

2026 Municipal Facility Operating Grant

Ptarmigan Nordic Ski Club

Recommended

CIP Grant Summary:

Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Approved	2024 Approved	2025 Approved
12/31/2024	273,014	126,124	231,100	172,000	154,000
2026 Request	2026 Recommended	Variance Recommended vs. Requested	Secured Revenue	In Progress Revenue	2026 Request All Grants
157,680	157,680	-	60,000	20,441	169,000
Percentage Increase over 2025					2%

Notes:

2026 Grant Request:

Ptarmigan Nordic Ski Club has an operating agreement with the Regional Municipality of Wood Buffalo for:
 - the maintenance and grooming of the Birchwood trails
 - operation of Doug Barnes' Cabin

Budget Table:

	2026 Total Budget	2026 Grant Request	2026 Recommended
Revenues			
RMWB Municipal Facility Operating Grant	157,680	157,680	157,680
Facility and Equipment Rental	60,000	-	-
Total Revenues	217,680	157,680	157,680
Expenses			
Facility Supplies	71,680	61,440	61,440
Wages/Salaries/Benefits/MERCS	100,000	72,000	72,000
Grooming Fuel and Supplies	31,000	9,240	9,240
Advertising/Marketing Fees	2,000	2,000	2,000
Audit Fees	11,000	11,000	11,000
Utilities	2,000	2,000	2,000
Total Expenses	217,680	157,680	157,680
Total Surplus (Deficit)	\$ -	\$ -	\$ -



Application Summary: 2026 - 3264 - Municipal Facility Operating Grant

Application ID

2026 - 3264 - Municipal Facility Operating Grant

Applicant Information

Organization Information

Ptarmigan Nordic Ski Club
P.O. Box 6225
Fort McMurray, AB, T9H 4W1

Primary Contact

Aldora Harrison

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Phone: s.20(1)

Email: treasurer@ptarmigannordic.org



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Provide a brief Summary of the operations and services provided. Provide a brief overview of the organization's strategic priorities.

The mission of PNSC is to support healthy outdoor recreation in the RMWB by promoting cross country skiing as a lifelong sport. In our club with value 1. Community and Volunteerism: The PNSC is built on a foundation of strong community connections and volunteerism. The club fosters a welcoming, inclusive environment where members support one another & give back to both the club and the broader community. Volunteerism is essential to the club's success, and members are encouraged to contribute their time & skills to help the club and its programs thrive. 2. Health, Fitness, and Growth: The club promotes the physical and mental well-being of its members through participation in cross-country skiing & outdoor activities. The emphasis is on encouraging a healthy, active lifestyle that supports lifelong engagement in the sport. The club is also committed to the personal growth of its members, providing opportunities to develop skills, confidence, and a deeper connection to the outdoors. 3. Accessibility and Inclusivity: The PNSC is dedicated to making cross-country skiing available to everyone, regardless of age, experience, or ability. The club actively works to reduce barriers to participation, ensuring that all members feel welcome and valued within a diverse and supportive community. 4. Stewardship and Sustainability: The club values responsible stewardship of its resources – financial, environmental, and infrastructural. This includes maintaining its facilities & trails with pride and care, making sustainable decisions, and ensuring that funds are managed wisely to support the long-term viability of the club. 5. Collaboration and Partnerships: Collaboration with other organizations, businesses, and community groups is essential to the club's success. The club values partnerships that enhance its programs, strengthen community ties, and create mutual benefits for all involved. 6. Excellence and Fun: While the club is committed to fostering excellence in performance and competition, it also places immense importance on ensuring that members enjoy their experience.

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In the table, please list the publicly accessible community events that will be hosted by your organization or at the facility.

Community Events

Community Event Name	Date of Event	Location of Event
Youth Lessons	September 2025 to June 2026	Doug Barnes Cabin and Birchwood Trail System
Adult Ski Lessons	December 2025 to March 2026	Doug Barnes Cabin and Birchwood Trail System
Ptarmigan Nordic Family Day	August 23 2025	Doug Barnes Cabin and Birchwood Trail System
Boxing Day Turkey Burn Ski	December 26 2025	Doug Barnes Cabin and Birchwood Trail System
Tuesday Night Social Skis	December 2025 to March 2026	Doug Barnes Cabin and Birchwood Trail System
Grade 3 & 4 Ski lessons with Walter Gladys Peak Athletic Program	March 2026	Walter Gladys Hill School and Birchwood Trail System
Grade 5 & 6 Ski lessons with Walter Gladys Peak Athletic Program	March 2026	Walter Gladys Hill School and Birchwood Trail System
PNSC Annual General Meeting	May 2026	Doug Barnes Cabin
Volunteer Appreciation Event	May 2026	Doug Barnes Cabin
Youth and Adult Ski Rentals	November 2025 to March 2026	Doug Barnes Cabin and Birchwood Trail System
School Community Outreach Programs	November 2025 to March 2026	Doug Barnes Cabin and Birchwood Trail System
Various biathlon outreach / try it days	August 2025 to March 2026	Doug Barnes Cabin and Birchwood Trail System
Alberta Winter Games Zone 7 biathlon qualifier	December 2025	Doug Barnes Cabin and Birchwood Trail System
Birchwood classic race	January 2026	Doug Barnes Cabin and Birchwood Trail System

Minimum number of board members according to the organization's bylaws:

6

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Please list your current Board of Directors in the table:

Board of Directors

Name	Board Position	Years on Board
Jadene Spitzer	Director	3
Tyrone Felix	Director	4
Andre Lefebvre	Director	9
Megan Williams	Director	4
Borrey Kim	Secretary	1
Greg Brayall	Director	10
Steven Zhang	Director	1
Carin Van Zyl	Vice President	3
Aldora Harrison	Treasurer	3
Chris Sundholm	President	2
Rene Wells	Director	new director 3 months

How many operational staff does the organization have? Please provide details in the table.

Operational Staff Information

	Per Organization Chart	Currently Filled
Full Time Positions	1	1
Part Time Positions	2	2

Finances

Organization's most recent Fiscal Year End date

Please click Save Draft to update the following two questions with this date.

12/31/2024

Unrestricted Net Assets

Unrestricted Net Assets (accumulated net assets/surplus that the organization has not set aside for a particular purpose or earmarked by a donor for a specific program or project) from your Financial Statements ending: 12/31/2024

\$126,124.00

Total Operating Expenses

Total Expenses from your Financial Statements Ending: 12/31/2024

\$273,014.00

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What efforts have been made in the past fiscal year to increase the financial support for your organization?

The Ptarmigan Nordic Ski Club has taken several steps to increase financial support in recent years. The club has successfully raised funds through the AGLC casino and applied for a Community Facility Enhancement Program grant with the Government of Alberta to purchase a new quad for grooming. We have also secured grant funding to support our biathlon program.

Beyond grants, the club works towards maximizing rental revenues of the Doug Barnes Cabin these funds are exclusively used to maintain cabin operations. The club funds programs and related ski equipment from a combination of program fees, ski rental, casino funds and other granting agencies. The club has been actively working to build community awareness and engagement, to increase club membership, ski programs and ski rental activity. We have hosted a variety of smaller fundraisers, such as community markets, to further strengthen our financial base. Additionally, the club is in the early stages of developing a corporate sponsorship program to create long-term, sustainable funding partnerships

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

The Ptarmigan Nordic Ski Club operates with a strong volunteer base, supported by one full-time administrative staff member and several casual employees who assist during peak periods, such as extended cabin hours, rental functions, and special events.

This volunteer-driven model significantly reduces operating costs while expanding community services. By leveraging hundreds of volunteer hours each season, the club is able to provide essential services—including cabin operations and grooming of the Birchwood Trails—at minimal cost to the municipality.

Trail grooming is performed entirely by trained club volunteers using club-owned equipment, ensuring safe and accessible winter surfaces for all users. On average 300-400 volunteer hours are used to groom and maintain the trails. These efforts include placing warning signage, performing ice renovations (where conditions allow), and maintaining trail quality. In addition to cost savings, these proactive measures help reduce municipal liability, as all members and volunteers are covered under the club's liability insurance.

The operational staffing costs are split. 80% of the staffing costs for these positions relate to the club's responsibilities under the Operating Agreement with the RMWB and are funded through the CIP Grant. 20% of the staffing costs are paid from members dues, as they relate to club operations.

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Please complete the following budget table:

Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Facility and Equipment Rental	Anticipated revenue from January to December for Cabin Rental	\$60,000.00
		\$60,000.00

Revenue in Progress

Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Facility Supplies	Building Operations, Supplies and Maintenance	\$71,680.00	\$61,440.00
Wages/Salaries/Benefits/MER CS	Employee & Admin. costs (including bookkeeper)	\$100,000.00	\$72,000.00
Equipment / Vehicle Maintenance Expenses	Grooming, Fuel and Supplies	\$31,000.00	\$9,240.00
Advertising / Marketing Fees	Website, Marketing and Promotions	\$2,000.00	\$2,000.00
Audit Fees	Accountant	\$11,000.00	\$11,000.00
Utilities (gas, electricity, phone, internet)	Phone/ Internet	\$2,000.00	\$2,000.00
		\$217,680.00	\$157,680.00

Shortfall

	Total
(Total Secured Revenue - Total Expenses)	-\$157,680.00

Total RMWB Grant Request

	Amount
Total	\$157,680.00

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Total Cost of Program, Project, or Service

Total cost includes all costs of the entire program, project or service.

\$217,680.00

Total Grant Amount Request

\$157,680.00

The Community Investment Program requires other sources of funding in addition to this grant stream. Please list all other funding sources that are not secured at the time of application for this requirement (including declined and ineligible). Note: It is the responsibility of the applicant to advise CIP on the outcome(s) of the other grants applied for.

Other Funding Sources

Funding Source/Grant Name	Date Applied	Amount Requested	Result
Community Facility Enhancement Program- Government of Alberta	May 14 2025	\$15,441.00	Pending
Biathlon Canada Grant - ABC and Biathlon Alberta Support	December 2025	\$5,000.00	Pending
		\$20,441.00	

Preferred Cash-Flow

	Amount
January/February	\$39,420.00
April	\$39,420.00
August	\$39,420.00
October	\$39,420.00
Total	\$157,680.00



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Attachments

Upload Strategic Plan

[Ptarmigan_Nordic_Ski_Club_2024-26_Strategic_Plan_09302024_docx.pdf](#)
499 KB - 08/19/2025 3:12 PM

Total Files: 1

Please attach signed Financial Statements for the most recent fiscal year end.

Note: Year end date must fall between July 1, 2024, and June 30, 2025.

[2024_YE_Financial_Statements_-_PNSC_-_Signed.pdf](#)
9.3 MB - 08/19/2025 3:22 PM

Total Files: 1

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Declaration

Declaration: – In making this application, I , the undersigned, confirm:

- that I have read the appropriate Grant Guidelines;
- that I 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 I understand that this application form and all required attachments must be completed in full and received before 2025-08-21 4:30 p.m. MT;
- that I understand the term of the Grant is January 1 to December 31, 2026 and that all expenditures must happen during this term; and
- that I am 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.
- that I understand the personal information collected in this application is collected under the authority of Section 4(c) of the Protection of Privacy Act and is managed in accordance with the Act. It will be used to process your application and contact you if needed during the review of this application. If you have questions about the collection or use of your personal information, you may contact the Manager, Community Partnerships and Initiatives, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at 587-919-5522.

Acknowledgement

I do hereby certify that to the best of my knowledge, this application contains a full and correct account of all matters stated herein.

Applicant Name

Carin van Zyl

Position/Title

Vice President

Date: 08/21/2025

PTARMIGAN NORDIC SKI CLUB

2024-2026 STRATEGIC PLAN



DATE: SEPTEMBER 30, 2024

INTRODUCTION

The Ptarmigan Nordic Ski Club is the premier cross-country skiing organization in Fort McMurray, Alberta, dedicated to promoting winter outdoor activity and fostering a vibrant skiing community. Established to serve skiers of all ages and skill levels, the club operates out of the Doug Barnes Cabin, nestled in the Thickwood area, and maintains approximately 20 km of meticulously groomed trails. As the official cross-country ski club in the Regional Municipality of Wood Buffalo (RMWB), the club plays a vital role in encouraging residents to embrace winter sports and enjoy the natural beauty of the region.

The club offers a range of programs tailored to various age groups, including the Bunny Program for young children, Jackrabbits for developing skiers, and advanced programs like Track Attack and Youth Development for those interested in honing their competitive skills. With a strong emphasis on creating a welcoming and inclusive environment, the club provides opportunities for recreational and competitive skiers alike, fostering a lifelong love for the sport.

Membership in the Ptarmigan Nordic Ski Club is open to all, with affordable rates for individuals, families, and students. The club encourages both frequent skiers and occasional users of the Birchwood trails to join, helping to sustain the trail system and contribute to the growth of the local skiing community. Members enjoy access to a variety of events, from family-friendly skis to competitive races, including the prestigious Zone 7 Qualifier for the Alberta Winter Games.

With a commitment to maintaining high-quality facilities, offering diverse programming, and building partnerships within the community, the Ptarmigan Nordic Ski Club continues to be a driving force in making cross-country skiing a cornerstone of winter recreation in Fort McMurray. Through its activities, the club not only supports physical fitness and outdoor enjoyment but also strengthens community connections, making winter a season to be celebrated.

CURRENT STATE AND SWOT ANALYSIS

CURRENT STATE

The Ptarmigan Nordic Ski Club in Fort McMurray is a well-established community organization that has successfully built a strong foundation over the years. With the Doug Barnes Cabin as its central hub and a fantastic trail system, the club has become an important part of the city's outdoor sporting culture. These assets have allowed the club to provide a welcoming environment for both new and experienced cross-country skiers. The club is predominantly volunteer led, relying heavily on community members to maintain its programs and events.

The relationship between the Ptarmigan Nordic Ski Club and the RMWB has been integral to its growth. Steady municipal funding has helped the club sustain its operations and deliver high-quality programs to the community. The club is recognized for its ability to host large-scale events, such as the Alberta Cup, and has the potential to collaborate with other community groups for future events like the Arctic Winter Games.

Despite its strengths, the club faces challenges related to its reliance on volunteers, retention of coaches, and space constraints for future growth. There are significant opportunities for expansion, such as introducing biathlon and snowshoeing programs, building stronger relationships with local businesses for sponsorships, and expanding its membership base through enhanced marketing and communication. However, threats such as environmental changes, high volunteer turnover, and uncertainties in municipal leadership present ongoing risks to the club's sustainability.

SWOT ANALYSIS

Strengths: <ul style="list-style-type: none">● Doug Barnes Cabin: A central asset that provides a base for activities, meetings, and community engagement.● Trail System: The club boasts an excellent, well-maintained trail system, easily accessible from the	Weaknesses: <ul style="list-style-type: none">● Volunteer Dependence: The reliance on volunteers, particularly for coaching roles, creates vulnerabilities. Attracting and retaining volunteers is a challenge.● Communication Issues: There are technological and operational barriers to effective internal and external communication.
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<p>city, which is instrumental in attracting new participants to the sport.</p> <ul style="list-style-type: none"> ● Volunteer-Led Model: The club has a strong reliance on volunteers, creating a committed and dedicated team, though this also presents challenges. ● Community Relationships: Strong working relationships with other non-profit organizations and community groups enhance the club's visibility and integration into the community. ● Municipal Partnership: The club has a well-established relationship with the RMWB, ensuring secure and reliable funding, which has supported consistent growth. ● Event Hosting Capabilities: The club has proven its ability to successfully host large-scale events, including the Alberta Cup, and has the potential to collaborate on future large-scale events (e.g., Arctic Winter Games). ● Safety Emphasis: With a growing, intentional focus on "Safe Sport," the club ensures that all activities are conducted with the highest safety standards. 	<ul style="list-style-type: none"> ● Growth Constraints: Space limitations for facilities and trails restrict the club's ability to expand its offerings and accommodate more members. The club is dependent on partnerships to facilitate growth. ● Financial Challenges: The club faces difficulties in raising capital funds, and the need to spend RMWB funding annually limits the ability to build financial reserves. ● Reserve Fund Impact: While the club is in a solid financial position, having reserve funds can negatively impact grant applications, as funders may assume no additional support is required.
<p>Opportunities:</p> <ul style="list-style-type: none"> ● Doug Barnes Cabin: The cabin provides opportunities to diversify the club's offerings, such as introducing new programs like biathlon and snowshoeing. ● Membership Growth: The club can increase its membership base through improved marketing and communication, emphasizing its unique value proposition compared to other sports opportunities. ● Volunteer Engagement: There is an opportunity to improve volunteer appreciation efforts and create sustainable volunteer involvement by offering meaningful recognition and providing volunteers with professional and personal benefits, such as fulfilling professional volunteer hour requirements. ● Sponsorship Development: The club could develop stronger relationships with local businesses and organizations for financial and in-kind sponsorships. ● Hiring Coaching Staff: As the club grows, there is the potential to hire staff to provide professional coaching, enhancing program quality and member experience. ● Strategic Partnerships: Expanding strategic partnerships with other organizations can create mutually beneficial relationships and offer new resources to the club and its members. ● Budget and Financial Strategy: By building a stronger budget, the club can ensure unrestricted funds are used to support operational activities and offset costs 	<p>Threats:</p> <ul style="list-style-type: none"> ● Volunteer Retention: The difficulty in attracting and retaining volunteers, especially coaches, threatens the club's ability to deliver programs. Volunteers who feel underappreciated may leave, weakening the club's capacity to offer consistent services. ● Environmental Challenges: The unpredictability of weather conditions, particularly snow loss, poses a significant threat to the club's ability to operate effectively. ● Municipal Changes: High turnover in municipal roles within the RMWB could impact the club's ability to maintain long-term, sustainable relationships, affecting funding and other supports. ● Geographic Location: The remote location of Fort McMurray and the instability of the local economy, particularly job losses in the oil and gas industry, could lead to a decline in the community and membership base.

for families, while capital purchases can continue to be supported through grants.

- **Adult Participation Growth:** There is an opportunity to encourage more adults to engage in cross-country skiing as a social activity, potentially increasing future membership.

STRATEGIC PLAN

The Ptarmigan Nordic Ski Club Board of Directors crafted this strategic plan after holding multiple in-depth reflection and planning sessions in September 2024. The club will implement initiatives between 2024 and 2026 to achieve the objectives and outcomes outlined in this plan.

VISION, MISSION, AND VALUES

VISION

To be a world-class cross-country ski club that fosters a culture of respect and excellence in community sport through participation, skill development, and fun.

MISSION

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

VALUES

Ptarmigan Nordic Ski Club operates on a foundation of core values that guide its mission and activities. These values reflect the club's commitment to creating a supportive and engaging environment for its members and the broader community it serves.

1. **Community and Volunteerism:** The Ptarmigan Nordic Ski Club is built on a foundation of strong community connections and volunteerism. The club fosters a welcoming, inclusive environment where members support one another and give back to both the club and the broader community. Volunteerism is essential to the club's success, and members are encouraged to contribute their time and skills to help the club and its programs thrive.
2. **Health, Fitness, and Growth:** The club promotes the physical and mental well-being of its members through participation in cross-country skiing and outdoor activities. The emphasis is on encouraging a healthy, active lifestyle that supports lifelong engagement in the sport. The club is also committed to the personal growth of its members, providing opportunities to develop skills, confidence, and a deeper connection to the outdoors.
3. **Accessibility and Inclusivity:** Accessibility and inclusivity are at the heart of the club's mission. The Ptarmigan Nordic Ski Club is dedicated to making cross-country skiing available to everyone, regardless of age, experience, or ability. The club actively works to reduce barriers to participation, ensuring that all members feel welcome and valued within a diverse and supportive community.
4. **Stewardship and Sustainability:** The club values responsible stewardship of its resources – financial, environmental, and infrastructural. This includes maintaining its facilities and trails with pride and care, making sustainable decisions, and ensuring that funds are managed wisely to support the long-term viability of the club. The club is also committed to environmental stewardship, promoting a love of the outdoors and responsible use of natural spaces.
5. **Collaboration and Partnerships:** Collaboration with other organizations, businesses, and community groups is essential to the club's success. The club values partnerships that enhance its programs, strengthen community

ties, and create mutual benefits for all involved. The club also values its role in reconciliation, fostering respectful relationships with Indigenous communities and promoting inclusivity in all its partnerships.

- 6. Excellence and Fun:** While the club is committed to fostering excellence in performance and competition, it also places immense importance on ensuring that members enjoy their experience. The club creates an environment where individuals can strive for personal bests, while still maintaining a sense of fun and enjoyment in all activities. Whether members are skiing for competition or recreation, the joy of the sport is a key focus.

By adhering to these core values, the Ptarmigan Nordic Ski Club aims to cultivate a supportive and enriching environment that nurtures the well-being and potential of its members, fostering a stronger and more vibrant cross-country skiing community in Fort McMurray and beyond.

STRATEGIC OBJECTIVES, KEY ACTIVITIES, AND PERFORMANCE INDICATORS

Ptarmigan Nordic Ski Club will achieve the following five strategic objectives between 2024 and 2026.

STRATEGIC OBJECTIVE #1

STRENGTHEN PEOPLE AND HUMAN RESOURCES CAPACITY FOR LONG-TERM CLUB SUSTAINABILITY.

DESCRIPTION:

The Ptarmigan Nordic Ski Club recognizes that its volunteers, coaches, staff, and board members are crucial to the success and growth of the organization. Strengthening human resources and governance practices is a key priority to ensure that the club is well-positioned to achieve its mission and sustain its operations over the long term. This includes improving volunteer engagement, providing better training, optimizing roles, and building a strong governance framework. The following key activities outline how the club will invest in its people to create a more resilient and sustainable organization.

KEY ACTIVITIES:

1. Enhance Volunteer and Coach Engagement and Retention

- **Improve Volunteer Recognition Programs:** Develop improved appreciation and recognition programs for volunteers, particularly coaches, to ensure they feel valued for their contributions.
- **Develop a Coaching Contract:** Implement coaching contracts that include an honorarium for volunteer coaches as a form of compensation.
- **Introduce Volunteer Incentives:** Offer membership discounts and special resources as incentives for increased volunteer participation.
- **Partner with Wood Buffalo Volunteers:** Collaborate with local volunteer organizations to expand the pool of available volunteers.
- **Survey Volunteers:** Conduct regular surveys to understand volunteer motivations and identify areas for improving engagement.
- **Increase Non-Parent Volunteers:** Implement targeted strategies to recruit more non-parent volunteers, ensuring long-term sustainability of volunteer roles.

2. Improve Training and Development Opportunities for Coaches, Volunteers, and Board Members

- **Create Role-Specific Training Programs:** Develop comprehensive training for all volunteer roles (e.g., event volunteers, trail groomers, board members, and coaches) to enhance skill development.
- **Implement Safe Sport Training:** Ensure all coaches and volunteers are trained in “Safe Sport” principles to meet mandatory safety standards.
- **Annual Board Training:** Provide regular governance and leadership training to board members to ensure effective organizational oversight.

- **Review and Update Training Materials:** Annually review training materials to ensure they meet current best practices and the evolving needs of the club.

3. Evaluate and Optimize Staffing and Volunteer Roles

- **Annual Role Evaluations:** Conduct a yearly review of staffing and volunteer roles to assess alignment with organizational needs and make necessary adjustments.
- **Implement PDCA Process:** Use the Plan-Do-Check-Act (PDCA) process to continually assess and improve staffing and volunteer structures and expectations.
- **Explore Paid Coaching Roles:** Evaluate the potential to create paid coaching roles to enhance program delivery and reduce the burden on volunteer coaches.

4. Strengthen Board Governance and Policy Development

- **Update Board Policies:** Conduct regular reviews and updates of board policies to ensure governance practices align with best practices.
- **Provide Board Development Opportunities:** Offer ongoing training and leadership development to board members to strengthen their governance skills.
- **Annual Board Assessment:** Conduct an annual board self-assessment and external review to identify areas for improvement in governance.
- **Increase Board Diversity:** Implement targeted strategies to recruit diverse board members who reflect the demographics and needs of the community.

PERFORMANCE INDICATORS:

1. Enhance Volunteer and Coach Engagement and Retention

- Increase in the number of active volunteers annually.
- Year-over-year improvement in volunteer retention rates, particularly for coaches.
- Number of coaching contracts issued and honoraria awarded.
- Increase in the percentage of non-parent volunteers.
- Volunteer satisfaction rate from surveys.

2. Improve Training and Development Opportunities for Coaches, Volunteers, and Board Members

- Number of volunteers, coaches, and board members completing training annually.
- Improvement in program quality as measured by participant feedback and evaluations.
- Compliance rate with Safe Sport standards across all club activities.
- Number of board members completing annual governance training.

3. Evaluate and Optimize Staffing and Volunteer Roles

- Completion rate of annual staffing and volunteer role evaluations.
- Successful implementation of the Plan-Do-Check-Act (PDCA) process, with improvements tracked and documented annually.
- Number of new paid roles created and filled, if necessary.

4. Strengthen Board Governance and Policy Development

- Completion and approval rate of updated board policy documents annually.
- Number of new board members recruited, with a focus on increasing board diversity.

- Improvement in governance scores from board self-assessments and external reviews.
- Board member retention rate year-over-year.

STRATEGIC OBJECTIVE #2

STRENGTHEN FINANCIAL SUSTAINABILITY AND DIVERSIFY FUNDING SOURCES.

DESCRIPTION:

The Ptarmigan Nordic Ski Club aims to strengthen its financial position by identifying new funding sources, optimizing current financial practices, and strategically allocating resources to support both programming and capital projects. The club recognizes the importance of linking financial planning to the programming needs of the club and ensuring a sustainable flow of funds to maintain and grow operations. The following key activities will focus on diversifying revenue streams, securing capital funding, improving budgeting practices, and building long-term financial sustainability through strategic relationships and events.

KEY ACTIVITIES:

1. Diversify Revenue Sources and Capital Funding

- **Identify and Secure Additional Capital Funding:** Explore alternative sources of capital funding to support ongoing maintenance, equipment purchases, and facility upgrades.
- **Utilize Views Social for Grant Searches:** Engage FuseSocial to locate available grants for both capital projects and programming.
- **Explore Sponsorship Opportunities:** Develop sponsorship strategies to generate revenue for capital purchases, maintenance, and programming.
- **Continue Casino Fundraising:** Focus on casino events as a source of unrestricted funding to support programming and reduce costs for families.
- **Expand Cabin Rental Program:** Promote the Doug Barnes Cabin as a rental venue to generate revenue and raise awareness of the club, potentially converting renters into future members.

2. Strategically Align Financial Planning with Programming Needs

- **Build Financial Plans Based on Program Plans:** Ensure that financial planning is tied to the club's program offerings. Program plans should guide fundraising and financial strategies, ensuring alignment between resources and program needs.
- **Develop a Fundraising Strategy for Race Facility:** Explore funding strategies to support the development of a race facility, ensuring long-term financial sustainability for new capital projects.

3. Engage and Develop Donor and Funder Relationships

- **Develop Annual Social Events for Donors:** Host a series of annual events to engage donors and funders, dedicating the proceeds to programming needs.
- **Continue Relationship Building with RMWB:** Maintain strong relationships with the RMWB to ensure the continuation of grant funding for the club.
- **Raise Awareness for Additional Grants:** Find additional capital grants to support necessary equipment purchases and repairs.
- **Continuously Explore Opportunities to Build Relationships with New Donors:** Promote the club and what it offers to the community and encourage those with resources, time, and other forms of capacity to invest in the club's programs and infrastructure.

4. Improve Financial and Budgeting Practices

- **Build an Annual Fundraising Calendar:** Develop an annual calendar to earmark events and fundraising activities, ensuring opportunities for revenue generation are not missed.
- **Adjust Budgeting Process:** Ensure that all revenue sources are clearly defined in the budgeting process and allocated strategically to meet both capital and programming needs.
- **Update Expense Policy:** Review and update the existing expense policy to ensure it is comprehensive and aligned with current club operations.
- **Increase the Number of Revenue-Generating Events:** Increase the number of events held by the club to bring in more revenue and build connections with potential new members.

PERFORMANCE INDICATORS:

1. Diversify Revenue Sources and Capital Funding

- Number of new capital funding sources identified and secured.
- Total grant funding secured through FuseSocial and other platforms.
- Number of sponsorship agreements established to support capital and programming needs.
- Revenue generated through casino fundraising activities.
- Revenue generated from Doug Barnes Cabin rentals.

2. Strategically Align Financial Planning with Programming Needs

- Completion of program-driven financial plans.
- Amount of funds raised toward the development of a race facility.
- Alignment of program offerings with secured funding.

3. Engage and Develop Donor and Funder Relationships

- Number of annual donor engagement events held.
- Amount of funds raised from donor events dedicated to programming.
- Continuation of RMWB grant funding.
- Number of new grants secured for capital projects and equipment purchases.

4. Improve Financial and Budgeting Practices

- Completion of an annual fundraising calendar.
- Completion and approval of an updated expense policy.
- Increase in the number of revenue-generating events hosted annually.

STRATEGIC OBJECTIVE #3

ENHANCE PROGRAM DELIVERY AND TRAIL MANAGEMENT TO SUPPORT GROWTH AND ENGAGEMENT.

DESCRIPTION:

The Ptarmigan Nordic Ski Club is committed to providing high-quality programs and maintaining its trail system to support the growth of the sport and ensure community engagement. The club's core business includes youth and adult programming, trail maintenance, and managing key assets such as the Doug Barnes Cabin. This strategic objective focuses on proactive planning, trail grooming and maintenance, programming expansion, and contingency plans for poor snow conditions. By enhancing these areas, the club will ensure long-term sustainability and continued growth.

KEY ACTIVITIES:

1. Annual Program and Budget Planning

- **Engage in Annual PDCA Cycle:** Each April/May, conduct a Plan-Do-Check-Act (PDCA) process to evaluate the past season, identify lessons learned, and build a proactive plan for the upcoming season.
- **Align Program Planning with Budgeting:** Develop program plans before budgeting to ensure that resources are allocated to support club operations effectively for each season.
- **Monitor Community and Member Needs:** Track community and member feedback during the evaluation process to refine program offerings and adjust based on community interests and emerging opportunities.

2. Develop and Sustain Community Programming

- **Expand Youth and Adult Programming:** Focus on sustaining and expanding reliable, accessible programming for both youth and adults.
- **Create Casual Adult Programs:** Build more programming for adults who are interested in cross-country skiing on a casual or social basis, leading to increased engagement and potential new members.
- **Explore Competitive Programming:** Investigate the development of competitive cross-country skiing programs to retain members interested in progressing beyond recreational skiing.
- **Integrate Additional Activities:** Expand the club's offerings by including activities such as biathlon and snowshoeing into the programming mix.

3. Trail Grooming and Maintenance Strategy

- **Develop Comprehensive Grooming Strategy:** Create a detailed grooming strategy that ensures the sustainability of trail maintenance, reduces reliance on a single volunteer, and outlines the requirements for equipment maintenance.
- **Enhance and Widen Trails:** Explore opportunities to enhance and widen existing trails to improve the user experience and attract more skiers.
- **Track Trail Usage:** Implement passive tracking technology to count the number of community members using the trails, including both members and non-members, to better understand trail utilization and support grant applications.

4. Asset and Facility Management

- **Maintain Doug Barnes Cabin:** Continue to prioritize the maintenance and upkeep of the Doug Barnes Cabin to ensure it remains a valuable asset for the club and community.
- **Promote Cabin Rentals:** Increase the promotion of cabin rentals to generate revenue and build relationships with potential new members.
- **Strengthen Relationship with RMWB:** Maintain a strong working relationship with the RMWB to ensure continued support for cabin maintenance and reduce the club's reliance on external funding by using cabin rental revenue to offset costs.

5. Contingency Planning for Poor Snow Seasons

- **Develop a "Plan B" for Poor Snow Seasons:** Create a contingency plan for seasons with poor snow conditions, identifying alternative activities for members and considering the purchase of equipment to recover trails during freeze-thaw cycles.
- **Explore Alternative Programming:** Determine what alternative programming or activities can be offered during seasons with inadequate snow to keep members engaged.

1. Annual Program and Budget Planning

- Completion of annual PDCA process, including the creation of a proactive plan for the upcoming season.
- Alignment of program plans with budgeting processes to ensure financial resources meet program needs.
- Regular tracking of community and member feedback for program refinement.

2. Develop and Sustain Community Programming

- Number of new youth and adult programs launched or expanded.
- Increase in adult participation in casual and social skiing programs.
- Introduction of competitive programming options for members.
- Addition of biathlon and snowshoeing activities to the programming schedule.

3. Trail Grooming and Maintenance Strategy

- Development and approval of a comprehensive trail grooming strategy.
- Identification of new volunteers who can effectively support existing volunteers in all trail grooming activities.
- Number of trail enhancements and widening projects completed.
- Implementation of passive tracking technology to monitor trail usage.
- Increase in trail usage as reported through tracking data.

4. Asset and Facility Management

- Completion of regular maintenance on the Doug Barnes Cabin.
- Increase in cabin rental revenue.
- Continued financial support from RMWB for cabin maintenance and other capital needs.
- Reduction in CIP grant requests as cabin rental revenue offsets operational costs.

5. Contingency Planning for Poor Snow Seasons

- Completion of a contingency plan for poor snow seasons.
- Identification of activities that can be carried out during poor snow seasons.
- Introduction of alternative activities or programming during poor snow conditions.
- Acquisition of equipment to maintain trails during freeze-thaw cycles, if necessary.

STRATEGIC OBJECTIVE #4

STRENGTHEN PARTNERSHIPS AND COLLABORATIONS TO ENHANCE CAPACITY AND EXPANSION.

DESCRIPTION:

The Ptarmigan Nordic Ski Club recognizes the importance of building strategic partnerships and collaborations to expand its trail system, improve programming, and secure funding for future growth. By collaborating with key community stakeholders such as the RMWB, Fort McMurray Wood Buffalo Economic Development and Tourism, local golf clubs, and other sports organizations, the club can increase its capacity, improve its facilities, and achieve long-term sustainability. These partnerships will also create opportunities for new programming, such as biathlon, and ensure the club remains at the forefront of cross-country skiing development in the region.

KEY ACTIVITIES:

1. Collaborate with Key Local Partners

- **RMWB Partnership for Trail Management and Advocacy:** Work closely with RMWB to manage and advocate for trail maintenance, securing funding through the Community Investment Program (CIP) grant. Educate the municipality on the damage caused by unauthorized ATV use on trails and advocate for policy changes to protect trails.
- **Fort McMurray Golf Club Partnership for Trail Expansion:** Collaborate with the Fort McMurray Golf Club to use their space for expanded trail systems and to set up biathlon facilities, including a shooting range, establishing a year-round opportunity for cross-country skiing and biathlon at the golf course.
- **Fort McMurray Wood Buffalo Economic Development and Tourism:** Partner with this organization to secure capital grants and build business cases to support the club's long-term goals, including preparing the Nordic facilities needed to host the 2030 Alberta Winter Games.

2. Develop Collaborative Programming Opportunities

- **Vista Ridge Partnership for Snow Manufacturing:** Explore collaboration with Vista Ridge to manufacture snow during seasons where natural snowfall is insufficient, ensuring the trails remain operational.
- **Macdonald Island Park and Alberta Sport Development:** Work with MacDonald Island Park and Alberta Sport Development to enhance programming opportunities and leverage support for the development of competitive cross-country skiing and biathlon programs.
- **Community Schools and Non-Profit Collaborations:** Build partnerships with local schools and other non-profits to engage children and youth in cross-country skiing. Offer reciprocal benefits, such as providing volunteers for events in exchange for the club's support and resources.

3. Advocate for Regional Development and Sport Tourism

- **Advocate for 2030 Alberta Winter Games:** Work with RMWB and Fort McMurray Wood Buffalo Economic Development and Tourism to advocate for the creation of a Nordic skiing facility capable of hosting the Alberta Winter Games in 2030.
- **Leverage Regional Tourism Opportunities:** Collaborate with tourism partners to promote the club's events, facilities, and programs as part of the region's broader sport tourism strategy, attracting more visitors and athletes to the community.

4. Reciprocal Partnerships with Community Organizations

- **Volunteer Exchange Programs:** Develop reciprocal partnerships with other community organizations, where volunteers from partner organizations contribute to club events and programming in exchange for the club providing resources and support to these partners.
- **Strengthen Community Connections:** Prioritize building relationships with local schools, non-profits, and community groups to increase engagement with the sport of cross-country skiing and broaden the club's community reach.

PERFORMANCE INDICATORS:

1. Collaborate with Key Local Partners

- Number of new partnerships established with key local organizations (RMWB, Fort McMurray Golf Club, Vista Ridge).
- Secured funding from the CIP grant and other municipal sources.
- Implementation of policies or actions to mitigate trail damage caused by unauthorized ATV use.
- Expansion of trails and biathlon facilities at the Fort McMurray Golf Club.

2. Develop Collaborative Programming Opportunities

- Number of new or expanded programs developed in collaboration with local partners (Vista Ridge, MacDonald Island Park).
- Increase in participation in biathlon and cross-country skiing programs due to partnership efforts.
- Number of school and non-profit partnerships established to engage children and youth in the sport.

3. Advocate for Regional Development and Sport Tourism

- Progress toward securing the Nordic skiing facility required for the 2030 Alberta Winter Games.
- Increase in funding and support from Fort McMurray Wood Buffalo Economic Development and Tourism.
- Number of regional sport tourism initiatives that include the Ptarmigan Nordic Ski Club's events and facilities.

4. Reciprocal Partnerships with Community Organizations

- Number of reciprocal partnerships established with local schools and community organizations.
- Increase in volunteers from partner organizations participating in club events.
- Number of community groups and non-profits receiving resources and support from the club.

STRATEGIC OBJECTIVE #5

STRENGTHEN COMMUNICATIONS AND MARKETING TO BOOST ENGAGEMENT AND MEMBERSHIP.

DESCRIPTION:

The Ptarmigan Nordic Ski Club recognizes the importance of effective communication and marketing to engage both internal and external audiences, grow its membership base, and promote its programs and events. This objective focuses on revitalizing internal communication processes, improving external outreach to the community, and leveraging modern tools and strategies to streamline and strengthen communications. By improving the clarity and reach of its messages, the club aims to foster a stronger connection with current members while attracting new members and supporters.

KEY ACTIVITIES:

1. Revitalize Internal Communications

- **Reinstitute Weekly Newsletters:** Develop and distribute a weekly newsletter during the ski season and a monthly newsletter during the offseason to keep members informed of events, activities, and programming.
- **Audit and Clean Up Email List:** Conduct an audit of the club's email list to remove outdated information and improve the accuracy of member contact details.
- **Select and Implement an Email Distribution Tool:** Choose and implement an email management tool (e.g., MailChimp) to streamline internal communications and automate the distribution of newsletters and updates.
- **Migrate Board Members to Club Email Accounts:** Ensure that all board members use official club email addresses to improve internal communication and professionalism.
- **Train Communications Lead:** Designate or hire a communications lead to manage internal and external communications, ensuring they are trained on the selected email distribution tool and communication systems.

2. Enhance External Communications and Marketing

- **Promote the Club Through the MAC Calendar:** Utilize the MAC calendar to advertise club events, programs, and opportunities to the broader community.
- **Develop an Annual Report:** Create an annual report to share with the community, showcasing the club's programs, highlighting accomplishments, and recognizing volunteers.
- **Improve Signage:** Install proper signage directing people to the club and the Doug Barnes Cabin to increase visibility and help potential members find the club more easily.
- **Audit Social Media Accounts:** Review and assess the effectiveness of the club's social media platforms (beyond Facebook) to ensure they are reaching the right audiences and explore new platforms to expand reach.
- **Explore Trail Media:** Investigate how trail media (e.g., signs, banners, digital displays) could be used to communicate with trail users and promote the club's activities and events.

3. Increase Community Engagement and Membership Growth

- **Host Open Houses:** Organize open house events at the Doug Barnes Cabin to introduce community members to the club, its programs, and volunteer opportunities.
- **Proactive External Outreach:** Take steps to communicate widely to external audiences, highlighting the value of club membership and the benefits it offers to the community.
- **Volunteer Recognition in Newsletters:** Use the club's internal communications, including newsletters, to regularly recognize and appreciate the efforts of volunteers and members.
- **Develop an Advocacy Channel for Trail Misuse:** Create a system for reporting improper use of the trails (e.g., ATV activity) that allows members to report issues, which will be shared with RMWB and the RCMP for advocacy purposes.

PERFORMANCE INDICATORS:

Coach Development

1. Revitalize Internal Communications

- Number of newsletters distributed weekly during the season and monthly in the offseason.
- Completion of email list audit and accuracy improvements.
- Implementation of a new email distribution tool (e.g., MailChimp) and user training.
- Percentage of board members using official club email addresses.
- Number of internal communications managed through the designated communications lead.

2. Enhance External Communications and Marketing

- Number of club events and programs promoted through the MAC calendar.
- Completion of the annual report and distribution to the community.
- Installation of new signage around the club and the Doug Barnes Cabin.
- Completion of social media audit and implementation of recommendations to expand reach.
- Introduction of trail media as a communication tool for trail users.

3. Increase Community Engagement and Membership Growth

- Number of open house events hosted at the Doug Barnes Cabin.
- Increase in club membership as a result of external outreach efforts.

- Frequency of volunteer recognition in newsletters and other internal communications.
- Number of reports on trail misuse received and shared with RMWB and RCMP for advocacy.

PTARMIGAN NORDIC SKI CLUB
Financial Statements
Year Ended December 31, 2024

PTARMIGAN NORDIC SKI CLUB
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Year Ended December 31, 2024

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BAZYLO & DUNN
CHARTERED PROFESSIONAL ACCOUNTANTS LLP

INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Members of Ptarmigan Nordic Ski Club

We have reviewed the accompanying financial statements of Ptarmigan Nordic Ski Club (the organization) that comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of Ptarmigan Nordic Ski Club as at December 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with ASNPO.

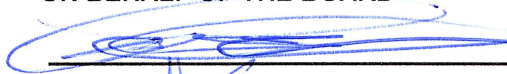
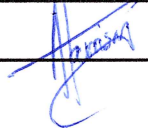
Fort McMurray, Alberta
May 9, 2025

Bazylo & Dunn Chartered Professional Accountants LLP

PTARMIGAN NORDIC SKI CLUB
Statement of Financial Position
December 31, 2024

	2024	2023
ASSETS		
CURRENT		
Cash	\$ 223,639	\$ 293,003
Restricted cash	25,693	6,437
Government remittances recoverable	9,419	9,637
Prepaid expenses	2,080	978
	260,831	310,055
TANGIBLE CAPITAL ASSETS (Note 3)	38,196	48,271
	\$ 299,027	\$ 358,326
 LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable (Note 4)	\$ 63,518	\$ 61,328
 DEFERRED CONTRIBUTIONS (Note 5)	 71,189	 111,620
	134,707	172,948
 NET ASSETS		
Unrestricted	126,124	137,107
Invested in tangible capital assets	38,196	48,271
	164,320	185,378
	\$ 299,027	\$ 358,326

ON BEHALF OF THE BOARD


 _____ Director

 _____ Director

See notes to financial statements

PTARMIGAN NORDIC SKI CLUB
Statement of Operations
Year Ended December 31, 2024

	2024	2023
REVENUES		
RMWB Operating Grant	\$ 205,507	\$ 135,057
Casino	14,188	25,817
Programming	7,017	24,611
Membership fees	12,717	18,242
General contributions	9,365	11,862
Other Grants	3,162	11,138
	<u>251,956</u>	<u>226,727</u>
EXPENDITURES		
Advertising and promotion	1,670	1,318
Amortization	25,359	29,281
Business taxes, licenses and memberships	208	256
Cabin repairs and maintenance	66,433	49,077
Grooming	13,293	24,964
Insurance	9,299	4,652
Interest and bank charges	1,675	1,774
Meals and entertainment	1,969	2,290
Office	14,508	7,240
Professional fees	16,300	13,529
Programming	18,393	9,392
Sub-contracts	-	898
Training	1,247	1,953
Travel	1,551	400
Utilities	1,367	1,289
Wages and benefits	99,742	s.20(1)
	<u>273,014</u>	<u>s.20(1)</u>
DEFICIENCY OF REVENUES OVER EXPENDITURES	<u>\$ (21,058)</u>	<u>\$ s.20(1)</u>

See notes to financial statements

PTARMIGAN NORDIC SKI CLUB
Statement of Changes in Net Assets
Year Ended December 31, 2024

	2023 Balance	Excess (deficiency) of revenues over expenses	Transfers	2024 Balance
Unrestricted	\$ 137,107	\$ 4,301	\$ (15,284)	\$ 126,124
Invested in tangible capital assets	48,271	(25,359)	15,284	38,196
	<u>\$ 185,378</u>	<u>\$ (21,058)</u>	<u>\$ -</u>	<u>\$ 164,320</u>

	2022 Balance	Excess (deficiency) of revenues over expenses	Transfers	2023 Balance
Unrestricted	\$ 152,588	\$ s.20(1)	\$ (32,795)	\$ 137,107
Invested in tangible capital assets	44,757	(29,281)	32,795	48,271
	<u>\$ 197,345</u>	<u>\$ s.20(1)</u>	<u>\$ -</u>	<u>\$ 185,378</u>

See notes to financial statements

PTARMIGAN NORDIC SKI CLUB
Statement of Cash Flows
Year Ended December 31, 2024

	2024	2023
OPERATING ACTIVITIES		
Deficiency of revenues over expenditures	\$ (21,058)	\$ s.20(1)
Item not affecting cash:		
Amortization of tangible capital assets	<u>25,359</u>	<u>29,281</u>
	<u>4,301</u>	<u>s.20(1)</u>
Changes in non-cash working capital:		
Government remittances receivable	218	(5,608)
Prepaid expenses	(1,102)	(184)
Accounts payable	2,190	(28,873)
Deferred contributions	<u>(40,431)</u>	<u>20,111</u>
	<u>(39,125)</u>	<u>(14,554)</u>
Cash flow from (used by) operating activities	<u>(34,824)</u>	<u>2,760</u>
INVESTING ACTIVITY		
Purchase of tangible capital assets	<u>(15,284)</u>	<u>(32,795)</u>
DECREASE IN CASH	(50,108)	(30,035)
Cash - beginning of year	<u>299,440</u>	<u>329,475</u>
CASH - END OF YEAR	\$ 249,332	\$ 299,440
CASH CONSISTS OF:		
Cash	\$ 223,639	\$ 293,003
Restricted cash	<u>25,693</u>	<u>6,437</u>
	<u>\$ 249,332</u>	<u>\$ 299,440</u>

See notes to financial statements

PTARMIGAN NORDIC SKI CLUB

Notes to Financial Statements

Year Ended December 31, 2024

1. PURPOSE OF THE ORGANIZATION

Ptarmigan Nordic Ski Club (the "organization") is a not-for-profit organization incorporated provincially under the Non-profit Corporations Act of Alberta. The organization is exempt from payment of income tax under Section 149(1) of the Income Tax Act.

The organization operates to provide the residents of the Regional Municipality of Wood Buffalo ("RMWB") access to cross-country skiing trails and equipment to support healthy outdoor recreation by promoting cross-country skiing as a lifelong sport.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

Cash and short term investments

Cash, cash equivalents and restricted cash are defined as cash on hand and cash on deposit net of cheques issued and outstanding as at the reporting date.

Tangible capital assets

Tangible capital assets are stated at cost or deemed cost less accumulated amortization. Tangible capital assets are amortized over their estimated useful lives at the following rates and methods:

Automotive	10 years	straight-line method
Furniture and fixtures	5 years	straight-line method
Ski equipment and accessories	3 years	straight-line method
Grooming and trail equipment	5 years	straight-line method

The organization regularly reviews its tangible capital assets to eliminate obsolete items. Government grants are treated as a reduction of tangible capital assets cost.

Tangible capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

When conditions indicate a tangible capital asset is impaired, the carrying value of the tangible capital asset is written down to the asset's fair value or replacement cost. The write down of tangible capital assets is recorded as an expense in the statement of operations. A write down is not reversed.

Revenue recognition

Ptarmigan Nordic Ski Club follows the deferral method of accounting for contributions.

Grant and casino revenues are recognized as revenue in the year in which the related expenses are incurred.

Membership fees, programming revenues, club brand and general contributions are recognized as revenue in the year received.

(continues)

PTARMIGAN NORDIC SKI CLUB
Notes to Financial Statements
Year Ended December 31, 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Contributed services

The operations of the organization depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated materials and services cannot be reasonably determined and are therefore not reflected in these financial statements.

Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

3. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2024 Net book value	2023 Net book value
Grooming and trail equipment	\$ 52,027	\$ 43,509	\$ 8,518	\$ 2,515
Automotive	93,563	80,214	13,349	16,616
Ski equipment and accessories	112,025	98,852	13,173	27,540
Furniture and fixtures	4,445	1,289	3,156	1,600
	\$ 262,060	\$ 223,864	\$ 38,196	\$ 48,271

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2024	2023
Accounts payable	\$ 12,119	\$ 18,602
RMWB Cabin rental	51,400	42,726
	\$ 63,519	\$ 61,328

PTARMIGAN NORDIC SKI CLUB

Notes to Financial Statements

Year Ended December 31, 2024

5. DEFERRED CONTRIBUTIONS

	Special programs and Alberta Cup	Designated Casino funds	RMWB Municipal Operating	Total
Balance, Beginning of year	\$ 3,162	\$ 6,437	\$ 102,021	\$ 111,620
Received in the year	-	33,444	172,000	205,444
Recognized as revenue	(3,162)	(14,188)	(148,303)	(165,653)
Amounts repaid	-	-	(80,222)	(80,222)
Balance, End of year	\$ -	\$ 25,693	\$ 45,496	\$ 71,189

Pursuant to the funding agreement with the RMWB, in the event that any funds have been advanced to the organization under the Municipal operating grant indicates that any option of those funds has not been used in accordance with the agreed upon services, the RMWB may, in its sole and absolute discretion, require that the organization return the uncommitted grant proceeds.

6. ECONOMIC DEPENDENCE

The organization's ability to continue viable operations is dependent on funding from the RMWB and adhering to the conditions set out in the funding agreement.

7. FINANCIAL INSTRUMENTS

The organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the organization's risk exposure and concentration as of December 31, 2024.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization is exposed to credit risk from customers. In order to reduce its credit risk, the organization reviews a new customer's credit history before extending credit and conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The organization has a significant number of customers which minimizes concentration of credit risk.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, long term debt, obligations under capital leases, contributions to the pension plan, and accounts payable.

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant other price risks arising from these financial instruments.

8. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.
