD:				
* Laundry	\$ 50.00			
* Bedding & Linen	\$200.00			
* Other	\$100.00	Incidentals		
PROGRAM:				
* Helicopter Payments	\$1,167,500.00	With capital improvements cover by annual escalation		
* Insurance - Hull	\$100,000.00	Helicopter		
* Insurance - Liability	\$7,400.00	Helicopter		
* Insurance - Hull War	\$2,262.00	Helicopter		
* Fuel for Helicopter	\$35,400.00	Cost varies with number of annual missions		
* Engines	\$6,234.93			
* Aircraft Maintenance	\$8,241.43			
* Medical Supplies	\$1,038.51	Oxygen tanks		
* Housing	\$59,940.00	2 - two bedroom condos for day and night shifts		
* Staff Development	\$5,975.00	Air Medical Transport Convention (held in US annually), for 2 participants		
* Crew Uniforms	\$3,780.00	3 year amortization		
* Maintenance Crew Training	\$15,000.00			
* Pilot Training	\$120,000.00			
* Initial Pilot Training	\$65,800.00	Provision for cost of training new pilot		
* Night Vision Goggles	\$18,600.00	Maintenance for certification, 5 year amortization of purchase		
* Transport Canada Check Pilot - Simulator PPC	\$6,750.00	Travel, meals, hotel and fees associated with Transport Canada Inspector		
* NVG Trainer Certification Training - Annual	\$20,430.00	Train the Trainer in Waco, TX at Night Flight Concepts Inc.		
* Special Event Landing Permits	\$3,000.00	Required by Transport Canada for special events (ie) UW kickoff		
* Annual Fundraising Event	\$75,000.00	Expenses related to holding major fundraiser, not covered by gifts in kind		
* Dues & Subscriptions	\$5,750.00	Outerlink, Advanced Safety, ForeFlight, and AIFEMA		
ADMINISTRATION:				
* Office Supplies	\$6,800.00			
* Freight & Postage	\$600.00			
* Staff Travel/Mileage	\$70,000.00	Training and shift change airfare for pilots		
* Telephone	\$800.00			
* Advertising	\$14,400.00	Monthly billboard		
* Professional Fees	\$33,330.00	Annual audit, legal & accounting fees, social media development		
* Bank Charges	\$6,500.00			
* GST	\$175,000.00			
BOARD EXPENSES:				
* Meetings & AGM	\$700.00			
* D & O Insurance	\$1,045.00			
OTHER (SPECIFY):				
Legacy Debt Repayment	\$1,668,086.00	Legacy debt owed to Phoenix Heli-Flight		
TOTAL EXPENSES:	\$5,084,832.87			
SURPLUS/DEFICIT:	(\$1,230,689.22)			

PROGRAM: 24/7 HELICOPTER EMERGENCY MEDICAL SERVICES (HEMS) FOR
NORTHEASTERN ALBERTA

GOAL: ALL 9-1-1 MISSIONS WILL BE ACCEPTED AND FLOWN WHEN SAFE TO DO SO.

INPUTS:

- Modern, well-equipped helicopter with medical interior capable of carrying 2 pilots, 2 paramedics and 1 patient stretcher
- Skilled staff to fly (9 medevac pilots) and maintain the helicopter (2 aircraft engineers)
- Critically ill or injured patients in the Regional Municipality of Wood Buffalo
- The partnership with the Dispatch department personnel of FMFD, the Emergency Link Centre and their EMS supervisor(s), to identify opportunities for improved patient service
- Backup daytime helicopter and alternate pilot for missions with more than 1 patient or if HERO1 has maintenance downtime
- 2 Fort McMurray Fire Department (FMFD) paramedics per mission
- Equipment to monitor weather conditions for flight and iPad for flight planning, communicating with Dispatch
- Funding

- Fundraising event plan, budget, and committee
- Event volunteers
- Social media (Facebook page, website, Twitter account)
- Promotional materials (stickers, decals, pamphlets, flags, banners, videos, photos, billboard, magazine, radio and online ads)
- Competent administrative support
- Chief pilot, knowledgeable in standard operating procedures, capable of providing vacant shift coverage, staff training, guidance and scheduling
- Strategically recruited Board members, for governance that strengthens the organization
- President, to lead and advise
- Director, Stakeholder and Community Relations, to build program awareness and financial support
- Director of Maintenance, familiar with helicopter and its required maintenance; to hire and supervise aircraft maintenance engineers
- Quality Assurance and Safety officer, to meet federal standards
- Contracted professional services of lawyer and accountants
- Safety pilots, when single medevac pilot on shift; 2 trained
- Suitable hangar facilities and amenities for machine, maintenance, and parts storage
- Accommodations on site for night shift pilots' rest periods

- Lodging and transportation for pilots on day and night shifts
- Office for medevac pilots, including safe for securing night vision goggles
- Alberta First Responders Radio Communications System (AFRRCS) for helicopter
- Dedicated medevac pilot cell and SAT phone
- Fuel and oil
- Helicopter parts (dynamic and fixed)
- Remote controlled dolly (for HERO1 to park on in hangar, to reposition HERO1 outside for takeoff/landing and return to hangar)
- Decontamination station for cleanup of equipment post-mission
- Dedicated counter-top dishwasher for cleaning suction equipment
- Oxygen tanks
- Lockers for pilots and medical supplies
- Flight simulator, for pilots to practice instrument flying procedures; they can remain prepared while conserving operational resources

ACTIVITIES- (A, B, C)

A: Mission-Ready Actions

- Life-saving missions are flown when requested by Dispatch

- Skilled pilots and aircraft maintenance engineers are hired and retained
- Pilot recurrency flights flown on both shifts if no missions in 7 days, so flight-ready
- Annual on-site orientation and video training for FMFD paramedics
- Outfit secondary helicopter with a medical stretcher
- Standby pilot assigned for daytime when HERO1 offline or 2 patients need transportation simultaneously (same scene or different incidents)
- Safety pilots trained and assigned when single medevac pilot on shift; accompany single medevac pilot on daytime missions
- Helicopter is maintained according to regulations
- Parts and consumables (fuel, oil etc.) ordered and properly stored so adequate supply on hand
- Fuel tested as per regulations to ensure no contamination
- Required equipment charging is completed as per schedule
- Pilots monitor weather conditions throughout their shift, prior to mission and during flight; communicate same to Dispatch personnel so aware of any constraints

B: Public Awareness and Support

- Program promotion: speaking at meetings, on the radio, manning booths at events, encouraging tours (school groups, sponsors, camps, clubs, businesses and interested individuals), create contests

- Collect and analyze mission statistics: when, where, airtime, night versus day, type of patient, dedicated versus standby machine, declined flights and reason
- Share activity and financial reports with public and sponsors as per agreements and requests
- Reapply for grants, seek new funding opportunities
- When able to coordinate, promote the medevac program by arranging 'ride-alongs' for appropriate individuals
- Create event committee to plan and execute major fundraiser; hire contractors as required
- Recruit and train event volunteers
- Create Facebook page for annual fundraiser when date and theme organized
- Tweet missions (avoiding specific site names and patient information)
- Promote clarity in communications about the relationship between the separate entities of the Foundation and Phoenix Heli-Flight
- Hire expert to upgrade website
- Update Facebook page when HERO news to report (donations, special events etc.)
- Design and order promotional materials (see list under 'Inputs')

C: Forward Planning Activities to Sustain the Program

- Collaboration with other organizations or programs for mutual benefit; advocate with partners regarding funding
- Ensure the continued contributions of current sponsors via communication and reports
- Send Board electronic updates and hold meetings; involve in major fundraisers
- Plan for future board vacancies, seeking interested and involved community members
- Annual training is scheduled and attended by pilots and engineers; program support personnel encouraged to pursue appropriate development opportunities when available
- Seek and offer education in support of increased cultural awareness
- Managers attend national and international conferences to ensure up-to-date with regulations; network to remain current with industry best practices and share own expertise
- Strategize for a future upgrade to an advanced helicopter (larger, faster, more seats and fuel capacity) for optimal community service

OUTPUTS-

- Number of missions completed
- Number of missions declined or cancelled
- No flights completed in weather conditions below minimums

- Average time between dispatch and when pilots ready to launch
- Number of trained pilots and maintenance staff
- Time spent in training
- Number of paramedics trained
- Percentage of time fully staffed with medevac pilots
- Number of times standby helicopter required and whether for maintenance, an additional patient or simultaneous mission
- Number of recurrency flights for medevac pilots
- How many times guests do a ride-along on recurrency flights
- Number of facility tours
- How many times spoke on behalf of HERO or manned booth
- Number of times activity reports shared with stakeholders
- Number of Facebook 'shares' and 'likes'
- How many people attended annual fundraising event
- How much raised by major event
- Number of volunteers for successful event
- How many grant applications completed
- Percentage of successful grant applications
- Number of instances of collaboration
- Number of Board meetings and updates

OUTCOMES-

<u>Immediate:</u>	<u>Mid-Term:</u>	<u>Long Term:</u>
Public support	Known to be the community's helicopter medevac provider. Good relationship and trust.	Productive, safe community
Mission ready	Saving lives by saving time.	Families have more time with loved ones; patients able to keep living their lives. Public feels safer, less anxious about living, working and playing in areas remote to the city.
Sustainable funding arrangements	Stability, longevity for the program and the staff.	Community members become ambassadors, share success stories, raise additional awareness and support.

INDICATORS OF SUCCESS-

- Reduced legacy debt year over year
- Social media reach is increasing
- No flights are turned down, except when weather conditions below minimums
- Long-term retention of staff
- Healthy board development; full slate of members, people in the wings to join since recognized as a valuable and creditable program

DATA SOURCE-

- Pilot flight reports and log books
- Transport Canada and the Canadian Aviation Regulations and Standards documents
- FMFD Management and Dispatch staff
- AHS Emergency Link Centre and On-line Physicians
- Company data base (CIRRO) of mission information
- Facebook analytics tools

- Records of Chief Pilot and Director of Maintenance
- Standard Operating Procedures manual
- Company policy manual
- Auditor (Safety and Financial)
- Social media
- Fundraiser event records, point of sale machines
- Staff
- Inspector reports
- Company's Digital Action Tracking System (DATS)

METHODS-

- Review and analysis of flight statistics
- Staff interviews
- Follow-up calls/emails to sponsors
- Financial audit
- External inspections

**Local Helicopter Emergency
Response Organization Foundation
Financial Statements
December 31, 2018**

Local Helicopter Emergency Response Organization Foundation

CONTENTS

	<u>Page</u>
AUDITOR'S REPORT	1 - 2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Change in Net Assets	4
Statement of Operations	5
Statement of Cash Flow	6
Notes to the Financial Statements	7 - 9

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INDEPENDENT AUDITOR'S REPORT

To the Members of Local Helicopter Emergency Response Organization Foundation:

Opinion

We have audited the financial statements of Local Helicopter Emergency Response Organization Foundation, which comprise the statement of financial position as at December 31, 2018, and the statements of change in net assets, operations, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Local Helicopter Emergency Response Organization Foundation as at December 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Organizations or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

INDEPENDENT AUDITOR'S REPORT CONTINUED

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

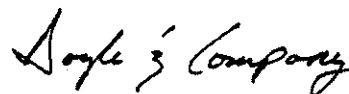
As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Edmonton, Alberta
April 24, 2019



Chartered Professional Accountants

Local Helicopter Emergency Response Organization Foundation

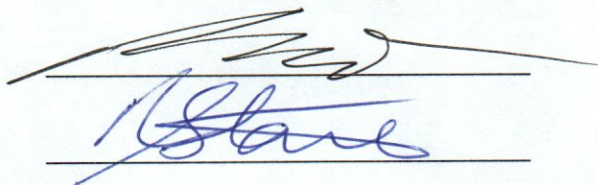
Statement of Financial Position

As at December 31, 2018

	2018	2017
	\$	\$
Assets		
Current		
Cash	20,833	11,984
Accounts receivable	508,589	121,659
Prepaid expenses	434	25,275
Goods and Services Taxes (GST) receivable	169,245	81,790
	<u>699,101</u>	<u>240,708</u>
Liabilities		
Current		
Accounts payable	9,257	4,108
Advances from Phoenix Heli-Flight Inc. (Note 6)	1,668,086	1,678,474
	<u>1,677,343</u>	<u>1,682,582</u>
Net Deficit		
Unrestricted	<u>(978,242)</u>	<u>(1,441,874)</u>
	<u>699,101</u>	<u>240,708</u>

Commitments - see note 7

Approved by the Board of Directors:



The accompanying notes form part of these financial statements.

**Local Helicopter Emergency
Response Organization Foundation**

Statement of Change in Net Assets

For the year ended December 31, 2018

	2018 \$	2017 \$
<u>Unrestricted</u>		
Balance, beginning of year	(1,441,874)	(1,070,359)
Excess (Shortfall) of revenue over expenditures	463,632	(371,515)
Balance, end of year	(978,242)	(1,441,874)

The accompanying notes form part of these financial statements.

Local Helicopter Emergency Response Organization Foundation

Statement of Operations

For the year ended December 31, 2018

	2018 Budget (Unaudited) \$	2018 \$	2017 \$
Revenue			
Corporate contributions	1,000,000	1,206,000	1,132,650
Donations	217,500	313,159	150,142
Fee for service	15,000	25,984	113,291
Government funding (Note 3)	1,750,000	2,499,996	1,499,999
Other revenue	100,000	7,513	15,680
	3,082,500	4,052,652	2,911,762
Expenditures			
Advertising	13,500	25,250	15,202
Bank charges and interest	750	7,357	1,281
GST expense	160,270	87,747	75,887
Insurance	1,045	1,445	608
Memberships	-	1,050	1,897
Office	60,385	53,687	997
Professional fees	20,650	11,437	16,239
Subcontractors	3,562,255	3,401,047	3,171,166
	3,818,855	3,589,020	3,283,277
Excess (Shortfall) of Revenue over Expenditures	(736,355)	463,632	(371,515)

The accompanying notes form part of these financial statements.

**Local Helicopter Emergency
Response Organization Foundation**

Statement of Cash Flow

For the year ended December 31, 2018

	2018	2017
	\$	\$
Operating Activities		
Cash received from funding agencies and other income	3,578,267	3,137,461
Cash paid to vendors and suppliers	(3,569,418)	(3,130,673)
Increase (decrease) in Cash During the Year	8,849	6,788
CASH - Beginning of year	11,984	5,196
CASH - End of year	20,833	11,984

The accompanying notes form part of these financial statements.

Local Helicopter Emergency Response Organization Foundation

Notes to the Financial Statements

December 31, 2018

Nature of the Organization

Local Helicopter Emergency Response Organization Foundation was incorporated under the Alberta Societies Act September 23, 2013 and was registered as a charity effective June 9, 2016. The organization provides medivac response services. The Foundation is a registered charitable organization and is tax exempt under the Income Tax Act of Canada.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations as issued by the Accounting Standards Board in Canada and include the following significant accounting policies:

(a) Cash

Cash consist of cash on deposit at a Canadian financial institution.

(b) Revenue Recognition

Local Helicopter Emergency Response Organization Foundation follows the deferral method of accounting for revenue. Restricted revenues are recognized as revenue in the year in which the related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Grant and requisitions are included in the revenue in the year in which they are received or receivable.

Cash donations are recognized as revenue in the year received.

Donations and contributions in-kind are recorded at fair value when such value can reasonably determined.

(c) Income Taxes

Local Helicopter Emergency Response Organization Foundation is a registered charitable organization under the Income Tax Act of Canada and therefore is not subject to either federal or provincial income taxes.

(d) Volunteer Services

Local Helicopter Emergency Response Organization Foundation receives a lot of volunteer services through out the year. The organization does not record the value of the volunteer services unless the fair value can be reasonably estimated. These services are received gratuitously; therefore, no value has been included in these financial statements as the fair value is not determinable.

Local Helicopter Emergency Response Organization Foundation

Notes to the Financial Statements

December 31, 2018

1. Significant Accounting Policies (Continued)

(e) Financial Instruments

(i) Measurement of financial instruments

Local Helicopter Emergency Response Organization Foundation initially measures all of its financial assets and liabilities at fair value, except for certain non-arm's length transactions.

Local Helicopter Emergency Response Organization Foundation subsequently measures all of its financial assets and liabilities at amortized cost, except in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost include cash, accounts receivables, and goods and services (GST) receivable.

Financial liabilities measured at amortized cost include accounts payable and advances from Phoenix Heli-Flight Inc..

(ii) Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would be reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

2. Measurement Uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

3. Economic Dependence

Local Helicopter Emergency Response Organization Foundation received a \$1,500,000 (2017 - \$750,000) grant from the Regional Municipality of Wood Buffalo and contract revenue of \$999,996 (2017 - \$749,999) which is 62% (2017 - 52%) of the gross revenues received in the current year.

4. Continuing Operations

These financial statements have been prepared on the going concern basis which assumes the realization of assets and payments of liabilities in the normal course of business. The application of the going concern concept is dependent on the organization's ability to generate future profitable operations and on the continued financial support from its donors, funder, and ability to provide services..

Local Helicopter Emergency Response Organization Foundation

Notes to the Financial Statements

December 31, 2018

5. Financial Instruments and Concentration of Risk

The financial instruments of Local Helicopter Emergency Response Organization Foundation consist of cash, accounts receivables, GST receivable, advances from Phoenix Heli-Flight Inc. The fair value of the financial instrument approximates the carrying value, unless otherwise noted.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in interest rate. Local Helicopter Emergency Response Organization Foundation is exposed to interest rate risk on bank account balances and any of its fixed and/or floating interest rate financial instruments.

Liquidity Risk

Liquidity risk is the risk that Local Helicopter Emergency Response Organization Foundation will encounter difficulty in meeting its obligations associated with financial liabilities. Local Helicopter Emergency Response Organization Foundation manages its liquidity risk by monitoring its operating requirements and cash forecasts to ensure it has sufficient funds to fulfil its financial obligations.

6. Related Party Transactions

Related parties of the organization are considered to be board members of the Local Helicopter Emergency Response Organization Foundation who have a direct impact on the daily operations of the organization.

During the year Local Helicopter Emergency Response Organization Foundation paid Phoenix Heli-Flight Inc. \$3,234,576 (2017 - \$3,000,000) for the fixed monthly standby fee and \$165,432 (2017 - \$170,028) for the variable contract fees for fuel and maintenance.

These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties, and are in the normal course of operations.

7. Commitments

Local Helicopter Emergency Response Organization Foundation is committed to make monthly payments of \$269,548 (2017 - \$250,000) plus GST and annual fuel and maintenance costs plus GST to Phoenix Heli-Flight Inc. A new service agreement was signed with a term of January 1, 2019 to December 31, 2022. On January 1, 2023 this agreement will automatically renew for an additional term of one (1) year and will continue to automatically renew on the 1st day of each new year. Automatic renewal of this agreement may be cancelled upon providing written notice of termination to the service provider 90 days prior to the automatic renewal date.

8. Budget Figures

The budget figures have not been audited and are for presentation purposes only.

9. Comparative Figures

Certain comparative figures have been restated to conform to the presentation used in the current year.