



# **PTARMIGAN NORDIC**

**SKI CLUB • FORT McMURRAY, AB**

Chris Reitz – President  
Jason Vanderzwaag – Vice President

November 27, 2019

# Organization Mission

To support healthy, outdoor recreation in the Regional Municipality of Wood Buffalo by promoting cross-country skiing as a life-long sport.

- Participation – Providing equitable access to recreational and skill development opportunities for all ages, abilities and backgrounds
- Community – Engaging residents of RMWB through club activities, programming, and community amenities to enhance the social capital of the region
- Outdoor – Providing local, community-based opportunities and activities for residents of RMWB to embrace an outdoor, active lifestyle

# Organization Mandate

## **Goals for 2020**

- Membership trending back up to historical levels (400+)
- Pilot Ski-at-School Programs
- Qualify Skiers in all categories for 2020 Alberta Winter Games working towards 2022 Arctic Winter Games
- Pilot Snow-making to lengthen ski season
- Operation of the Expanded Doug Barnes Cabin Facility
  - Includes hiring part-time staff for Cabin Operations

# Community Impact

- Accessibility to the sport of cross-country skiing
  - Less than \$100 Annual Membership for 2-Adult; 2-Child family
  - Includes access to equipment
  - 302 Members (2019); including 60 youth
- Grooming of the Birchwood Trails
  - Many volunteer hours for Grooming in 2018-19
  - Winter Trail Maintenance and Access for Cross-Country Skiing
  - Multi-user access – walking, hiking, mountain biking, snowshoeing
- Operation/Rental of the Doug Barnes Cabin

# Community Impact

- Community Membership Training
  - 11 CANSI Certified Adult Coaches
    - 1 – Level 3 (Instructor)
    - 4 – Level 2
    - 6 – Level 1
  - 15 of NCCP Certified Youth Coaches
  - 12 Certified Level 2 Officials
- Hosting
  - 2020 Alberta Winter Games Qualifier
  - 2021 Alberta Cup (Intend to Bid)
  - 2022 Arctic Winter Games

# 2020 Grant Request

2020 Grant Request	
Revenue	\$57,700
Expense	\$279,400
Subsidy Requested	\$221,700
Subsidy represents <b>79%</b> of total expenses	

Previous Year's Financial Information	
Last Fiscal Year End Date	September 30, 2018
Total expenses from previous year	\$69,684
Unrestricted Net Assets	\$0

# Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (3 part time)	\$110,400	\$85,700
Program Costs	\$37,000	\$0
Overhead (utilities, insurance, etc.)	\$132,000	\$136,000
TOTAL	\$279,400	\$221,700

# Community Investment History

2020 Request	2019	2018
\$221,700	\$30,000	\$35,000

- Significant increase in 2020 is due to the completion of the expanded Doug Barnes Cabin, and the Ptarmigan Nordic Ski Club providing a heightened operational role.
- Approximately \$175,000 in new Staff (1.75 FTE) and Operating Expenses (including utilities, maintenance and supplies)
- 2020 will be first year of Expanded Facility; costs are estimates and will be refined for future years.



**Ptarmigan Nordic Ski Club**  
2020 Sustaining Grant Analysis

**CIP Grant Summary:**

				<b>2020 Recommended by CIP</b>	<b>Variance Recommended vs. Requested</b>
2017	2018	2019	<b>2020 Request</b>		
35,000	35,000	30,000	<b>55,000</b>	<b>55,000</b>	-

<b>Fiscal Year End</b>	<b>Total Expenses</b>	<b>Unrestricted Net Assets</b>
September 30, 2018	69,684	-

**Notes:**

Trail Maintenance and operations of Doug Barnes Cabin is considered separate from Club Operations, therefore the financial position of the Organization does not impact the eligibility for the Sustaining Grant.

Doug Barnes Cabin Expansion is expected to be operational in time for the 2019-2020 winter season. Administration is currently negotiating an Operating Agreement for this facility with the PNSC with an estimated increase of \$150,000.

<b>Budget Line Description</b>	<b>2020 Total Budget</b>	<b>2020 Grant Request</b>	<b>2020 Recommended</b>
<b>Revenues</b>			
RMWB Sustaining Grant	221,700	221,700	221,700
Cabin Rentals	15,000	-	-
<b>Total Revenues</b>	<b>\$ 236,700</b>	<b>\$ 221,700</b>	<b>\$ 221,700</b>
<b>Expenses</b>			
Employee & Admin. costs (incl. bookkeeper)	90,700	85,700	85,700
Building Operations, Supplies and Maintenance	77,500	72,500	72,500
Professional Services	15,000	10,000	10,000
Grooming Fuel and Supplies	18,000	18,000	18,000
Market & Promo	2,500	2,500	2,500
Utilities (Power/Water/Gas/Phone)	33,000	33,000	33,000
<b>Total Expenses</b>	<b>\$ 236,700</b>	<b>\$ 221,700</b>	<b>\$ 221,700</b>
<b>Total Surplus (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 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:** Ptarmigan Nordic Ski Club

**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:

<u>DL</u>	<u>AL</u>
<u>DL</u>	<u>AL</u>
<u>DL</u>	<u>AL</u>
<u>DL</u>	<u>AL</u>
<u>DL</u>	<u>AL</u>

Signature of Board Member  
(must have signing authority)

Chris Reitz  
Print Name

2019-09-22  
Date: (YYYY-MM-DD)

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

Andre Lefebvre  
Print Name

2019-09-19  
Date: (YYYY-MM-DD)

## Sustaining Grant Part A - Organization Summary

### 1. Organization Details

<b>Organization Name:</b>	Ptarmigan Nordic Ski Club
<b>Street Address:</b>	PO Box 6225
<b>City/Hamlet:</b>	Fort McMurray
<b>Province:</b>	Alberta
<b>Postal Code:</b>	T9H 4W1
<b>Phone Number:</b>	s.17 (1)
<b>Email Address:</b>	pnsctski@gmail.com
<b>Act Registered Under:</b>	Societies Act (Alberta)
<b>Registration Number:</b>	500100573

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

### 2. Main Contact

<b>Title:</b>	Treasurer
<b>Name:</b>	Andre LeFebvre
<b>Daytime Phone:</b>	s.17 (1)
<b>Email Address:</b>	s.17 (1)

### 3. Executive Director

<b>Name:</b>	Inger Klepp, Club Coordinator
<b>Daytime Phone:</b>	(note - not currently named ED, role is in transition)
<b>Email Address:</b>	s.17 (1)

### 4. Board Chair / President

<b>Name:</b>	Chris Reitz
<b>Daytime Phone:</b>	s.17 (1)
<b>Email Address:</b>	s.17 (1)

*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*



## 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

10. 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.

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 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 2019, the club also applied for various grants to support the club's youth racing program. 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 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?**

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

## Part D - Organization Questionnaire

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

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



## 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:**

- 17. Current Volunteer Information:**

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers		
Fundraising Volunteers		
Committee Volunteers		
Administrative Volunteers		
Total Organization Volunteers (Count each only once)		

## Part E - Financial Information, Budget Request & Cash Flow

### 18. Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	0	0
Part Time Positions	4	1

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

In 2020, the club will be going through a major transition as we start operation of the Doug Barnes 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. Increased revenue streams include cabin rentals and ski equipment rental.

The primary driver of increased operational expense will be the operation of the Cabin in accordance with the updated Operating Agreement. This will include 1.75 FTE part time staff to facilitate rental space, advertising, booking and logistics, and coordination of cleaning and maintenance services. There will also be cost increases for utilities, ongoing preventative maintenance, cleaning and cleaning supplies.

On account of the additional responsibilities, we are in the active process of amending the role of the "Club Coordinator" position to an "Executive Director" (part time) position. This will assist the Board with resourcing the part time staff to meet the Cabin Operational requirements.

### 20. 2020 Grant Request:

Total 2020 Budgeted Revenue ( <b>excluding</b> RMWB Sustaining Grant)	\$ 57,700.00
Total 2020 Budgeted Expenses	\$ 279,400.00
Surplus* / (Deficit)	\$ (221,700.00)
<b>2020 Sustaining Grant Request Amount:</b>	<b>\$ 221,700.00</b>

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

#### Please Indicate Preferred Cash Flow, if approved\*\*:

January/February \$ 55,425.00                      April \$ 55,425.00

(no more than 75% of request)

August \$ 55,425.00                      October \$ 55,425.00

\*\* 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.**

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. It also removes the burden of needing to go out and buy equipment prior to participating. The burden is also taken 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.
- Providing affordable meeting space for other clubs and organizations in the community through the use of the Doug Barnes Cabin.

In 2020, the expansion to the Doug Barnes Cabin will be completed and the club will resume the operations. With the expanded cabin space, the club will continue to support the community through increased rental space at an affordable rate for non-profits. It also hopes to have regular operating hours where the community will be able to come and rent cross-country ski equipment outside of club programming. The increase in the grant application for 2020 is due to the anticipated increase in part-time staff to support the increased accessibility to the facility for the community.

## **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)**

<b>Strategic Objective #1 Financial Responsibility and Sustainability</b>						
<b>To operate the club in a financially responsible way to ensure the long-term sustainability of cross country skiing in RMWB</b>						
AREA OF EMPHASIS	ACTIONS	Description	Measure	Priority	Committee	Sponsor
<b>1.1 Revenue Development</b>	1.1.1 Deliver annual and one-time ski rental program	Ensure sustainability in the replacement and provision of the ski rental/loan programs for members		2018-19		
	1.1.2 Develop package to align with Tourism opportunities	Rates, waivers and how to deliver a ski rental program to inbound tourism operators.	Return that will replace rental fleet every 3-years	2018-19	Communication, Events and Community	
	1.1.3 Forecast potential revenue post-cabin expansion	Facility Rental projections based on an operating plan: - Revenue (rates and utilization) - Costs	Determine rate of return that allows for recovery of operating costs and anticipated maintenance. Begin a 'reserve fund' for future major repairs.	2019-20	Cabin Operations	
	1.1.4 Identify annual and one-time grant opportunities		CIP - Regular Funding CIP - Games Legacy Funding Coaching Development Grants			
	1.1.5 Explore corporate partnership opportunities	As a community citizen, PNSC will need to both benefit from and be a benefit to local organizations for sponsorship, supplies, stewardship and program offering.	Tie one or more partnership relationships to each of the programming objectives.	2019-20		
<b>1.2 Expense Management</b>	1.2.1 Develop and implement control policies for spending authorities and approvals	Delegation of Authority Guidelines for spending and approvals	Y/N		Governance	
	1.2.2 Develop annual business plan protocols including annual operating budget	Annual Budgeting process	Y/N		Governance	
<b>1.3 Financial Stewardship</b>	1.3.1 Develop a five-year financial plan to ensure full compliance with not-for-profit status	Suggested 5-year strategic with 3-year rolling forecast	Annual Review	Start at 2019 AGM	Governance	

Strategic Objective #2 - Program Options						
To offer a wide range of program options and equipment solutions that promote participation and healthy competition at all levels of the sport						
AREA OF EMPHASIS	ACTIONS	Description	Measure	Priority	Committee	Sponsor
2.1 Membership Growth	2.1.1 Develop and implement a member recruitment plan	Identify 'target market' for club members	Increase of X%/year by segment	2019-20	Communication, Events and Community	
	2.1.2 Develop membership information content and collateral materials	Articulate the value of club membership and develop messaging based on Who the Target Market(s) is(are).		2018-19	Communication, Events and Community	
	2.1.3 Leverage Wood Buffalo Sport Connection and participate in their communication channels	Filed of Play Committee and Board Membership				
2.2 Community Outreach	2.2.1 Develop and operate a Loppet Series		1 loppet y1 (Birchwood Classic) 1 loppets + 1 Race y2 AB Cup + 1 Race Y3			
	2.2.2 Develop a school-based program module that can inform students about cross-country ski	Outreach-Community Service Program aimed at promoting healthy outdoor Lifestyle, Quality of Life	Deliver 6 Programs with Reach of 300 participants/season			
	2.2.3 Identify and market to non-skiing trail users					
2.3 Lesson Programs	2.3.1 Publicize and conduct Youth Lessons (Cross Country Canada Bunny Rabbit & Jack Rabbit Programs)	Growth has been deferred in anticipation of coming cabin expansion.	Annual Registration (# registered) Annual Participation Numbers (attendance) Retention			
	2.3.2 Publicize and conduct Adult Lessons	Growth has been deferred in anticipation of coming cabin expansion.	Annual Registration (# registered) Annual Participation Numbers (attendance) Retention year to year in lessons Retention to Masters			
2.4 Equipment Program	2.4.1 Maintain current Youth Member Program for equipment	Forecast equipment maintenance and replacement needs based on equipment life-span and club growth projections.	Identify for developing Funding requirements (Objective 1.1.1)			
	2.4.2 Maintain current Adult Member Program for equipment	Forecast equipment maintenance and replacement needs based on equipment life-span and club growth projections.	Identify for developing Funding requirements (Objective 1.1.1)			
	2.4.3 Develop and implement future Rental Program					

Strategic Objective #3 Skill and Knowledge Development						
To facilitate development opportunities for volunteers, coaches and leaders to foster growth of the sport and the club						
AREA OF EMPHASIS	ACTIONS	Description	Measure	Priority	Committee	Sponsor
3.1 Coach Development	3.1.1 Explore development of a resident CANSI Instructor to maintain CANSI Certifications locally and contribute to developing others regionally, nationally	Base the benefit of a resident instructor on the anticipated requirements of participation growth.				
	3.1.2 Set targets for the growth and status of youth programs for mid-range (3-5 years) and long-range (5+ years) to determine the number and level of NCCP Certified coaches required for the purpose of assigning resources to achieve these levels	Include projections for: Bunny Rabbits Jackrabbits Track Attack Development Team Jr./Sr. Race	Retention Rates of >50% Recognition Program(s) Stipend for Coaches Development/Race Coaches Certified			
	3.1.3 Provide Coaching Development Opportunities for local coaches	In addition to sending coaches out of town, explore opportunities to work with CCA, WBSC and other sports to provide coaching development locally.	Allocate annual budget for Coaching Development beyond Community Coaching Levels			
	3.1.4 Document Coach and Instructor motivations for coaching for recruitment and retention purposes.	Documenting allows the club to ensure right conditions remain for attracting and retaining coaches (i.e. understand how many are parents of youth skiers)				
3.2 Athlete Development	3.2.1 Conduct Youth Development Program on annual basis (Competitive and Racing)		Intake of min 4 skiers to L2T each year Retention of 75% thru L2C Qualify Skiers in all Age Categories at AB and Arctic Winter Games w/ top 5 Finishes CPL average Benchmarks			
	3.2.2 Conduct Masters Programs	Provide programs that bring value to the adult population of the club that have progressed beyond lessons and are not interested in CANSI. Create outreach programs to prospective populations that are not currently skiers. Recruit skiers that are non-members but use the trails. Provide a community of skiers for supporting local and non-local events.	Outreach Program with 10% New Participants each year Annual Points Series Representative in Senior Age Categories at Sanctioned Events Annual Contingent at Edmonton Birkie			
	3.2.3 Define competition continuum (Learning to Train through Learning to Compete) and associated strategies and actions for engaging both	Use the CCC LTAD model and resources to link programming for skiers of all ages and abilities	Maintain Active Participation of Developmental Skiers with Jackrabbit skiers (coaching, events, lessons, etc.)			
3.3 Official Development	3.3.1 Create multi-year plan for developing officials	Identify pool of up to 5 Candidates for Training and encourage attendance at non-local events to get experience with running events at a provincial level.	Budget for Developing Officials			
3.4 Volunteer Recognition Program	3.4.1 Identify recognition best practices among local, provincial and national sport clubs					
	3.4.2 Assess and implement volunteer recognition program			2019-20		
	3.4.3 Participate in WBSC and FuseSocial and provincial volunteer recognition programs					
3.5 Event Hosting Capacity	3.5.1 Determine a long-term event hosting strategy	Identify events and races to host at various scopes and levels of competition including frequency for hosting the same. - Informs 5.1	Local Event(s) for annual hosting - Birchwood Classic - Northern Alberta Youth Championships - Sanctioned Roller-Ski Race Major B Event(s) every 3-5 yrs - Alberta Cup Major A Event(s) every 10-12 yrs - Westerns, Arctic Winter/Canada Winter Games			
	3.5.2 Identify gaps in current capacity of club members and volunteers, identify opportunities and an action plan for closing gaps	Create Event Hosting and Technical Package for PNSC hosting with associated roles, responsibilities and resources. Perform Gap Analysis and ID plan for closing.	Hosting Package (2018) Gap Analysis & Plan for Closing	2018-19 2019 AGM		
	3.5.3 Align the development of capacity with the event hosting strategy	Capacity includes the skills, infrastructure and resources and the development of a hosting guide. This objective would include the initiation of smaller, local events that develop the resources of the club.	Implement local points series and tracking using Zone4 resources.			
	3.5.4 Implement post-event evaluation and learnings process	Should be included in the Hosting Package as a part of Race Secretary duties.	Y/N			

Strategic Objective #4 Good Governance						
To be a leader in the sport community through good governance and sound operational practices while engaging and collaborating with other community partners						
AREA OF EMPHASIS	ACTIONS	Description	Measure	Priority	Committee	Sponsor
4.1 Board Succession and Recruitment	4.1.1 Review governance model	Contract an external resource to develop (or facilitate) the development of Governance structure to be consistent with revised By-Laws and Policies and Procedures.		2018/19	Governance	
	4.1.2 Develop competency-based Board matrix	Once developed, a protocol for annual updates and tool for identifying, recruiting and developing future board members		2020 AGM		
	4.1.3 Develop Policies And Procedures	Implement comprehensive Policies and Procedures manual for club Governance - Board		2018/19		
	4.1.4 Develop and implement committee structure and terms of reference	Operating parameters for Committees with deliverables according to annual planning and programming objectives	Regular review against specific, measureable deliverables	2018/19		
4.2 Board Training and Evaluation	4.2.1 Develop and adopt Policies And Procedures	Implement comprehensive Policies and Procedures manual for conducting club operations		phased through 2019/20		
	4.2.2 Develop Board procedures including: Orientation, Training and Evaluation	Implement a practice of orientation to ensure that future boards are appropriately prepared for successful operation and execution of strategy.		2019/20		
	4.2.3 Develop staff policies and procedures for Program Coordinator position including: search/selection, duties, reporting, delegation of authority, etc.	Develop job description and requirements given refreshed operational mandate for any paid positions with a gap assessment and plan for closing.		2019/20		
4.3 Report to Members and Community	4.3.1 Prepare an annual report for distribution to: members, stakeholders and the community	This should be a synopsis of the Plan of Service that drives funding application(s) and commitments.	Specific connections to each of our 7 object and/or 5 values	2020/21		
4.4 Risk Management Program	4.4.1 Develop risk management program to include a risk register for all potential safety, financial and reputational risks			2020/21		
4.5 Strategic Partnerships	4.5.1 Actively engage with external entities – cross-country ski clubs and teams, CCA and CCC, High Performance Coaching (e.g. ASDC, CRTG)	For those capabilities that are not feasible for the club to possess internally, strategies to provide the capabilities to members can be developed in relationship with other clubs or organizations.	Collaborate with other N. Alberta clubs to create a ski series	2019/20		
	4.5.2 Actively engage with external entities – Tourism, Wood Buffalo Sport Connection, Other Local Non-Profits		Exec Member on Tourism Board Exec Member on Committee or Board of WBSC	Ongoing		
	4.5.3 Actively engage with external entities - Local business partnerships including corporate supporters, suppliers and related providers of ski equipment and accessories	Include principles for documenting sponsorships with mutual commitments and conflict of interest guidelines.	Documented Partnerships for cross promotion	Ongoing		
	4.5.4 Actively engage with external entities – CCA and CCC from governance and leadership perspectives		Representation at CCA AGM Representation at CCC AGM Representation on CCA Board of Directors	2018 - 2019 - 2018 -		
	4.5.5 RMWB - Develop the lease with the RMWB and seek to establish a definition of the Birchwood Trails					

Strategic Objective #5 Infrastructure Stewardship						
To be stewards for community assets and infrastructure, including the Birchwood Trail and Doug Barnes Cabin						
AREA OF EMPHASIS	ACTIONS	Description	Measure	Priority	Committee	Sponsor
5.1 Trail Development and Maintenance	Develop Trails in accordance with CCC and FIS technical guidelines	Contact Mike Norton (mnorton@winsport.ca) to inquire about a trails assessment and recommendation on development.				
	Create a mid-range (3-5 year) and Long-term (5+year) plan for developing the trail system and required maintenance	Contact Mike Norton (mnorton@winsport.ca) to inquire about a trails assessment and recommendation on development.				
	Pursue clear definition of the scope of 'Birchwood Trails' and the scope of PNSC responsibility/accountability.					
5.2 Cabin Development and Operation	Develop Operating Plan for Cabin (Space Rentals, Cleaning, Club Utilization, etc.)					
5.3 Snow Making	Develop feasibility and recommendation for pursuing (or not) permanent Snow Making capabilities					
5.4 Trail Grooming	Pursue clear definition of the scope of 'Birchwood Trails' and the scope of PNSC responsibility/accountability					
	Develop Operating Plan (Including Succession) for trail grooming in concert with Trail Development and Snow Making capabilities					
5.5 Trail User Outreach	Form trail user alliance					
5.6 Equipment Operation and Maintenance	Develop equipment and capital asset lifecycle planning					
	Develop equipment warranty and maintenance log procedures					



## Ptarmigan Nordic Ski Club 2019-20 Budget Worksheet

		Cabin Ops	Club Ops	Total
1.0	<u>Revenue</u>			
1.1	Memberships	-	6,000	6,000
1.2	Ski-at-school	-	5,000	5,000
1.3	Casino	-	19,700	19,700
1.4	Cabin Rental	15,000	-	15,000
1.5	Equipment Rental	-	5,000	5,000
1.6	Grants/Donations			
1.6.1	Games Legacy Grant	-	3,000	3,000
1.6.2	Corporate	-	4,000	4,000
		<u>15,000</u>	<u>42,700</u>	<u>57,700</u>
2.0	<u>Program Expenses</u>			
2.1	Cost of Sales - Memberships	-	5,000	5,000
2.2	Development Team	-	6,000	6,000
2.3	Programming	-	2,500	2,500
2.4	Events	-	1,500	1,500
2.5	Marketing & Promo	2,500	1,500	4,000
2.6	Grooming, Equipment Mtce, Snow Prep	<u>18,000</u>	<u>-</u>	<u>18,000</u>
		20,500	16,500	37,000
3.0	<u>Wages</u>			
	Direct Wage Costs (1.75 FTE)	78,000	18,000	96,000
	Payroll Burden/Benefits (15%)	<u>11,700</u>	<u>2,700</u>	<u>14,400</u>
		89,700	20,700	110,400
4.0	<u>Overhead</u>			
4.1	Building Operations	55,000	-	55,000
4.2	Maintenance	7,500	-	7,500
4.3	Supplies	15,000	-	15,000
4.4	Interest and Bank	1,000	500	1,500
4.5	Utilities	33,000	-	33,000
4.6	Professional Services	<u>15,000</u>	<u>5,000</u>	<u>20,000</u>
		126,500	5,500	132,000
	Total Expenses	236,700	42,700	279,400
	Sortfall/ Sustaing Grant Request	(221,700)	-	

## Ptarmigan Nordic Ski Club 2017-2018 Financial Summary



This financial statement, accompanying notes and supporting records, have been examined by a member who is independent of the executive committee of the Ptarmigan Nordic Ski Club.

Treasurer

03/10/2019

Date

President

March 31, 2019

Date

Auditor

03/31/2019

Date

Note: Casino funds are shown as revenue to the club only when used to purchase assets or on specific expenses. Funds not yet expended are shown as a liability as these will be forfeited to the Alberta Gaming and Liquor Commission if not used by specified dates.

**PTARMIGAN NORDIC SKI CLUB**  
**Statement of Financial Position**  
**September 30, 2018**  
*(Unaudited - See Notice To Reader)*

	2018	2017
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 193,744	\$ 185,690
Goods and services tax recoverable	1,312	-
	<u>195,056</u>	<u>185,690</u>
<b>CAPITAL ASSETS (Net of accumulated amortization)</b>	<u>46,043</u>	<u>56,638</u>
	<u><b>\$ 241,099</b></u>	<u><b>\$ 242,328</b></u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable	\$ 1,799	\$ 1,800
Deferred income	9,291	42,399
	<u>11,090</u>	<u>44,199</u>
<b>NET ASSETS</b>		
General fund	183,847	141,491
Restricted fund	46,162	56,638
	<u>230,009</u>	<u>198,129</u>
	<u><b>\$ 241,099</b></u>	<u><b>\$ 242,328</b></u>

**PTARMIGAN NORDIC SKI CLUB**  
**Statement of Revenues and Expenditures**  
**Year Ended September 30, 2018**  
*(Unaudited - See Notice To Reader)*

	2018	2017
<b>SALES</b>		
Grants	\$ 76,695	\$ 8,500
Casino revenue	35,284	21,636
Membership fees	2,284	1,539
Club brand sales	1,147	4,350
Cabin rental	170	670
Donations	-	2,880
Trail maintenance refunds	-	70
	<u>115,580</u>	<u>39,645</u>
<b>COST OF SALES</b>		
Racing team operation	11,841	11,815
Casino expenditures	2,175	2,121
Jackrabbit operation	-	334
	<u>14,016</u>	<u>14,270</u>
<b>GROSS PROFIT (87.87%; 2017 - 64.01%)</b>	<u>101,564</u>	<u>25,375</u>
<b>EXPENSES</b>		
Advertising and promotion	5,023	2,096
Amortization	16,022	18,163
Bank charges	277	559
Memberships	862	2,286
Office	6,299	2,685
Repairs and maintenance	25,754	8,923
Salaries and wages	11,797	7,191
Travel	2,733	1,934
Vehicle	917	713
	<u>69,684</u>	<u>44,550</u>
<b>EXCESS (DEFICIENCY) OF SALES OVER EXPENSES</b>	<u>\$ 31,880</u>	<u>\$ (19,175)</u>

**PTARMIGAN NORDIC SKI CLUB**  
**Statement of Changes in Net Assets**  
**Year Ended September 30, 2018**  
*(Unaudited - See Notice To Reader)*

	General Fund	Restricted Fund	2018	2017
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 141,491	\$ 56,638	\$ 198,129	\$ 217,304
<b>EXCESS OF SALES OVER EXPENSES</b>	42,356	(10,476)	31,880	(19,175)
<b>NET ASSETS - END OF YEAR</b>	\$ 183,847	\$ 46,162	\$ 230,009	\$ 198,129



**Ptarmigan Nordic Ski Club**  
**Treasurer's Report, 2018 Annual General Meeting**

**Statements**

The documents circulated include the official statement of operations (or income statement) and statement of financial position (or balance sheet) showing the 2017/2018 and 2016/2017 actual figures.

**Independent Review of Statements**

The statement of operations, statement of financial position, and the supporting accounts have been reviewed and signed by a member of the club who is independent of the club executive committee as required by the club by-laws. These statements have been submitted to the Government as required by the Societies' Act.

**Casino Funds Update**

In July of 2018, the club worked a casino to which the funds were deposited in November 2018 (\$34,491.79 in the 2018/2019 financial year). The club is expected to utilize these funds within 2 years as per our "Approved Use of Proceeds" requirement.

In the club's financial reports, Casino proceeds are only recognised as revenue to the club when spent in accordance with the club's casino license. Unused funds are shown as a liability as these will be forfeited to the AGLC if not spent within a designated period. The club had a total of \$9,290.63 of available casino funds at the end of the fiscal year.

**Grants and Donations**

The club was paid its Operating Grant from the Regional Municipality of Wood Buffalo for 2017 worth \$35,000 during the 2017-2018 financial year. The club was also given an Operating Grant from the RMWB for the 2018 season worth \$35,000. The club has been applying for these grants with the expectation that the new cabin would be built. The delays in cabin construction (due to the wildfires) has resulted in a surplus of grant funds. The club has an agreement in place with the RMWB to carry over these funds to 2018-2019 in anticipation of the new cabin. The club also earned a CFEP from the Province of Alberta for furnishing the new cabin worth \$123,500 which was given to the RMWB. The club received a Games Legacy Grant worth \$2,360 to send the racing team to Lake Louise for an on snow camp. The club received "Good Neighbour" donations from Syncrude totalling \$2,250 based on applications from club executive members. The club also received \$500 from David Killick which was matched by the PNSC to support the youth racing team..

**Discussion**

The club remains in a healthy position financially. The club continues to build operating funds in anticipation of the new cabin and although typically excess grant money is to be returned at year end, the RMWB is allowing the club to keep them. Through the 2017-2018 financial year, a significant amount of the club spending was done using casino funds where applicable as per AGLC regulations. With the cabin expansion on the horizon for next season, the club will re-evaluate the amount requested in the operating grant application during the 2019/2020 season in order to cover any additional expenses resulting from the growth.

**PTARMIGAN NORDIC SKI CLUB Statement of Operations**  
**Year ended September 30, 2018**

	<b>12 months ending Sep 30, 2018</b>	<b>12 months ending Sep 30, 2017</b>
<b>Revenues</b>		
Casino Revenue	35284	21636
Grants	76695	8500
Club Clothing Sales	1147	4350
Donations	-	2880
Membership Fees	2284	1539
Cabin Rental	170	670
Trail maintenance refund	-	70
	<b>\$115580</b>	<b>\$39645</b>
<b>Direct Cost</b>		
Jackrabbit Operation	-	334
Racing Team Operation	11841	11815
Casino Expenditures	2175	2121
	<b>\$14016</b>	<b>\$14270</b>
<b>Expenses</b>		
Advertising and Promotion	5023	2096
Amortization	16022	18163
Bank Charges	277	559
Memberships	862	2286
Office	6299	2685
Repairs and Maintenance	25754	8923
Salaries and wages	11797	7191
Travel	2733	1934
Vehicle	917	713
	<b>\$69684</b>	<b>\$44550</b>
<b>Excess/Deficiency of Revenue</b>	<b>\$31880</b>	<b>(\$19175)</b>

**PTARMIGAN NORDIC SKI CLUB**  
**statement of financial position**  
**as at September 30, 2018**

	Sep 30, 2018	Sep 30, 2017
<b>Assets</b>		
Current:		
Operating Account	184454	143290
Casino Account ( 1 )	9290	42399
GST Recoverable	1312	-
Equipment (Net of accumulated amortization)	46043	56638
	<b>\$ 241099</b>	<b>\$ 242328</b>
<b>Liabilities and Net Assets</b>		
Current:		
Accounts Payable	1799	1800
Designated Casino Funds ( 2 )	9291	42399
	<b>\$11090</b>	<b>\$44199</b>
<b>Net Assets</b>		
General Fund	183847	141491
Capital Fund	46043	56638
	<b>\$230009</b>	<b>\$198129</b>
	<b>\$ 241099</b>	<b>\$ 242328</b>

**Notes to the financial statements**

**Note 1:**

Casino funds are shown as Revenue to the club only when used to purchase assets or on specific expenses. Funds not yet expended are shown as a liability as these will be forfeited to the Alberta Gaming and Liquor Commission if not used by specified dates.

**Note 2:**

This financial statement, accompanying notes and supporting records, have been examined by a member who is independent of the executive committee of the Ptarmigan Nordic Ski Club.