



camp **he ho ha**

*Annual Report*  
*2016*

# President's Report

*Cheryl McNeil*  
**PRESIDENT**  
**BOARD OF DIRECTORS**

When I reflect on 2016 for Camp Health, Hope & Happiness, I'm once again impressed with the incredible passion and dedication of the staff at Camp. Greg Nielsen and his team have once again delivered extraordinary experiences to more than 700 people who range in age from six to 105. Experiences that mean so much for the special people who rely on the services of Camp.

To paraphrase from a recent letter I received from Greg, there are many special "napkin moments" that happen at Camp. These napkin moments cause you to reach for a napkin to dry your eyes or to jot down what happened so it is not forgotten. Thank you to Greg and all the people who help keep Camp vibrant and healthy, delivering those noteworthy napkin moments for our very special clients. On behalf of the Board of Directors, I want to extend my sincere gratitude to all of Camp's supporters for ensuring a strong future for Camp Health, Hope & Happiness.

There have been many achievements at Camp He Ho Ha in 2016 and in my brief report I cannot list them all. I will highlight two that stand out. Camp's financial position is stronger than it was a year ago thanks to the generous contributions of many outstanding donors. There are new residences at Camp that provide modern and insulated (imagine that when it's 30 degrees below zero) living space for Camp staff. These building projects were well-managed under Greg's leadership and it's wonderful to have these additions.

Thank you to the Board of Directors for your ongoing support this past year. Your dedication is greatly appreciated. I'll be stepping down from my role as President and I'm pleased that Ivor MacBeath has agreed to take over this position. I'm confident the remainder of 2017 will be another successful year for Camp Health Hope and Happiness in bringing joy to our wonderful Campers.

# *From the desk of the Executive Director*

In reflecting on 2016 at Camp Health, Hope & Happiness, I believe the organization had another successful 12 months of providing services to individuals with special needs in Alberta. I am very proud of the organization and its staff members for maintaining a healthy financial position amidst rising operating costs and dwindling government support. The overall focus in 2016 was to maintain high standards for our summer camp programs while continuing to streamline operations.

*Greg Nielsen*  
**EXECUTIVE DIRECTOR**

The success of the summer camp program in 2016 was second to none. We offered more than 700 campers an opportunity to enjoy six days of summer recreation at our facility on beautiful Lake Isle. Regardless of a camper's disabilities or medical conditions, our 33 dedicated summer staff from across Canada worked tirelessly to ensure each individual had the experience of a lifetime. Each camp, hundreds of families and caregivers experienced a much-deserved break from the daily routine of providing care to a loved one with a disability. I believe this aspect of our programs makes a significant difference in the lives of campers and caregivers in ways neither you nor I could ever imagine.

Our year-round facility rental program was a success in generating revenue to cover administrative and operational costs. I am proud of the services we offer to the groups who choose Camp Health, Hope & Happiness as their retreat facility of choice. The endless positive comments we received in 2016 on the quality of food, cleanliness of the facility and the friendly frontline staff is a testament to the amazing service we offer to the general public outside our summer programs.

From a financial position I would certainly say 2016 was a success. The organization and staff went above and beyond when it came to focusing on issues within our control.

# From the desk of the Executive Director

*Greg Nielsen*  
EXECUTIVE DIRECTOR

Finances were a challenge as the Alberta economy continued to struggle while the provincial and federal governments levied additional taxes and cut funding. Every effort was made internally to ensure the organization did not lose ground in an extremely challenging financial climate.

Looking ahead to 2017, I will focus on ensuring Camp Health, Hope & Happiness continues to provide the highest quality programming to individuals with special needs in Alberta. I am also shifting my focus to carving out a path to long-term financial stability of the organization. We are actively piloting new fundraisers, exploring new granting initiatives, nurturing donor relations and creating new partnerships by sharing our passion for making a difference in the lives of others. These projects will undoubtedly keep the He Ho Ha team busy in the next 12 months, but I'm confident this heavy lifting will ensure Camp Health, Hope & Happiness can enjoy another 57 years of success providing adapted programs in the province of Alberta.

*"We cannot accomplish all that we need to do without working together."*

**BILL RICHARDSON**

Many thanks to the amazing individuals who served on the 2016-2017 Board of Directors. Their sound guidance, endless support and genuine passion for our cause will not soon be forgotten. Every day many people work passionately and tirelessly at Camp He Ho Ha - thank you to the team of people that gave so much of themselves and made the past year possible. Lastly, I would like to extend my sincere gratitude to the generous Albertans who provided financial gifts in support of our mission in 2016. Your support changed many lives in many different ways.

# Financials at a Glance

**\$2.8 MILLION**  
TOTAL REVENUE FROM

**SPECIAL EVENTS**

**DONATIONS  
CASH & CAPITAL**

**CAMPER FEES**

**GRANTS**

**RENTALS**

Camp's primary cash revenues (sources) come from five areas: Donations (Cash and Capital), Grants, Camper Fees, Rentals and Special Events. Total Cash received from these sources was at \$ 2.8M during the past year as compared to a \$ 2.62M in the prior year, an increase of approximately 7% (\$ 135K). Decreases were seen in events and projects (4%) (\$ 7K), and Grants (22%) (\$ 35K). Increases were seen in Endowments (60%) (\$ 11K), and in Donations and Sponsorship (15%) (\$ 170K). Cash disbursements during the past year were at \$ 2.5M as compared to \$ 2.1M during the prior year an increase of 20%, \$ 400K. Increases were seen in the purchase of capital assets 300%, \$ 304 K.

**CURRENT RATIO: 4.04 (2016), 1.90 (2015) 2.73 (2014), 2.31 (2013), 2.42 (2012), 2.68 (2011)**

Industry averages:

Not available (2016, 2015, 2014, 2013)

2.55 (2012)

2.97 (2011)

**QUICK RATIO: 3.89 (2016), 1.82 (2015), 2.60 (2014), 2.13 (2013), 2.30(2012), 2.61 (2011)**

Industry averages:

Not available (2016, 2015, 2014, 2013)

1.33 (2012)

2.17 (2011)

These ratios demonstrate the short-term (i.e. one year) financial strength of Camp. The Quick Ratio suggests Camp is more liquid (i.e. more cash available) than others in this industry group.

# Financials at a Glance

## DAYS CASH RESERVE

455 DAYS IN 2016

354 DAYS IN 2015

272 DAYS IN 2014

202 DAYS IN 2013

199 DAYS IN 2012

157 DAYS IN 2011

165 DAYS IN 2010

This number demonstrates the short and long term financial strength/risk of Camp. Having enough cash on hand provides advantages to potential donors in the sense that donors and potential donors see that the organization is low risk and will continue to provide enduring benefit for the dollars donated. Nevertheless the common industry mantra is to have 6 months or 180 days of cash reserves.

## WORKING CAPITAL RATIO (SHORT TERM ASSETS – SHORT TERM LIABILITIES) / 12 MONTHS EXPENSES

Camp was measured using strictly cash liabilities i.e. not including deferred contributions or capital. Nationally (U.S.) scores greater than 1 would earn a top rating while the National average is .75 or nine months.

1.17 (2016)

.93 (2015)

.74 (2014)

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SECTION AUTHORED BY:  
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TREASURER

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# Summer Camp

*Kelly French*  
**SUMMER CAMP  
COORDINATOR**

In 2016 we increased the capacity of our Seniors and PDTC camps, which used to be limited in availability similar to PDA (14 spaces per cabin). We also stretched the capacity of all camps by considering how many campers would be attending with aides and having separated accommodations, increasing our registration openings by as many spots as possible.

We had a total of **711 CAMPERS** and **75 AIDES** attend in 2016. With increased capacity we had 53 camper spots remain unfilled for the summer. The total camper attendance was down by about 10 campers. This may or may not be a reflection of Alberta's economy.

To increase camper attendance in our least enrolled programs (Teens and Children), we created videos and other marketing material to increase awareness and provide a sense of comfort for families sending their children to camp for the first time.

Summer staff were hired in early March. Between March 15<sup>th</sup> and May 1<sup>st</sup>, 10 people dropped their commitment to employment at Camp He Ho Ha with the most common reason being "grandmother illness." During orientation, two staff members chose to leave and one was dismissed due to inability to complete the tasks of the job.

We completed the summer with **5 TEAM LEADERS, 23 COUNSELORS, 2 RESOURCE** and **2 NURSES**. Approximately 45% of the staff were from Eastern Canada, meaning a higher Western Canada presence than we have had in a few years. For the first time in many years, we had a climbing wall facilitator that was able to handle the responsibility of the climbing wall without Greg's supervision following the third camp (other than PDA).

Overall, the summer of 2016 was very successful and we are looking forward to another year of sharing incredible memories with the wonderful individuals that attend our programs.



# Rental Program

Camp He Ho Ha can once again take great pride in the success of the facility rental program. Considering the state of our current economy, we are very thankful for our many dedicated supporters.

*Bobbi Olson*  
RENTALS COORDINATOR

Bookings for 2016 generated funds totaling more than **\$544,000** which is an increase over last year and accounts for an notable portion of Camp's annual income. With many old friends returning and a number of new guests enjoying a first time visit, Camp welcomed **2,721** men, women, children, students and families through the gates.

New inquiries and subsequent bookings came from **CHURCHES, CLUBS, CHOIRS** and **BUSINESSES** with ever-increasing interest from **QUILTING GUILDS** and **SCRAPBOOKING GROUPS**. Members of various groups branched out by booking their own retreats which reflects well for the facility, staff and the overall experience.

Word of mouth continues to be our greatest rental resource – satisfied customers are pleased to recommend Camp He Ho Ha to friends and associates. Our customer satisfaction survey remains a very important evaluation of our work and all comments, good or bad, are taken very seriously with all valid concerns promptly addressed.

Whether it's a day trip, a weekend retreat or an extended stay, the He Ho Ha team works proudly together to ensure each and every guest enjoys time spent at Camp Health, Hope & Happiness.





# Grants & Fundraising

*Kelly Hobson*  
OPERATIONS ASSISTANT

Change is hard. Perhaps no department in the organization saw more change in 2016 than grants and fundraising. The passing of **ELLEN GREEN**, who had been an integral part of Camp He Ho Ha's core staff for decades, left a hole in our hearts and our office staff. Thankfully, the bulk of heavy lifting for 2016 was already done by Ellen, and she left behind years of excellent examples and solid relationships to build on.

**\$89,000**  
EMPLOYMENT GRANTS

Executing on and reconciling a major capital grant from the province's Community Facility Enhancement Program was a major focus in 2016. Applications were put in for capital grants to fund roofing and sidewalk upgrades, with a major grant of **\$117,459** from the federal government's Western Economic Diversification Canada fund awarded in the Fall.

**\$30,800**  
OTHER OPERATING GRANTS

The bulk of the operating grants in 2016 were awarded to subsidize summer staff wages. More than \$75,000 in combined funding from the federal government's **CANADA SUMMER JOBS** program and provincial government's **SUMMER TEMPORARY EMPLOYMENT PROGRAM** offset

THE ALLARD FOUNDATION	\$2,000
CN	\$2,000
CIBC CHILDREN'S FOUNDATION	\$5,000
EDMONTON OILERS COMMUNITY FOUNDATION	\$5,000
KEITH LORD SPORT FOUNDATION FUND	\$1,300
PARKLAND COUNTY	\$4,500
REXALL FOUNDATION	\$3,000
SERVUS CREDIT UNION	\$1,000
TELUS	\$5,000

wages for 13 and 5 summer staff respectively. An additional \$10,656 was funded by the provincial government to hire a Media Coordinator to film, photograph, and cut videos of the summer camp programs, as well as training videos across departments. An additional \$2,000 was awarded by the **ROYAL ALEXANDRA EMPLOYEE'S CHARITABLE DONATIONS FUND** to subsidize salaries for the Nurses. Unfortunately, this funding accounts for less than 25% of the nearly \$375,000 in staff wages spent on 33 summer staff in 2016.

Several other funding organizations renewed their operational support in 2016. Funding operational expenses for an established organization such as Camp He Ho Ha continues to be a challenge. However, we are optimistic new relationships can be built with funders to offset operational costs through successful grant applications.

# Grants & Fundraising

With service club chapters closing every month, financial support from these organizations is dwindling or altogether dying. Couple that with a challenging financial climate in Alberta and it's clear the deck was stacked against Camp He Ho Ha in 2016. Nevertheless, donors, staff and fundraiser participants worked hard to safeguard the future of this beloved organization.

*Kelly Hobson*  
OPERATIONS ASSISTANT

## ANNUAL CAMPAIGN

Despite low oil prices and the Fort McMurray wildfires, donations from the annual campaign accounted for \$93,372 of revenue.

**\$93,372**

## SHOOT FOR CAUSE

The fires in Fort McMurray, which began right before and raged on during the tournament, undoubtedly affected fundraising efforts and turnout. Still, more than 100 archers raised an impressive \$111,587.

**\$111,587**

## SUNNY'S SUPPORTERS

This campaign was new, offering campers and their families a chance to donate. Donations of \$5 or more earned a badge on the "Wall of Fame" in the Rec Hall, which quickly became a colourful reminder of how much campers and their families support the organization. In its pilot year, Sunny's Supporters generated \$2,740 in revenue for camp.

**\$2,740**

## TUITION CONTEST

Another new campaign, the Tuition Contest offered former summer staff a shot at \$5,000 in prize money for raising pledges. Just 8 participants raised an incredible \$11,805 in two months!

**\$11,805**

## GIFT GUIDE

Launched on Giving Tuesday (November 29), this campaign offers donors recognitions ranging from thank you letters to pieces of artwork by campers. In its inaugural year, the Gift Guide raised \$1,758.

**\$1,758**