

Local HERO Foundation



Paul Spring
Board Chair and CEO

Andrea Montgomery Spring
Director, Stakeholder and Community Relations

February 7, 2018

2018 Community Operating Grant Request



Organization Mandate



- **Mandate-** The Foundation supports dedicated 24/7 helicopter emergency medical services (HEMS).
- **Service area and demographics-** The residents, workers and visitors in the Regional Municipality of Wood Buffalo.
- **Goals for 2018-** Maintain availability of the helicopter and crew; meet the full cost of the program; continue to grow community awareness and charitable support; hold a major fund raiser.
- **The grant-** will cover a major portion of the fixed base cost of the HEMS program.



Community Impact



HERO 1 is the Region's sole provider of HEMS, helping save lives and improve health outcomes since 2013. The well-equipped EC135 carries a crew of 2 pilots and 2 Fort McMurray Fire Department paramedics. Night flight capability using night vision goggles (NVG) is crucial, especially during the long winter nights when missions are flown to inaccessible backcountry sites, highways or industrial camps after sunset.



2018 Grant Request



Revenue	\$2,272,500
Expense	\$3,700,000
Subsidy Requested	\$ 750,000

- Current request (July-Dec) represents 20% of total expenses.
- Total subsidy (Jan-June + current request = \$1,500,000) represents 40% of total expenses.



Expense Summary



Cost Category	Total Expense	Funded by RMWB
Salary (9 full time, 7 part time or 2.3 FTE)	\$1,372,600	\$278,080
Program Costs	\$1,068,000	\$213,600
Overhead (utilities, insurance, etc.)	\$1,259,400	\$258,320
TOTAL	\$3,700,000	\$750,000



Community Investment History



2018 Request	2017	2016
\$750,000	\$1,500,000	\$1,500,000

This maintains the same request as the previous years and aligns the RMWB and Local HERO Foundation's year end. For the fiscal year 2019, the request will be reduced by \$500,000 on an annual basis to \$1,000,000.



Local HERO



foundation

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Local HERO Foundation

2018 Operating Grant Analysis

CIP Grant Summary:

2015	2016	2017	2018 Request	2018 Recommended by CIP	Difference of Recommended vs. Requested
1,500,000	1,500,000	1,500,000	750,000	-	(750,000)

Program Reporting Required:

Six Month & Annual Reports

Financial Reporting Required:

Audited Financial Statements

Notes:

Funding was secured with Alberta Health Services in April 2017 for the provision of air ambulance service in the Regional Municipality of Wood Buffalo, therefore reducing the financial subsidy required from the CIP by \$500,000 in the term of the current agreement (July 2017-June 2018). However, since Council had approved \$1,500,000 in that term, it is expected that the \$500,000 overcommitment (along with an anticipated increase in industry partnerships) would cover expenses and extend the term of the agreement to December 2018.

Budget Line Description	2018 Budget Request	2018 Recommended
Revenues		
Industry Partners	1,022,500	-
Alberta Health Services	1,000,000	-
RMWB (Committed from 2017)	750,000	750,000
RMWB (New request for 2018)	750,000	-
Fundraising/Other Donations	195,000	-
Other Grants/Sources	115,000	-
Total Revenues	3,832,500	750,000
Expenses		
Staffing	1,410,940	375,000
Building	133,520	-
Vehicles	7,875	-
Night Shift Crew Accommodations	350	-
Helicopter Payments	1,068,000	-
Other Program Costs	635,820	375,000
Administration	246,350	-
Other Expenses	316,000	-
Total Expenses	3,818,855	750,000
Total Surplus (Deficit)	\$ 13,645	\$ -



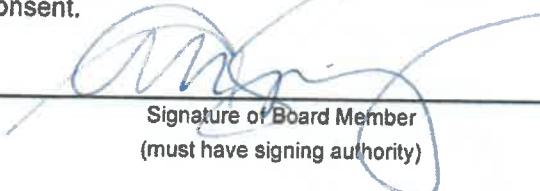
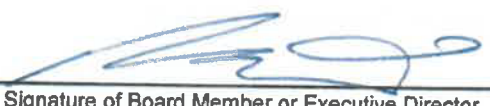
Community Operating Grant Part A - Organization Summary

Organization Name:	Local HERO (Helicopter Emergency Response Organization) Foundation
Street Address:	1001 Saline Creek Parkway
City/Hamlet:	Fort McMurray
Province:	AB
Postal Code:	T9H 0H8
Phone Number:	780 799-0141
Website:	www.localheroofoundation.com
Fiscal Year End:	Dec 31st
Act Registered Under:	Societies Act (Alberta)
Registration Number:	Corporate Access No. 5017785956

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

Main Contact	
Title:	Director, Stakeholder and Community Relations
Name:	Andrea Montgomery Spring
Daytime Phone:	17(1)
Email Address:	ams@ymmhero.com
Executive Director	
Name:	Paul Spring
Daytime Phone:	17(1)
Email Address:	p.spring@ymmhero.com
Board Chair / President	
Name:	As above.
Daytime Phone:	
Email Address:	

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

	
Signature of Board Member (must have signing authority)	Signature of Board Member or Executive Director (must have signing authority)
Andrea Montgomery Spring	Paul Spring
Print Name	Print Name
2018-01-24	2018-01-24
Date: (Year-Month-Day)	Date: (Year-Month-Day)

Part B - Board Questionnaire

How often does the Board of Directors meet?

Annually.

Minimum number of board members according to bylaws:

3

Number of board members:

Currently: 5

2016:	5
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2015:

5

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

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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
Andrea Montgomery Spring	Local HERO Foundation Director	\$ 91,000.00

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

There are no restrictions to becoming a member of the organization or volunteering for fundraising activities.

Service provision is restricted to licensed individuals (pilots and aircraft mechanical engineers).

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 Board reviews the financial position of the agency annually. The Treasurer and Board Chair review the financials quarterly.

Last year Local HERO Foundation held its first major fund-raiser. With the help of an enthusiastic planning committee, strong gift-in-kind support from local businesses and many community volunteers the event cleared \$220,000.00 to be used towards operational costs. During the campaign two local businesses pledged multi-year donations.

OSCA (Oil Sands Community Alliance) receives quarterly reports on HERO1 missions to monitor which industry members are benefiting from the service. OSCA lobbies their members for support on behalf of the Foundation.

Alberta Health Services agreed to a 2 year contract (April 2017 - March 2019) for one million/year. These monies go to the RMWB, who forwards a monthly payment on behalf of AHS.

Companies that have employees flown by HERO1 are contacted about donating to the Foundation. The Local HERO Twitter account is active, keeping the public up to date on activity. Both the website and Facebook accounts now have a link to allow donations on-line. Flights out of province and for status indigenous patients are being tracked; investigating the possibility of cost recovery.

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:

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

Vision Statement:

To attain community-wide recognition as the region's sole provider of safe and reliable helicopter emergency medical services, delivered by a financially sustainable program. Optimal patient outcomes will be ensured with state of the art flight technology and a highly skilled crew.

What year did the organization complete its last strategic plan?

2017

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

To continue our growth as an exceptional helicopter emergency service provider-

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 fund raiser
- 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

Part D - Organization Questionnaire

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

The Foundation supports the Region's HEMS program, raising funds and awareness. Helicopter (HERO 1) is on display at the annual FMFD pancake breakfasts; public able to tour the machine and ask questions of the pilots.

Produced on-line initial and recurrent safety training for FMFD paramedics.

Half-time helicopter fly-by and HERO program announcements at Monarch's football final games; funeral procession fly-by for FMFD member.

Annual major fund raiser including raffle and auction. HERO 1 on display for photos and questions.

School, church and service club presentations.

Facility tours and presentations for summer camp and multicultural groups.

Liaison with Air Cadets; education, mentoring and facility tours.

Consultation re AHS hospital heliport placement and construction.

Facility and machine tours, photo opportunities for interested individuals and groups.

Video production of the painting and assembly of the Local HERO aircraft; global brand awareness.

Consultation services on the development of industry ERP's and remote helipads at work sites.

Training with the snowmobile club and FMFD on procedures for wilderness medevacs.

Standby alert for special community events such as Western Canada Summer Games and Alberta Winter Games where there is a risk of serious athlete injury in a remote location.

The program is able to continue providing emergency medical services 24/7 during natural disasters as the machine and crew is airborne and able to establish its base wherever required.

HERO 1 crew collaborates with Canada's Joint Rescue Coordination Centre (JRCC) at CFB Trenton in Ontario for emergencies such as plane crashes. There were 2 incidents in December 2017.

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

The funding is for the provision of 24/7 helicopter emergency medical services (HEMS) for the residents, workers and visitors of the Regional Municipality of Wood Buffalo.

The Local HERO Foundation is Northeastern Alberta's sole provider of helicopter emergency medical services (HEMS). This charitable organization has been helping save lives and improve health outcomes in the Region since 2013 and relies on grants, donations and sponsorships to keep flying. The modern, well-equipped EC135 carries a crew of 2 pilots and 2 Fort McMurray Fire Department (FMFD) paramedics. Night flight capability using night vision goggles (NVG) has dramatically expanded the scope of the service and is especially crucial during the long winters when missions are often to inaccessible backcountry sites or highway crash scenes after sunset.

Part D - Organization Questionnaire

Current Staff Information:

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

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	0	0
Fundraising Volunteers	50	25
Committee Volunteers	8	4
Administrative Volunteers	2	1
Total Organization Volunteers (Count each only once)	60	30

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

In partnership with the Fort McMurray Fire Department, the Local HERO Foundation will strengthen the delivery of core emergency services for the people of the Region. The 24/7 availability of helicopter emergency services means critically ill or injured patients receive life saving medical care faster, particularly when the scene call is remote or inaccessible by ambulance. When appropriate, the patient may be transferred from scene directly to tertiary care, landing on a hospital in Edmonton and drastically shortening the time to the life-saving highest level of care indicated. Mission details are tracked and reported to major supporters and OSCA. The aircraft itself is real-time live monitored and this provides dispatch times, position reports and landing times.

In the event of a wildfire or other natural disaster, HERO1 has proven invaluable in moving critical patients and medical staff as well as search and rescue after sunset and fire status evaluation after dark. When required, up to 5 additional back-up helicopters with medical stretchers can be deployed to incident scenes in the event of a mass casualty or simultaneous 911 calls.

Local HERO has been working closely with AHS project leads in the planning of the new heliport at Northern Lights Regional Hospital. Completion is slated for later in 2018 and will facilitate even faster response times for patients. Plant sites closer to the city e.g. Suncor and Syncrude base plants will especially benefit from this. Currently it is just as fast to transport via ground ambulance; HERO 1 must return to the airport where paramedics then transfer patients to the hospital via ground ambulance.

Because of the helicopter's coverage and capability of 24/7 patient recovery from remote areas in the region, the safety and wellbeing of those out enjoying the region's wilderness areas and backcountry is more certain. The aircraft has also proved valuable for search and rescue of missing adventurers, especially important after dark.

Part D - Organization Questionnaire

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

Prior to the start of this program in 2013, there was no helicopter dedicated 24/7 to the delivery of helicopter emergency services, only daytime casual hire services. There was no guarantee that a charter helicopter would be available if required and never after sunset.

The helicopter missions are primarily scene calls for critically ill or injured patients; inter-facility transfers are considered when requested by AHS. Often the patient is located far from road access on an all terrain vehicle, on a river or is at a remote industrial site. This would take an ambulance hours to reach the patient and then return them to a hospital, sometimes over very rough terrain on an ATV, a snowmobile or even a boat. The rest of Alberta is covered by other programs; no-one else is providing this life-saving service in our region.

How was the need determined?

Having flown medevacs in the region for 28 years, Foundation Board Chair and CEO Paul Spring had turned down medevac requests numerous times during the daytime due to aircraft unavailability. He also knew first hand how many patients were not being serviced during hours of darkness. Adding to Paul's personal experiences were requests from emergency physicians and first responders to add a dedicated helicopter with night flying capability for the Region. Too many patients that might have been saved did not survive the night time wait for a helicopter or because of the extra time it took for ground ambulance paramedics to reach them.

How will these operations/programs address this need?

The Local HERO Foundation funds a dedicated helicopter that can fly at night.

Part D - Organization Questionnaire

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

Annual employee evaluations and positive feedback.
Staff submissions of 'opportunities for improvement' for the program, with management follow up.
Ease of recruiting community members to volunteer and their eagerness to be repeat volunteers.
An active social media presence with a strong following and positive, supportive commentary.
Positive feedback from collaborators (FMFD paramedics, AHS physicians and nurses, politicians, industry community investment programs) re improved patient outcomes because of the program.
Transport Canada used the program as a benchmark for the approval of Night Vision Goggle use in other programs in Canada.
Individual and corporate donors willing to get on board and provide multi-year agreements.
Positive patient feedback.

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

Medevac mission statistics: frequency, purpose, destination, total flight time, day versus night.
Year end financial numbers i.e. increasing donations, decreasing deficit.
Number of calls from news media (radio, television, magazine and newspaper) asking about the program.
Number of repeat donors.
Number of calls for recommendations on Emergency Response Plans.
Number of invitations to speak to community groups.
Number of followers and shares, 'likes' on social media sites.
Number and quality of suitable applicants when medevac pilot vacancy posted.
Annual employee evaluations and two-way feedback.

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

The Local HERO Foundation promotes and supports the sole provider of helicopter emergency medical services (HEMS) in the Region.
The mission criteria ensure that HERO 1 is called only for critically ill or injured patients whose care must be expedited or for remote scene calls where time to care would jeopardize optimal patient outcomes if transported by ground ambulance.

Part D - Organization Questionnaire

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

Alberta Health Services (AHS) is responsible for central dispatch provincially although some mission calls come directly from the local FMFD dispatch when the patient criteria require HERO1. On-line medical consultation from AHS physicians that are on call around the province is available 24/7 when necessary for advice on complex or critical situations. As of April 2017 AHS has a two year contract with the municipality to partner in the costs of the program. The Northern Lights Health Region has consulted with Local HERO for assistance with planning heliport construction at the hospital. Local HERO participates in quarterly EMS/Emergency Department Collaboration meetings. There are representatives from regional Emergency Medical Services providers in industry, the hospital Emergency Department and various relevant hospital department staff such as the trauma analyst and stroke coordinator. Everyone shares updates and hears from guest speakers on current issues e.g. Naloxone kits for drug overdose patients, new regulations etc. The Oil Sands Community Alliance (OSCA) lobbies industry for support on behalf of Local HERO and monitors flight statistics to better target financial participation by its members. The municipality provides the medical coverage of two paramedics from the Fort McMurray Fire Department (FMFD) on all flights; training on helicopter safety procedures is provided to all FMFD members by HERO1 pilots. STARS considers Local HERO to be a partner in the provision of HEMS for Alberta. Highway 63 and 881 calls are shared, depending on proximity to the mid-point between Edmonton and Fort McMurray and the availability of STARS helicopters. We have collaborated with the planner of a new Keyano College program that will link elders and students on 'back to the land' sessions. Four times a year about twenty four people will be remotely located for a week at a time, for four years. The organizer wanted to ensure there would be HEMS coverage for these times; their exact location will be shared each time they are headed out for their remote practical learning sessions. They will not be within reach of a ground ambulance.

Target Segment (choose all that apply):

- | | | |
|---|--|---|
| <input checked="" type="checkbox"/> Aboriginal Adults | <input type="checkbox"/> Culture | <input checked="" type="checkbox"/> Recreation |
| <input checked="" type="checkbox"/> Aboriginal Children & Youth | <input type="checkbox"/> Diversity | <input checked="" type="checkbox"/> Seniors |
| <input checked="" type="checkbox"/> Adults | <input checked="" type="checkbox"/> Educational | <input checked="" type="checkbox"/> Sports |
| <input type="checkbox"/> Arts & Crafts | <input checked="" type="checkbox"/> Families | <input checked="" type="checkbox"/> Volunteerism |
| <input checked="" type="checkbox"/> Capacity Building | <input type="checkbox"/> Low Income | <input checked="" type="checkbox"/> Youth |
| <input checked="" type="checkbox"/> Children | <input type="checkbox"/> Performing Arts | <input checked="" type="checkbox"/> Other: Visitors; non-resident |
| <input type="checkbox"/> Community Enrichment | <input type="checkbox"/> Persons with Mental Illness | <hr/> workers |

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>
Alberta Health Services (2 years)	April 2017 - March 2019	2,000,000.00	
Suncor	annual; monthly, Jan-Dec	300,000.00	
Cenovus	annual; monthly, Jan-Dec	300,000.00	
Husky (contract expires 2018)	annual; September	100,000.00	
Imperial/Kearl (new contract)	annual; April?	300,000.00	
Total		\$ 3,000,000.00	\$ 0.00

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

Application completed to Rotary Club's Fort McMurray Wildfire Allocation Advisory Committee in November 2017 for \$100,000. Request denied December 2017.

Application made to the United Way fall 2017 for \$300,000. Awaiting committee decision, spring 2018. A shortfall in their campaign results may impact their ability to fund all requests.

Continuing to work with OSCA (Oil Sands Community Alliance) to ensure financial support from industry members as some current contracts expiring.

Agreement pending with new federal program through Keyano that has requested 24/7 HEMS coverage for students and elders. The project plans to have 24 people spend a week "learning on the land" 4 times a year for 4 years, in the vicinity of the Fort Chipewyan Delta. Calculated cost: standby for 16 weeks, 2 possible flights plus fuel per year = \$39,500 or ~\$10,000/year.

Agreement made with company doing reclamation of site near Uranium City. Four year project, spring to fall. HEMS coverage for their employees= \$15,000/year.

Communications in progress with Federal department representatives regarding coverage of medevac costs for Treaty patients. Also seeking compensation for out of province patients.

Planning on applying to Wood Buffalo Community Foundation.

Awaiting decision of Lions of Alberta Foundation, October 2018; one-time request for fire funds.

Part E - Financial Information, Budget Request & Cash Flow

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

Closed support operations during the holiday season (Dec 20/17-Jan 8/18) to save salary dollars of 2.8 FTE's. Only medevac pilots on duty, with maintenance staff available on call. CEO was available to fly second medevac helicopter if requested during daylight hours.

Delayed ordering fully integrated medical stretcher kit for back-up medevac helicopter until 50% of full cost (33,000 Euros/\$50,000) received through donations.

The strengthening Canadian dollar will mean reduced helicopter and maintenance costs as payments are in US currency.

Basing operations out of Phoenix Heli-Flight facilities means reduced costs. Local HERO only has to pay for a portion of rent and utilities and a percentage of the Transport Canada required positions of chief pilot, director of maintenance, maintenance engineers and for safety and office personnel.

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:

Met with RMWB CAO earlier in 2017 to discuss alternative funding sources. Mutually agreed provincial government has unmet responsibility for HEMS coverage. We require the municipality's influence with the Provincial government on this matter.

Pursuing process for billing Federal government for services provided to Treaty patients. Also following up on out of province patients for possible reimbursement of flight costs.

Strong relationship with Oil Sands Community Alliance, including transparent reporting. Their lobbying of industry members on our behalf is crucial for continued financial support.

Continue to grow the success of the major annual fund raiser.

Build a base of repeat donors and diversify donor sources with compelling campaigns.

Space continues on next page...

Part E - Financial Information, Budget Request & Cash Flow

Total 2018 Budgeted Revenue (excluding RMWB Operating Grant)	\$	3,082,500.00
Total 2018 Budgeted Expenses	\$	3,818,855.00
Surplus* / (Deficit)	\$	-736,355.00

2018 Operating Grant Request Amount:	\$	750,000.00
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* If in a surplus position, organization is not eligible for an Operating Grant.

Please Indicate Preferred Cash Flow, if approved:**

January/February	April
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(no more than 75% of request)

August	\$ 400,000.00	October	\$ 350,000.00
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** 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:

Expenses are closely tied to the strength of the Canadian dollar.

Flight numbers are starting to increase; this means more patients are receiving a critically important service but it drives up the costs associated with operations i.e. fuel, parts and maintenance.

In 2017 Transport Canada mandated a higher level of pilot certification based on a reinterpretation of Canadian aviation regulations as they apply to our program. This translates into additional training in an IFR Level D simulator located in Shreveport, Louisiana. The result has been an increase in training costs which is amplified by the high foreign exchange rate to US dollars.

Since its beginning, the program has been underfunded. Funding only began a year into the program resulting in an ongoing legacy debt, funded by Phoenix Heli-Flight. The CEO/Operations Manager is not paid a salary for time spent working on behalf of the organization.

A SWOT analysis is included in the attached Business Plan. Logic model being developed.

New billboard has been designed; to be installed in next few weeks. New version of information pamphlet for Local HERO Foundation being published; support from RMWB will be highlighted.

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

Local H.E.R.O. Foundation 2018 Operating Budget		
OPERATING REVENUE:		COMMENTS:
CIP Grant RMWB	\$750,000.00	2017 CIP Grant received in January 2018 for period ending June 30, 2018
Suncor	\$300,000.00	
Cenovus	\$300,000.00	
Husky	\$100,000.00	
Imperial Oil	\$300,000.00	
Alberta Health Services	\$1,000,000.00	
Major Annual Fundraiser	\$175,000.00	Planned for May 5th 2018
Community Donations	\$20,000.00	PayPal on website and individual cheques or cash
Coldwell Banker donation	\$10,000.00	Multi year commitment post 2017 fundraiser
Aluma donation	\$12,500.00	Multi year commitment post 2017 fundraiser
Sale of Product or Fee for Services	\$15,000.00	Agreement with Nuna Logistics
United Way Application	\$100,000.00	*Estimated*
TOTAL REVENUE:	\$3,082,500.00	
OPERATING EXPENDITURES:		
STAFFING:		
Salary (incl Benefits) of Admin Staff	\$110,000.00	20% of office and Safety, 100% Director; no salary for President
Salaries of Pilots	\$1,027,200.00	8 IFR Pilots
Salary of Chief Pilot: 50%	\$95,400.00	Phoenix Helicopter Chief Pilot- shared 50% with HERO
Salaries of Maintenance Crew	\$140,940.00	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	\$132,000.00	
Janitor/Maintenance	\$470.00	
Insurance	\$1,050.00	1/10th of building insurance
VEHICLE(S):		
Lease Charges	\$7,875.00	2 vehicles, 1 per shift; fuel, winter tires, insurance, maintenance etc included
NIGHT SHIFT CREW ACCOMODATION:		
Laundry	\$50.00	
Bedding & Linen	\$200.00	
Other	\$100.00	Incidentals
PROGRAM:		
Helicopter payments	\$1,068,000.00	Fully equipped
Insurance- Hull	\$50,000.00	Helicopter
Insurance- Liability	\$10,550.00	Helicopter
Fuel for Helicopter	\$46,800.00	Cost varies with number of annual missions
Scheduled Inspections	\$18,300.00	
Dynamic components	\$93,700.00	
Engines	\$47,650.00	
Avionics	\$17,320.00	
Medical Supplies	\$1,500.00	
Housing	\$59,940.00	2 bedroom condo for day shift
Staff Development	\$3,400.00	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	\$125,800.00	
Initial Pilot Training	\$66,280.00	Provision for cost of training new pilot
Night Vision Goggles	\$18,600.00	Maintenance for certification; 5 year amortization
Medical Equipment	\$55,000.00	Stretcher kit for back-up helicopter
Insurance for Board of Directors	\$1,045.00	
Landing Permits	\$1,000.00	Cost of 2, required by Transport Canada for special events e.g. at fundraiser
Dues & Subscriptions	\$155.00	Foreflight- software for flight planning
ADMINISTRATION:		
Office Supplies	\$6,800.00	
Freight & Postage	\$600.00	
Staff Travel/Mileage	\$42,300.00	Training and shift change airfare for pilots
Telephone	\$780.00	
Advertising	\$13,500.00	Billboard monthly rental plus cost of design
Professional Fees	\$20,650.00	Annual audit, legal and accounting fees
PayPal charges	\$150.00	
Bank Charges	\$600.00	
GST	\$160,270.00	
Board Expenses	\$700.00	Meetings
OTHER:		
Fundraiser	\$50,000.00	Expenses related to holding major fundraiser, not covered by gifts in kind
Legacy Debt Repayment	\$266,000.00	20% of legacy debt balance
TOTAL EXPENSES:	\$3,818,855.00	
SURPLUS/DEFICIT	(\$736,355.00)	