



# Refund Analysis

Feb 18, 2021



# Agenda

## Agenda

- Opening Remarks
- Refund Highlights
- How Registration Fees are determined – Fixed and Variable Cost
- How Refund was calculated
- Cash position
- Next Steps



# Refund Highlights

Division/Expense	Reg Fee	Revised Cost / Player	Refund Amount	% Returned
U7	\$490.00	\$280.00	\$210.00	43%
U9	\$805.00	\$340.00	\$465.00	58%
Rec	\$390.00	\$150.00	\$240.00	62%
U11 City	\$950.00	\$450.00	\$500.00	53%
U11 Female	\$1,160.00	\$530.00	\$630.00	54%
U11 CAHL (T2 & Lower)	\$1,200.00	\$520.00	\$680.00	57%
U11 CAHL (T1)	\$1,505.00	\$560.00	\$945.00	63%
U13 RHL	\$1,030.00	\$480.00	\$550.00	53%
U13 Female RMFHL	\$1,365.00	\$470.00	\$895.00	66%
U13 CAHL (T2 & Lower)	\$1,385.00	\$500.00	\$885.00	64%
U13 CAHL (T1)	\$1,560.00	\$520.00	\$1,040.00	67%
U13 AA SCAHL	\$1,740.00	\$500.00	\$1,240.00	71%
U15 RHL	\$900.00	\$410.00	\$490.00	54%
U15 Female RMFHL	\$1,250.00	\$530.00	\$720.00	58%
U15 CAHL	\$1,220.00	\$470.00	\$750.00	61%
U15 AA SCAHL	\$1,560.00	\$410.00	\$1,150.00	74%
U18 RHL	\$910.00	\$440.00	\$470.00	52%
U18 Female RMFHL	\$1,255.00	\$520.00	\$735.00	59%
U18 CAHL	\$1,360.00	\$470.00	\$890.00	65%
U18 AA Female AEFHL	\$1,280.00	\$470.00	\$810.00	63%
U18 AA SCAHL	\$1,475.00	\$470.00	\$1,005.00	68%
<b>OVERALL AVERAGE</b>	<b>\$1,180.48</b>	<b>\$452.00</b>	<b>\$729.00</b>	<b>60%</b>

- Default will be a credit
- Notify [officeadmin@airdriehockey.com](mailto:officeadmin@airdriehockey.com) by Tuesday 5pm Feb 23<sup>rd</sup> if you a refund
- Refunds will be by division and stream
- Refund amounts will be less any subsidy or unpaid fees



# Refund Highlights

## AVERAGE Example

<b>AVERAGE</b>	Avg Org	Avg Rev	% Used
Ice & Refs	\$ 734	\$ 181	25%
Ref Assigning Fee	\$ 6	\$ 1	16%
Try out fees	\$ 88	\$ 88	100%
HA Team Fees	\$ 3	\$ 3	100%
League Fees	\$ 23	\$ 8	34%
Player/Team Cards	\$ 50	\$ 26	52%
Coach Cards	\$ 16	\$ 8	50%
Operating Costs	\$ 230	\$ 141	61%
Tournament Fund	\$ 29	\$ -	0%
<b>TOTAL</b>	<b>\$ 1,180</b>	<b>\$ 456</b>	<b>39%</b>

NOTE: This is the average registration fee – but actual refund/credit amounts are calculated by stream



# Registration Fees

## Fixed and Variable Costs

Fees include both Fixed and Variable costs.

A fixed cost is a cost that does not change with an increase or decrease in the amount of goods or services produced or sold. Fixed costs are expenses that have to be paid by the association, independent of any specific business activities.

The Fixed Costs are budgeted for and then divided by the estimated number of teams. These costs are shared equally between all AMHA teams, regardless of stream. Fixed costs include:

- Office Operations (postage; paper; telephone; internet; scheduling software; website hosting fees; accounting software; training, insurance etc)
- Development (coach reimbursements; player and goalie development)
- Professional Fees (Accountant and Payroll)
- Equipment (storage locker; pucks; first aid kits; jerseys; scorebooks etc)
- Wages and Consulting

2020-21 Season Fixed costs were estimated to be \$443K

Estimated revenue items are used to offset these fixed costs, including condition camps, tryout fees and tournament revenue. These were estimated to be \$104K, for a net fixed cost of \$338K / 84 teams = \$4,025/team



# Registration Fees

## Fixed and Variable Costs

A variable cost is a teams expense that changes in proportion to a teams use of that expense. Variable costs increase or decrease depending on a teams expected use of these variable expenses volume. Variable costs are different for each stream and division and costs differ for each team. Variable costs include:

- Ice costs (practices & estimated regular season home games)
- Ref Fees
- Jerseys (Rec)
- Hockey Alberta Team Fees
- Hockey Alberta and Hockey Canada Player and Coach Cards
- Tournament Fees (new in 2020-21)
- Conditioning Camps that are now required by HA for U7-U11
- Try out costs
- League Fees (RHL, CAHL, SCHAL, AEFHL, AFHL, RMFHL)
- Specific development (ie U9 Power Skating)

NOTE: Conditioning Camps and Tryout Revenues are used to offset the expense, but vary from team to team.



# Fixed Expenses

## Fixed Costs 2020-21

Fixed Expenses for the 2020-21 Season are \$292K – a reduction of \$151K than estimated. The \$50K savings was achieved through several board initiatives:

- Staff Reductions
- Elimination of Bookkeeper
- Reduced Expenses

As well a reduction in planned development that could not be delivered, \$100K.



# 2020-21 High Level P&L

	Actuals/Forecast			2020-21 Budget as at AGM		
	Amount	Players	Teams	Amount	Players	Teams
<b>Registration Revenues</b>						
AA	101	72	4	170	72	4
City/RHL	555	804	52	850	930	59
Competitive	325	301	17	380	301	17
Female	63	70	4	90	70	4
<i>Subtotal</i>	1,044	1,247	77	1,490	1,373	84
Camps & Tryouts	67	898		65		
Tournaments	-			24		
Other Income						
50/50	6					
CEBA Loan	20					
Interest Income	0					
Sponsorship/Donations	5			5		
Other Income	11			32		
<b>TOTAL Revenue</b>	<b>1,153</b>			<b>1,616</b>		
<b>Expenses</b>						
Business Expense	22			30		
Development	30			130		
Equipment	12			15		
Other	17			24		
Registration Costs	44			40		
Wages & Consulting	164			200		
Professional Fees	3			3		
League Fees	56			67		
Hockey Operations	183			1,103		
<b>TOTAL Expenses</b>	<b>532</b>			<b>1,613</b>		
Net Income	621			3		

Fixed Expenses

Variable Expenses





# Fixed Cost Per Team

Expense Offsets

	Actuals /Forecast	2020-21 Estimate
<b>Expenses Less Hockey Operations</b>	<b>292</b>	<b>443</b>
Sponsorship for Coach Development	-	(5)
CC, Tryout Revenue	(67)	(65)
ACAA	(3)	(8)
Tournament Revenues	-	(22)
Interest from Investments	-	(5)
Other		
Covid Loan Forgiveness	(20)	
50/50 Revenue	(6)	
<b>FIXED Costs less offsets</b>	<b>196</b>	<b>338</b>
<b>Fixed Cost Per Team</b>	<b>2.544</b>	<b>4.026</b>
Cost Per Athlete (average 18/team)	141.31	223.68



# Variable Expenses

Variable costs are:

- Ice for practices and home games
- Referees
- League fees
- Hockey Alberta and Hockey Canada Fees
- Tryout Fees
- Tournament Fees

These fees change by stream and division

In addition, items are planned by team for :

- Ref Assigning Fee
- Jerseys (Rec)
- Power Skating (Novice)

Reductions from Hockey Alberta and Hockey Canada have been passed onto our members.

Ref Assigning fees have been negotiated to 10% of the usual fee per team.



# Registration Fee Breakdown

Division/Expense	Reg Fee	Ice Budget	Ice Costs	Other	Ref Fees	Referee Assigning Fee	Try out fees	HA Team Fees	League Fees	Player/Team Cards	Coach Cards	Fixed Costs	Tourn Fee	Total	Players /Team	Cost Per Player
U7	\$490.00	28.5	2,009	254	-	-	1,350	50	-	842	287	4,025	-	\$8,817.59	18	\$490.00
U9	\$805.00	58.5	5,394	1,378	360	125	1,350	50	-	842	287	4,025	720	\$14,530.88	18	\$807.00
Rec	\$390.00	18	3,807	850	-	-	-	100	-	1,625	191	4,025	-	\$10,598.62	34	\$312.00
U11 City	\$950.00	69	6,345	-	765	125	2,975	50	-	813	287	4,025	680	\$16,064.74	17	\$945.00
U11 Female	\$1,160.00	61.5	8,566	-	1,105	125	2,850	50	190	765	287	4,025	640	\$18,602.80	16	\$1,163.00
U11 CAHL (T2 & Lower)	\$1,200.00	67.5	9,835	-	1,445	125	2,975	50	135	813	287	4,025	680	\$20,369.66	17	\$1,198.00
U11 CAHL (T1)	\$1,505.00	57.75	12,215	-	680	125	2,975	50	135	813	287	4,025	680	\$21,984.14	17	\$1,293.00
U13 RHL	\$1,030.00	43.5	9,201	-	1,430	125	1,700	50	215	813	287	4,025	680	\$18,525.13	17	\$1,090.00
U13 Female RMFHL	\$1,365.00	59.5	12,585	-	1,540	125	1,600	50	190	765	287	4,025	640	\$21,806.49	16	\$1,363.00
U13 CAHL (T2 & Lower)	\$1,385.00	65.5	13,854	-	1,870	125	1,700	50	135	813	287	4,025	680	\$23,538.35	17	\$1,385.00
U13 CAHL (T1)	\$1,560.00	79.75	16,868	-	1,870	125	1,700	50	135	813	287	4,025	680	\$26,552.36	17	\$1,562.00
U13 AA SCAHL	\$1,740.00	96.5	20,199	-	1,920	125	-	80	2,100	813	287	4,025	-	\$29,548.65	17	\$1,738.00
U15 RHL	\$900.00	32.25	6,821	-	1,496	125	1,900	50	215	908	287	4,025	760	\$16,587.24	19	\$873.00
U15 Female RMFHL	\$1,250.00	55.5	11,739	-	1,632	125	1,700	50	190	813	287	4,025	680	\$21,240.25	17	\$1,249.00
U15 CAHL	\$1,220.00	57.5	12,162	-	1,768	125	1,900	50	135	908	287	4,025	760	\$22,119.87	19	\$1,164.00
U15 AA SCAHL	\$1,560.00	93	19,670	-	2,336	125	-	80	2,100	908	287	4,025	-	\$29,531.47	19	\$1,554.00
U18 RHL	\$910.00	41.75	8,831	-	1,898	125	1,900	50	215	908	287	4,025	760	\$18,998.58	19	\$1,000.00
U18 Female RMFHL	\$1,255.00	55.5	11,739	-	1,752	125	1,700	50	190	813	287	4,025	680	\$21,360.25	17	\$1,256.00
U18 CAHL	\$1,360.00	73.5	15,546	-	2,044	125	1,900	50	135	908	287	4,025	760	\$25,780.03	19	\$1,357.00
U18 AA Female AFHL	\$1,280.00	73.5	15,546	-	2,044	125	-	80	100	860	287	4,025	-	\$23,067.23	18	\$1,282.00
U18 AA SCAHL	\$1,475.00	97.5	20,622	-	-	-	-	80	2,100	908	287	4,025	-	\$28,022.27	19	\$1,475.00



# Revised Registration Fee Breakdown

Division/Expense	Reg Fee	Ice Used	Ice Costs	Other	Ref Fees	Referee Assigning Fee	Try out fees	HA Team Fees	League Fees	Player/Team Cards	Coach Cards	Operating Costs	Tournament Fund	Total	Players/Team	Revised Cost / Player
U7	\$490.00	6	423	1,350	-	-	-	50	-	434	151	2,544	-	\$4,950.68	18	\$275.04
U9	\$805.00	12.875	1,187	1,765	35	12.50	-	50	-	434	151	2,544	-	\$6,177.23	18	\$343.18
Rec	\$390.00	3	635	850	-	-	-	100	-	819	151	2,544	-	\$5,097.63	34	\$149.93
U11 City	\$950.00	15.5	1,425	1,275	56	12.50	1,700	50	-	427	151	2,544	-	\$7,639.32	17	\$449.37
U11 Female	\$1,160.00	17.5	2,438	1,200	81	12.50	1,600	50		401	151	2,544	-	\$8,476.17	16	\$529.76
U11 CAHL (T2 & Lower)	\$1,200.00	16.67	2,429	1,275	105	12.50	1,700	50	152	427	151	2,544	-	\$8,844.50	17	\$520.26
U11 CAHL (T1)	\$1,505.00	15.25	3,226	1,275	50	12.50	1,700	50	152	427	151	2,544	-	\$9,585.24	17	\$563.84
U13 RHL	\$1,030.00	14.55	3,077	-	104	12.50	1,700	50	75	427	151	2,544	-	\$8,139.93	17	\$478.82
U13 Female RMFHL	\$1,365.00	19	4,019	-	112	12.50	1,600	50		477	151	2,544	-	\$8,964.36	19	\$471.81
U13 CAHL (T2 & Lower)	\$1,385.00	15.8575	3,354	-	137	12.50	1,700	50	152	427	151	2,544	-	\$8,525.60	17	\$501.51
U13 CAHL (T1)	\$1,560.00	17	3,596	-	137	12.50	1,700	50	152	427	151	2,544	-	\$8,767.25	17	\$515.72
U13 AA SCAHL	\$1,740.00	24.75	5,181	-	140	12.50	-	80	-	427	151	2,544	-	\$8,533.86	17	\$501.99
U15 RHL	\$900.00	11.708333	2,476	-	109	12.50	1,900	50	75	477	151	2,544	-	\$7,793.89	19	\$410.20
U15 Female RMFHL	\$1,250.00	19	4,019	-	119	12.50	1,700	50		427	151	2,544	-	\$9,020.90	17	\$530.64
U15 CAHL	\$1,220.00	16.125	3,411	-	129	12.50	1,900	50	164	477	151	2,544	-	\$8,836.92	19	\$465.10
U15 AA SCAHL	\$1,560.00	20.25	4,283	-	171	12.50	-	80	-	477	151	2,544	-	\$7,716.86	19	\$406.15
U18 RHL	\$910.00	14	2,961	-	104	12.50	1,900	50	75	477	151	2,544	-	\$8,273.31	19	\$435.44
U18 Female RMFHL	\$1,255.00	17.75	3,754	-	128	12.50	1,700	50		427	151	2,544	-	\$8,765.27	17	\$515.60
U18 CAHL	\$1,360.00	16.79167	3,552	-	149	12.50	1,900	50	164	477	151	2,544	-	\$8,998.07	19	\$473.58
U18 AA Female AFHL	\$1,280.00	21.25	4,495	-	149	12.50	-	80	600	452	151	2,544	-	\$8,481.96	18	\$471.22
U18 AA SCAHL	\$1,475.00	\$26.50	5,605	-	-	-	-	80	-	477	151	2,544	-	\$8,855.76	19	\$466.09

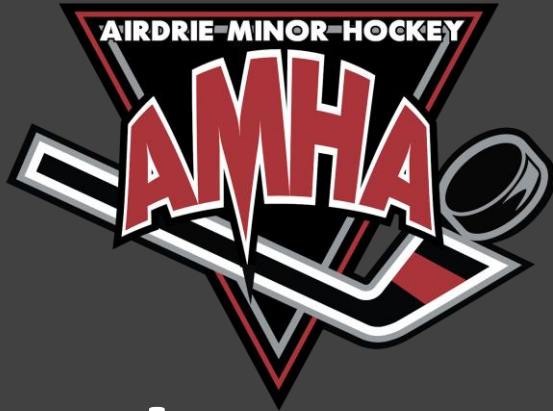
Update: U13 RHL Players/Team corrected; U18AA Female League Fees updated



# Refund by Division

Division/Expense	Reg Fee	Revised Cost / Player	Refund Amount	% Returned	Cash Impact	# of Players	# Of Teams
U7	\$490.00	\$275.04	\$210.00	43%	\$28,770.00	137	8
U9	\$805.00	\$343.18	\$465.00	58%	\$86,490.00	186	12
Rec	\$390.00	\$149.93	\$240.00	62%	\$14,160.00	59	4
U11 City	\$950.00	\$449.37	\$500.00	53%	\$61,000.00	122	8
U11 Female	\$1,160.00	\$529.76	\$630.00	54%	\$11,970.00	19	1
U11 CAHL (T2 & Lower)	\$1,200.00	\$520.26	\$680.00	57%	\$46,240.00	68	4
U11 CAHL (T1)	\$1,505.00	\$563.84	\$945.00	63%	\$15,120.00	16	1
U13 RHL	\$1,030.00	\$478.82	\$550.00	53%	\$84,150.00	153	10
U13 Female RMFHL	\$1,365.00	\$471.81	\$895.00	66%	\$17,005.00	19	1
U13 CAHL (T2 & Lower)	\$1,385.00	\$501.51	\$885.00	64%	\$60,180.00	68	4
U13 CAHL (T1)	\$1,560.00	\$515.72	\$1,040.00	67%	\$17,680.00	17	1
U13 AA SCAHL	\$1,740.00	\$501.99	\$1,240.00	71%	\$21,080.00	17	1
U15 RHL	\$900.00	\$410.20	\$490.00	54%	\$42,630.00	87	6
U15 Female RMFHL	\$1,250.00	\$530.64	\$720.00	58%	\$11,520.00	16	1
U15 CAHL	\$1,220.00	\$465.10	\$750.00	61%	\$57,000.00	76	4
U15 AA SCAHL	\$1,560.00	\$406.15	\$1,150.00	74%	\$21,850.00	19	1
U18 RHL	\$910.00	\$435.44	\$470.00	52%	\$28,200.00	60	4
U18 Female RMFHL	\$1,255.00	\$515.60	\$735.00	59%	\$11,760.00	16	1
U18 CAHL	\$1,360.00	\$473.58	\$890.00	65%	\$49,840.00	56	3
U18 AA Female AFHL	\$1,280.00	\$471.22	\$810.00	63%	\$13,770.00	17	1
U18 AA SCAHL	\$1,475.00	\$466.09	\$1,005.00	68%	\$19,095.00	19	1

NOTE: Refund/credit amounts will be less any subsidy or unpaid fees



# Cash Impact

Our current cash assets total \$1.1M. The most liquid assets are our operating bank account and the CEBA Loan Account. The AGLC Account are restricted funds and \$36K is due to AA teams over the next three years. \$40K of the Covid Loan amount must be paid back by December 2022.

The \$32K Accounts Receivable is the amount of unpaid fees.

The liabilities are amounts we owe but have yet to receive invoices for, as well as an estimated 5 months of expenses to ensure we have enough cash to cover February to June

The Refund cash impact totals \$717K, less unpaid fees and subsidies

## Assets

### *Current Assets*

Cash	745
AGLC Account	67
Accounts Receivable	32

### *Long Term Assets*

Covid Loan Account	63
GIC	206

**TOTAL 1,113**

## Liabilities

### *Current Liabilities*

Uncashed Cheques	2
HA & League Fees	56
Unused Ice	15
Other Expenses	53
Estimated Refund	675

### *Long Term Liabilities*

Covid Loan	40
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**Total Liabilities 841**

**Retained Earnings 271**

## Summary

Operating Account	795
Liabilities	801

**Operating & Covid Amt (6)**



## Next Steps

## Credits and Refunds

The default will be a credit on your registration for next year. You do not need to do anything to receive your credit.

However, members are welcome to a refund if they so choose. To receive the refund please email Cindy at [officeadmin@airdriehockey.com](mailto:officeadmin@airdriehockey.com). If you opt for a refund it will be via SportsEngine if the data is current, else a cheque or etransfer.

**Please be patient as Cindy is processing the refunds and credits by herself.**

## Incomplete Fees and Subsidies

Please note if did NOT pay registration fees in full or received a subsidy, you will receive the amount less any unpaid fees or subsidy.

For example, registration fees were \$1,560 paid in installments of \$75 and three payments of \$318.33 but the final \$530 due upon team placement remains unpaid. The credit/refund amount is 64% of the total registration cost, or \$1,000 but \$530 was not paid, the refund amount will only be \$470. Credit/refund will be the % of the total registration cost less unpaid fees and/or subsidy received.



# Next Steps

## 2021-22 Season

- Hopeful for a (somewhat more) normal season
- Have fees start later in the season, spread over several months
- Refunds will still be available after the deadline of February 23<sup>rd</sup>, but will need to be processed in a different way
- Tryouts will be required again as athletes will be changing divisions
- New Registration site, RAMP





# Thank You

## Thanks!

- Cindy, Carol and Donna
- EC Members, Cale, Ed, Evan and Graeme
- Directors, Bob, Brad, Chad and Nick
- Coordinators
- Members



# Questions

## Questions

- Refund Focused

Other feedback is welcome anytime, please contact the office, your coordinator, director or VP. All contact information can be found on the website.

Concluded at 9pm.