



Jonathan Lambert, Board Chair
Frank Creasey, CEO

February 7, 2018



Organization Mandate



- Mandate of Fort McMurray Tourism:

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

- **Community served** - Wood Buffalo Region:

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



Organization Mandate

2018 Goals for Tourism:

- **Stimulate Economic Impact**
- **Diversify the Wood Buffalo Region's Economy**
- **Improve:**
 - Grow visitation across all 4 seasons,
 - Hotel Occupancies,
 - Venue Utilization,
 - Restaurant Revenues,
 - Our Region's Image,
 - Celebrate our Region's Diversity
 - * Increase visitation to attractions,
 - * Support air access to YMM,



Organization Mandate



- **Programs/services to be funded by the grant:**
 - Visitor/Resident Information Services,
 - Product Development, Stakeholder Development, Enhance & Grow Visitor Experiences in region, Support Tourism focused Events/Activities,
 - Marketing Consumer & Travel Trade, Business Development, Media Relations, Improve Regional Image,
 - Sport Tourism Business Development, Sales, Improve Hosting Abilities.



Community Impact



Tourism Is A Team Sport!

Key Partnerships to Succeed:

- Regional Municipality of Wood Buffalo,
- Fort McMurray Hotel and Lodging Association (FMHLA),
- Attractions & Local Tourism Operators,
- Venues (Sport Tourism / Meetings & Conferences),
- Fort McMurray Airport (FMAA),
- Travel Alberta,
- Edmonton Tourism & Airport.



Community Impact

- Visitor/Resident Information Services:
 - Economic Impact (visitors & trade shows), collection of data, supporting local jobs, regional content curation.
- Marketing, Product Development, Travel Trade & Media Relations:
 - Marketing ROI & Engagement, Earned Media Value.
- Sport Tourism:
 - Economic Impact by event, # of events secured, growth in length of stay (average room nights).



2018 Grant Request



Revenue	\$1,149,200 (total inclusive of \$1,779,000)
Expense	\$1,792,500
Subsidy Requested	\$ 629,800

Subsidy represents 35% of total expenses



Expense Summary



Cost Category	Total Expense	Funded by RMWB
Salary/Wages (8 full time, 8 part time/seasonal)	\$740,000	\$313,189
Program Costs	\$996,500	\$316,611
Overhead (utilities, insurance, etc.)	\$ 56,000	\$ 0
TOTAL	\$1,792,500	\$629,800



Community Investment History



2018 Request	2017	2016
\$629,800	\$629,800	\$670,000





THANK YOU

2018 Community Operating Grant Request



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Fort McMurray Tourism

2018 Operating Grant Analysis

CIP Grant Summary:

2015	2016	2017	2018 Request	2018 Recommended by CIP	Difference of Recommended vs. Requested
660,000	670,000	629,800	629,800	629,800	-

Program Reporting Required:
Six Month & Annual Reports

Financial Reporting Required:
Audited Financial Statements

Notes:

The recommendation for 2018 is continued support for the programs and services proposed by Fort McMurray Tourism.

Budget Line Description	2018 Budget Request	2018 Recommended
Revenues		
Grant - RMWB Funding	253,800	629,800
Marketing/Visitor Experience/Other Programs	206,200	-
Trade Shows	799,000	-
Oil Sands Discovery Centre Cost Recovery	190,804	-
Sport Tourism	287,000	-
Tours/Gold Star Pgm/Admin Cost Recovery	42,200	-
Total Revenues	1,779,004	629,800
Expenses		
Experience the Energy & Other Tours	16,540	-
Gold Star Program	2,000	-
Marketing	270,895	100,000
Trade Shows	519,858	11,000
Administration Costs	462,406	231,800
Oil Sands Discovery Centre Costs	233,832	-
Sport Tourism	287,000	287,000
Total Expenses	1,792,532	629,800
Total Surplus (Deficit)	\$ (13,528)	\$ -



**Community Operating Grant
Part A - Organization Summary**

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

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

Main Contact	
Title:	CEO
Name:	Frank Creasey
Daytime Phone:	780-791-4336 ext. 230 / Cell: FOIP s.17(1)
Email Address:	frank@visitfmt.com
Executive Director	
Name:	same as above - Frank Creasey
Daytime Phone:	780-791-4336 ext. 230 / Cell: FOIP s.17(1)
Email Address:	frank@visitfmt.com
Board Chair / President	
Name:	Shane Boersma
Daytime Phone:	FOIP s.17(1)
Email Address:	FOIP s.17(1)

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



Signature of Board Member
(must have signing authority)

Shane Boersma, Board Chair
Print Name

2017-06-30

Date: (Year-Month-Day)



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

Frank Creasey, CEO
Print Name

2017-06-30

Date: (Year-Month-Day)

DB

Part B - Board Questionnaire

How often does the Board of Directors meet? monthly

Minimum number of board members according to bylaws:	9
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Number of board members:

Currently:	8	2016:	9	2015:	10
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Describe measures being undertaken to fill vacant spots if minimum board members are not met:

- membership call out,
- engaging community leaders & contributing organizations,
- confirming with our appointers,
- applications are in process to be provided to FMT Governance Committee for review.

Please list your current Board of Directors:

[illegible]

Part B - Board Questionnaire

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

If yes, complete the following table:

Board member name	Paid role on the board / organization	Amount received
n/a	n/a	\$ 0.00

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

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

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

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

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

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

Result: is that we only request 35% for the 2018 fiscal vs a larger percentage of support from the municipality.

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

Part C - Strategic Plan

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

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

#2. Building Balanced Regional Services

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

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

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

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

#7. Building for a Healthy and Active Lifestyle

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

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

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

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

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

Part D - Organization Questionnaire

Mission Statement:

We are an advocate for regional tourism and engage in marketing and educational activities that encourage visitation and community participation.

Vision Statement:

Fort McMurray Tourism will capture the pride and spirit of our people, our industry, our landscapes and our history, to lead our members and region in offering a unique experience to travelers and residents.

What year did the organization complete its last strategic plan?

Strategic Direction: Nov, 2016. Sector Sport Strategic Plan presented to Council April 2016.

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

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

- A) to diversify the regional (Wood Buffalo Region) economy through tourism,
- B) to be an aid in improving the region's quality of life for our residents,
- C) to develop in-demand resident/tourist experiences and stimulate demand via marketing / promotional / media efforts to/within our region,
- D) to grow hosting capacity & ability while attracting events related to Sport Tourism,
- E) continuously evolve our service delivery for resident/visitor information services.

Part D - Organization Questionnaire

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

Destination Management Organization (general operations): in order to maximize the economic impact to the region you need to have a very strong, sustainable, strategically oriented organization to be able to leverage activities and increase partnerships while reducing financial leakage (eg. enjoy/spend local vs Edmonton). Management of all functions within the organization along with leveraging funds/resources from the province (GoA - industry development or Travel Alberta - marketing/media / experience enhancement). All efforts are working towards a diverse product / experience offering for our destination to attract visitors and have them stay longer, spend more in our region. The DMO ensures that business & product development processes are balanced with the social needs of the region - some are direct, most are via partnerships which reduces duplication of services across the region if the capacity exists. FMT represents tourism for our region on behalf of the Municipality to ensure alignment in resourcing and outcomes.

Business Development & Sales: represent our region for the corporate & leisure travel trade markets locally ~ internationally and for Sports Tourism. Further - support the function of MICE (Meetings, Incentive, Conferences / Conventions, Exhibitions) in 2018 as a regional organization, further in 2019 onwards.

Experience Development: enhance products in our region so that they are market ready experiences to offer wholesale markets, general public and our residents. Work with EcDev as they develop product that is market driven as per the asset inventory & product development plan for our region.

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

Destination Management Organization (DMO):

- Visitor Information Services: to continuously develop and curate that is tailored to both residents (to reduce economic leakage) and visitors (extend trips to increase economic impact). This is labour intensive requiring staff to deliver in person, mobile (summer) and on-line via web/social media.

Funding for: visitor/resident information service program/activity delivery (wages & administration wages), content development, trade show booths.

- Marketing/Promotions/Media/Experience & Business Dev: improve destination's image, work with EcDev/community to research in-demand product, develop market-ready experiences to market mainly externally & also internal to region. Industry development, assist MICE (mtg, incentive, conference, exhibition) as led by RRCWB, travel trade show attendance, etc.

Funding for: collateral, marketing, fam tours, activity/program delivery wages.

- Sport Tourism: to develop collateral, on-line presence, develop capacity of sport user groups, venues, community to be able to host sports events, partner with community on event activation, business development, marketing, execute on event attraction, assist with bids, etc.

Funding for: execution of marketing, promotions, business development, activity/program delivery wages.

Part D - Organization Questionnaire

Current Staff Information:

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

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	2	0
Fundraising Volunteers		
Committee Volunteers	18	15
Administrative Volunteers		
Total Organization Volunteers (Count each only once)	20	15

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

Goal 7: Building for a Health and Active Lifestyle (primarily while supporting Goal 2-Services)

A) Encourage the use of the Region's recreational & community facilities, including natural amenities. Fort McMurray Tourism is one of the few organizations that is meant to use all assets found within the community as we own none. Between the built and the natural amenities we are meant to promote all based on the resident or visitor which we service, communicate to or encourage to package our experiences.

B) Encourage and support the social profit sector. Tourism as a sector has two primary deliverable categories - economic and social. Within the social category there are sports organizations that are required to be involved either directly or indirectly, arts organizations, cultural organizations; all are part of the experiences that we do or will offer throughout our region.

C) Increase accessible recreation and leisure opportunities for all user groups in the Region. Ensure that we are working with our venues as local leads to develop opportunities which do not create undue challenges. Under quality of life and experience development, if resourced, Fort McMurray Tourism can have a positive contributory impact related to activities associated with leisure opportunities to serve a broad spectrum of user groups.

D) Increase opportunities for large-scale sports/cultural tourism events. We are very mindful of the capacity, growth, gaps, etc. that exist - all have been highlighted and continue to be during strategic and tactical plan development and execution. We undertake business development and sales efforts for sport tourism, support MICE, package / promote cultural tourism events, provide visitor experiences & services for them while they are here.

E) Increase tourism, culture and arts programming throughout the Region. While delivery is within the primary organizations charged with culture, arts and our multitude of activities. The ability for tourism to package, partner, promote, leverage, amplify the marketing message primarily outside of our region increases the reach of these programs. In this increases the programming of a wide variety to drive up the social and economic impacts.

Part D - Organization Questionnaire

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

In relation to Economic Development (RMWB Strategic Plan Goal #7 - Building a Vibrant Economy Together) Tourism as a sector is meant to diversify the local/regional economy if resourced to do so. In our role to addressing local needs the programs and supporting activities look to support the outcomes of the tourism sector...directly to deliver on economic while also impact outcomes related to social goals for the region.

Economic: our main function is to both keep residents home (spend time/money locally) and develop the destination to in-turn drive visitors here to also spend money in the region. Our programs include experience & business development, visitor services, marketing, etc. all serve to measurably deliver on this pillar for our region to address this need impacting jobs/economy.

Social: improvement of the service sector, usage of cultural/arts/recreation assets, education, image.

How was the need determined?

These needs were determined by engaging the residents of our region, visitors to our region, members, businesses in and which do business in our region, associations who support our region, government - primarily municipal, partners, stakeholders, oil sands industry, cultural & arts organizations within our region, transportation related organizations (airport, bus, taxi, etc.), accommodations (hotels, lodges, B & B, etc.), food & beverage (restaurants, caterers, etc.), etc.

How will these operations/programs address this need?

The programs and activities that Fort McMurray Tourism undertakes strive to:

- improve the image of the tourist destination of Wood Buffalo,
- enable the community at large & tourism businesses to have the ability and capacity to do business in and on behalf of our region,
- capture our region's share of the provincial visitor economy, estimated to be worth \$10.3 Billion by 2020,
- be a solution via quality of life to the oil sands industry in relation to attracting and retaining their workforce in our communities across Wood Buffalo,
- capture our share of the provincial/federal sports tourism events at the regional, provincial, federal and international levels as is appropriate.

Part D - Organization Questionnaire

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

Visitor Information Services: connectivity in relation to resident/visitor services provided. Channels include on-line, social media, phone, e-mail, in-person, etc. as well as partner, member, community connectivity.

Marketing, Experience Development: uptake on marketing campaigns, wholesale product in tour operator brochures, experiences brought to market, economic impact to the region (under EcDev research), data collected that demonstrates resident/visitor utilization of activities, accommodations, food & beverage, retail, etc.

Sport Tourism: + hosting capacity, success with attracting events/meetings, etc.

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

Fort McMurray Tourism is progressing from data collection as the destination was under development into targets, primary metrics and underlying measurements. Measurement will take place via surveys, conversion data, longitudinal data, ROI (eg. media, etc.), economic impact, etc.

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

Fort McMurray Tourism has undertaken a review of programs, services, activities, our community and if there were any that had the potential to even remotely be considered duplicated in the Wood Buffalo region. As it relates to the tourism sector, there were none. If we needed business or industry training and/or education this was delivered by or in partnership with the Government of Alberta, industry, Travel Alberta, another industry, organization or institution, etc.

Our organization is meant to steward, promote, grow and monetize the region's assets related to the tourism sector. The region is meant to benefit from the sector from a economic standpoint, while we as an organization are meant to leverage but not directly benefit from the sector. Economic outcomes are largely related to business revenues and tax revenues from businesses at the local level. No other organization at present operates on behalf of our region, membership and community to grow the tourism sector as it relates to operations, programs, services, activities with both economic and social outcomes in mind.

Part D - Organization Questionnaire

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

Fort McMurray Tourism strives to include a number of different organizations and community groups or stakeholders in key projects or initiatives throughout the year.

Why: Research, experience development, community development, event delivery (eg. trade shows), etc.

Roles: We look to the following organizations for guidance into studies and reports, etc. and in turn to assist with the development of product and with Fort McMurray Tourism - experience development. In addition to this to assist in development of tours, media & tour operator familiarization tours, food & beverage experiences, cultural & arts experiences, etc.

Organizations/community groups: NAABA, Fort McMurray Chamber, Fort McMurray Airport Authority, Arts Council Wood Buffalo, Regional Recreation Corporation of Wood Buffalo, Keyano College and Syncrude Sport & Wellness Centre, Multi-Cultural Association, NADC, Community Futures, Norfort Gymnastics, sports organizations, sports venues, aboriginal & Metis organizations, cultural groups, Oil Sands Community Alliance, ACFA - Wood Buffalo, Public & Catholic School Boards, Wood Buffalo Environmental Agency, Fuse Social, Fort Chipewyan Bicentennial Museum, Parks Canada, Trail Net, Wood Buffalo Arts & Crafts Association, Husky Athletics (multiple teams), YMCA of Wood Buffalo, Fort McMurray Historical Society, Newcomer Interagency Network, Wood Buffalo Regional Library, Vista Ridge and local community associations, etc.

Target Segment (choose all that apply):

- | | | |
|---|---|--|
| <input checked="" type="checkbox"/> Aboriginal Adults | <input checked="" type="checkbox"/> Culture | <input checked="" type="checkbox"/> Recreation |
| <input checked="" type="checkbox"/> Aboriginal Children & Youth | <input checked="" type="checkbox"/> Diversity | <input checked="" type="checkbox"/> Seniors |
| <input checked="" type="checkbox"/> Adults | <input checked="" type="checkbox"/> Educational | <input checked="" type="checkbox"/> Sports |
| <input checked="" type="checkbox"/> Arts & Crafts | <input checked="" type="checkbox"/> Families | <input checked="" type="checkbox"/> Volunteerism |
| <input checked="" type="checkbox"/> Capacity Building | <input checked="" type="checkbox"/> Low Income | <input checked="" type="checkbox"/> Youth |
| <input checked="" type="checkbox"/> Children | <input checked="" type="checkbox"/> Performing Arts | <input checked="" type="checkbox"/> <u>Other: small/medium busines</u> |
| <input checked="" type="checkbox"/> Community Enrichment | <input checked="" type="checkbox"/> Persons with Mental Illness | |

Part E - Financial Information, Budget Request & Cash Flow

Other Funding Sources Applied For		Term of Funding	Secured	In Process
<i>Example: United Way</i>		<i>April 2017 - March 2018</i>	<i>50,000,000.00</i>	
<i>Example: Government of Alberta</i>		<i>January 2018 - December 2019</i>		<i>100,000.00</i>
GoA-Culture and Tourism-research		March 2016 to March 2017	75,000.00	
GoA-Culture and Tourism-mobileVIC		April 2017 to October 2017	6,500.00	
GoA-Labour-Discover Fort McMurray		April 2017 to Sept. 2017	65,000.00	
Culture and Tourism-Visitor Survey		May 17, 2017 to Sept. 2017	10,000.00	
GoA-Culture and Tourism-Cares/etc.		2018 ~ 2018		150,000.00
Total			\$ 156,500.00	\$ 150,000.00

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

There are a number of initiatives that Fort McMurray Tourism can undertake in relation to funding. However due to the type of organization we are it is a challenge to secure funds for core programs, activities, etc. from governments, foundations, organizations, corporations, industry, etc. Our core is considered to be sustainable via how we operate on behalf of the region to drive economic value by way of business revenues or taxes back into the local government. The above mentioned are what we can undertake related to programing which in most cases excludes any administrative support...the people to undertake the given program, service, initiative, activity. We look to pursue whenever possible any/all potential funding sources, but are only successful in relation to non-core elements for our region.

We encourage other organizations who have the ability under culture, arts, social profit to apply for funds to allow their organizations to deliver on a variety of programs in our region.

Part E - Financial Information, Budget Request & Cash Flow

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

In Fort McMurray Tourism undertaking a review of core, support and what could be termed ancillary activities which brought income back to our core DMO (Destination Management Organization) functions we sought cost efficiencies across our partners. The Gold Star Customer Service Program we have partnered with the Fort McMurray Chamber of Commerce for a number of reasons. We have kept the Customer Service workshops, however due to the economic climate there is very low interest across industry or businesses to invest in this key financial driver-customer service

Another is to evaluate our oil sands tours, we sincerely appreciate our oil sands partners. Due to lack of industry support, also due to the economic climate and the realities this brings we have removed the public tour and continue to evaluate the charter tour delivery. From a regional public relations, media, educational, future careers mentality, etc. from a future perspective we might loose these tours. Respectfully not a core DMO function.

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

Tourism as a sector is normally seen as an investment to be made to diversify the economy and to provide social benefit.

We are working with the municipality to develop a forward minded solution that will better and more appropriately resource the function of tourism. As a result of the strategic review undertaken in November 2016 we are very much an advocate for a better organization, clear mandate and roles in-line with RMWB Council and Administration's goals to better serve and convert value for the region on many levels related to the economy.

Due to the association with the social aspects and benefits of tourism we are looking to work with the oil sands industry to provide a future forward solution. The oil sands industry needs to do more research, then engage Fort McMurray Tourism to provide a better model around quality of life for their future human resource needs in relation to attracting people here to the region both permanently and related to short term requirements.

Space continues on next page...

Part E - Financial Information, Budget Request & Cash Flow

A key element of our sustainability is our ability to host our spring, fall and Christmas trade shows for and on behalf of our region over the past 20 years. The Fort McMurray Tourism Trade Shows are a cornerstone of the community in partnership with community groups, businesses, and facilities. The direct benefit to Fort McMurray Tourism is that it provides all net revenues to operating as the region's Destination Management Organization. Which reduces the financial need to draw on tax dollars from the RMWB. Further to this is the conservatively estimated \$1million combined direct natural stimulus it provides to the local economy.

Total 2018 Budgeted Revenue (excluding RMWB Operating Grant)	\$	1,149,204.00
Total 2018 Budgeted Expenses	\$	1,792,531.00
Surplus* / (Deficit)	\$	-643,327.00

2018 Operating Grant Request Amount: **\$ 629,800.00**

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

Please Indicate Preferred Cash Flow, if approved:**

January/February \$ 314,900.00 April

(no more than 75% of request)

August \$ 314,900.00 October

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

Part F - Additional Information

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

As a sector - Tourism is meant to drive economic benefit both directly and indirectly back into the local economy. Increase local business receipts/revenues and increase direct/indirect tax revenues back to the local region. Tourism, if resourced, has the potential to provide sector diversification directly tied to measurable economic outcomes. The sector can leverage current investments in recreation, infrastructure, parks, etc. to improve the utilization and increase efficiencies. In turn, the natural social benefits span an improved quality of life, image and cultural, arts, recreation scene, etc.

Additional information to support this application that demonstrates the potential value of tourism was provided in the 2017 application materials. These were business cases that articulated the traditional opportunities, challenges, risks, investment needs, period, measurables and associated returns (ROI) for the region. They were provided as follows:

- A) Destination Management Organization (DMO),
 - B) Sports Tourism,
 - C) Meetings, Incentive, Conference/Conventions, Meetings (MICE): initial year 1 support forward.
- Please advise if you wish an updated version of these logic models to be provided for these three primary elements of tourism for our region.

Please note that in Section D above (Page 7) these "part-time" staff are actually seasonal - summer staff. These are broken down as 3 summer staff for Fort McMurray Tourism and 4 summer contract interpretive staff for the GoA - Oil Sands Discovery Centre.

Part G - Required Attachments for Application

The following attachment MUST accompany your application:

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

Fort McMurray Tourism
2018 RMWB Grant Contract
Program Delivery Summary Budget

<u>Program & Activity Funding</u>	<u>RMWB CIP Grant Composition</u>
Grant - RMWB Funding (*)	\$ 243,460.00
Marketing/Visitor Experience Activities/Program funding (*)	\$ 94,000.00
Trade Shows (*)	\$ 10,340.00
Sport Tourism (*)	\$ 282,000.00
Total Funding	\$ 629,800.00

<u>Expenses Associated with Project & Activity Delivery Costs</u>	<u>RMWB Grant Associated with Program Delivery</u>
Regional Marketing Collateral (guide, map etc)	\$ 20,000.00
Annual Seasonal Marketing Campaigns internal/external & community support	\$ 55,000.00
Activity/Program Delivery Wages	\$ 30,000.00
Trade Shows	
9-10'x10' Trade Show Booths for Various Municipal Departments	\$ 10,340.00
Administration Costs	
Core Operating Support	\$ 82,271.00
Activity/Program Delivery Wages	\$ 150,189.00
Sport Tourism	
Marketing, Development, Promotion, Activation and Execution	\$ 149,000.00
Activity/Program Delivery Wages	\$ 133,000.00
Total Delivery Costs	\$ 629,800.00

Program & Activity Funding	2018 BUDGET
Grant - RMWS Funding	\$ 259,800.00
Experience the Energy & Other Tours	\$ 38,000.00
Gold Star Program	\$ 4,000.00
Marketing/Visitor Experience Activities/Program funding	\$ 206,200.00
Trade Shows	\$ 799,000.00
Administration Cost Recovery	\$ 20,200.00
Oil Sands Discovery Centre Activities Cost Recovery	\$ 199,804.28
Sport Tourism	\$ 287,000.00
Total Funding	\$ 1,779,004.28

Expenses Associated with Project & Activity Delivery Costs	2018 BUDGET
Experience the Energy & Other Tours	\$ 16,540.00
Gold Star Program	\$ 2,000.00
Marketing	\$ 270,894.91
Trade Shows	\$ 519,858.28
Administration Costs	\$ 462,406.14
Oil Sands Discovery Centre Activities Delivery Costs	\$ 233,832.19
Sport Tourism	\$ 287,000.00
MICE (Meetings, Incentive, Conference/Conv, Exhibition)	\$ -
Total Delivery Costs	\$ 1,792,531.52
Investment Less Delivery Costs	\$ (13,527.24)

RMWS Funding summary	2018	2017	% over prior year funding
Destination Management Organization - VIC/Administration/Mktg	\$ 347,800.00	\$ 347,800.00	100%
Sport Tourism	\$ 282,000.00	\$ 282,000.00	100%
MICE (Meeting, Incentive, Conference/Convention, Exhibition)	\$ -	\$ -	100%
Total	\$ 629,800.00	\$ 629,800.00	100%

2018 Budget

Net Surplus (Deficit)	\$ (442,206.14)
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Fort McMurray Tourism Ltd.

Tour and event program

2018 Budget

<u>Tour & Event Program Cost Recovery</u>	<u>2018 BUDGET</u>
Charter Groups	\$ 17,000.00
Fish Fry	\$ 1,000.00
Total Cost Recovery	\$ 18,000.00
<u>Tour & Event Program Delivery Costs</u>	<u>2018 BUDGET</u>
Tour & Event Program Delivery Costs	\$ 16,000.00
Total Delivery Costs without FMT admin allocation	\$ 16,000.00
Program delivery wages	\$ -
Finance charges	\$ 540.00
Total Delivery Costs with FMT admin allocation	\$ 16,540.00

Net Surplus (Deficit) \$ **1,460.00**

Fort McMurray Tourism Ltd.

Gold Star

2018 Budget

<u>Gold Star Program Cost Recovery</u>	<u>2018 BUDGET</u>
Gold Star -Program/Activity - Partial Cost Recovery	\$ 4,000.00
Total Cost Recovery	\$ 4,000.00
Delivery Costs	
<u>Gold Star Program Delivery Costs</u>	<u>2018 BUDGET</u>
Gold Star -Program/Activity - Delivery Costs	\$ 2,000.00
Total Delivery Costs without FMT admin allocation	\$ 2,000.00
Program delivery wages	\$ -
Total Delivery Costs with FMT admin allocation	\$ 2,000.00

Net Surplus (Deficit)	\$ 2,000.00
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Fort McMurray Tourism Ltd.

Marketing

2018 Budget

<u>Marketing Cost Recovery</u>	<u>2018 BUDGET</u>
Collateral (Visitor's Guide, Map, Dining Guide Revenue)	\$ 76,500.00
Travel AB Co-Operative Marketing Recovery	\$ 22,000.00
RMWB - Activity & Program Support	\$ 94,000.00
Partnership Buy Ins	\$ 5,500.00
Membership	\$ 8,200.00
Total Cost Recovery	\$ 206,200.00
<u>Marketing Delivery Costs</u>	<u>2018 BUDGET</u>
Marketing Collateral	\$ 5,000.00
External & Local Seasonal Campaigns/Marketing	\$ 80,500.00
Trade Shows (Consumer & Travel Trade)	\$ 10,000.00
Fam Tours (Media & Tour Operators)	\$ 10,000.00
Event Partnerships	\$ 2,500.00
Display	\$ 1,000.00
Stock photography and video	\$ 4,000.00
Product Development	\$ 25,000.00
Website Maintenance	\$ 8,000.00
Member & Community Events (BBQ, Pancake)	\$ 2,500.00
Total Delivery Costs without FMT admin allocation	\$ 148,500.00
Activity/Program Delivery Wages	\$ 122,394.91
Total Delivery Costs with FMT admin allocation	\$ 270,894.91

Net Surplus (Deficit) \$ (64,694.91)

Fort McMurray Tourism Ltd.
 Tradeshow Budget
 2018 Budget

Tradeshow Revenues	2018 BUDGET
Booth Revenue	
Spring Show	\$ 320,000.00
Fall Show	\$ 220,000.00
Christmas Show	\$ 120,000.00
Woman's Show	
Gate Admission	
Spring Show	\$ 59,000.00
Fall Show	\$ 50,000.00
Christmas Show	\$ 30,000.00
Woman's Show	\$ -
Advertising Revenue	\$ -
Spring Show	\$ -
Fall Show	\$ -
Sponsorship	\$ -
Woman's Show	\$ -
Total trade show revenue	\$ 799,000.00
Tradeshow Expenditures	2018 BUDGET
Facility	
Spring Show	\$ 87,000.00
Fall Show	\$ 69,700.00
Christmas Show	\$ 38,000.00
Woman's Show	
Set Up	
Spring Show	\$ 58,000.00
Fall Show	\$ 43,000.00
Christmas Show	\$ 28,500.00
Woman's Show	
Advertising	
Spring Show	\$ 18,500.00
Fall Show	\$ 17,000.00
Christmas Show	\$ 14,250.00
Woman's Show	
Labour	
Spring Show	\$ 16,000.00
Fall Show	\$ 15,000.00
Christmas Show	\$ 12,000.00
Woman's Show	
Printing/Contingency/Other	
Spring Show	\$ 3,000.00
Fall Show	\$ 3,200.00
Christmas Show	\$ 3,200.00
Woman's Show	\$ -
Total Expenses without FMT admin allocation	\$ 426,350.00
Administrative wages	\$ 73,708.28
Administrative finance charges	\$ 19,800.00
Total Expenses with FMT admin allocation	\$ 519,858.28

Net Surplus (Deficit) \$ 279,141.72

Fort McMurray Tourism Ltd.
OSDC Activities
2018 Budget

<u>Oil Sands Discovery Centre Activities Cost Recovery</u>	<u>2018 BUDGET</u>
OSDC Gift Shop Revenue	\$ 79,300.00
OSDC Facility Rentals	\$ 10,000.00
FMT-ODSC Wages (partial reimbursement)	\$ 35,291.20
OSDC -wages (full reimbursement)	\$ 66,213.08
Total Cost Recovery:	\$ 190,804.28
<u>Oil Sands Discovery Centre Activity Delivery Costs</u>	<u>2018 BUDGET</u>
OSDC Gift Shop Expenses	\$ 60,450.00
FMT-ODSC Wages (partial reimbursement)	\$ 78,629.84
OSDC -wages (full reimbursement)	\$ 66,213.08
Facility Rental License & Expenses	\$ 6,400.00
Total Delivery Costs without FMT admin allocation	\$ 211,692.92
Administrative wages	\$ 19,760.27
Administrative finance charges	\$ 2,379.00
Total Delivery Costs with FMT admin allocation	\$ 233,832.19

Net Surplus (Deficit) \$ (43,027.91)

Fort McMurray Tourism Ltd.
MICE
2018 Budget

REVENUE
EXPENDITURES
Marketing/promotions/Collateral/Website/Organization/Memberships
Website Development - MICE
Total expenditures
Net surplus (deficit)

Fort McMurray Tourism Ltd.

Sport Tourism

2018 Budget

Sport Tourism Cost Recovery	2018 BUDGET
Travel AB Funding (co-op)	\$ 5,000.00
RMWB - Program Support (CIP - Grant)	\$ 282,000.00
Federal Funding	\$ -
	\$ 287,000.00
Sport Tourism Delivery Costs	2018 BUDGET
Website Development and Maintenance	\$ 2,500.00
Collateral, General Marketing and Image Library	\$ 17,500.00
Travel	\$ 20,000.00
Trade Shows (Sport and Sport Tourism Trade) 4x/year	\$ 20,000.00
Memberships, Conferences & Bid Intelligence	\$ 5,000.00
Measurement (Economic Impact and Other Metrics)	\$ 15,000.00
Observer Program Participation	\$ 10,000.00
FAM Tour/Hosted Sport Tourism Summit	\$ 15,000.00
In Market Training, Professional Development & Info Hub	\$ 15,000.00
Site Visit Hosting Costs	\$ 7,000.00
Communications & Marketing (Event Promotion & Activation)	\$ 7,000.00
In-Bound Travel Incentive	\$ 15,000.00
Stakeholder Engagement (Events, Recognition, Survey)	\$ 5,000.00
Total Delivery Costs without FMT admin allocation	\$ 154,000.00
Program/Activity Delivery Wages & consulting fees	\$ 133,000.00
Total Delivery Costs with FMT admin allocation	\$ 287,000.00
Net surplus (deficit)	\$ -